Appendix A – November 2022 Semi-Annual Progress Report

Introduction

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

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

Strategic Plan Reporting Cycle

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

1. **Semi-Annual Progress Report**: The Semi-Annual Progress Report (released every May and November) tracks progress and monitors implementation of Council's Strategic Plan.

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

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

4. **Annual Performance Report**: The Annual Performance Report answers the question, "Did we do what we set out to do?" It is a tool to measure the annual performance of the Strategic Plan by assigning metrics (aggregate, quantifiable measures) to each strategy, expected result and outcome in the Plan. Performance is tracked by comparing the difference between the actual and target for each metric, as well as qualitative information about successes, challenges, solutions, and data limitations experienced. It also serves as the foundation for the Impact Assessment.

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

November 2022 Semi-Annual Progress Report

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

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

Complete: action is done

On Target: action is ongoing or completed annually; action is in progress and is on target to be complete by the target end date; action is not yet started but is on target to be complete by the target end date

Caution: action is delayed by one quarter; action has been flagged as possibility not being completed by the target end date

Below Plan: action is delayed by two quarters of 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 November 2022 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

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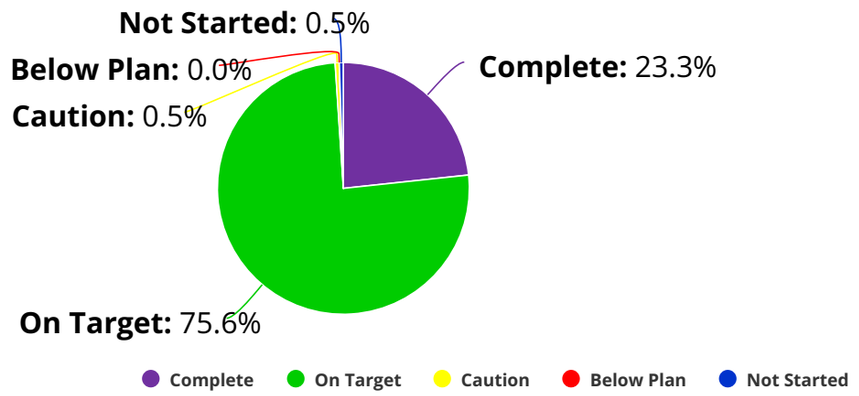
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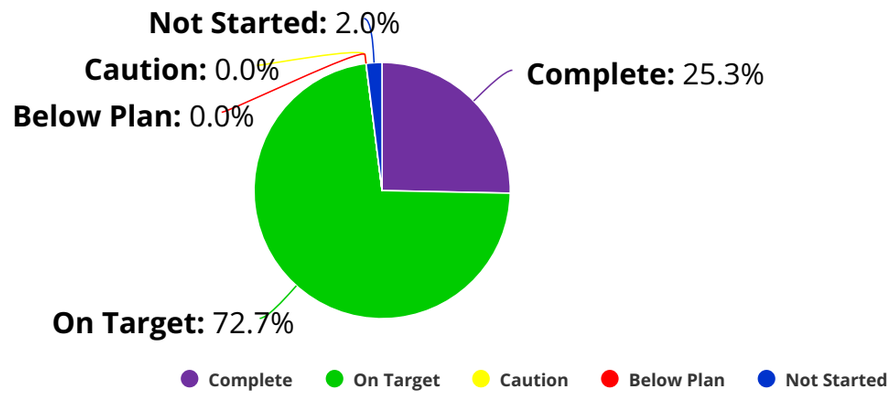
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2019-2023 Strategic Plan

