

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee
From: Lynne Livingstone, City Manager
Subject: 2020 Performance Report and May 2021 Semi-Annual Progress Report
Date: July 28, 2021

Recommendation

That, on the recommendation of the City Manager, the report including the attached 2020 Performance Report, May 2021 Semi-Annual Progress Report **BE RECEIVED** for information.

Executive Summary

As part of Council's commitment to accountability and transparency in decision-making, the Strategic Plan Reporting Cycle includes a number of reports that measure progress, performance and impact of the work being done to support the implementation of the 2019-2023 Strategic Plan. This report includes the 2020 Performance Report which answers the questions 'Did we do what we set out to do?' and the May 2021 Semi-Annual Progress Report which tracks progress and monitors the implementation of Council's Strategic Plan.

Linkage to the Corporate Strategic Plan

Council's 2019-2023 Strategic Plan includes the Strategic Area of Focus 'Leading in Public Service.' This includes the Expected Result 'The City of London is trusted, open, and accountable in service of our community' and the Strategy 'Improve public accountability and transparency in decision making.'

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

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, November 17, 2020.

2.0 Discussion and Considerations

2.1 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.

2.2 Development of the 2019-2023 Strategic Plan

The framework for the 2019-2023 Strategic Plan included the development of Outcomes (identify the intended change in the lives of individuals, families, organization, or

community to be accomplished through the implementation of the strategic plan), Expected Results (identify the required change to achieve the associated outcome) and Strategies (identify the specific actions to be taken in order to achieve the associated expected result and outcome) to be achieved for each strategic area of focus.

One of the key principles guiding the development of the 2019-2023 Strategic Plan was to ensure that measurement of the Plan was considered at the beginning of the process. As a result, Metrics (identify the aggregate, quantifiable measure(s) that are used to track performance, process or behaviour) and Targets (annual unit of measure of performance, process, or behaviour) were developed as means to measure and monitor achievement of the Strategic Plan, as well as the pace of implementation.

During the development of the Strategic Plan it was noted that the pace of implementation would be finalized through the Multi-Year Budget process and that metrics and/or targets would be adjusted accordingly based on the Budget.

Following the approval of the Multi-Year Budget, Civic Administration worked to review and revise both metrics and targets as required to ensure alignment with the decisions of the 2020-2023 Multi-Year Budget.

In 2020, Municipal Council reaffirmed its commitment to eliminating systemic racism and oppression and established Anti-Racism and Anti-Oppression as a sixth priority of Council. Work associated with this priority will be completed with the leadership and guidance of the new Anti-Racism and Anti-Oppression Division and will be reflected in future Strategic Plan reports.

2.3 Strategic Plan Reporting Cycle

As part of Council's commitment to accountability and transparency in decision-making, the Strategic Plan Reporting Cycle includes a number of reports that measure progress, performance and impact of the work being done to support the implementation of the 2019-2023 Strategic Plan. These reports include:

1. **Semi-Annual Progress Report:** The Semi-Annual Progress Report (released every May and November) tracks progress and monitors implementation of Council's Strategic Plan.
2. **Variance Report:** Variance reports are completed for any actions identified as 'caution' or 'below plan' in the Semi-Annual Progress Report. These reports are submitted to the appropriate Standing Committee following the tabling of the May and November Progress Reports.
3. **Report to the Community:** Released every November, the Report to the Community highlights key activities and accomplishments from the past 12 months. This document does not provide an update on every strategy, rather, it summarizes a shorter list of key actions and accomplishments which have contributed towards delivering on Council's Strategic Plan.
4. **Annual Performance Report:** The Annual Performance Report answers the question, "Did we do what we set out to do?" It is a tool to measure the annual performance of the Strategic Plan by assigning metrics (aggregate, quantifiable measures) to each strategy, expected result and outcome in the Plan. Performance is tracked by comparing the difference between the actual and target for each metric, as well as qualitative information about successes, challenges, solutions, and data limitations experienced. It also serves as the foundation for the Impact Assessment.
5. **Impact Assessment:** The Impact Assessment answers the question "How has London changed as a result of the implementation of the Strategic Plan?" Completed every quadrennial, it analyzes the performance data across all years,

reporting on the change over time and therefore the impact of the strategies included in the Strategic Plan over the life of the Plan.

2.4 2020 Performance Report

The purpose of the Annual Performance Report is to answer the question, “Did we do what we set out to do?” The Performance Report tracks performance on an annual basis and builds on the outcomes, expected results, and strategies of the Strategic Plan by assigning metrics (aggregate, quantifiable measures) to each strategy and adding data tracking and analysis columns to capture both quantitative and qualitative information. It also serves as the foundation for the Impact Assessment, which will measure the impact of the strategies included in the Strategic Plan over the life of the Plan.

The 2020 Performance Report, attached as Appendix A, is organized by Strategic Area of Focus and contains both quantitative and qualitative information. The quantitative component tracks both actuals and targets for each metric from the 2020 year, as well as the difference between those actuals and targets as a number and percentage. The metrics and targets included in the Report are reflective of decisions made through the Multi-Year Budget process. The qualitative component includes information about successes, challenges, solutions to be implemented, and data limitations. These elements support a more in-depth analysis of the quantitative results.

The 2020 Performance Report captures the following data points for each metric:

- Actuals from 2020;
- Targets for 2020;
- The difference between the 2020 actuals and targets as a number and percent;
- Success stories from 2020 as applicable;
- Challenges experienced in 2020 as applicable;
- Solutions to be implemented to address the challenges experienced as applicable; and,
- Data limitations experienced as applicable.

While many metrics have been met or exceeded, there are instances where actuals did not meet established targets in 2020. The main reason was due to COVID-19. Impacts include: the cancellation and/or delay of programs and planned activities; facility closures; resource pressures, including redeployment to critical services; the deferral of planned investments; and shifting priorities as a result of COVID-19. In some cases, the pandemic also impacted the availability of data.

There are also instances where metrics are yet to be established. There remains work to do to establish metrics and targets for a number of strategies, particularly in the Creating a Safe London for Women and Girls area of focus. Continued progress in 2021 to establish action plans and strategies will be foundational to the development of these metrics and targets.

2.5 May 2021 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 not being completed by the target end date
- **Below Plan:** Action is delayed by two quarters or more
- **Not Started:** Action that was not approved through the Multi-Year Budget process and therefore will not be started in the 2019-2023 Strategic Plan

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

The May 2021 Semi-Annual Progress Report is attached as Appendix B.

As of May 2021, 96.1% of all actions are complete or on target. The percentage of completed actions has increased by 2.8% since November 2020.

The following table compares the status of performance indicators from the November 2020 reporting period to that of the May 2021 reporting period as both a number and percent.

Status Indicator	November 2020	May 2021
Complete	60 (10.2%)	78 (13.2%)
On Target	487 (83.1%)	487 (82.9%)
Caution	15 (2.6%)	17 (2.9%)
Below Plan	0 (0.0%)	0 (0.0%)
Not Defined	24 (4.1%)	0 (0.0%)
Not Started*	N/A	5 (0.9%)
Total	586	587**

*The status 'Not Started' has been added for instances where the action was not approved through the Multi-Year Budget process and therefore will not be started in the 2019-2023 Strategic Plan.

**One additional action was added for this reporting cycle: 'Update the Master Accommodation Plan taking into account the potential for alternate work strategies and long-term impacts on work space requirements resulting from COVID-19.'

Since the November 2020 Semi-Annual Progress Report the number of actions marked as 'complete' has increased by 3.0%. The number of actions marked as 'on target' remains steady at 487 (82.9%), while the number of actions noted as 'caution' (actions behind by one quarter or three months or actions that are in progress or not yet started that are flagged as possibly not being completed by the target end date) has increased slightly (0.3%).

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

Many of the actions included in the Progress Report are annual in nature. In all cases these activities have continued and have a status of "on target." However, it should be noted that while planned actions for this reporting period have continued, in many cases adjustments have occurred to accommodate the impacts of the pandemic. These adjustments are noted throughout the report as variances.

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 2020 Performance Report demonstrates that significant work is occurring to advance Council's vision, mission and strategic areas of focus. It is an important tool that will also serve as the

foundation for the Impact Assessment which will measure the impact of the strategies included in the Strategic Plan over the life of the Plan. The May 2021 Semi-Annual Progress Report demonstrates the progress being made on the important actions that will move Council's Strategic Plan forward.

Prepared and Submitted by: Rosanna Wilcox, Director, Strategy and Innovation

Recommended by: Lynne Livingstone, City Manager

Appendix A - 2020 Performance Report

Introduction

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 the progress being made each year and how this work is having an impact in the community.

Strategic Plan Reporting Cycle

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5. **Impact Assessment:** The Impact Assessment answers the question "How has London changed as a result of the implementation of the Strategic Plan?" Completed every quadrennial, it analyzes the performance data across all years, reporting on the change over time and therefore the impact of the strategies included in the Strategic Plan over the life of the Plan.

2020 Performance Report

The purpose of the Annual Performance Report is to answer the question, “Did we do what we set out to do?” The Performance Report tracks performance on an annual basis and builds on the outcomes, expected results, and strategies of the Strategic Plan by assigning metrics (aggregate, quantifiable measures) to each strategy and adding data tracking and analysis columns to capture both quantitative and qualitative information. It also serves as the foundation for the Impact Assessment.

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The 2020 Performance Report captures the following data points for each metric:

- Actuals from 2020.
- Targets for 2020.
- The difference between the 2020 actual and targets as a number and percent.
- Success stories from 2020 as applicable.
- Challenges experienced in 2020 as applicable.
- Solutions to be implemented to address the challenges experienced as applicable.
- Data limitations experienced as applicable.

Definitions

Outlined below is a list of terms used throughout the report and corresponding definitions.

- **Outcome:** Defines the intended change in the lives of individuals, families, organizations, or community to be accomplished through the implementation of the Strategic Plan.
- **Expected Result:** Identifies the conditions or change required to achieve each outcome.
- **Strategy:** Determines the action, method or plan to bring about the future desired state.
- **Metric:** Identifies the aggregate, quantifiable measure(s) that is used to track performance, process or behaviour.
- **Target:** Annual quantifiable measure that is used to track progress toward the metric.
- **Actual:** The documented result from the identified year.
- **Difference:** The difference between the actual result achieved in the identified year and the set target for that same year, shown as a number and percent.
- **Successes:** Achievements experienced during 2020 in relation to the strategies, metrics, actuals and targets.
- **Challenges:** Issues or barriers experienced during 2020 in relation to the strategies, metrics, actuals and targets.

- **Solutions to be implemented:** Approaches being implemented to address the identified challenges experienced in 2020.
- **Data limitations:** Challenges experienced in the collection of data and/or reporting on actuals and targets.
- **TBD:** The unit of measure or the target has not yet been determined.
- **N/A:** The target and/or actual are not available for this reporting period.

Service Areas Acronyms

The 2020 Performance Report references the Service Area responsible for each metric. The acronyms and associated definitions are included below:

- **BIAs:** Business Improvement Areas
- **CMO:** City Manager's Office
- **CGM:** Covent Garden Market
- **E&I:** Environment and Infrastructure
- **ES:** Enterprise Supports
- **FS:** Finance Supports
- **HDC:** Housing Development Corporation
- **KCCA:** Kettle Creek Conservation Authority
- **LEDC:** London Economic Development Corporation
- **LFD:** London Fire Department
- **LMCH:** London Middlesex Community Housing
- **LPL:** London Public Library
- **LPS:** London Police Service
- **LS:** Legal Services
- **LTC:** London Transit Commission
- **LTVCA:** Lower Thames Valley Conservation Authority
- **MLHU:** Middlesex-London Health Unit
- **NCWS:** Neighbourhood and Community-Wide Services
- **P&ED:** Planning and Economic Development
- **SHD:** Social and Health Development
- **UTRCA:** Upper Thames River Conservation Authority

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Strengthening Our Community

Outcome: Londoners have access to the supports they need to be successful.

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
Increase affordable and quality housing options.	Establish and revitalize community housing through a Regeneration Plan.	# lives impacted through social housing regeneration (LMCH)	84	75	9 / 12%
		# new revenue sources through the Regeneration Strategy (LMCH)	2	1	1 / 100%
		# additional units (LMCH)	0	0	0 / 0%
	Increase supportive and specialized housing options for households experiencing chronic homelessness.	# chronic homeless supported through Housing First (SHD)	80	100	(20) / (20%)
		# individuals and families experiencing chronic homelessness receiving Homeless Prevention Housing Allowances (SHD)	258	250	8 / 3%
		# of supportive housing units constructed and occupied (HDC)	72	50	22 / 44%
		# supportive housing units established through partnerships to support for individuals and families experiencing chronic homelessness (SHD)	77	50	27 / 54%

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
	Strengthen the support for individuals and families in need of affordable housing.	# individuals and families supported through new supplement programs (SHD)	344	200	144 / 72%
		% of Homeless Prevention and Housing Plan Recommendations implemented (SHD, HDC)	16%	25%	(9) / (36%)
		% of identified London Middlesex Housing Corporation (LMHC) Strategic Plan objectives completed (LMCH)	26%	20%	6 / 30%
		% of LMHC Service Standards met (LMCH)	84%	90%	(6) / (7%)
		% of LMHC Tenants satisfied with their homes (LMCH)	69%	70%	(1) / (1%)
		# of housing units inspected for safety and environmental health (MLHU)	90	200	(110) / (55%)
	Utilize innovative regulations and investment to facilitate affordable housing.	% of Affordable Housing Community Improvement Plan completed (P&ED, HDC)	100%	50%	50 / 100%
		% of Affordable Housing Development Toolkit completed (P&ED)	100%	50%	50 / 100%
		% of Inclusionary Zoning Bylaw completed (P&ED)	50%	50%	0% / 0%
		% of available school sites analyzed for affordable housing development opportunities (P&ED, HDC)	100%	100%	0% / 0%
Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless.	Create more purpose-built, sustainable, affordable housing stock in London.	# increase of new affordable rental stock (built in partnership with HDC) (HDC)	165	150	15 / 10%

	Implement coordinated access to mental health and addictions services and supports.	# of chronically homeless individuals and families that achieve housing stability (housed for 6 months) (SHD)	278	100	178 / 178%
		# individuals and families that become chronically homeless (SHD)	235	200	35 / 18%
		# programs participating in coordinated access practice (SHD)	47	14	33 / 236%
	Improve emergency shelter diversion and rapid re-housing practices.	# unique chronic residents in shelter (SHD)	454	200	254 / 127%
		% of individuals successfully diverted from shelter and individuals in shelter rapidly re-housed (SHD)	45% and 53%	5%	40 / 900% 48 / 960%
	Support improved access to mental health and addictions services.	Strengthen and support the mental health and addictions system.	% of priority actions implemented as a result of stewardship of the Middlesex London Community Drug and Alcohol Strategy (CDAS) (MLHU)	68%	85%
# of clients served through consumption and treatment services (MLHU)			20,047	24,000	(3,953) / (17%)
# of clients accessing consumption and treatment services that are referred to treatment supports (MLHU)			810	1500	(690) / (46%)
# formalized partnerships in the Coordinated Informed Response (SHD)			19	12	7 / 58%
% of individuals moved from sleeping rough to shelter or housing through the Coordinated Informed Response (SHD)			50.8%	50%	0.8 / 2%
# library locations with mental health services available (LPL)			0	1	(1) / (100%)
Decrease the number of London residents experiencing poverty.	Continue to support and develop collaborative approaches to end poverty.	\$ invested to support poverty reduction initiatives (SHD, NCWS)	\$694,090	\$653,160	40,930 / 6%
		# of London residents experiencing poverty (based on the Low Income Cut-Off-After Tax (LICO-AT) (SHD, NCWS)	48,865	Actuals	N/A

		# of London residents experiencing poverty (based on the Low Income Measure – LIM) (NCWS, SHD)	82,605	Actuals	N/A
Increase opportunities for individuals and families.	Enhance public trust and confidence by ensuring appropriate response to victims, the vulnerable, and racialized persons and groups.	% of reported sexual assaults that are cleared as unfounded (London Police) (LPS)	0	<1.5%	1.5 / 100%
		% of respondents satisfied with the quality of police services in helping victims of crime (LPS)	N/A	>82.0	N/A
	Deliver diversity and inclusion training to all members.	% of members who received community diversity and inclusion training (LPS)	100%	100%	0 / 0%
	Fund and partner with the London Public Library to increase opportunities for people to access the services they need.	% increase in circulation to meet demand for collections (LPL)	0%	1%	(1) / (100%)
		% on Indigenous people residing in local First Nations served (LPL)	19%	6%	13 / 217%
	Improve access to licensed child care and early years opportunities.	# additional licensed child care spaces created (NCWS)	11	88	(77) / (88%)
		# children in receipt of child care fee subsidy monthly, each year (NCWS)	1,653	2,850	(1,197) / (42%)
		# EarlyON visits made by parents/caregivers and children (NCWS)	31,346	107,453	(76,107) / (70%)
	Work collectively with community partners to improve outcomes and integrated responses for children, youth,	# community organizations supporting collective community agendas (NCWS)	187	187	0 / 0%
		# community-based plans implemented (NCWS)	2	2	0 / 0%
# community-supported initiatives implemented annually (NCWS)		137	154	(17) / (11%)	

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
	families, and older adults.	\$ invested to support collective community agendas (NCWS)	\$874,000	\$1.1M	(226,000) / (21%)
		% of seniors population served at library locations (LPL)	23.1%	30%	(6.9) / (23%)
		# youth served at library locations (LPL)	22,966	18,625	4,341 / (23%)
	Increase programming and activities for residents and families at Dearness Home.	\$ invested in auditorium expansion (SHD)	0	\$300,000	(300,000) / (100%)
		# programs and events offered (SHD)	56	115	(59) / (51%)
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.	# user trips on the Thames Valley Parkway (TVP) (E&I)	1,740,000	1,215,400	524,600 / 43%
		# kilometres of pathways (including TVP multi-use pathways and secondary multi-use paths) (E&I)	180	176	4 / 2%
		# kilometres of trails (dirt, woodchip, and gravel) (E&I, P&ED)	64	63	1 / 2%
		# of connections completed in the Thames Valley Parkway system (E&I)	1	1	0 / 0%
	Create programs and exhibitions to foster health and well-being.	% of program participants reporting increased levels of physical activity (NCWS)	95%	88%	7 / 8%
		% of program participants reporting increased self-esteem (NCWS)	95%	92%	3 / 3%
		# of nature-based recreation programs implemented (NCWS)	1	1	0 / 0%
		# Onsite and virtual classes, exhibits, and other programs offered at Museum London (Museum London)	76	48	28 / 58%

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
	Deliver health protection and promotion programs guided by population health surveillance.	# of personal service settings inspected by public health inspectors (MLHU)	182	667	(485) / (73%)
		% of 7- to 17-year-olds in London schools up to date for diphtheria, tetanus, Polio (DTP) Vaccine (MLHU)	77.6%	81.3%	(3.7) / (5%)
		% of 7- to 17-year-olds in London schools up to date for measles, mumps, rubella (MMR) vaccine (MLHU)	91.4%	90.9%	0.5 / 1%
		# of food-serving establishments inspected by public health inspectors (MLHU)	1,711	4,000	(2,289) / 57%
		% of tobacco and cannabis vendors inspected for compliance with display, handling & promotion sections of the Smoke Free Ontario Act (MLHU)	N/A	100%	N/A
		# of pregnant women/young families supported through public health home visiting programs and group programs (MLHU)	302	N/A	N/A

Success stories from 2020

- The London Public Library went Fine Free, removing barriers to access for thousands of Londoners.
- The Library's online Digital Collections usage increased by 28%; holds on digital items increased by 40%. Online program delivery had great success using social media platforms and investing in other program delivery platforms. This includes the virtual summer reading program using Beanstack.
- Successful online programs through the London Public Library included: book clubs for adults and teens; trivia nights; ESL reading groups; story times; and the TD Summer Reading Program. Virtual programming collaborations also continued with *Green in the City*, *Wordsfest* and homework help for students. 2020 also saw an increase in the number of Londoners willing to volunteer for programs such as English Conversations Mentoring and R.E.A.D. programs.
- The Housing Development Corporation (HDC), along with support from the City's 'SWOT' team, was able to quickly advance the vacant land at 122 Baseline Road and was successful in being approved for over \$7.5 million in funding from Canada Mortgage Housing Corporation under their Rapid Housing Initiative to create 61 new affordable housing units with design/build partner EllisDon.
- Two new developments advanced to create 133 new affordable units. HDC was also able to leverage partnerships, as a third-party consultant, with developers to negotiate 32 units through section 37 Bonusing, which is done at no extra cost to HDC or the municipality.

- HDC acquired two surplus school sites which have now been demolished. The lands will be prepared in the future to create new affordable housing.
- The Dearness Home worked through many challenges while keeping residents and employees safe with its proactive response to the COVID-19 Pandemic.
- Homeless Prevention exceeded targets for partnerships established to support individuals and families experiencing chronic homelessness.
- The number of chronically homeless individuals and families that achieved housing stability was a big success at 278. The number of programs participating in coordinated access far exceeded the target and demonstrates a huge buy into the system from the community. Diversion of new individuals from shelter has been unbelievable at 53%.
- The Age Friendly London Network distributed 500 Community Connector bags to seniors in the community, supported 40 seniors and engaged 25 volunteers in the Leisure Buddies program (100% of program participants surveyed reported that the program helped them feel less isolated and 95% said the program increased their awareness of social and recreational opportunities); and, made 300 connections with older adults and service providers through presentations and events.
- The Child and Youth Network delivered 14,744 meals to individuals in need during the pandemic, supported community partners to offer virtual income tax services to support Londoners with low income, subsidized 1050 boxes Good Food Boxes and an additional 1,400 boxes for schools, and coordinated a food delivery relief measure including the distribution of 16,944 Breakfast Bags to children and youth in London between April and June.
- “30 Things To Do Outside This Winter” social media campaign through January-February 2020 was so successful that ran it again January 2021, adapting it to include all COVID-safe activities.
- Day camp program included increased outdoor activities to allow more opportunities for children to be active.
- Supported 7 licensed child care operators in providing emergency child care for 125 children during the province-wide closure of child care and schools from March to June 2020, allowing essential workers to continue working knowing their children were cared for in safe, nurturing environments.
- 15 onsite programs January to February including craft workshops and yoga classes that are geared to maintain positive mental health and from March to December 2020.
- The virtual program delivery of free art classes and exhibition tours with the intention to promote positive mental well being resulted in increased viewer attendance.
- The Middlesex-London Health Unit maintained core programming throughout 2020 when a vast majority of program staff were deployed to focus on the COVID-19 response.

Challenges experienced

- Due to the impacts of COVID-19, the Sexual Assault Committee (LPS) review group did not meet in 2020 and did not review cases.
- Due to the impacts of COVID-19, in person diversity and inclusion training was cancelled for some of the training sessions and then converted to online training.
- The London Public Library saw a loss of revenue streams from room rentals, Wolf Performance Hall, and other revenue generating services. In person usage of collections and services were suspended or severely limited due to COVID. The Library also saw program cancelations including partnerships and collaborations.
- To meet demand of borrowing from digital collections (digital materials are costlier than physical ones) budget lines were adjusted. Ensuring sufficient funds in budget to continue to build a relevant and appealing collection in various formats, such as print or electronic.
- The London area continues to experience some of the most significant housing affordability challenges in Canada measured by housing costs, incomes, and unit availability. (See: [CMHC Core Housing Need](#)) The Housing Stability for All Plan reflected a gap of 3,000 housing units in London in 2018/19. If not acted on quickly, this will grow as affordability needs are not met by the local housing market.

- Capital funds allocated to the Dearness Home Auditorium Expansion project were deferred to 2021.
- Dearness Home programming and events were limited due to the provincial COVID-19 precautionary measures taken to ensure the safety of residents, visitors and employees.
- The number of unique residents in shelter is a direct reflection of COVID and the lack of housing options and program supports for higher acuity individuals.
- All construction on new child care centres was delayed due to COVID-19 and therefore no new spaces were created.
- Due to the provincially mandated child care closure period, less children were in receipt of fee subsidy in 2020. Child care has been identified as an essential service for economic and social recovery in London. 95% of licensed child care agencies are currently operational, at approximately 60% capacity due to continuing COVID pressures. Further, COVID has highlighted the current Early Childhood Educator staffing crisis locally and across the province; significant challenges exist in recruitment and retention of qualified staff due to a number of systemic issues.
- 17 Age Friendly London actions planned to be implemented in 2020 were cancelled or delayed due to COVID restrictions on gathering.
- EarlyON Child and Family Centres were closed and offering virtual programming for the majority of 2020 due to COVID.
- Budget was redirected to support COVID relief efforts aimed at social recovery.
- Due to COVID-19 demands and restrictions the actual 2020 data in some Middlesex-London Health Unit categories was lower than the target.
- Middlesex-London Health Unit Housing Inspections were on hold for much of the 2020 year due to COVID response work.
- Typically, Middlesex-London Health Unit may conduct upwards of 4,000 food premises inspections, but due to COVID-19 demands and restrictions this number was much lower. Some premises were not in operation or operated sporadically throughout the year. Also, staffing to complete inspection work was reduced substantially due to COVID-19 deployment. A target of 100 percent completion of all fixed food premises inspections when in full operation would be in the vicinity of 3,500 to 4,000 and this number could change depending on turnover / closures and new builds. In addition, Middlesex-London Health Unit completes approximately 200 annual business licensing inspections for food premises and many special event vendor inspections (again, not in operation in 2020).

Solutions to be implemented

- The Sexual Assault Case Review Committee met on May 31, 2021 to discuss next steps with more meetings to follow.
- London Police Service Diversity and Inclusion Training: Contingency plans have been developed to utilize virtual conference software (e.g., WebEx) for training purposes when in person training is restricted due to COVID-19.
- Library promotional materials moved to online platforms and a monthly online newsletter.
- London Public Library collections budget lines were realigned from print to digital to meet public demand.
- Municipal Council endorsed the Affordable Housing in London motion submitted by Mayor Holder and directed staff to expedite the development of needed 3,000 affordable housing units as set out in the “Housing Stability Action Plan” to be in place in five years, instead of ten years as set out in the Plan.
- The Dearness Home Auditorium project is on schedule to begin in 2021.
- Dearness Home will continue providing innovative programming opportunities for residents and family members during the COVID-19 Pandemic where possible and will be prepared to resume regular activities once it is safe to do so.
- It is anticipated that as the childcare system recovers from the effects of the pandemic, the actual number of children in receipt of childcare fee subsidy will align with targets. Fee subsidy applications are processed immediately upon receipt and there exists no waitlists at this time.

- Construction will continue for the creation of three new child care centres with school boards and Nshwaasnangong an Indigenous-led licensed child care and family centre.
- Age Friendly London shifted to virtual meetings and programs to maintain engagement with residents and community partners.
- EarlyON Child and Family Centres switched to virtual and outdoor programming to maintain a connection with children, youth and families in London.
- The Child and Youth Network continued to serve Londoners in innovative ways, including shifting to virtual programming, offering food delivery, assembling and delivering physical activity kits and including literacy resources with food delivery.

Data limitations experienced

- The metric ‘% of reported sexual assaults that are cleared as unfounded’ require data from Statistics Canada to complete which will not be available until end of July 2021. The results noted in this report reference 2019 data.
- Due to the impacts of COVID-19, the 2020 LPS Public Needs Survey was postponed. As a result, data related to the metric ‘percent of respondents satisfied with the quality of police services in helping victims of crime’ is not available for 2020.
- The percent of reported sexual assaults that are cleared as unfounded in 2020 will not be available from Statistics Canada until the end of July 2021.
- Metrics on Library patron membership are very basic. Data provided for 2020 report regarding seniors, youth, and Indigenous peoples has been affected by process the Library implemented during the pandemic to ensure people had access to our digital collections. This included auto renewal of patron memberships, e-accounts, removal of fines, and the suspension of blocks, such as money owed to the Library.
- Reporting on increased level of physical activity and increased self-esteem is based on feedback from summer day camps only; the other programs that would typically be formally evaluated did not run due to COVID.
- Formal analysis of data could not be performed due to the Middlesex London Health Unit’s focus on the COVID-19 response throughout 2020.

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

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
Increase the number who feel welcomed and included.	Create inclusive engagement opportunities for Londoners.	# of people engaged in the Community Diversity and Inclusion Strategy (CDIS) (NCWS)	150	100	50 / 50%
		# of community supported strategies implemented (NCWS)	26%	10%	16 / 160%
		# individuals participate in London & Middlesex Local Immigration Partnership (LMLIP) and City newcomer events (SHD)	1,644	2,100	(456) / (22%)

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
		% annual newcomer retention rate (SHD)	N/A	70%	N/A
	Strengthen understanding of and ability to engage in practices that promote cultural safety.	% of Middlesex London Health Unit (MLHU) staff who have completed Indigenous Cultural Safety Training and/or participated in other opportunities related to Indigenous cultural safety (MLHU)	90%	100%	(10) / (10%)
		# City of London participants in the Intercultural Competency program (CMO)	0	700	(700) / (100%)
		# of ABC participants in an intercultural competency program (CMO)	TBD	TBD	TBD
	Strengthen engagement opportunities for all Londoners to participate in their neighbourhoods.	# residents that voted in Neighbourhood Decision Making (NCWS)	0	7,500	(7,500) / (100%)
		# of Neighbourhood Decision Making ideas implemented (NCWS)	0	17	(17) / (100%)
		# residents who submitted ideas through Neighbourhood Decision Making (NCWS)	0	200	(200) / (100%)
		% of London neighbourhood supported through community development (NCWS)	0%	74%	(74) / (100%)
		% of neighbourhoods that participate in Neighbourhood Decision Making (NCWS)	0%	95%	95 / (100%)
		# active neighbourhood associations (NCWS)	37	34	3 / 9%
		# of activities supported within each neighbourhood (NCWS)	0	6	(6) / (100%)
		# planning education and engagement events held in neighbourhoods (P&ED)	0	4	(4) / (100%)

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
		# unique venues where planning events have been held (P&ED)	10	5	5 / 100%
		# Subdivision Ambassador outreach events (P&ED)	0	12	(12) / (100%)
	Support neighbourhood festivals, cultural events, and activities across the city.	# neighbourhood activities supported annually (NCWS)	0	170	(170) / (100%)
		# of movie nights hosted in neighbourhoods (NCWS)	0	35	(35) / (100%)
		# of movie nights hosted in neighbourhoods for the first time (NCWS)	0	2	(2) / (100%)
		# neighbourhood events supported (NCWS)	0	70	(70) / (100%)
		# new neighbourhood tools (NCWS)	2	2	0 / 0%
		\$ invested to support community organizations through London Community Grants Program (NCWS)	\$3,687,391	\$2,795,543	891,848 / 32%
		\$ invested to support community organizations through Neighbourhood Small Events Fund (NCWS)	0	\$20,000	(20,000) / (100%)
		% increase in neighbourhoods supported (NCWS)	0%	1%	(1) / (100%)
		# permitted events (NCWS)	7	215	(208) / (97%)
		# special events requests (NCWS)	124	220	(96) / (44%)

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
		# festivals held by Covent Garden Market (CGM)	0	3	(3) / (100%)
		# events hosted at Western Fair (Western Fair)	48	203	(155) / (76%)
		# tasks implemented from the Music, Entertainment, and Cultural Districts Strategy (P&ED, P&R)	1	1	0 / 0%
	Expand Social Services client feedback and participation in service delivery design in their community.	# service delivery design surveys with Ontario Works clients conducted (SHD)	3	2	1 / 50%
		# client engagement sessions conducted (SHD)	2	5	(3) / (60%)
	Implement programs and services that respond to neighbourhood recreation needs.	# neighbourhoods that have had an increase in recreation participation rates as a result of targeted outreach (NCWS)	0	1	(1) / (100%)
	Promote and invest in urban agriculture initiatives.	# new urban agricultural initiatives implemented and identified by urban agriculture steering committee and City Planning staff (P&ED)	2	2	0 / 0%
Strengthen relationships with post-secondary institutions that promote positive, proactive and meaningful dialogue.	Create opportunities for regular dialogue with post-secondary institutional partners.	#of meetings promoting positive, proactive and meaningful dialogue (CMO)	19	Actuals	N/A
		# of shared initiatives (CMO)	4	Actuals	N/A
		# of joint advocacy submissions (CMO)	1	Actuals	N/A

Success stories from 2020

- The City worked collaboratively with Western University, University Students' Council, and Fanshawe to develop communications related to the potential for an unsanctioned street gathering. Regular contact with each of these organizations is ongoing, related to COVID-19 and other community-focused communications.
- In September 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.
- City staff held 12 engagement activities in neighbourhoods at the beginning of 2020 for a variety of community Planning projects. After the pandemic forced facility closures, staff were able to quickly establish an online community information meeting protocol and were able to host an additional 10 online consultation events.
- Planning engagement activities included 'planners in public spaces', walking tours, and community information meetings held online and at locations throughout the city.
- Re-design and launch of London & Middlesex Local Immigration Portal www.london.ca/immigration.
- Six Newcomers, as volunteers during the pandemic, received the United Way Elgin's Award for Partnering with a Purpose 2020.
- Third annual All are Welcome Here event, held to commemorate United Nations Day for the Elimination of Racial Discrimination, focused on employment and housing.
- The London Community Grants Program supported 10 organizations through the capital and innovation funding stream and provided additional investment to support Fanshawe College Innovation Village and the London Regional Children's Museum. A total of 40 organizations were supported through the multi-year funding stream.
- Despite the pandemic, 13 summer camps were opened, filling 3,000 camp spaces and supporting approximately 1,000 children.
- The Community Diversity and Inclusion Strategy Implementation Body co-produced a 7-episode series with Rogers TV on diversity & inclusion in London. Episodes aired between September and December 2020.
- The Community Diversity and Inclusion Strategy Leadership Table brought forward 12 recommendations to City Council aimed at eliminating anti-Black and anti-Indigenous racism and initiated the work to create a 6th priority focused on anti-Black racism.
- Neighbourhoods who were more formally organized with Neighbourhood Associations or informal community groups were well positioned to connect on-line through social media and virtual platforms to continue connecting and building community. In 2020, two new Neighbourhood Associations were formed during the pandemic.
- From August to October 2020, Civic Administration conducted research and targeted consultation to develop 14 recommendations, including 7 immediate changes, that begin to remove barriers for racialized and marginalized groups when applying to the London Community Grants Program.
- There were three Business of Music meetings held in 2020.

