

## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members  
Strategic Priorities and Policy Committee  
**From:** Lynne Livingstone, City Manager  
**Subject:** November 2021 Semi-Annual Progress Report and 2021 Report to the Community  
**Date:** November 30, 2021

## Recommendation

That, on the recommendation of the City Manager, the report including the attached November 2021 Semi-Annual Progress Report and 2021 Report to the Community **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 several 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 November 2021 Semi-Annual Progress Report which tracks progress and monitors the implementation of Council's Strategic Plan and the 2021 Report to the Community which highlights key activities and accomplishments from the past 12 months.

## 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, July 28, 2021.

### 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 November 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 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
- **Not Defined:** Used in instances where the lead organization was unable to provide an update during the reporting period

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

The November 2021 Semi-Annual Progress Report is attached as Appendix A.

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

Status Indicator	May 2021	November 2021
<b>Complete</b>	78 (13.2%)	88 (14.9%)
<b>On Target</b>	487 (82.9%)	454 (77.2%)
<b>Caution</b>	17 (2.9%)	17 (2.9%)
<b>Below Plan</b>	0 (0.0%)	0 (0.0%)
<b>Not Defined</b>	0 (0.0%)	24 (4.1%)
<b>Not Started*</b>	5 (0.9%)	5 (0.9%)
<b>Total</b>	<b>587</b>	<b>588*</b>

\*One additional action was added to the Strengthening our Community strategic area of focus for this reporting cycle: 'Establish enterprise-wide approach to anti-racism and anti-oppression training, including Indigeneity, based on research and best practices.'

As of November 2021, 92.1% of all actions are complete or on target. The percentage of completed actions has increased by 1.7% since May 2021.

The number of actions marked as 'on target' is 454 (77.2%) which represents a 5.7% decrease since May 2021. The number of actions marked as 'caution' (actions behind by one quarter or three months or actions that are in progress or not yet started that are flagged as possibly not being completed by the target end date) has remained stable at 17 (2.9%).

Factors contributing to those actions marked as 'caution' include additional scope and requirements, emerging priorities, and the ongoing impacts of the COVID-19 pandemic including gathering restrictions as a result of provincial orders, 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 continue to be made to accommodate the impacts of the pandemic. These adjustments are noted throughout the report as variances.

The Middlesex-London Health Unit Health continues its response to the global pandemic through case, contact and outbreak management, increasing connections with local partners and agencies, ongoing communications to the community, and operation of mass vaccination clinics. The majority of MLHU staff have been redeployed to support COVID-19 related assignments. In addition, MLHU has continued to provide prioritized essential services to the community. As a result of this work the organization was unable to participate during this reporting period.

## **2.5 2021 Report to the Community**

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

The 2021 Report to the Community is attached as Appendix B.

## **Conclusion**

Council’s 2019-2023 Strategic Plan holds a vision of London as “A leader in commerce, culture and innovation – our region’s connection to the World.” The November 2021 Semi-Annual Progress Report and the 2021 Report to the Community demonstrate that significant work is underway to advance Council’s vision, mission and strategic areas of focus.

**Prepared and Submitted by:** Rosanna Wilcox, Director, Strategy and Innovation  
**Recommended by:** Lynne Livingstone, City Manager

# Appendix A – November 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:

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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.

## November 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

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**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.

### 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

**LEDC:** London Economic Development Corporation

**LMCH:** London Middlesex Community Housing

**LPL:** London Public Library

**LPS:** London Police Service

**LS:** Legal Services

**LTC:** London Transit Commission

**MLHU:** Middlesex-London Health Unit

**NCWS:** Neighbourhood and Community-Wide Services

**P&ED:** Planning and Economic Development

**SHD:** Social and Health Development

### **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: 11.6%
- On Target: 86.1%
- Caution: 1.2%
- Below Plan: 0.0%
- Not Started: 1.2%

#### **Building a Sustainable City**

- Complete: 18.9%
- On Target: 73.6%
- Caution: 5.4%
- Below Plan: 0.0%
- Not Started: 2.0%

#### **Growing our Economy**

- Complete: 18.5%
- On Target: 78.3%
- Caution: 3.3%
- Below Plan: 0.0%

- Not Started: 0.0%

### Creating a Safe London for Women and Girls

- Complete: 22.9%
- On Target: 70.8%
- Caution: 6.3%
- Below Plan: 0.0%
- Not Started: 0.0%

### Leading in Public Service

- Complete: 11.7%
- On Target: 87.4%
- 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	May 2020	November 2020	May 2021	November 2021
<b>Complete</b>	54 (9.2%)	60 (10.2%)	78 (13.2%)	88 (14.9%)
<b>On Target</b>	462 (78.8%)	487 (83.1%)	487 (82.9%)	454 (77.2%)
<b>Caution</b>	46 (7.9%)	15 (2.6%)	17 (2.9%)	17 (2.9%)
<b>Below Plan</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0%)
<b>Not Defined</b>	24 (4.1%)	24 (4.1%)	0 (0.0%)	24 (4.1%)
<b>Not Started</b>	N/A	N/A	5 (0.9%)	5 (0.9%)
<b>Total*</b>	586	586	587	588

\*The total number of actions in the Implementation Plan has increased from 579 to 588 since the establishment of the Plan.

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## Strengthening Our Community

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

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
Increase affordable and quality housing options.	Establish and revitalize community housing through a Regeneration Plan.	Develop and implement LMCH's Community Development and Tenant Engagement Strategy. (LMCH / 12.31.23)	On target	LMCH's Tenant Engagement strategy continues to work to ensure our community has a strong understanding of the process of regeneration. Monthly newsletters are distributed to the community which include project updates. We established a Reimagine Southdale facebook group where we also share information and reminders related to our redevelopment work. The team has met with each family that will need to be relocated in August of 2022 for regeneration purposes and will continue to create individual plans that meet the needs of each family.	
		Develop and implement LMCH's Regeneration Strategy. (LMCH / 12.31.23)	On Target	The Architectural firm has been selected for the Reimagine Southdale project through an RFP process. Next steps will be a Canadian Construction Documents Committee (CCDC) contract and we will then begin the design phase of Reimagine Southdale which will include submitting our application for a Zoning amendment and Site Plan Approval to the City of London. Project milestone schedule sees construction documents completed by July 2022. A RFP for a General Contractor to close in August 2022 and Phase 1 demolition/construction slated to begin in September of 2022.	
		Explore alternative corporate structures, including; Articles of Incorporation and	On Target	LMCH returned to a community based board of	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
		Shareholder Declaration. (LMCH / 12.31.21)		Directors in July 2021. Based on recommendations from the Board Governance Review the composition of the Board has increased to nine members, two of whom are residents of LMCH.	
	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)	On Target	Coordinated access system is anticipated to be fully implemented by March 2022.  So far in 2021, 3300 inquiries have been received with a 44% diversion rate from emergency shelter. 535 intakes have been completed and 311 individuals housed.	
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)		On Target	Housing allowances funding continues to be administered in 2021 with 100% of the approved funding being used for allowances.		
Partner strategically with key stakeholders to ensure that chronic homelessness is a priority for intake to supportive housing units. (SHD, HDC / 12.31.23)		Complete	HDC is working with Housing Stability Services in aligning new affordable housing units at 122 Base Line, 403 Thompson and 345 Sylvan.		

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
		Establish a regular cycle for specialized housing new unit development supporting one specialized build every two years. (HDC / 12.31.23)	On Target	HDC is working with Housing Stability Services in aligning new affordable housing units for specialized housing initiatives. Currently three affordable housing developments have been identified: 122 Base Line, 403 Thompson and 345 Sylvan.	
		Invest through an annual contribution to a capital reserve to leverage other funding supporting new bi-annual development. (HDC / 12.31.23)	Not Started	This action was not funded through the Multi-Year Budget.	
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)	Complete	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 52 households.	
		Develop and implement the Homeless Prevention and Housing Plan for London and Middlesex County. (SHD, P&ED / 12.31.23)	On Target	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. A mid-year update was provided to Community and Protective Services Committee on September 21 <sup>st</sup> reporting on housing related achievements to date in 2021.	
		Improve and implement LMCH's tenant survey. (LMCH / 3.31.20)	Complete	This work was completed.	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
		Complete LMCH's 2017-2020 Strategic Plan. (LMCH / 12/31/23)	On Target	The next iteration of the LMCH Strategic Plan has not been started. This work will begin shortly now that LMCH has our new community based board of directors and the incoming CEO will take up his role on October 12, 2021. LMCH continues work to support all of the strategic goals and objectives outlined in the 2017 - 2020 Strategic Plan.	
		Envision and establish a new LMCH strategic plan. (LMCH / 12.31.21)	Caution	With the recruitment of the permanent CEO now finalized this work has been identified as a priority for the organization to complete.	A new target end date of 03.31.22 is being suggested as a result of the delay in developing the next Strategic Plan.
		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)	Not Defined		
		Affordable housing Community Improvement Plan completed. (P&ED, HDC / 12.31.21)	Complete	The affordable housing Community Improvement Plan was completed in 2020 and incentives are now available.	
Utilize innovative regulations and investment to					

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
	facilitate affordable housing.	Establish CIP for advancing new affordable housing. (P&ED, HDC / 3.31.21)	Complete	The affordable housing Community Improvement Plan was completed in 2020 and incentives are now available.	
		Affordable Housing Development Toolkit completed. (P&ED / 12.31.20)	Complete	Affordable Housing Development Toolkit report was received in July 2020.	
		Inclusionary Zoning By-Law completed. (P&ED / 9.30.22)	On Target	Inclusionary Zoning review is ongoing, and is on track to be completed by Q3, 2022 in accordance with the Term of Reference approved by City Council.	
		Implement Closed School Strategy. (P&ED, HDC / 12.31.23)	Complete	The sale of former Lorne Ave public school has been completed. The site will be developed by Habitat for Humanity with affordable housing and a public park.	
		Analyze all available surplus school lands (and other similar government/strategic lands) for potential development, inclusive of affordable housing, in accordance with Council policy. (HDC / 12.31.23)	On Target	HDC continues to analyze all available surplus school sites for potential affordable housing development. Pre-development activities are underway at 18 Elm Street and 1958 Duluth Crescent, which HDC purchased in 2020.	
		Advance land acquisition and development strategies where appropriate on all suitable surplus school (and similarly defined) lands. (HDC / 12.31.23)	On Target	HDC continues to analyze all available surplus school sites for potential affordable housing development. Pre-development activities are underway at 18 Elm Street and 1958 Duluth Crescent, which HDC purchased in 2020.	
Reduce the number of individuals and families experiencing chronic	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)	On Target	In 2021, 42 new affordable rental housing units have been negotiated by HDC and approved by Council through Section 37 Bonusing. HDC also negotiated 4 fully owned condo units to be aligned through Housing Stability Services.	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
homelessness or at risk of becoming homeless.				<p>A partnership has been created between HDC and Ontario Aboriginal Housing Services to develop 42 units at 18 Elm Street, London, the former Holy Cross Elementary School.</p> <p>Canadian Mortgage Housing Corporation has announced that London will receive \$10.8M through their Rapid Housing Initiative Round 2 funding. London has submitted applications for funding for 403 Thompson (44 units) and 345 Sylvan (42 units).</p> <p>Work is progressing at 122 Base Line Road and is on target for occupancy in January 2022.</p>	
		Establish a secondary suite and other single unit conversions/development program (partnership between HDC and City). (HDC / 12.31.21)	Not Started	The Business Case was not funded through the Multi Year Budget.	
	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)	On Target	Completion of the head lease program is expected in early 2022. Results from this program will be provided to committee and council at that time. In 2021, there have been 15 individuals supported in 10 units.	
	Monitor emergency shelter use trends through London's Emergency Shelter Progress Report. (SHD / 12/31/23)	On Target	Shelters continue to operate at capacity. City staff are currently undertaking a required Request for Proposal to continue to fund the shelter system in accordance with the council approved purchasing policy. In 2021 to date, there have been 1,622 individuals staying a total of 10,528 nights in emergency shelter, social distancing motels and resting spaces.		

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
		Implement a Coordinated Access System for individuals and families experiencing homelessness. (SHD / 12.31.23)	On Target	Full implementation expected by March 2022.	
	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)	On Target	Continued community prioritization of chronically homeless individuals has supported the continued provision of services and supports.	
		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).	On Target	Diversion from emergency shelters continue to increase with the implementation of the coordinated access system. Additionally, program changes to support shelter specific diversion are anticipated to be implemented in 2022.	
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)	Complete		
		Support training opportunities for health and other professionals about addiction, harm reduction, and injection drug use. (MLHU / 12.31.23)	Not Defined		
		Provide opportunities for community members and organizations to learn about substance use, harm reduction, addictions and stigma around drug use. (MLHU / 12.31.23)	Not Defined		
		Advocate for and support cultural safety and trauma-informed care training to agencies and	Not Defined		



Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
		organizations. (MLHU / 12.31.23)			
		Increase public awareness of existing treatment information and pathways to treatment services in Middlesex-London. (MLHU / 12.31.23)	Not Defined		
		Provide a supervised and hygienic space for people who use drugs (PWUD) to use their drugs. (MLHU / 12.31.23)	Not Defined		
		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)	Not Defined		
		Provide referral to health and social services in the community as needed. (MLHU / 12/31/23)	Not Defined		
		Establish trusting relationships with clients. (MLHU / 12.31.23)	Not Defined		
		Provide access to Naloxone. (MLHU / 12.31.23)	Not Defined		
		Provision of harm reduction supplies, including, but not limited to needles, syringes and other safe drug use equipment. (MLHU / 12.31.23)	Not Defined		
		Collaborate across service areas in the City of London and with community partners. (SHD / 12.31.23)	On Target	Collaboration opportunities continue to increase across the housing stability sector. Internal collaboration with implementation of the winter	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
				<p>response and affordable housing development continue.</p> <p>Collaboration across community organizations continues to improve as evidenced by the 2021 work to identify community priorities implemented through the coordinated access system. Over 70 agencies supported the community prioritization process in 2021. Additionally, agencies continue to attend the City-led London homeless prevention network meetings and a total of 35 agencies are part of this network.</p>	
		Maintain and strengthen collaborative efforts of Informed Response. (SHD / 12.31.23)	On Target	Community Informed Response (CIR) continues to support the unsheltered homeless population. The CIR team continues to partner with agencies and groups across the City that provide services and supports to those living unsheltered. COVID-19 pandemic has had a significant impact in the provision of day space, overnight space and meal programs in 2021 that has negatively impacted the unsheltered populations.	
		Strengthen partnership with Canadian Mental Health Association (CMHA). (LPL / 12.31.23)	On Target	Canadian Mental Health Agency staff are working with London Public Library staff to resume services at Library locations.	
		Continue partnerships with post-secondary institutions and community service providers (e.g. London CARES). (LPL / 12.31.23)	On Target	The London Public Library is familiar with the Community Outreach And Support Team (COAST) program.	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
				<p>The London Public Library staff is hopeful that the Community Outreach and Support Team will respond at library locations.</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, Bridges Out of Poverty/Circles (NCWS, SHD / 12.31.23)</p>	<p>On Target</p>	<p>Subsidized approximately 1,832 London Good Food Boxes through pandemic relief measure, 731 of which went to schools.</p> <p>Child and Youth Network partners distributed 11,400 breakfast bags through 12 participating schools during the 8-week school closure from April 26th to June 14<sup>th</sup>, 2021.</p> <p>Child and Youth Network partners supported the distribution of approximately \$100,000 in Harvest Bucks to 17 Community Food Programs and 16 Emergency Food Cupboards.</p> <p>An additional \$41,110 in Harvest Bucks was directly purchased for distribution. 2,000 Menu Makers were distributed to 27 partners at 40 locations to assist families with meal planning, provide tips to minimize spending and maximize healthy food choices.</p> <p>15,000 masks were distributed among the neighbourhood resource centres during the month of May.</p> <p>Funding from Ontario Works Innovative Employment Services to support economic and social recovery issued to Bridges of Out Poverty/Circles.</p>	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
		Report London's poverty rate annually (SHD, NCWS / 6.30.23)	On Target	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)	On Target	The Case Review Committee met twice in 2021 and completed a case review that fell within its mandate. It is anticipated that additional case reviews will be conducted during the upcoming fall meeting.	
		Develop protocol for response to specific communities under specific circumstances (LPS / 12.31.21)	On Target		
		Deliver diversity and inclusion training to all members (LPS / 12.31.19)	Complete		
	Fund and partner with the London Public Library to increase opportunities for people to access the services they need.	Increase targeted purchasing to reduce wait times for high demand materials (LPL / 12.31.23)	On Target	Budgets were shifted during the pandemic to accommodate purchasing of high demand eBooks and eAudio resources to great success.	
		Advocate in partnership with the Canadian Urban Libraries Council (CULC) for competitive market pricing on e-resources (LPL / 12.31.23)	On Target		
		Strengthen and expand partnerships with First Nations and Indigenous service partners (LPL / 12.31.23)	On Target	London Public Library staff met with the City of London's Anti-Racism and Anti-Oppression team to plan for the National Truth and Reconciliation Day.	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
		Increase materials in the collection that reflect Indigenous knowledge and culture (LPL / 12.31.23)	On Target		
		Continue to offer relevant programs in partnership with First Nations (LPL / 12.31.23)	On Target	<p>London Public Library staff are working with Indigenous community members and partners and the City of London's Anti-Racism and Anti-Oppression staff on programs.</p> <p>For Truth and Reconciliation week, the London Public Library held several programs that focused on Indigenous space design, art, and cooking. The LPL also partnered with Alizabeth George-Antone, Indigenous Community Liaison Advisor with the City of London who facilitated the translation of Every Child Matters into the Indigenous languages of Ojibway, Oneida and Lenape. LPL featured the translations on orange buttons and distributed them for free.</p>	
	Improve access to licensed child care and early years opportunities.	Implement the London-Middlesex Child Care and Early Years Service System Plan 2019-2023 (SHD / 12.31.23)	On Target	<p>Prioritized child care fee subsidy to support placement of all qualifying families that apply, helping more parents and caregivers return to work and school and helping more children access high quality early learning opportunities.</p> <p>Supported 33 licensed child care locations to provide Emergency Licensed Child Care to 756 children of essential workers during the school closure period from April 19 to June 30.</p> <p>Worked with Licensed Child Care operators to support safe increase in delivery of child care services; average capacity increased by 45%</p>	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
				<p>from July 2021 to September 2021, and 95% of licensed child care agencies in London are currently operational.</p> <p>Celebrated the soft opening of Nshwaasnangong Child Care and Family Centre, led by Southwest Ontario Aboriginal Health Access Centre and supported by the Journey Together Committee and the City of London.</p> <p>Increased access to French language licensed child care through new partnership with Francophone provider that is licensed to provide up to 250 home child care spaces.</p> <p>Collaborated with community partners to offer two capacity-building sessions and seven online resources for licensed child care and early years staff related to equity, anti-racism, and anti-oppression.</p> <p>Worked with operators to support delivery of virtual early years services to over 52,000 participants through 1,874 interactive, recorded, and facilitated sessions from January to July 2021.</p>	
		Share progress made towards implementing the London-Middlesex Child Care and Early Years Service System Plan 2019-2023 annually with Londoners (SHD / 12.31.23)	On Target	Implementation of the 2019-2023 London-Middlesex Child Care and Early Years Service System Plan is on track; a progress report will be shared with the community in fall 2021.	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
	<p>Work collectively with community partners to improve outcomes and integrated responses for children, youth, families, and older adults.</p>	<p>Implement London's Child and Youth Agenda 2017-2021 (NCWS / 12.31.21)</p>	<p>On Target</p>	<p>Launched Atlas London website (<a href="https://www.atlaslondon.ca">https://www.atlaslondon.ca</a>), supporting London's young people and the caring adults who support them through an online portal. Atlas London provides resources and training materials in areas such as housing, basic needs, relationships, parenting, mental health, substance use, education, health care and employment to young people and the caring adults that support them.</p> <p>Distributed 648 Baby's Book Bags through the London Public Library branches and via Family Centres to new parents.</p> <p>Provided Post-Partum families and those in the neo-Natal intensive Care Unit with Baby's Book Bags from community partners.</p> <p>Nshwaasnangong Child Care and Family Centre held an opening event on September 16 with ceremonial prayers and drumming. Remarks were delivered by the Southwestern Ontario Aboriginal Health Access Centre Chief Executive Officer, Elder Olive Elm from Oneida Nation of the Thames, as well as officials from various levels of government.</p> <p>Family-Centred Service System Governance Committee members were engaged in three workshops aimed at increasing awareness of how the current system reinforces racism and assisted individuals to understand their own and their organizational biases.</p>	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
		Implement the Age Friendly London Action Plan 2017-2020 (NCWS / 12.31.21)	On Target	<p>Hosted the AFL Conference virtually in June 2021, with 100 older adults and service providers attending.</p> <ul style="list-style-type: none"> <li>• 85% of respondents said the conference made them more aware of resources in the community.</li> <li>• 76% of respondents said the conference made them feel more socially connected.</li> </ul> <p>Provided education and support to caregivers through free, virtual Caregiving Strategies program.</p>	
		Evaluate Child and Youth Agenda 2017-2021 and the Age Friendly London Action Plan 2017-2020 (NCWS / 12.31.21)	On Target	Completed 30 key informant interviews to kick off the evaluation process for the Child and Youth Agenda, the London Strengthening Neighbourhoods Strategy and the Age Friendly London Action Plan.	
		Develop strategies to support children, youth, family, and older adults and identify opportunities to integrate strategies to achieve outcomes (NCWS / 12.31.22)	On Target		
		Implement strategies to support children, youth, family, and older adults and identify opportunities to integrate strategies to achieve outcomes (NCWS / 12.31.23)	On Target		
		Continue participation in the Age Friendly Network and its initiatives (LPL / 12.31.23)	On Target	London Public Library Staff were offered the opportunity to attend the virtual Age Friendly conference that occurred in June 2021.	



Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
				London Public Library has started to circulate the Ease into Leisure Kits that were funded by Age Friendly London.	
		Continue participation in Seniors satellite programs (LPL / 12.31.23)	On Target		During the pandemic the Senior Satellite programs were put on hold and remain on hold.
		Continue participation in the Child & Youth Network (CYN) and its initiatives (LPL / 12.31.23)	On Target	London Public Library staff continue to chair the Child and Youth Network Literacy priority; staff attend meetings and three staff participate in training opportunities.	
		Expand STEM programming system wide (LPL / 12.31.23)	On Target	STEM programming continues to be offered virtually and by Library staff in outdoor program space across the city.	
	Increase programming and activities for residents and families at Dearness Home.	Conduct enhancements to programming space (SHD / 12.31.21)	On Target	City of London staff and the Architects are working toward finalizing the plan and construction timetable for the Dearness Home auditorium expansion project.	
		Deliver a multitude of programming and events to engage and mobilize residents and their families (SHD / 12.31.23)	On Target	Recreational programming in a pandemic although challenging has enabled the Dearness team to offer residents and their family members many creative ways to stay connected. With the aid of technology and adapted meeting spaces, residents share conversations and smiles through Facetime, Skype, and window visits. Hundreds of Essential Caregivers have been trained on COVID-19 precautionary measures allowing them to enter the Home's dining room and programming areas. General visitors are supported to safely visit with loved ones in the Home's outdoor garden spaces. Utilizing small	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
				<p>group settings and room to room cohorting while ensuring diligence with masks, social distancing and hand hygiene allow for a variety of enjoyable entertainment and social interactions to take place. With changes to the Ministry directives, enhanced screening and COVID testing procedures, volunteers and therapy providers and entertainers have been welcomed back. The changes help residents enjoy more frequent everyday activities such as Duet Bike rides, outdoor garden walks, live music, and horticulture activities. The Tuck Shop cart and Tim Horton's / Ice cream trolley returned, so residents have access to the community for room-to-room celebratory events.</p>	
<p>Improve the health and well-being of Londoners.</p>	<p>Continue to provide access to planned and managed pathway systems and nature trails within parks and open spaces.</p>	<p>Install additional and update existing equipment to count pathway users (E&amp;I / 12.31.23)</p>	<p>On Target</p>		<p>Delay in supply- North Branch counters to be installed upon arrival.</p>
		<p>Construct new pathways in new geographic areas and continue to maintain existing infrastructure (E&amp;I / 12.31.23)</p>	<p>On Target</p>	<p>12 pathways received extensive new asphalt repairs to ensure a quality surface throughout the pathway system.</p>	
		<p>Install new trails in new areas and continue to maintain existing infrastructure. Implement Conservation Master Plans for ESAs (P&amp;ED, E&amp;I / 12.31.23)</p>	<p>On Target</p>	<p>Trail projects completed in 2021 include:</p> <ul style="list-style-type: none"> <li>• Metamora Bridge replacement; detailed design and permitting</li> <li>• Westminster Ponds Boardwalk lifecycle renewal</li> <li>• Kains Boardwalk lifecycle renewal</li> <li>• Sifton Bog Boardwalk lifecycle renewal</li> <li>• Lower Dingman ESA Trail Closure</li> <li>• Medway ESA Valleyrun Trail</li> </ul>	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
		Complete Byron Valley Trail (P&ED / 12.31.21)	On Target	Geotechnical Assessment complete.  Community meeting initiation for 2022 Council Submission.	
		Implement Conservation and Restoration Master Plans (P&ED / 12.31.23)	On Target	Kelly Stanton culvert detailed design. Stage 1 and 2 Archaeological Assessments.	
		Complete construction of the North Branch Gap and complete the EA for the Main Branch link – Springbank to Riverbend (E&I / 12.31.21)	On Target	The North Branch is complete.	A number of options have been considered for the Springbank to Riverbend link and work is underway to determine if an EA will be required. New target end date: June 30, 2022.
	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)	On Target	Expanded the ACT-i-Pass program to include students entering grade 5 and 6 in September 2021, with 1,421 students registered for the 2021-2022 ACT-i-Pass program including 511 in Grade 5 and 900 in Grade 6.  Child and Youth Network partners participated in the ParticipACTION's Community Better Challenge during the month of June. For most of the challenges London was in the top 10 finishers in Ontario in terms of the number of minutes spent engaging in physical activity individually or as part of a group.  67 families participated in physical activities through a Bingo game promoted by Child and	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
				<p>Youth Network and Family Centres.</p> <p>Installed one story stroll exhibit at Westmount Family Centre.</p> <p>300 physical activity programs for all ages are offered per week September-December, including virtual options for those wishing to participate at home.</p> <p>96% of program participants from July-August programs reported an increase in their level of physical activity as a result of participating.</p>	
		Expand staff training in regards to promoting recreation benefits and mental health (NCWS / 12.31.23)	On Target	<p>160 Summer Day Camp and Neighbourhood Playground Program staff received training on mental health and mindfulness, and six Recreation Supervisors became certified in Mental Health First Aid.</p> <p>95% of program participants from July-August programs reported an increase in their level of self-esteem as a result of participating.</p>	
		Introduce new recreation programs focused on connecting people to nature through implementing the Parks and Recreation Master Plan (NCWS / 12.31.23)	On Target	Six new Exploring Nature programs and tw2 Young Environmentalist programs were created for the May to December period for school aged children. Nature education was incorporated into Summer Day Camps and Neighbourhood Playground Programs through nature walks, visits to community gardens, and virtual field trips through the Upper Thames River Conservation Authority.	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
	Deliver health protection and promotion programs guided by population health surveillance.	Surveillance, inspection, investigation, education, enforcement and reporting requirements with respect to infection prevention and control (IPAC) (MLHU / 12.31.23)	Not Defined		
		Immunization clinics at MLHU offices and school based clinics (MLHU / 12.31.23)	Not Defined		
		Surveillance; Awareness; Education and Training; Risk Assessment and Inspection of food premises; Complaint and outbreak investigation; Food Recall; DineSafe Disclosure; Enforcement (MLHU / 12.31.23)	Not Defined		
		Inspections and enforcement of the Smoke-Free Ontario Act (MLHU / 12.31.23)	Not Defined		
		Home visiting for women in the prenatal through to school entry period (MLHU / 12.31.23)	Not Defined		

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

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
Increase the number who	Create inclusive engagement	Recruit volunteers to lead the CDIS implementation process (CMO / 12.31.23)	On Target		

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
feel welcomed and included.	opportunities for Londoners.	Work with volunteers and community partners to implement the CDIS (CMO / 12.31.23)	On Target	<p>Hosted three webinars in partnership with Immploy. These webinars focused on hiring diverse and immigrant talent and over 100 participants attended.</p> <p>Hosted two lunch and learns focused on Equity Diversity and Inclusion initiatives in the community with 100 attendees.</p> <p>Hosted a training session on Gender Based Violence for settlement workers in partnership with Anova and London and Middlesex Local Immigration Partnership. 52 participants attended this session.</p>	
		Share progress made towards implementing the Community Diversity and Inclusion Strategy annually with Council and Londoners (CMO / 12.31.23)	On Target	Progress Report will be brought to Council before the end of 2021 to provide an update on progress and present next steps.	
		Host and promote events (in-person and online) that celebrate diversity and foster relationships between newcomers and the receiving community (SHD / 12.31.23)	On Target	<p>Created planning committee to support hosting of London Newcomer Day.</p> <p>London &amp; Middlesex Local Immigration Partnership issued report on discrimination against Immigrants, Visible Minorities, and Indigenous Peoples.</p> <p>London &amp; Middlesex Local Immigration Partnership created bystander intervention tips to combat racism and distributed with All are Welcome Here signs.</p>	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
		Report annually on the retention of newcomers to London (SHD / 12.31.23)	On Target	Average annual retention rate for newcomers in 2017/2018 increased by 7% since 2016/2017 to 82%.  Newcomer Strategy Advisory Body advocated for implementation of Municipal Nominee Program to allow the City to sponsor permanent residents.	
	Strengthen understanding of and ability to engage in practices that promote cultural safety.	Implementation of reconciliation plan (MLHU / 12.31.23)	Not Defined		
		Health equity staff capacity building (MLHU / 12.31.23)	Not Defined		
		Establish enterprise-wide approach to anti-racism and anti-oppression training, including Indigeneity, based on research and best practices (CMO / 6.30.22)	On Target		This is a new action that has been added to support the implementation of the strategy.
		Deliver enterprise-wide training on anti-racism and anti-oppression, including Indigeneity (CMO / 12.31.23)	On Target		The wording of this strategy has been updated.
		Liaise with ABCs to receive information regarding participants in training program (CMO / 12.31.23)	On Target		
Increase the number of meaningful opportunities for residents to be connect to their	Strengthen engagement opportunities for all Londoners to participate in their neighbourhoods.	Continue to develop and implement enhance targeted engagement strategies for London residents to support the Neighbourhood Decision Making process (NCWS / 12.31.23)	On Target	Hired a team of 4 Community Connectors to reach London residents who have not previously participated in Neighbourhood Decision Making. Connectors speak the following languages: Arabic, Mandarin, Hindi, Gujarati, Marathi Ojibwe, and Igbo (Nigerian) and include	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
neighbourhood and community				representatives from Black and Indigenous communities.	
		Continue to support the resident-led implementation of London Strengthening Neighbourhoods Strategy (NCWS / 12.31.23)	On Target	Hosted five outdoor movie nights with over 200 individuals attending each night at City parks.  Launched Neighbourhood Decision making with 230 ideas being submitted. Vote day was November 6, 2021.	
		Implement City Planning Education and Outreach Strategy (P&ED / 12.31.23)	On Target	City Planning Education and Outreach Strategy continues to be under development, which new initiatives commencing in 2022.	
		Create an engagement framework to better serve residents living in new neighbourhoods (P&ED / 12.31.20)	Complete	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)	On Target	In 2020 community specific engagements such as neighbourhood gatherings, movie nights and the Neighbourhood London initiative were adapted to local and provincial regulations due to COVID-19, to ensure that the services were still available in alternative ways.	
	Support neighbourhood festivals, cultural events, and activities across the city.	Maintain support to activities with NeighbourGood resources (NCWS / 12.31.23)	On Target	Provided 60 Welcome Bags from April to September to Neighbourhood Associations and individual residents.  Distributed monthly newsletters to over 2,900 residents.	



Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
		Create opportunities for new neighbourhoods to participate (NCWS / 12.31.23)	On Target	Neighbourhood Small Events fund was launched in July and six events were funded through this process for a total of \$8,714.	
		Maintain support to events with NeighbourGood resources (NCWS / 12.31.23)	On Target	Supported events on Dundas Place and provided summer camps with equipment.	
		Expand NeighbourGood with new tools that support Neighbourhood activities (NCWS / 12.31.23)	On Target		
		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 (NCWS / 12.31.23)	On Target	<p>The London Community Grants Program allocated \$2.3 million through the Multi-Year Stream funding 40 organizations, and \$496,000 through the 2021 Innovation and Capital stream funding.</p> <p>Funded organizations aligned with The City of London's Strategic Plan as follows:</p> <ul style="list-style-type: none"> <li>• 39 to Strengthening our Community</li> <li>• 5 to Building a Sustainable City</li> <li>• 2 to Growing our Economy</li> <li>• 4 to Creating a Safe London for Women and Girls</li> </ul> <p>Funded 8 Innovation and 2 Capital projects with 86.5% of the funding allocated to projects that advance anti-Black, anti-Indigenous racism, anti-oppression, and promote diversity, inclusion and equity.</p> <p>10 new organizations were funded through this process.</p>	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
				Neighbourhood Small Events fund was launched in July and 6 events were funded through this process for a total of \$8,714.	
		Continue to support the resident-led implementation of the London Strengthening Neighbourhoods Strategy (NCWS / 12.31.23)	On Target		
		Work with special events operators to provide a safe and inclusive experience for Londoners (NCWS / 12.31.23)	On Target	Successfully supported London's first major event during COVID-19 and issued 34 permits (film & events).	
		Continue the streamlining of processes and procedures for Special Event requests (NCWS / 6.30.21)	Complete	Processes have been completed to increase the efficiency of the event permitting processes (i.e. centralized online application, updated web site, opportunity for organizers to purchase insurance). A Special Event Policy review will be conducted in 2022.	
		Create relationships with festival coordinators to retain annual commitment of festivals (Covent Garden Market / 12.31.23)	On Target	Hosted many events and festivals this year; the Sunfest viewing party and the Columbian Festival in July; the Cocktail Show, Simple Reflections for Artists and the Taco Festival in August; The Market Block Dining district offering entertainment every Friday and Saturday in July and August; the Pizza and Wine event in October.	
		Continue to provide space and promote events that meet community needs (Western Fair / 12.31.23)	On Target	More than doubled operating days of "Park it at the Market" adding opportunities for local performers on the Anne Eadie Park Stage. September dates featured Fair theme and ended with National Day for Truth and Reconciliation observance.	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
		Establish the Business of Music Committee to coordinate events hosted and/or supported by the Culture Office (P&ED / 12.31.23)	On Target	One Business of Music Committee meeting was held in March. One meeting to be held Fall 2021.	
		Implement the Music, Entertainment, and Culture Districts Strategy (P&ED / 12.31.23)	On Target	Worked with partners to create engagement throughout core areas, through music programming.	
	Expand Social Services client feedback and participation in service delivery design in their community.	Track and incorporate participant feedback into service delivery design (SHD / 12.31.23)	On Target	Customer Service Feedback survey on City of London website.  Survey link included at bottom of Employment Newsletters.  Client survey - Getting Ahead x 2.  Client survey - Skills2Succeed x 3 cohorts.	
		Conduct site specific and demographic client focus groups (SHD / 12.31.23)	On Target	Five Ontario Works client focus groups have been conducted as part of the Ministry of Children, Community and Social Services survey.	
	Implement programs and services that respond to neighbourhood recreation needs.	Continue to expand program initiatives resulting from research and engagement at the neighbourhood-level (NCWS / 12.31.23)	On Target	8 programs for school-aged children will be running at various Family Centres during Fall 2021 program season. The addition of these programs was based on identified gaps for this age group through feedback from neighbourhood residents.	
		Increase resident awareness and marketing of recreation opportunities and information (NCWS / 12.31.23)	On Target	From May-Sept 2021, the City of London Recreation page hosted a total of 13 Facebook posts sharing neighbourhood-based recreation opportunities and highlighting the benefits of outdoor unstructured play. In total, these	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
				neighbourhood posts had a reach of over 17,000 people with over 1,000 engagements.	
	Promote and invest in urban agriculture initiatives.	Implement Urban Agriculture Strategy (P&ED / 12.31.23)	On Target	Recommended Amendments to remove barriers to growing food in urban areas expected to be considered by Planning and Environment Committee on November 22, 2021.	
Strengthen relationships with post-secondary institutions that promote positive, proactive and meaningful dialogue.	Create opportunities for regular dialogue with post-secondary institutional partners.	Explore opportunities for increased dialogue with post-secondary institutional partners (CMO / 12.31.20)	Complete		
		Strengthen relationships with post-secondary institutional partners (CMO / 12.31.23)	On Target	Worked with both post-secondary institutions to coordinate communications as part of preparations for homecoming.	
		Identify shared strategic priorities and implement shared initiatives and advocacy (CMO / 12.31.23)	On Target		

Outcome: Londoner's have access to services and supports that promote well-being, health, and safety in their neighbourhoods and across the city.

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
Continue to invest in culture.	Provide inclusive and diverse community-focused art and history exhibitions and interpretive programming through the implementation of	Maintain planning and executing art and material culture exhibitions with a focus on inclusivity and diversity regarding artist, content, and/or accompanying public programming (Museum London / 12.31.23)	On Target	Permanent display of Indigenous artist Kent Monkman's Nativity installation; four contemporary art exhibitions involving BIPOC artists.	
		Develop exhibitions one to three years in advance, arrange selection or loans of art/material culture, gather oral histories or develop focus group, create	On Target	80ML is an online, community-involved exhibition celebrating the 80th anniversary of Museum London with responses from 80	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
	Museum London's Strategic Plan.	responsive programming, and market via social media to engage new visitors and sustain stakeholder audiences (Museum London / 12.31.23)		Londoners about 40 works of art and 40 artifacts from Museum's permanent collection.	
		Plan and execute inclusive and diverse public programming including classes and curriculum-based educational programming (Museum London / 12.31.23)	On Target	Due to COVID-19 no onsite children's summer camp but sold 100+ children's art kits; gave away 160 free mini-art kits at the Covent Garden Farmers' Market and at London's Celebrating Communities Festival.	
		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 (Museum London / 12.31.23)	On Target	<p>Story of Londoners told in new permanent, regional historical artifact exhibition London: A History.</p> <p>Ran 21 sold out, various themed, summer history walking tours of London and by popular demand added nine more in September. Walking tours partnered with Covent Garden Farmer's Market, Downtown London Tourism, Dundas Place, London Brewing Co-op, and Refined Fool Brewing Co.</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 conduct annual on-site visitor survey (Museum London / 12.31.23)	On Target	Three out of six oral histories included artifact donations from BIPOC and LGBTQ2+ individuals.	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
Continue to invest in culture	Engage Londoners in culture to increase community vibrancy and awareness.	Continue to fund the Community Arts Investment Program (CAIP) (NCWS / 12.31.23)	On Target	Funds were distributed by the London Arts Council to 62 recipients in 2021.	
		Continue to fund the Community Heritage Investment Program (CHIP) (NCWS / 12.31.23)	On Target	Funds were distributed by the London Heritage Council to nine recipients in 2021.	
	Invest in Dundas Place.	Work with partners to animate, activate and program Dundas Place (P&ED / 12.31.23)	On Target	In partnership with Downtown London and Old East Business Improvement Area, programs and activations were conducted throughout summer 2021.	
		Market Dundas Place to attract dynamic events that engage Londoners (P&ED / 12.31.23)	On Target	In partnership with Downtown London and Old East Business Improvement Area, programs and activations were conducted throughout summer 2021.	
	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)	On Target	Eldon House has completed six professional House conservation projects through 2021 and continues to digitize its collection and enhance site security to ensure the preservation of the Museum's heritage assets.	
		Create a year-round downtown oasis by diversifying public programming, outreach, and digital engagements with the public (Eldon House / 12.31.23)	On Target	The Pandemic has modified how Eldon House enacts engagement initiatives and as such, continues to reach audiences in person, outdoors and virtually in creative new ways. Engagement numbers continue to increase.	
		Build the capabilities to deliver relevant and focused engagement with the community (Eldon House / 12.31.23)	On Target	Eldon House strives toward creating an inclusive multicultural environment, as it develops new programs, partnerships, accessibility measures and virtual platforms to break down museum visitor barriers.	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
	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)	On Target	Continued to improve awareness of the Ontario Works eligibility process for the Recreation Subsidy Fund.	
		Expand the variety, frequency, location, and promotion of free and sponsored drop-in programs (NCWS / 12.31.23)	On Target	<p>East Lions Club has pledged \$25,000 to sponsor free swim nights at the East Lions Community Centre.</p> <p>Free in-person program offerings for seniors were reintroduced at Hamilton Road Seniors Centre during the summer months and will continue through the fall with 20 weekly programs offered.</p> <p>New free virtual program opportunities were also added through the spring and summer to accommodate seniors who were not yet comfortable participating outside of their home.</p>	
		Continue to support affordable community garden plot options for low-income Londoners (NCWS / 12.31.23)	On Target	Increase in Garden Plot registration fees by 2% annually for 4 years (currently \$40.80) while maintaining the subsidy available to gardeners for a plot cost of \$15.20/year.	
		Improve accessibility at gardens identified by the community (NCWS / 12.31.23)	On Target	Completed implementing two accessible plots at Meadowlily Garden, an accessible pathway at CHOCC and Thames Gardens as well as four accessible plots at Reservoir Park.	
		Install fully accessible play area surfacing at district parks when structures are being replaced (E&I / 12.31.23)	On Target	Two new fully accessible playgrounds were completed in 2021 - Kiwanis Park Natural Playground and The Hully Gully Playground in SW Optimist Park.	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
				<p>Increased access to other play areas by removing curbs at courts and play circles.</p> <p>Added accessible viewing areas to the soccer field at East Lions Park.</p> <p>Accessible features at existing play spaces like swings, and play features continue to be added annually.</p>	
		<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 (Museum London / 12.31.23)</p>	<p>On Target</p>	<p>Due to COVID-19 current curriculum-based programs and public programs are online/virtual.</p>	
<p>Increase participation in recreation, sport, and leisure activities</p>	<p>Increase the number of recreation, sport, and leisure opportunities.</p>	<p>Continue to support Neighbourhood Hubs by ensuring community centres are safe and welcoming spaces where people can gather and connect, and used as access points for information (NCWS / 12.31.23)</p>	<p>On Target</p>	<p>Community centres hosted 11 Summer Day Camps and over 100 Recreation Guide programs in July and August. When surveyed, 97% of program participants in these programs reported feeling welcome at their program.</p>	
		<p>Increase resident awareness and marketing of parks, recreation, and sport opportunities and information (NCWS / 12.31.23)</p>	<p>On Target</p>	<p>20 different recreation activities were featured virtually through the Connect LDN webpage, such as science activities, crafts, and story time.</p> <p>These videos received over 800 views, indicating that hundreds of children participated in these virtual programs from home.</p>	



Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
		Continue to construct new parks and open spaces as the city grows (E&I / 12.31.23)	On Target	East Lions Park, Northridge Fields and seven additional parks in new subdivisions were constructed in 2021.	
		Continue to leverage existing places and spaces to improve access to program delivery (NCWS / 12.31.23)	On Target	<p>Outdoor space was used for over 50 new outdoor fitness, sports, art, and dance programs for all ages during July and August.</p> <p>The free Neighbourhood Playground Program returned in 2021, operating for seven weeks at 18 park locations throughout the city. Over the course of the summer, this program had 3,200 visits.</p> <p>Seniors programs were expanded at Byron Community Centre and Stronach Recreation Community Centre.</p>	
		Increase resident awareness and marketing of parks, recreation, and sport opportunities and information (NCWS / 12.31.23)	On Target	Prior to summer programs starting, our free and low-cost program opportunities were shared with a diverse range of families through our connections with Thames Valley Children's Centre, Investing in Children, and various Family Centres. Recreation opportunities were also shared with teens through targeted advertising on Instragam.	
		Expand the variety, frequency, location, and promotion of drop-in programs through the use of community centres, neighbourhood locations, and parks (NCWS / 12.31.23)	On Target	The free Neighbourhood Playground Program returned in 2021, operating for seven weeks at 18 park locations throughout the city. Over the course of the summer, this program had 3,200 visits.	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
		Expand the senior satellite service model in consultation with stakeholders, with a view toward coordinated service delivery at the neighbourhood level (NCWS / 12.31.23)	On Target	Environics research data identifies a gap in seniors programming in the neighbourhoods of White Oaks, Highland and Westmount. The planned opening of Earl Nichols Recreation Centre as a new Seniors Satellite location will support these neighbourhoods. The opening date of this satellite will be determined in 2022.	
		Continue to implement the London Community Gardens Program Strategic Plan (NCWS / 12.31.23)	On Target	Continue to implement The London Community Gardens Program Strategic Plan with the Gardener Steering Committee, Accessibility Advisory Committee, MLHU, London Middlesex Food Policy Council, and gardeners.	
		Work with sport organizations to obtain and monitor the number of volunteers and the hours contributed to support the sport system (NCWS / 12.31.23)	On Target	Worked closely with sport organizations on their return to play plans and were able to bring sport back in a safe manner for players, coaches, officials, and volunteers.	
		Continue to monitor participant numbers in all sports to ensure facility provision meets demand (NCWS / 12.31.23)	On Target		
Increase participation in recreation, sports, 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)	On Target		
		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)	On Target	Adjusted formal agreements as required as COVID guidelines evolved during this reporting period.	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
Increase resident use of community gathering spaces.	Invest in community building projects.	Construct new seating areas in parks (E&I / 12.31.23)	On Target	Several new seating areas were constructed in new parks including unique "Muskoka Chairs", a "seating wall" and an accessible viewing area adjacent to the soccer field in East Lions Park.	
		Implement Neighbourhood CIPs (P&ED / 12.31.23)	On Target	Through the London Community Recovery Network, recovery grants were attached to the existing Community Improvement Plans.	
		Implement Hamilton Road Tree Trunk Program (BIAs / 12.31.23)	On Target	Tree Trunk program was expanded and 2021 and a tour guide was developed.	
		Implement Closed School Strategy (P&ED / 12.31.23)	On Target	All potential closed school sites are being evaluated for possible use as affordable housing, parkland, or community facilities.	
		Continue to implement the London Community Gardens Program Strategic Plan (NCWS / 12.31.23)	On Target		
		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 / 12.31.23)	On Target		
	Provided 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)	On Target	The installation of wifi in progress at Earl Nichols Arena and North London Optimist Community Centre for customer use. Provisioning of high-speed fibre to Boyle Community Centre is in progress for customer use.	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
Increase neighbourhood safety.	Develop and implement a Community Safety and Well-Being Plan.	Establish a Multi-Sectoral Advisory Committee (NCWS / 3/31/19)	Complete		
		Develop and finalize Community Safety and Well-Being Plan and Metrics (NCWS / 12.31.21)	On Target	Engaged over 2,000 Londoners in the development of the Community Safety and Well Being Plan which was adopted by municipal council in September 2021.	
		Publish and implement Community Safety and Well-Being Plan (NCWS / 12.31.23)	On Target	Plan was published on the City of London website in September 2021.	
	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)	Complete		
		Deliver training on the Program (ES / 12.31.23)	On Target	Comprehensive awareness and education programs have been developed, 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 residents via various community groups.	
	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)	On Target	Completed the ICO incidents module going LIVE October 1, 2021. All personnel have been trained. Enhanced Fire Prevention module in ICO.  Other modules in development currently.  GPS module in testing phase currently, roll out date to be determined.  CAD upgrade to 9.4 has begun and on schedule to be completed spring of 2022.	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
				Move to NG-911 project has started with the project team being formed and currently meeting with potential vendors.	
		Create and improve public education strategies for targeted populations (NCWS / 12.31.23)	On Target	<p>Fire Prevention educational materials are being transferred into multiple languages.</p> <p>Fire prevention staff continue to reach schools virtually.</p> <p>Some in person presentations have resumed regarding safety and fire education with public.</p> <p>Working with London Middlesex Community Housing to support fire education and prevention activities including education with regards to testing, maintenance, and tampering of smoke and carbon monoxide alarms.</p>	
	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)	Complete		
Train Drug Recognition Experts (LPS / 12.31.19)		Complete			
Train officers in Standardized Field Sobriety Testing (LPS / 12.31.19)		Complete			
Enhance and expand Commercial Motor Vehicle enforcement through joint-agency inspections and media plan (LPS / 12.31.21)		On Target	In June 2021, the LPS conducted a 3-day Commercial Motor Vehicle (CMV) enforcement course for frontline officers. Attendees included officers from LPS, OPP, St. Thomas and Aylmer and Strathroy-Caradoc. A CMV Blitz		

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
				was conducted as part of the practical training resulting in 90 vehicles inspected, 51 charges and 57 warnings. Of the 90 vehicles inspected, 18% were taken out of service for defects located. The statistics were provided to LPS Corporate Media for external release.	
	Reduce crime through increased visibility of community patrols and partnership with other agencies to address multi-jurisdictional criminal activity.	Implement contemporary policing model (LPS / 12.31.23)	Complete		
		Deploy patrols based on analysis of calls for service, crime trends, criminal intelligence and community concerns (LPS / 12.31.21)	On Target		
		Monitor regional crime trends to determine need to create Joint Forces Operations to address trends (LPS / 12.31.21)	On Target		
	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 / 12.31.23)	On Target	A campaign is underway which aims to build awareness about Human Trafficking and to equip girls who are most at-risk with the knowledge to protect themselves from being lured or trafficked. The first phase involves focus groups which were held on October 19th & 20th, 2021 to help gather information about the communication habits of children, such as where they get information and who they trust, to be able to select the right platforms, the right words, and the right imagery for our campaign. This knowledge will help us reach children where they are and effectively communicate information that will keep them safe.	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
		Develop and implement Internet child exploitation education awareness campaign (LPS / 12.31.23)	On Target		
		Develop and implement presentations in high schools addressing Human Trafficking/Extremism (LPS / 12.31.23)	On Target		
		Expand the use/adoption of Crime Prevention Through Environment Design (CPTED) principles through education and on-site visits to community members and the business community (LPS / 12.31.23)	On Target	<p>LPS has been working with Fanshawe &amp; Western Administration student unions, and students to share Crime Prevention tips that were primarily disseminated through social media.</p> <p>Working in conjunction with the Western/Fanshawe Housing Mediation Officer, LPS Auxiliaries visited student neighbourhoods to promote crime prevention strategies.</p> <p>Due to the pandemic and an associated increase in commercial break and enters, the LPS offered free CPTED consultations to the business community which were promoted through the various BIAs. Approximately 30 to 40 consultations were conducted.</p>	
		Conduct safety audits in student housing neighbourhoods (LPS / 12.31.21)	Complete		
	Improve emergency response through the development and implementation of the Fire Master	Develop and finalize Community Risk Assessment and Fire Master Plan (NCWS / 6/30/21)	Caution	Completed the Community Fire Risk Assessment and the Community Risk Mitigation Strategy documents which feed into the Fire Master Plan currently slated to go to Council in December 2021.	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
	Plan and new technology.			Working with consultants in design of Station 15, report expected in Q3 2021. In line with Climate Emergency Action Plan, in discussion with Passive House to develop a carbon neutral or green fire station.	
		Implement Community Risk Assessment and Fire Master Plan (NCWS / 12.31.23)	On Target		
	Promote pedestrian safety and active transportation.	Active and Safe Routes to School (ASRTS) Committee, to promote active and safe school travel. As part of ASRTS partnership, support the wayfinding sign projects and bike rack installation projects. Continue to foster new partnerships that promote active school travel e.g. Canadian Cancer Society to pilot and evaluate Walking School Bus program (MLHU / 12.31.23)	Not Defined		
	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 and active transportation in the City of London, Middlesex County and its municipalities. Increase awareness, support, and implementation of health	Not Defined			



Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
		community design with planners/developers and public including school communities (MLHU / 12.31.23)			

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

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
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)	On Target	Policies and guidelines continue to be used in development applications.	
		Complete City-wide Urban Design Guidelines (P&ED / 6.30.22)	On Target	Implementation will be completed in 2022.	
		Complete Infill and Intensification Urban Design Guidelines (P&ED / 12.31.21)	On Target		The work associated with this action has been impacted by the pandemic, resource pressures and emerging priorities. Suggested new end date: 12/31/23.
		Complete Tall Building Urban Design Guidelines (P&ED / 12.31.23)	On Target	Research and development will commence in 2023.	
Continue to conserve London's heritage properties and	Conserve London's heritage through regulation and investment.	Complete Heritage Places 2.0 (P&ED / 12.31.20)	Complete		
		Complete Municipally owned heritage buildings conservation master plan (P&ED / 12.31.21)	On Target		Work has been delayed due to inability to access

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
archaeological resources.					buildings. Work is planned to commence in 2022. New target end date 12/31/22.
		Implement Municipally owned heritage buildings conservation master plan (P&ED / 12.31.23)	On Target	Municipally owned heritage buildings continue to be maintained and rehabilitated as needs arise.	
		Implement Official Plan policies, heritage conservation district plans and guidelines in the review of development proposals (P&ED / 12.31.23)	On Target	Heritage plans and policies are implemented through the review of development and building applications.	
		Review alterations to heritage properties (P&ED / 12.31.23)	On Target	Heritage plans and policies are implemented through the review of development and building applications.	
		Complete Great Talbot HCD (P&ED / 12.31.23)	On Target	On track to be completed by 2023.	
		Complete Gibbons Park HCD (P&ED / 12.31.23)	On Target	On track to be completed by 2023.	
		Update Municipal Register of Heritage Resources (P&ED / 12.31.24)	On Target	Municipal register is updated as properties are added and removed.	
		Conserve heritage properties through heritage designation (P&ED / 12.31.23)	On Target	Heritage designations continue to be addressed through development applications and other requests.	
		Identify and conserve archeological resources through assessment (P&ED / 12.31.23)	On Target	Archaeological resources continue to be evaluated through the review of development and building applications.	
		Update Archeological Mapping (P&ED / 12.31.23)	On Target	Archaeological mapping continues to be updated as studies are completed.	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
Increase the number of community gathering spaces in neighbourhoods	Invest in community building projects.	Implement Closed School Strategy (P&ED / 12.31.23)	On Target	All potential closed school sites are being evaluated for possible use as affordable housing, parkland, or community facilities.	
		Continue to implement the London Community Gardens Program Strategic Plan (NCWS / 12.31.23)	On Target	Continued to increase accessibility in all gardens and to promote the process for starting a new garden. Completed community consultation for a new garden in Belvedere Park.	
		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 / 12.31.23)	On Target		

## 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	Action / Lead / Target End Date	Status	Accomplishments	Variance
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)	On Target	The Holy Roller restoration project has begun with a scheduled completion date of June 2022.	
		Create and acquire public art monuments (NCWS / 12.31.23)	On Target	Creation projects underway are: East Lions Community Centre, Traffic Signal Wrap Artworks, and "We are Still Here" Residential School Survivor Legacy.	
	Develop and document current levels of service and	Inform Council on the current levels of service through the 2019 Asset Management Plan (FS / 9.30.19)	Complete	Municipal Council approved the 2019 Corporate Asset Management Plan which included current levels of service on August 27, 2019.	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
	identity proposed level of services.	Monitor the Corporate Asset Management Plan implementation (FS / 9.30.23)	On Target	Council received the annual update to the Corporate Asset Management Plan on August 10, 2021. The Plan provided "report cards" on asset condition and the infrastructure gap for Water, Wastewater, Stormwater, Transportation, Parks, Recreation and Corporate Facilities. Although the City's Infrastructure Gap continues to grow, the report concluded that dedicated asset management funding through the Multi-Year Budget has had a positive impact in lessening the overall dollar amount of the Gap.	
		Inform Council on the proposed levels of service through the 2023 Asset Management Plan (FS / 9.30.23)	On Target	Corporate Asset Management staff are presently finalizing a Request for Proposal (RFP) for consulting services to assist with the 2023 Asset Management Plan. The RFP will be released by the end of 2022.	
	Regenerate and revitalize LMCH/Community Housing sites.	Develop London & Middlesex Community Housing Corporation's (LMCH) Asset Management Plan (LMCH / 6.30.20)	Complete	LMCH Asset Management plan (AMP) is complete. 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 in advance of the legislation coming into effect as of 2023. In addition, an annual review of the AMP was conducted with results shared with the LMCH Board of Directors on August 19, 2021. We remain in alignment with all aspects of the AMP and will focus attention on opportunities identified that will support continued success going forward.	
		Manage the delivery of Social Housing Apartment Improvement Program (SHAIP) (LMCH / 6.30.20)	Complete	All LMCH SHAIP projects are complete. A total of 1,315 (more than 1/3 of LMCH units) benefited from the retrofitting completed at six	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
				sites. These retrofits included: lighting and air make-up unit upgrades; and the installation of cladding and solar walls on all 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)	On Target	Council approved (April 13, 2021) the release of the Draft Environmental Assessment Study Report for the Expansion of the W12A Landfill for community engagement. City staff and the technical consultant (Golder) have been addressing final comments and questions from review agencies, the public and First Nations. A final public participation meeting at CWC will be held in late 2021 or early 2022.	
		Submit and received Provincial Environment Assessment approval (E&I / 12.31.22)	On Target		
		Undertake community engagement and finalize the Long-Term Waste Disposal Strategy coupled with the Resource Recovery Strategy (E&I / 12.31.22)	On Target		
		Submit and receive Provincial Environmental Protection Act approvals (E&I / 6.30.23)	On Target		
	Work with multi-sectors to finalize the Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure.	Undertake multi-sector engagement on built environment challenges, opportunities, priorities and implementation plans (E&I / 9.30.21)	Complete	The initial work has been completed as part of engagement on the Climate Emergency Action Plan. Additional work will occur upon the completion of work being undertaken with ICLEI's Building Adaptive & Resilient Communities (BARC) project (London was one of 22 Ontario municipalities selected for this work).	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
		Share progress made towards implementing Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure (E&I / 12.31.23)	On Target		
		Complete actions assigned to Conservation Authorities between 2020 and 2023 (Conservation Authorities / 12.31.23)	On Target		
	Renew, expand, and develop parks and recreation facilities, and conversation areas in appropriate locations to address existing gaps.	Implement the Parks and Recreation Master Plan by introducing a new mid-size multi-use community centre (NCWS / 12.31.23)	On Target		
		Continue to add new parks as the city grows (E&I / 12.31.23)	On Target	Nine new parks were added to the inventory of parks.	
		Implement the Parks and Recreation Master Plan recommendations (NCWS, E&I / 12.31.23)	On Target	A sub-study to assess the needs and condition of pickleball and tennis courts has been completed in 2021.	
		Continue to add new conservation areas or expand the use of existing conservation areas, as the city grows (Conservation Authorities / 12.31.23)	On Target		
	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)	On Target	The 2022 GMIS has been completed and was approved by Council in May.	
		Expand the annual Growth Management Implementation Strategy Update to include built area works (P&ED / 6.30.21)	Caution		An Administrative Review of the Growth Management

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
					Implementation Strategy is underway. In order to complete this work, the suggested new end date is 12/31/23.
		Develop opportunities to receive stakeholder feedback on the annual Growth Management Implementation Strategy Update (P&ED / 12.31.20)	Complete		
		Implement opportunities to receive stakeholder feedback on the annual Growth Management Implementation Strategy Update (P&ED / 12.31.23)	On Target	In 2021, stakeholder feedback on the GMIS process was received through the stakeholder interview phase. In 2022, a survey will also be developed for circulation to participants following the conclusion of the 2023 GMIS Update.	
	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)	Complete	Corporate Asset Management policy adopted by Council in April, 2019.	
		Inform Council on the state of the infrastructure through the development of the 2019 Corporate Asset Management Plan (FS / 9.30.19)	Complete	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)	On Target	Council received the annual update to the Corporate Asset Management Plan on August 10, 2021. The Plan provided "report cards" on asset condition and the infrastructure gap for Water, Wastewater, Stormwater, Transportation, Parks, Recreation and Corporate Facilities. Although the City's Infrastructure Gap continues to grow, the report concluded that dedicated asset management funding through the Multi-	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
				Year Budget has had a positive impact in lessening the overall dollar amount of the Gap.	
		Approval of Capital Budget through the 2020 to 2023 Multi-Year Budget process (FS / 3.31.20)	Complete	Municipal Council approved the 2020-2023 Multi- Year Capital Budget on March 2, 2020.	
		Adjustments to capital budget made through the Annual Budget update process (FS / 12.31.23)	On Target	The Annual Budget Update process will occur for 2021, 2022 and 2023. The 2022 Budget Update was tabled on November 9, 2021.	
		Develop Asset Management Plan (AMP), including priorities, project milestones and timelines (LPL / 12.31.21)	On Target	<p>Consultations with City's Corporate Asset Management and Facilities teams are underway to discuss best practices and conduct training.</p> <p>Secured an external vendor to conduct a Facility Condition Assessment in late 2021/early 2022.</p> <p>Ongoing training on asset management software with the City's Facilities team.</p>	
		Implement AMP (LPL / 12.31.23)	On Target	<p>The London Public Library is working toward a goal of completing a Facility Condition Assessment in early 2022 and having levels of service developed by the end of 2022.</p> <p>Once the Asset Management Plan (AMP) is established, it will be used to inform capital funding needs for implementation and capital budget requests to be considered by Municipal Council in the next multi-year budget cycle. Additional capital funding for implementation will be requested through the 2024-2027 Multi-Year Budget process.</p>	



Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
				<p>Due to the Library closure, the development and implementation of the Asset Management Plan has been delayed.</p> <p>The intention is to complete the development of the Asset Management Plan by Q3/Q4 in 2022, with full implementation by the start of 2023.</p>	
		Explore potential partnerships (LPL / 12.31.23)	On Target	<p>The London Public Library will hold discussions with community partners with the hope of creating a multi-use facility (like Bostwick and Stoney Creek).</p> <p>Discussions with the City are still ongoing. Both parties are planning for delays in planning and construction due to COVID-19.</p>	
		Develop functional plan and undertake construction of new Southeast branch (LPL / 12.31.22)	On Target	Discussions with community partners in hopes of creating a multi-use facility (like 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)	On Target	Discussions with community partners in hopes of creating a multi-use facility (like 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)	On Target	Audio/video refurbishing for remote control rear projection/screen timers/external speakers on Museum's west side to showcase, through large window, artists, and authors' videos such as poems by London writer Najwa Zebians.	
		Develop master plan site (Western Fair / 6.30.23)	On Target	Interim strategic plan approved in September.	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
		Continue to invest in maintaining Conservation Authority assets (Conservation Authorities / 12.31.23)	On Target		
	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)	On Target	Council received the annual update to the Corporate Asset Management Plan on August 10, 2021. The Plan provided "report cards" on asset condition and the infrastructure gap for Water, Wastewater, Stormwater, Transportation, Parks, Recreation and Corporate Facilities. Although the City's Infrastructure Gap continues to grow, the report concluded that dedicated asset management funding through the Multi-Year Budget has had a positive impact in lessening the overall dollar amount of the Gap.	
		Inform Council on the state of the infrastructure through the development of the 2019 Corporate Asset Management Plan (FS / 9.30.19)	Complete	Municipal Council approved the 2019 Corporate Asset Management Plan which include 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 through the Annual Budget update process (FS / 12.31.23)	On Target	The Annual Budget Update process will occur for 2021, 2022 and 2023. The 2022 Budget Update will be tabled on November 9, 2021.	
	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)	On Target	Corporate Asset Management staff are working on a community engagement framework to support conversations about asset management and proposed levels of service to be defined through the 2023 Asset Management Plan.	

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

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
Improve London's resiliency to respond to potential future challenges.	Advance sustainability and resiliency strategies.	Complete Green City Strategy (P&ED / 9.30.21)	On Target	Green City Strategy evolved into Climate Emergency Action Plan.	Green City Strategy evolved into Climate Emergency Action Plan. Timelines will be adjusted following Council direction on the CEAP.
		Implement Green City Strategy (P&ED / 12.31.23)	On Target	Green City Strategy evolved into Climate Emergency Action Plan.	
		Complete Resiliency Strategy (P&ED / 3.31.22)	On Target	Resiliency Strategy evolved into Climate Emergency Action Plan.	The Resiliency Strategy has evolved into the Climate Emergency Action Plan. Suggested new end date for this component of CEAP is 12/31/22. Going forward this will be referred to as the Climate Change Adaptation Plan.
		Implement Resiliency Strategy (P&ED / 12.31.23)	On Target	Resiliency Strategy evolved into Climate Emergency Action Plan.	The Resiliency Strategy has evolved into the Climate Emergency Action Plan. Going forward this will be referred to as the Climate Change Adaptation Plan.
		Complete Conservation Authority led low impact development (LID) projects, education and awareness initiatives (Conservation Authorities / 12.31.23)	On Target		

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
Direct growth and intensification to strategic locations.	Advance the growth and development policies of the London Plan through enhanced implementation tools and investments in infrastructure.	Complete Phase 1 of ReThink Zoning work plan (P&ED / 12.31.20)	Complete	Phase 1 completed, work is ongoing to retain consulting team and initiate Phase 2.	
		Complete Phase 2 of ReThink Zoning work plan (P&ED / 12.31.23)	On Target	Work is ongoing to retain consulting team and initiate Phase 2.	
		Complete appeal process for the London Plan (P&ED / 12.31.22)	On Target	Final phase of London Plan hearings scheduled to begin in September 2022.	
		Implement London Plan farmland policies (P&ED / 12.31.23)	On Target	Continues to be implemented through development applications.	
		Complete review of Urban Growth Boundary (P&ED / 12.31.23)	On Target	Urban Growth Boundary review to be completed as part of a comprehensive review of the London Plan and is pending resolution of remaining appeals.	
		Implement London Plan growth framework (P&ED / 12.31.23)	On Target	Continues to be implemented through development applications.	
		Implement Environmental Policies of the London Plan (P&ED / 12.31.23)	On Target	Continues to be implemented through development applications.	
		Update Environmental Management Guidelines (P&ED / 9.30.21)	Complete	Environmental Management Guidelines went to Council October 26th, 2021, for public circulation.	
		Complete Meadowlily CMP – Phase 1 (P&ED / 12.31.20)	Complete		
		Complete Meadowlily CMP – Phase 2 (P&ED / 12.31.21)	Caution		Due to resourcing the initiation of the Meadowlily CMP Phase 2 will begin and be completed in 2023. Suggested new end date: 12/31/23.