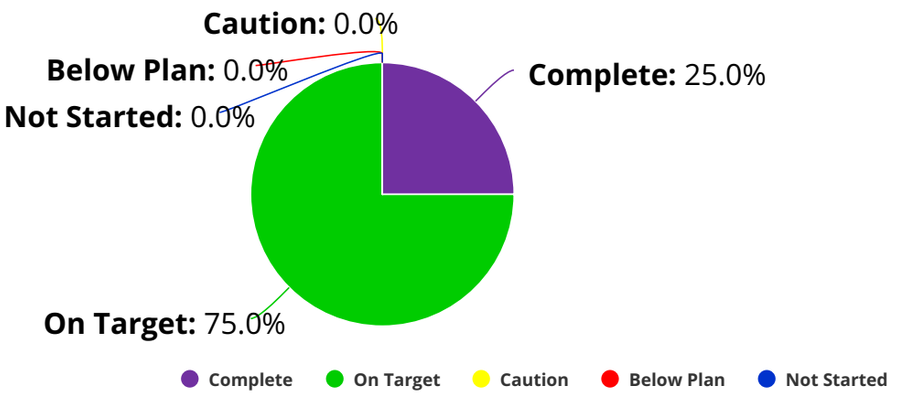
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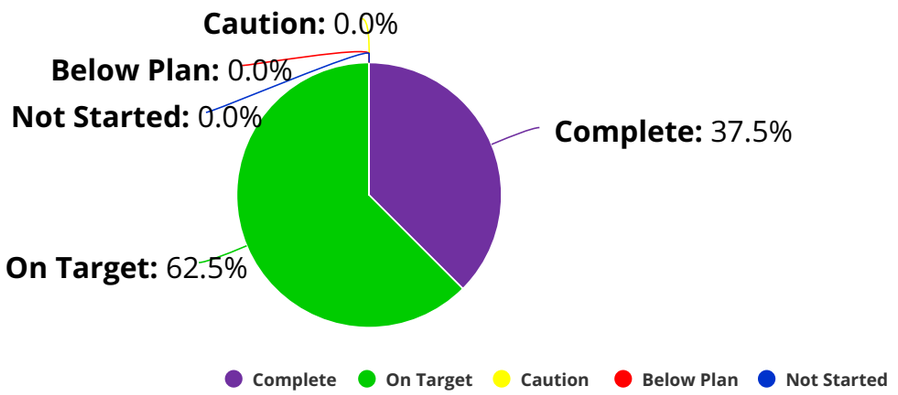
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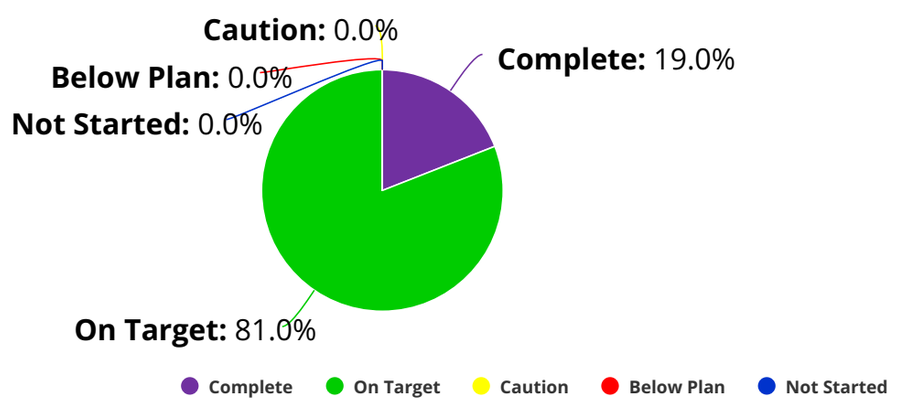
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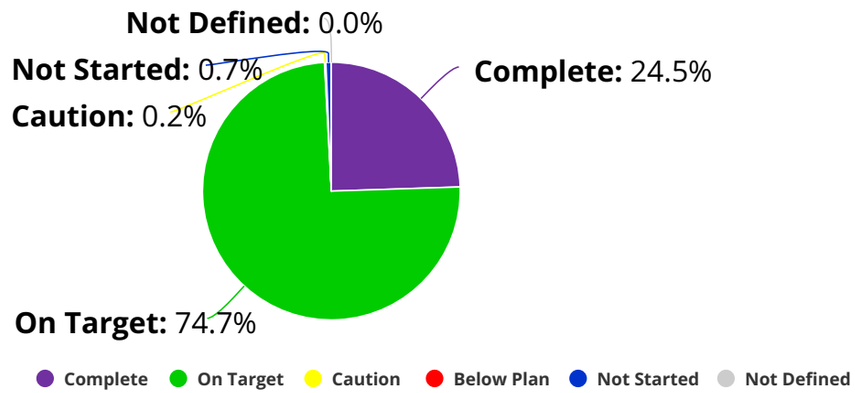
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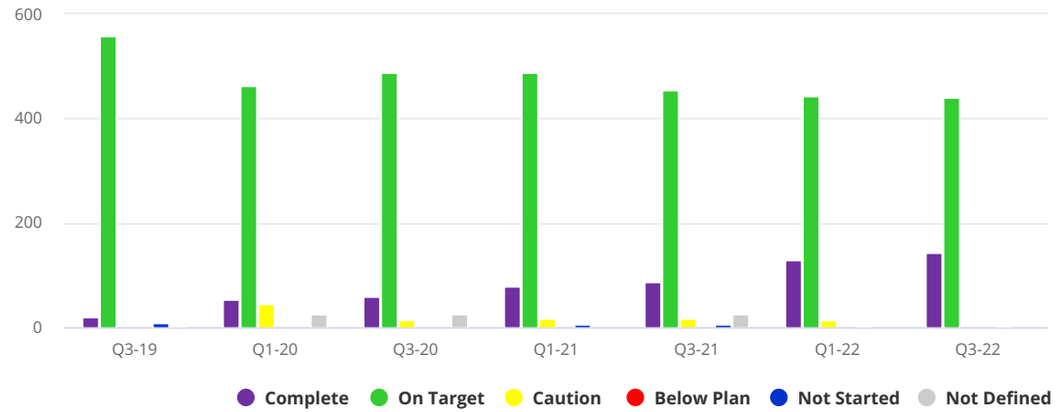