Challenges experienced

- The Intercultural Competency Program training did not occur in 2020 due to resource limitations.
- Delays and inability to implement events and projects due to combination of COVID-19 and resourcing issues.
- Inability to hold Social Service client engagement sessions due to COVID-19.
- COVID gathering restrictions paused all community development and neighbourhood activities including the Neighbourhood Decision Making Program in 2020.
- COVID led to decreased volume of recreation programs being offered in all neighbourhoods including programs being cancelled from March to June, lower volume of camps and no additional recreation programs July-September, lower volume of recreation opportunities October to December.
- The Neighbourhood Small Events Fund was paused due to COVID gathering restrictions.

- Budget was redirected to support COVID relief efforts aimed at social recovery.
- Subdivision outreach events were paused due to COVID gathering restrictions. Staffing resourcing constraints limited opportunities for digital outreach activities.

Solutions to be implemented

- It is anticipated that the Intercultural Competency Program will resume with the establishment of the Anti-Racism and Anti-Oppression Division.
- Life Stabilization will increase the number of client engagement sessions in 2021.
- Neighbourhood-based recreation program opportunities will increase as COVID restrictions lift, and once we are able to access program locations in the community such as schools, churches, and Family Centres.
- Introduced numerous recreation opportunities for residents to participate from home through Seniors Centres Without Walls, “Recreation At Home” Facebook campaign; added numerous virtual programs for all ages in early 202.
- Neighbourhood development and support continued including printing and distribution of the NeighbourGood newsletter, development of welcome kits, availability of virtual meetings and support, and support for the Community Gardens Program.

Data limitations experienced

- Statistics Canada data delayed due to COVID-19.

Outcome: Londoner’s have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city.

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
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.	# Museum visitors (Museum London)	109,958	91,184	18,774 / 21%
		# classes, exhibits, and other programs offered at the Museum (Museum London)	69	30	39 / 130%
		# experiential tourism opportunities available to Museum visitors (Museum London)	4	27	(23) / (85%)
		# visitor surveys/focus groups (Museum London)	243	387	(144) / (37%)
Engage Londoners in culture to increase		# arts organizations, collectives, and artists funded through the Community Arts Investment Program (CAIP) (NCWS)	78	60	18 / 30%

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
	community vibrancy and awareness.	# heritage organizations and historian funded through the Community Heritage Investment Program (CHIP) (NCWS)	10	10	0 / 0%
	Invest in Dundas Place.	# events hosted by the Dundas Street Partners (City, London Public Library, Museum London, Downtown London BIA, etc.) (P&ED)	1	4	(3) / (75%)
		# non-profit, charity, and private events (P&ED)	0	12	(12) / (100%)
	Maintain the heritage resources of Eldon House to foster an appreciation of London's community and cultural heritage.	# artifacts professionally conserved (Eldon House)	3	3	0 / 0%
		# key security risks mitigated year over year (Eldon House)	3	2	1 / 50%
		% of permanent display artifacts digitized (Eldon House)	5%	20%	(15) / (75%)
		# public programs/special events hosted (Eldon House)	25	25	0 / 0%
		# new, returning, and online visitors (Eldon House)	15,354	22,000	(6,646) / (30%)
		% increase in outreach programs (Eldon House)	4%	5%	(1) / (20%)
		# corporate and community partners (Eldon House)	6	4	2 / 50%
		# staff hours conducting audience research (Eldon House)	45	100	(55) / (55%)
		% increase in volunteer participation (Eldon House)	5%	2%	3 / 150%

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
	Remove barriers to access recreation, sport, leisure, and leadership programs and services.	# individuals receiving Play Your Way financial assistance (NCWS)	2,795	12,500	(9,705) / (78%)
		# opportunities for free drop-in recreation programs (NCWS)	4,130	2,000	2,130 / 52%
		# of neighbourhood program sites with a new service (NCWS)	2	2	0 / 0%
		% of subsidized community garden plots (NCWS)	40%	43%	(3) / (7%)
		% accessible community garden plots (NCWS)	19%	19 %	0 / 0%
		# new play structures with enhanced safety surfaces (E&I)	1	2	(1) / (50%)
		# multilingual tours offered at Museum London (Museum London)	30	30	0 / 0%
	Increase the number of recreation, sport, and leisure opportunities.	# visits to City operated community centres (NCWS)	593,288	2,700,000	(2,106,712) / (78%)
		# City owned recreation facilities and major park amenities (NCWS, E&I)	504	482	22 / 5%
		# registered participants in recreation programs (NCWS)	35,663	73,000	(37,337) / (51%)
		# seniors satellite locations (NCWS)	8	8	0 / 0%
		# increase in the number of community garden plots (NCWS)	20	20	0 / 0%
		# of volunteers involved in sport (NCWS)	TBD	TBD	TBD

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
		# registered sport participants (NCWS)	N/A	35,100	N/A
	Work with community partners to create a leading sustainable sport development model.	# hours accessed through third party agreements (NCWS)	0	3,300	(3,300) / (100%)
		# formal agreements with local sport associations (NCWS)	10	8	2 / 25%
Increase resident use of community gathering spaces.	Invest in community building projects.	# new seating areas introduced to existing parks (E&I)	4	1	3 / 300%
		# small-scale projects and activations implemented in core neighbourhoods (E&I)	3	3	0 / 0%
		# tree trunks in Hamilton Road Tree Trunk Tour (BIAs)	31	31	0 / 0%
		% of available school sites analyzed for parkland opportunities (P&ED, E&I)	100%	100%	0 / 0%
		# community gardens (NCWS)	18	17	1 / 6%
		# neighbourhood community facilities (NCWS)	18	18	0 / 0%
	Provided public Wi-Fi in recreation facilities, particularly in areas where there is customer need and existing appropriate network connectivity.	% of targeted Wi-Fi implementations completed (NCWS, ES)	10%	10%	0 / 0%
Increase neighbourhood safety.	Develop and implement a Community Safety and Well-Being Plan.	# of active Neighbourhood Watches in London (NCWS)	462	Actual	N/A

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
	Develop and implement an enhanced Public Awareness Program to educate the public on their roles and responsibilities during emergency situations.	# enhanced awareness and education programs (ES)	0	0	0 / 0%
		# participants in programs (ES)	0	0	0 / 0%
	Promote and support fire safety through increased public education and prevention, utilizing all the resources of the London Fire Department.	# inspections and inspection activities completed (LFD)	1,494	8,785	(7,291) / (83%)
		# public education activities completed (LFD)	143	793	(650) / (82%)
		# targeted populations reached through public education activities (LFD)	6	5	1 / 17%
	Reduce collision-related injuries and fatalities through public education and enhanced traffic enforcement.	Injury Collisions per 1,000 total Collisions (LPS)	149.0	<149.3	0.3 / 0%
		Fatal Collisions per 1,000 Total Collisions (LPS)	1.4	<0.9	(0.5) / (56%)
	Reduce crime through increased visibility of community patrols and partnership with other agencies to address multi-jurisdictional criminal activity.	Crime Severity Index (LPS)	82.1	<88.2	6.1 / 7%
		Violent crime severity index (LPS)	71.5	<74.0	2.5 / 3%
	Reduce victimization/revictimization through public education, promotion and encouragement of public	Victimization Rate by population and violent crime (LPS)	796	<780.7	(15.3) / (2%)
		Violent Revictimization Rate by population and crime type (LPS)	9.64	<8.38	(1.3) / (15%)

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
	engagement in crime prevention strategies.				
	Improve emergency response through the development and implementation of the Fire Master Plan and new technology.	# of incidents (LFD)	9,229	Actual	N/A
		# of structural fires and explosions (LFD)	377	Actual	N/A
		Other metrics to be determined through the development of the Fire Master Plan (LFD)	TBD	TBD	TBD
	Promote pedestrian safety and active transportation.	# of elementary schools with school travel plans (MLHU)	29	35	(6) / (17%)
		# of land development/municipal initiatives where official Middlesex London Health Unit input was provided about healthy community design (MLHU)	0	6-10	(6) / (100%)

Success stories from 2020

- The LPS Traffic Management Unit implemented a Loud Muffler/Improper Muffler campaign during the fall of 2020 which was very effective resulting in 329 charges being laid.
- Excellent motivation and tolerance to stress shown by our very resilient LPS Traffic Management Unit officers who did an extremely effective amount of distanced work during the pandemic towards making our roadways safer.
- In partnership with the City, the Downtown London BIA extended their seasonal holiday lights to continue up Richmond Row.
- An additional 10 traffic signal art wraps were installed in the Core Area.
- Gateway features have been designed and manufactured as part of the Richmond Street infrastructure renewal program and will be installed on the two north corners of York Street and Richmond Street.
- Record high number of 463 gardeners supported by City staff through the pandemic period following the declaration of community gardens as an essential service.
- A successful Neighbourhood Managed Garden pilot project was accomplished in 2020. It focused on building community capacity and autonomy to meet the unique needs of each neighbourhood. Highlights included: social media outreach, coordinated planning, increased food accessibility, and promotion of garden maintenance skills.

- To welcome customers back to our community centres in the fall, the City offered close to 1,800 free program opportunities for all ages at eight different locations across the city.
- Launched Seniors Centres Without Walls in April, accounting for 143 opportunities, which removed barriers to participation for seniors and reduced social isolation during the pandemic.
- Installed accessible garden features including: a pathway at Thames garden and two accessible plots, accessible water taps at Thames and Proudfoot gardens, and accessible parking spaces at Carling Heights and Anne Street gardens
- Through the Child and Youth Network, supported a community partner-driven collaboration to deliver 400 physical activity equipment kits to London Middlesex Community Housing complexes.
- Distribution of funds for Community Arts Investment Program (CAIP) and Community Heritage Investment Program (CHIP) cultural investment programs has been completed for 2020.
- In 2020, Eldon House was able to expand its digital reach into areas unexplored prior to the pandemic; virtual tours, education outreach, online exhibits and digital engagements were launched, and social media platforms expanded. Eldon House strove to be accessible to the community through 2020, reopening to the public when it was deemed safe to do so and creatively utilizing the museum grounds and outdoor spaces to safely engage with the community.
- Museum London's education programming pivoted from onsite to virtual learning: outreach to 3 seniors' retirement homes; 2 at risk schools (150 children) with Making Art Creating Community program led by Indigenous artist/educator and funded by Canada Life; digital development of 2 multi-media curriculum-based websites; we delivered curriculum art kits to 1,802 students; developed an online French language school program; and Indigenous artist/educator assisted development of an online teachers' cross-curricular teaching plan resource program.
- The London Fire Department provided public education on fire safety virtually.

Challenges experienced

- With less vehicles on the roadway during the COVID-19 (as evidenced by the decrease in overall collision numbers) coupled with the closing of recreational activities, there was an increase in racing/stunt driving/speeding complaints received from the citizens of London. The LPS Traffic Management Unit re-focused efforts towards education and enforcement - working with the media office to publicize both efforts.
- LPS has developed comprehensive awareness and education programs, however, due to the impact COVID-19 we are currently unable to implement in person training. Despite these challenges some virtual training has been delivered to various community groups.
- Due to COVID restrictions, free drop-in programs were unable to be offered March to June and summer playground programs were cancelled which accounts for over 1,000 opportunities.
- Registered recreation programs were cancelled mid-March to June, and programs that ran July-December had lower capacity than typical due to COVID restrictions.
- Community Centres were closed, or limited numbers allowed access as per Provincial / Municipal Health Unit Guidelines due to COVID.
- Fire safety and inspection activities were decreased due to COVID restrictions.
- COVID and extenuating circumstances cancelled 4,390 onsite school visits in 2020.

Solutions to be implemented

- The LPS Traffic Management Unit will be running another Loud Muffler/Improper Muffler campaign in 2021.

- Intending on offering a limited amount of free Playground programs during summer 2021, dependent on COVID restrictions and availability of appropriate space.
- Registered recreation program opportunities will increase as COVID-19 restrictions lift, and once we are able to access neighbourhood-based program locations such as schools and Family Centres.
- Virtual programming was offered where applicable and virtual resources (a recreation focussed newsletter) were developed.
- Eldon House has planned on continuing to expand virtual engagements through the pandemic and is preparing to host outdoor events and programming to utilize the grounds, gardens and local neighbourhood in the summer months of 2021.

Data limitations experienced

- The metrics ‘crime Severity Index’ and ‘Violent crime severity index’ require data from Statistics Canada to complete which will not be available until end of July 2021. The results noted in this report reference 2019 data.
- Due to the pandemic, Eldon House had limitations in collecting audience data due in part to hesitancy of visitors to physically engage with guest book/surveys as well as not being able to accurately capture the number of visitors who utilized the grounds during periods of closure.
- Due to the pandemic, the number of volunteers involved in sport and the number of sport participants became difficult to collect.

Outcome: London’s neighbourhoods have a strong character and sense of place.

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
Ensure that new development fits within and enhances its surrounding community.	Prepare and implement urban design guidelines.	# development applications with urban design review (P&ED)	166	179	(13) / (7%)
		# design guidelines prepared for specific topics or areas (P&ED)	1	1	0 / 0%
Continue to conserve London’s heritage properties and archaeological resources.	Conserve London’s heritage through regulation and investment.	% of heritage conservation district strategy (Heritage Places) completed (P&ED)	50%	50%	0 / 0%
		% of the municipally owned Heritage Buildings Conservation Master Plan updated (P&ED)	50%	50%	0 / 0%
		# Heritage Alteration Permits processes (P&ED)	80	80	0 / 0%
		# heritage conservation districts in place (P&ED)	7	8	(1) / (13%)

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
		# heritage properties listed on the municipal register (P&ED)	2,266	2,400	(134) / (6%)
		# heritage properties protected through designation (P&ED)	329	369	(40) / (11%)
		# archaeological assessments completed and added to mapping (P&ED)	0	10	(10) / (100%)
Increase the number of community gathering spaces in neighbourhoods.	Invest in community building projects.	% of available surplus school sites analyzed for parkland opportunities (P&ED)	100%	100%	0 / 0%
		# community gardens (NCWS)	18	17	1 / 5%
		# neighbourhood and district community centres (NCWS, E&I)	18	18	0 / 0%

Success stories from 2020

- *Heritage Places 2.0* was added as a Guideline Document to the *Official Plan/The London Plan 2019*, which brought the heritage conservation district strategy to 100% completion ahead of schedule.
- Record high number of 463 gardeners supported by City staff through the pandemic period following the declaration of community gardens as an essential service.
- A successful Neighbourhood Managed Garden pilot project was accomplished in 2020. It focused on building community capacity and autonomy to meet the unique needs of each neighbourhood. Highlights included: social media outreach, coordinated planning, increased food accessibility, and promotion of garden maintenance skills.

Challenges experienced

- Archaeological assessments completion is an annual task completed by summer students/temporary staff, which were not hired during 2020 due to COVID-19.
- Development applications requiring Urban Design review were lower in 2020 in relation to 5 year average (target).

Solutions to be implemented

- Archaeological assessments will be caught up in 2021.

Data limitations experienced

- None.

Building a Sustainable City

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

Expected Result	Strategy	Metrics	2020 Actual	2020 Target	Difference as a # and %
Maintain or increase current levels of service.	Continue to develop the City's Public Art/Monument program.	# existing public art and monuments maintained and restored (NCWS)	3	2	1 / 50%
		# public art and monuments created to reflect London's identity (NCWS)	4	3	1 / 33%
	Develop and document current levels of service and identity proposed level of services.	# of asset types with developed/documented current levels of service (FS)	17	17	0 / 0%
		# of asset types with identified proposed levels of service (FS)	0	TBD	TBD
	Regenerate and revitalize LMCH/Community Housing sites.	# of LMCH units renovated/retrofitted (LMCH)	363	363	0 / 0%
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).	% completion of the Environmental Assessment (E&I)	30%	20%	10 / 50%
		# Environmental Assessment approval received (E&I)	0	0	0 / 0%
		% completion of Waste Disposal Strategy (E&I)	60%	60%	0 / 0%
		# Environmental Compliance Approvals received (E&I)	0	0	0 / 0%

Expected Result	Strategy	Metrics	2020 Actual	2020 Target	Difference as a # and %
	Work with multi-sectors to finalize the Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure.	% completion of Adaptation Strategy for built infrastructure (E&I)	50%	50%	0 / 0%
		% completion of actions assigned to the City between 2020 and 2023 (E&I)	0%	0%	0 / 0%
		% completion of actions assigned to Conservation Authorities between 2020 and 2023 (UTRCA)	TBD	TBD	TBD
		% completion of actions assigned to Conservation Authorities between 2020 and 2023 (LTVCA)			
		% completion of actions assigned to Conservation Authorities between 2020 and 2023 (KCCA)			
	Renew, expand, and develop parks and recreation facilities, and conversation areas in appropriate locations to address existing gaps.	# new mid-size multi-use community centres (E&I, NCWS)	0	0	0 / 0%
		# new parks developed (E&I)	10	9	1 / 11%
		# of expanded and renewed facilities at conservation areas (UTRCA)	TBD	TBD	TBD
		# of expanded and renewed facilities at conservation areas (LTVCA)	2	2	0 / 0%
		# of expanded and renewed facilities at conservation areas (KCCA)	1	1	0 / 0%
	Continue annual reviews of growth infrastructure plans to balance development needs with available funding.	% of stakeholder satisfaction with the annual Growth Management Implementation Strategy Update process (P&ED)	TBD	TBD	TBD

Expected Result	Strategy	Metrics	2020 Actual	2020 Target	Difference as a # and %
	Prioritize investment in assets to implement the Asset Management Plan.	Ratio of budget to replacement value of asset by functional area (FS)			
		Water	0.55%	0.5%	0.05% / 10%
		Wastewater – Sanitary	0.41%	0.44%	(0.03%) / (8%)
		Stormwater	0.42%	0.4%	0.02% / 4%
		Roads and Structures	1.22%	2.6%	(1.34%) / (52%)
		Traffic	2.90%	4.0%	(1.14%) / (28%)
		Parking	17.74%	4.1%	13.67% / 336%
		Solid Waste	5.96%	7.8%	(1.84%) / (24%)
		Recreation	1.16%	4.2%	(2.99%) / (72%)
		Parks	1.53%	4.3%	(2.74%) / (64%)
		Urban Forestry	0.19%	1.1%	(0.91%) / (82%)
		Fire	1.17%	5.6%	(4.47%) / (79%)
		Long Term Care	0.73%	2.6%	(1.84%) / (71%)
		Corporate Facilities	1.03%	2.8%	(1.81%) / (64%)
		Culture Facilities	1.02%	3.1%	(2.12%) / (67%)
		Fleet	10.6%	10.6%	0% / 0%
		Information Technology	9.77%	8.3%	1.45% / 17%
		Corporate Security & Emergency Management	11.63%	15.3%	(3.65%) / (24%)
		Ratio of budget to Corporate Asset Management Plan targets infrastructure investment by functional area			
		Water		\$34.7M to \$28.5M	\$28.5M to \$28.5M

Expected Result	Strategy	Metrics	2020 Actual	2020 Target	Difference as a # and %
		Wastewater – Sanitary	\$21.5M to \$22.6M	\$22.6M to \$22.6M	(\$1.10)M / 95%
		Stormwater	\$18.8M to \$17.6M	\$17.6M to \$17.6M	\$1.20M / 107%
		Roads & Structures	\$30.6M to \$55.0M	\$55.0M to \$55.0M	(\$24.40)M / 56%
		Traffic	\$7.0M to \$10.2M	\$10.2M to \$10.2M	(\$3.20)M / 69%
		Parking	\$1.0M to \$1.6M	\$1.6M to \$1.6M	(\$0.60)M / 63%
		Solid Waste	\$5.6M to \$1.2M	\$1.2M to \$1.2M	\$4.40M / 467%
		Recreation	\$4.2M to \$8.2M	\$8.2M to \$8.2M	(\$4.00)M / 51%
		Parks	\$3.2M to \$7.5M	\$7.5M to \$7.5M	(4.30)M / 43%
		Urban Forestry	\$0.9M to \$4.4M	\$4.4M to \$4.4M	(\$3.50)M / 20%
		Fire	\$1.4M to \$7.1M	\$7.1M to \$7.1M	(\$5.70)M / 20%
		Long Term Care	\$0.5M to \$0.4M	\$0.4M to \$0.4M	\$0.10M / 125%
		Corporate Facilities	\$2.7M to \$6.6M	\$6.6M to \$6.6M	(\$3.90)M / 41%
		Culture Facilities	\$0.9M to \$0.7M	\$0.7M to \$0.7M	\$0.20M / 129%
		Fleet	\$6.1M to \$5.9M	\$5.9M to \$5.9M	\$0.2M / 103%
		Information Technology	\$3.7M to \$4.7M	\$4.7M to \$4.7M	(\$1.00)M / 79%
		Corporate Security & Emergency Management	\$1.0M to \$1.2M	\$1.2M to \$1.2M	(\$0.20)M / 83%

Expected Result	Strategy	Metrics	2020 Actual	2020 Target	Difference as a # and %
		% completion of library building components (LPL)	2%	10%	(8) / (80%)
		# branch libraries revitalized per 10 year cycle (LPL)	0	1	(1) / (100%)
		# branch libraries with way finding and signage strategy completed (LPL)	0	5	(5) / (100%)
		# library locations with accessibility upgrades (automatic door openers, bathrooms, meeting rooms, etc.) (LPL)	0	10	(10) / (100%)
		# library locations per city growth (LPL)	0	1	(1) / (100%)
		\$ invested to improve Museum London infrastructure (ML)	\$225,780	\$350,000	(124,220) / (35%)
		\$ co-invested in master site plan at the Western Fair District (Western Fair)	0	TBD	TBD
		\$ invested in conservation areas (UTRCA)	\$0	\$300,000	(300,000) / (100%)
		\$ invested in conversation areas (LTVCA)	\$40,000	TBD	TBD
		\$ invested in conservation areas (KCCA)	118,845	91,400	27,445 / 30%
	Monitor the infrastructure gap to inform the management of City assets.	# Corporate Asset Management Plan reviews/updates published (FS)	1	1	0 / 0%
		\$ of infrastructure gap by functional area (FS)			
		Water	\$345,788	\$9,462,574	\$9,116,786 / 96%
		Wastewater – Sanitary	\$6,887,210	\$21,582,746	\$14,695,536 /68%
		Stormwater	No Gap	No Gap	No Gap
		Roads & Structures	\$77,748,404	\$80,330,984	\$2,582,580 / 3%

Expected Result	Strategy	Metrics	2020 Actual	2020 Target	Difference as a # and %
		Traffic	\$9,790,952	\$10,452,742	\$661,790 / 6%
		Parking	\$80,842	\$1,163,999	\$1,083,158 / 93%
		Solid Waste	No Gap	\$455,514	\$455,514 / 100%
		Recreation	\$59,716,144	\$60,850,990	\$1,134,846 / 2%
		Parks	\$21,250,892	\$20,194,164	(\$1,056,728)/(5%)
		Urban Forestry	\$9,538,862	\$8,321,487	(\$1,217,375)/(15%)
		Fire	\$12,682,835	\$13,176,143	\$493,308 / 4%
		Long Term Care	\$1,865,537	\$1,959,792	\$94,255 / 5%
		Corporate Facilities	\$32,069,443	\$35,840,337	\$3,770,894 / 11%
		Culture Facilities	\$9,771,609	\$9,724,582	(\$47,027) / (0%)
		Fleet	\$1,100,967	\$5,013,383	\$3,912,416 / 78%
		Information Technology	\$1,245,582	\$1,487,287	\$241,705 / 16%
		Corporate Security & Emergency Management	\$263,590	\$563,949	\$300,359 / 53%
	Communicate the consequences of the infrastructure gap.	# of communication channels and educational outreach activities (FS)	3	3	0 / 0%

Success stories from 2020

- In addition to the facility adjustments for COVID-19, the London Public Library: upgraded the freight elevator at Central; renovated the kitchen at Beacock; installed a new stage lighting truss system in the Wolf Performance Hall.
- The City has developed annual update of the Corporate Asset management Plan (CAM Plan) in 2020. The scope of the 2020 CAM Plan update has expanded over past years to include all the core infrastructure as defined by O.Reg 588/17 and some additional services that have a large Infrastructure gap well ahead of the provincial deadlines. This early development of the CAM Plan update has played an important role in informing the annual Budget update at City of London.

- The metric for Ratio of budget to replacement value by functional area was much better than target for some asset classes (e.g., water, stormwater, fleet and information technology) reflecting a targeted investment in those areas to improve the infrastructure gap.
- The strategies adopted through 2020-2023 Multi-Year budget period to mitigate the 2019 projected infrastructure gap had contributed to the reduction of the actual assessed gap in 2020 (i.e., \$ of infrastructure gap by functional area) for the majority of functional areas. Continuously adopting similar mitigation strategies will contribute to future reduction in the City's infrastructure gap.
- There were three public art/monuments restored in 2020 including the Bell Carillon and Pro Patria in Victoria Park and the Charley Fox Memorial at the Hale and Trafalgar Roundabout.
- There were 28 public art traffic signal wraps completed in the core of London and other locations, noting that this was a partnership project between Roadway Lighting and Traffic Control, Culture and Planning.
- The Azure large scale public artwork was installed at 505 Talbot Street.
- Cultural Interpretive Signage for Saunders Cabin and the (Richmond) Village were installed on City lands.
- In response to increased desire for local, free outdoor recreation and increased trail usage, KCCA launched a responsible recreation campaign to educate new user groups about proper trail etiquette and COVID-19 safety precautions.

Challenges experienced

- London Public Library's capital funding is not proportional to the buildings and spaces managed.
- The Library struggles to maintain or enhance the existing level of service to meet the growing public demand.
- The metrics for the strategy to prioritize investment in assets to implement the Asset Management Plan are below target for 2020 attributable to competing priorities and taking the community's ability to pay into consideration.
- KCCA's trails were well used in 2020 as the public sought local outdoor recreation; in some instances, trail use increased by 160%. This put increased pressure on some infrastructure such as bridges and parking lots leading to increased maintenance costs and additional staff time.
- Due to COVID-19 restrictions KCCA's campgrounds were not able to open until early July and then at about 50% capacity for the rest of the season. Revenue for 2020 was lower than projected. However, KCCA remains on track with its capital asset management strategy.

Solutions to be implemented

- The development of a formal Asset Management Plan will help guide the future capital plan and priorities for London Public Library. London Public Library's goal is to complete a facility condition assessment by the end of 2022. This will become a key starting piece for a formal Asset Management Plan.
- Asset management planning is an ongoing and long-term process that allows the City to make the best possible investment decisions for their infrastructure assets. It includes many processes starting from data collection to decision making. The quality and reliability of the data has been improving noting that better data quality leads to better decision making. Furthermore, an assessment growth business case was approved for \$2.24 million in the 2020 Budget (2020 Assessment Growth Business Case #24), which is expected to provide additional funding for future lifecycle renewal activities.
- Kettle Creek Conservation Authority continues to exhaust all funding opportunities to improve and enhance green infrastructure and recreational facilities that can support social distanced activities.

Data limitations experienced

- Current data on library facility assets is very limited and/or outdated.
- There are multiple factors that contribute to Infrastructure gap calculation metrics, the 2020 actual values were influenced by the changes in the 2020 multiyear capital budget (with COVID-related budget deferrals confirmed in summer 2020) but doesn't include other factors that influence the Infrastructure gap development. In instances where the updated information could not be readily obtained, a projection of requirements based on the 2019 Corporate Asset Management Plan were used. Noting that a comprehensive analysis of the infrastructure gap is conducted every four (4) years, aligning with the next Corporate Asset Management Plan development scheduled in 2023.
- Growth Management Implementation Strategy customer satisfaction survey to be created and distributed in 2021, hence no data to report for 2020.

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

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
Improve London's resiliency to respond to potential future challenges.	Advance sustainability and resiliency strategies.	% of Green City Strategy completed (P&ED)	65%	50%	15 / 30%
		% of Resiliency Strategy completed (P&ED)	0%	0%	0 / 0%
		# of low impact development (LID) projects completed (UTRCA)	0	2	(2) / (100%)
		# of low impact development (LID) projects completed (LTVCA)	TBD	TBD	TBD
		# of low impact development (LID) projects completed (KCCA)	TBD	TBD	TBD
Direct growth and intensification to strategic locations.	Advance the growth and development policies of the London Plan through enhanced implementation tools and	% of new zoning tool evaluations completed (Phase 1) (P&ED)	50%	50%	0 / 0%
		% of new zoning tool completed (Phase 2) (P&ED)	0%	0%	0 / 0%
		# of London Plan policies in force (P&ED)	90%	90%	0 / 0%
		% of agricultural land preserved (P&ED)	100%	100%	0 / 0%
		% of Urban Growth Boundary review completed (P&ED)	0%	0%	0 / 0%

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
	investments in infrastructure.	% growth that is intensification (within Built Area Boundary) (P&ED)	38.2%	45%	(6.8) / (15%)
		% intensification within Primary Transit Area (P&ED)	80.3%	75%	5.3 / 7%
		% growth within Urban Growth Boundary (P&ED)	100%	100%	0 / 0%
		% of Provincially Significant Wetlands, Areas of Natural and Scientific Interest, and Environmentally Significant Areas retained (P&ED)	100%	100%	0 / 0%
		# additional permit ready lots available (P&ED)	TBD	TBD	TBD
		# additional market ready units available (P&ED)	TBD	TBD	TBD
	Prepare detailed plans for strategic locations.	# secondary plans (P&ED)	1	1	0 / 0%
Revitalize London's downtown and urban areas.		# of dwelling units in Downtown Community Improvement Plan (P&ED)	4,892	4,305	587 / 14%
		# of dwelling units in Old East Village Community Improvement Plan (P&ED)	1,225	1,122	103 / 9%
		# of dwelling units in SoHo Community Improvement Plan (P&ED)	2,104	2,142	(38) / (2%)
	Monitor city building outcomes with the London Plan.	% of monitoring program completed (P&ED)	100%	100%	0 / 0%
	Replace surface parking with	\$ of reserve fund savings available for capital costs for parking facility (P&ED)	\$250,000	\$250,000	0 / 0%

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
	efficient, convenient, and cost-effective public parking resources to support business, personal, and social activity in the Downtown (Downtown Parking Strategy).				

Success stories from 2020

- The Old East Village Dundas Corridor Secondary Plan is in force and effect.
- As of the October 23, 2020 decision of Local Planning Appeal Tribunal (LPAT), 1624 of 1806 London Plan policies are in force.
- Green City Strategy has been repositioned as Climate Emergency Action Plan (CEAP). Engagement has been ongoing during 2020 and planned to wrap in the first quarter of 2021.
- The environmental assessment to expand the W12A Landfill site managed to reach a number of technical milestones, continue to meet provincial requirements and share results through 4 Open Houses and on-line information and access to City staff
- London participated in the Global Covenant of Mayor's Canada Showcase Cities Pilot Project (1 of 25 municipalities) which focused on advancing the municipality's expertise in climate change mitigation and adaptation.
- The Environmentalist in Residence (EnvIR) continued in 2020 as the second year hosted by London Library in partnership with City of London Environmental Programs. As an annual event, the 2020 EnvIR was Andrea Boyer, scientist and researcher at Western University and Fanshawe College. Originally scheduled for April with several events planned at local libraries, the event pivoted to online webinars over the spring and summer.
- Planned contributions to the Parking Facilities Renewal Reserve Fund in support of a downtown parking strategy began in 2020 as approved through the 2020-2023 Multi-Year Budget, funded by increased parking meter infrastructure. The contribution totaled \$250,000 in 2020 and is budgeted to increase to \$750,000 in 2021 and \$875,000 in 2022 and thereafter. Given the significant negative impact that COVID-19 has had on demand for paid parking, the contribution in 2021 and future years will need to be reviewed based on the recovery of demand for parking. In the event that parking fee revenues do not rebound in 2021 and subsequent years, the planned contribution may need to be revised.

Challenges experienced

- Working with multi-sectors to finalize the Climate Change / Severe Weather Adaptation Strategy for London's built infrastructure, the direction of the project was adjusted to match Council's Climate Emergency Declaration and work regarding the development of the Climate Emergency Action Plan (CEAP). Therefore, the project initiation

and timelines were adapted to take advantage of synergies with the CEAP and adaptation tools available through FCM and climate change organizations (e.g. GCoM, ICLEI).

- The Environmentalist in Residence program had to move to an online format and scaled back the number of events and related activities resulting in a smaller participation number than last year (approximately 60 in total compared to 400 in 2019).

Solutions to be implemented

- Working with multi-sectors to finalize the Climate Change / Severe Weather Adaptation Strategy for London's built infrastructure. New timelines match the CEAP project as identified in Strategic Priorities and Policy Committee (SPPC) report on August 11, 2020.

Data limitations experienced

- The methodology for defining and measuring permit ready lots and market ready units was still being reviewed and adjusted in 2020. Stakeholder discussions are anticipated to conclude in 2021, whereby targets and actuals will be confirmed.

Outcome: London has a strong and healthy environment.