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
		Complete Medway Valley CMP (P&ED / 12.31.22)	On Target	CMP approved by Council.  Detailed design for Deferred Gloucester Loop Segment in Medway Valley initiated including Stage 1 Archaeological Assessment.	
		Establish performance measures for permit lots and on the market units (P&ED / 12.31.20)	Complete	The preliminary approach was presented to Council in 2019. Civic Administration was directed to continue to work with the industry to refine the proposed performance measures. Consultation continues to progress.	
		Create and implement a framework for the Annual Development Report (P&ED / 12.31.23)	On Target	Annual Development Report framework is in place, next report expected in February 2022.	
	Prepare detailed plans for strategic locations.	Complete OEV Secondary Plan (P&ED / 9.30.19)	Complete		
		Complete Victoria Park Secondary Plan (P&ED / 6.30.22)	On Target	Work continues with reports to be completed in Q2 2022.	
		Complete Byron Pits Secondary (P&ED / 6.30.22)	On Target		
		Complete Masonville Transit Village Secondary Plan (P&ED / 12.31.21)	Complete	Secondary Plan was approved on October 27th, 2021.	
		Complete White Oak Dingman Secondary Plan (P&ED / 12.31.23)	On Target	On hold pending outcome of Dingman watershed study.	
		Update London Psychiatric Hospital Secondary Plan (P&ED / 12.31.23)	On Target	Update is commencing as part of a development application.	
		Initiate Oxford and Wonderland Transit Village Secondary Plan (P&ED / 12.31.23)	On Target	In Q3 Council direction was to defer the Oxford and Wonderland Transit Village Secondary	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
				Plan. The prioritization of the secondary plans will be brought Council in 2022.	
		Complete the Lambeth Area CIP (P&ED / 12.31.19)	Complete		
	Revitalize London's downtown and urban areas.	Implement Downtown CIP (P&ED / 12.31.23)	On Target	Through the London Community Recovery Network, recovery grants were attached to the existing Community Improvement Plans.	
		Implement OEV CIP (P&ED / 12.31.23)	On Target	Through the London Community Recovery Network, recovery grants were attached to the existing Community Improvement Plans.	
		Implement SoHo CIP (P&ED / 12.31.23)	On Target	Through the London Community Recovery Network, recovery grants were attached to the existing Community Improvement Plans.	
	Monitor city building outcomes with the London Plan.	Develop London Plan Monitoring Program (P&ED / 12.31.20)	Complete		
		Complete annual London Plan monitoring (P&ED / 12.31.23)	On Target	London Plan monitoring to be considered in context of comprehensive review, will resume biannual monitoring following that comprehensive review.	
	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)	Complete	Report went to committee and Council. Direction to not proceed with parking structure at this time.	

Outcome: London has a strong and healthy environment.

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
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)	On Target	The development of the Climate Emergency Action Plan has provided an additional opportunity to share details on the 60% Waste Diversion Action Plan, in particular, the upcoming Green Bin program and receive comments and questions. Plan are being organized for further engagement in 2022.	
		Prepare background methodology and an approach to reporting data. Share progress towards Targets (E&I / 12.31.20)	Complete		
		Share progress towards Targets (Residential waste diverted from landfill) (E&I / 12.31.23)	On Target		
		Share progress towards Targets (Reduction in per capita waste generation) (E&I / 12.31.23)	On Target		
		Share progress towards Targets (Households participating in the Green Bin Program) (E&I / 12.31.23)	On Target		
		Share progress towards Targets (Industrial, commercial, and institutional waste diverted from landfill) (E&I / 12.31.23)	On Target		
Increase community knowledge and	Collaborate on environmental actions with	Engage businesses/institutions and share progress towards Targets (E&I / 12.31.23)	On Target	Work with and alongside the London Environmental Network and Green Economy London has occurred throughout 2021 in the	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
action to support the environment.	community groups through the London Environmental Network (LEN) and businesses as part of Green Economy London.			areas of energy efficiency, greenhouse gas reduction, water stewardship and waste diversion.	
		Engage community groups, establish collaborative projects and share progress towards Targets (E&I / 12.31.23)	On Target		
	Increase community environmental outreach for the built environment through CityGreen.	Share progress towards Targets (CityGreen activities hosted) (E&I / 12.31.23)	On Target	In 2021, major outreach activities occurred online including i) Green in the City sessions co-hosted with the London Public Library and London Environmental Network; ii) City staff worked closely with London Public Library on the Environmentalist-in-Residence program, and iii) the My Wild Green Home collaboration with the Carolinian Canada and London Environmental Network.	
		Provide opportunities for public environmental education (Conservation Authorities / 12.31.23)	On Target		
Protect and enhance waterways, wetlands, and natural areas.	Implement strategies, policies to conserve natural areas and features.	Complete Byron Valley Trail (P&ED / 12.31.21)	On Target	Geotechnical design for Byron Valley Trail is underway.	
		Complete Meadowlily CMP – Phase 1 (P&ED / 12.31.20)	Complete		
		Complete Meadowlily CMP – Phase 2 (P&ED / 12.31.21)	Caution		Phase 1 has been completed. The completion of Meadowlily CMP Phase 2 has been delayed due to the



Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
					pandemic, resource pressures and emerging priorities. Suggested new end date: 12/31/23.
		Complete Medway Valley CMP (P&ED / 12.31.22)	On Target	CMP approved by Council.  Detailed design for Deferred Gloucester Loop Segment in Medway Valley initiated including Stage 1 Archaeological Assessment.	
		Complete Killaly Ecological Restoration Plan (P&ED / 12.31.20)	Complete	Prairie restoration, native plantings, and buckthorn removal.	
		Implement the Invasive Plant Management Strategy (P&ED, E&I / 12.31.23)	On Target	Invasive species addressed in all ESAs. Focused programs in Killaly Meadows, Meadowlily. Invasive species removal in parks was focused in the northwest quadrant of the City this year.	
		Implement Environmental Policies of the London Plan (P&ED / 12.31.23)	On Target	Completed in 2021: <ul style="list-style-type: none"> <li>• London Plan environmental policies approved by LPAT</li> <li>• Victoria Bridge EIS and permitting</li> <li>• Labatt Sanitary EIS</li> <li>• Springbank Reservoir (2 and 3) Detailed design and permitting</li> <li>• W12 EA and EIS review</li> <li>• Dingman Drive EIS Review</li> </ul>	
		Update Environmental Management Guidelines (P&ED / 9.30.21)	Complete	The Environmental Management Guidelines were tabled at the October 18, 2021 Planning and Environment Committee meeting. Council consideration is anticipated by the end of the year.	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
		Implement Official Plan policies and environmental management guidelines in the review of development proposals (P&ED / 12.31.23)	On Target	Development and planning applications resulting in 20 study requests since July.	
		Improve Environmental Impact Study monitoring compliance for applicable developments (P&ED / 6.30.21)	Complete		
		Strengthen post-development environmental monitoring through a City-led consulting contract and annual reviews (P&ED / 12.31.22)	On Target	2021 Annual Review was completed.	
		Undertake actions to conserve natural areas and features (Conservation Authorities / 12.31.23)	On Target		
	Improve water quality in the Thames River.	Take the targeted number of Thames River water quality samples (E&I / 12.31.23)	On Target	Annual target has been reached with over 5,808 completed as of October 2021.	
		Work with homeowners and process homeowner grant applications (E&I / 12.31.23)	On Target	Applications being submitted, processed, and reviewed. 31 basement flooding grant applications approved as of October 2021 meeting the 2021 annual target.	
		Construct new sewers through the Infrastructure Renewal Program (E&I / 12.31.23)	On Target	Construction of 2021 sewer separation projects currently underway.	
		Operate the wastewater treatment plants in a way to reduce sewage released to the Thames River (E&I / 12.31.23)	On Target	Enhanced treatment and storage capability at the Greenway Wastewater Treatment Plant and elsewhere treated 112 million litres of raw sewage instead of it being directly bypassed to the Thames River in the extreme September 21-23rd rainstorm. A further 41.5 million litres were	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
				treated rather than directly bypassed to the River at throughout the remainder of the year.	
		Improve capacity in the wastewater treatment plants to reduce sewage released to the Thames River (E&I / 12.31.23)	On Target	Detailed design of Adelaide Wastewater Treatment Plant Section 1 restoration is nearing completion and will tender soon. Dingman Creek Pumping Station is under construction.	
	Bring Londoners 'Back to the River' by revitalizing the Thames River radiating from the Forks.	Complete the detailed design and construction of the inaugural project (E&I, P&ED / 12.31.23)	Not started	This project was not approved through the Multi-Year Budget process and therefore has not started.	
		Complete the SoHo Back to the River Environmental Assessment process (E&I, P&ED / 12.31.24)	Not started	This project was not approved through the Multi-Year Budget process and therefore has not started.	
		Complete the detailed design and construction of the SoHo inaugural project (E&I, P&ED / 12.31.23)	Not started	This project was not approved through the Multi-Year Budget process and therefore has not started.	
	Implement recommendations associated with the River Management Plan and One River Environmental Assessment.	Implement projects identified in the One River Management Plan component of the One River Environmental Assessment (E&I / 12.31.23)	On Target	Trails and a lookout have been established along the river in Cavendish Park.  The boat launch at Wonderland and Riverside has been refurbished to accommodate boaters and new lower river levels.	
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)	Complete		
		Share progress made towards implementing the next Corporate Energy Management CDM Strategy (E&I / 12.31.23)	On Target	The 2020 Corporate Energy Consumption and Activities Report was submitted to Civic Works	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
				Committee on August 31, 2021. The City's performance in 2020 is currently exceeding the 2023 targets established in the 2019-2023 Conservation Demand Management Plan (noting that COVID-19 has influenced the 2020 results).	
		Undertake multi-division engagement on green fleet management challenges, opportunities, priorities, and implementation plans (E&I / 12.31.19)	Complete		
		Undertake actions to reduce energy use on a per person basis (E&I / 12.31.23)	On Target		
		Undertake actions to reduce greenhouse gas generation from 2007 levels (E&I / 12.31.23)	On Target		
	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)	On Target	Climate Emergency Action Plan (CEAP) is scheduled to be submitted to Strategic Priorities & Policy Committee in Q1 2022. One key element in the development of CEAP was the Climate Lens Process. Two reports were submitted to Civic Works Committee that used the Climate Lens Process in August 2021; Outcome of Climate Lens Screening Applied to Major Transportation Projects and Outcome of Climate Lens Process Applied to Waste Management Programs and Projects.	
		Share progress made towards implementing the next CEAP (E&I / 12.31.23)	On Target	The 2020 Community Energy Use and Greenhouse Gas Emission Inventory Report was submitted to Civic Works Committee on August 31, 2021. The total greenhouse gas	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
				emissions dropped in 2020 and now sit at 22% lower than 1990 levels (noting that COVID-19 has influenced the 2020 results). The target in 2020 was 15%.	
		Undertake actions to reduce greenhouse gas generation on a per person basis (E&I / 12.31.23)	On Target		
		Undertake actions to reduce energy use from 1990 levels (E&I / 12.31.23)	On Target		
		Engage stakeholder organizations, groups, or businesses in CEAP (E&I / 12.31.23)	On Target		
		Undertake actions to reduce greenhouse gas generation (E&I / 12.31.23)	On Target		
		Share progress made towards implementing the next CEAP (Conservation Authorities / 12.31.23)	On Target		
	Update flood forecast and warning and warning system to address a changing climate.	Undertake annual flood forecast and warning system update (Conservation Authorities / 12.31.23)	On Target		
	Assess health vulnerability to climate change.	Reducing exposures to health hazards and promoting development of healthy built and natural environments. MLHU communicates extreme weather events (cold weather alerts and heat warnings) to facilitate community action for	Not Defined		

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
		cooling/warming centres, increasing hours for recreational water facilities and shelters. MLHU advocates for public health strategies to be incorporated into municipal policy, as it relates to matters under municipal jurisdiction, land use planning, and the built environment (MLHU / 12.31.23)			
		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 (MLHU / 12.31.23)	Not Defined		

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

Expected Result	Strategy	Action / Lead / Target End Dates	Status	Accomplishments	Variance
Increase access to transportation options.	Build more infrastructure for walking and bicycling.	Implement capital contract to construct new sidewalks (E&I / 12.31.23)	On Target	Sidewalk installations underway on select streets.	
		Implement capital contracts to construct new bike lanes as guided by the Cycling Master Plan (E&I / 12.31.23)	On Target	Bike lane construction underway at locations such as Fanshawe Park Road, Wavell/Brydges, Colborne Street and Riverside Drive.	
		Implement capital contracts to construct new protected bike lanes as guided by the Cycling Master Plan (E&I / 12.31.23)	On Target	Protected bike lane construction underway at locations such as Colborne Street and Riverside Drive.	

Expected Result	Strategy	Action / Lead / Target End Dates	Status	Accomplishments	Variance
	Continue to expand options and programs to increase mobility.	Undertake background detail and community engagement on bike parking challenges, opportunities, priorities, and implementation plans (E&I / 2.28.22)	On Target	Bike lockers were installed in three locations in downtown London as part of a one-year pilot project.	
		Prepare background methodology, an approach to monitoring and implement (E&I / 12.31.21)	On Target		
		Undertake background details, business community engagement and implementation strategies for a Transportation Management Association(s) (E&I / 12.31.21)	On Target	The results of this initiative will be presented as part of the Climate Emergency Action Plan being delivered to SPPC in Q1 2022. This work is also a foundational piece as part of the development of the Mobility Master Plan.	
		Undertake background details, community engagement, potential stakeholder engagement and develop Business Case for Bike Share (E&I / 9.30.21)	Caution		Community engagement on a potential pilot project with e-scooters alongside a bike share system has delayed the release of a request for proposal for a service provider. The next steps in late 2021 or early 2022 will be a report to Civic Works Committee containing one or two implementation approaches for these micromobility options.
		Share progress made towards implementing the transportation demand management actions (E&I / 12.31.23)	On Target		

Expected Result	Strategy	Action / Lead / Target End Dates	Status	Accomplishments	Variance
	Develop a strategic plan for a future with connected and autonomous vehicles.	Develop and finalize Strategy (E&I / 9.30.21)	Caution	Strategy development continues with input from stakeholders.	Progress continues but with modified completion date due to prioritization of resources to TIMMS implementation and pandemic-related reallocation of resources by partners. New target end date of 12/31/22 proposed.
	Support Londoners to access affordable public transit where they live and work.	Evaluate the income-related subsidized transit program (LTC, NCWS / 12.31.19)	Complete		
		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)	Complete		
		Implement a sustainable business plan with LTC to support affordable transit programs for Londoners (LTC, NCWS / 12.31.23)	On Target	Implemented Phase 1 of the Integrated Subsidized Transit Model in May which has streamlined administration of the following subsidized transit programs: <ul style="list-style-type: none"> <li>• Visually Impaired</li> <li>• Youth 13-17 years of age</li> <li>• Children 12 years of age and under</li> <li>• Individuals 65 years of age and older</li> </ul>	
		Allocate funding to continue to support these programs (NCWS / 12.31.23)	On Target	Allocated funding under a new funding agreement with the London Transit Commission for the following programs: <ul style="list-style-type: none"> <li>• Visually Impaired</li> </ul>	



Expected Result	Strategy	Action / Lead / Target End Dates	Status	Accomplishments	Variance
				<ul style="list-style-type: none"> <li>Youth 13-17 years of age</li> <li>Children 12 years of age and under</li> <li>Individuals 65 years of age and older</li> </ul>	
	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)	Caution		Implementation limited due to extent of COVID related impacts.
	Implement the LTC Ridership Growth Strategy.	Approve associated budgets to allow for implementation of the targeted Ridership Growth Strategy initiatives (LTC / 12.31.23)	Caution		Plan deferred for future consideration due to COVID related impacts.
	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)	On Target	Multi-year construction of Downtown Loop has commenced. East London Link and Wellington Gateway designs and property acquisition continue.	
		Implement Bus Rapid Transit System along constructed Rapid Transit Corridors (E&I / 12.31.28)	On Target		
	Implement the LTC 5 Year Conventional Service Plan.	Approve associated budgets to allow for implementation of the 5-year plan (LTC / 12.31.23)	Caution		Implementation limited due to extent of COVID related impacts.
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)	Complete	Transportation Management Centre is operationalized.	
		Implement a new Advanced Traffic Management System (E&I / 12.31.22)	On Target	TIMMS project progressing well.	

Expected Result	Strategy	Action / Lead / Target End Dates	Status	Accomplishments	Variance
	Implement the strategic program of road improvements identified in the Smart Moves Transportation Master Plan.	Construct Bradley Avenue Extension, Jalna to Wharncliffe (E&I / 9.30.23)	On Target	Project is progressing through design and property acquisition.	
		Construct Southdale Road West Improvements (E&I / 9.30.23)	On Target	Project is progressing through design and property acquisition.	
		Construct Adelaide / CPR Grade Separation (E&I / 6.30.23)	On Target	Construction contractor procurement is underway.	
		Construct Wharncliffe / CN Grade Separation (E&I / 12.31.23)	On Target	Design and preparatory work are progressing.	
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)	On Target	Annual road safety actions include implementation of pedestrian crossovers, rail crossing improvements, area speed limits and automated speed enforcement and other localized improvements.	
		Update the Vision Zero Road Safety Strategy (E&I / 12.31.21)	On Target	Assessment of program metrics and development of new actions progressing despite unavailability of the full resources of the London Middlesex Road Safety Committee due to pandemic-related redeployments. Annual actions continue based on current best practices and learnings.	
Improve the quality of pedestrian environments to support healthy and active lifestyles.	Plant more trees to increase the city's tree canopy cover.	Implement annual tree planting program (E&I / 12.31.23)	On Target	<p>5,268 Trees were planted on City property in 2021. There were also 1,000 trees given to residents on National Tree Day.</p> <p>85 Trees will be planted in partnership with CN-Eco Connections.</p> <p>Over 5,000 trees and shrubs were planted through ReForest London projects.</p>	

Expected Result	Strategy	Action / Lead / Target End Dates	Status	Accomplishments	Variance
	Respond to changing participation patterns and emerging activities by adapting public spaces and programs.	Install new benches within parks to support expanded passive use (E&I / 12.31.23)	On Target	76 new benches were installed in City Parks.	
		Install new light systems in parks to support extended use (E&I / 12.31.23)	On Target	East Lions Park and North London Fields received new lighting.	
		Reconstruct sections of pathway to improve surfacing and/or width to accommodate new/more users (E&I / 12.31.23)	On Target	12 locations across the city received major asphalt repairs to improve the mobility along the pathway system.	
	Increase pedestrian amenities on streets.	Implement the Mobility policies of The London Plan (P&ED / 12.31.23)	On Target	Implemented through development applications.	
		Implement annual tree planting program (E&I / 12.31.23)	On Target	5,268 trees were planted.	
		Respond to neighbourhood street lighting projects as requested by Londoners (E&I / 12.31.23)	On Target	Street lighting added at high priority streets and walkways in response to requests and needs.	

## Growing Our Economy

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

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
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)	On Target	Council approved the creation of a Film Office, which will be staffed by LEDC. The intent of the Film Office is to grow the film and multimedia emerging in London.	
		Facilitate effective labour matching for employers through the Business	On Target	Virtual programs continue to be held throughout 2021 resulting in 2,000 jobs created since the start of 2020.	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
		Momentum Series and other programs (LEDC, SHD / 12.31.23)			
		Match employers needs to candidate pools and employment support agencies and educational providers (LEDC, SHD / 12.31.23)	On Target	<p>Virtual programs continue to be held throughout 2021.</p> <p>Life Stabilization in tandem with local employment agencies and employers host weekly virtual Labour Market Information sessions focused on specific employment fields. Life Stabilization is also part of the Regional Advisory Group for the Workforce Planning &amp; Development Board's SAO project "Manufacturing Your Future".</p> <p>Life Stabilization is supporting the London and Area Job Works series which includes CTV promotion and job fairs.</p>	
	Increase Ontario Works client participation within employment activities.	Develop and implement the annual Ontario Works Service Plan (SHD / 9.30.19)	Complete	Service Plan has been completed.	
		Report annual employment outcomes and performance metrics to the Ministry of Children, Community, and Social Services (SHD / 12.31.23)	On Target	23.28% of Ontario Works Cases were terminated as a result of participants exiting to employment, exceeding target of 20%.	
		Monitor and report to Council on caseload trends as part of the Ontario Works Participant Profile (SHD / 12.31.23)	On Target	93% of eligible Ontario Works participants have an active outcome plan exceeding target of 85%.	
	Increase the employment rate for Londoners who	Continue to support the London Jobs Now initiative (SHD, P&ED / 12.31.23)	On Target	Life Stabilization: participates in the London Community Recovery Network (LCRN) which aligns with the London Job's Now Initiative;	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
	are not currently participating in the workforce.			provides training opportunity information to the Jobs Hub and promotes the Jobs Hub to clients.	
		Monitor and evaluate London's employment trends (SHD, P&ED / 12.31.23)	On Target	Completed Ontario Labour Market Partnership Research to better understand reasons for labour market non-participation across the London Economic Region and identify potential actions to encourage / increase participation.	
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)	On Target	Hired 4 interns in 2021 as part of the Internship Program.	
		Engage Western University and Fanshawe College as partners with the Corporation's internship programs for international students (ES / 12.31.23)	On Target		
	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)	On Target	Virtual programs continue to be held throughout 2021 resulting in 2,000 jobs created since the start of 2020.	
		Match employers needs to candidate pools and employment support agencies and educational providers (LEDC / 12.31.23)	On Target	Virtual programs continue to be held throughout 2021 resulting in 2,000 jobs created since the start of 2020.	
		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)	On Target	75+ webinars and online staff training sessions; creation of online 80 ML exhibition; partnership with classical musicians Magisterra for fall onsite concerts and the virtual, national annual Words Festival of authors.	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
	Attract, retain, and integrate international students, and newcomer skilled workers, and entrepreneurs.	Promote London to potential newcomers (SHD / 12.31.23)	On Target	Investigated opportunities to advocate for greater immigration to London. Re-launched London Internship Program for International Student Graduates.	
		Host and support events to encourage integration and retention (SHD / 12.31.23)	On Target	The second annual London Newcomer Day event was held on October 21, 2021, to welcome and celebrate newcomers. Over 120 people took part.  Supported the Réseau en immigration francophone in launch of new video to promote Francophone immigration.	
		Report annually on the retention of newcomers to London (SHD / 12.31.23)	On Target	Average annual retention rate for newcomers in 2017/2018 increased by 7% since 2016/2017 to 82%.  Newcomer Strategy Advisory Body advocated for implementation of Municipal Nominee Program to allow the City to sponsor permanent residents.	