Strategic Plan - Results



This pie chart shows the percent of strategic plan results overall that are tracking.

Progression over time



Metric Data

Last Calculated 1 day ago

Period	Status	Complete	On Target	Caution	Below Plan	Not Started	Not Defined
Q3-19	Not Defined	20	557	0	0	9	2
Q1-20	Not Defined	54	462	46	0	0	26
Q3-20	Not Defined	60	487	15	0	0	26
Q1-21	Not Defined	78	487	17	0	5	1
Q3-21	Not Defined	88	454	17	0	5	24
Q1-22	Not Defined	128	443	13	0	4	0
Q3-22	Not Defined	144	439	1	0	4	0
Q1-23	Not Defined	0	0	0	0	0	588

Period	Status	Complete	On Target	Caution	Below Plan	Not Started	Not Defined
Q3-23	Not Defined	0	0	0	0	0	588

Introduction

STRENGTHENING our Community

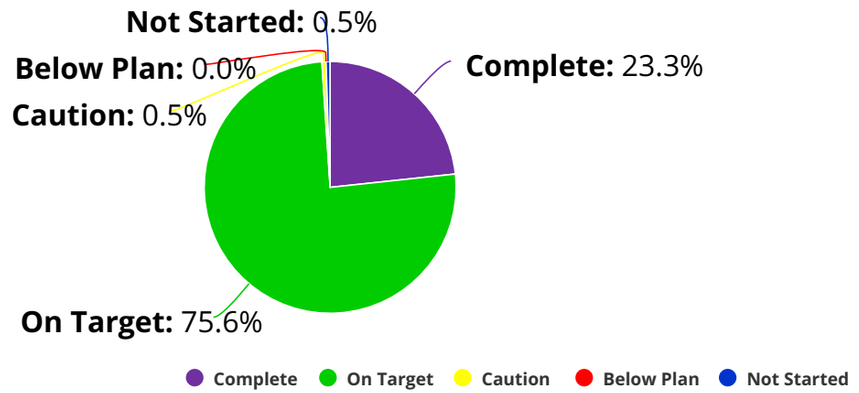
OUTCOMES:

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





Strengthening Our Community - Progress
Progress Report



Status Definitions



Complete: Action is done



On Target:

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



Caution:

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



Below Plan: Action is delayed by 2 quarters or more



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

Strategy Alignment
Strengthening Our Community

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
OUTCOMES **Londoners have access to the supports they need to be successful.**						
Increase affordable and quality housing options	Establish and revitalize community housing through a Regeneration Plan.	Develop and implement LMCH's Community Development and Tenant Engagement Strategy.	• LMCH	12/31/23	LMCH has moved key elements of the Community Development and Tenant Engagement work forward including the creation of the Tenant Advisory Committee, hiring of community safety staff, the work to support 'Reimagine Southdale' and tenant surveys. This work will continue to inform the development of the strategy.	
		Develop and implement LMCH's Regeneration Strategy.	• LMCH	12/31/23	LMCH's Southdale location is the lead site selected for regeneration. The architect has been selected for this work providing initial drawings and construction estimates. LMCH is working on project financing options and will be submitting for planning approvals in 2022. A RFP will be used to select a firm to create the LMCH Regeneration Strategy in 2022.	
		Explore alternative corporate structures, including; Articles of Incorporation and Shareholder Declaration.	• LMCH	12/31/21	The Board Governance Review was completed in late 2020. Through this review, the LMCH Board proposed amendments to the Shareholder Agreement to increase the composition of the Board to 9 Directors, 2 of whom shall be tenants of LMCH. A subcommittee of the Board was created which included members of the Board, civic administration, and community members. The subcommittee developed guiding principles for the Board recruitment process and made recommendations back to the Shareholder for consideration. New Directors representing LMCH tenants and the community were appointed to the LMCH Board in July 2021.	
Increase affordable and quality housing options	Increase supportive and specialized housing options for households experiencing chronic homelessness.	Develop Coordinated Access System for individuals and families experiencing homelessness prioritizing individuals and families with the highest need to the most intensive resources.	• SHD	12/31/23	The City of London has achieved the implementation of a coordinated access system. We have met the Federal timeline of March 31, 2022 to have a system in place and have been recognized by the Built for Zero initiative as having a basic coordinated access system.	
		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	The City of London continues to support individuals and families experiencing homelessness or those at risk of homelessness in providing housing allowances to ensure an individual's housing stability. Programs are contracted to provide allowances/supplements to address the economic	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					challenges many individuals face in the current rental market.	
		Partner strategically with key stakeholders to ensure that chronic homelessness is a priority for intake to supportive housing units.	• SHD • P&ED	12/31/23	P&ED and Housing Stability Services have a partnership to develop affordable housing with tenants to be matched from the Coordinated Access lists. Partnerships are being formed with other non-profit and private developers so that they may enter into a tenant placement agreement to match their future tenants with those from the Coordinated Access list.	
		Establish a regular cycle for specialized housing new unit development supporting one specialized build every two years.	• P&ED	12/31/23	The development currently under construction at 403 Thompson Road will have tenants matched from the City's Coordinated Access list.	
		Invest through an annual contribution to a capital reserve to leverage other funding supporting new bi-annual development.	• P&ED	12/31/23	All Council approved affordable housing investments are placed in the New Affordable Housing Reserve Fund RESF33.	
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	With the municipal reorganization in 2021, this item has been included in the housing allowance program and when additional resources are available i.e., Roadmap to 3,000 units, the supplements/allowances are administered though the existing programs to assist Londoners.	