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
Increase waste reduction, diversion and resource recovery.	Work with residents and organizations to implement the 60% Waste Diversion Action Plan.	# groups or organizations actively involved in promoting waste diversion (E&I)	0	5	(5) / (100%)
		# methodologies for measuring: (a) reduction in per capita waste generation; (b) participation in the Green Bin; and, (c) percentage of waste diverted in the industrial, commercial, and institutional (IC&I) sector (E&I)	1	1	0 / 0%
		% of residential waste is diverted from landfill (E&I)	0%	1%	(1) / (100%)
		% reduction in per capita waste generation (E&I)	0	0	0 / 0%
		% households participating in the Green Bin Program (E&I)	0%	0%	0 / 0%
		% of industrial, commercial, and institutional (IC&I) waste diverted from landfill (E&I)	0%	0%	0 / 0%

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
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.	# businesses/institutions that have joined because of City collaboration (E&I)	13	8	5 / 63%
		# of collaborative projects with community groups undertaken (E&I)	6	6	0 / 0%
	Increase community environmental outreach for the built environment through CityGreen.	# CityGreen activities or events hosted (E&I)	12	12	0 / 0%
		# of participants in environmental education provided by Conservation Authorities (UTRCA)	15,000	40,000	(25,000) / (63%)
		# of participants in environmental education provided by Conservation Authorities (LTVCA)	25,000	25,000	0 / 0%
		# of participants in environmental education provided by Conservation Authorities (KCCA)	3,650	5,700	(2,050) / (40%)
Protect and enhance waterways, wetlands, and natural areas.	Implement strategies, policies to conserve natural areas and features.	# conservation master plan/ecological restoration plans completed (P&ED)	1	1	0 / 0%
		# hectares of buckthorn removed (P&ED)	3.5	7.5	(4.0) / (53%)
		# hectares of Environmentally Sensitive Area (ESA) land managed through Upper Thames River Conservation Authority (UTRCA) contract (P&ED)	748.5	750	(1.5) / (0%)
		# hectares of invasive species other than buckthorn or phragmites removed (P&ED)	35.2	7.5	27.7 / 369%
		# hectares of phragmites removed (P&ED, E&I)	11	0.5	10.5 / 2100%

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
		# of hectares of wetlands created (UTRCA)	12	10	2 / 20%
		# of hectares of wetlands created (LTVCA)	25	25	0 / 0%
		# of hectares of wetlands created (KCCA)	5	3	2 / 67%
		# of trees planted (UTRCA)	30,000	60,000	(30,000) / (50%)
		# of trees planted (LTVCA)	93,000	93,000	0 / 0%
		# of trees planted (KCCA)	34,990	36,000	(1,010) / (3%)
		# of hectares of grasslands/meadows created (UTRCA)	11	10	1 / 10%
		# of hectares of grasslands/meadows created (LTVCA)	25	25	0 / 0%
		# of hectares of grasslands/meadows created (KCCA)	2	2	0 / 0%
		# ecological assessments reviewed (P&ED)	10	10	0 / 0%
		% of Environmental Impact Study monitoring compliance prior to subdivision assumption (P&ED)	TBD	TBD	TBD
	Improve water quality in the Thames River.	# Thames River water quality samples taken (E&I)	12,644	5,000	7,644 / 153%
		Surface Water Quality Report Card for the Thames River (published every 5 years by UTRCA)	TBD	TBD	TBD
		# homeowner grants provided to reduce basement flooding and treatment plant bypasses (E&I)	75	50	25 / 50%
		# kilometres of combined sewer replacement (E&I)	0.3	0.3	0 / 0%
		# litres reduction in raw sewage bypasses to the Thames River during large rainstorms (E&I)	153ML	100	(99.8) / (100%)
		# litres per day increase in ability to treat sewage during large rainstorms (E&I)	0	0	0 / 0%

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
	Implement recommendations associated with the River Management Plan and One River Environmental Assessment.	# projects completed from River Management Plan (E&I)	0	2	(2) / (100%)
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.	% completion of CDM Strategy (2019-2023) (E&I)	100%	100%	0 / 0%
		% completion of CDM Strategy actions (E&I)	25%	5%	20 / 400%
		% completion of the updated Green Fleet Plan (E&I)	100%	100%	0 / 0%
		% reduction in corporate energy use on a per person basis compared to 2007 (E&I)	10%	0%	10 / 100%
		% reduction in greenhouse gas generation levels from 2007 levels (E&I)	3%	0%	3 / 100%
	Work with multi-sectors to develop and implement the next Community Energy Action Plan (CEAP).	% completion of CEAP Strategy (2019-2023) (E&I)	25%	25%	0 / 0%
		% completion of CEAP actions assigned to the City between 2020 and 2023 (E&I)	5%	5%	0 / 0%
		% completion of actions assigned to Conservation Authorities (UTRCA)	TBD	TBD	TBD
		% completion of actions assigned to Conservation Authorities (LTVCA)	TBD	TBD	TBD
		% completion of actions assigned to Conservation Authorities (KCCA)	TBD	TBD	TBD
		% reduction in energy use on a per person basis compared to 2007 (E&I)	10%	2.50%	7.5 / 300%
		% reduction in greenhouse gas generation levels from 1990 levels (E&I)	12%	2%	10 / 500%

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
		# stakeholder organizations, groups or businesses actively engaged in CEAP (E&I)	5	3	2 / 67%
		% reduction in greenhouse gas per person from 1990 levels (E&I)	13%	2%	11 / 550%
	Update flood forecast and warning and warning system to address a changing climate.	# of updates completed annually (UTRCA)	1	1	0 / 0%
		# of updates completed annually (LTVCA)	1	1	0 / 0%
		# of updates completed annually (KCCA)	1	1	0 / 0%
	Assess health vulnerability to climate change.	# of days of heat warnings (MLHU)	6	N/A	N/A
		# of days of cold weather alerts (MLHU)	1	N/A	N/A
		# of ticks testing positive for Lyme disease (MLHU)	1	0	1 / 100%
		# of Vector Borne Diseases not previously reported in London (MLHU)	0	0	0 / 0%

Success stories from 2020

- A pilot project to test the use of a home digester to manage dog waste found units worked successfully receiving positive approval from the test households.
- Development of a phone app to record methane monitoring results in the field, increases accuracy and reduces data input time.
- New recycling collection vehicles provided curbside efficiencies and improved customer service of cardboard collection. Previously cardboard collection had been a common complaint issue for residents and caused operational issues for collection crews.
- Sourced new end-markets for difficult-to-recycle plastics that were previously put in the garbage, as part of the London **Hefty® EnergyBag® pilot project**.
- Implemented GPS tracking on recycling collection trucks allowing customer service reps to have more information to address citizen service requests in real time.
- Indoor and outdoor lighting upgrades, including at Canada Games Aquatic Centre and Dearness Home.
- Replaced arena glass walls with insulated panels at Bostwick Community Center, which resulted in \$35,000 savings per year.
- Heating, ventilation and air-conditioning optimization at Dearness Home and Eldon House.
- Turbo blower projects completed across all treatment plants and we started seeing the energy savings of about \$600,000 per year.
- New on-line public engagement tools were developed and launched, including eDemocracy's climate action plan simulator.

- COVID-19 Impact on Transportation and Emissions. The impact of COVID-19 on reducing transportation energy use and associated emissions in London was significant. In particular:
 - The amount of gasoline and diesel sold at London's gas stations dropped by 21%.
 - The estimated total distance of trips taken by bicycle increased by 20% in 2020.
 - The number of vehicles registered in London in 2020 decreased by 6%.
- London participated in the Global Covenant of Mayors Canada [Showcase Cities Pilot Project](#) which focuses on advancing municipality's expertise in climate change mitigation and adaptation. London was one of 25 Canadian municipalities that participated in this project.
- Seedy Saturday has been a partnership with the London Middlesex Master Gardeners that has grown over the years. 2020 marked the largest show yet with: 1,040 attendees (from 400 attendees in 2013 to 600 in 2019); full house in the speaker rooms all day (100+ spots); 44 vendor booths (vs 22 in 2013) and 26 community booths (vs 18 in 2013).
- Green Economy London, launched in May 2019, has now grown from 14 business & institutional members to 37 members.
- Despite restrictions due to COVID-19, the Thames River water quality monitoring program continued and collected more than double the planned number of samples in 2020.
- Applications for the Basement Flooding Grant Program were received, reviewed, and processed throughout the year. 75 basement flooding grant applications were approved in 2020.
- The renewal of Richmond Street between York and Dundas included the separation of 300m of combined sewer, reducing the outflow at one of the City's largest combined sewer overflow points. This project was the third phase of a strategy that will ultimately allow for the separation of 20 blocks of combined sewer in the downtown core.
- Raw sewage overflows were reduced by 153 ML primarily due to the successful use of the wet weather primary treatment strategy and wet weather storage tanks at Greenway Wastewater Treatment Plant during the significant events experienced in January and September of 2020.
- Virtually in partnership with the Thames Valley District School Board for 146 grade 6 and 7 classes totalling approximately 3,650 students. Nine educational videos were filmed, edited and uploaded to YouTube resulting in over 1,011 page views. Follow-up activities for the classroom and a Virtual Field Trip in partnership with Birds Canada were also part of the Virtual Festival.
- KCCA planted 32,900 trees and shrubs in the watershed with an additional 2,090 seedlings sold through the Greening Communities Program. Funding from Ontario Power Generation and Forests Ontario was continued. Actual numbers of tree planted were reduced from targets due to COVID-19 restrictions.
- Issued 20 flood messages to the watershed community and held annual flood contingency plan meetings with municipal flood coordinators.
- Thanks to a funding grant KCCA installed real-time, cellular weather stations at three locations in the watershed: Lake Whittaker CA, St. Thomas Golf & Country Club and the London's Landfill. These solar powered weather stations collect measurements on precipitation, temperature, barometric pressure and relative humidity every 30 minutes – in areas of poor coverage by other networks. KCCA is also working to fill data gaps in the precipitation network in the watershed with the help of citizen volunteers who are now collecting rain data and submitting it to the Community Collaborative Rain, Hail & Snow (CoCoRaHS) network.
- KCCA installed real-time, internet cameras were installed at two flood damage centres to monitor water levels during flood events. These cameras will improve safety by allowing staff to monitor water levels remotely.

Challenges experienced

- Work on many projects delayed due to COVID-19.
- No new diversion programs were implemented due to COVID-19 therefore waste diversion remains at 45% versus the target of 46%.

- Delays with consulting engineers have deferred planned peak shaving construction projects. Design is ongoing, and it is still anticipated that the majority of planned increases to wet weather wastewater capacity will be completed by 2023, but no projects are expected to be completed by 2021.
- COVID-19 restrictions on school field trips, and gathering limits severely curtailed the number of educational programs in 2020.
- KCCA continues to seek funding to update hazard mapping.

Solutions to be implemented

- The Community Energy Action Plan and Climate Change/Severe Weather Adaptation Strategy is now incorporated into the upcoming Climate Emergency Action Plan (CEAP) New timelines provided in the Strategic Priorities and Policy Committee (SPPC) report on August 11th, 2020.
- The Corporate CDM Plan GHG reduction target was established when 2017 data was the latest information. However, given that 2018's emissions were higher due to increases in Ontario's electricity grid GHG emissions, the original baseline of 64% used in the Plan needs to be restated as 58% to better reflect actual conditions. Consideration should also be made to readjust the 2023 target from 70% to 64% to stay consistent with the revised 2018 baseline.
- KCCA is also re-introducing some programs such as the Environmental Youth Corps once proper safety protocols are in place and gathering restrictions are less restrictive.

Data limitations experienced

- 2020 community energy & GHG emissions data does not include changes in natural gas use, final numbers will be reported in Summer 2021.
- COVID has had a significant impact on community energy use, in particular gasoline use, so the reductions reported may not persist post-pandemic.
- Consultant retained in 2020 to assess Environmental Impact Study compliance; results will not be available until 2021 and will inform future Performance Reports.

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

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
Increase access to transportation options.	Build more infrastructure for walking and bicycling.	# metres of sidewalks built (E&I)	4,240	1,500	2,740 / 183%
		% decrease in Urban Growth Area streets without sidewalks (E&I)	0.8	0.5%	0.3 / 60%
		# metres of bike lanes built (E&I)	4,000	5,000	(1,000) / (20%)
		# metres of protected bike lanes built (E&I)	2,050	1,700	350 / 21%

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
	Continue to expand options and programs to increase mobility.	% completion of a Bike Parking Action Plan (E&I)	25%	50%	(25) / (50%)
		% completion of a monitoring program for building a bike-friendly London (E&I)	0%	0%	0 / 0%
		% completion of a Transportation Management Association Feasibility Study (E&I)	15%	25%	(10) / (40%)
		% completion of Bike Share Business Case (E&I)	0%	0%	0 / 0%
		% completion of transportation demand management actions between 2020 and 2023 (E&I)	20%	20%	0 / 0%
	Develop a strategic plan for a future with connected and autonomous vehicles.	% completion of the strategic plan (E&I)	50%	50%	0 / 0%
Support Londoners to access affordable public transit where they live and work.	# of subsidized rides (income-related, youth, visually impaired, seniors, children 12 and under) (NCWS, LTC)	N/A	352,772	N/A	
	# of service hour improvements to industrial areas (LTC)	TBD	TBD	TBD	
Implement the London Transit Commission (LTC) 5 Year Specialized Service Plan.	# of lower and level non-accommodated trips (LTC)	TBD	TBD	TBD	
	Increase rides per capita (LTC)	TBD	TBD	TBD	
	# of paratransit rides (LTC)	TBD	TBD	TBD	
Implement the LTC Ridership Growth Strategy.	Increase ridership (LTC)	TBD	TBD	TBD	
	Increase rides per capita (LTC)	TBD	TBD	TBD	
Implement a rapid transit system to	KM of arterial road revitalized as a rapid transit corridor (E&I)	TBD	TBD	TBD	

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
	improve the reliability and capacity of existing transit service and support London Plan city building.	% increase in people carrying capacity (E&I)	TBD	TBD	TBD
		% of PM peak period boarding's and alighting's at the fully accessible transit platform (E&I)	TBD	TBD	TBD
		% residences within walking distance of higher order transit (E&I)	TBD	TBD	TBD
		% of jobs within walking distance of higher order transit (E&I)	TBD	TBD	TBD
	Implement the LTC 5 Year Conventional Service Plan.	Increase ridership (LTC)	TBD	TBD	TBD
		Increase rides per capita (LTC)	TBD	TBD	TBD
Manage congestion and travel times.	Continue to improve the traffic signal system for the benefit of all road users.	% reduction in the afternoon peak Travel Time Index (ratio of off-peak to peak travel times on busy roads) (E&I)	11.4%	2%	9.4% / 470%
	Implement the strategic program of road improvements identified in the Smart Moves Transportation Master Plan.	# lane kilometres of road added to the transportation network (E&I)	4.3	4.3	0 / 0%
		# new road-rail underpasses constructed (E&I)	0	0	0 / 0%
Improve safety for all modes of transportation.	Implement infrastructure improvements and programs to improve road safety.	% reduction in total injury and fatality collisions (E&I)	26%	4%	22 / 550%
		% reduction in pedestrian injury and fatality collisions (E&I)	32%	4%	28 / 700%
		% reduction in cyclist injury and fatality collisions (E&I)	38%	4%	36 / 900%

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
Improve the quality of pedestrian environments to support healthy and active lifestyles.	Plant more trees to increase the city's tree canopy cover.	# trees planted on streets, open spaces, and parks (E&I)	6,553	18,000	(11,447) / (64%)
	Respond to changing participation patterns and emerging activities by adapting public spaces and programs.	# benches added to parks (E&I)	55	50	5 / 10%
		# parks with new light systems (E&I)	4	2	2 / 100%
		% of public satisfied with park and open space (E&I)	95	95	0 / 0%
		# kilometres of pathway improved (E&I)	3	3	0 / 0%
	Increase pedestrian amenities on streets.	% of street projects with urban design review (P&ED)	100%	100%	0 / 0%
		# street trees planted (E&I)	4,004	5,000	(996) / (20%)
		\$ made available for cost-sharing neighbourhood street lighting projects (E&I)	\$120,000	\$120,000	0 / 0%
		% decrease in neighbourhood streets without streetlights (E&I)	0	0.5	(0.5) / (100%)

Success stories from 2020

- Bike lane construction on Dundas Street between the downtown and Old East Village was substantially completed.
- New sidewalks exceeded target with complete streets implementation in infrastructure renewal projects and implementation of new sidewalks in Kensington Village.

Challenges experienced

- The commuting behaviour information gathered from employers and Londoners through the Transportation Management Association Feasibility Outreach study may no longer apply after the pandemic is resolved.
- The Requests for Proposals for both bike share and e-scooter share did not identify a successful bike share system proponent, but they provided valuable information for the business case for micro mobility, indicating the need for the coordinated deployment of both bikes and e-scooters as part of a broader micro mobility service.

- City tree planting in spring 2020 was reduced due to COVID. The pandemic was even more impactful to community planting on public and private land and resulted in much reduced tree planting compared to recent years.
- COVID capital project design and construction delays resulted in a delay to a portion of the planned bike lane program implementation on Colborne Street. Infrastructure construction has started and will be completed in 2021.
- Although public transit remained available for Londoners, without interruption, throughout the pandemic, LTC had to put the growth component of service on hold in 2020 for both conventional and specialized service.
- Limited initial uptake of the neighbourhood streetlighting local improvement process has been inhibited by pandemic limitations on neighbourhood participation and social interactions. One project is underway but has experienced construction approval delays.

Solutions to be implemented

- A revised Request for Proposals for a micro mobility service provider, combining bike share and e-scooter share, to be issue in late Spring 2021.
- A cycling performance measures program to be completed in 2021.
- A secure bike parking pilot project in and around downtown to be initiated in Summer 2021.
- Draft Bike Parking Plan to be presented to Council for review and approval in Fall 2021.
- Virtual workshop for London's employers planned for late Fall 2021 to assess post-pandemic employee commuting.
- Creation of a new Tree Planting Strategy will help plan for future success.

Data limitations experienced

- Road collisions and the travel time index congestion metrics far exceeded targets. However, this is predominantly a result of a corresponding reduction in traffic due to pandemic restrictions. The previously established metrics were not established to normalize for the unusually large traffic volume variations in 2020. However, results are favourable with collision reductions exceeded traffic volume decreases.
- The move to rear door boarding to provide safe distance between bus operators and passengers meant that passenger data from automatic passenger counters is not available.
- The identified metrics are based on the proposed system once operational. The current staging plan set out in the Rapid Transit Master Plan would see the first leg of the network operational for 2024
- London Transit Commission fares were not being collected for a significant portion of 2020 and automatic passenger counters do not allow ridership breakdown therefore this impacted our ability to report on the number of subsidized transit rides.

Growing Our Economy

Outcome: The City of London will develop a top quality workforce.

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
Increase access employers have to the talent they require.	Increase employers' access to resources to help achieve best practices in talent recruitment and retention.	# agencies and institutions committed to developing a top quality workforce (LEDC, SHD)	20	20	0 / 0%
		# activities to support employers (LEDC, SHD)	10	4	6 / 150%
		# employer meetings (LEDC, SHD)	618	500	118 / 24%
	Increase Ontario Works client participation within employment activities.	% of Ontario Works cases terminated as a result of participants exiting to employment (SHD)	23%	20%	3 / 15%
		% of eligible clients that have an active outcome plan (SHD)	87%	80%	7 / 9%
Increase the employment rate for Londoners who are not currently participating in the workforce.	% of Londoners aged 25-64 who are 'not employed' (SHD, P&ED)	7% (based on monthly average in 2020 for adults)	Actuals	N/A	
	London's participation rate (SHD, P&ED)	1.5%	Actuals	N/A	
	London's unemployment rate (SHD, P&ED)	8.2%	Actuals	N/A	
	London's Population (based on estimated 1.1% growth projection) (P&ED)	413,000	Actuals	N/A	

		Footnote: as population rises but unemployment rate remains the same, this is equal to an increased volume in the workforce overall.			
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.	# of interns hired (ES)	0	TBD	TBD
	Increase the number of connections between employers, post-secondary students, newcomers, and other employment and training agencies.	# activities to support connections of students to business (LEDC)	10	1	9 / 900%
		# activities to support connections of employers to employment and other training agencies (LEDC)	2	2	0 / 0%
		# activities to support connections of employers to newcomers (LEDC)	4	1	3 / 300%
		# networking opportunities provided for cultural workers in art, history, literature, music, and digital technology (Museum London)	164	28	136 / 486%
	Attract, retain, and integrate international students, and newcomer skilled workers, and entrepreneurs.	# newcomer attraction activities supported (SHD)	2	5	(3) / (60%)
		# newcomer retention and integration activities supported (SHD)	7	5	2 / 40%
		% annual newcomer retention rate (SHD)	N/A	70%	N/A

Success stories from 2020

- The City supported Francophone Immigration week, November 1-7, 2020 and planned community survey on racism and discrimination.
- The City partnered with variety of agencies to hold webinars on employment.

- Despite COVID-19, Ontario Works exceeded targets in 2020 for exits to employment and percentage of caseload with an active Outcome Plan.
- In addition to the onsite programming of music, acting, architects networking, and Black Lives Matter panelists, 6 French speaking student teacher interns developed the online French language art curriculum program, and Museum London staff participated in professional development online training courses and webinars.
- Virtual job fairs, webinars and online channels were launched in 2020 to help facilitate effective labour matching.
- The LEDC facilitated two London and Area Works Job Fairs which also includes a 13 part series on CTV London. Jobseekers were provided workshops and advice on how to succeed in a virtual environment. The two job fairs attracted 2766 jobseekers to meet hiring employers and community services.
- LEDC worked with Kings' College to create a signature program called the Kings Promise. This initiative guarantees students meaningful employment within their first six months post-graduation
- In 2020, LEDC moved Business Momentum Series online with Fanshawe College's Corporation Training Solutions that helped over 150 HR and Communications Employees upgrade their skills.
- In partnership with the Small Business Centre, LEDC continued delivering programming for food and beverage entrepreneurs.
- LEDC collaborated with The Forest City Film Festival, Deloitte Canada, London Region Manufacturing Council and others to deliver virtual industry events in 2020, which are creating networking and business-to-business opportunities among local companies.
- In response to the COVID-19 Pandemic, LEDC built a collaborative stand-alone London Business COVID-19 website within 24 hours of the pandemic impacts on Ontario businesses. This resource continues to be updated several times a day.
- LEDC created and updated a resource to connect PPE suppliers with those in need.
- LEDC created a resource to assist local business source web and e-commerce solutions as well as hosted 30+ virtual events.

Challenges experienced

- The COVID-19 pandemic impacted the 2020 year for internships.
- Delays and inability to implement events and projects due to combination of COVID-19 and resourcing issues.
- COVID-19 restrictions, including travel restrictions and border closures, impacted the ability to support newcomer attraction activities.

Solutions to be implemented

- Virtual opportunities will be explored to support newcomer attraction activities.

Data limitations experienced

- Statistics Canada data delayed due to COVID-19.

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

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
Increase partnerships that promote collaboration, innovation, and investment.	Expand opportunities and activities through the London Waste to Resources Innovation Centre.	# resource recovery pilot projects initiated (E&I)	4	4	0 / 0%
		# companies collaborating on resource recovery projects (E&I)	5	5	0 / 0%
		# signed Memorandums of Understanding (MoUs) (E&I)	0	1	(1) / (100%)
Seek out and develop new partnerships and opportunities for collaboration.		# City projects completed in collaboration with educational institutions (P&ED)	29	2	27 / 1,350%
Plan for High Speed Rail.		Metrics TBD (P&ED, E&I)	TBD	TBD	TBD
Collaborate with regional partners on international missions for new investment attraction.		# regional investment promotion missions (LEDC)	8	8	0 / 0%
Undertake regional planning partnerships with neighbouring municipalities and		# area municipalities engaged in regional planning (P&ED)	5	5	0 / 0%

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
	promote regional connectivity.				
	Grow tourism revenues through initiatives that build awareness and interest in London.	# of overnight visitors to London (P&ED)	N/A	2,126,000	N/A
		\$ of tourism spending in London (P&ED)	N/A	\$822,989	N/A
	Support tourism by facilitating local, provincial, and national stakeholders to encourage community economic development, business partnerships, product development and legacy development for London.	\$ of economic impact of tourism in London (P&ED)	N/A	\$823M	N/A
		\$ tourism revenue generated as a total of Gross Domestic Product (GDP) for Ontario (P&ED)	N/A	\$791,958	N/A
		\$ tourism revenue generated as a total of Gross Domestic Product (GDP) for London (P&ED)	N/A	\$473,595	N/A
	Support the development of agricultural industry and promote its value to the urban community through the establishment of an Agricultural Centre of Excellence.	# industry leading farm and poultry shows (Western Fair)	1	2	(1) / (50%)
		\$ leveraged to support Agricultural Centre of Excellence (Western Fair)	TBD	TBD	TBD
		# Agricultural Centre of Excellence partners (Western Fair)	4	2	2 / 100%
		# Agricultural Centre of Excellence users (Western Fair)	6,920	800	6,120 / 765%

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
	Work with multi-sector stakeholders to develop a Screen-Based Industry Strategy.	Metric TBD through strategy development (NCWS)	TBD	TBD	TBD
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.	\$ economic impact (RBC Place London)	\$3.3M	\$22M	(18.7) / (85%)
		\$ of total revenue (RBC Place London)	\$1.8M	\$6.8M	(5.0) / (74%)
	Create a vibrant entertainment district in the City of London.	# events held at the Western Fair (Western Fair)	48	203	(155) / (76%)
		# outdoor patio venues (P&ED)	6	11	(5) / (45%)
		# private music venues (P&ED)	48	29	19 / 66%
Increase public and private investment in strategic locations.	Revitalize London's downtown and urban areas.	\$ value of all construction projects in receipt of CIP loans (P&ED)	\$4.5M	\$1.5M	3.0 / 200%
		Ratio of 3:1 Construction Value to CIP loans within Community Improvement Plan (CIP) areas (P&ED)	2.6:1	2.8:1	(0.2) / (7%)

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
		% per year assessment growth rate above inflation in CIP areas (P&ED)	1%	1%	0 / 0%
		\$ contributed to a reserve fund for property acquisition within Community Improvement Plan areas (P&ED)	\$400,000	\$100,000	300,000 / 300%
		\$ Covent Garden Market sales revenue (CGM)	\$10.18M	\$16.8M	(6.62) / (39%)
		% Covent Garden Market annual tenant vacancy (CGM)	1.4%	2.5%	(1.1) / (44%)
Increase public and private investment in amenities that attract visitors, a talented workforce, and investment.	Invest in city building projects.	# Downtown Plan initiatives implemented (P&ED)	2	1	1 / 100%
		# units built within Old Victoria Hospital lands (P&ED)	0	0	0 / 0%
	Increase partnership funding, sponsorships, and donations to recreation services and amenities.	\$ in partnerships, sponsorships and donations (NCWS)	\$44,000	\$75,000	(31,000) / (41%)
		# adopt-a-parks (NCWS)	90	113	(23) / (20%)
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.	# jobs created (LEDC)	820	1,200	(380) / (32%)
		# of active retention and expansion files (LEDC)	3	3	0 / 0%

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
		# of jobs retained (LEDC)	50	50	0 / 0%

Success stories from 2020

- A portion of the Richmond Walk transformational project from the Downtown Plan was completed between York Street to Dundas Street and will include enhanced treatments, as well as gateway markers at the York Street approach.
- 2020 was the first year for the Construction Dollars program, approved through the Core Area Action Plan. Construction dollars are provided to the public through the BIA's and businesses to incentivize shopping and eating in the downtown during construction projects in the Core Area. Approximately \$55,000 Construction Dollars were redeemed in 2020.
- RBC Place London established a new partnership with the London Food Bank and prepared 22,000 lunches for individuals living rough in London.
- Limited vacancy in Covent Garden Market despite difficult economic climate.
- City Council approved \$300,000 to support screen-based industries and the objectives of advocacy and funding, marketing and promotion, attraction, local growth and retention, and workforce development.
- Beginning in May 2020, Western Fair saw a significant increase in virtual participation with 334 teachers signing up for the first Virtual Agri-Food week. In September, Western Fair ran Virtual Fair School Tours with 6,468 registrants joining to learn about several different commodity groups. In November 2020, Western Fair hosted the first Urban Agriculture virtual event sharing details on our Wormery, with 118 registrants for that livestream.

Challenges experienced

- COVID-19 required the closure of RBC Place London as of March 16, 2020 with restrictions in place for maximum numbers indoors.
- Limitations on the ability to attract consumers to the Market due to COVID-19 restrictions.
- COVID restrictions limited gathering in parks and contributed to a reduced number of parks adopted.

Solutions to be implemented

- To mitigate some of the impacts from COVID-19, RBC Place implemented labour and expense reduction strategies and installed a presentation stage to host virtual and hybrid meetings.
- Londoners continued to be supported to adopt parks, although COVID restrictions limited gathering and clean-up activities in parks

Data limitations experienced

- Data related to overnight visitors, tourism spending, economic impact of tourism, tourism revenue generated as a total of Gross Domestic Product (GDP) for London and Ontario not available for 2020.

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

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
Increase access to supports for entrepreneurs and small businesses, and community economic development.	Revitalize London's Downtown and urban areas.	# Business Improvement Areas supported (P&ED)	5	5	0 / 0%
		# Community Improvement Plan financial incentive applications processes (P&ED)	25	25	0 / 0%
		% of targeted businesses in BIAs (BIAs)	TBD	TBD	TBD
		# of net new businesses in BIAs (BIAs)	TBD	TBD	TBD
	Support entrepreneurs, start-up, and scale-up companies.	# supports provided for start-ups and scale-ups (LEDC)	428	500	(72) / (14%)
		# activities to support entrepreneurship growth (LEDC)	22	12	10 / 83%
		# artist performance opportunities created (P&ED)	15	6	9 / 150%
		# music workshops and networking opportunities created (P&ED)	21	6	15 / 250%

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %	
Increase efficiency and consistency for administrative and regulatory processes.	Improve administrative and regulatory processes and by-law requirements to enhance London's competitiveness.	# planning policy/procedural manuals created (P&ED)	1	1	0 / 0%	
		# by-laws reviewed and amended or repealed (P&ED)	2	2	0 / 0%	
		# of building processes reviewed and improved (P&ED)	4	6	(2) / (33%)	
		% of building permit applications reviewed within legislated timeframes (P&ED)	74	88	(14) / (16%)	
		% of development applications meeting <i>Planning Act</i> timeframes (P&ED)	45%	N/A	N/A	
		# of development processes reviewed and improved (P&ED)	2	3	(1) / (33%)	
		# Planning process reviews & improvements (P&ED)	4	2	2 / 100%	
	Improve access and navigation of City services and supports through Service London Business.	# attendees at collaborative regulatory workshops (P&ED)	110	65	45 / 69%	
		# customer journeys mapped and improved (P&ED)	2	2	0 / 0%	
		# visits to Service London Business Counter (P&ED)	1,470	425	1,045 / 246%	
		# visits to Service London Business website (P&ED)	100	150	(50) / (33%)	
	Increase the availability of serviced land in strategic locations.	Continue to invest in land acquisition and servicing to recruit and retain	% of Industrial Land Development Strategy Updated (P&ED)	0%	0%	0 / 0%

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
	new industrial employees.	# hectares sold of City-owned industrial land inventory (P&ED)	10	8	2 / 25%
		# new jobs created in City-owned industrial parks (P&ED)	550 (385 new build)	500	50 / 10%
		\$ increase in taxes paid by companies operating in City-owned industrial parks (P&ED)	\$745,554	\$200,000	545,554 / 273%
		# of hectares of industrial land purchased to meet minimum Industrial Land Development Strategy target of 200 hectares of available land (P&ED)	TBD	TBD	TBD

Success stories from 2020

- City Staff established regular all-BIA meetings to assist with coordinating efforts and information sharing. A BIA Manual has also been created and is updated with important BIA-related information and procedures regularly.
- Throughout the 2020 summer season, staff developed streamlined processes to help businesses set-up temporary patios on both private and public land. These improvements have informed more permanent changes that will be implemented through the boulevard café program and city-wide zoning amendment.
- Staff amended the incentive program guidelines to allow businesses to defer their City loan payments during construction projects. Further to that, to support businesses through the pandemic, the option to defer City loan payments was extended city-wide for 2020.
- Nine music industry professionals were mentored through the Music Amplifier Program.
- There were 21 professional development workshops, seminars, and panels offered in 2020.
- The Industrial Land Development Strategy team facilitated seven new companies purchasing land in City owned parks in 2020, amounting to \$4.244 million in land sales.
- Municipal Council approved the extension of payment terms to 60 days for City of London invoices issued to customers in the months of May, June, and July, as well as flexibility in loading, unloading and delivery times.

- The City established a Back to Business (B2B) action team and intake portal to support London businesses. B2B is a temporary initiative designed to provide rapid and flexible responses to business' requests associated with reopening.
- Patio fees were waived city-wide in 2020 and many patios were permitted to expand further.
- The City established an online building permit application process for all building types allowing for concurrent plan review and improved processing times.
- Digital drawing reviews and digital signatures were implemented to support business continuity and improved turnaround times.
- The London Community Recovery Network (LCRN) brought together over 150 leaders from business, non-profit, and institutional sectors to identify ideas that can power a faster, stronger, deeper, and more inclusive recovery for London.
- Development processes reviewed included Site Plan resubmissions and subdivisions securities.

Challenges experienced

- As of mid-March 2020, all building permit applications were required to be submitted and reviewed in a digital format. This created challenges for both stakeholders and staff. Staff vacancies as a result of a diminishing pool of qualified candidates contributed to these challenges.

Solutions to be implemented

- Full automation of our online portal will allow all permit application types to be submitted through the portal. Work is also underway to improve messaging to permit applicants whereby they will be notified or able to review each step as their application progresses through the process.
- The creation of new Senior Plan Examiner/Building inspector supervisory positions will assist with mentoring new staff, delivery of Building Code update training, implementation and testing of technological infrastructure, while also providing assistance with both plan reviews and inspections.

Data limitations experienced

- Establishing on metrics is dependant on revising and/or establishing strategies and action plans.