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

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
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)	Complete	Projects continue to operate through the London Waste to Resources Innovation Centre including work on pyrolysis, gasification, hydrogen, renewable natural gas and mixed waste processing. Research through Western University continues in the related Industrial	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
				Research Chair 5-year project. The London Hefty EnergyBag Pilot Project launched the third and final phase in August 2021. This Pilot Project will be complete in mid-2022.	
		Engage companies, establish collaborative projects and share progress towards targets (E&I / 12.31.19)	Complete		
		Engage companies, establish collaborative ideas and projects, and sign a MOU (E&I / 12.31.19)	Complete		
	Implement the Smart City Strategy	Complete a Smart City Strategy (P&ED / 12.31.20)	Complete	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)	Complete	The principles of the Smart City Strategy regarding technical innovation and partnerships are being 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)	On Target	Draft strategy has been completed. Based on Multi Year Budget direction, the implementation of the strategy, will be re-evaluated.	
		Create a Smart City Steering Committee (P&ED / 12.31.20)	Complete	The creation of the Technology Investment Strategy will ensure that smart city initiatives are implemented as appropriate.	
	Seek out and develop new	Participate in City Studio (P&ED / 12.31.23)	On Target	54 projects have been completed to date in collaboration with post-secondary institutions.	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
	partnerships and opportunities for collaboration.				
	Plan for High Speed Rail.	Monitor provincial activity for opportunities to initiate local action (E&I, P&ED / 12.31.23)	On Target	As opportunities come forward, City staff work with community partners such as the London Economic Development Corporation, TechAlliance, Small Business Centre and Chamber of Commerce to initiate action.	
	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)	On Target	Council approved the creation of a Film Office, managed by the LEDC. The Film Office is mandated to grow the emerging industry of film and multimedia in London.	
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)		On Target	Participation in 2021 remained virtual, while in person events and conferences are planned to resume in 2022.		
Raise visibility for job creation opportunities (LEDC / 12.31.23)		On Target	Virtual job fairs and economic sector conferences, such as the Manufacturing Matters Conference were delivered in 2021.		
	Undertake regional planning partnerships with neighbouring municipalities and promote regional connectivity.	Engage in regional planning discussions with area municipalities (P&ED / 12.31.23)	On Target	Development of Regional Transit is in discussion with neighbouring municipalities.	
	Grow tourism revenues through initiatives that build awareness	Ongoing SEO, Content Marketing, Digital, Radio and Social sector and attraction specific campaigns to bolster tourism – demographic specific with	On Target	Ongoing marketing initiatives with marketing partners including bloggers, social media influencers, award winning artists, as well as	



Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
	and interest in London.	the Millennial Tourism being the primary demographic (P&ED / 12.31.23)		traditional marketing partners including television, radio, and newspaper print.	
	Support tourism by facilitating local, provincial, and national stakeholders to encourage community economic development, business partnerships, product development and legacy development for London.	Ongoing communication and collaborative partnerships with large organizations with common objectives to leverage resources such as with Downtown London or major venues, festivals or attractions (P&ED / 12.31.23)	On Target	Strengthening partnerships with these partners, dedicated to events and projects.	
	Support the development of agricultural industry and promote its value to the urban community through the establishment of an Agricultural	Work with industry participants to produce meaningful annual tradeshows (Western Fair / 12.31.23)	Caution		No trade shows were permitted between March and July.
Partner with investors to leverage WFA capital commitments (Western Fair / 6.30.23)		On Target	First accelerator space opened in The Grove in May 2021. Infrastructure upgrades initiated. Second accelerator space permit received.		
Attract agri-entrepreneurs that align with WFA mandate and objectives (Western Fair / 12.31.23)		On Target	Working with Terra Optima to optimize The Wormery operations to divert green waste from landfill. Pursuing grant opportunities related to agriculture and technology.		

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
	Centre of Excellence.	Develop programming with ACoE partners that fulfil needs of the community (Western Fair / 12.31.23)	On Target	Working with partners to co-produce agricultural trade events.	
	Work with multi-sector stakeholders to develop a Screen-Based Industry Strategy.	Continue to work with the Screen Industry Partner Committee and sector stakeholders on the development of an action plan in-line with municipal best practices (P&ED / 12.31.23)	On Target	Council granted a Purchase of Service to the LEDC to lead the creation and implementation of a Film and Multi-Media office and community strategy to attract and retain production and talent to London.	
Maintain viability in key global markets.	Continue to engage the community to attract conventions, conferences, and multi-day events to London contributing to the community's economic prosperity.	Leverage the new RBC Place London brand with a successful execution of the annual marketing plan working with key partners of Tourism London, Downtown London, Western University, and Fanshawe College (RBC Place / 12.31.22)	On Target	Maintained naming sponsor throughout provincially mandated venue closure due to COVID-19. Positive social media coverage with ongoing meals distributed by 519 Pursuit to those living rough.	Provincial restrictions on indoor gatherings closed RBC Place May-July 2021 reopening in late August 2021 with limited events held in September 2021. Economic impact target will not be achieved in 2021.
		Finalize plan to enhance the space and experience of RBC Place London creating a future gathering place for everyone (RBC Place / 12.31.21)	Caution	Two federal grant applications have been submitted for capital improvements: technology enhancements & King Street outdoor space enhancements.	Suggested new end date: 12/31/22.
		Continue to enhance the guest experience by executing on the RBC Place London Guest (GX) and Associate (AX) Experience strategies (RBC Place / 12.31.23)	Caution	Safely hosted Chamber's BAA with 500 attendees in September 2021 with all screened for full vaccination status. Associates recalled late August 2021 with 17 new hires.	Revenue target will not be achieved in 2021 due to forced provincial closure of venue due to COVID-19.  This is an annual activity, and the date has been

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
					adjusted to 12.31.23 to reflect this.
	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)	On Target	Agriplex continued to be used for mass vaccination clinic supporting the community's health.	
		Monitor the number of licensed outdoor patios with amplified sound (P&ED / 12.31.23)	On Target	23 locations.	
		Monitor the number of private music venues in the City of London (P&ED / 12.31.23)	On Target	35, however, difficult to report an exact number at this time as some live music performances are on hold due to COVID. A number of venues promoting events starting in November.	
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 / 6.30.22)	On Target	Report for Downtown and Old East Village CIP went to City Council on April 13, 2021. Report for Hamilton Road, Lambeth, and SoHo went to PEC on November 1, 2021, and City Council on November 16, 2021.	
		Implement CIP incentive programs (BIAs / 12.31.23)	On Target	Staff administer over 15 financial incentive programs across 11 Community Improvement Plans.	
		Report on the State of the Downtown bi-annually (BIAs / 12.31.23)	On Target	Gathering information for the 2020 & 2021 State of the Downtown Report.  Positive relationships established with stakeholders; series of indicators/metrics established to illustrate change over time.	
		Contribute to a fund for property acquisition within Community Improvement Plan areas (P&ED / 12.31.23)	Complete	\$300,000 was placed into a reserve to create opportunities for Community Improvement Plans.	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
		Increase target marketing where appropriate to increase traffic in market (Covent Garden Market / 12.31.23)	On Target	Higher engagement and followers on social media. Traffic still much lower due less events at Budweiser Gardens and decreased office workers downtown.	Sales up \$0.8M from 2020 but down \$1.1M from 2019 for the period from May 2021 to August 2021. Covid-19 has had a drastic effect on the sales of our tenants. Also, the construction King and Talbot streets have had a negative impact on traffic.
		Maintain level of tenant satisfaction to lower turnover (Covent Garden Market / 12.31.23)	On Target	Covent Garden Market has done everything it can to keep tenants operational through rent reduction and forgiveness. Have monitored food court eating area in compliance with the vaccine passport requirements to allow dining inside the market for our prepared food tenants.	
		Fill vacancies with the right tenants for long lasting success (Covent Garden Market / 12.31.23)	On Target	New tenants adjusting well. Added a temporary Christmas themed tenant until December 31, 2021. Currently only one vacant space.	
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)	On Target	Implemented through various projects and development opportunities.	
		Continue to procurement process for the Old Victoria Hospital Lands (P&ED / 12.31.23)	On Target	Sale of phase 2 lands expected to be finalized by early 2022. Zoning report is going forward to allow for affordable housing.	
	Increase partnership	Continue to implement the Council approved policies related to	On Target	\$562,000 in sponsorship and advertising sold in 2021 including \$211,000 in sponsorships for the	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
	funding, sponsorships, and donations to recreation services and amenities.	sponsorship and advertising (NCWS / 12.31.23)		East Lions Community Centre and \$175,000 for the Hully Gully Playground in Southwest Optimist Park.	
		Continue to implement the Adopt a Park program (NCWS / 12.31.23)	On Target	<p>Eight new parks were adopted between April and September:</p> <ul style="list-style-type: none"> <li>• Chelsea Green Park</li> <li>• Crestwood Woods</li> <li>• Riverforks Park- East</li> <li>• Grandview Park</li> <li>• Griffith Street Park</li> <li>• Raleigh Park</li> <li>• Summer Crest Park</li> <li>• Scenic View Park</li> </ul>	
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)	On Target	Council granted a Purchase of Service to the LEDC to lead the creation and implementation of a Film and Multi-Media office and community strategy to attract and retain production and talent to London.	
		Invest and develop job creation opportunities in target markets best suited to match London's key sectors (LEDC / 12.31.23)	On Target	Council granted a Purchase of Service to the LEDC to lead the creation and implementation of a Film and Multi-Media office and community strategy to attract and retain production and talent to London.	

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

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
<p>Increase access to supports for entrepreneurs and small businesses, and community economic development.</p>	<p>Revitalize London's Downtown and urban areas.</p>	<p>Support Business Improvement Areas (P&amp;ED / 12.31.23)</p>	<p>On Target</p>	<p>Established official Staff BIA Liaison.</p> <p>Established London BIA Coordinating Group in 2018 to provide a regular forum for the five BIAs to share information, identify common issues and challenges, identify projects, provide education and awareness on key items (e.g. MFIPPA) – BIA Coordinating Groups occur 6 times per year.</p> <p>Attend BIA Annual General Meetings (AGMs) and Board Meetings as appropriate.</p> <p>Creating BIA Resource Binder to provide information on frequently asked questions, processes, contacts for London BIAs.</p>	
		<p>Review Regeneration Tools for Hyde Park area (P&amp;ED / 12.31.20)</p>	<p>Complete</p>		
		<p>Implement CIP Incentive Programs (P&amp;ED / 12.31.23)</p>	<p>On Target</p>	<p>Staff administer over 15 financial incentive programs across 11 Community Improvement Plans.</p>	
		<p>Complete the Lambeth Area CIP (P&amp;ED / 12.31.19)</p>	<p>Complete</p>		
		<p>Develop metrics and targets to monitor the performance of CIPs (BIAs / 6.30.22)</p>	<p>On Target</p>	<p>Report for Downtown and Old East Village CIP went to City Council on April 13, 2021. Report for Hamilton Road, Lambeth, and SoHo went to PEC on November 1, 2021, and City Council on November 16, 2021.</p>	
		<p>Report on the State of the Downtown bi-annually (BIAs / 12.31.23)</p>	<p>On Target</p>	<p>Gathering information for the 2020 &amp; 2021 State of the Downtown Report</p>	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
				Accomplishments: positive relationships established with stakeholders; series of indicators/metrics established to illustrate change over time.	
		Invest in BIAs in the multi-year budget (BIAs / 3.31.20)	Complete		
	Support entrepreneurs, start-up, and scale-up companies.	Create a business-friendly municipal environment (LEDC / 12.31.23)	On Target	Continue to provide London's business community with up-to-date COVID-19 information.	
		Foster scale-up activity with existing business and support long-term growth (LEDC / 12.31.23)	On Target	Provided virtual consultation and in-person when possible throughout 2020 for growing London businesses.	
		Connect entrepreneurs to share best practices and experiences through programs such as the Founders' Network (LEDC / 12.31.23)	On Target	Entrepreneur programs and events continue to be run in partnership with community agencies such as TechAlliance, Small Business Centre and the Chamber of Commerce.	
		Implement the London Music Strategy by providing artist entrepreneurs with performance opportunities (P&ED / 12.31.23)	On Target	33 performance opportunities created through Revive Live both virtually and in person across 14 Revive Live events to date. 155 London Arts Live events hosted through core area through London Arts Live. One Folk Music Ontario showcase highlighting five artists.	
		Implement the London Music Strategy by hosting workshops and networking opportunities for artist entrepreneurs (P&ED / 12.31.23)	On Target	Eight music workshops and networking opportunities created. Five Re-opening Every Venue Safely workshops for live venues.	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
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)	On Target	Created "BIAs 101" presentation to answer FAQs about BIAs and how they are formed.  Presented "BIAs 101" to Lambeth stakeholder group October 2021.	
		Update Incentive Marketing Materials (12.31.20)	Complete	Created incentive marketing material for the Recovery Grant. Identified the need to update the incentive marketing materials for other programs to reflect the recent reorganization.	
		Update the Sidewalk Patio Manual for Dundas Place (P&ED / 6.30.21)	On Target		
		Implement a review of existing by-laws with a risk-based protocol focusing on municipal purposes (P&ED / 12.31.23)	On Target	Reporting annually - 2021: Property Standards, Vacant Building, Pool Fence.	
		Conduct focused reviews of all major building processes (P&ED / 12.31.23)	On Target	Select reviews completed.	
		Implement continuous improvement initiatives for all major building review processes (P&ED / 12.31.23)	On Target	Exclusively digital application process completed.  Continuous liaison with industry stakeholders.	
		Enhance current permit processing methods by implementing electronic media for multiple and concurrent reviews of building permit applications (P&ED / 12.31.22)	Complete	Exclusively digital application process completed.	
		Improve capacity to engage the community and perform a regulatory	On Target	Committee of Adjustment meeting structure was reformatted to increase capacity of numbers of applications considered by committee. This	



Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
		role in the review of development applications (P&ED / 12.31.23)		resulted in a clear of backlog and improved meeting flow.	
		Conduct focused reviews of all major development review processes (P&ED / 12.31.23)	On Target	Annual reviews completed in 2021.	
		Implement continuous improvement initiatives for all major development review processes (P&ED / 12.31.23)	On Target	Committee of Adjustment meeting structure was reformatted to increase capacity of numbers of applications considered by committee. This resulted in a clear of backlog and improved meeting flow.	
		Rezone the Hamilton Road Corridor to streamline approval processes (P&ED / 12.31.19)	Complete		
		Rezone the Lambeth Main Street Corridor to streamline approval processes (P&ED / 12.31.21)	On Target	Various Community Improvement Plans were created and enhanced for the Lambeth Main Street Corridor.	
		Remove Priority Listings from the Heritage Register (P&ED / 3.31.19)	Complete		
		Heritage Alternation Permit Process Review (P&ED / 12.31.20)	Complete		
		Revise the Archaeological holding provision in the Zoning By-law (P&ED / 6.30.20)	Complete		
	Improve access and navigation of City services and supports through	Continue to collaborate with external partners in regulatory workshops (P&ED / 12.31.23)	On Target	Established London BIA Coordinating Group in 2018 to provide a regular forum for the five BIAs to share information, identify common issues and challenges, identify projects, provide education and awareness on key items (e.g.	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
	Service London Business.			MFIPPA) – BIA Coordinating Groups occur six times per year.	
		Engage internal stakeholders to identify and complete customer journeys (P&ED / 12.31.23)	On Target	Customer Review Process was completed with the Continuous Improvement Team.	
		Create awareness of the Service London Business Hub (P&ED / 12.31.23)	On Target	Information sessions have been held with outside stakeholders.	
		Communicate business success stories to Londoners (P&ED / 12.31.23)	On Target	Service enhancements were made during COVID-19 and communicated through social media.	
		Create awareness of online resources for businesses (P&ED / 12.31.23)	On Target	Service enhancements were made during COVID-19 and communicated through social media.	
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 / 12.31.23)	On Target	Annual ILDS Monitoring Report to Council in July 2021. Council approved new increased land pricing.	
		Continue to develop, market, and sell industrial land (P&ED / 12.31.23)	On Target	Huron Industrial Lands SWMF operational, providing stormwater servicing to new industrial land.  Tender awarded for construction of new small block subdivision with a completion of spring 2022.  Grading and servicing enhancement tender awarded for Huron lands with a completion of summer 2022.	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
				<p>Innovation Park Phases 2 through 4 assumption works nearing completion with subdivision assumption on target by the end of the year.</p> <p>Process to have Skyway Phase 2 assumed by the end of 2022 underway with tender for upgrades to be issued in early 2022.</p> <p>Innovation Park Phase 5 design underway with a draft design expected by the end of 2022. Construction work expected to begin in late 2022.</p>	
		Support existing and potential industrial clients to create and sustain jobs (P&ED / 12.31.23)	On Target	In 2021, 73 acres of City industrial land sold to create 440 jobs in future years. Five new companies to London. Four existing companies to expand on City purchased land.	
		Help existing and potential industrial clients to grow the tax base (P&ED / 12.31.23)	On Target	In August 2021, City purchased 64 acres of land for future industrial inventory.	
		Invest in the maintenance and acquisition of industrial lands in strategic locations (P&ED / 12.31.23)	On Target	In August 2021, City purchased 64 acres of land for future industrial inventory.	

## 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	Action / Lead / Target End Date	Status	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>Apply a three pillared framework (legislation, public awareness, and funded services) in policy and by-law development.</p>	<p>Develop a three pillared framework (legislation, public awareness, and funded services) through research, consultation, and engagement (CMO / 9.30.21)</p>	<p>Caution</p>	<p>The City continues to collaborate with the London Coordinating Committee to End Woman Abuse (LCCEWA) and the Violence Against Women (VAW) sector more broadly. As part of the Housing Stability Action Plan, the City continues to engage with the VAW sector to identify ways to better support women fleeing violence to reduce episodes of homelessness, creating intake pathways to other supports in the community, and ensuring programs within the system are able to support women to be rapidly rehoused based on their unique needs. The Safe Cities London team collaborated to bring awareness to bus safety and the London Transit Commission's courtesy stop program at Western University and Fanshawe College campuses. In October 2021, 23 City staff participated in a pilot training program on Handling Disclosures of Sexual Violence pilot training program. The findings of this pilot will be used to develop an enterprise-wide training program on handling disclosures of sexual violence.</p>	<p>The City of London and the London Coordinating Committee to End Woman Abuse (LCCEWA) continue to collaborate on this action. The establishment of the defined Three Pillared Framework is foundational to the overall 'Creating a Safe London for Women and Girls' area of focus. The work of revising the City's Gender Equity Lens will be done in collaboration the City's Anti-Racism and Anti-Oppression Division in alignment with the development of the new Anti-Racism and Anti-Oppression Framework. The Gender Equity Framework will continue to ensure a level of specificity regarding gender equity and gender equality for women, girls and gender diverse individuals while considering the</p>

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
					<p>intersection of other inequalities and oppressions (e.g. sexuality, gender identity, ethnicity, Indigeneity, immigration status, disability, etc.). New target end date: 6/30/2022.</p>
		<p>Present draft three pillared framework to Council (CMO / 9.30.21)</p>	<p>Caution</p>		<p>The work of revising the City's Gender Equity Lens will be done in collaboration the City's Anti-Racism and Anti-Oppression Division in alignment with the development of the new Anti-Racism and Anti-Oppression Framework. The Gender Equity Framework will continue to ensure a level of specificity regarding gender equity and gender equality for women, girls and gender diverse gender diverse individuals while considering the intersection of other inequalities and oppressions (e.g. sexuality, gender identity, ethnicity, Indigeneity, immigration status, disability, etc.).</p>

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
					Implementation of the updated Gender Equity Framework will include training and will be ongoing, annual activity thereafter. New target end date: 12/31/23
		Implement three pillared framework for public awareness (CMO / 9.30.21)	Caution		Implementation of the framework will begin once the Gender Equity Framework and Anti-Racism and Anti Oppression Framework are complete. This will include training and will be an ongoing annual activity. New target end date: 12/31/2023
	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 / 12.31.23)	On Target	<p>The City 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. Work underway to advance this strategy includes:</p> <ul style="list-style-type: none"> <li>• Implementing bystander intervention training and disclosure training. These programs will augment the skills of employees to better support and identify the needs of women, girls, non-binary and trans individuals in their day-to-day work.</li> <li>• The London Coordinating Committee to End Woman Abuse (LCCEWA) and the</li> </ul>	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
				<p>City are working together to develop a resource card that lists 24/7 crisis lines and services for women and girls.</p> <ul style="list-style-type: none"> <li>• The Downtown Safety Audit includes the use of an intersectional gendered lens in the development of recommendations for the core area.</li> <li>• Developing an administrative procedure to include trigger warnings for reports that come before Council, community engagement, training programs, etc.</li> <li>• Developing a companion Gender-Based Analysis Plus (GBA+) tool that can be used in conjunction with Crime Prevention Through Environmental Design (CPTED) principles. This will include how to engage women and girls with lived experience.</li> <li>• The Housing Stability Action Plan identifies the safety of women and girls fleeing violence as a priority area.</li> <li>• The Community Engagement Community of Practice is hosting a session on Gender-Based Violence and the intersections of identity when engaging the community in Q4 2021.</li> </ul>	
		Implement action plan (CMO / 12.31.23)	On Target		
	Develop policies, by-laws and programs that	Finalize Respectful Workplace Policy and Complaint and Resolution Procedures (ES / 12.31.19)	Complete	Updated the Respectful Workplace Policy as part of Council Policy Annual review in August 2021.	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
	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.	Implement Respectful Workplace Policy (ES / 12.31.23)	On Target		
		Update Template for Annual Report to City Council and update metrics (ES / 12.31.20)	Complete		
		Annual report to City Council (ES / 12.31.23)	On Target	Collecting statistical data to complete the next annual report to Council targeted for Q1 2022.	
	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	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 (ES / 12.31.20)	Complete		
		Deliver updated 'I Step Forward' and 'It Starts with Me' training (ES / 12.31.21)	On Target	An updated I Step Forward program is set to launch in late Q4 2021 using an online format. All employees in the organization will be expected to take this training. Feedback from an intersectional perspective is pending before the release of the program. An introductory I Step Forward program, with a focus on intimate partner violence, and sexual violence/harassment is provided to all new employees in Orientation delivered virtually. 167 employees have completed this program January to September 2021.	



Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
	to also implement the training.			<p>It Starts with Me training, with a focus on corporate policies and promoting a safe and respectful workplace that is free from harassment, discrimination and violence is delivered to all new employees. January to September 2021, 172 employees received this training.</p> <p>To date, 1,416 employees have completed Creating a Safe London for Women and Girls Introductory module. Planning is underway to deliver two pilot programs: Responding to Disclosures of Sexual Violence and Bystander Intervention Training, as part of the Safe Cities For Women and Girls strategic priority.</p> <p>A third-party intersectional review of the I Step Forward program is now complete and the review of the It Starts with Me program is in progress. The findings of these reviews will be used to further enhance these training programs.</p>	
		Develop Respectful Workplace training which will include training on the updated Respectful Workplace Policy and Workplace Culture (ES / 3.31.20)	Complete		
		Deliver Respectful Workplace training (ES / 3.31.20)	Complete		
		Deliver enhanced Respectful Workplace training (ES / 12.31.23)	On Target	To date, 1,977 employees have participated in a rollout of the Respectful Workplace Policy	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
				Introductory training. January to September 2021, 376 managers and People Services advisors and specialists have completed an in-person Respectful Workplace training program. Sessions for those without this training (e.g., outstanding, new managers) are planned for the end of November 2021.	
	Increase the number of women in senior management positions and other positions of power.	Develop a Mentorship Program for women (CMO, ES / 12.31.21)	On Target	Meeting with Anti-Racism and Anti-Oppression team and the UP! Employee Resource Group to develop the program. Scoping capabilities of the HRIS system regarding a mentoring feature to utilize once the HRIS system is in place.	
		Implement Mentorship Program (CMO, ES / 12.31.23)	On Target		
		Review and update current Succession Plan with gender equity lens (CMO, ES / 12.31.21)	On Target	Currently working with various stakeholders to receive their input into the creation of a succession program to ensure we are meeting their needs. Scoping capabilities of the HRIS system to support the succession program once the HRIS system is in place.	
		Implement updated Succession Plan (CMO, ES / 12.31.23)	On Target		
	Work with the London Transit Commission to enhance the safety of women and girls on public transit,	Install bus stop amenities (LTC / 12.31.23)	On Target	Implementation progressing but delayed by one year due to Covid-related impacts on supply chain.	
		Develop a sustainable business plan with LTC to support affordable transit programs for Londoners and submit	Complete		

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
	for example longer hours of bus service and free service to low-income women.	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)	On Target		
	Work together with City of London Housing Services, Housing Development Corporation, London-Middlesex Housing Corporation to build more accessible and safer housing options for women and girls.	Through consultation and enhanced partnership with local VAW agencies, discuss current discrimination that impacts women and girls from accessing affordable housing (SHD / 12.31.23)	On Target	Housing service areas (Housing, Homeless Prevention, Housing Development Corporation, London Middlesex Community Housing) continue to work with the London Coordinating Committee to End Woman Abuse (LCCEWA) on identifying strategic housing actions to address discrimination.	
		Develop an action plan to address the current discrimination faced by women and girls trying to access affordable housing (SHD / 12.31.23)	On Target	The London Coordinating Committee to End Woman Abuse (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)	On Target	Workplan will be reviewed annually once developed.	
	Maintain or increase the number of shelter beds available to abused women and their children, and to homeless women and girls. Full implementation of	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)	On Target	Additional rapid housing programs to support housing outcomes for women in shelters have been implemented and adjustments are made as required to meet the needs of women and girls in the city. Additionally, 10 resting space beds have been implemented to support women experiencing homelessness in the city as well as 20 shelter beds specific for women have been provided in the current shelter system funded by the City.	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
	Housing First policy to be contingent on availability of immediate access to safe, affordable housing.				
	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)	On Target	Housing service areas (Housing, Homeless Prevention, Housing Development Corporation, London Middlesex Community Housing) continue to work with the London Coordinating Committee to End Woman Abuse (LCCEWA) on identifying strategic housing actions to address discrimination.	
Develop an action plan to address the current discrimination faced by women and girls trying to access affordable housing (SHD / 12.31.23)		On Target	The London Coordinating Committee to End Woman Abuse (LCCEWA) continues to develop an action plan that specifically addresses the discrimination faced by women and girls trying to access affordable housing.		
Connect with VAW agencies annually to update action plan as needed (SHD / 12.31.23)		On Target	Workplan will be reviewed annually once developed.		
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)	Complete			
	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)	On Target	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 Mid-Year 2021, the Coordinator provided support to approximately		

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
				148 women in our community. The PAR Coordinator works closely with the City of London's Street Level Women at Risk (SLWAR) program and continues to refer these women to this program when intake is available.	
		Collaboratively work with local agencies to work towards solutions for Persons at Risk (history/risk of survival sex work/trafficking) (LPS / 12.31.21)	On Target	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)	On Target	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.	
		Work with neighbouring police services to combat Human Trafficking across jurisdictions (LPS / 12.31.21)	On Target	A multijurisdictional project started in 2020 and continued into 2021. Over 20 charges have been laid and three people have been arrested and charged. Victim outreach is ongoing. The multijurisdictional investigation involves police in London, Waterloo, Sudbury, Guelph and the OPP.	
	Investigate signing the Global Every Woman Treaty and encourage AMO, FCM, and other provincial associations, the governments of each province and the federal	Investigate Global Every Woman Treaty (CMO / 6.30.20)	Complete	Research on the Global Every Woman Treaty has been completed.	
		Develop advocacy strategies regarding Global Every Woman Treaty (CMO / 3.31.22)	On Target		
		Support advocacy regarding the Global Every Woman Treaty with AMO, FCM, and other provincial associations, the governments of	On Target		

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
	government to do the same.	each province and the federal government (CMO / 6.30.23)			
	Include male violence against women and girls in discussions and decisions made at the Town and Gown Committee	Include male violence against women and girls as a standing item on the Town and Gown Committee agenda (CMO / 12.31.23)	On Target		
		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)	On Target		
		Recognize the safety of women and girls in preparing operational plans involving near-campus issues (P&ED / 12.31.23)	On Target		
	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	Update London Community Grants Program Policy to align with Council's Strategic Plan Strategic Areas of Focus (NCWS / 8.30.19)	Complete		
		Support organizations to apply for the London Community Grants Program and other municipal funding opportunities (NCWS / 12.31.23)	On Target	\$184,750 of London Community Grants Program funding allocated to groups that align with Creating a Safe London for Women and Girls.	
		Support Anova to complete the UN Safe Cities Interim Report (CMO / 9.30.20)	Complete		
		Support Anova in completion of final draft scoping study and next steps for Council consideration (CMO / 12.31.20)	Complete		

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
	<p>Opportunities Unlimited/Salvation Army Correctional and Justice Services (Phoenix and Choices programs); and London Police Services (DV Unit and HT Unit).</p>	<p>Support Anova in the implementation of next steps as outlined in the UN Safe Cities Interim Report (CMO / 12.31.23)</p>	<p>On Target</p>	<p>The Safe Cities London Action Plan outlines a number of actions for the areas of focus: Social Norms, Policy and Practice, Collaboration.</p> <p>The Safe Cities London Advisory Committee has prioritized several actions to be completed in 2021. Each action is led by a collaborative 'action team' comprised of Safe Cities members. Highlights related to this work include:</p> <ul style="list-style-type: none"> <li>• Bystander intervention training for bar staff. In collaboration with the London Police Service during their annual by-law and enforcement education series with local bar owners/staff, a one-hour bystander intervention training program was provided on September 9, 2021, to roughly 10 attendees from multiple venues</li> <li>• Online resource for bus safety protocols (what is sexual assault, on-board safety, courtesy stops) developed</li> </ul> <p>In response to what transpired at Western and Fanshawe around sexual violence, the Safe Cities Advisory Committee worked together to create and share messaging to support survivors of sexual violence.</p> <p>In response to these incidents of sexual violence, the Advisory Committee has also prioritized the following new actions:</p> <ul style="list-style-type: none"> <li>• Continued messaging to support survivors</li> </ul>	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
				<ul style="list-style-type: none"> <li>• Research and scoping of alternate reporting program/platform</li> <li>• Campaign (PSA) aimed at young boys</li> </ul>	
	<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>Pending Council direction, support implementation of UN Safe Cities Initiative (CMO / 12.31.23)</p> <p>Develop Trauma and Violence Lens (CMO / 9.30.21)</p>	<p>On Target</p> <p>On Target</p>	<p>The City and the LCCEWA continue to collaborate to identify promising practices and develop a guide for the application of a trauma and violence informed care approach.</p> <p>The trauma and violence lens is taking shape in a variety of ways that meet the specific need of service areas and teams:</p> <ul style="list-style-type: none"> <li>• The City is implementing bystander intervention training and disclosure training. These programs will augment the skills of employees to better support and identify the needs of women, girls, non-binary and trans individuals in their day-to-day work. The London Coordinating Committee to End Woman Abuse (LCCEWA) and the City are working together to develop a resource card that lists 24/7 crisis lines and services for women and girls.</li> <li>• The City is developing an administrative procedure to include trigger warnings for reports that come before Council, community engagement, training programs, etc.</li> </ul>	



Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
				<ul style="list-style-type: none"> <li>In 2021, 157 employees in Life Stabilization received Trauma and Violence-Informed Care training.</li> </ul>	
		Deliver Trauma and Violence Lens training to employees involved in the review and development of policies and procedures (CMO / 6.30.23)	On Target	<p>In 2021, 157 employees in Life Stabilization received Trauma and Violence-Informed Care training.</p> <p>A trauma-informed approach shifts the perspective of an interview from, “what’s wrong with you?” to “what’s happened to you?” Trauma-informed services prioritize safety, trust, and agency when developing and delivering programs. Services developed with a trauma informed perspective foster a culture of non-judgement, learning and collaboration.</p>	
		Apply Trauma and Violence Lens to implementation of Council’s 2019-2023 Strategic Plan (CMO / 12.31.23)	On Target		

## Leading in Public Service

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

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
Increase opportunities for residents to be informed and	Develop and deliver a corporate communications strategy, including	Develop a comprehensive Corporate Communications Strategy through research, consultation, and engagement (ES / 12.31.21)	On Target	The Communications Framework is ready for Senior Leadership Review and public engagement will be taking place prior to the end of 2021.	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
participate in local government.	staff training and tools to enhance communications and public engagement.	Implement the Corporate Communications Strategy (ES / 12/.31.23)	On Target		
		Develop and deliver a media relations training module (ES / 12.31.23)	Complete		
		Establish and facilitate an internal public engagement forum (ES / 12.31.23)	On Target	Delivered internal session focused on digital engagement best practices during COVID-19.	
		Create a standardized survey to measure resident satisfaction with public engagement (ES / 12.31.23)	On Target		
		Complete a City Planning Outreach and Education Strategy (P&ED / 12.31.21)	On Target	Research conducted to determine key considerations and issues for genuine public participation and engagement regarding City planning and projects.	
		Implement the City Planning and Outreach Education Strategy (P&ED / 12.31.23)	On Target	Created incentive marketing material for the Recovery Grant. Identified the need to redo the incentive marketing materials for other programs to reflect the recent reorganization.	
		Continue to develop and implement enhanced or targeted engagement strategies for London residents to support the Neighbourhood Decision Making Program (NCWS / 12.31.23)	On Target	Hired Community Connectors for engagement and promotion of the Neighbourhood Decision Making program.  Connectors speak the following languages: Arabic, Mandarin, Hindi, Gujarati, Marathi, Ojibwe, and Igbo (Nigerian) and include representatives from Black and Indigenous communities.  Other targeted activities include:	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
				<ul style="list-style-type: none"> <li>• Targeted outreach email promoting idea submission</li> <li>• Postcard Distribution</li> <li>• Ontario Works cheque insert distribution</li> <li>• Social media promotion</li> <li>• Monthly newsletters</li> <li>• Radio ads.</li> </ul>	
		<p>Develop and implement a comprehensive engagement strategy for the Multi-Year Budget and annual updates (FS / 12.31.23)</p>	<p>On Target</p>	<p>Despite the ongoing COVID-19 pandemic, public engagement opportunities for the 2022 Annual Budget Update are anticipated to provide a variety of different ways for Londoners to provide input. These engagement opportunities will include:</p> <p>Social media campaign;</p> <ul style="list-style-type: none"> <li>• Advertising in local publications</li> <li>• Digital newsletters</li> <li>• Pre-tabling virtual budget education sessions</li> <li>• Post-tabling virtual budget presentation and Q&amp;A</li> <li>• Budget handout through Ontario Works cheque mail-outs</li> <li>• All budget materials posted on london.ca/budget &amp; GetInvolved.London.ca</li> <li>• Public Participation Meeting</li> <li>• Support for virtual Councillors' ward meetings as requested</li> <li>• Materials to support Councillors' engagement activities</li> </ul>	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
				<ul style="list-style-type: none"> <li>Presentations to Council Advisory Committees and community groups as requested</li> </ul>	
		Partner with community organizations for enhanced engagement through the Multi-Year Budget process (FS / 12.31.23)	On Target	Due to the ongoing COVID-19 pandemic, in-person public engagement opportunities for the 2022 Annual Budget Update are expected to be limited. However, virtual meetings with community groups will be available upon request.	
Improve public accountability and transparency in decision making.	Measure and publicly report on corporate performance.	Compile and submit data for defined measures (CMO / 12.31.23)	On Target		
		Update actions and metrics identified in Council's Strategic Plan (CMO / 12.31.23)	On Target	<p>The May 2021 Semi-Annual Progress Report and the 2020 Performance Report were presented to the Strategic Priorities and Policy Committee on July 28, 2021.</p> <p>The November 2021 Semi-Annual Progress Report and the 2021 Report to the Community will be presented to the Strategic Priorities and Policy Committee on November 30, 2021.</p>	
		Communicate annual citizen perceptions of service delivery, and municipal accomplishments, to the public (CMO / 12.31.23)	On Target	<p>Data collection for the 2021 Annual Resident Satisfaction Survey has been completed using random digit dialing (RDD) telephone techniques, which includes cell phones and landlines. The survey will be a representative sample of 500 residents (18 years and older).</p> <p>Survey findings provide data-driven and performance-based reporting for Council, administration, and the public. The survey is a critical tool to gather opinions on a number of</p>	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
				key questions to help inform strategic decisions, and ensure that organizational priorities are aligned with resident needs. Results of the survey will be presented to Council and available on london.ca on November 30, 2021.	
	Increase access to information to support community decision making.	Conduct review of City's Open Data initiative (CMO / 12.31.19)	Complete		
		Launch City data in a visual and user-friendly format (CMO / 12.31.19)	Complete		
		Identify and approve new datasets for release (CMO / 12.31.23)	On Target	The City's Open Data catalogue continues to be actively used by the community. Additionally, the City responds to new open data requests on an on going basis. These requests are largely from the education sector and private industry and have included information pertaining to historical documents and maps, municipal service delivery, etc.	
		Survey community to prioritize datasets for release (CMO / 12.31.23)	On Target		
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.	Deliver enterprise-wide training on anti-racism and anti-oppression, including Indigeneity (CMO / 12.31.23)	On Target		
		Actions to be developed in partnership with Indigenous peoples, including local First Nations (CMO / 12.31.23)	On Target	Council to Council meetings are beginning. An Indigenous Employee Resource Group has been formed. The Memorandum of Understanding with N'Amerind is reviewed	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
				<p>twice annually. A Land Acknowledgement is being created.</p> <p>September 30th was National Day for Truth and Reconciliation. The Every Child Matters Flag was raised at City Hall. Exploring a Healing Community Garden in response to the recovery of children in unmarked graves located at former residential school sites.</p>	
		Implementation of reconciliation plan (MLHU / 12.31.23)	Not Defined		
		Health equity staff capacity building (MLHU / 12.31.23)	Not Defined		
		Hire an Indigenous Relations position (CMO / 12.31.20)	Complete		
		Develop an internal mechanism to identify and track City-led initiatives supporting reconciliation (CMO / 12.31.20)	Complete	An inter-departmental Truth and Reconciliation Calls to Action Working Group has been created.	
Increase the effectiveness of London's strategic advocacy.	Promote London's intergovernmental priorities through Municipal Associations.	Support London's representatives on the boards of various municipal associations (ES / 12.31.23)	On Target	<ol style="list-style-type: none"> <li>1. Supported members of Council during election campaigns for FCM and AMO.</li> <li>2. Raised the profile of London's participation in municipal associations, while increasing awareness of the City's intergovernmental priorities, as host city for the 2021 AMO Annual Conference.</li> <li>3. Supported Councillor Morgan in his role on FCM by amplifying municipal association advocacy through the City's federal election communications/outreach strategy.</li> </ol>	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
	Increase the awareness of, and support of, Council's strategic advocacy priorities.	Develop 2019-2023 Strategic Advocacy Framework (ES / 12.31.20)	Complete		
		Implement 2019-2023 Strategic Advocacy Framework (ES / 12.31.23)	On Target	Ensured London was included in the Major Cities Stream of both phases of the Federal Rapid Housing Initiatives program, which allowed London to secure a total of \$18.3 million to support the creation of 110 affordable units. London played an active role in sector-wide advocacy for municipal operating and transit supports through the Safe Restart Funding. Through advocacy efforts that included members of Council serving on municipal associations, direct outreach, and bringing the business community on board, London secured \$44.9 million through Phase 1 and 2. London led a coalition of cities to address higher than average Business Education Taxes, which resulted in provincial formula changes and saved local businesses a combined \$24 million.	

Outcome: Londoners experience exceptional and valued customer service.

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
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	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 (NCWS / 12.31.21)	On Target	Community centres have followed all provincial and MLHU guidelines in order to successfully host a variety of recreation opportunities for all ages through the COVID-19 pandemic. When surveyed, 96% of program participants from July-August programs reported being satisfied with the	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
	on program and service needs.			City's recreation COVID-19 protocols and safety guidelines.	
		Continue research and engagement to identify new and emerging program trends (NCWS / 12.31.23)	On Target	Participant/parent surveys conducted during May-August provided key feedback leading us to implement changes such as different lengths of programs and new program ideas, including increasing the amount of virtual programs offered to accommodate those who were not yet comfortable participating in person and adding new daytime racquet sports and music programs.	
		Increase resident awareness and marketing of parks, recreation, and sport opportunities and information (NCWS / 12.31.23)	On Target	Through the COVID-19 pandemic, residents were engaged with programs like Seniors Centres Without Walls in order to share information about new virtual and in-person program opportunities and raise awareness about new safety guidelines. Through this engagement customers provided feedback and adjustments were made to improve customer experience such as changing the fall drop-in registration schedule.	
Research and respond to emerging planning trends and issues.	Report on and respond to legislative changes (P&ED / 12.31.23)	On Target	Have reported on relevant legislated changes, however no reports in 2021.		
	Report on and recommend action for emergent planning issues (P&ED / 12.31.23)	On Target	New projects initiated include review of parking regulations.		
Streamline customer intake and follow-up	Continue to develop customer service training initiatives (ES / 12.31.23)	On Target			



Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
	across the corporation.	Develop survey strategy for relevant customer service counters (ES / 12.31.23)	On Target		
		Track service request planning completion data in Dynamics CRM (ES / 12.31.23)	On Target		
		Monitor and report outcome measures to the Ministry of Children, Community, and Social Services (SHD / 12.31.23)	On Target	As of August 31, 89% of Ontario Works applications were processed in 4 days, exceeding target of 75%.	
		Monitor and update Ontario Works service delivery model (SHD / 12.31.23)	On Target	97.2% of Ontario Works clients calling the Intake line received service within 5 minutes, exceeding target of 85%. Average speed of answer time was 17 seconds.	
		Implement continuous improvement initiatives for all major development and building permit review processes (P&ED / 12.31.23)	On Target	Established continuous communication protocol with industry stakeholders. Exclusive digital application processing completed.	
Increase efficiency and effectiveness of service delivery.	Implement customer service standards.	Monitor and track Service Request records (ES / 12.31.23)	On Target		
		Increase awareness of customer service information and standards (ES / 12.31.23)	On Target		
	Conduct targeted service reviews.	Conduct targeted zero-based budget review annually (FS / 9.30.23)	On Target	In preparation for the 2022 Annual Update to the Multi-Year Budget, Civic Administration undertook an extensive analysis of potential opportunities for reductions using zero-based review techniques. These reviews yielded potential reductions in more than 20 service	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
				areas and totaled more than \$3.5 million. The budget reductions identified through these zero-based reviews will be included as a budget amendment in the 2022 Annual Budget Update.	
		Conduct targeted additional reviews annually (FS / 12.31.23)	On Target	Similar to the Zero-based Reviews noted above, in preparation for the 2022 Annual Budget Update, a number of programs and services were reviewed by the Senior Leadership Team for potential budgetary savings to mitigate the planned 2022 tax levy increase. The reviews completed with potential savings have been included as budget amendments for Council's consideration in the 2022 Annual Budget Update (tabled at the Strategic Priorities and Policy Committee on November 9, 2021).	
		Update Council on the service review program through the annual Service Review Update report (FS / 12.31.23)	On Target	The 2021 Service Review Update report was presented to the Strategic Priorities and Policy Committee on October 19.	
	Promote and strengthen continuous improvement practices.	Implement Continuous Improvement Framework (CMO / 12.31.23)	Complete	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	On Target	Since the start of the Continuous Improvement program in 2017, 470	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
		continuous improvement (CMO / 12.31.23)		employees have received formal Lean training at various levels. As of Q3 2021, 43 employees have received training with additional employees registered in i-Learn for the remainder of 2021. Leader standard work, visual management and team huddles continue to be supported within a number of Service Areas to improve service delivery. Additional improvement resources have been added to the Continuous Improvement City Hub page.	
		Improve corporate processes through Continuous Improvement practices such as rapid improvement events, team huddles and green belt projects (CMO / 12.31.23)	On Target	The Continuous Improvement team has facilitated improvement initiatives such as the Dearness Home COVID-19 rapid testing, and sustainability and improvements within Planning and Economic Development. Ten yellow belt Service Area improvements have been completed as of Q3 2021 with several others on track to be completed by the end of the year. Team huddles and visual performance measures have been implemented in numerous Service Areas throughout the Corporation.	
		Review existing processes within Finance that may be informed by annual reporting and annual financial system upgrades (FS / 9.30.23)	On Target	Process reviews and enhancements completed during this reporting period include: <ul style="list-style-type: none"> <li>• Development of enhanced Environmental, Social and Governance (ESG) reporting for inclusion in the 2022 Budget Update materials</li> <li>• Enhancements to the City's budget webpage and GetInvolved page to make information and materials easier to access</li> </ul>	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
				<ul style="list-style-type: none"> <li>• Full implementation of reloadable payment cards for social assistance recipients who are unable to open or maintain a bank account</li> <li>• Digitalization of capital project files to gradually replace hardcopy files</li> <li>• Standardized agenda/topic review for quarterly meetings with investment managers</li> <li>• Creation of an inventory of various rates utilized across the corporation</li> </ul>	
		Update and operationalize process improvements (FS / 12.31.23)	On Target	The enhancements noted above have been fully implemented during this reporting period.	
		Support internal and external customers to complete continuous improvement projects (CMO / 12.31.23)	On Target	Since the start of the Continuous Improvement program in 2017, 444 improvements have been implemented throughout the corporation. Leader standard work, team huddles and audits have been implemented to support the sustainability of these improvements. 91 of the 210 targeted organizational improvements have been implemented as of Q3 2021. The Continuous Improvement team was able to leverage our existing CI Ticket program to capture and highlight pandemic improvement stories, recognizing the great work our teams have done to adapt during these unprecedented times.	
	Demonstrate leadership and accountability in the management	Report the results of satisfaction with City services to Council annually (CMO / 9.31.23)	On Target	Data collection for the 2021 Annual Resident Satisfaction Survey has been completed using random digit dialing (RDD) telephone techniques, which includes cell phones and	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
	and provision of quality programs, and services.			landlines. The survey will be a representative sample of 500 residents (18 years and older).  Survey findings provide data-driven and performance-based reporting for Council, administration, and the public. The survey is a critical tool to gather opinions on a number of key questions to help inform strategic decisions, and ensure that organizational priorities are aligned with resident needs. Results of the survey will be presented to Council and available on london.ca on November 30, 2021.	
		Participate in national benchmarking initiative (CMO / 12.31.23)	On Target		
		Include “customer service objective” as a component of individual performance plans (ES / 12.31.23)	On Target		
		Train employees on Continuous Improvement practices (CMO / 12.31.23)	On Target		
	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)	Complete	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.	
		Update the Master Accommodation Plan taking into account the potential for alternate work strategies and long-term impacts on work space	On Target	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	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
		requirements resulting from COVID-19 (FS / 12.31.21)		and determine whether these strategies could impact the amount of space required for City staff to deliver services over the long term. Civic Administration has completed the project deliverables, including facilitation of engagement opportunities with staff, and brought forward the update to the Master Accommodation Plan to Committee on October 19, 2021, for direction.	
	Improve animal welfare by encouraging more animal adoption.	Foster partnerships with individuals and community groups to enhance adoption opportunities for companion animals (P&ED / 12.31.23)	On Target	Consistent live release rate over 90% and adoptions from shelter and Catty Shack.	
	Improve residents' satisfaction with winter road and sidewalk maintenance.	Execute winter maintenance level of service (E&I / 6.30.23)	On Target	Winter maintenance executed in accordance with budget and policies.	
		Implement communications and education related to service levels (E&I / 6.30.22)	On Target	Communications products previously updated for new website and under review for continuous improvement to communicate service levels.	
Reduce barriers to access city services and information.	Enhance collaboration between Service Areas and community stakeholders to assist residents to access services and supports.	Develop and implement processes for better information sharing across Service Areas, including tracking cross functional teams, and tools for collaboration (ES / 12.31.23)	On Target	The People Plan identifies 'A Connecting, Communicating and Collaborating Workforce' as a strategic area of focus. This includes actions to increase enterprise-wide collaboration such as establishing a Collaboration Task Force and leveraging a community of practice model to increase collaboration.	
		Track and update Social Services / Housing training tracking report (SHD / 12.31.23)	On Target	<ul style="list-style-type: none"> <li>Managers training in Mental Health</li> <li>Training in Motivational Interviewing</li> <li>Training in Trauma Informed Care</li> <li>Life as a Refugee Event</li> </ul>	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
				<ul style="list-style-type: none"> <li>• Naloxone Training</li> <li>• Diversity and Inclusion Training for Managers Information Sessions for staff and clients related to community resources</li> <li>• French Language Services Training sessions for 10 staff</li> <li>• Defining Pathways to Reconciliation Forum</li> </ul>	
		Participate in annual inter-departmental initiatives to enhance customer service (SHD / 12.31.23)	On Target	<ul style="list-style-type: none"> <li>• Working with Recreation and Sport Services to utilize EFT system to allow clients to repay overpayments through their bank</li> <li>• Diversion Project with London Police Services, Housing Stability Services and Life Stabilization staff</li> <li>• Project Clean Slate with Core Area Action Plan (By-law, Downtown, BIA's and OW through POS agency)</li> <li>• LCRN - cross-collaboration across service areas to support network initiatives</li> </ul>	
	Implement the 2018 to 2021 Multi-Year Accessibility Plan.	Annual Status Updates (CMO / 12.31.19)	Complete		
		Accessibility Compliance Report (CMO / 12.31.23)	On Target		
		Develop 2022-2025 Multi Year Accessibility Plan (CMO / 12.31.21)	On Target	Access without Limits ERG has been formed. Research is underway to inform the plan. Staff have provided input for the Accessibility plan and the community is being engaged to provide theirs.	

Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
		Implement 2022-2025 Multi Year Accessibility Plan (CMO / 12.31.23)	On Target		
	Implement ways to improve access to services and information.	Collaborate with departments and divisions in bringing additional services to customer service counters (ES, NCWS / 12.31.23)	On Target	Expanded Ontario Works repayment locations to all community customer service sites, and fully implemented electronic funds transfer (EFT) repayment program for partners in Life Stabilization.	
		Engage internal stakeholders in translating tools and resources (ES / 12.31.23)	On Target		
		Continue to implement Service London initiatives (ES / 12.31.23)	On Target		
		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)	On Target		
		Develop a policy for use of digital billboards and promote their availability (ES / 12.31.23)	On Target		
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)	On Target	ITS has successfully completed 14, 591 service requests and incidents essential to the delivery of public service in the City of London from January 2021 to August 31, 2021.	
		Perform tens of thousands of tasks annually resulting in the successful delivery of a managed computing environment (ES / 12.31.23)	On Target	ITS has successfully completed 27,301 tasks for service requests and incidents essential to the delivery of public service in the City of London from January 2021 to August 31, 2021.	



Expected Result	Strategy	Action / Lead / Target End Date	Status	Accomplishments	Variance
		After each customer interaction through the incident and service request processes, ITS requests qualitative feedback on service performance. ITS receives over 2,000 responses per year that are reviewed and analyzed to support service improvement (ES / 12.31.23)	On Target	ITS has provided exceptional customer service; surpassing the established 96% customer satisfaction target.	

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	Action / Lead / Target End / Date	Status	Accomplishments	Variance
Increase the diversity of the city's workforce.	Update and implement an Equity and Inclusion Plan.	Update to City Council – metrics and activities associated with workforce diversity/demographics and the implementation of the Workplace Diversity and Inclusion Plan (CMO, ES / 3.31.23)	On Target		
		Develop and finalize updated 2021-2026 Equity and Inclusion Plan (CMO, ES / 9.30.21)	Caution		Recruitment for the Equity and Inclusion Advisor is underway. This role will support the work of People Services for the Workplace Diversity and Inclusion Plan including updating census data for employees. Suggested new end date: 6/30/22.
		Implement updated 2021-2026 Equity and Inclusion Plan (CMO, ES / 12.31.26)	On Target		
		Develop and finalize People Plan and metrics (ES / 12.31.20)	Complete		

Expected Result	Strategy	Action / Lead / Target End / Date	Status	Accomplishments	Variance
Attract and retain a talented workforce.	Develop and implement a People Plan.	Implement People Plan (ES / 12.31.23)	On Target	<p>The People Plan Steering Committee is currently developing an implementation plan to present to the Senior Leadership Team.</p> <p>The Plan will include identifying projects and initiatives which are currently underway as well as new projects that achieve the Expected Results of the People Plan.</p> <p>There will be opportunity for employees to continue to provide input as action plans are put in Place.</p>	
Maintain a safe and healthy workplace.	Develop and implement a People Plan.	Develop and finalize People Plan and metrics (ES / 12.31.20)	Complete		
		Implement People Plan (ES / 12.31.23)	On Target	<p>The People Plan Steering Committee is currently developing an implementation plan to present to the Senior Leadership Team.</p> <p>The Plan will include identifying projects and initiatives which are currently underway as well as new projects that achieve the Expected Results of the People Plan. There will be opportunity for employees to continue to provide input as action plans are put in place.</p>	
Maintain London's finances in a transparent and well-planned manner to balance equity	Plan, conduct and support annual internal and external audits.	Support external auditors through the financial statement audit process (FS / 6.30.23)	On Target	The City's external audit for the 2019 year end was completed in September 2020, and the external audit for 2020 year end was completed in June 2021.	
		Support internal auditors in executing internal audit plan (FS / 12.31.23)	On Target	Eleven (11) internal audits have been completed to date of which six (6) relate to the 2019 internal audit plan, and five (5) relate	

Expected Result	Strategy	Action / Lead / Target End / Date	Status	Accomplishments	Variance
and affordability over the long term.				to the 2020 internal audit plan. Currently fieldwork is being undertaken on four (4) activities.	
	Continue to ensure the strength and sustainability of London's finances.	Complete annual review process by Moody's Investor Services (FS / 12.31.23)	On Target	The 2021 Moody's review of the City's credit rating was completed in July 2021 and reported to the Corporate Services Committee on August 30, 2021. The City maintained its Aaa credit rating for the 45th consecutive year.	
		Develop and approve the 2020-2023 Multi-Year Budget and annual updates (FS / 3.31.23)	On Target	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%. The 2022 Annual Budget Update was tabled on November 9, 2021.	
		Implement the Corporation's approved financial policies (FS / 12.31.23)	On Target	Review of the Corporation's financial policies was completed in 2021 in accordance with the Policy for the Establishment and Maintenance of Council Policies. Updates to financial policies were presented to the Corporate Services Committee on July 26, 2021. Adherence with the policies will continue to be monitored on an ongoing basis.	
	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)	On Target	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 late 2021 or early 2022.	

Expected Result	Strategy	Action / Lead / Target End / Date	Status	Accomplishments	Variance
	Maximize investment returns, adhering to the City's investment policy.	Implement and monitor the City's investment strategy (FS / 12.31.23)	On Target	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. This updated strategy, inclusive of required changes to the City's Investment Policy, was presented to the Corporate Services Committee on July 26, 2021. It is anticipated that this new strategy and policy will greatly enhance the City's ability to maintain the purchasing power of invested funds.	
		Update Council on investment performance through the annual Investment Report (FS / 9.30.23)	On Target	The 2021 Investment Report was presented to the Corporate Services Committee on July 26, 2021.	
	Review and update the City's financial strategic planning, principles, and policies.	Review the Corporation's financial policies annually (FS / 6.30.23)	On Target	Review of the Corporation's financial policies was completed in 2021 in accordance with the Policy for the Establishment and Maintenance of Council Policies. Updates to financial policies were presented to the Corporate Services Committee on July 26, 2021. Adherence with the policies will continue to be monitored on an ongoing basis.	
		Update the Corporation's Strategic Financial Plan (FS / 12.31.22)	On Target	Preliminary 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), will 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	

Expected Result	Strategy	Action / Lead / Target End / Date	Status	Accomplishments	Variance
				development of the 2024-2027 Multi-Year Budget.	
	Develop and monitor the Multi-Year Budget to align financial resources with Council's Strategic Plan.	Develop and approve the 2020-2023 Multi-Year Budget and annual updates (FS / 3.31.23)	On Target	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%. The 2022 Annual Budget Update was tabled on November 9, 2021.	
		Regularly monitor budget performance through the semi-annual Operating and Capital Budget Monitoring Reports (FS / 12.31.23)	On Target	Semi-annual operating and capital budget monitoring reports were completed, with the 2021 Mid-Year Operating and Capital Monitoring reports presented to the Corporate Services Committee on September 20, 2021, inclusive of a comprehensive update on the City's projected 2021 and 2022 COVID-19 financial impacts.	
	Adhere to City of London limit on authorized debt (internal debt cap)	Review the City's internal debt cap annually (FS / 12.31.23)	On Target	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. As outlined in the 2021 Mid-Year Capital Budget Monitoring Report presented to the Corporate Services Committee on September 20, 2021, the Corporation remains approx. \$2.8 million/year below this debt cap.	
		Develop and approve the 2020-2023 Multi-Year Budget and annual updates (FS / 3.31.23)	On Target	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	

Expected Result	Strategy	Action / Lead / Target End / Date	Status	Accomplishments	Variance
				3.4%. The 2022 Annual Budget Update was tabled on November 9, 2021.	
	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 / 12.31.23)	On Target	2020 Tax Policy was approved by Municipal Council on April 21, 2020. 2021 Tax Policy was approved by Municipal Council on May 4, 2021.	This is an annual activity. The end date has been updated to 12/31/23 to reflect the annual activity.
		Develop future tax policy objectives (FS / 6.30.22)	On Target	Civic Administration brought forward multiple reports to the Corporate Services Committee which addressed a number of items that impact tax policy such as ratio setting for the farm property class, parking and vacant land, Business Education Taxes, and subclass reductions. While Business Education Tax was addressed through the Provincial Budget in November 2020, Reassessment continues to be delayed. Additionally in the summer of 2021, Civic Administration provided an information report on the optional Small Business Class Subclass. Currently, Civic Administration is reviewing the feasibility and scope of implementing a vacant residential property tax as seen in other Ontario municipalities.	As part of the Ontario Government's Budget on March 24, 2021, the Minister of Finance announced the Province's decision to once again postpone a province-wide property assessment update due to the pandemic.
		Implement tax policy through the setting of property class tax ratios (FS / 6.30.23)	On Target	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	Deliver and maintain innovation digital solutions to increase efficiency	Digital solutions are reviewed and ranked by the Corporate IT steering committee through an established criteria and process. Digital solutions are then managed and	On Target		

Expected Result	Strategy	Action / Lead / Target End / Date	Status	Accomplishments	Variance
technologies and best practices.	and effectiveness across the Corporation.	updated through the ITS project management methodology across the project lifecycle: Initiation, Planning, Execution, Monitoring and Closing (ES / 12.31.23)			
		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 (ES / 12.31.23)	On Target	ITS is on-track to exceed the total number of project lessons learned resulting in the continuous improvement of ITS project management.	
		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 (ES / 12.31.23)	On Target		
		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 (ES / 12.31.23)	On Target	47% of ITS labour in the Applications work area was directed to the delivery of technological projects from January 2021 to August 31, 2021.	
		Work in partnership and collaboration with our internal and external enforcement agencies to	On Target	Targets were able to be accomplished sooner than anticipated given the necessity to quickly pivot in response to the pandemic.	

Expected Result	Strategy	Action / Lead / Target End / Date	Status	Accomplishments	Variance
		reduce physical records (Paperless trials) (LS / 12.31.23)			
		Work in partnership and collaboration with our internal and external enforcement agencies to reduce physical records (Disclosure requests available electronically) (LS / 12.31.23)	On Target	Targets were able to be accomplished sooner than anticipated given the necessity to quickly pivot in response to the pandemic.	
		Develop foundational requirements for converting to digital application tracking from manual processes (P&ED / 3.31.20)	Complete		
		Complete foundational requirements for converting to digital application tracking from manual processes (P&ED / 6.30.21)	On Target	Requirements to the application system were implemented to allow for enhanced application process.	
		Implement preferred software solution for digital application tracking (P&ED / 6.30.23)	On Target	In 2021, Site Plan Consultations were made available through the Development and Business Portal. Londoners can submit their application, upload their documents and pay the fee all in one location.	





REPORT TO THE  
**COMMUNITY**  
2021





# INTRODUCTION



In April 2019, London City Council approved their 2019-2023 Strategic Plan. This plan includes a vision for London as, “A leader in commerce, culture, and innovation - our region’s connection to the World.” Council has committed to focus on Strengthening our Community, Building a Sustainable City, Growing our Economy, Creating a Safe London for Women and Girls, and Leading in Public Service. 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. The specific outcomes, expected results, and strategies that Council and Civic Administration will deliver on together are outlined in the Strategic Plan.

The City of London is committed to reporting on progress towards implementing the Strategic Plan on an annual basis. This Report to the Community highlights a number of accomplishments over the past year.





# MESSAGE FROM THE MAYOR

On behalf of London City Council, I am proud to present our *2021 Report to the Community*.

After more than a year and a half of having our lives, and our community, impacted by COVID-19 in almost every way imaginable, there is reason for both hope and optimism. Those sentiments are due, in large part, to our collective commitment to public health measures and vaccines, but equally important has been our commitment to each other as fellow Londoners, and our ability to persevere – regardless of the circumstances.

That example has served as a tremendous source of inspiration as we, the City of London, continue the important work of delivering on our strategic plan, guided by six key pillars: *Strengthening our Community, Building a Sustainable City, Growing our Economy, Creating a Safe London for Women and Girls, Leading in Public Service, and Anti-Racism and Anti-Oppression*.

Since the onset of COVID-19, this municipality has worked tirelessly to ensure residents, and businesses have the necessary supports to weather the worst of this pandemic, including the continuation of essential services. We have worked to secure various financial and legislative measures from our federal and provincial government partners, while also successfully navigating \$70 million of COVID-19 financial impacts at the municipal level. A first of its kind initiative in Canada, the London Community Recovery Network, will ensure that recovery is both equitable and prosperous, ensuring no Londoner is left behind.

In a year marked by difficult circumstances, we have also had difficult conversations surrounding hatred, racism, and oppression. These discussions have translated to action on several fronts, including the creation of an Anti-Racism and Anti-Oppression division at City Hall, along with funding to community-led projects that support anti-Black racism, anti-Indigenous racism, diversity, inclusion, and equity. We are relentlessly committed to eradicating hatred and racism wherever it exists, no matter how overt nor how subtle.

During one of the most tumultuous periods in our shared history, we have made much progress, and yet there is much still left to accomplish. For all the talk of “getting back to the way things used to be,” I would challenge all Londoners to join us as we look towards where things are going. And where we’re going is proudly, enthusiastically, and confidently towards a more prosperous, economically-exciting, equitable, and compassionate London.

We present our 2021 Report to the Community with humility and enthusiasm, and we look forward to the work we will do together on behalf of all Londoners.

Kind regards,

Ed Holder  
Mayor, City of London



## STRENGTHENING OUR COMMUNITY

Londoners have access to the supports they need to be successful

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

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

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

### LONDONERS HAVE ACCESS TO THE SUPPORTS THEY NEED TO BE SUCCESSFUL

- Nshwaasnangong, London's first Indigenous-led Child Care and Family Centre, is set to open later in 2021. An opening event was held on September 16, 2021 with ceremonial prayers and drumming. Remarks were delivered by the Southwestern Ontario Aboriginal Health Access Centre Chief Executive Officer, Elder Olive Elm from Oneida Nation of the Thames, as well as officials from various levels of government.
- The Canada Mortgage Housing Corporation announced that London will receive \$10.8 million through their Rapid Housing Initiative round two funding. London has submitted applications for funding of 403 Thompson Road and 345 Sylvan Street, which would add 86 new affordable housing units.
- Child and Youth Network partners distributed 11,400 breakfast bags through 12 participating schools during the 8-week school closure, distributed approximately \$100,000 in Harvest Bucks to 17

Community Food Programs and 16 Emergency Food Cupboards, launched the Atlas London website (<https://www.atlaslondon.ca>) to support London's young people, and distributed 648 Baby's Book bags.

- The ACT-i-Pass program was expanded to include students entering Grade 5 and 6 in September 2021, with 1,421 students registered for the 2021-2022 program including 511 in Grade 5 and 900 in Grade 6.
- To date in 2021, 3,300 inquiries have been received through the Coordinated Access System with a 44% diversion rate from emergency shelter. 535 intakes have been completed and 311 individuals have been housed.

## LONDONERS ARE ENGAGED AND HAVE A SENSE OF BELONGING IN THEIR NEIGHBOURHOODS AND COMMUNITY

- Hosted five movie nights with over 200 individuals attending each night and provided 60 Welcome Bags from April to September 2021 to Neighbourhood Associations and individual residents.
- Over 400 Londoners attended presentations on the results of a survey on discrimination experienced by immigrants, visible minorities and Indigenous Peoples in London and Middlesex, led by the London & Middlesex Local Immigration Partnership.
- On October 21, 2021, the City, along with many community agencies and partners hosted the second annual London Newcomer Day in an effort to welcome and celebrate newcomers and share information about living, working and studying in London. Over 120 individuals attended the event.

## LONDONERS HAVE ACCESS TO THE SERVICES AND SUPPORTS THAT PROMOTE WELL-BEING, HEALTH, AND SAFETY IN THEIR NEIGHBOURHOODS AND ACROSS THE CITY

- London made history as the first community in Canada to functionally end veteran homelessness. Built for Zero Canada (BFZ-C) confirmed London as the first community to achieve functional zero veteran homelessness, which means the number of veterans experiencing homelessness is less than or equal to the number of veterans a community has proven it can house in a month.
- Museum London introduced a permanent display of Indigenous artist Kent Monkman's Nativity installation and four contemporary art exhibitions involving BIPOC artists.
- Unveiled SITES LINES, a new public art installation created by artist Jyhling Lee, and made possible through a partnership between Tricar Development and the City of London. Additional public art creation projects underway include East Lions Community Centre, Traffic Signal Wrap Artworks, and "We are Still Here" Residential School Survivor Legacy.
- The free Neighbourhood Playground Program operated for seven weeks at 18 park locations throughout the city. Over the course of the summer, this program had 3,200 visits and overall satisfaction with the program was 95%.
- Over 2,000 Londoners were engaged in the development of the Community Safety and Well Being Plan which was adopted by Municipal Council in September 2021.