		Develop and implement the Homeless Prevention and Housing Plan for London & Middlesex County.	• SHD • P&ED	12/31/23	Council approved the City's housing stability action plan in December 2020. This plan is currently being implemented with annual updates provided to Council on the progress of the implementation. As of the end of 2021, approximately 80% of the actions progressed or were completed including 71 actions (or 60%) identified as completed and ongoing, 23 actions (or 20%) identified as in-progress, and 24 or 20% identified as future targets. The next update of accomplishments for 2022 will be received by Council in Spring 2023.	
		Improve and implement LMCH's tenant survey.	• LMCH	3/31/20		
		Complete LMCH's 2017-2020 Strategic Plan	• LMCH	12/31/23	LMCH continues to follow the strategic direction, goals and objectives set in the 2017-2020 Strategic Plan to guide organizational decisions until the new strategic plan is approved by the Board.	
		Envision and establish a new LMCH strategic plan.	• LMCH	12/31/22		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		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	The Middlesex London Health Unit continues to maintain an active inventory of housing where there is jurisdiction for inspection work. Interventions including: - the provision of education and awareness through consultation, and in collaboration with the City of London property standards division to mitigate housing related deficiencies in rental units - participation on the Vulnerable Occupancy Protocol working group - regularly conducting risk assessments to determine on-site visits to verify the presence of identifiable health hazards in our community and work towards mitigation.	
Increase affordable and quality housing options	Utilize innovative regulations and investment to facilitate affordable housing development.	Affordable housing Community Improvement Plan completed.	• P&ED	12/31/21	The Affordable Housing Community Improvement Plan was adopted by Municipal Council in January 2020. This adoption included two loan programs to assist in the development of affordable housing: Affordable Housing Development Loan Program and Additional Residential Unit Loan Program.	
		Establish CIP fund for advancing new affordable housing.	• P&ED	3/31/21	The Affordable Housing Community Improvement Plan was adopted by Municipal Council in January 2020. This adoption included two loan programs to assist in the development of affordable housing: Affordable Housing Development Loan Program and Additional Residential Unit Loan Program.	
		Affordable Housing Development Toolkit completed.	• P&ED	12/31/20	Completed in 2020.	
		Inclusionary Zoning By-law completed.	• P&ED	9/30/22	Project has been initiated and consultant retained.	
		Implement Closed School Strategy.	• P&ED	12/31/23	Identified in the roadmap for 3,000 with a report planned for Q2 2023 on implementation.	
		Analyze all available surplus school lands (and other similar government/strategic lands) for potential development, inclusive of affordable housing, in accordance with Council policy.	• P&ED	12/31/23		
		Advance land acquisition and development strategies where appropriate on all suitable surplus school (and similarly defined) lands.	• P&ED	12/31/23		
Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless	Create more purpose-built, sustainable, affordable housing stock in London.	Increase affordable housing stock through the creation of new units in partnership with community partners and developers.	• P&ED	12/31/23	The Housing Development team continues to work with non-profit and private developers to create more units. 122 Base Line Road West welcomed 61 new tenants starting February 2022. 403 Thompson started construction in 2022 for 44 units.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					City owned lands are currently being prepared at 345 Sylvan Street for 42 units. The City is working closely with the SoHo Alliance on 400 new affordable housing units. Work is still underway to acquire affordable units through Section 37 Bonusing, which is set to end in September 2022.	
		Establish a secondary suite and other single unit conversions/development program (partnership between HDC and City).	• P&ED	12/31/21	This action was not funded through the Multi-Year Budget.	
Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless	Implement coordinated access to mental health and addictions services and supports.	Continue to implement and monitor approaches aimed at housing stability for individuals and families experiencing chronic homelessness.	• SHD	12/31/23	The City continues to expand and create new partnerships with community stakeholders to support individuals with mental health and addictions challenges. The work through the No Fixed Address program has supported a continuous improvement in avoidable discharges from hospital to homelessness. Additional partnerships with the Children's Aid Society, Developmental Services and Corrections facilities related to discharge planning have continued in 2022 to help avoid individuals discharged into homelessness from institutions.	