Creating a Safe London for Women and Girls

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

Expected Result	Strategy	Metrics	2020 Actual	2020 Target	Difference as a # and %
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their	Apply a three pillared framework (legislation, public awareness, and funded services) in	Metrics to be developed based on the development of three pillared framework (CMO)	TBD	TBD	TBD
			TBD	TBD	TBD

Expected Result	Strategy	Metrics	2020 Actual	2020 Target	Difference as a # and %
intimate relationships; sex trafficking; sexual assault; and workplace harassment.	policy and by-law development.				
	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.	Metrics to be developed based on development of action plan (CMO)	TBD	TBD	TBD
	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.	# of Workplace Harassment and Discrimination Prevention Policy complaints (ES)	0	Actual	N/A
		# of Code of Conduct for Employees complaints (ES)	5	Actual	N/A
		# of Workplace Violence Prevention Policy complaints (ES)	2	Actual	N/A
	Implement mandatory	# of employees trained (I Step Forward) (ES)	145	Actuals	N/A

Expected Result	Strategy	Metrics	2020 Actual	2020 Target	Difference as a # and %
	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.	# of employees trained (Safe London for Women and Girls Introductory Module) (CMO, ES)	1,230	Actuals	N/A
		# of employees trained (Respectful Workplace) (ES)	1,135	Actuals	N/A
	Increase the number of women in senior management positions and other positions of power.	# of participants in the Mentorship Program (ES)	TBD	TBD	TBD
		# of participants in the Succession Plan (ES)	TBD	TBD	TBD
	Work with the London Transit Commission to enhance the safety of women and girls on public transit, for example longer hours of bus service	# of bus shelters (LTC)	N/A	N/A	N/A
		# of bus stop luminaires (LTC)	N/A	N/A	N/A
		# of subsidized rides (Income-Related, Youth, and Visually Impaired, Seniors and Children 12 and Under) (LTC)	N/A	352,772	N/A

Expected Result	Strategy	Metrics	2020 Actual	2020 Target	Difference as a # and %
	and free service to low-income women.				
	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.	Metrics to be developed based on Action Plan (SHD)	TBD	TBD	TBD
	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.	# of additional shelter beds available to abused women and their children, and to homeless women and girls (SHD)	20	10	10 / 100%
	Work with landlords and developers to	Metrics to be developed based on the Action Plan (SHD)	TBD	TBD	TBD

Expected Result	Strategy	Metrics	2020 Actual	2020 Target	Difference as a # and %
	end discrimination and bias against abused, sex trafficked and/or sexually assaulted women and girls attempting to access affordable housing.				
	Recognize London as a sex trafficking hub and take action to work collaboratively towards solutions.	% of referrals to SLWAR that were successful in acquiring sustained housing/hotel accommodations until year-end. (LPS)	74%	100%	(26) / (26%)
# of LPS referrals to SLWAR per 100,000 female population (LPS)		7.7	>13.5	(5.8) / (43%)	
Average rating of satisfaction with the collaborative process working towards solutions (LPS) Rating: 1 to 7 1= Extremely Dissatisfied 7=Extremely Satisfied		N/A	>6.2	N/A	
# of identified Persons at Risk (history/risk of survival sex work/trafficking) per 100,000 female population that received support/safety planning by the LPS Persons at Risk Coordinator (LPS)		66.9	>64.5	2.4 / 4%	
# of identified potential victims of Human Trafficking who were offered support per 100,000 female population (LPS)		39	>41.4	(2.4) / (6%)	
Average rating of satisfaction with the collaborative process working towards solutions (LPS)		N/A	>4.4	N/A	

Expected Result	Strategy	Metrics	2020 Actual	2020 Target	Difference as a # and %
		Rating: 1 to 7 1= Extremely Dissatisfied 7=Extremely Satisfied			
		# of multi-agency Human Trafficking Projects (LPS)	1	1	0 / 0%
	Investigate signing the Global Every Woman Treaty and encourage AMO, FCM and other provincial associations, the governments of each province and the federal government to do the same.	Metrics to be developed based on the strategy (CMO)	TBD	TBD	TBD
	Include male violence against women and girls in discussions and decisions made at the Town and Gown Committee	Metrics to be determined in consultation with the Town and Gown Committee (CMO)	TBD	TBD	TBD
		Metrics to be determined based of strategy to recognize the safety of women and girls in preparing operational plans involving near-campus issues (P&ED)	TBD	TBD	TBD
	Support community-based initiatives and organizations committed to ending male violence against women	# of applications submitted that align with Creating a Safe London for Women and Girls (London Community Grants Program) (NCWS)	4	Actual	N/A
		\$ funded annually to support Creating a Safe London for Women and Girls (London Community Grants Program) (NCWS)	\$174,000	Actual	N/A

Expected Result	Strategy	Metrics	2020 Actual	2020 Target	Difference as a # and %
	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).	Metrics to be determined based on Anova's UN Safe Cities Report findings (CMO)	TBD	TBD	TBD
	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.	# of employees that receive trauma and violence lens training (CMO)	TBD	TBD	TBD
		% of identified policies, procedures that have been reviewed (CMO)	TBD	TBD	TBD

Success stories from 2020

- 1,135 employees trained (this includes both the online module with 825 and leadership sessions with 310), including specialized training for leaders regarding the Respectful Workplace Policy by leveraging online and virtual training platforms.
- Over the course of 2020, Civic Administration continued to work with the community-led Safe Cities London Advisory Committee to analyze the results of the Safe Cities London Scoping Study and create an action plan which identifies areas of focus, outcomes, expected results, strategies and priority actions. The 2021-2024 Safe Cities Action Plan was completed and presented to Municipal Council in March 2021.
- The City worked with the London Abused Women's Centre to review the content of the 'I Step Forward' and 'It Starts with Me' training programs. The 'It Starts with Me' program was updated to include additional information about intimate partner violence, sexual violence (including sex trafficking and non-state torture) and sexual harassment.
- An introduction to the updated 'It Starts with Me' training program was incorporated as a mandatory component of the Corporate Orientation Program as of May 2020.
- An ongoing partnership between the LPS and SLWAR has resulted in successful outcomes for females at risk of violent offences. Women engaging in survival sex work identified by the LPS Persons at Risk (PAR) Coordinator were referred to SLWAR, successfully housed, and provided basic needs/security during the pandemic. An example that occurred in 2020, is a woman who while engaging in sex work encountered a violent encounter and reported it to the LPS. As a result of a trusting relationship built with the PAR coordinator, the victim was willing to work with SLWAR and LPS detectives. She received the security and support that she needed and was able to provide information that led to the offender being arrested and charged. Trust and community partnership represents a very large piece of the success for this woman.
- Housing service areas (Housing Services, Housing Development Corporation, London Middlesex Community Housing) have been working with the London Coordinating Committee to End Woman Abuse (LCCEWA) on identifying strategic housing actions to support this City's Strategic pillar. The LCCEWA has formed a working group of their committee members to focus on this work in which housing service area representatives actively participate in.
- Housing Services', through our City Studio involvement, have been able to connect Brescia College and the membership of LCCEWA to connect community leaders working with the local violence against women sector to meet with undergraduate students to discuss the homeless preventions and housing system. This research will be used to support recommendations to senior leaders to help improve the current system as well as contribute to the student's course completion.
- In an effort to continue to support local Violence Against Women (VAW) agencies, Housing Services received Ministry approval to increase the Average Market Rent used by housing subsidy programs which provided additional financial support to those supported by VAW agencies.
- Municipal Council approved three additional housing support programs which complement existing housing first programs and focus on community priorities, which includes women and children fleeing violence. The program works to rapidly house individuals experiencing homelessness in accordance with the City's coordinated access system.
- Of the 4 London Community Grants applications received and funded under the Creating a Safe London for Women and Girls Strategic Area of Focus, 2 were from local organizations that had not been previously funded.

Challenges experienced

- Although the I Step Forward Training program was updated to include male violence against women and girls in their intimate relationships; sex trafficking, non-state torture and sexual violence we were unable to roll out the training in 2020 because of the COVID-19 pandemic.
- Addressing unanticipated COVID-19 related circumstances has limited the amount of time available to develop a Mentorship Program and Succession Plan.

- COVID-19 presented challenges for LPS initiatives related to Persons at Risk. Physical distancing/safety guidelines made it difficult to engage and offer support for potential victims.
- The work of establishing metrics for many of the Creating a Safe London strategies is dependant on the development and finalization of action plans.

Solutions to be implemented

- LPS will continue to cultivate community partnerships to effectively identify, reach out, and assist Persons at Risk.
- As action plans for the strategies outlined in this Area of Focus are developed, metrics will be established.
- The work associated with the Mentorship Program and Succession Plan will be completed by December 31, 2021.

Data limitations experienced

- A SLWAR evaluation report was not published in 2021 which provided excellent information/metrics in previous years related to street level women at risk.
- London Transit Commission fares were not being collected for a significant portion of 2020 and automatic passenger counters do not allow ridership breakdown therefore this impacted our ability to report on the number of subsidized transit rides.
- The work of establishing metrics for many of the Creating a Safe London for Women and Girls strategies is dependant on the development and finalization of action plans in collaboration with the community.

Leading in Public Service

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

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
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.	% of planning process and plan that is complete (ES)	30%	50%	(20) / (20%)
		% of metrics identified through the strategy that have been successfully achieved (ES)	0	0	0 / 0%
		# of media relations training sessions offered (ES)	2	4	(2) / (50%)
		# of Public Engagement Forum meetings (ES)	1	4	(3) / (75%)
		% of resident public engagement satisfaction score (ES)	N/A	85%	N/A
		% of City outreach education strategy completed (P&ED)	50%	50%	0 / 0%

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
		# residents vote in the Neighbourhood Decision Making process (NCWS)	0	7,500	(7,500) / (100%)
		# of communication channels for Multi-Year Budget (MYB) engagement process (FS)	8	6	2 / 33%
		# resident interactions in the Multi-Year Budget engagement process (FS)	2,229	1,400	829 / 59%
Improve public accountability and transparency in decision making.	Measure and publicly report on corporate performance.	# public reports the City of London participates in (BMA Consulting, Municipal Benchmarking Network Canada (MBNC), etc.) (CMO)	2	2	0 / 0%
		# strategic plan progress and performance reports (CMO)	2	2	0 / 0%
		Communicate citizen perceptions of service delivery, and municipal accomplishments, to the public (CMO)	1	2	(1) / (50%)
	Increase access to information to support community decision making.	# open data sets available (CMO)	178	178	0 / 0%
		# new tools available, such as a citizen dashboard (CMO)	0	0	0 / 0%
	Building relationships with Indigenous peoples that are respectful, transparent, responsive, and accountable.	This strategy must be development in partnership with Indigenous people, including local First Nations.	% of Middlesex London Health Unit (MLHU) staff who have completed Indigenous Cultural Safety Training and/or participated in other opportunities related to Indigenous cultural safety (MLHU)	90%	100%
# of City of London participants in the Intercultural Competency Program (CMO)			0	Actual	N/A
# of Agencies, Boards and Commissions participants in the intercultural competency program (CMO)			N/A	Actual	N/A

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
		Indigenous Relations position filled (CMO)	0	Actual	N/A
		# initiatives supporting reconciliation implemented (CMO)	8	TBD	N/A
Increase the effectiveness of London's strategic advocacy.	Promote London's intergovernmental priorities through Municipal Associations.	# of times London policy and advocacy priorities are reflected in municipal association submissions to government (i.e., releases, committee testimonies, etc.) (ES)	12	TBD	TBD
	Increase the awareness of, and support of, Council's strategic advocacy priorities.	# of advocacy engagements with other levels of government (ES)	48	TBD	TBD
		# of update reports on the Strategic Advocacy Framework (ES)	0	TBD	TBD
		% metrics identified and successfully implemented (ES)	TBD	TBD	TBD

Success stories from 2020

- Successfully launched the new london.ca website on October 7, 2020. The new website connects users to City services and information more effectively and better meet the needs of our customers, residents and community.
- City staff created a framework for the Corporate Communications Strategy and will be launching a public engagement process in Q3 2021. Virtual 1-1 media relations training has continued throughout the pandemic; in person training will resume when it is safe to do so.
- Recruitment for the Indigenous Community Liaison Officer was completed in Q1 2021.
- City of London enterprise-wide input helped to shape submissions, dialogue and ultimate delivery of the Safe Restart Agreement.
- City of London strategic advocacy contributed to securing participation in the federal Rapid Housing Initiative – Major Cities Stream.
- City of London strategic advocacy contributed to provincial reforms of the Business Education Tax in support of local businesses.
- The City of London continues to be 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. The 2019 MBNC report was released in December 2020.
- The City's Open Data portal continues to be actively used by the community. The efforts to update the Portal in 2019, including quicker and easier public access to City data that could be viewed and downloaded in multiple formats with real-time updates, continue to meet the need of Portal users.

- As part of our commitment to public accountability and transparency in decision making the following reports were completed and presented to Council: May 2020 Semi-Annual Progress Report, November 2020 Semi-Annual Progress Report, 2019 Annual Performance Report, 2020 Report to the Community.
- Strategic advocacy efforts supported the identification of 70 Ideas for Action to power local community recovery through the London Community Recovery Network.
- Public engagement for the 2020-2023 Multi-Year Budget was increased substantially to provide new channels and opportunities for engagement (e.g., pop-up events, utilization of the City’s Get Involved website for survey purposes, etc.), resulting in more than 2,200 resident interactions in the budget process.

Challenges experienced

- The Intercultural Competency Program training did not occur in 2020 given resource pressures. Once the Anti-Racism and Anti-Oppression Division is staffed the Program will resume.
- Recruitments in 2020 were significantly reduced because of the COVID-19 pandemic and the Indigenous Relations Position was not filled until the first quarter of 2021.
- Due to health and safety restrictions, planned in-person training and engagement was not permitted.
- The Annual Citizen Satisfaction Survey was not conducted in 2020 due to COVID-19.
- COVID gathering restrictions paused all community development and neighbourhood activities, including the Neighbourhood Decision Making Program, in 2020.

Solutions to be implemented

- When possible, virtual options will be considered and developed as in-person alternatives.
- Staff are developing plan to move the Neighbourhood Decision Making program to a fully virtual process for 2021.
- The Annual Citizen Satisfaction Survey will be resumed in the Fall of 2021.

Data Limitations

- Additional work is required to establish action plans and associated metrics for some strategies.
- The annual Citizen Satisfaction Survey was not conducted in 2020 and impacted the availability of some metrics.

Outcome: Londoners experience exceptional and valued customer service.

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
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	% of all community centre visitors rating overall experience as good or excellent (NCWS)	95%	95%	0 / 0%
		% program utilization rate (NCWS)	79%	70%	9 / 13%
		% satisfaction rate of annual community survey (CMO)	N/A	90%	N/A

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
	program and service needs.				
	Research and respond to emerging planning trends and issues.	% of Provincial Planning legislation and policy updates reviewed and reported to Council (P&ED)	100%	100%	0 / 0%
		# reports addressing emergent planning issues (P&ED)	2	2	0 / 0%
	Streamline customer intake and follow-up across the corporation.	% of identified City staff that receive customer service training by Service Area (ES)	TBD	TBD	TBD
		% of residents satisfied with the City services they received (based on contact with the City in the last 12 months) (ES)	N/A	80%	N/A
		% of Eligibility Determinations into Ontario Works made within 4 days (SHD)	75%	75%	0 / 0%
		% of Ontario Works clients that access intake within 5 minutes (SHD)	92%	80%	12 / 15%
		# building and development processes reviewed and improved (P&ED)	6	9	(3) / (33%)
Increase efficiency and effectiveness of service delivery.	Implement customer service standards.	% of customers satisfied with the service they received (ES)	N/A	90%	N/A
	Conduct targeted service reviews.	# zero-based budget reviews completed (FS)	4	8	(4) / (50%)
		# additional reviews completed (FS)	4	2	2 / 100%
		Total service reviews completed with efficiencies identified (FS)	8	Actuals	N/A
Promote and strengthen	# City employees with Lean training (CMO)	37	150	(113) / (75%)	

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
	continuous improvement practices.	# individuals that participate in continuous improvement events (CMO)	24	45	(21) / (47%)
		# financial process improvements (FS)	8	2	6 / 300%
		# continuous improvement projects undertaken across the corporation (CMO)	110	165	(55) / (33%)
	Demonstrate leadership and accountability in the management and provision of quality programs, and services.	% satisfaction rate of annual community survey (CMO)	N/A	90%	N/A
	Accommodate long-term space needs for the City of London and optimize service delivery locations.	% of Master Accommodation Plan – Alternate Work Strategies Update Completed (FS)	10%	10%	0 / 0%
	Improve animal welfare by encouraging more animal adoption.	% rate of companion animal live release (P&ED)	90%	90%	0 / 0%
	Improve residents' satisfaction with winter road and sidewalk maintenance.	# of winter storms with an improved response (E&I)	0	0	0 / 0%
% increase in London residents indicating they are very/somewhat satisfied with snow clearing and removal in the annual citizen satisfaction survey (E&I)		N/A	0%	N/A	

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
Reduce barriers to access city services and information.	Enhance collaboration between Service Areas and community stakeholders to assist residents to access services and supports.	# new processes developed to ensure that city resources are shared across Service Areas (CMO)	36	25	11 / 44%
		# cross-functional teams supporting community initiatives (CMO)	58	35	23 / 66%
		# multi-Service Area initiatives implemented (CMO)	24	TBD	TBD
	Implement the 2018 to 2021 Multi-Year Accessibility Plan.	# front counters made accessible (ES)	0	3	(3) / (100%)
		# pedestrian crosswalks made accessible (ES)	14	10	4 / 40%
		% of accessibility initiatives implemented (ES)	80%	90%	(10) / (11%)
		Metric TBD in consultation with the Accessibility Advisory Committee (ES)	TBD	TBD	TBD
	Implement ways to improve access to services and information.	# of services available at customer service counters (ES, NCWS)	10	10	0 / 0%
		# new tools and resources available in multiple languages (ES)	19	1	18 / 1800%
		% of customers satisfied with the service they received (ES)	N/A	90%	N/A
		# Service London Portal users (ES)	5,544	3,100	2,444 / 79%
		% of contact centre service levels achieved (ES)	80%	75%	5 / 7%

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
		# of City message campaigns advertised on digital billboards (ES)	37	TBD	TBD
Increase the use of technology to improve service delivery.	Continue to maintain, build, and enhance a high-performing and secure computing environment.	# technical service requests and incidents successfully completed (ES)	21,246	23,000	(1,754) / (8%)
		% availability of City of London core computing environment (ES)	99.99%	99.97%	0.02 / 0%
		% of Information Technology customers satisfied (ES)	98%	96%	2 / 2%

Success stories from 2020

- In less than a week, Information Technology Services (ITS) created, built, and updated technology infrastructure and employee computers to allow City business to continue in a remote work environment.
- ITS upgraded the City of London's telephone system and delivered the Jabber application to employees. Jabber allows our computers to make and receive City of London phone calls and supports customer service queue lines. All of which are essential to remote work and public service delivery.
- To support the business continuity of Social Services and our most vulnerable residents, a multi-phase project was delivered to ensure Ontario Works employees had the technology to deliver service in a hybrid work environment.
- The ITS Client Service Team logged over 7,000 calls through our support line with an average answer time of 25 seconds. The first contacted analyst resolved 54% of the incident calls. The team completed over 700 Software Licensing service requests for which complex investigation requiring critical collaboration and coordination of efforts among internal and external staff is often required.
- Frontline teams were equipped with vinyl panelled masks and work was completed to equip each service desk with accessible tools (such as UBI DUO machines) to make the experience with plexiglass more inclusive.
- Completion of the following projects to maintain, build, and enhance a high-performing and secure computing environment for the City of London: Primary firewall and VPN system upgrade, virtual server upgrade, improved database backup and restore processes as part of disaster recovery and business continuity planning, Office 365 Security and Compliance review, upgraded load balancing technology, upgrade to secure email gateway solution as well as application upgrades to JD Edwards, Kronos, Gimmel Records Management, PSICapture, GIS maps and Cityworks.
- Access to digital billboards continues to extend the reach of City and community-based messaging and content to Londoners. Some local community groups as well as community partners have also used them for promotional purposes.
- 19 resources and tools were translated into multiple languages. This included awareness campaigns regarding Anti-Black Racism, COVID-19 Safety Protocols and Budget Participation promotions (to name only a few). The Corporation continues to develop a comprehensive way of tracking all multilingual resources.

- The Service London Portal (an online self-service tool that enables Londoners to initiate requests for various services) had over 5,500 citizen submissions in 2020, representing a 40% increase over the previous year. Overall web traffic to the portal was up over 30% in 2020 in part due to the redesign of London.ca which more prominently features the service.
- 80% of calls to Service London Contact Centre were answered within 30 seconds.
- Life Stabilization far exceeded targets for wait times in the Ontario Works Intake queue with 92% of individuals receiving service in less than 5 minutes.
- Summer camp programs operated at 97% capacity; fall seniors fitness programs also experienced very high registration.
- Varying degrees of Lean training have been developed and made available to all employees and leaders within the corporation. Significant work took place in 2020 to shift continuous improvement tools and resources to virtual formats. Standard work, visual management, and team huddles continued to be supported within a number of Service Areas to improve service delivery.
- The City of London activated the Community Control Group (CCG) in March 2020. The CCG continues to meet regularly to ensure critical municipal services are operational and support the health sector in the management of COVID-19 in our community.
- Many efforts were made throughout 2020 to enhance collaboration across teams and to take an enterprise-wide approach to sharing responsibility and ownership of challenges. Examples include: COVID-19 operations team, Core Area Action Plan Steering Committee, Housing SWOT Team, Service London Operations Team, Strategic Thinkers Table, People Plan Steering Committee, Public Engagement Community of Practice, Anti-Racism and Anti-Oppression Internal Working Group.
- In early January, the City began monitoring the COVID-19 virus spread and activated a logistics team to support City services and community agencies to acquire personal protective equipment (PPE). This team continues to support the procurement and distribution in the community.
- The City of London activated the Community Control Group (CCG) in March and declared a local state of emergency on March 20, 2020. The CCG continues to meet regularly to ensure critical municipal services are operational and support the health sector in the management of COVID-19 in our community.
- In response to COVID-19 the Middlesex-London Health Unit launched a comprehensive incident management response which includes contact tracing, outbreak management, working with countless organizations to ensure appropriate health measures and protocols are in place, public education and monitoring and responding to case experience in the community.
- The City has provided vital services and responded quickly to changes to Provincial orders and local health guidelines, restarting programs and services where it is safe and possible to do so.

Challenges experienced

- Finding, attracting, and retaining top-tier Information Technology talent.
- Management of the ever-evolving Information Security threat environment.
- Managing the rate of technology change and the associated increase in complexity across the computing environment.
- Due to the onset of COVID-19 and the need to dedicate resources to monitoring and reporting on the financial impacts of the pandemic, less effort was dedicated to zero-based reviews in 2020.
- Almost immediately after the business case for the Master Accommodation Plan was approved, the Province declared an emergency relating to COVID-19 and the subsequent shutdown of normal business interrupted the development of the project's anticipated timelines. With the impact of COVID-19, Council directed Civic Administration to initiate an update of the Master Accommodation Plan to explore potential alternative work strategies and determine whether these strategies could

impact the amount of space required for City staff to deliver services over the long term. The process to update the Master Accommodation Plan is currently underway and is anticipated to be completed in Q3 2021.

- Due to the impacts of COVID-19, approximately 10% of the projects outlined in the Accessibility Plan, 2018-2021 were put on hold and will begin again in 2021.
- Targets for continuous improvement training and related projects were off track in 2020 due to the impacts of COVID-19 which required tools and resources to be shifted to virtual formats.
- The Annual Citizen Satisfaction Survey was not conducted in 2020 due to COVID-19 which impacted the availability of several metrics in this reporting period.

Solutions to be implemented

- The Continuous Improvement team leveraged new virtual tools and resources, including virtual White and Yellow Belt training and virtual tools to facilitate live rapid improvement events.
- Work continues in 2021 to improve the redundancy and recoverability of Corporate data and supporting applications
- Infrastructure platform and application updates, which include: Virtual Computing platform, databases, Business Intelligence platforms, FireCAD, Building Automation Systems, Fibre Remediation, Network WAN, Dynamics CRM 365 and Service London Portal.
- Additional time was invested in the financial process improvements in order to offset the fewer number of zero-based reviews undertaken. Notable process improvements implemented in 2020 include reloadable payment cards for Ontario Works recipients, enhancements to the internal annual user fees & charges review process and creation of fully accessible budget documents.
- Accessibility Plan projects that were put on hold in 2020 have resumed in 2021 and it is anticipated that 2021 targets will be met.
- Increased sidewalk snow plowing to commence in the winter of 2021/2022 with additional funding and turnover of the service provider contract.
- The Annual Citizen Satisfaction Survey will be conducted in Q3 2021.

Data limitations experienced

- The Annual Community Survey was not conducted in 2020 due to the impacts of COVID-19. The funding for improved service does not start until 2022.
- The impacts of COVID-19 delayed establishing a formal target for customer service training. A deliverable for 2021 is the creation of an updated Service London Plan which will include formalizing service standards and training.
- The potential transmission routes of COVID-19 and its impacts on administrative workplace design (physical layout – wall heights, path of travel, fresh air quantities, and circulating air speeds) and locations (i.e., remote work, permanence of remote work) represents a data limitation that was impossible to anticipate when the original data collection occurred. These design and location details remain in flux and will need to be updated to consider potential changes required to the Master Accommodation Plan as a result of COVID-19 impacts.

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

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
Increase the diversity of the city's workforce.	Update and implement an Equity and Inclusion Plan.	% of new hires that identify as women (CMO, ES)	42.1	N/A	N/A
		% of new hires that identify as LGBTQ+ (CMO, ES)	8.3	N/A	N/A
		% of new hires that identify as Indigenous People (CMO, ES)	0.4	N/A	N/A
		% of new hires that identify as racialized (CMO, ES)	21.5	N/A	N/A
		% of new hires that identify as People with Disabilities (CMO, ES)	8.3	N/A	N/A
		% of new hires that identify as Immigrants (CMO, ES)	8.8	N/A	N/A
Attract and retain a talented workforce.	Develop and implement a People Plan.	Metrics TBD through the development of the Plan (ES)	TBD	TBD	TBD
Maintain a safe and healthy workplace.	Develop and implement a People Plan.	Metrics TBD through the development of the Plan (ES)	TBD	TBD	TBD
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.	# audits completed (FS)	8	8	0 / 0%
	Continue to ensure the strength and sustainability of London's finances.	# of consecutive years the Aaa credit rating is maintained (FS)	44	44	0 / 0%
		Debt financing as a percentage of the lifecycle renewal capital budget (FS)	4%	4%	0 / 0%

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
		Debt servicing costs as a percentage of total revenues (FS)	4.8%	4.7%	0.1 / 2%
	Establish and monitor targets for reserves and reserve funds.	% of reserve and reserve fund targets established and monitored (FS)	51%	50%	1 / 2%
	Maximize investment returns, adhering to the City's investment policy.	# bps (basis points) excess actual investment returns compared to the relevant market benchmarks (FS)	58 bps	5 bps	53 / 1060%
	Review and update the City's financial strategic planning, principles and policies.	% of Strategic Financial Plan update completed (FS)	0%	0%	0 / 0%
	Develop and monitor the Multi-Year Budget to align financial resources with Council's Strategic Plan.	% variance between actual average annual tax levy, water and wastewater rates compared to approved Multi-Year Budget (FS)	Property Tax Supported = 0% Water = 0% Wastewater & Treatment = 0%	0%	0 / 0%
	Adhere to City of London limit on authorized debt (internal debt cap)	< = 0 Actual debt authorized compared to internal debt cap (FS)	(\$857,000)	< = 0	857,000 / 100%
	Develop tax policy to align with Council priorities of the Strategic Plan.	< City of London Commercial tax ratio compared to average Provincial Commercial tax ratio (FS)	1.9100	1.7897	(0.1203) / (6.7%)
		< City of London Industrial tax ratio compared to average Provincial Industrial tax ratio (FS)	1.9100	2.3318	0.4218 / 18.1%

Expected Result	Strategy	Metric	2020 Actual	2020 Target	Difference as a # and %
		< City of London Multi-residential tax ratio compared to average Provincial Multi-residential tax ratio (FS)	1.7119	1.7715	0.0596 / 3.3%
		Average tax increases by property class including education (FS)	4.3% Res. 2.5% Multi 3.0% Farm 14.2% Commercial 5.2% Industrial 1.9%	4.4%	0.1% / 2.2%
		Metric TBD pending the tax policy strategy (FS)	TBD	TBD	TBD
Enhance the ability to respond to new and emerging technologies and best practices.	Deliver and maintain innovation digital solutions to increase efficiency and effectiveness across the Corporation.	# digital solutions delivered (ES)	52	50	2 / 4%
		# Lessons Learned Outcomes communicated to ITS Project Managers (ES)	273	225	48 / 21%
		% of digital solutions that resulted in an increase in efficiency and/or effectiveness (ES)	98%	95%	3 / 3%
		% of time spent on projects (ES)	42%	47%	(5) / (11%)
		% paperless trials (Provincial Offences Court) (LS)	95%	75%	20 / 27%
		% of disclosure requests available electronically (Provincial Offences Court) (LS)	95%	20%	75 / 375%
		% progress towards completion of digital application tracking initiatives (P&ED)	15%	20%	(5) / (25%)

Success stories from 2020

- Information Technology Services quickly implemented Microsoft Teams across the City. This provided a full Unified Communications and Collaboration system to employees, laying the foundation for remote work (video call and collaboration, teams management, instant messaging, presence).
- Through a two-phase process, Civic Administration created the capacity for Committee and Council to meet in a hybrid on-site / virtual meeting format ensuring Council and Committee business could continue.
- Leveraging phone and video technology, solutions were created to ensure virtual public participation meetings and the Committee of Adjustment could continue.
- To support the Social and Economic recovery of London, a team of senior leaders was created who reviewed and assessed 50 technical projects and added 32 additional technical projects to support our community.
- Founded the Artificial Intelligence (AI) in Municipal Government Community of Practice which has met 10 times with over 70 municipal government and academic leaders participating from all over Canada.
- The City created a Chronic Homelessness Artificial Intelligence Model predicting the probability of chronic homelessness 6 months in advance with 93% accuracy. This model is actively used in Homelessness service delivery and has been embraced by the Government of Australia.
- Deployed the Water Demand Forecasting AI model which enables long-term (up to 4 year) forecasting of water demand and consumption across all rate classes. The model delivers significant improvements from previous forecasting methods by more accurately capturing trends and seasonality of the data.
- Developed and open-sourced a model infrastructure which detects the presence of COVID-19 in chest x-rays and enables researchers to use their own data to train models intended for production deployment. Model training infrastructure has been downloaded and built upon by data scientists and health care practitioners worldwide in over a dozen countries.
- Redesigned and implemented a renewed primary website for the City. The redesigned website helps residents to effectively access the answers, tools, and information they need while laying the foundation to innovate in the future.
- Upgraded AMANDA which provides sustainability for the platform that manages building permits, by-law enforcement, site plan approvals, rental and business licensing, minor variance applications, consents, zoning information, and call centre operations. Benefits of the updated platform include AODA compliance, enhanced search capability, enhanced security, and multi-browser compatibility.
- JDE was updated and implemented electronic employee T4s, simplified user authentication, and the Accounts Receivable auto receipt interface. The project also included enhancements to Accounts Payable deposit notices, cheques, and General Ledger closing processes.
- Built automation around the generation, review, and distribution of property tax certificates for law offices. The automation has yielded reductions in processing time and increased accuracy in the delivery of tax certificates.
- Created and deployed a public facing web page providing the actual tax breakdown for residents and an internal facing administrator web page which will permit Financial Planning and Policy staff to be self-sufficient in managing the multi-year budget calculation values.
- Deployed 55 Enhancements to CRM and the Service London Portal. Facilitation of improvements to CRM Map such as addition of Google Streetview and measurement
- Completed six CityHub/SharePoint projects that facilitated access to information for service area resources as well as ensured organizational consistency.
- 89 continuous process improvements to JD Edwards systems and processes were implemented in 2020 to improve the application access management process.
- The City of London has completed the data collection phase which included a review of quantitative employee demographics as well as qualitative data which included consultation with all employees. Based on this information and data/gap analysis a list of drat areas of focus, strategies and expected results were developed which were validated by employees in late 2020. The City of London is currently in the process of finalizing the People Plan and developing the implementation plan.
- COVID-19 accelerated the remaining transition to electronic trials and disclosure, by necessity.
- The City of London maintained the Aaa credit rating, the highest possible rating, for the 44th consecutive year in 2020.

- The 2020-2023 Multi-Year Budget was approved on March 2, 2020. This represents the City's second multi-year budget and provides the resources to implement Council's strategic priorities as outlined in the 2019-2023 Strategic Plan.
- The Capital Asset Renewal and Replacement Rationalization report was presented to Council in September 2020, establishing target balances for this important category of reserve funds supporting the City's various capital assets.
- After years of lobbying the Provincial Government, the Province announced that as part of the 2020 Ontario Budget, that the Business Education Tax would be lowered, which would save the business community in London Ontario approximately \$20.95 million a year.
- The City has maintained an ongoing commitment to the health and safety of its residents and employees throughout the pandemic. In all operations, health and safety precautions have been incorporated, including health screening upon entry to City facilities, physical distancing, frequent hand washing and hand sanitizing, and frequent sanitization of high touch services.
- The Dearness Home has responded to the COVID-19 pandemic by increasing staff training on proper Infection, Prevention and Control measures including use of Personal Protective Equipment.
- The new protocol manual and staff training for modified summer and fall recreation staff included COVID-19 health and safety measures and a greater emphasis on mental health.
- The temporary Mandatory Face Coverings By-law came into effect on July 21. Municipal By-Law Enforcement Officers took a proactive education enforcement approach to the by-law, visiting large and small businesses across the city to provide education to business operators and the public.
- Municipal Council reaffirmed its commitment to eliminating systemic racism and oppression in the community by unanimously approving the creation of the Anti-Racism and Anti-Oppression Division. This division will include a Director, Black Community Liaison Advisor, Indigenous Community Liaison Advisor, Accessibility Specialist, and Equity and Inclusion Advisor.
- The mandate of the Strategic Priorities and Policy Committee (SPPC) was amended to include anti-racism, diversity, inclusion and anti-oppression as a strategic initiative.

Challenges experienced

- The modernization of legacy applications and associated Service Area business processes.
- How to best leverage cloud opportunities and maximize redundancy given the associated pressure on operating finances.
- Increased expectations and demand for complex integrations across multiple applications.
- Greater need for data analytics opportunities and translating analytic outputs into enhanced management decision making.
- Some of the foundational work (originally anticipated to be completed in 2020) required for the update of the Strategic Financial Plan was deferred due to other priority work related to monitoring and responding to COVID-19 financial impacts.
- Setting of a multi-year tax policy strategy became complicated with reassessment being postponed in 2020 due to COVID-19. Depending on how (phase-in) and when (valuation year used), reassessment impacts on property classes, unknown at this time, will end up shaping the setting of future tax policy. Further, complications due to recent announcements regarding Business Education Taxes, and the introduction of an optional small business class have introduced further items to consider as part of Tax Policy.
- Project timelines for Digital Application Tracking project were impacted by operational staffing constraints and the need to prioritize Information Technology and Planning and Development resources for COVID-19-related work.