## LONDON'S NEIGHBOURHOODS HAVE A STRONG CHARACTER AND SENSE OF PLACE

- Two accessible community garden plots were added at Meadowlily Garden, as well as an accessible pathway at Carling Heights Optimist Community Centre and four accessible garden plots at Reservoir Park. Community consultation was completed for a new garden in Belvedere Park.
- The City of London opened the new Lorne Avenue Park which stands at the site of the former Lorne Avenue Public School. This park features accessible walkways, an entry plaza, a unique playground made of wood, a community stage, a sensory garden, an insect hotel, rain gardens, and an ecolawn. Designers also worked to incorporate artifacts from Lorne Avenue Public School, including the late-1800s school bell from the original building and exterior signage letters from the more recent building.







# BUILDING A SUSTAINABLE CITY

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

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

London has a strong and healthy environment

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

## LONDON'S INFRASTRUCTURE IS BUILT, MAINTAINED, AND OPERATED TO MEET THE LONG-TERM NEEDS OF OUR COMMUNITY

- Municipal Council approved the release of the Draft Environmental Assessment Study Report for the Expansion of the W12A Landfill for community engagement. City staff and the technical consultant have been addressing final comments and questions from review agencies, the public and First Nations.
- The City's Climate Lens process was launched. Two reports were presented to Council using the Lens: Outcome of Climate Lens Screening Applied to Major Transportation Projects and the Outcome of Climate Lens Process Applied to Waste Management Programs and Projects.
- Initial work on climate adaptation was completed as part of the Climate Emergency Action Plan engagement and will continue through the ICLEI's Building Adaptive and Resilient Communities (BARC) project. London was one of 22 Ontario municipalities selected for this work.

## LONDON'S GROWTH AND DEVELOPMENT IS WELL PLANNED AND SUSTAINABLE OVER THE LONG TERM

- The City is starting to develop its new Mobility Master Plan which will outline transportation and mobility policies, plans, and programs for the next 25 years. The Plan will build upon the London Plan and Climate Emergency Action Plan to identify infrastructure, policies, and programs to support a growing city.
- Construction of a roundabout at the intersection of Hyde Park Road and Sunningdale Road was started to support growth and development in the northwest part of the city.

## LONDON HAS A STRONG AND HEALTHY ENVIRONMENT

- The first four electric Zambonis are now operating at City facilities. Each electric Zamboni reduces 19 tonnes of emissions annually, creating a cleaner space for City staff and arena users while also reducing greenhouse gas emissions.
- Work with and alongside the London Environmental Network and Green Economy London occurred throughout 2021 in the areas of energy efficiency, greenhouse gas reduction, water stewardship and waste diversion.
- Dingman Creek Pumping Station is under construction. This new pumping station will provide servicing for the new Maple Leaf Foods Facility and future growth areas in the City's southeast and southwest.

## LONDONERS CAN MOVE AROUND THE CITY SAFELY AND EASILY IN A MANNER THAT MEETS THEIR NEEDS

- The City unveiled enclosed bike lockers at three locations downtown to help provide cyclists a new secure space to park their bike. These bike lockers are located at the corner of Dundas and Wellington Street, the north end of Clarence Street, and in the underground parking garage at the Covent Garden Market.
- Bike lane construction is underway on Fanshawe Park Road, Wavell/Brydges Street, Colborne Street and Riverside Drive.
- Multi-year construction of the Downtown Loop has commenced. The East London Link and Wellington Gateway designs and property acquisition continue.
- The Transportation Management Centre is now operating and will help improve the operation and efficiency of the traffic signal system and will communicate disruptions to transit and emergency providers.
- Annual road safety actions include implementation of pedestrian crossovers, rail crossing improvements, more 40 km/h area speed limits, creating awareness of future automated speed enforcement in school zones and other localized improvements.



## GROWING OUR ECONOMY

London will develop a top  
quality workforce

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

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

### LONDON WILL DEVELOP A TOP-QUALITY WORKFORCE

- Municipal Council's \$300,000 investment in the creation of a Film Office led by the London Economic Development Corporation has already resulted in more than \$2 million in film production since it first launched in May 2021.
- The City, in collaboration with employment agencies and employers, hosted weekly virtual Labour Market information sessions focused on specific employment fields and supported the London and Area Job Works series which includes CTV promotion and job fairs.
- 23.28% of Ontario Works participants exited the program as a result of employment, exceeding the target of 20%. 93% of eligible Ontario Works participants have an active employment action plan, exceeding the target of 85%.
- Museum London launched 80ML, an online exhibition to mark the Museum's 80th anniversary, and partnered with classical musicians Magisterra for fall onsite concerts and the virtual, national annual Words Festival of authors.

## LONDON IS A LEADER IN ONTARIO FOR ATTRACTING NEW JOBS AND INVESTMENTS

- Projects continue through the London Waste to Resources Innovation Centre, including work on pyrolysis, gasification, hydrogen, renewable natural gas and mixed waste processing.
- Western Fair District opened its first accelerator at The Grove, the District's agri-business hub, in May 2021.
- \$562,000 in sponsorship and advertising was generated in 2021, including \$211,000 in sponsorship for the East Lions Community Centre and \$175,000 for the Hully Gully Playground in Southwest Optimist Park.
- The City continues to invest in the downtown through the Core Area Action Plan (CAAP). 97% of the funded actions in the CAAP are either complete or on-target to be complete as planned.
- London was designated as Canada's first United Nations Educational, Scientific and Cultural Organization (UNESCO) City of Music.

## LONDON CREATES A SUPPORTIVE ENVIRONMENT WHERE ENTREPRENEURS, BUSINESSES, AND TALENT CAN THRIVE

- 2021 saw over one billion dollars in building permit value in the community and City staff continued to process higher than normal volumes of consultation and planning applications.

- The City continued to improve performance through continuous improvement initiatives. The Committee of Adjustment meeting structure was reformatted to increase the number of applications considered by the Committee. This resulted in clearing the backlog of Minor Variance Applications and improved meeting flow.
- Exclusively digital applications process completed for multiple and concurrent reviews of all planning and development and building permit applications. Detailed process mapping completed for site plan, subdivision, minor variance, consent, and zoning amendments which will be used to advance future digital modernization efforts.
- The City continued to increase the availability of serviced land in strategic locations, purchasing 64 acres of land for future inventory in 2021 and opening the Huron Industrial Lands stormwater management facility. In 2021, 73 acres of City industrial land were sold to create 440 jobs in future years.
- The London Community Recovery Network, comprised of over 30 business, non-profit, and community organizations, developed and released the London Community Recovery Framework. The framework represents a common community vision for a post-COVID-19 London and the shared measures for evaluating collective progress over a three-year term.



# CREATING A SAFE LONDON FOR WOMEN AND GIRLS

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

## LONDON HAS ENHANCED THE POTENTIAL FOR WOMEN AND GIRLS TO LIVE SAFE LIVES

- The City of London, in partnership with Ontario Aboriginal Housing Services (OAHS) is planning for a new multi-residential apartment building at 18 Elm Street to provide more safe and affordable rental housing in London. The building will provide safe, quality, and appropriate housing for First Nation, Inuit and Métis people with a focus on addressing the needs of Indigenous women and children, families, and Elders in London.
- To date, 1,416 employees have completed the Creating a Safe London for Women and Girls Introductory Module and 1,977 employees have participated in Respectful Workplace Introductory Training.
- In 2021, the City hosted a training session on gender based violence for settlement workers in partnership with Anova and the London Middlesex Local Immigration Partnership.

- The Safe Cities London Action Plan was unanimously approved by City Council. In 2021, Safe Cities London collaborated to deliver bystander intervention training to bar staff in the downtown; worked to raise awareness at Western University and Fanshawe College about on-board safety, and the London Transit Commission's courtesy stop program.
- Additional rapid housing programs to support housing outcomes for women in shelters were implemented. Ten resting space beds were created to support women experiencing homelessness in the city as well as 20 shelter beds specific for women have been provided in the current shelter system funded by the City.
- London Police Service provided support to 148 women through the Persons at Risk (PAR) program aimed to reach out to women who are involved in the sex trade on the street and whose lives are in danger.
- In 2021, 157 employees in Life Stabilization received Trauma and Violence-Informed Care training which focused on reflective practice and responding to client's emotions, thoughts, and behaviours.





# LEADING IN PUBLIC SERVICE

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

Londoners experience exceptional and valued customer service

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

## THE CITY OF LONDON IS TRUSTED, OPEN, AND ACCOUNTABLE IN SERVICE OF OUR COMMUNITY

- Service areas have continued with public engagement throughout the pandemic and have focused on best practices for digital engagement and other alternatives to large in-person sessions to ensure community members could continue to participate in key projects and initiatives.
- Expanded the Community Connector program to ensure that the Neighbourhood Decision making program was accessible to all Londoners.
- The Back to Business (B2B) portal remains open as a method to access an enterprise-wide team to assist businesses. Action items have included 132 patio permissions, temporary pickup/drop off zones and free two-hour parking in the core as part of the Core Area Action Plan.
- Development of enhanced Environmental, Social and Governance (ESG) reporting for inclusion in the 2022 Budget Update materials and process.

## LONDONERS EXPERIENCE EXCEPTIONAL AND VALUED CUSTOMER SERVICE

- 92.7% of Ontario Works clients calling the intake line received service within five minutes, exceeding the target of 85%. The average speed of answer time was 17 seconds.
- 470 employees have received formal Lean training including leader standard work, visual management, and team huddles. A total of 444 improvements have been made, including ten yellow belt improvements.
- Council has set a goal for the City's animal services program to operate an open shelter and to achieve and maintain a "live release" rate of 90% for companion animals. The City's shelter, in partnership with local animal rescues, has maintained a live release rate of 90% or higher and the City veterinarian supported 154 animals through the low-income spay/neuter program.
- Expanded Ontario Works repayment locations to all community customer service sites and fully implemented electronic funds transfer (EFT) repayment program for partners in Life Stabilization.
- 96% of recreation program participants from July – August programs reported being satisfied with the City's recreation COVID-19 protocols and safety guidelines.

## THE CITY OF LONDON IS A LEADER IN PUBLIC SERVICE AS AN EMPLOYER, A STEWARD OF PUBLIC FUNDS, AND AN INNOVATOR OF SERVICE

- Moody's Investors Service has maintained the City of London's Aaa credit rating and stable outlook, the highest rating possible for the 45th consecutive year.

- The 2021 Annual Budget Update was approved by Council on January 12, 2021. The 2021 tax levy increase was reduced from the originally forecasted 4.4% to 3.4%.
- In preparation for the 2022 Annual Budget Update, the City undertook an extensive analysis of potential opportunities for reductions which identified potential reductions of more than \$3.5 million. These reductions will be included as a budget amendment in the 2022 Annual Budget Update.
- The People Plan was approved in 2021 setting a vision of 'A respectful, inclusive, and collaborative organization committed to delivering valued services to our community'. The People Plan reflects our collective commitment to creating a workplace that supports and engages all employees.
- In addition to completing 14,591 service requests and incidents in 2021, the City's Information Technology Services Division consistently maintained service levels and supported key initiatives such as the transition to paperless applications, mass vaccination centres, and the modernization of social assistance payments, including introducing reloadable payment cards.
- On October 26, 2021, Council approved the implementation of alternative work strategies as part of the Master Accommodation Plan. The implementation of alternative work strategies is expected to create a potential reduction of approximately 55,000 sq. ft for overall space and reduce corporate greenhouse gas emissions by 40% while maintaining current service levels.





# ANTI-RACISM AND ANTI-OPPRESSION

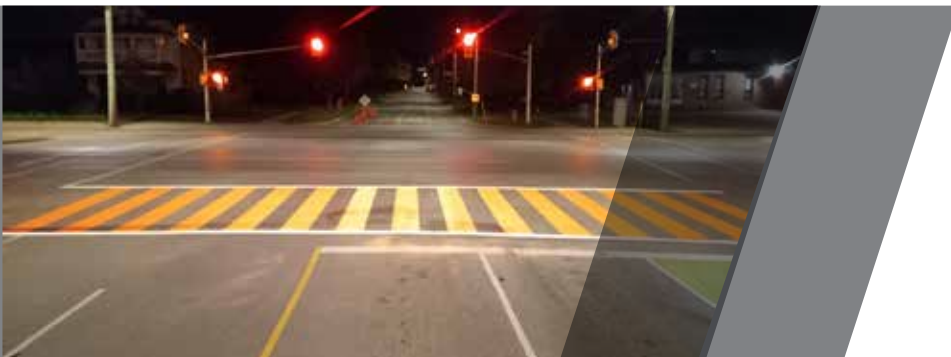
Anti-Racism and  
Anti-Oppression

## ANTI-RACISM AND ANTI-OPPRESSION

- In 2021, the City announced appointments to the newly formed Anti-Racism and Anti-Oppression Division including the Director, Anti-Racism and Anti-Oppression, an Indigenous Community Liaison Advisor and a Black Community Liaison Advisor.
- On September 30, 2021, the City of London recognized and observed the first National Day for Truth and Reconciliation to honour First Nations, Inuit and Métis survivors, their families and communities, and to ensure that public commemoration of their history and the legacy of residential schools remains a vital component of the reconciliation process. An “Every Child Matters” flag was raised at City Hall, and City buildings were lit orange. Orange Shirts with the words “Every Child Matters” written in English, and translated into the Indigenous languages of Ojibway, Oneida, Lenape, were made available to City employees with profits donated to N’Amerind Friendship Centre.



- In collaboration with the London Public Library, orange buttons and posters were similarly created with the translations and distributed to patrons.
- An orange crosswalk was painted outside of the N'Amerind Friendship Centre and another at Dundas and Richmond.
- The London Community Grants Program funded eight Innovation and two Capital projects with 86.5% or \$429,104 of the funding allocated to projects that advance anti-Black and anti-Indigenous racism, anti-oppression, and promote diversity, inclusion and equity.
- The 2021 Budget Update introduced the consideration of equity impacts in the development of all budget amendments. The 2022 Budget Update will continue to build on this requirement by providing details on the equity deserving groups impacted by each budget request, the barriers or needs addressed by the amendment, as well as the positive and negative impacts associated the budget change.
- An Anti-Hate Symposium has been organized through a City of London-led Municipal Community of Practice. The full day symposium will be held on December 10th, 2021.
- Following the terror attack of June 6, 2021, and in response to Council's Emergent Motion of June 15, 2021, a working group has been created to bring members of the Muslim communities and key community stakeholders together to create concrete actions towards ending Islamophobia in our community.





# COVID-19

- Health and Safety
- Financial Management
- Supports for Individuals and Families
- Supports for Businesses

## HEALTH AND SAFETY

- The Middlesex-London Health Unit continued its response to the global COVID-19 pandemic through case, contact and outbreak management, increasing connections with local partners and agencies, ongoing communications to the community, and operation of mass vaccination clinics. As of October 30, 2021, nearly 800,000 doses of the COVID-19 vaccine have been administered across the Middlesex-London region, including more than 30,000 doses administered at 344 mobile and pop-up clinics.
- The City partnered with the Middlesex-London Health Unit to open two vaccination facilities, providing staff, facility, security and technical support. The Western Fair Agriplex continued to be used as a mass vaccination clinic supporting the community's health and safety.
- Dearness Home residents were able to enjoy entertainment and social interactions through the use of small group settings, room-to-room cohorting, and ongoing health and safety precautions, including ongoing health and safety training for hundreds of essential caregivers.

- The City continued to work to ensure local premises, facilities and activities were compliant with provincial COVID-19 health and safety regulations. Municipal Law Enforcement Officers also partnered with numerous provincial ministries and local agencies in undertaking compliance duties.

## FINANCIAL MANAGEMENT

- The City is successfully navigating an estimated \$70 million of COVID-19 financial impacts (including lost revenues and additional costs) in 2021. This has been made possible through the receipt of significant financial support from the federal and provincial governments, including Safe Restart Agreement funding, COVID-19 Recovery Funds, Social Services Relief Funds, etc. The City also implemented temporary service adjustments in response to public health restrictions that also help to offset COVID-19-related lost revenues and additional costs.

## SUPPORTS FOR INDIVIDUALS AND FAMILIES

- The Dearness Home team offered residents and their family members many creative ways to stay connected including Facetime and Skype video visits, window visits, and outdoor garden spaces.
- Launched ConnectLDN, a new virtual recreation hub featuring activities, resources, and experiences to keep Londoners engaged, entertained and active at home. Updated weekly with new content, ConnectLDN offers locally curated children's activities led by City of London program instructors.
- The Seniors Centres Without Walls program offered fitness classes and virtual programming to over 230 attendees per month. Virtual programs were also offered by the London Public Library and Museum London.

- Subsidized approximately 1,832 London Good Food boxes through pandemic relief measure, 731 of which went to schools. 15,000 masks were distributed among the neighbourhood resource centres during the month of May 2021.
- Supported 33 licensed childcare locations to provide Emergency Licensed Child Care to 756 children of essential workers during the school closure period from April 19 to June 30, 2021.
- Supported operators to deliver virtual early years services to over 52,000 participants through 1,874 interactive, recorded, and facilitated sessions from January to July 2021.
- The City continued to support key technology needs during the pandemic, including virtual council and standing committee meetings, public participation meetings, Committee of Adjustment, and virtual proceedings for the Provincial Offences Office.
- RBC Place continued to partner with the London Food Bank and 519 Pursuit to prepare a total of 29,559 meals from January to October 2021 for individuals living rough in London.

## SUPPORTS FOR BUSINESSES

- The City launched a new streamlined application process to host sidewalk sales on City property, helping to make it easier for businesses to serve customers safely outside. Businesses wishing to display and sell merchandise on City sidewalks or boulevards in front of their businesses can now access a three-step application on the City's website, with no associated fees.
- As part of the 'Back to Business' initiative, building permit fees for tents and temporary decks associated with outdoor restaurant patios were waived.
- With consideration of pandemic restrictions, the Dundas Place space was programmed beginning in early August with outdoor activities and performances. As more people visit the area, the demand for expanded patios continues.
- Tourism London launched the 'Stay a Little Longer 2.0' program to assist the hospitality industry's recovery efforts. The program enticed Londoners, as well as those in neighbouring regions, to book a hotel stay at a participating hotel.
- RBC Place safely hosted the Chamber of Commerce Business Achievement Awards with 500 attendees on September 21, 2021.
- The City continued to focus on business needs and recovery efforts through digital submissions for both consultations and applications, consistently meeting or exceeding targeted timelines. The team demonstrated their ability to maintain service and delivery levels during a global pandemic to support economic recovery, and for being responsive to their customers to build a better city for all.



# CITY OF LONDON

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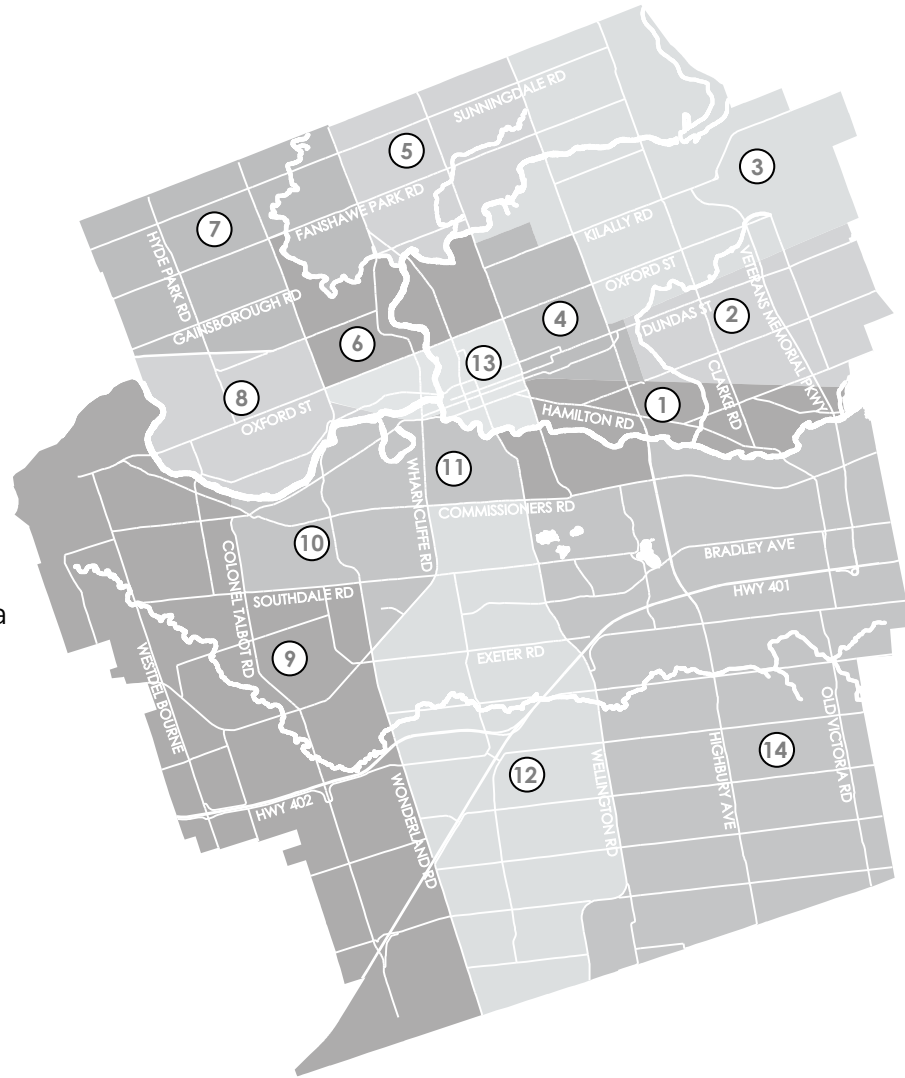
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