		Monitor emergency shelter use trends through London's Emergency Shelter Progress Report.	• SHD	12/31/23	London continues to utilize the Homeless Individual and Family Information System to monitor shelter intake and discharge trends. The work being undertaken in the coming years around shelter transformation will provide input and improvements to emergency shelter service delivery in London.	
		Implement a Coordinated Access System for individuals and families experiencing homelessness.	• SHD	12/31/23	The City of London has achieved the implementation of a coordinated access system. We have met the Federal timeline of March 31, 2022 to have a system in place and have been recognized by the Built for Zero initiative as having a basic Coordinated Access System.	
Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless	Improve emergency shelter diversion and rapid re-housing practices.	Implement strategies aimed at reducing chronic emergency shelter use. Monitor emergency shelter use trends through London's Emergency Shelter Progress Report.	• SHD	12/31/23	The City continues to prioritize individuals who are chronically homeless in shelter with housing and support resources. Individuals who are in shelter and experiencing chronic homelessness are routinely matched to available housing and housing support resources as they become available.	
		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	Housing support programs continue to rapidly re-house individuals to ensure an individual's experience of homelessness is prevented or minimized. Shelter diversion rates through the City's coordinated access system remain	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					steady even as call volumes have increased 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	City staff continue to support the implementation of the community mental health and addictions strategy.	
		↑ Support training opportunities for health and other professionals about addiction, harm reduction, and injection drug use.	• MLHU	12/31/23	There continues to be requests by health care professionals for education and training about harm reduction, addictions and injection drug use. Virtual and in-person presentations offered. Development of some pre-recorded presentations for community organizations to use.	
		↑ Provide opportunities for community members and organizations to learn about substance use, harm reduction, addictions and stigma around drug use.	• MLHU	12/31/23	Eligible organizations received education and resources on naloxone and overdose. Information regarding cannabis, alcohol and other drugs is available on the Middlesex London Health Unit website. Implementation of the YouNeedToKnow.ca public education campaign to reduce risks and harms from cannabis use (e.g. unintentional cannabis poisonings, mixing alcohol and cannabis, mental health concerns).	
		↑ Advocate for and support cultural safety and trauma-informed care training to agencies and organizations.	• MLHU	12/31/23	The Middlesex London Health Unit continues to provide training for staff.	
		↑ Increase public awareness of existing treatment information and pathways to treatment services in Middlesex-London.	• MLHU	12/31/23	Focus throughout the pandemic has been to educate and connect clients to treatment pathways instead of the general public.	
		↑ Provide a supervised and hygienic space for people who use drugs (PWUD) to use their drugs.	• MLHU	12/31/23	Throughout the pandemic there was a slight decrease in visits to the Consumption & Treatment Services site but an overall increase in opioid overdoses and referrals to services such as primary care, housing, addiction services, mental health, access to food, wound care, and testing. Note: Regional HIV/AIDS Connection (RHAC) is responsible for this indicator now.	
		↑ 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	Space is provided in The Middlesex-London Health Unit (i.e. Sexual Health Clinic, Needle Syringe Program). Clients can also connect with these services when meeting with the Outreach Team in the community.	
		↑ Provide referral to health and social services in the community as needed.	• MLHU	12/31/23	Clients seen in Sexual Health Clinic, Needle Syringe Program and Outreach Clients are referred to health and social services, if requested by the client.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		Establish trusting relationships with clients.	• MLHU	12/31/23	The Sexual Health Clinic provides confidential services to clients in both the clinic setting and case management of sexually transmitted infections. The Needle Syringe Program provides services anonymously.	
		Provide access to Naloxone.	• MLHU	12/31/23	The Middlesex-London Health Unit provides naloxone to 41 eligible community organizations. MLHU distributed more thank 12,000 kits in 2021, and received reports of 1,139 opioid overdoses. The organizations include; withdrawal management, shelters, AIDS Service Organizations, Community Access Centres, Outreach teams, police, fire, EMS and hospitals.	