Solutions to be implemented

- TIMMS, SharePoint Online migration, Social Assistance Modernization Payment Initiative, Reloadable Payment Cards, Forms Generator Tool, Enhancements to CRM and Service London Portal, Digital Signatures, JD Edwards PerfectMind Interface, Cityworks CMMS.
- Foundational elements for the update of the Strategic Financial Plan, including review of the Debt Management Policy and the City's internal debt cap (among others), are anticipated to be completed in 2021. The compilation and review of the remainder of the Strategic Financial Plan is now anticipated to occur in 2022, in advance of the development of the 2024-2027 Multi-Year Budget.

Data limitations experienced

- There are instances where metrics are yet to be established. Work continues in 2021 to establish associated metrics and targets.

Appendix B – May 2021 Semi-Annual Progress Report

Introduction

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 the progress being made each year and how this work is having an impact in the community.

Strategic Plan Reporting Cycle

As part of Council's commitment to accountability and transparency in decision-making, the Strategic Plan Reporting Cycle includes a number of reports that measure progress, performance and impact of the work being done to support the implementation of the 2019-2023 Strategic Plan. These reports include:

1. **Semi-Annual Progress Report:** The Semi-Annual Progress Report (released every May and November) tracks progress and monitors implementation of Council's Strategic Plan.
2. **Variance Report:** Variance reports are completed for any actions identified as 'caution' or 'below plan' in the Semi-Annual Progress Report. These reports are submitted to the appropriate Standing Committee following the tabling of the May and November Progress Reports.
3. **Report to the Community:** Released every November, the Report to the Community highlights key activities and accomplishments from the past 12 months. This document does not provide an update on every strategy, rather, it summarizes a shorter list of key actions and accomplishments which have contributed towards delivering on Council's Strategic Plan.
4. **Annual Performance Report:** The Annual Performance Report answers the question, "Did we do what we set out to do?" It is a tool to measure the annual performance of the Strategic Plan by assigning metrics (aggregate, quantifiable measures) to each strategy, expected result and outcome in the Plan. Performance is tracked by comparing the difference between the actual and target for each metric, as well as qualitative information about successes, challenges, solutions, and data limitations experienced. It also serves as the foundation for the Impact Assessment.
5. **Impact Assessment:** The Impact Assessment answers the question "How has London changed as a result of the implementation of the Strategic Plan?" Completed every quadrennial, it analyzes the performance data across all years, reporting on the change over time and therefore the impact of the strategies included in the Strategic Plan over the life of the Plan.

May 2021 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 (purple checkmark): action is done

On Target (green arrow pointing up): 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 (yellow square): action is delayed by one quarter; action has been flagged as possibility not being completed by the target end date

Below Plan (red arrow pointing down): action is delayed by two quarters or more

Not Started (blue dot): action that was not approved through the Multi-Year Budget process and therefore will not be started in the 2019-2023 Strategic Plan.

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

Service Areas Acronyms

The May 2021 Semi-Annual Progress Report references the Service Areas responsible for each metric. The acronyms and associated definitions are included below:

BIAs: Business Improvement Areas

CMO: City Manager's Office

CGM: Covent Garden Market

E&I: Environment and Infrastructure

ES: Enterprise Supports

FS: Finance Supports

HDC: Housing Development Corporation

KCCA: Kettle Creek Conservation Authority

LEDC: London Economic Development Corporation

LFD: London Fire Department

LMCH: London Middlesex Community Housing

LPL: London Public Library

LPS: London Police Services

LS: Legal Services

LTC: London Transit Commission

LTVCA: Lower Thames Valley Conservation Authority

MLHU: Middlesex-London Health Unit

NCWS: Neighbourhood and Community-Wide Services

P&ED: Planning and Economic Development

SHD: Social and Health Development

UTRCA: Upper Thames River Conservation Authority

Results by Strategic Area of Focus

The following provides a summary of the status of performance indicators, shown as a percent, for each Strategic Areas of Focus.

Strengthening Our Community

- Complete: 10.4%
- On Target: 87.5%
- Caution: 1.0%
- Below Plan: 0.0%
- Not Started: 1.0%

Building a Sustainable City

- Complete: 15.3%
- On Target: 77.3%
- Caution: 5.3%
- Below Plan: 0.0%
- Not Started: 2.0%

Growing our Economy

- Complete: 15.2%
- On Target: 80.4%
- Caution: 4.3%
- Below Plan: 0.0%
- Not Started: 0.0%

Creating a Safe London for Women and Girls

- Complete: 22.9%
- On Target: 72.9%
- Caution: 4.2%
- Below Plan: 0.0%
- Not Started: 0.0%

Leading in Public Service

- Complete: 9.5%

- On Target: 89.5%
- Caution: 1.0%
- Below Plan: 0.0%
- Not Started: 0.0%

Overall Strategic Plan Results

The following table provides a summary of the status of performance indicators, as both a number and a percent, over the lifetime of the 2019-2023 Strategic Plan to date.

Status Indicator	November 2019	May 2020	November 2020	May 2021
Complete	20 (3.5%)	54 (9.2%)	60 (10.2%)	78 (13.2%)
On Target	559 (96.5%)	462 (78.8%)	487 (83.1%)	487 (82.9%)
Caution	0 (0.0%)	46 (7.9%)	15 (2.6%)	17 (2.9%)
Below Plan	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Not Defined*	N/A	24 (4.1%)	24 (4.1%)	0 (0.0%)
Not Started**	N/A	N/A	N/A	5 (0.9%)
Total***	579	586	586	587

*The status 'Not Defined' was added for those instances where the lead organization was unable to provide an update during this reporting period as a result of the COVID-19 pandemic.

**The status 'Not Started' was added for instances where the action was not approved through the Multi-Year Budget process and therefore will not be started in the 2019-2023 Strategic Plan.



***The total number of actions in the Implementation Plan has increased from 579 to 587 since the establishment of the Plan.






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Strengthening our Community

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
<p>OUTCOMES</p> <p>Londoners have access to the supports they need to be successful.</p>						
<p>Increase affordable and quality housing options</p>	<p>Establish and revitalize community housing through a Regeneration Plan.</p>	<p>↑ Develop and implement LMCH's Community Development and Tenant Engagement Strategy.</p>	<p>LMCH</p>	<p>12/31/23</p>	<p>LMCH has put together an engagement strategy to build relationships with the Southdale Community. This began with hosting our first "Community Conversations" session back in December. These sessions are community events where residents are encouraged to come together and learn about LMCH's first community housing redevelopment site project called 'Reimagine Southdale' and provide their feedback on various project activities. At our first event in December residents joined us to learn about what 'Reimagine Southdale' is, how it will impact their community, and to tell us what they would like to see change in the future. To continue to provide tenants with 'Reimagine' updates, a bi-monthly newsletter has been created to share project information and community news. Our Community Engagement Team has also started a Facebook group for 'Reimagine Southdale' so that tenants can easily see all of the new information, reminders, and documents related to our redevelopment work.</p>	





Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p> Develop and implement LMCH's Regeneration Strategy.</p>	LMCH	12/31/23	<p>LMCH's Southdale location was the lead site selected for the first regeneration project. A legal land survey of the Southdale complex has been completed. Consultation meetings have begun around site plan approval. Ontario One has been engaged to provide locates for Southdale/Millbank to accurately map storm, sanitary, hydro, gas and communications lines. A more comprehensive project schedule is being developed which includes project milestones for the Request For Proposal (RFP) for Architects, site plan approval, a RFP for a general contractor and site mobilization effective June 2022.</p>	
		<p> Explore alternative corporate structures, including; Articles of Incorporation and Shareholder Declaration.</p>	LMCH	12/31/21	<p>The Board Governance Review was completed, with a report and recommendations submitted to SPPC in December 2020. The LMCH Board proposed amendments to the Shareholder Agreement to increase the composition of the Board to 9 Directors, 2 of whom shall be tenants of LMCH. A subcommittee of the Board has been created which includes members of the Board, civic administration, and community members. The subcommittee has developed guiding principles for the Board recruitment process and will make recommendations back to the Shareholder for consideration.</p>	








Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
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.	SHD	12/31/23	Coordinated Access System is in place and operational as a single point of contact for individuals and families at risk of or experiencing homelessness. There is a yearly community driven prioritization process that is facilitated by the Homeless Prevention team to ensure that the Coordinated Access System is nimble and responding to local priorities.	
		 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.	SHD	12/31/23	Housing allowances continue to be provided to agencies (7 in Total) supporting individuals matched to support programs through the Coordinated Access System.	
		 Partner strategically with key stakeholders to ensure that chronic homelessness is a priority for intake to supportive housing units.	SHD HDC	12/31/23	Through the yearly Coordinated Access prioritization process, chronically homeless individuals continue to be prioritized for available community resources, including housing and supports to achieve housing stability.	
		 Establish a regular cycle for specialized housing new unit development supporting one specialized build every two years.	HDC	12/31/23		
		 Invest through an annual contribution to a capital reserve to leverage other funding supporting new bi-annual development.	HDC	12/31/23	This action was not funded through the Multi-Year Budget.	








Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
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.	SHD	12/31/23	Housing Services established the Community Housing Bridge Program (CHBP) as a new initiative to support households' housing stability. The CHBP provides a portable housing subsidy to households that are currently on the social housing waitlist. The CHBP currently supports approximately 47 households.	
		 Develop and implement the Homeless Prevention and Housing Plan for London & Middlesex County.	HDC SHD	12/31/23	The Housing Stability Action Plan (HSAP) is the 2019 - 2024 strategic framework guiding activities across the municipal housing system in support of housing stability within London and Middlesex which was approved by Council in December 2019. The HSAP identifies a total of 118 actions in which 57 actions were completed and ongoing, 27 actions are in progress, and 34 actions have been identified with future targets.	
		 Improve and implement LMCH's tenant survey.	LMCH	3/31/20	The survey was revised based on tenant feedback and re-administered. This item is now complete.	
		 Complete LMCH's 2017-2020 Strategic Plan	LMCH	12/31/23	The next iteration of the LMCH Strategic Plan 2021 - 2024 has not been started as this work will begin with the appointment of the new community-based board of Directors in July 2021. As such, LMCH continues work to support all of the strategic goals and objectives outlined in the 2017 -2020 Strategic Plan.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Envision and establish a new LMCH strategic plan.	LMCH	6/30/21	The development of the next LMCH strategic plan had been deferred and anticipated to be initiated following the completion of the Board governance review. The review is now complete, Board recruitment was completed, and the new LMCH Board of Directors was approved by City Council on July 6, 2021. Recruitment of the permanent CEO will need to be finalized prior to the development of the new LMCH strategic plan.	End date should be changed to 12/31/2021.
		 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.	MLHU	12/31/23		Inspections were on hold for much of the 2020 year due to COVID response work.
Increase affordable and quality housing options	Utilize innovative regulations and investment to facilitate affordable housing development.	 Affordable housing Community Improvement Plan completed.	HDC P&ED	12/31/21	The Affordable Housing CIP was completed in 2020 and incentives are now available.	
		 Establish CIP fund for advancing new affordable housing.	HDC P&ED	3/31/21	The Affordable Housing CIP was completed in 2020 and incentives are now available.	
		 Affordable Housing Development Toolkit completed.	P&ED	12/31/20	The Affordable Housing CIP was completed in 2020 and incentives are now available.	





Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p>↑ Inclusionary Zoning By-law completed.</p>	P&ED	9/30/21	Council approved Terms of Reference to complete the project in 2022. Project is now underway.	Council approved Terms of Reference identify project completion in Q3, 2022. Project initiated was delayed to allow for Council to consider policies that identify Protected Major Transit Station Areas, in accordance with new Planning Act requirements.
		<p>↑ Implement Closed School Strategy.</p>	HDC P&ED	12/31/23	The sale of the Former Lorne Avenue Public School has been completed. The site will be developed with affordable housing and a new public park.	
		<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>	HDC	12/31/23	HDC continues to analyze all available surplus school sites for potential affordable housing development. HDC purchased 18 Elm Street and 1958 Duluth in 2020.	
		<p>↑ Advance land acquisition and development strategies where appropriate on all suitable surplus school (and similarly defined) lands.</p>	HDC	12/31/23		


Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless	Create more purpose-built, sustainable, affordable housing stock in London.	 Increase affordable housing stock through the creation of new units in partnership with community partners and developers.	HDC	12/31/23	A total of 22 Section 37 Bonused units have been approved by Council to date plus 20 units approved through Habitat for Humanity at 1697 Highbury Avenue. In November 2020, 122 Baseline Road West was approved for 61 affordable units under CMHC's Rapid Housing Initiative. HDC is preparing lands for an additional 128 units at: 403 Thompson Road, 345 Sylvan Street and 18 Elm Street. More details on each will be available in the upcoming months.	
		 Establish a secondary suite and other single unit conversions/development program (partnership between HDC and City).	HDC	12/31/21	The Business Case was not funded through the Multi Year Budget.	
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.	 Continue to implement and monitor approaches aimed at housing stability for individuals and families experiencing chronic homelessness.	SHD	12/31/23	Through the establishment of the housing support programs in 2020, housing stability for individuals and families continues to be a priority for these programs. Yearly review and continued investment are required to ensure the programs have the capacity to meet the growing demands on these services.	
		 Monitor emergency shelter use trends through London's Emergency Shelter Progress Report.	SHD	12/31/23	The Homeless Individual and Family Information System used by the Homeless Prevention team allows the real time monitoring of emergency shelter usage and the trends associated with this usage. This real time data management has allowed the Homeless Prevention team the ability to respond to in the moment need of the community. An example of this is the winter response program for unsheltered individuals in 2020.	
		 Implement a Coordinated Access System for individuals and families experiencing homelessness.	SHD	12/31/23	System is fully operational and supporting a 43% diversion rate in 2020 and housing on average 30 people per month into permanent housing.	



Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
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.	SHD	12/31/23	The review of the emergency shelter system occurred in 2020 and the outcome of this review will be a system designed to meet the needs of a variety of users in the shelter system, including couples, people with pets and individuals or families with other support needs.	
		 Build upon and strengthen diversion and rapid re-housing practices. Monitor emergency shelter use trends through London's Emergency Shelter Progress Report.	SHD	12/31/23	The implementation of a city-led diversion practice has resulted in a 46% diversion rate for 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.	SHD	12/31/23	Formation of a governing body: London & Middlesex Mental Health and Addictions 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.	MLHU	12/31/23		
		 Provide opportunities for community members and organizations to learn about substance use, harm reduction, addictions and stigma around drug use.	MLHU	12/31/23		
		 Advocate for and support cultural safety and trauma-informed care training to agencies and organizations.	MLHU	12/31/23		On hold due to focus on COVID-19 response.
		 Increase public awareness of existing treatment information and pathways to treatment services in Middlesex-London.	MLHU	12/31/23		



Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Provide a supervised and hygienic space for people who use drugs (PWUD) to use their drugs.	MLHU	12/31/23		
		 Provide a space for clients to connect with community services (e.g. housing supports, mental health, addiction services) and peer support services as requested.	MLHU	12/31/23		
		 Provide referral to health and social services in the community as needed.	MLHU	12/31/23		
		 Establish trusting relationships with clients.	MLHU	12/31/23		
		 Provide access to Naloxone.	MLHU	12/31/23		
		 Provision of harm reduction supplies, including, but not limited to needles, syringes and other safe drug use equipment.	MLHU	12/31/23		
		 Collaborate across service areas in the City of London and with community partners.	SHD	12/31/23	Summer 2020 – established a hygiene facility in collaboration with the YMCA and multiple City service areas to support those experiencing homelessness needing access to showers and supports.	
		 Maintain and strengthen collaborative efforts of Informed Response.	SHD	12/31/23	Coordinated Informed Response continues to support individuals who are experiencing unsheltered homelessness. The program continues to focus on supporting individuals to engage with system services and to access shelter options available to them.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p>↑ Strengthen partnership with Canadian Mental Health Association (CMHA).</p>	LPL	12/31/23	<p>Canadian Mental Health Association Wellness Centres services had expanded to twice weekly at Central Library, and had been implemented at 4 branch locations. Discussions with Canadian Mental Health Association to develop next steps in program were ongoing.</p>	<p>The closure of libraries during the Pandemic has paused this service. Upon re-opening, the continuation of this partnership will be vital.</p>
		<p>↑ Continue partnerships with post secondary institutions and community service providers (e.g. London CARES).</p>	LPL	12/31/23	<p>Collaborative meetings were underway with community service providers and post-secondary institutions.</p>	<p>The closure of libraries during the Pandemic has paused this service. Upon re-opening, the continuation of this partnership will be vital.</p>
<p>Decrease the number of London residents experiencing poverty</p>	<p>Continue to support and develop collaborative approaches to end poverty.</p>	<p>↑ Support programs and initiatives aimed at ending poverty such as London for All, London's Child and Youth Network, and Bridges Out of Poverty/Circles.</p>	SHD NCWS	12/31/23	<ul style="list-style-type: none"> Coordinated and maintained list of approximately 50 critical basic needs supports in the community available to Londoners through the pandemic. Subsidized approximately 2,218 Good Food Boxes through pandemic relief measures, 631 of which went to schools. Child and Youth Network partners and Western students collaborated to complete approximately 1,500 virtual Community Volunteer Income Tax returns for Londoners. The Circles program was successful in pivoting to 100% virtual and continued to provide support to individuals during COVID lock-down periods. 	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Report London's poverty rate annually.	SHD NCWS	6/30/23	<ul style="list-style-type: none"> Released the 2020 Poverty Trends Report in March 2021. The Poverty Trends Report is a resource for education and community planning with a goal to support evidence-driven poverty reduction work. The report has been shared with key stakeholders and is available at www.londoncyn.ca. In 2015 48,870 or 10% of individuals living in the London Census Metropolitan Area fell below the Low-Income Cut-Off After Tax (LICO-AT) In 2015 82,605 or 17% of individuals living in the London Census Metropolitan Area fell below the Low-Income Measure (LIM-AT). 	
Increase opportunities for individuals and families	Enhance public trust and confidence by ensuring appropriate response to victims, the vulnerable, and racialized persons and groups.	 Reviews of reported sexual assaults.	LPS	12/31/23		
		 Develop protocol for response to specific communities under specific circumstances.	LPS	12/31/21		
		 Deliver diversity and inclusion training to all members.	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>	<p>LPL</p>	<p>12/31/23</p>	<ul style="list-style-type: none"> • In 2020 London Public Library had an overall decrease in circulation of 22.7%. • The physical collection of materials in 2020 had an overall decrease of 42.3%. • London Public Library had an overall increase in digital circulation of 45.8%. • London Public Library 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. • In December 2020 London Public Library introduced the London Public LibraryExpress digital collection as an "always available" collection to help mitigate wait times for in-demand items. • Additionally, a survey of Canadian Urban Libraries Council libraries showed that London Public Library's wait times for digital materials are among some of the lowest in the country. 	<ul style="list-style-type: none"> • 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 just over 40%. • Funds have been reallocated from the print collection to meet the increased demand for digital resources, which encompasses e-books, e-audio books, digital magazines, online courses, and streaming music and video.


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>	LPL	12/31/23	<ul style="list-style-type: none"> On January 10, 2020, Mayor Holder joined mayors across North America in supporting the Canadian Urban Libraries Council /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. 	<ul style="list-style-type: none"> The pandemic has impacted advocacy, but with eBooks now the primary source of library reading materials for the foreseeable future, advocacy must continue when appropriate.
		<p>  Strengthen and expand partnerships with First Nations and Indigenous service partners. </p>	LPL	12/31/23	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> In person programs and partnerships will be evaluated for start up in 2022.



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>	LPL	12/31/23	<ul style="list-style-type: none"> Continued purchase of materials reflective of Indigenous knowledge and culture. Materials include decolonizing subject headings, spotlighting Indigenous titles, authors, and issues. Library staff involved in selecting materials have been taking training courses that are focused on diversity in collections. 	<ul style="list-style-type: none"> Some materials may not be available in digital formats. Building a strong Indigenous Collection continues to be a priority for London Public Library.
		<p> Continue to offer relevant programs in partnership with First Nations.</p>	LPL	12/31/23	<ul style="list-style-type: none"> Ongoing programming with First Nations and Indigenous service partners had been continuing. 	<ul style="list-style-type: none"> In person programs at the library have been cancelled until the end of 2021. London Public Library is providing some limited virtual programs. In fall/winter 2021 the Library will evaluate the possibility of offering in person programs in 2022.







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>	<p>NCWS</p>	<p>12/31/23</p>	<ul style="list-style-type: none"> • The City of London was awarded the Ontario Municipal Social Services Association 2020 Local Municipal Champion Award for the integrated EarlyON and Family Centre model. • Supported licensed child care operators to provide emergency child care in January 2021 at 11 centre-based locations and 2 home-based locations for a total of 267 children of essential workers. • In collaboration with community partners, the Mayor endorsed the development and implementation of a National Child Care Framework. • An increase of approximately 250 French Language home-based child care spaces will become available to London families in 2021. • 2,167 Early Childhood Educators received more than 117 hours of professional development, strengthening the quality of the service system. • Over 17,000 hours of EarlyON/ON virtual programming provided during the school closure period in 2020 to support early learning and development. • Community Connector training expanded in 2020 to include 18 educators in the London District Catholic School Board. 	
		<p>↑ Share progress made towards implementing the London-Middlesex Child Care and Early Years Service System Plan 2019-2023 annually with Londoners.</p>	<p>NCWS</p>	<p>12/31/23</p>	<ul style="list-style-type: none"> • Implementation of the 2019-2023 London-Middlesex Child Care and Early Years Service System Plan is on track. 	






Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
<p>Increase opportunities for individuals and families</p>	<p>Work collectively with community partners to improve outcomes and integrated responses for children, youth, families, and older adults.</p>	<p>↑ Implement London's Child and Youth Agenda 2017 - 2021.</p>	<p>NCWS</p>	<p>12/31/21</p>	<ul style="list-style-type: none"> • Shared over 660 Baby's Book Bags and key literacy messages with expecting and new families. • Launched the Outdoor Story Stroll exhibit in White Oaks Park providing access to literacy engagement activities for families in community spaces that are safe during the pandemic. • During closures due to the pandemic, Neighbourhood Resource Centres distributed literacy resources and tools with other basic needs items to families isolated at home. • Parents and caregivers were supported with access to resources and supports through the newly redesigned familyinfo.ca, with over 15,041 sessions and 45,764 page views from July-December 2020. • Child and Youth Network partners contributed to the enhancement and delivery of 400 physical activity kits, in partnership with the Boys and Girls Club of London and London Middlesex Community Housing. • These kits helped emphasize the importance of physical activity and health during a pandemic and otherwise. 	
		<p>↑ Implement the Age Friendly London Action Plan 2017 - 2020.</p>	<p>NCWS</p>	<p>12/31/21</p>	<ul style="list-style-type: none"> • Received the Ontario Inclusive Communities Grant to implement a virtual caregiver support program. • Three sessions planned for 2021-2022. 	
		<p>↑ Evaluate Child and Youth Agenda 2017 - 2021 and the Age Friendly London Action Plan 2017 - 2020.</p>	<p>NCWS</p>	<p>12/31/21</p>		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Develop strategies to support children, youth, family, and older adults and identify opportunities to integrate strategies to achieve outcomes.	NCWS	12/31/22		
		 Implement strategies to support children, youth, family, and older adults and identify opportunities to integrate strategies to achieve outcomes.	NCWS	12/31/23		
		 Continue participation in the Age Friendly Network and its initiatives.	LPL	12/31/23	London Public Library staff participated in the virtual Age Friendly conference.	<ul style="list-style-type: none"> The Library continues to participate and support the Age Friendly network in its current format during the Pandemic.



Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p> Continue participation in Seniors satellite programs.</p>	LPL	12/31/23	<ul style="list-style-type: none"> • Ongoing efforts with the City to promote and increase attendance at Seniors satellite programs were underway including promotion through the Library's Access magazine. 	<ul style="list-style-type: none"> • The Pandemic has ceased publication of our Access Magazine until further notice and seniors satellite programs have been cancelled. • Since the beginning of the pandemic LPL staff have made regular check in calls with our registered senior patrons to ensure their health and safety and to connect them with resources they made need.






Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Continue participation in the Child & Youth Network (CYN) and its initiatives.	LPL	12/31/23	<ul style="list-style-type: none"> London Public Library staff lead the Literacy Priority and support and provide programming at Family Centres. In 2020, London Public Library was one of the few locations that were open and able to distribute to families the Baby's Book Bags. In 2020, London Public Library staff created a new program Literacy Right from the Start to support expectant and new parents on how to give their baby the best start in life. London Public Library continued its partnership with Frontier College to offer virtual sessions of online programs: Homework Help, High School Homework Help, and My Math. London Public Library has developed literacy programming that is hosted on various virtual platforms: Books for Babies, Storytime's, Kids and Teens Book clubs, and R.E.A.D program for struggling readers. London Public Library also offered an outdoor literacy programs at some of our Branch Locations: Outdoor Story Stroll, Story Times and Books for Babies. 	<ul style="list-style-type: none"> London Public Library staff will continue to support CYN and develop initiatives that focus on literacy development for children and families.
		 Expand STEM programming system wide.	LPL	12/31/23	<ul style="list-style-type: none"> London Public Library was in the process of implementing 3D printing system wide, which support school curriculum in the areas of science and technology. Six sessions were offered with attendance of 572. Library staff are offering virtual STEM programming. 	<ul style="list-style-type: none"> In person programming is canceled for the remainder of 2021.


Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Increase opportunities for individuals and families	Increase programming and activities for residents and families at Dearness Home.	 Conduct enhancements to programming space.	SHD	12/31/21	The architect for the Dearness Home Auditorium construction project was selected through the City procurement process.	
		 Deliver a multitude of programming and events to engage and mobilize residents and their families.	SHD	12/31/23	<p>As pandemic severely restricts normal activities, the Recreation programs have adapted and expanded virtually. Recreation staff use creativity and technology (Facetime/Skype calls, video messages) to help residents meet with family, connect with our volunteers and link to their outside community.</p> <p>They also facilitate in-person and window visits, lead small socially distanced group activities and travel from bedroom to bedroom for 1:1 visits with residents. No matter what the circumstances (birthdays, Mother's Day, Christmas, etc.) staff also find imaginative ways to celebrate, like asking families for Mother's Day messages that are then written on cards and given, together with donated plants, to every female resident.</p>	
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.	E&I	12/31/23	Continue to invest in and improve upon existing counting equipment/technology along the recreational pathway system.	
		 Construct new pathways in new geographic areas and continue to maintain existing infrastructure.	E&I	12/31/23	Staff have finalized the design, approvals, and a tender for multiple Life Cycle Renewal and Growth pathway projects in preparation for upcoming 2021 construction.	
		 Install new trails in new areas and continue to maintain existing infrastructure. Implement Conservation Master Plans for ESAs.	P&ED E&I	12/31/23	Significant improvements to existing trails/boardwalk in Highland Woods in Q1 2021.	
		 Complete Byron Valley Trail.	P&ED	12/31/21	On track to be completed by 2021.	


Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Implement Conservation and Restoration Master Plans.	P&ED	12/31/23	On track to be completed by 2023.	
		 Complete construction of the North Branch Gap and complete the EA for the Main Branch link- Springbank to Riverbend.	E&I	12/31/21	The Thames Valley Parkway North Branch Connection between Adelaide and Richmond Street was completed October 2020.	
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.	NCWS	12/31/23	<ul style="list-style-type: none"> Offered over 160 in-person physical activity programs each week for all ages, in addition to new opportunities such as outdoor games and virtual fitness programs. 	
		 Expand staff training in regards to promoting recreation benefits and mental health.	NCWS	12/31/23	<ul style="list-style-type: none"> Introducing Ontario Municipal Social Services Association Mental Health First Aid training to casual staff at spring and summer training sessions. Summer program staff will also be focusing on topics of personal wellness and self care through training and new activities provided. 	
		 Introduce new recreation programs focused on connecting people to nature through implementing the Parks and Recreation Master Plan.	NCWS	12/31/23	<ul style="list-style-type: none"> Incorporated eco-awareness education and activities at summer camps. In March 2021 started offering new outdoor programming for various ages at six locations (Byron, South London, Boyle, Stronach, Kiwanis, Springbank Gardens), such as exploring nature through art. Programming was put on hold due to Covid restrictions and provincial protocols, however outdoor programming will be resuming June 21, 2021. 	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
<p>Improve the health and well-being of Londoners</p>	<p>Deliver health protection and promotion programs guided by population health surveillance.</p>	<p>↑ Surveillance, inspection, investigation, education, enforcement and reporting requirements with respect to infection prevention and control (IPAC).</p>	<p>MLHU</p>	<p>12/31/23</p>		<ul style="list-style-type: none"> • In 2020, all Public Health Inspector capacity, except for one individual, was deployed to the COVID-19 response. • Business restrictions and COVID-19 related public health measures reduced the number of premises in operation for much of the year.
		<p>↑ Immunization clinics at MLHU offices and school based clinics.</p>	<p>MLHU</p>	<p>12/31/23</p>		<ul style="list-style-type: none"> • School closures due to COVID-19 in Spring 2020 resulted in the suspension of the MLHU school immunization record screening program.
		<p>↑ · Surveillance · Awareness, Education and Training · Risk Assessment and Inspection of food premises · Complaint and outbreak investigation · Food Recall · DineSafe Disclosure · Enforcement</p>	<p>MLHU</p>	<p>12/31/23</p>		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Inspections and enforcement of the Smoke-Free Ontario Act.	MLHU	12/31/23		<ul style="list-style-type: none"> • Business restrictions and COVID-19 related public health measures reduced the number of premises in operation.
		 Home visiting for women in the prenatal through to school entry period.	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.	NCWS	12/31/23	<ul style="list-style-type: none"> As of March 31, 137 Londoners are providing leadership/volunteering to implement the Community Diversity and Inclusion Strategy action plan. 	
		 Work with volunteers and community partners to implement the CDIS.	NCWS	12/31/23	<ul style="list-style-type: none"> Supporting 15 community volunteers in the development of a new Anti-Black Racism priority in London's Community Diversity and Inclusion strategy. The Community Diversity and Inclusion Priority 3 Working Group hosted a lunch and learn session on March 25 focused on inclusive recruitment practices. <ul style="list-style-type: none"> 230 individuals from across Ontario registered for this event. 	
		 Share progress made towards implementing the Community Diversity and Inclusion Strategy annually with Council and Londoners.	NCWS	12/31/23	<ul style="list-style-type: none"> Presented a Community Diversity and Inclusion Strategy update to Council in the fall of 2020. 	
		 Host and promote events (in-person and online) that celebrate diversity and foster relationships between newcomers and the receiving community.	SHD	12/31/23	The London & Middlesex Local Immigration Partnership hosted the 7th annual "I am London" campaign and accompanying event to celebrate immigrants working in the health sector.	
		 Report annually on the retention of newcomers to London.	SHD	12/31/23		Access to Statistics Canada data has been delayed due to COVID-19.

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
<p>Increase the number of residents who feel welcomed and included</p>	<p>Strengthen understanding of and ability to engage in practices that promote cultural safety.</p>	<p> Implementation of reconciliation plan.</p>	<p>MLHU</p>	<p>12/31/23</p>	<ul style="list-style-type: none"> • While most regular health equity work is on hold, many of the recommendations in the plan have been addressed or partially addressed through the collaborative work that has taken place in addressing COVID-19 with Indigenous community partners. • This includes ongoing work with all three local First Nations and several urban Indigenous partners; SOAHAC, N'Amerind Friendship Centre, and Atlohsa Family Healing Services. • Work, done through a lens of self-determination, included developing Indigenous led swabbing clinics, highly successful Indigenous vaccine clinics, communications support, advocacy, and working with Indigenous organizations to support org-level COVID-19 planning so they could remain operational in order to continue serving their client base. • In 2020, the MLHU addressed or partially addressed 40 of the 66 recommendations, almost all of them through our collaborative COVID-19 work. 	<ul style="list-style-type: none"> • All efforts to implement the plan in an intentional and organized fashion outside of COVID-19 work were put on hold due to the pandemic. • Reasons for the delay are related to redeployments from the health equity team, the need for the team to focus on supporting COVID-19 efforts in the community, and the reduced capacity of other internal programs and services as well as community partners necessary to action many of the plan's recommendations.





Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p> Health equity staff capacity building.</p>	MLHU	12/31/23		<ul style="list-style-type: none"> • All health equity staff capacity efforts were put on hold due to the pandemic. • Reasons for the hold are related to redeployments from the health equity team, the need for the team to focus on supporting COVID-19 efforts in the community, and the reduced capacity of other internal programs and services to receive training. • However, the team's capacity building efforts were put to excellent use, as the team supported over 120 organizations in the community that serve priority populations to develop org-level infection prevention and control (IPAC) plans so they could remain operational.

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p>↑ Deliver training sessions - Intercultural Competency Program to City of London Employees.</p>	CMO	12/31/23		
		<p>↑ Liaise with ABCs to receive information regarding participants in training program.</p>	CMO	12/31/23		
<p>Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community</p>	<p>Strengthen engagement opportunities for all Londoners to participate in their neighbourhoods.</p>	<p>↑ Continue to develop and implement enhanced targeted engagement strategies for London residents to support the Neighbourhood Decision Making program.</p>	NCWS	12/31/23	<ul style="list-style-type: none"> Completed 6 Neighbourhood Decision Making initiatives between September 2020-March 2021, including: <ul style="list-style-type: none"> Recreation Station and Snowshoeing in Westminster Ponds, Belonging-Richmond Underpass Community Mural, Rights and Responsibilities-Platform for workshops, Ambleside Park playground Addition, Multipurpose pad in Carroll Park, and; Barn Swallow Nesting Structure in Stoney Creek Watershed. 	
		<p>↑ Continue to support the resident-led implementation of London Strengthening Neighbourhoods Strategy.</p>	NCWS	12/31/23	<ul style="list-style-type: none"> Delivered the 2nd annual Place Matters Conference from Wednesday, September 23 to Sunday, September 27, 2020. This conference brought over 200 people together virtually, exploring social constructs of place, and community-driven, grassroots placemaking in order to enhance our urban experiences and create a strong sense of place for all Londoners. 	
		<p>↑ Implement City Planning Education and Outreach Strategy.</p>	P&ED	12/31/23	Staff have pivoted engagement to try out various online tools and techniques.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		✓ Create an engagement framework to better serve residents living in new neighbourhoods.	P&ED	12/31/20	The finalized engagement framework includes community events, promotional materials at community centres, social media interactions, and informational videos.	
		↑ Implement the engagement framework to better serve residents living in new neighbourhoods.	P&ED	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.	↑ Maintain support to activities with NeighbourGood resources.	NCWS	12/31/23	<ul style="list-style-type: none"> Between September 2020 and March 2021 the following were accomplished: <ul style="list-style-type: none"> Maintained connection and support by distributing the NeighbourGood Newsletter, to over 2,000 residents and provided 25 Welcome Kits. Website resources and virtual attendance to neighbourhood meetings were also used as a means of keeping in contact with residents. 	
		↑ Create opportunities for new neighbourhoods to participate.	NCWS	12/31/23	<ul style="list-style-type: none"> Supported the creation of a new Neighbourhood Association in Carling. 	
		↑ Maintain support to events with NeighbourGood resources.	NCWS	12/31/23		
		↑ Expand NeighbourGood with new tools that support Neighbourhood activities.	NCWS	12/31/23	<ul style="list-style-type: none"> Developed two new tools to support neighbourhood activities: <ul style="list-style-type: none"> "Neighbourhood Identity Building" and; "Events for all Neighbours". 	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<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>	NCWS	12/31/23	<ul style="list-style-type: none"> The London Community Grants Program allocated \$2.3M through the Multi-Year Stream funding 40 organizations; and \$496,000 through the 2020 Innovation and Capital stream funding 9 projects. The number of organizations funded aligned to The City of London's Strategic Plan as follows: <ul style="list-style-type: none"> 35 to Strengthening Our Community, 4 to Building a Sustainable City, 4 to Growing our Economy, and; 4 to Creating a Safe London for Women and Girls. Funding stream was from January 1-December 31, 2020. 	
		<p>↑ Continue to support the resident-led implementation of London Strengthening Neighbourhoods Strategy.</p>	NCWS	12/31/23	<ul style="list-style-type: none"> Worked to produce a London Strengthening Neighbourhoods Strategy wrap up video and report featuring 4 residents. Topics included: <ul style="list-style-type: none"> Resident experience during the London Strengthening Neighbourhoods Strategy process, Why community building is important, and; Why people should get engaged in their neighbourhoods. 	
		<p>↑ Work with special event operators to provide a safe and inclusive experience for Londoners.</p>	NCWS	12/31/23	Working with event organizers to offer safe events during COVID-19 that follow all provincial and local health unit guidelines.	
		<p>↑ Continue the streamlining of processes and procedures for Special Event requests.</p>	NCWS	6/30/21		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p>↑ Create relationships with festival coordinators to retain annual commitment of festivals.</p>	Covent Garden Market	12/31/23	Maintained correspondence and gained interest in parties hosting festivals after lockdown period.	Had 1 festival booked which has to be cancelled due to return to Red.
		<p>↑ Continue to provide space and promote events that meet community needs.</p>	Western Fair	12/31/23	The Agriplex at Western Fair District is available as a field hospital and mass vaccination site as long as needed for the health of the community.	
		<p>↑ Establish the Business of Music Committee to coordinate events hosted and/or supported by the Culture Office.</p>	P&ED	12/31/23	'One Business of Music' Committee meeting was held on March 5, 2021.	
		<p>↑ Implement the Music, Entertainment, and Culture Districts Strategy.</p>	P&ED	12/31/23	On track to be completed by 2023.	
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.	<p>↑ Track and incorporate participant feedback into service delivery design.</p>	SHD	12/31/23	Three client feedback surveys were completed in 2020 which exceeded our target of two.	
		<p>↑ Conduct site specific and demographic client focus groups.</p>	SHD	12/31/23		The target was 5 focus groups and we were only able to complete two due to COVID.
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.	<p>↑ Continue to expand program initiatives resulting from research and engagement at the neighbourhood-level.</p>	NCWS	12/31/23	<ul style="list-style-type: none"> Surveyed approximately 100 customers in November 2020 about their preferred program formats and locations; feedback led to new program models for Winter 2021 session including, providing a mix of drop-in and multi-week options and expanded virtual options. 	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Increase resident awareness and marketing of recreation opportunities and information.	NCWS	12/31/23	<ul style="list-style-type: none"> Between January and March 2021, began liaising with neighbourhood-based service providers such as Settlement Workers in Schools, London Middlesex Community Housing, and Social Services satellite offices to share information about Play Your Way subsidy and various recreation opportunities available for all ages. This initiative will be ongoing throughout 2021 as new programs are introduced. 	
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.	P&ED	12/31/23	Projects completed in 2020 include zoning changes to permit household sales and preparation of the Urban Agriculture Steering Committee annual report.	
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.	ES	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.	ES	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.	







Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p>↑ Identify shared strategic priorities and implement shared initiatives and advocacy.</p>	ES	12/31/23	<ul style="list-style-type: none"> • City of London enterprise-wide input helped to shape submissions, dialogue and ultimate delivery of the Safe Restart Agreement. • City of London strategic advocacy contributed to securing participation in the federal Rapid Housing Initiative – Major Cities Stream. • City of London strategic advocacy contributed to provincial reforms of the Business Education Tax in support of local businesses. • Strategic advocacy efforts supported the identification of 70 Ideas for Action to power local community recovery through the London Community Recovery Network. 	

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.	<p>↑ Maintain planning and executing art and material culture exhibitions with a focus on inclusivity and diversity regarding artist, content, and/or accompanying public programming.</p>	Museum London	12/31/23	Inuusivut Nunavummi: Our Lives on the Tundra, Inuit art exhibit guest curated by Inuk-Fin curator.	
		<p>↑ Develop exhibitions one to three years in advance, arrange selection or loans of art/material culture, gather oral histories or develop focus group, create responsive programming, and market via social media to engage new visitors and sustain stakeholder audiences.</p>	Museum London	12/31/23	<p>Videos of the Black Lives Matter organizers; partnering with Queer Frontiers to host an artist talk; video of traditional Inuit lamp lighting ceremony performed by Inuk-Fin guest curator.</p> <p>Social media followers: 5,466 Instagram, 9,865 Facebook, 10,300 Twitter, and 12,423 on the website.</p>	
		<p>↑ Plan and execute inclusive and diverse public programming including classes and curriculum-based educational programming.</p>	Museum London	12/31/23	<p>Juried K-12 student art exhibition Our World of Nature exemplifies cross-curricular programming with 180 works that explore environmental issues; free online activities give access to exhibitions, tours, talks, and tutorials for students of all ages.</p>	









Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<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>	Museum London	12/31/23	London: A History, a permanent exhibition in process displays over 200 artifacts, presenting the stories of events, people, and landmarks of the Forest City.	
		<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>	Museum London	12/31/23	One focus group in addition to the in process development of an Inclusion and Diversity Advisory Committee to advise on Museum London's collections, exhibitions, and programming.	
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>	NCWS	12/31/23	\$750,000 has been distributed to the London Arts Council.	
		<p>↑ Continue to fund the Community Heritage Investment Program (CHIP).</p>	NCWS	12/31/23	\$76,000 has been distributed to the London Heritage Council.	
Continue to invest in culture	Invest in Dundas Place.	<p>↑ Work with partners to animate, activate and program Dundas Place.</p>	P&ED	12/31/23	Dundas Place Field House is being fit out. Working with community partners to plan annual animation/activation moving forward. Working with the London Arts Council, 15 musical performances were funded on Dundas Place during the holiday season.	
		<p>↑ Market Dundas Place to attract dynamic events that engage Londoners.</p>	P&ED	12/31/23	When events are safe to happen again, Dundas Place will be marketed to events such as the Canadian Country Music Awards, etc.	








Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
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.	Eldon House	12/31/23	Eldon House has undertaken six professional conservation projects to be completed in 2021 that will ensure the preservation and care of sensitive artifacts, while continuing to digitize and catalogue its collection.	
		 Create a year-round downtown oasis by diversifying public programming, outreach, and digital engagements with the public.	Eldon House	12/31/23	The Pandemic has modified how Eldon House enacts engagement initiatives and as such, we continue to reach our audiences in person, outdoors and virtually in creative new ways.	
		 Build the capabilities to deliver relevant and focused engagement with the community.	Eldon House	12/31/23	Eldon House has made great strides in creating an inclusive multicultural environment, as it develops new programs, accessibility measures and virtual platforms to break down museum visitor barriers.	
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.	NCWS	12/31/23	Simplified information on the new london.ca website, fillable application online, and a new process for Ontario Works client eligibility verification for financial assistance to recreation opportunities has significantly increased user experience and decreased application and approval timelines.	
		 Expand the variety, frequency, location, and promotion of free and sponsored drop-in programs.	NCWS	12/31/23	No sponsored programs offered during this reporting period as a result of limited use of recreation spaces during COVID-19.	
		 Continue to support affordable community garden plot options for low income Londoners.	NCWS	12/31/23		






Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p>↑ Improve accessibility at gardens identified by the community.</p>	NCWS	12/31/23	<ul style="list-style-type: none"> Added 5 bulletin boards to local gardens. An updated plan was created to continue growing the London Community Gardens Program; including moving towards the neighbourhood community gardens managed model. 	
		<p>↑ Install fully accessible play area surfacing at district parks when structures are being replaced.</p>	E&I	12/31/23	Request for Proposal being prepared for Life Cycle Renewal upgrades at Greenway Park, with construction planned for later in 2021.	
		<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>	Museum London	12/31/23	On Museum London website, Discover London Art is a series of three art videos with subtitles in Arabic, Spanish, French and English featuring Museum London collections, including one video about local women artists.	
Increase participation in recreation, sport, and leisure activities	Increase the number of recreation, sport, and leisure opportunities.	<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>	NCWS	12/31/23	Offered 1,792 drop-in programs during the Fall 2020 season with a total registration of 10,410.	
		<p>↑ Increase resident awareness and marketing of parks, recreation, and sport opportunities and information.</p>	NCWS	12/31/23	<ul style="list-style-type: none"> Utilized social media to share and advertise new program opportunities for Winter and Spring sessions, with a reach of approximately 6,000 per month. Created promotional material specific to COVID-safe opportunities, including adding photos and videos illustrating safe COVID practices in community centres, in order to share the benefits and importance of participating in recreation. 	







Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p>↑ Continue to construct new parks and open spaces as the city grows.</p>	E&I	12/31/23	<ul style="list-style-type: none"> The City continues to develop new parks and open space lands as growth areas expand in the City. Lorne Avenue and Vimy Ridge Park have been completed. 	
		<p>↑ Continue to leverage existing places and spaces to improve access to program delivery.</p>	NCWS	12/31/23	<ul style="list-style-type: none"> Planning for the introduction of 2 new camps at Farquharson Arena and Carling Arena. Planning for the hosting of summer playground programs at new sites through leveraging existing space in neighbourhood parks. All Camps and programming will depend on Covid protocols and provincial requirements. 	
		<p>↑ Increase resident awareness and marketing of parks, recreation, and sport opportunities and information.</p>	NCWS	12/31/23	<ul style="list-style-type: none"> Outreach through neighbourhood schools and community organizations such as Family Centres planned for late spring to advertise new day camp locations and new neighbourhood Playground program sites. Planning to run programs July-August with advertising to happen in late spring. Programming and in-person outreach will depend on Covid protocols and provincial requirements. 	





Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p>↑ Expand the variety, frequency, location, and promotion of drop-in programs through the use of community centres, neighbourhood locations, and parks.</p>	NCWS	12/31/23	<ul style="list-style-type: none"> Enhanced recreation program model started in February 2021. In person programming is on hold. <ul style="list-style-type: none"> Sessions are running virtually at this time. Sessions include new drop-in and virtual options in addition to multi-week options at six community centres (e.g. Line Dancing at Kiwanis includes choice to participate in person or virtually). This change allows for more flexible participation opportunities for our customers in order to make it easier to participate. 	
		<p>↑ Expand the senior satellite service model in consultation with stakeholders, with a view toward coordinated service delivery at the neighbourhood level.</p>	NCWS	12/31/23	<ul style="list-style-type: none"> Reviewing neighbourhood data to select a new Seniors Satellite location to be opened at the end of 2021, dependent upon access to appropriate and COVID-safe space. 	
		<p>↑ Continue to implement the London Community Gardens Program Strategic Plan.</p>	NCWS	12/31/23	<ul style="list-style-type: none"> With support from the Garden Steering Committee, work was completed on revision of simple garden rules, the creation of a formal Garden Ambassador Program, a video of garden opening and increasing accessibility in the gardens. Added community gardens to Service London portal to facilitate easier access to service. 	
		<p>↑ Work with sport organizations to obtain and monitor the number of volunteers and the hours contributed to support the sport system.</p>	NCWS	12/31/23		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Continue to monitor participant numbers in all sports to ensure facility provision meets demand.	NCWS	12/31/23	Numbers collected through allocation process recognizing numbers are decreased due to COVID-19 and some associations choosing not to play.	
Increase participation in recreation, sport, and leisure activities	Work with community partners to create a leading sustainable sport development model.	 Continue to increase access to sporting amenities on lands not owned by the City of London.	NCWS	12/31/23		
		 Increase the number of formal agreements to provide further clarity on expectations for all parties involved in supporting positive sporting experiences.	NCWS	12/31/23		
Increase resident use of community gathering spaces	Invest in community building projects.	 Construct new seating areas in parks.	E&I	12/31/23	Seating areas continue to be incorporated (as appropriate) in all park design projects. Detailed design for key urban park and civic space projects (e.g. OVHL Civic Space and TVC) have reached 90%. Urban Park in growth areas (e.g. Silverleaf Development) to be assumed spring 2021. 20 new seating areas installed during this reporting period.	
		 Implement Neighbourhood CIPs.	P&ED	12/31/23	On track to be completed by 2023; Argyle Regeneration Study completed in 2020, CIP under development.	
		 Implement Hamilton Road Tree Trunk Program.	BIAs	12/31/23	A virtual tree trunk tour is in development to adhere with current health regulations	
		 Implement Closed School Strategy.	P&ED	12/31/23	The sale of the former Lorne Ave Public School property was completed. The property is being redeveloped for affordable housing and a new public park.	
		 Continue to implement the London Community Gardens Program Strategic Plan.	NCWS	12/31/23		






Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 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.	NCWS E&I	12/31/23		
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.	NCWS ES	12/31/23	Wifi has been installed at Argyle Arena and Kiwanis Seniors Community Centre.	
Increase neighbourhood safety	Develop and implement a Community Safety and Well-Being Plan.	 Establish a Multi-Sectoral Advisory Committee.	NCWS	3/31/19		
		 Develop and finalize Community Safety and Well-Being Plan and Metrics.	NCWS	12/31/21	<ul style="list-style-type: none"> Engaged community in March 2021 through an online survey to update on progress and share results of the first community engagement process from early 2020. Results will support the development of London's Community Safety and Well-Being Plan. 	
		 Publish and implement Community Safety and Well-Being Plan.	NCWS	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.	ES	12/31/19		
		 Deliver Training on the Program.	ES	12/31/23	Comprehensive awareness and education programs have been developed, however, due to the impact of COVID-19 we are currently unable to implement in person training. Despite these challenges some virtual training has been delivered to residents via various community groups.	

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.	NCWS	12/31/23	<ul style="list-style-type: none"> Worked towards implementing a new Records Management System that will include: <ul style="list-style-type: none"> rostering, HR, incident, inventory, and; GPS modules. Implemented a Fire Prevention module. Worked towards upgrading the Computer-aided dispatch (CAD) system to assist with the data collection necessary to make informed decisions. 	
		 Create and improve public education strategies for targeted populations.	NCWS	12/31/23	<ul style="list-style-type: none"> The London Fire Department continued to implement public education strategies during the pandemic through virtual presentations. Reached targeted populations despite pandemic constraints including promotional ads in newspapers in Spanish, Chinese and Arabic. 	
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.	LPS	12/31/19		
		 Train Drug Recognition Experts.	LPS	12/31/19		
		 Train officers in Standardized Field Sobriety Testing.	LPS	12/31/19		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Enhance and expand Commercial Motor Vehicle enforcement through joint-agency inspections and media plan.	LPS	12/31/21	A multi-agency Commercial Motor Vehicle (CMV) Blitz was conducted on August 13 and September 24, 2020 resulting in 22 CMV inspections and 18 charges.	
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	A sector based policing model was implemented in 2019.	City Council approved an extension of the LPS Business Plan from "2019-2021" to "2019-2023." The new target end date is December 31, 2023.
		 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		
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.	LPS	12/31/21		City Council approved an extension of the LPS Business Plan from "2019-2021" to "2019-2023." The new target end date is December 31, 2023.
		 Develop and Implement Internet child exploitation education awareness campaign.	LPS	12/31/20		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Develop and Implement presentations in high schools addressing Human Trafficking/Extremism.	LPS	9/30/21		City Council approved an extension of the LPS Business Plan from "2019-2021" to "2019-2023." The new target end date is December 31, 2023.
		 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.	LPS	12/31/21		City Council approved an extension of the LPS Business Plan from "2019-2021" to "2019-2023." The new target end date is December 31, 2023.
		 Conduct safety audits in student housing neighbourhoods.	LPS	12/31/21	A Crime Prevention target hardening project was conducted by LPS auxiliary officers in the Fanshawe College residential area in early 2020 (prior to the Pandemic).	
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.	NCWS	6/30/21	<ul style="list-style-type: none"> Continued to develop a Community Risk Assessment (CRA) and Fire Master Plan (FMP). Due to the pandemic, community engagement was extended to give more opportunities for people to participate. Worked towards implementing a comprehensive hiring strategy to support the gradual training of firefighters and to make sure the London Fire Department has experienced personnel on each apparatus. Initiated planning for Fire Station 15 in the southeast and aerial company in 2023. 	






Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p>↑ Implement Community Risk Assessment and Fire Master Plan.</p>	NCWS	12/31/23		
Increase neighbourhood safety	Promote pedestrian safety and active transportation.	<p>↑ Active and Safe Routes to School (ASRTS) Committee, to promote active and safe school travel. As part of ASRTS partnership, support the wayfinding sign projects and bike rack installation projects. Continue to foster new partnerships that promote active school travel e.g. Canadian Cancer Society to pilot and evaluation Walking School Bus program.</p>	MLHU	12/31/23		
		<p>↑ Review, provide recommendations to various land development applications/initiatives regarding healthy community design – Official Plans, Area Plans, Secondary Plans, Master Plans, EAs. Advocate for continued support for infrastructure that supports physical activity & active transportation in the City of London, Middlesex County and its municipalities. Increase awareness, support and implementation of healthy community design with planners/developers & public including school communities.</p>	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.	P&ED	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.	P&ED	3/31/21	Significant work has been completed on the Draft Urban Design Guidelines. A Draft was presented to Council in October 2019.	Resources have been redeployed to higher priority initiatives related to business support and pandemic recovery. Additional studies are also being undertaken, including a tree health inventory. New target end date: Q2 2022.
		 Complete Infill and Intensification Urban Design Guidelines.	P&ED	12/31/21	On track to beginning in 2021.	
		 Complete Tall Building Urban Design Guidelines.	P&ED	12/31/23	On track to be completed by 2023.	
Continue to conserve London's heritage properties and archaeological resources	Conserve London's heritage through regulation and investment.	 Complete Heritage Places 2.0.	P&ED	12/31/20	Heritage Places 2.0 was completed at the end of 2019. This plan outlines priorities for future heritage district studies.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		↑ Complete Municipally owned heritage buildings conservation master plan.	P&ED	12/31/21	Site visits to 10 municipally-owned heritage properties completed.	
		↑ Implement Municipally owned heritage buildings conservation master plan.	P&ED	12/31/23	On track to be completed by 2023.	
		↑ Implement Official Plan policies, heritage conservation district plans and guidelines in the review of development proposals.	P&ED	12/31/23	On track to be completed by 2023.	
		↑ Review alterations to heritage properties.	P&ED	12/31/23	On track to be completed by 2023.	
		↑ Complete Great Talbot HCD.	P&ED	12/31/23	On track to be completed by 2023.	
		↑ Complete Gibbons Park HCD.	P&ED	12/31/23	On track to be completed by 2023.	
		↑ Update Municipal Register of Heritage Resources.	P&ED	12/31/24	Updated Register of Cultural Heritage Resources published in AODA-compliant format on www.London.ca on December 9, 2020.	
		↑ Conserve heritage properties through heritage designation.	P&ED	12/31/23	Property at 75 Langarth Street East designated pursuant to Part IV of the <i>Ontario Heritage Act</i> in 2021; by-law passed February 2, 2021.	
		↑ Identify & conserve archeological resources through assessment.	P&ED	12/31/23	On track to be completed by 2023.	
		↑ Update Archeological Mapping.	P&ED	12/31/23	On track to be completed by 2023.	
Increase the number of community gathering spaces in neighbourhoods	Invest in community building projects.	↑ Implement Closed School Strategy.	P&ED	12/31/23	The sale of the former Lorne Ave Public School property was completed. The property is being redeveloped for affordable housing and a new public park. New public park opened May 2021.	
		↑ Continue to implement the London Community Gardens Program Strategic Plan.	NCWS	12/31/23		




Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p>↑ Implement the Parks and Recreation Master Plan by taking steps to introduce a new mid-size multi-use community centre, with a focus on geographic gap areas.</p>	<p>NCWS E&I</p>	<p>12/31/23</p>	<p>Continue to implement the 119 recommendations of this Council approved plan.</p> <p>Some examples include:</p> <ul style="list-style-type: none"> - Eight existing tennis courts now have pickleball lines. - Completion of East Lions Park and Northridge Sports Fields. - Kiwanis Park Natural Playground with rubber/woodchip safety surface. 	


Building a Sustainable City



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.	NCWS	12/31/23	The Holy Roller restoration project is underway.	
		 Create and acquire public art and monuments.	NCWS	12/31/23	Public Art creation processes are underway for three major artworks: 131 King York Development Public Art, East Lions Community Centre and Residential School Survivors.	
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.	FS	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.	FS	9/30/23	With the approval of the Corporate Asset Management Plan (April 2019), Civic Administration provided the first annual update in September 2020, and will be providing the second annual update in the summer of 2021.	
		 Inform Council on the proposed levels of service through the 2023 Asset Management Plan.	FS	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.	LMCH	6/30/20	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. LMCH is the first Board at the City to have an AMP thus meeting the new Asset Management regulation (O. Reg 588/17) requirement and have achieved early compliance of the forthcoming Asset Management Plan legislative requirements coming into effect as of 2023.	
		 Manage the delivery of Social Housing Apartment Improvement Program (SHAIP).	LMCH	6/30/20	A total of 6 high-rise multi residential buildings were impacted through the delivery of Social Housing Apartment Improvement Program (SHAIP). This equates to a total of 1,315 (more than 1/3 of LMCH units) benefiting from the retrofitting done at each of these 6 buildings. The retrofits include: lighting and air make up unit upgrades; and the installation of cladding and solar walls on all of the buildings.	
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.	E&I	3/31/22	Council approved (April 13, 2021) the release of the Draft Environmental Assessment Study Report for the Expansion of the W12A Landfill for community engagement and a public participation meeting at CWC in summer 2021 prior to submission to the province.	
		 Submit and receive Provincial Environmental Assessment approval.	E&I	12/31/22		




Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p>↑ Undertake community engagement and finalize the long Term Waste Disposal Strategy coupled with the Resource Recovery Strategy.</p>	E&I	12/31/22		CWC received an update on March 30, 2021 called "Update on Resource Recovery Strategy Including Mixed Waste Processing". Council approved a revised completion date of 6/30/22 for Waste Disposal Strategy and 12/31/22 for Resource Recovery Strategy.
		<p>↑ Submit and receive Provincial Environmental Protection Act approvals.</p>	E&I	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.	<p>↑ Undertake multi-sector engagement on built environment challenges, opportunities, priorities and implementation plans.</p>	E&I	9/30/21		
		<p>↑ Share progress made towards implementing Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure.</p>	E&I	12/31/23		
		<p>↑ Complete actions assigned to Conservation Authorities between 2020 and 2023.</p>	Conservation Authorities	12/31/23		





Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
<p>Build infrastructure to support future development and protect the environment</p>	<p>Renew, expand, and develop parks and recreation facilities, and conservation areas in appropriate locations to address existing gaps.</p>	<p> Implement the Parks and Recreation Master Plan by introducing a new mid-size multi-use community centre.</p>	<p>NCWS E&I</p>	<p>12/31/23</p>	<p>Continue to implement the 119 recommendations of this Council approved plan.</p> <p>Some examples include:</p> <ul style="list-style-type: none"> - Eight existing tennis courts now have pickleball lines. - Completion of East Lions Park and Northridge Sports Fields. - Kiwanis Park Natural Playground with rubber/woodchip safety surface. 	
		<p> Continue to add new parks as the city grows.</p>	<p>E&I</p>	<p>12/31/23</p>	<p>The City continues to develop new park land and update the Parks Data Base as growth areas expand in the City.</p>	
		<p> Implement the Parks and Recreation Master Plan recommendations.</p>	<p>NCWS E&I</p>	<p>12/31/23</p>	<p>Continue to implement the 119 recommendations of this Council approved plan.</p> <p>Some examples include:</p> <ul style="list-style-type: none"> - Eight existing tennis courts now have pickleball lines. - Completion of East Lions Park and Northridge Sports Fields. - Kiwanis Park Natural Playground with rubber/woodchip safety surface. 	
		<p> Continue to add new conservation areas or expand the use of existing conservation areas, as the city grows.</p>	<p>Conservation Authorities</p>	<p>12/31/23</p>		








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.	P&ED	12/31/23	The 2021 GMIS Update was included with the infrastructure review associated with the 2021 Development Charges Study. This work was completed in Q4 of 2020.	
		 Expand the annual Growth Management Implementation Strategy Update to include built area works.	P&ED	6/30/21	Methodology being finalized to include built area works in the 2023 GMIS Update.	
		 Develop opportunities to receive stakeholder feedback on the annual Growth Management Implementation Strategy Update.	P&ED	12/31/20	As a fulsome 2021 GMIS Update did not occur due to the 2021 DC Study, a stakeholder survey will be undertaken following the 2022 GMIS Update in June 2022. The survey approach was determined and completed in December 2020.	
		 Implement opportunities to receive stakeholder feedback on the annual Growth Management Implementation Strategy Update.	P&ED	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.	FS	6/30/19	Corporate Asset Management policy adopted by Council on April, 2019.	
		 Inform Council on the state of the infrastructure through the development of the 2019 Corporate Asset Management Plan.	FS	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.	FS	9/30/23	With the approval of the Corporate Asset Management Plan (April 2019), Civic Administration provided the first annual update in September 2020, and will be providing the second annual update in the summer of 2021.	
		 Approval of Capital Budget through the 2020 to 2023 Multi-Year Budget process.	FS	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
		 <p>Adjustments to capital budget made through the Annual Budget update process.</p>	FS	12/31/23	<p>The Annual Budget Update process will occur for 2021, 2022 and 2023. The 2021 Budget Update was approved by Council on January 12, 2021, which included 2 capital budget amendments.</p>	
		 <p>Develop Asset Management Plan (AMP), including priorities, project milestones and timelines.</p>	LPL	12/31/21	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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 2021, with levels of service being developed in 2022.






Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p> Implement AMP.</p>	LPL	12/31/23	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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 Q3/Q4 2022 and fully implement the AMP by the start of 2023. Additional capital financing will be required to implement the AMP, which will be submitted to Council through the 2024-2027 Multi-Year Budget development process.
		<p> Explore potential partnerships.</p>	LPL	12/31/23	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Delays in planning process due to COVID-19. This will ultimately impact the construction timelines as well.









Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Develop functional plan and undertake construction of new Southeast branch.	LPL	12/31/22		<ul style="list-style-type: none"> • 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.	LPL	12/31/22		<ul style="list-style-type: none"> • 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	Museum London	12/31/23		
		 Develop master site plan.	Western Fair	6/30/23		
		 Continue to invest in maintaining Conservation Authority assets.	Conservation Authorities	12/31/23		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Manage the infrastructure gap for all assets	Monitor the infrastructure gap to inform the management of City assets.	 Monitor the progress of the Asset Management Plan, reporting out to Council.	FS	9/30/23	Civic Administration reported out on the progress of Asset Management Plan in September 2020 and is anticipated to provide a 2021 update in the summer of 2021.	
		 Inform Council on the state of the infrastructure through the development of 2019 Corporate Asset Management Plan.	FS	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.	
		 Adjustments to capital budget made through the Annual Budget update process.	FS	12/31/23	The Annual Budget Update process will occur for 2021, 2022 and 2023. The 2021 Budget Update was approved by Council on January 12, 2021, which included 2 capital budget amendments.	
Manage the infrastructure gap for all assets	Communicate the consequences of the infrastructure gap.	 Explore opportunities to increase community awareness of the state of the City's infrastructure.	FS	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.						
Improve London's resiliency to respond to potential future challenges	Advance sustainability and resiliency strategies.	 Complete Green City Strategy.	P&ED	12/31/20		The Green City Strategy is taking the form of our Climate Emergency Action Plan, however the limited ability to engage with the public due to COVID-19 has pushed this timeline to Q3 2021.
		 Implement Green City Strategy.	P&ED	12/31/23	On track to be completed by 2023.	
		 Complete Resiliency Strategy.	P&ED	3/31/22	On track to be completed by 2022.	
		 Implement Resiliency Strategy.	P&ED	12/31/23	On track to be completed by 2023.	
		 Complete Conservation Authority led low impact development (LID) projects, education and awareness initiatives.	Conservation Authorities	12/31/23		
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.	 Complete Phase 1 of ReThink Zoning work plan.	P&ED	12/31/20	Proceeding to retain consultants for Phase 2.	
		 Complete Phase 2 of ReThink Zoning work plan.	P&ED	12/31/23	Work currently underway to retain Phase 2 consultants and develop the new zoning by-law for London.	









Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Complete appeal process for the London Plan.	P&ED	12/31/22	Successful hearing in September-October, 2020 with further work planned to discuss possible further settlements.	
		 Implement London Plan farmland policies.	P&ED	12/31/23	On track to be completed by 2023.	
		 Complete review of Urban Growth Boundary.	P&ED	12/31/23	Discussions underway to launch project in 2021 for 2022-2023 completion.	
		 Implement London Plan growth framework.	P&ED	12/31/23	With more portions of the plan coming into force expect greater ability to implement the Plan's vision, key directions, and policies.	
		 Implement Environmental Policies of the London Plan.	P&ED	12/31/23	On track to be completed by 2023.	
		 Update Environmental Management Guidelines.	P&ED	12/31/20		The limited ability to engage with stakeholders as well as resource re-allocation due to COVID- 19 has pushed this timeline to Q3 2021.
		 Complete Meadowlily CMP - Ph 1.	P&ED	12/31/20		
		 Complete Meadowlily CMP - Ph 2.	P&ED	12/31/21	On track to be completed by 2021.	
		 Complete Medway Valley CMP.	P&ED	12/31/22	On track to be completed by 2022.	







Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Establish performance measures for permit ready lots and on the market units.	P&ED	12/31/20	Permit Ready Lots performance measures were provided with the 2020 Annual Development Report, which was approved by Council in February 2021. Regular discussions are taking place with development industry stakeholders on housing supply and subdivision applications.	
		 Create and implement a framework for the Annual Development Report.	P&ED	12/31/23		
Direct growth and intensification to strategic locations	Prepare detailed plans for strategic locations.	 Complete OEV Secondary Plan.	P&ED	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.	P&ED	12/31/20	The Secondary Plan was brought forward for adoption in February 2020, and was referred back to staff for additional study and consultation. Staff are continuing to consult with stakeholders and undertaking important background studies related to shadowing, heritage and tree health, amongst other things.	Resources have been redeployed to higher priority initiatives related to business support and pandemic recovery. Additional studies are also being undertaken, including a tree health inventory. New target end date: Q2 2022.
		 Complete Byron Pits Secondary Plan.	P&ED	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.	P&ED	12/31/21	The Draft Masonville Secondary Plan has been distributed for public comment. Final Plan adoption is expected Q3 2021.	
		 Complete White Oak Dingman Secondary Plan.	P&ED	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.	P&ED	12/31/23	The Secondary Plan will be reviewed and updated as part of a subdivision application on the site, to better align with the policies of The London Plan.	
		 Initiate Oxford and Wonderland Transit Village Secondary Plan.	P&ED	12/31/23	This project is on track to be initiated by 2023.	
		 Complete the Lambeth Area CIP.	P&ED	12/31/19	The Lambeth Area CIP was completed in 2019. Incentive programs are now available in the area.	
Direct growth and intensification to strategic locations	Revitalize London's downtown and urban areas.	 Implement Downtown CIP.	P&ED	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 LCRN established a new Recovery Grant program that will supplement the existing loan programs.	
		 Implement OEV CIP.	P&ED	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 LCRN established a new Recovery Grant program that will supplement the existing loan programs.	
		 Implement SoHo CIP.	P&ED	12/31/23	The City continues to work to implement the Community Improvement Plan, including providing financial incentives. The LCRN established a new Recovery Grant program that will supplement the existing loan programs.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Direct growth and intensification to strategic locations	Monitor city building outcomes with the London Plan.	✓ Develop London Plan Monitoring Program.	P&ED	12/31/20	First iteration received by Council on December 8, 2020.	
		↑ Complete annual London Plan monitoring.	P&ED	12/31/23	2020 version complete, next version expected in 2022.	
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.	P&ED	12/31/22	Planned contributions to the Parking Facilities Renewal Reserve Fund in support of a downtown parking strategy began in 2020 as approved through the 2020-2023 Multi-Year Budget, funded by increased parking meter fees. The contribution totaled \$250,000 in 2020 and is budgeted to increase to \$750,000 in 2021 and \$875,000 in 2022 and thereafter. Given the significant negative impact that COVID-19 has had on demand for paid parking, the contribution in 2021 and future years will need to be reviewed based on the recovery of demand for parking. In the event that parking fee revenues do not rebound in 2021 and subsequent years, the planned contribution may need to be revised.	
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.	E&I	12/31/21		
		✓ Prepare background methodology and an approach to reporting data. Share progress towards Targets.	E&I	12/31/20		
		↑ Share progress towards Targets (Residential waste diverted from landfill).	E&I	12/31/23		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		↑ Share progress towards Targets (Reduction in per capita waste generation).	E&I	12/31/23		
		↑ Share progress towards Targets (Households participating in the Green Bin Program).	E&I	12/31/23		
		↑ Share progress towards Targets (Industrial, commercial and institutional waste diverted from landfill).	E&I	12/31/23		
Increase community knowledge and action to support the environment	Collaborate on environmental actions with community groups through the London Environmental Network (LEN) and businesses as part of Green Economy London.	↑ Engage businesses/institutions and share progress towards Targets.	E&I	12/31/23	Council approved (May 4, 2021) a report entitled "Update - Development of the Climate Emergency Action Plan" which included a List of Corporate, City-influenced and Community (and Business) Climate Actions (May 2020 to April 2021).	
		↑ Engage community groups, establish collaborative projects and share progress towards Targets.	E&I	12/31/23	Council approved (May 4, 2021) a report entitled "Update - Development of the Climate Emergency Action Plan" which included a List of Corporate, City-influenced and Community (and Business) Climate Actions (May 2020 to April 2021).	
Increase community knowledge and action to support the environment	Increase community environmental outreach for the built environment through CityGreen.	↑ Share progress towards Targets (CityGreen activities hosted).	E&I	12/31/23		
		↑ Provide opportunities for public environmental education.	Conservation Authorities	12/31/23		
Protect and enhance waterways, wetlands, and natural areas	Implement strategies, policies, and programs to conserve natural areas and features.	↑ Complete Byron Valley Trail.	P&ED	12/31/21	On track to be completed by 2021.	
		✓ Complete Meadowlily CMP - Ph 1.	P&ED	12/31/20		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Complete Meadowlily CMP - Ph 2.	P&ED	12/31/21	On track to be completed by 2021.	
		 Complete Medway Valley CMP.	P&ED	12/31/22	On track to be completed by 2022.	
		 Complete Killaly Ecological Restoration Plan.	P&ED	12/31/20	Plan is complete and implementation continues with high level of community support.	
		 Implement the Invasive Plant Management Strategy.	P&ED E&I	12/31/23	Implementation continues with Phragmites, dog-strangling vine and other invasive species targeted in ESAs and Parks across the City. Council recently approved funding for the 2021 Invasive Species Management Program.	
		 Implement Environmental Policies of the London Plan.	P&ED	12/31/23	On track to be completed by 2023.	
		 Update Environmental Management Guidelines.	P&ED	12/31/20		The limited ability to engage with stakeholders as well as resource re-allocation due to COVID- 19 has pushed this timeline to Q3 2021.
		 Implement Official Plan policies and environmental management guidelines in the review of development proposals.	P&ED	12/31/23		
		 Improve Environmental Impact Study monitoring compliance for applicable developments.	P&ED	6/30/21	Beacon Consulting has been retained to undertake post-development monitoring of requirements identified in Environmental Impact Studies. This enhanced approach means that there is a single source of review for all development monitoring, rather than being performed by individual developers.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Strengthen post-development environmental monitoring through a City-led consulting contract and annual reviews.	P&ED	12/31/22	Beacon Consulting has been retained to undertake post-development monitoring of requirements identified in Environmental Impact Studies. This enhanced approach means that there is a single source of review for all development monitoring, rather than being performed by individual developers.	
		 Undertake actions to conserve natural areas and features.	Conservation Authorities	12/31/23		
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.	E&I	12/31/23	Despite restrictions due to COVID-19, the Thames River water quality monitoring program continued and collected more than double the planned number of samples in 2020.	
		 Work with homeowners and process homeowner grant applications.	E&I	12/31/23	Applications for the Basement Flooding Grant Program continue to be processed and approved during the COVID-19 emergency. 75 basement flooding grant applications were approved in 2020 which is an amount 50% over the annual target.	
		 Construct new sewers through the Infrastructure Renewal Program.	E&I	12/31/23	2020 accomplishments include the renewal of Richmond Street between York and Dundas that separated 300m of combined sewer, reducing the outflow at one of the City's largest combined sewer overflow points.	
		 Operate the wastewater treatment plants in a way to reduce sewage released to the Thames River.	E&I	12/31/23	Raw sewage overflows were reduced by 153 ML primarily due to the successful use of the wet weather primary treatment strategy and wet weather storage tanks at Greenway WWTP during the significant events experienced in January and September of 2020.	




Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<ul style="list-style-type: none"> ↑ Improve capacity in the wastewater treatment plants to reduce sewage released to the Thames River. 	E&I	12/31/23	Study and design work was underway in 2020 to support wastewater treatment plant upgrades scheduled in future years.	
<p>Protect and enhance waterways, wetlands, and natural areas</p>	<p>Bring Londoners 'Back to the River' by revitalizing the Thames River radiating from the Forks.</p>	<ul style="list-style-type: none"> ● Complete the detailed design and construction of the inaugural project. 	E&I P&ED	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
		<ul style="list-style-type: none"> ● Complete the SoHo Back to the River Environmental Assessment process. 	E&I P&ED	12/31/24		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.
		<ul style="list-style-type: none"> ● Complete the detailed design and construction of the SoHo inaugural project. 	E&I P&ED	12/31/23		As a result of Council's direction during the 2019-2023 Multi-Year Budget process, the detailed design and construction for the SoHo inaugural project will be rescheduled during the next Multi-Year Budget.
Protect and enhance waterways, wetlands, and natural areas	Implement recommendations associated with the River Management Plan and One River Environmental Assessment.	<ul style="list-style-type: none"> ▲ Implement projects identified in the One River Management Plan component of the One River Environmental Assessment. 	E&I	12/31/23	The scope of work for the River Management Plan is being finalized. Design contracts for priority projects to be issued in 2021.	Staffing levels and COVID constraints has impacted progress on this item.

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.	E&I	12/31/19		
		↑ Share progress made towards implementing the next Corporate Energy Management CDM Strategy.	E&I	12/31/23	SPPC (April) and Council (May) updated on progress. Total energy use in 2020 by the Corporation (e.g., City facilities) was eight percent lower than 2018 levels, with associated energy-related greenhouse gas emissions being six percent lower than 2018. While much of that reduction is attributable to the impacts of COVID-19, staff are exploring how those reductions could be at least partially sustained in post-pandemic operations.	
		✔ Undertake multi-division engagement on green fleet management challenges, opportunities, priorities and implementation plans.	E&I	12/31/19		
		↑ Undertake actions to reduce energy use on a per person basis.	E&I	12/31/23		
		↑ Undertake actions to reduce greenhouse gas generation from 2007 levels.	E&I	12/31/23		
		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.	E&I	9/30/21
↑ Share progress made towards implementing the next CEAP.	E&I			12/31/23	Council approved (May 4, 2021) a report entitled "Update - Development of the Climate Emergency Action Plan".	










Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p>↑ Undertake actions to reduce greenhouse gas generation on per person basis.</p>	E&I	12/31/23	With more people working from home, 2020 retail sales of fuel in London dropped by 20 percent from 2019 levels. This alone will result in a six percent drop in greenhouse gas emissions (GHG) compared to 2019. The degree to which this reduction is sustainable will largely depend on the decisions employers make about their post-pandemic work arrangements.	
		<p>↑ Undertake actions to reduce energy use from 1990 levels.</p>	E&I	12/31/23		
		<p>↑ Engage stakeholder organizations, groups or businesses in CEAP.</p>	E&I	12/31/23		
		<p>↑ Undertake actions to reduce greenhouse gas generation.</p>	E&I	12/31/23		
		<p>↑ Share progress made towards implementing the next CEAP.</p>	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.	<p>↑ Undertake annual flood forecast and warning system update</p>	Conservation Authorities	12/31/23		






Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
<p>Conserve energy and increase actions to respond to climate change and severe weather</p>	<p>Assess health vulnerability to climate change.</p>	<p>↑ Reducing exposures to health hazards & promoting development of healthy built and natural environments. MLHU communicates extreme weather events (cold weather alerts & heat warnings) to facilitate community action for cooling/warming centres, increasing hrs for recreational water facilities & shelters. MLHU advocates for public health strategies to be incorporated into muni. policy, as it relates to matters under municipal jurisdiction, land use planning, & the built environment.</p>	<p>MLHU</p>	<p>12/31/23</p>		
		<p>↑ 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.</p>	<p>MLHU</p>	<p>12/31/23</p>		

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.	E&I	12/31/23	New Sidewalk Program progressing with planned complete street improvements.	
		 Implement capital contracts to construct new bike lanes as guided by the Cycling Master Plan.	E&I	12/31/23	Designs of new projects progressing well including Wavell Street, Ridout Street and Renewal of boulevard bike paths on Fanshawe Park Road.	
		 Implement capital contracts to construct new protected bike lanes as guided by the Cycling Master Plan.	E&I	12/31/23	Dundas Cycle Track completed. Tender awarded and construction started for Thames Valley Parkway - Dundas Place connection. Colborne Street Cycle Track extension completion work underway. Design of Wavell Street and Ridout Street projects underway.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
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.	E&I	2/28/22		CWC received an update on March 30, 2021 called "Cycling and Transportation Demand Management Upcoming Projects. Council approved an update on Bike Parking which included a revised completion date of 2/28/22.
		 Prepare background methodology, an approach to monitoring and implement.	E&I	12/31/21		CWC received an update on March 30, 2021 called "Cycling and Transportation Demand Management Upcoming Projects. Council approved an update on Measuring Progress on Cycling which included a revised completion date of 12/31/21.

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Undertake background details, business community engagement and implementation strategies for a Transportation Management Association(s).	E&I	12/31/21		CWC received an update on March 30, 2021 called "Cycling and Transportation Demand Management Upcoming Projects. Council approved an update on the Transportation Management Association feasibility study which included a revised completion date of 12/31/21.
		 Undertake background details, community engagement, potential stakeholder engagement and develop Business Case for Bike Share.	E&I	9/30/21		CWC received an update on March 30, 2021 called "Cycling and Transportation Demand Management Upcoming Projects. Council approved an update on Bikeshare Systems which included a revised completion date of 9/30/21.
		 Share progress made towards implementing the transportation demand management actions.	E&I	12/31/23		







Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Increase access to transportation options	Develop a strategic plan for a future with connected and autonomous vehicles.	 Develop and Finalize Strategy.	E&I	9/30/21	Strategy development continues despite partner resource constraints due to pandemic redeployments.	
Increase access to transportation options	Support Londoners to access affordable public transit where they live and work.	 Evaluate the income-related subsidized transit program.	LTC NCWS	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.	LTC NCWS	3/31/20		
		 Implement a sustainable business plan with LTC to support affordable transit programs for Londoners.	LTC NCWS	12/31/23		
		 Allocate funding to continue to support these programs.	NCWS	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.	LTC	12/31/23	2021 Assessment Growth Budget approved, implementation will be subject to extent of COVID impacts in 2021.	
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.	LTC	12/31/23		Plan deferred for future consideration due to COVID-19 related impacts.
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.	E&I	12/31/23	Construction of Downtown Loop commenced in April 2021. Design of East London Link and Wellington Gateway progressing.	
		 Implement Bus Rapid Transit System along constructed Rapid Transit Corridors.	E&I	12/31/28		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
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.	LTC	12/31/23	2021 Assessment Growth Budget approved, implementation will be subject to extent of COVID impacts in 2021.	
Manage congestion and travel times	Continue to improve the traffic signal system for the benefit of all road users.	 Operationalize Transportation Management Centre.	E&I	9/30/21	Commissioning progressing well with installation of video wall and workstations.	
		 Implement a new Advanced Traffic Management System.	E&I	12/31/22	Advanced Traffic Management System progressing well with installation of software, installation of signal controllers and procurement initiation for vehicle detection.	
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 Wharnccliffe.	E&I	9/30/23	Progress continues on environmental studies and property acquisition.	
		 Construct Southdale Road West Improvements.	E&I	9/30/23	Progress continues on design, utility coordination and property acquisition.	
		 Construct Adelaide / CPR Grade Separation.	E&I	6/30/23	Site preparation rail and utility works continue. Capital works tender preparation progressing and near final.	
		 Construct Wharnccliffe / CN Grade Separation.	E&I	12/31/23	Design, property acquisition and site preparation continue.	
Improve safety for all modes of transportation	Implement infrastructure improvements and programs to improve road safety.	 Implement Vision Zero London Road Safety Strategy Actions.	E&I	12/31/23	Annual programs continue including implementation of pedestrian crossovers, rail crossing safety measures, area speed limit implementation. The process to implement automated speed enforcement in 2021 has also begun.	






Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p>↑ Update the Vision Zero Road Safety Strategy.</p>	E&I	12/31/21	Staff continue to stay current with industry trends and best practices. Annual road safety programs continue based on the previous plan, updated information and data analysis.	Strategy update has been slowed because important London Middlesex Road Safety Committee members from Middlesex London Health Unit and London Health Sciences that are required for holistic strategy development are not available due to pandemic redeployment.
Improve the quality of pedestrian environments to support healthy and active lifestyles	Plant more trees to increase the city's tree canopy cover.	<p>↑ Implement annual tree planting program.</p>	E&I	12/31/23	Annual assessment of locations and City-led tree planting progressing with Spring plant. Community programs subject to pandemic 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.	<p>↑ Install new benches within parks to support expanded passive use.</p>	E&I	12/31/23	New benches being incorporated into multiple 2021 park Life Cycle Renewal projects.	
		<p>↑ Install new light systems in parks to support extended use.</p>	E&I	12/31/23	New lighting and upgrades to existing lights being finalized at East Lions Park, Lorne Avenue Park and other sites as needed.	
		<p>↑ Reconstruct sections of pathway to improve surfacing and/or width to accommodate new/more users.</p>	E&I	12/31/23	Numerous Life Cycle Renewal projects along London's recreational pathway system are being finalized for 2021 construction.	

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.	P&ED	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.	E&I	12/31/23	Annual assessment of locations and City-led tree planting progressing with Spring plant.	
		 Respond to neighbourhood street lighting projects as requested by Londoners.	E&I	12/31/23	Funding made available where applicable.	

Growing our Economy

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.	LEDC SHD	12/31/23	SkillsAdvance Ontario project secured for London-Middlesex effective March 30, 2020.	
		 Facilitate effective labour matching for employers through the Business Momentum Series and other programs.	LEDC SHD	12/31/23	Continuing virtual job fairs, webinars and online channels.	
		 Match employers needs to candidate pools and employment support agencies and educational providers.	LEDC SHD	12/31/23	Continuing virtual job fairs, webinars and online channels.	
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.	SHD	9/30/19	This was completed in 2019.	
		 Report annual employment outcomes and performance metrics to the Ministry of Children, Community, and Social Services.	SHD	12/31/23	Targets were exceeded in 2020 (target was 20% and we achieved 22.88%).	The end date has been changed to 12/31/23 as this remains an ongoing performance expectation with the ministry.
		 Monitor and Report to Council on caseload trends as part of the Ontario Works Participant Profile.	SHD	12/31/23	Targets in 2020 were exceeded (target was 80% and we achieved 87%).	The end date has been changed to 12/31/23 as this remains an ongoing priority for OW.

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.	SHD P&ED	12/31/23	Support continues with external partners on the London Job's Now initiative.	
		 Monitor and evaluate London's employment trends.	SHD P&ED	12/31/23	New investments have been made into data sources that will enhance the monitoring of employment trends.	
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.	ES	12/31/23		Due to the impacts of COVID-19 there were no interns hired in 2020. For 2021, the City has posted for interns and anticipate they will start in September 2021.
		 Engage Western University and Fanshawe College as partners with the Corporation's internship programs for international students.	ES	12/31/23	The City engaged with Western and Fanshawe when these programs were created. Currently, any internship opportunities are posted within Western and Fanshawe.	
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.	LEDC	12/31/23	Continuing virtual job fairs, webinars and online channels.	
		 Match employers needs to candidate pools and employment support agencies and educational providers.	LEDC	12/31/23	Created unique partnership with Western and Fanshawe to integrate local jobs portals with post-secondary career pages. (londontechjobs.ca; londonmfgjobs.com)	






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.	Museum London	12/31/23	82 virtual professional development training programs for cultural workers in art and history; a poetry reading series projected externally at the rear of Museum; one onsite/live stream classical musical concert; and six digital projects produced by London digital technicians.	
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.	SHD	12/31/23	Launched the re-designed London & Middlesex Immigration Portal, london.ca/immigration.	
		 Host and support events to encourage integration and retention.	SHD	12/31/23	The City and London & Middlesex Local Immigration Partnership partnered with Pillar Non-Profit to sponsor a webinar conversation on racism and employment with the Canadian Race Relations Foundation.	
		 Report annually on the retention of newcomers to London.	SHD	12/31/23		Access to Statistics Canada data has been delayed due to COVID-19.
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.	E&I	12/31/19		






Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		✓ Engage companies, establish collaborative projects and share progress towards targets.	E&I	12/31/19		
		✓ Engage companies, establish collaborative ideas and projects, and sign an MOU.	E&I	12/31/19		
Increase partnerships that promote collaboration, innovation, and investment	Implement the Smart City Strategy.	✓ Complete a Smart City Strategy.	P&ED	12/31/20	Draft strategy has been completed. Based on multi-year budget direction, the implementation of the strategy, will be re-evaluated.	
		↑ Complete a Smart City Implementation Plan.	P&ED	12/31/21	The principles of the Smart City Strategy regarding technical innovation and partnerships will be undertaken through the Technology Investment Strategy and the work of Economic Partnerships and Economic Services and Supports.	
		↑ Implement the Smart City Strategy.	P&ED	12/31/23	Through the Technology Investment Strategy and other city initiatives including continuous improvement, open data, and cross service area integration arising from the recent Corporate Restructure, smart city related initiatives will be pursued and implemented.	
		✓ Create a Smart City Steering Committee.	P&ED	12/31/20	The creation of the Technology Investment Strategy will ensure that smart city initiatives are implemented as appropriate.	
Increase partnerships that promote collaboration, innovation, and investment	Seek out and develop new partnerships and opportunities for collaboration.	↑ Participate in City Studio.	P&ED	12/31/23	In 2020, participated in 32 joint projects with Post Secondary Institutions.	





Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Increase partnerships that promote collaboration, innovation, and investment	Plan for High Speed Rail.	↑ Monitor provincial activity for opportunities to initiate local action.	E&I P&ED	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.	LEDC	12/31/23	Continue to work with partners in government, public and private sector to identify new emerging areas.	
		↑ Participate on regional alliances such as the Ontario Food Cluster, and Ontario Manufacturing Communities Alliance and the Southwestern Ontario Marketing Alliance.	LEDC	12/31/23	Continue to participate on regional alliances involving regional partners.	
		↑ Raise visibility for job creation opportunities.	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.	↑ Engage in regional planning discussions with area municipalities.	P&ED	12/31/23	Regional discussions on various economic and planning aspects continue when feasible with regional municipalities.	
Increase partnerships that promote collaboration, innovation, and investment	Grow tourism revenues through initiatives that build awareness and interest in London.	↑ Ongoing SEO, Content Marketing, Digital, Radio and Social sector and attraction specific campaigns to bolster tourism – demographic specific with the Millennial Tourist being the primary demographic.	P&ED	12/31/23	Great success with the 'Stay a Little Longer' campaign as FedDev funding was received to help support the tourism sector. Priorities shifted to providing support to local businesses in response to on going COVID restrictions. Tourism London has undergone a major strategic pivot in response to the pandemic.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
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>	P&ED	12/31/23	<p>Tourism London has established new relationships with LEDC, The Chamber of Commerce, Downtown London and local BIA's to respond and provide supports for local partners. Also partnered to advocate provincially and federally for COVID support.</p> <p>LCRN has provided opportunities to develop partnered support programs targeting local business. Very responsive vs strategic given the current climate.</p>	
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>	Western Fair	12/31/23	WFD and industry partners produced digital editions of the Farm Show and the National Poultry Show in 2021.	
		<p>↑ Partner with investors to leverage WFA capital commitments.</p>	Western Fair	6/30/23	WFA, LEDC and other collaborators on The Grove secured \$7.2M in FedDev Ontario funding that will leverage an additional \$10M over five years.	
		<p>↑ Attract agri-entrepreneurs that align with WFA mandate and objectives.</p>	Western Fair	12/31/23	The Fritter Shop will become a tenant in The Grove in the first half of 2021.	
		<p>↑ Develop programming with ACoE partners that fulfil needs of the community.</p>	Western Fair	12/31/23	WFD is producing digital content under the banner "Grove 365" to meet the evolving needs of the community with monthly installments of The Tasting Series, and Urban Agriculture.	
Increase partnerships that promote collaboration, innovation, and investment	Work with multi-sector stakeholders to develop a Screen-Based Industry Strategy.	<p>↑ 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.</p>	NCWS	12/31/23	Council approved \$300,000/year for 3 years as part of the Multi-Year Budget and subsequently approved an agreement with the London Economic Development Corporation to complete this work.	







Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
<p>Maintain viability in key global markets</p>	<p>Continue to engage the community to attract conventions, conferences, and multi-day events to London contributing to the community's economic prosperity.</p>	<p>■ 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.</p>	RBC Place	12/31/20		<p>2020 was on pace to be a very strong year for conventions and events in London. Total of 56 events hosted with economic impact of \$3.3 million in 2020. Due to Covid pandemic facility was closed with event restrictions followed when safely permitted. Suggested new end date: 12/31/2022.</p>
		<p>■ Finalize plan to enhance the space and experience of RBC Place London creating a future gathering place for everyone.</p>	RBC Place	12/31/21	Roof replacement completed in 2020.	<p>Plan for King Street park area delayed pending capital review and devastating impact of Covid closure on RBC Place financial stability. Plan will not be finalized by target date unless funding is received from senior levels of government.</p>










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.	RBC Place	12/31/21	January to February 2020 were strong months with positive experiences. Hosted financial exams for 233 students in December 2020 and were the only Canadian facility able to do so.	Closure March 15 with limited opportunity to host events in 2020. 90% of team on furlough as of March 15 with no planned recall date as of yet.
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.	Western Fair	12/31/23	The Agriplex at WFD is available as a field hospital and mass vaccination site as long as needed for the health of the community.	
		 Monitor the number of licensed outdoor patios with amplified sound.	P&ED	12/31/23		
		 Monitor the number of private music venues in the City of London.	P&ED	12/31/23		
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.	BIAs	6/30/21	Metrics and Targets were added to the Downtown and Old East Village CIPs in 2021.	Metrics for remaining CIPs will be added in 2021, after baseline data can be collected. Resources have been redeployed to assist with higher priority business support initiatives during the pandemic. New Target End Date is Q2 2022.









Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Implement CIP incentive programs.	BIAs	12/31/23	The Core Area CIP was adopted in 2021 to implement patio and signage grants identified in the Core Area Action Plan. Municipal Council, through the London Community Recovery Network, also established funding for a Recovery Grant to increase funding for property improvements through the five existing main street CIPs. The Recover Grant was approved by Council in 2021.	
		 Report on the State of the Downtown bi-annually.	BIAs	12/31/23	The 2018-2019 State of the Downtown Report was issued in Q1 2021.	
		 Contribute to a fund for property acquisition within Community Improvement Plan areas.	P&ED	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.	Covent Garden Market	12/31/23		-1.9M in sales over period from Nov 2020 to Feb 2021. Covid-19 has had a drastic effect on the sales of our tenants and the Covid-19 restrictions have reduced their ability to operate fully.
		 Maintain level of tenant satisfaction to lower turnover.	Covent Garden Market	12/31/23	Despite a difficult economic time, Covent Garden Market has done everything it can to keep tenants operational through rent forgiveness.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Fill vacancies with the right tenants for long lasting success.	Covent Garden Market	12/31/23	Filled a few of the vacancies with quality tenants who are eager to get started with operations in the Covent Garden Market.	
Increase public and private investment in amenities that attract visitors, a talented workforce and investment	Invest in city building projects.	 Implement Our Move Forward: London's Downtown Plan.	P&ED	12/31/23	<p>Public realm improvements identified in the Downtown Plan continue to be introduced as projects and funding permits. A Downtown streetscape standard has been developed to create a consistent and attractive environment.</p> <p>Development of a Downtown Wayfinding Plan will begin in 2021, after receiving funding through the London Community Recovery Network.</p>	
		 Continue the procurement process for the Old Victoria Hospital Lands.	P&ED	12/31/23	A successful proponent was selected to develop Phase 2 of the Old Victoria Hospital lands.	
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.	 Continue to implement the Council approved policies related to sponsorship and advertising.	NCWS	12/31/23	Continue to pursue sponsorship and advertising opportunities recognizing limited activity during this reporting cycle due to lockdowns and minimal buildings/assets being open.	
		 Continue to implement the Adopt a Park program.	NCWS	12/31/23	Londoners continued to support and showed lots of interest in the Adopt A Park program during the pandemic. Currently undertaking a review of the program guidelines.	
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.	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>Invest and develop job creation opportunities in target markets best suited to match London's key sectors.</p> <p>↑</p>	LEDC	12/31/23	Continuing virtual job fairs, webinars and online channels.	
<p>OUTCOMES</p> <p>London creates a supportive environment where entrepreneurs, businesses, and talent can thrive.</p>						
Increase access to supports for entrepreneurs and small businesses, and community economic development	Revitalize London's Downtown and urban areas.	<p>↑ Support Business Improvement Areas.</p>	P&ED	12/31/23	On track to be completed by 2023.	
		<p>✓ Review Regeneration Tools for Hyde Park area.</p>	P&ED	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.	
		<p>↑ Implement CIP Incentive Programs.</p>	P&ED	12/31/23	Staff continue to process incentives including both loans and grants. In 2020, 17 loans were issued for a total of over \$1.69 million.	
		<p>✓ Complete the Lambeth Area CIP.</p>	P&ED	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.	




Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Develop Metrics and Targets to monitor the performance of CIPs.	BIAs	12/31/20	Metrics and Targets have been added to the Downtown and Old East Village CIPs.	Metrics will be added to the remaining CIPs after baseline data collection has occurred in 2021. New Target end date of Q2 2022.
		 Report on the State of the Downtown bi-annually.	BIAs	12/31/23	The 2018-2019 State of the Downtown Report was issued in Q1 2021.	
		 Invest in BIA's in the multi-year budget.	BIAs	3/31/20	<p>City Staff have established a regular all-BIA meeting to help in sharing information and providing support to BIAs.</p> <p>In early 2021, Municipal Council, through the efforts of the LCRN, provided funding for a Patio Improvement program that will be administered through the BIAs, in partnership with the City.</p>	
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.	LEDC	12/31/23	<p>By analyzing impacts of COVID-19, business services continue to expand to best service emerging needs.</p> <p>Continuing to address infrastructure, workforce and business environment issues.</p>	
		 Foster scale-up activity with existing business and support long-term growth.	LEDC	12/31/23	Continuing providing virtual job fairs, webinars and online channels.	
		 Connect entrepreneurs to share best practices and experiences through programs such as the Founders' Network.	LEDC	12/31/23	Continuing providing opportunities for mentorship, raising capital, workforce and professional development.	




Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Implement the London Music Strategy by providing artist entrepreneurs with performance opportunities.	P&ED	12/31/23	14 virtual performance opportunities created through 7 Revive Live concert broadcasts.	
		 Implement the London Music Strategy by hosting workshops and networking opportunities for artist entrepreneurs.	P&ED	12/31/23	7 music workshops and networking opportunities have been created.	
Increase efficiency and consistency for administrative and regulatory processes	Improve administrative and regulatory processes and by-law requirements to enhance London's competitiveness.	 Prepare BIA creation/expansion manual.	P&ED	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.	P&ED	12/31/20	Staff continue to update educational and marketing materials for financial incentives as programs are revised or created.	
		 Update the Sidewalk Patio Manual for Dundas Place.	P&ED	6/30/21	Staff have been evaluating the 2020 sidewalk patio program to determine changes to be implemented.	
		 Implement a review of existing by-laws with a risk-based protocol focussing on municipal purposes.	P&ED	12/31/23	Vacant building bylaw, pool fence bylaw and property standards bylaw reviewed.	
		 Conduct focused reviews of all major building processes.	P&ED	12/31/23		
		 Implement continuous improvement initiatives for all major building review processes.	P&ED	12/31/23		
		 Enhance current permit processing methods by implementing electronic media for multiple and concurrent reviews of building permit applications.	P&ED	12/31/22	Exclusive digital building permit application process, permitting concurrent reviews.	




Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Improve capacity to engage the community and perform a regulatory role in the review of development applications.	P&ED	12/31/23		
		 Conduct focused reviews of all major development review processes.	P&ED	12/31/23		
		 Implement continuous improvement initiatives for all major development review processes.	P&ED	12/31/23		
		 Rezone the Hamilton Road Corridor to streamline approval processes.	P&ED	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.	P&ED	12/31/21	This project is on track to begin in 2021.	
		 Remove Priority Listings from the Heritage Register.	P&ED	3/31/19	Priority levels were removed from the Register in 2019 to clarify the equal importance of reviewing all potential heritage assets.	
		 Heritage Alteration Permit Process Review.	P&ED	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.	P&ED	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.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
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.	P&ED	12/31/23	Workshops continue to occur virtually.	
		 Engage internal stakeholders to identify and complete customer journeys.	P&ED	12/31/23		
		 Create awareness of the Service London Business Hub.	P&ED	12/31/23		
		 Communicate business success stories to Londoners.	P&ED	12/31/23		
		 Create awareness of online resources for businesses.	P&ED	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.	P&ED	12/31/21	A review and update is on track to be completed in 2021.	
		 Continue to develop, market and sell industrial land.	P&ED	12/31/23		
		 Support existing and potential industrial clients to create and sustain jobs.	P&ED	12/31/23		
		 Help existing and potential industrial clients to grow the tax base.	P&ED	12/31/23		
		 Invest in the maintenance and acquisition of industrial land in strategic locations.	P&ED	12/31/23		





Creating a Safe London for Women and Girls




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.						
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment	Apply a three pillared framework (legislation, public awareness, and funded services) in policy and by-law development.	 Develop a three pillared framework (legislation, public awareness, and funded services) through research, consultation and engagement.	CMO	9/30/21	The City and the London Coordinating Committee to End Woman Abuse (LCCEWA) continue to collaborate on this action. 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. In Q2, Q3 2021, the City and LCCEWA will be working to review and update the City's Gender Equity Lens to ensure that it reflects the principles of the Three Pillared Framework and that it incorporates updated data and case studies about women and girls and the intersections of identity.	
		 Present draft three pillared framework to Council.	CMO	9/30/21		
		 Implement three pillared framework for public awareness.	CMO	12/31/21		

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	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.	 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.	CMO	9/30/20	Civic Administration continues to find opportunities to ensure that women and girls with lived experience are included in the development of policies, by-laws, and programs that affect them. For example, the process for updating the City's Gender Equity Lens includes the engagement of women and girls with lived experience. Further, the Safe Cities London Advisory Committee has an action team that is working to build a toolkit to assist organizations in our community to integrate the use of GBA+ and other tools in policy development related to public spaces. A key element of this action is ensuring that our engagement processes reflect an intersectional and Trauma and Violence Informed Care approach that creates meaningful opportunities for women and girls with lived experiences to share their experiences.	This is an ongoing annual activity. It is recommended that the end date be updated to be 12/31/2023.
		 Implement action plan.	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	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.	ES	12/31/19		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Implement Respectful Workplace Policy.	ES	12/31/23	<p>Since the Respectful Workplace Policy has come into effect several steps have been taken: dedicated intranet site for quick reference to policy, process and supports available; Respectful Workplace Ombudsperson available as a neutral third party; training video regarding the policy and tools to assist managers. Communication Roll Out for Respectful Workplace was delayed due to COVID-19 and Civic Administration is working on finalizing a plan to refresh employees about what a Respectful Workplace looks like and the supports available.</p>	
		 Update Template for Annual Report to City Council and update metrics.	ES	12/31/20		
		 Annual Report to City Council.	ES	12/31/23	<p>The new template for the Annual Report was submitted in June. Some of the changes to the annual report include: providing information for the types and number of complaints as well as allegations received, along with whether the complaint was formally or informally resolved, whether positive findings were made and if the complaint was resolved within the timeline set out in the policy.</p>	





Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
<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>Implement mandatory comprehensive training on male violence against women and girls in their intimate relationships; sex trafficking, workplace and sexual harassment; non-state torture; and sexual violence for all City employees and encourage all London's agencies, boards and commissions to also implement the training.</p>	<p>✓ Review current "I Step Forward" and "It Starts with Me" training to update the intimate partner violence and sexual violence sections and include sex trafficking and non-state torture.</p>	ES	12/31/20	<p>I Step Forward Training program was updated to include male violence against women and girls in their intimate relationships; sex trafficking, non-state torture and sexual violence. The revised program was shared with external stakeholders for their feedback.</p>	
		<p>↑ Deliver updated "I Step Forward" and "It Starts with Me" training.</p>	ES	12/31/21	<p>145 employees participated in the 'I Step Forward' program in 2020.</p> <p>Scoping is underway to complete an intersectional review of this training program in 2021.</p> <p>An introduction to the 'I Step Forward' training program is a mandatory component of the Corporate Orientation Program.</p> <p>In Q4 2020, a Creating a Safe London for Women and Girls introductory module was launched with 1,230 employees participating in this training.</p>	<p>While training was provided to 145 employees in 2020, in-person training for the 'I Step Forward' program did not occur in 2020 due to the impacts of COVID.</p> <p>Training for the 'I Step Forward' program will be resumed in Fall 2021.</p>
		<p>✓ Develop Respectful Workplace training which will include training on the updated Respectful Workplace Policy and Workplace Culture.</p>	ES	3/31/20		
		<p>✓ Deliver Respectful Workplace training.</p>	ES	3/31/20		
		<p>↑ Deliver enhanced Respectful Workplace Training.</p>	ES	12/31/23	<p>Scoping is underway to complete an intersectional review of this training program in 2021.</p>	



Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
<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>Increase the number of women in senior management positions and other positions of power.</p>	<p> Develop a Mentorship Program for women.</p>	<p>CMO ES</p>	<p>3/31/21</p>		<p>The development of a Mentorship Program for women is in progress, however, it has not been completed. This Program is directly linked to the review and update of the Succession Plan with a gender equity lens and should be completed in collaboration with the new Anti-Racism and Anti-Oppression Division. Recommended new end date: 12/31/2021.</p>
		<p> Implement Mentorship Program.</p>	<p>CMO ES</p>	<p>12/31/23</p>		
		<p> Review and update current Succession Plan with gender equity lens.</p>	<p>CMO ES</p>	<p>12/31/21</p>		
		<p> Implement Updated Succession Plan.</p>	<p>CMO ES</p>	<p>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	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.	LTC	12/31/23		
		 Develop a sustainable business plan with LTC to support affordable transit programs for Londoners and submit through the Multi-Year Budget process.	LTC NCWS	3/31/20		
		 Implement a sustainable business plan with LTC to support affordable transit programs for Londoners.	LTC NCWS	12/31/23		





Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
<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>Work together with City of London Housing Services, Housing Development Corporation, London-Middlesex Housing Corporation to build more accessible and safer housing options for women and girls.</p>	<p>↑ Through consultation and enhanced partnership with local VAW agencies, discuss current discrimination that impacts women and girls from accessing affordable housing.</p>	SHD	12/31/23	<p>Housing service areas (Housing, Homeless Prevention, Housing Development Corporation, London Middlesex Community Housing) have been working with the London Coordinating Committee to End Woman Abuse (LCCEWA) on identifying strategic housing actions to address discrimination. The LCCEWA have formed a working group of their committee members to focus on this work in which housing service area reps actively participate in. LCCEWA's working group has developed a strategic framework that includes: Legislation, Public Education, and Funding.</p> <p>In addition, Housing Services', through our City Studio participation, fostered a connection with Brescia College and the membership of LCCEWA to connect community leaders working with the local violence against women sector to meet with undergraduate students to discuss the homeless prevention and housing system. This research will be used to support recommendations to senior leaders to help improve the current system as well as contribute to the student's course completion.</p>	
		<p>↑ Develop an action plan to address the current discrimination faced by women and girls trying to access affordable housing.</p>	SHD	12/31/23	<p>The City and the London Coordinating Committee to End Women Abuse (LCCEWA) continue to develop an action plan that specifically addresses the discrimination faced by women and girls trying to access affordable housing.</p>	
		<p>↑ Connect with the VAW agencies annually to update action plan as needed.</p>	SHD	12/31/23	<p>Workplan will be reviewed annually once developed.</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	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.	SHD	12/31/23	ANOVA is currently funded to support women to achieve housing stability through the rapid housing program for women matched by the coordinated access system.	
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.	SHD	12/31/23	Accomplishments are the same as noted under the strategy of Working together with City of London Housing Services, Housing Development Corporation, London-Middlesex Community Housing to build more accessible and safer housing options for women and girls.	
		↑ Develop an action plan to address the current discrimination faced by women and girls trying to access affordable housing.	SHD	12/31/23	The City and the LCCEWA continues to develop an action plan that specifically addresses the discrimination faced by women and girls trying to access affordable housing.	
		↑ Connect with the VAW agencies annually to update action plan as needed.	SHD	12/31/23	Workplan will be reviewed annually once developed.	