		Provision of harm reduction supplies, including, but not limited to needles, syringes and other safe drug use equipment.	• MLHU	12/31/23	Currently Regional HIV/AIDS Connection is temporarily operating out of Citi Plaza MLHU location as fixed Needle Syringe Program (NSP) until the permanent location at 446 York Street is operating. There is one mobile van, and 18 satellite locations in Middlesex-London. NSP facilitates the use of a sterile needle and other equipment for each injection to reduce the risk of acquiring HIV, Hepatitis B and C. These programs also provide client-centered counseling, skill-building, and referrals to addiction treatment and other health and social services. Utilization of this service has increased, with 1.9 million syringes distributed in 2021, up from 1.7 million in 2020 and 1 million in 2019.	
		Collaborate across service areas in the City of London and with community partners.	• SHD	12/31/23	The Core Area Diversion Pilot in partnership with London Cares and London Police Services was extended through to the end of December 2022. This program connects outreach staff with individuals identified as high risk repeat offenders that may be experiencing homelessness to assist in becoming better connected to programs, social services, and becoming housing ready in order to reduced survival crime incidents.	
		Maintain and strengthen collaborative efforts of Informed Response.	• SHD	12/31/23	Coordinated Informed Response continues to partner with local businesses and support agencies to increase collaboration opportunities to support those living unsheltered. Continued work with the COAST program, increased collaboration with business improvement associations in the core and a continuation of the City's outreach strategy as implemented by the coordinated informed response program are ongoing in 2022.	
		Strengthen partnership with Canadian Mental Health Association (CMHA).	• LPL	12/31/23	Full time case worker is onsite at Central 5 days a week. CMHA has resumed their Welcome Centre at Central and discussions	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					are underway to expand the program.	
		Continue partnerships with post secondary institutions and community service providers (e.g. London CARES).	• LPL	12/31/23	Library staff have established a solid relationship with the Community Outreach and Support Team and our Canadian Mental Health Association case worker has also established a working relationship with organizations to connect patrons to housing, food, medical care etc.	
Decrease the number of London residents experiencing poverty	Continue to support and develop collaborative approaches to end poverty.	Support programs and initiatives aimed at ending poverty such as London for All, London's Child and Youth Network, and Bridges Out of Poverty/Circles.	• SHD • NCWS	12/31/23	Child and Youth Network: • The distribution of 2,295 London Good Food Boxes, 1,276 were subsidized and went to schools in high priority neighbourhoods. • The launch of London's first Community Fridge at St John the Divine Parish in the Southcrest Planning District. • The distribution of approximately $198,000 in Harvest Bucks to 26 Community Food Programs and 20 Emergency Food Cupboards. Bridges out of Poverty/Circles: • 17 individuals participated in the 12-week Getting Ahead program, which is the precursor to moving into a Circles group. There are currently 83 Active Leaders (OW participants) and 18 Active Allies (community of volunteers) in the Circles program. Coaches through Goodwill and Life Stabilization worked diligently to stay connected with Leaders virtually and by phone. Leaders without access to a computer were provided with a laptop to allow for their continued participation in Circles. Despite some challenges of participating virtually, it did provide the opportunity to engage Leaders with presentations on navigating local health resources and supports; "the truth about credit"; tax clinics and the importance of filing taxes; Big Brothers / Big Sisters / Play Your Way programming; provincial election and importance of voting and information about the City's Mobility Master Plan.	
		Report London's poverty rate annually.	• SHD • NCWS	6/30/23	This is reported every other year. The next scheduled report will be available in 2023.	
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	An in-person meeting with community partners was held in April 2022 to review 8 cases.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		Develop protocol for response to specific communities under specific circumstances.	• LPS	12/31/21	Several initiatives were implemented in 2021 following the automation of the referral process to Victim Services Middlesex London in late 2020. The victim referral template was further enhanced and a QR code business card was also developed for victims that navigates their smartphone to victim information. A Hate Crime Constable position was created in early 2022. In addition, it is anticipated that a Sergeant position dedicated to diversity and outreach will be created in 2022. The LPS also joined an Anti-Islamophobia committee with City of London and partners.	