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	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.	LPS	6/30/20		
		 Refer Persons at Risk (history/risk of survival sex work/trafficking) to Street Level Women at Risk (SLWAR) when intake is available.	LPS	12/31/21	The purpose of the LPS Persons at Risk (PAR) program is to reach out to women who are involved in the sex trade on the street whose lives are in danger. As of Dec 2020, the Coordinator provided support to almost approximately 139 women in our community. The PAR Coordinator works closely with the City of London's Street Level Women at Risk (SLWAR) program and referred 16 of these women to this program.	
		 Collaboratively work with local agencies to work towards solutions for Persons at Risk (history/risk of survival sex work/trafficking).	LPS	12/31/21	The LPS Persons at Risk Coordinator continues to work with close to 20 local agencies to work towards solutions for Persons a Risk.	
		 Collaboratively work with local agencies to assist trafficked women to exit their situation and to prosecute those responsible.	LPS	12/31/21	The LPS Human Trafficking Unit continues to work with close to 10 local agencies to assist trafficked women to exit their situation and to prosecute those responsible.	



Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 <p>Work with neighbouring police services to combat Human Trafficking across jurisdictions.</p>	LPS	12/31/21	<p>During 2020, the LPS participated in a multi-agency HT project. The HT Project resulted in seven people charged with 32 criminal offences, including crimes such as advertising or offering sexual services, obtaining a material benefit from sexual services and laundering the proceeds of crime.</p>	
<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>Investigate signing the Global Every Woman Treaty and encourage AMO, FCM, other provincial associations, the governments of each province and the federal government to do the same.</p>	 <p>Investigate Global Every Woman Treaty.</p>	CMO	6/30/20	<p>Research on the Global Every Women Treaty has been completed.</p>	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p> Develop advocacy strategies regarding Global Every Woman Treaty.</p>	CMO	12/31/20		<p>Additional time is required to work with the sector to create a new advocacy strategy for the Global Every Woman Treaty. Civic Administration continues to actively work to integrate a focus on creating a safe London for women and girls into all strategic advocacy opportunities. Recommended new end date: 3/31/2022.</p>
		<p> Support advocacy regarding the Global Every Woman Treaty with AMO, FCM and other provincial associations, the governments of each province and the federal government.</p>	CMO ES	6/30/23		
<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>Include male violence against women and girls in discussions and decisions made at the Town and Gown Committee.</p>	<p> Include male violence against women and girls as a standing item on the Town and Gown Committee agenda.</p>	CMO	12/31/23		






Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Update the Town and Gown Committee on community initiatives, such as UN Safe Cities Initiative, addressing male violence against women and girls.	CMO	12/31/23		
		 Recognize the safety of women and girls in preparing operational plans involving near-campus issues.	P&ED	12/31/23	Ongoing with specific operational plans led by LPS in partnership with City agencies and departments and in collaboration with post-secondary administration and student unions.	
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.	NCWS	8/30/19		
		 Support organizations to apply for the London Community Grants Program and other municipal funding opportunities.	NCWS	12/31/23	<ul style="list-style-type: none"> • Launched the 2021 Innovation and Capital application on March 1, 2021. • Received 51 applications in total; 15 Capital and 36 innovation. • Increased targeted outreach to community and implemented a number of policy changes to align funding to better support anti-Black racism, anti-Indigenous racism, anti-oppression, diversity, inclusion and equity. • Represents a 96% increase in applications from 2020. 	




Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p>✓ Support Anova to complete UN Safe Cities Interim Report.</p>	CMO	9/30/20	<p>The United Nation's Safe Cities and Safe Public Spaces Scoping Study was completed from July 1 to December 31, 2018. Analysis of the data collected through the scoping study was completed by the community-led Safe Cities London Advisory Committee over the course of 2019. The Scoping Study examines the incidence of sexual violence in public spaces in London (where, what, who, when), the factors women, girls nonbinary and trans individuals, and survivors reported affected their sense of safety, and local and national trends.</p>	
		<p>✓ Support Anova in completion of final draft scoping study and next steps to Council for consideration.</p>	CMO	12/31/20	<p>An update on Safe Cities London was provided to the Community and Protective Services Committee on March 2, 2021. This included an update on the work to date of the Safe Cities London Advisory Committee, including the development of the 2021-2024 Safe Cities London Action Plan. The development of the Action Plan was an intensive, collaborative process led by the Safe Cities London Advisory Committee. It establishes a vision for London as a 'safe city where women, girls, nonbinary and trans individuals, and survivors access public spaces and freely participate in public life without fear or experience of sexual violence.' It also establishes three areas of focus (Social Norms, Policy and Practice, Collaboration) as well as outcomes, expected results, strategies and initial actions for each.</p>	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p>↑ Support Anova in the implementation of next steps as outlined in UN Safe Cities Interim Report.</p>	CMO	12/31/23	<p>The Safe Cities London Action Plan outlines a number of actions in relation to the areas of focus (Social Norms, Policy and Practice, Collaboration). The Safe Cities London Advisory Committee, co-chaired by Anova and the City of London, has established a number of action teams focused on the following actions in 2021: 1) design, implement, and amplify bystander education and intervention training programs in bars/clubs, public transportation, and post-secondary institutions; 2) integrate the use of GBA+ in policy development; 3) identify community partners to engage in this work; and, 4) create an online resource that outlines bus safety protocols in partnership with London Transit Commission.</p> <p>Civic Administration is also working to ensure that intentional connections are built between the work of Safe Cities and other programs and plans such as the Core Area Action Plan and the Community Safety and Wellbeing Plan.</p>	
		<p>↑ Pending Council direction, support implementation of UN Safe Cities Initiative.</p>	CMO	12/31/23		
<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>Commit to applying a trauma and violence-informed lens to strategic plan for the City of London, ensuring that an intersectional approach is applied to address violence against women and girls in our community</p>	<p>↑ Develop Trauma and Violence Lens.</p>	CMO	9/30/21	<p>The City and the London Coordinating Committee to End Woman Abuse are collaborating to identify promising practices and develop a guide for the application of Trauma and Violence-Informed Care.</p>	







Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Deliver Trauma and Violence Lens training to employees involved in the review and development of policies and procedures.	CMO	6/30/23		
		 Apply Trauma and Violence Lens to implementation of Council's 2019-2023 Strategic Plan.	CMO	12/31/23		









Leading in Public Service


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.	ES	6/30/21	Staff have created a framework for the Strategy, and will be launching a public engagement process in the summer.	A new target end date of 12/31/2021 is being suggested due to the impacts of COVID-19.
		 Implement the Corporate Communications Strategy.	ES	12/31/23		
		 Develop and deliver a media relations training module.	ES	12/31/23	The media relations module was developed and pilot sessions were conducted prior to COVID-19. Virtual 1-1 training has continued throughout the pandemic; in person training will not resume until it is safe to do so.	
		 Establish and facilitate an internal public engagement forum.	ES	12/31/23	The internal public engagement forum has continued. Work has focused on developing and sharing best practices for virtual engagement, and on fully leveraging the functionality of the City's online engagement platform.	
		 Create a standardized survey to measure resident satisfaction with public engagement.	ES	12/31/23		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Complete a City Planning Outreach and Education Strategy.	P&ED	12/31/21	Significant work has been done to research best practices for planning consultation, as well as a number of conversation with stakeholders. City Studio courses are engaged to create components of a toolkit for planners to better engage with the public in both digital and traditional ways.	
		 Implement the City Planning Outreach and Education Strategy.	P&ED	12/31/23	Staff have pivoted engagement to try out various online tools and techniques.	
		 Continue to develop and implement enhanced or targeted engagement strategies for London residents to support the Neighbourhood Decision Making Program.	NCWS	12/31/23	Exploring options to implement the Neighbourhood Decision Making Program virtually including opportunities to submit ideas online or by phone and working with partners to provide access to computers to vote online.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p>↑ Develop and implement a comprehensive engagement strategy for the Multi-Year Budget and annual updates.</p>	FS	12/31/23	<p>Due to the COVID-19 pandemic, public engagement opportunities for the 2021 Annual Budget Update had to be modified due to social distancing restrictions. However, a variety of public engagement mechanisms were used:</p> <ul style="list-style-type: none"> • Social media campaign; • Digital advertising, radio advertising on three local stations & advertising in local publications (in multiple languages); • Digital newsletters – City of London e-newsletter; BIA newsletters; • Budget handout through Ontario Works cheque mail-outs; • All budget materials posted on london.ca/budget & GetInvolved.London.ca; copies at all open library branches; • Public Participation Meeting; • Support for virtual Councillors’ ward meetings; • Provided materials to support Councillors’ engagement activities as requested; • Presentations to Council Advisory Committees as requested. 	
		<p>↑ Partner with community organizations for enhanced engagement through the Multi-Year Budget process.</p>	FS	12/31/23	<p>Due to the COVID-19 pandemic, in-person public engagement opportunities for the 2021 Annual Budget Update were limited. However, virtual meetings were held with representatives from community groups such as Women & Politics, Urban League and London Environmental Network.</p>	
<p>Improve public accountability and transparency in decision making</p>	<p>Measure and publicly report on corporate performance.</p>	<p>↑ Compile and submit data for defined measures.</p>	CMO	12/31/23		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Update actions and metrics identified in Council's Strategic Plan.	CMO	12/31/23	The May Semi-Annual Progress report (provides updates on the actions undertaken to advance Council's Strategic Plan) and the 2020 Performance Report (answers the question 'Did we do what we set out to do') will be presented at the July 28, 2021 Strategic Priorities and Policy Committee meeting.	
		 Communicate annual citizen perceptions of service delivery, and municipal accomplishments, to the public.	CMO	12/31/23	The 2021 Annual Citizen Satisfaction Survey will be conducted in Fall 2021.	
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.	CMO	12/31/19		
		 Launch City data in a visual and user friendly format.	CMO	12/31/19		
		 Identify and approve new datasets for release.	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.	
		 Survey community to prioritize datasets for release.	CMO	12/31/23	Through the CityStudio program, in 2020 Fanshawe students completed a literature review of best practices in open data management. The findings of this review will be used to help inform future releases. Civic Administration also monitors best practices in the sector to determine opportunities to enhance the open data portal.	








Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
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.	 Deliver training sessions - Intercultural Competency Program to City of London Employees.	CMO	12/31/23		
		 Actions to be developed in partnership with Indigenous peoples, including local First Nations.	CMO	12/31/23	Staff have begun the process of regular reporting on actions taken in response to the Truth and Reconciliation Commission recommendations. As well, the City and N'Amerind Friendship Centre entered into a Memo of Understanding to strengthen their working relationship. In addition, the City joined municipalities across the Province to participate in the AMO Memo of Understanding with the Ontario Federation of Indigenous Friendship Centres.	
		 Implementation of reconciliation plan.	MLHU	12/31/23		
		 Health equity staff capacity building.	MLHU	12/31/23		
		 Hire an Indigenous Relations position.	CMO	12/31/20	Recruitment completed Q1 - 2021.	
		 Develop an internal mechanism to identify and track City-led initiatives supporting reconciliation.	CMO	12/31/20		
		 Support London's representatives on the boards of various municipal associations.	ES	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	Promote London's intergovernmental priorities through Municipal Associations.	 Develop 2019-2023 Strategic Advocacy Framework.	ES	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.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Implement 2019-2023 Strategic Advocacy Framework.	ES	12/31/23	The Strategic Advocacy Framework was completed and was approved by Council in May, 2021.	

Strategy Alignment




Leading in Public Service



Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
OUTCOMES						
Londoners experience exceptional and valued customer service.						
<p>Increase community and resident satisfaction of their service experience with the City</p>	<p>Create new and/or enhance opportunities for residents and neighbourhood groups to engage on program and service needs.</p>	<p>↑ Continue to support Neighbourhood Hubs by ensuring community centres are safe and welcoming spaces where people can gather and connect, and used as access points for information.</p>	NCWS	12/31/21	<p>Implemented a number of COVID-19 protocols to ensure the safety of our staff and customers.</p> <p>Strong registration and positive feedback from customers indicate they feel safe returning to our community centres:</p> <p>"The cleaning and sanitizing were incredible, and every employee took their jobs seriously. I think the city did a fabulous job... It was an all around well thought out process."</p>	
		<p>↑ Continue research and engagement to identify new and emerging program trends.</p>	NCWS	12/31/23	<p>Between September 2020 and March 2021 researched new recreation program trends through engagement with other municipalities via an online questionnaire.</p> <p>Engagement was done through weekly monitoring of recreation trends across North America, particularly around new Covid-safe initiatives such as virtual programming models to ensure relevant and innovative programs are being offered.</p> <p>From among 30-40 municipalities polled, results were mixed and range from total cancellation to virtually no restrictions.</p>	



Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Increase resident awareness and marketing of parks, recreation, and sport opportunities and information.	NCWS	12/31/23	<p>Utilized outdoor space at various community centres (e.g. bulletin boards and electronic signage) to advertise our services and programs.</p> <p>If summer events run in 2021, will leverage the opportunity to engage with both current users and non-users around what we have to offer and seek feedback on programs they would like to see introduced in the future.</p>	
Increase responsiveness to our customers	Research and respond to emerging planning trends and issues.	 Report on and respond to legislative changes.	P&ED	12/31/23	2020 reports included Bill 197 information update and an overview of the new Provincial Policy Statement.	
		 Report on and recommend action for emergent planning issues.	P&ED	12/31/23	Staff continue to monitor planning trends and issues, while the focus in 2020 was on the impacts of Covid-19.	
Increase responsiveness to our customers	Streamline customer intake and follow-up across the corporation.	 Continue to develop customer service training initiatives.	ES	12/31/23		
		 Develop survey strategy for relevant customer service counters.	ES	12/31/23		
		 Track service request planned completion data in Dynamics CRM.	ES	12/31/23	Service London continues to track planned completion date associated with CRM records. Any service requests added to the CRM platform now require a planned completion date.	
		 Monitor and Report outcome measures to the Ministry of Children, Community, and Social Services.	SHD	12/31/23	Target for this year is 85%, currently 93% of eligible Ontario Works clients have an active outcome plan.	End date for this target has been changed to 12/31/2023 as this continues to be a performance expectation with the ministry.





Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p>↑ Monitor and update Ontario Works service delivery model.</p>	SHD	12/31/23	<p>In 2020, 92% of clients calling the Ontario Works Intake line received service within five minutes.</p> <p>In 2021, we are currently at 97% of clients receiving service within five minutes.</p>	
		<p>↑ Implement continuous improvement initiatives for all major development and building permit review processes.</p>	P&ED	12/31/23		
Increase efficiency and effectiveness of service delivery	Implement customer service standards.	<p>↑ Monitor and track Service Request Records.</p>	ES	12/31/23	<p>Service London is developing a comprehensive dashboard that will highlight service requests that are open past their planned completion date. This report will enable service areas to flag requests that have lapsed and help improve compliance and closing the loop with residents.</p>	
		<p>↑ Increase awareness of customer service information and standards.</p>	ES	12/31/23		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
<p>Increase efficiency and effectiveness of service delivery</p>	<p>Conduct targeted service reviews.</p>	<p>↑ Conduct targeted zero-based budget reviews annually.</p>	<p>FS</p>	<p>9/30/23</p>	<p>While 8 zero-based reviews were planned for 2020, 4 reviews were completed, of which 3 resulted in identified savings that were incorporated as budget amendments in the 2021 Budget Update approved by Council on January 12, 2021.</p>	<p>Due to the onset of COVID-19 and the need to dedicate resources to monitoring and reporting on the financial impacts of the pandemic, less time was able to be dedicated to zero-based reviews in 2020. It is anticipated that reviews will resume in 2021, subject to the return to more normal operations.</p>
		<p>↑ Conduct targeted additional reviews annually.</p>	<p>FS</p>	<p>12/31/23</p>	<p>During this reporting period, Finance staff have been focused on developing the 2021 Annual Budget Update, completing year-end activities and compiling the Year-end Operating and Capital Budget Monitoring reports, inclusive of the financial impacts of COVID-19 on the City's 2020 and 2021 budgets.</p>	<p>Due to the impacts from COVID-19, no further reviews have been completed during this reporting period. However, it is anticipated that reviews will recommence in the spring/summer of 2021.</p>

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Update Council on the service review program through the annual Service Review Update report.	FS	12/31/23	As the focus of 2020 was on navigating the financial impacts of COVID-19, and because budget reductions totaling \$40M were already included in the approved 2020-2023 Multi-Year Budget, a Service Review Update report was not completed for 2020. It is anticipated that the next service review update report will be brought forward in September 2021.	
Increase efficiency and effectiveness of service delivery	Promote and strengthen continuous improvement practices.	 Implement Continuous Improvement Framework.	CMO	12/31/23	The Continuous Improvement (CI) framework including the City's CI vision, mission, values and communication plan have been successfully implemented. Roles and responsibilities, key performance indicators and a governing CI Team have been formed to support the City as it matures along its continuous improvement journey.	
		 Provide City of London staff with knowledge, tools and resources to build and support a culture of continuous improvement.	CMO	12/31/23	Since 2019, 287 employees have received formal training with various levels of Lean. During 2020, the Innovation and Continuous Improvement Team leveraged virtual tools and delivered online training to employees. The ability to facilitate online learning has allowed us to reach out to a larger number of participants interested in Lean knowledge.	





Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 <p>Improve corporate processes through Continuous Improvement practices such as rapid improvement events, team huddles and green belt projects.</p>	CMO	12/31/23	<p>Since 2019, 20 rapid improvement events have been completed with 137 employees participating in these events. These team events are structured and facilitated for a measurable outcome either qualitative or quantitative. Examples include: Site Plan re-submissions and digital submissions, ITS incident requests and Parks and Recreation workplace organization.</p>	
		 <p>Review existing processes within Finance that may be informed by annual reporting and annual financial system upgrades.</p>	FS	9/30/23	<p>Process reviews completed during this reporting period include:</p> <ul style="list-style-type: none"> • Development of accessible (AODA compliant) budget documents for the 2021 Budget Update approved by Council on January 12, 2021. • Accelerated the Business Improvement Areas' budget process to avoid the need for advance payments and subsequent follow-up reconciliations. • Tracking of Community Improvement Plan loans was automated in the City's financial system to enhance accuracy and reporting capabilities. • Updating financial statement reporting from a manual spreadsheet driven process to an application (automated) based tool that allows for improved document management, issue tracking with enhanced importing and exporting functionality along with real time team collaboration. 	





Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p> Update and operationalize process improvements.</p>	FS	12/31/23	<p>Finance along with People Services have stream lined and automated the annual OMERS reporting and reconciliation process. Supply Services also initiated "curbside pickup" at operation locations. Further the processes that were identified as being reviewed; financial statement reporting, Business Improvement Areas' budget process, and accessible budget documents, have been implemented too.</p>	
		<p> Support internal and external customers to complete continuous improvement projects.</p>	CMO	12/31/23	<p>Since 2019, 343 improvements have been implemented throughout the corporation. These improvements range from simple where changes can be immediately implemented to larger Rapid Improvement Events that involve larger teams and a more in depth look at a process or service. The Innovation & Continuous Improvement team was able to use our existing Continuous Improvement (CI) Ticket program to capture and highlight pandemic improvement stories, recognizing the great work teams have done to adapt during these unprecedented times.</p>	
<p>Increase efficiency and effectiveness of service delivery</p>	<p>Demonstrate leadership and accountability in the management and provision of quality programs, and services.</p>	<p> Report the results of satisfaction with City services to Council annually.</p>	CMO	9/30/23	<p>The 2021 Annual Citizen Satisfaction Survey will be conducted in Fall 2021.</p>	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Participate in national benchmarking initiative.	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 2020 data collection and continue to collaborate with colleagues throughout the MBNC network.	
		 Include "customer service objective" as a component of individual performance plans.	ES	12/31/23		
		 Train employees on Continuous Improvement practices.	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 employees the opportunity to sign-up for White Belt and Yellow Belt certifications. Throughout the COVID-19 pandemic we have been able to continue to offer training and C.I improvements virtually for Service Areas and employees. The online training has been improved to include check-ins and touch points with participants as they complete their training. It is important to note that this new format of training is self-paced and totally paperless.	
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.	FS	12/31/19	A business case to develop new administrative space and consolidate occupancy through the implementation of a master accommodation plan was approved by Council with the 2020-2023 Multi-Year Budget on March 2, 2020.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p>↑ Update the Master Accommodation Plan taking into account the potential for alternate work strategies and long term impacts on work space requirements resulting from COVID-19.</p>	FS	12/31/21	With the impact of COVID-19, Council directed Civic Administration to initiate an update of the Master Accommodation Plan to explore potential alternative work strategies and determine whether these strategies could impact the amount of space required for City staff to deliver services over the long term. The process to update the Master Accommodation Plan is currently underway and is anticipated to be completed in Q3 2021 and will be brought forward to Committee for direction.	
Increase efficiency and effectiveness of service delivery	Improve animal welfare by encouraging more animal adoption.	<p>↑ Foster partnerships with individuals and community groups to enhance adoption opportunities for companion animals.</p>	P&ED	12/31/23		
Increase efficiency and effectiveness of service delivery	Improve residents' satisfaction with winter road and sidewalk maintenance.	<p>↑ Execute winter maintenance level of service.</p>	E&I	6/30/23	Winter maintenance implemented as per approved policies and budgets.	
		<p>↑ Implement communications and education related to service levels.</p>	E&I	6/30/22	Communications updated in conjunction with new website creation.	
Reduce barriers to access city services and information	Enhance collaboration between Service Areas and community stakeholders to assist residents to access services and supports.	<p>↑ Develop and implement processes for better information sharing across Service Areas; including tracking cross functional teams, and tools for collaboration.</p>	CMO	12/31/23	<p>Examples of collaborative and cross-functional teams that have a shared responsibility to own and address city-wide issues and challenges include: COVID-19 Working Group, Core Area Action Plan, Housing SWOT team, to name but a few.</p> <p>The establishment of Deputy City Managers through the 2021 Restructure introduced an intentional commitment to shared accountability and enterprise wide leadership.</p>	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p>↑ Track and update Social Services / Housing training tracking report.</p>	SHD	12/31/23	We have committed to six staff training sessions related to mental health, addictions, cultural competency and community resources. Targets met for 2020 and in Q1 2021, one session has been completed.	
		<p>↑ Participate in annual inter-departmental initiatives to enhance customer service.</p>	SHD	12/31/23	Neighbourhood Strategic Initiatives & Funding, Housing Stability Services and Discretionary Benefits participated in a cross-service area initiative of “Free Internet” to low-income Londoners. Life Stabilization (OW) also collaborated with Neighbourhood and Community Wide Services to provide OW clients with the option of repaying overpayments through EFT.	The end date has been changed to 12/31/2023 to reflect that this is an annual activity.
Reduce barriers to access city services and information	Implement the 2018 to 2021 Multi Year Accessibility Plan.	<p>↑ Annual Status Updates.</p>	ES	12/31/19	2019 annual status report completed.	
		<p>↑ Accessibility Compliance Report.</p>	ES	12/31/23	2019 annual Accessibility Compliance Report completed and submitted to the Province of Ontario. The next required Compliance Report will be filed in 2021.	
		<p>↑ Develop 2022 - 2025 Multi Year Accessibility Plan.</p>	ES	12/31/21		
		<p>↑ Implement 2022 - 2025 Multi Year Accessibility Plan.</p>	ES	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.	NCWS ES	12/31/23	<p>Provided automated calling to other service areas of the organization who needed rapid communication with clients or family members i.e. Dearness Home.</p> <p>Counter service was put on hold as a result of the pandemic and efforts have been focused on enhancing online opportunities.</p>	
		 Engage internal stakeholders in translating tools and resources.	ES	12/31/23		
		 Continue to implement Service London initiatives.	ES	12/31/23	<p>Service London continues to work across the organization on various customer service initiatives. These include improvements to Service London Contact Centre system integrations and intake processes, improved alignment with operational areas, CRM enhancements including the addition of new business units and initial work to deploy a web-facing version of CRM, channel strategies and customer service governance.</p>	
		 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.	ES	12/31/23	<p>The Service London Portal has been featured more prominently on the City of London website which is enabling residents to directly submit requests for service. Civic Administration is in the process of developing a customer feedback survey to better understand the effectiveness of the portal which we will leverage to drive improvements.</p>	





Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Develop a policy for use of digital billboards and promote their availability.	ES	12/31/23	Access to digital billboards continues to extend the reach of City and community-based messaging and content to Londoners. Some local community groups as well as community partners have also used them for promotional purposes.	
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.	ES	12/31/23	ITS has successfully completed 21,246 service requests and incidents essential to the delivery of public service in the City of London from January 1 to December 31, 2020.	
		 Perform tens of thousands of tasks annually resulting in the successful delivery of a managed computing environment.	ES	12/31/23	ITS has successfully completed 35,274 tasks for service requests and incidents essential to the delivery of public service in the City of London from January 1 to December 31, 2020.	
		 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.	ES	12/31/23	ITS has provided exceptional customer service; surpassing the established 98% customer satisfaction target.	

Strategy Alignment




Leading in Public Service





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>	<p>CMO ES</p>	<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 include: 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 oppressions; and, proactively take 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 has begun to improve metrics that will be reported through the 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 Division.</p>	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		↑ Develop and Finalize updated 2021 to 2026 Equity and Inclusion Plan .	CMO ES	9/30/21		
		↑ Implement updated 2021 to 2026 Equity and Inclusion Plan.	CMO ES	12/31/26		
Attract and retain a talented workforce	Develop and implement a People Plan.	✓ Develop and Finalize People Plan and Metrics.	ES	12/31/20	The People Plan has been finalized and now working on communicate to employees, the implementation plan and roll out.	
		↑ Implement People Plan.	ES	12/31/23		
Maintain a safe and healthy workplace	Develop and implement a People Plan.	✓ Develop and Finalize People Plan and Metrics.	ES	12/31/20	The People Plan has been finalized and now working on communicate to employees, the implementation plan and roll out.	
		↑ Implement People Plan.	ES	12/31/23		
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.	FS	6/30/23	The City's external audit for the 2019 year end was completed in September 2020, and the external audit for 2020 year end is targeted to be completed in June 2021.	
		↑ Support internal auditors in executing the internal audit plan.	FS	12/31/23	Eleven (11) internal audits have been completed to date of which six (6) relate to the 2019 internal audit plan, and five (5) relate to the 2020 internal audit plan. Currently fieldwork is being undertaken on two (2) activities.	





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	Continue to ensure the strength and sustainability of London's finances.	 Complete annual review process by Moody's Investor Services.	FS	12/31/23	The 2021 Moody's review of the City's credit rating will be conducted in summer 2021.	
		 Develop and approve the 2020-2023 Multi-Year Budget and annual updates.	FS	3/31/23	The 2021 Annual Budget Update was approved by Council on January 12, 2021, noting that the 2021 tax levy increase was reduced from the originally forecasted 4.4% to 3.4%.	
		 Implement the Corporation's approved financial policies.	FS	12/31/23	Review of the Corporation's financial policies was completed in March 2021 in accordance with the Policy for the Establishment and Maintenance of Council Policies. Adherence with the policies will continue to be monitored on an ongoing basis.	
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.	FS	12/31/23	Review of the Corporation's Special Projects & New Initiatives category of reserves & reserve funds (inclusive of target balances) is ongoing and is scheduled to be brought forward for Council review and approval in summer 2021.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
<p>Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term</p>	<p>Maximize investment returns, adhering to the City's investment policy.</p>	<p>↑ Implement and monitor the City's investment strategy.</p>	FS	12/31/23	<p>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. While 2020 required limited implementation of this strategy due to the need to maintain liquidity as a result of the COVID-19 pandemic, it is anticipated that further implementation will occur in 2021. Further details on the strategy will be included in the annual Investment Report in July 2021.</p>	
		<p>↑ Update Council on investment performance through the annual Investment Report.</p>	FS	9/30/23	<p>The 2021 Investment Report will be brought forward to committee in July 2021.</p>	
<p>Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term</p>	<p>Review and update the City's financial strategic planning, principles, and policies.</p>	<p>↑ Review the Corporation's financial policies annually.</p>	FS	6/30/23	<p>The Corporation's financial policies continue to be reviewed annually, and adherence with those policies is monitored on an ongoing basis.</p>	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p> Update the Corporation's Strategic Financial Plan.</p>	FS	12/31/22	<p>Some of the foundational work (originally anticipated to be completed in 2020) required for the update of the Strategic Financial Plan was deferred due to other priority work related to monitoring and responding to COVID-19 financial impacts. Foundational elements for the update of the Strategic Financial Plan, including review of the Debt Management Policy and the City's internal debt cap (among others), are anticipated to be completed in 2021. The compilation and review of the remainder of the Strategic Financial Plan is now anticipated to occur in 2022, in advance of the development of the 2024-2027 Multi-Year Budget.</p>	
<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>	FS	3/31/23	<p>The 2021 Annual Budget Update was approved by Council on January 12, 2021, noting that the 2021 tax levy increase was reduced from the originally forecasted 4.4% to 3.4%.</p>	
		<p> Regularly monitor budget performance through the semi-annual Operating and Capital Budget Monitoring Reports.</p>	FS	12/31/23	<p>Semi-annual operating and capital budget monitoring reports were completed, with the 2020 Year-end Operating and Capital Monitoring reports presented to the Strategic Priorities and Policy Committee on April 27, 2021, inclusive of a comprehensive update on the City's 2020 and projected 2021 COVID-19 financial impacts.</p>	

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.	FS	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. With the approval of the 2021 Annual Budget Update, the Corporation remains approx. \$850,000/year below this debt cap.	
		 Develop and approve the 2020-2023 Multi-Year Budget and annual updates.	FS	3/31/23	The 2021 Annual Budget Update was approved by Council on January 12, 2021, noting that the 2021 tax levy increase was reduced from the originally forecasted 4.4% to 3.4%.	
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.	FS	8/30/19	2020 Tax Policy was approved by Municipal Council on April 21, 2020. 2021 Tax Policy was approved by Municipal Council on May 4, 2021.	
		 Develop future tax policy objectives.	FS	6/30/22	Civic Administration brought forward multiple reports to the Corporate Services Committee on October 22, 2019, February 18, 2020, April 14, 2020, March 1, 2021 and April 19, 2021 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 the optional small business property subclass. While Business Education Tax was addressed through the Provincial Budget in November 2020, Reassessment continues to be delayed.	As part of the Ontario Government's Budget on March 24, 2021 the Minister of Finance announced that Province's decision to once again postpone a province-wide property assessment update due to the pandemic.

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>	FS	6/30/23	2020 Tax Policy was approved by Municipal Council on April 21, 2020 and 2021 Tax Policy was approved by Municipal Council on May 4, 2021.	
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>	ES	12/31/23	ITS delivered 52 digital solutions to City Services, Agencies, Boards and Commissions from January 1 to December 31, 2020. These digital solutions supported improved public service efficiency and business management opportunities.	
		<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>	ES	12/31/23	ITS collected 273 project lessons learned resulting in the continuous improvement of ITS project management.	
		<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>	ES	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>	ES	12/31/23	42% of ITS labour in the Applications work area was directed to the delivery of technological projects from January 1 to December 31, 2020.	
		<p>↑ Work in partnership and collaboration with our internal and external enforcement agencies to reduce physical records (Paperless trials).</p>	LS	12/31/23	Exceeding goal as a result of necessity, in-person delivery of service hasn't been possible since March, 2020.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Work in partnership and collaboration with our internal and external enforcement agencies to reduce physical records (Disclosure requests available electronically).	LS	12/31/23	Exceeding goal as a result of necessity, in-person delivery of service hasn't been possible since March, 2020.	
		 Develop foundational requirements for converting to digital application tracking from manual processes.	P&ED	3/31/20		
		 Complete foundational requirements for converting to digital application tracking from manual processes.	P&ED	6/30/21	A consultant has been retained to work with Development and Compliance Services and Information Technology Services to assess system needs and to make recommendations for tracking systems options. This includes an examination of enhancements to existing systems and those that are commercially available.	
		 Implement preferred software solution for digital application tracking.	P&ED	6/30/23		