		Deliver diversity and inclusion training to all members.	• LPS	12/31/19		
Increase opportunities for individuals and families	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	The London Public Library has signed a Reciprocal Lending Agreement with other Library systems such as Hamilton, Burlington, Mississauga and Ottawa to provide our patrons with greater access to eBook and eAudio titles. The Library continues to make adjustments to reduce wait times on materials.	
		Advocate in partnership with the Canadian Urban Libraries Council (CULC) for competitive market pricing on e-resources.	• LPL	12/31/23	Although slowed by the pandemic, London Public Library continues to be an active member in the Canadian Urban Libraries Council and its initiatives.	
		Strengthen and expand partnerships with First Nations and Indigenous service partners.	• LPL	12/31/23	London Public Library's Program and Outreach Department partnered with Western's Office of Indigenous Initiatives to host local author and knowledge keeper, Eli Baxter series Reclaiming Traditional Knowledge, Reconnecting with Ourselves. The Library has also partnered with Western's Department of English and Writing Studies to host Writer In Residence January Rogers, a Mohawk/Tuscarora writer from Six Nations of the Grand River.	
		Increase materials in the collection that reflect Indigenous knowledge and culture.	• LPL	12/31/23	The library continues to purchase materials that reflect Indigenous knowledge and culture. LPL participates each year's in a National Online book club and this year title was Glass Beads by Dawn Dumont, a Plains Cree writer from the Okanese First Nation in Saskatchewan.	
		Continue to offer relevant programs in partnership with First Nations.	• LPL	12/31/23	Working with the City of London's Anti-Racism and Anti-Oppression Division to participate in city-wide events. Partner in the Aboriginal Baby and Beyond Coalition to support	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					Baby's Book Bag.	
Increase opportunities for individuals and families	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	The 2019-2023 London-Middlesex Child Care and Early Years Service System Plan was developed through extensive community engagement, including feedback from 1,730 parents and caregivers; it was approved by Municipal Council in June 2019. Below are key accomplishments for the reporting period: • Prioritized child care fee subsidy to support children's access to high quality early learning opportunities and support caregivers' ability to pursue employment or education. Through these efforts, there was no waitlist for eligible families seeking fee subsidy during this time period. • Invested over $3.1M of provincial funding for expansion of licensed child care spaces (including support for 89 new licensed child care spaces), repairs and maintenance, and acquisition of play-based material and equipment; these investments support the continued delivery of high-quality early learning opportunities for 30 licensed child care agencies. • Increased the annual allocation of operational funding for licensed child care operators by over $900K to address pressures within the sector, including recruitment and retention of a qualified workforce. • Engaged more than 90 leaders from the local child care community to collaboratively build the London-Middlesex approach to implementing the historic Canada-Wide Early Learning and Child Care Agreement; in September 2022, 95.05% of responding centre-based sites indicated their intention to opt in to the program. • Over 950 child care and early years educators and staff attended a virtual sector-wide professional learning day entitled "Heartwork and so much more", which focused on inspiring and encouraging educators through research about the importance and impact of their work. • Partnered with Fanshawe College to create a student bursary for London residents to attend Fanshawe College's Early Childhood Education diploma program at a reduced cost, helping 10 Londoners with financial barriers to attend school and encouraging growth in the number of Early Childhood Educators locally.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		Share progress made towards implementing the London-Middlesex Child Care and Early Years Service System Plan 2019-2023 annually with Londoners.	• SHD	12/31/23	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 2022.	
Increase opportunities for individuals and families	Work collectively with community partners to improve outcomes and integrated responses for children, youth, families, and older adults.	Implement London's Child and Youth Agenda 2017 - 2021.	• NCWS	12/31/21	Engaged 233 registered professionals at the 11th Family Literacy Conference, with a focus on storytelling featuring Indigenous children's authors and a local storyteller champion. Partners supported the transition and onboarding of LUSO Community Services, the new lead agency for Family Centre Argyle. 435 students participated in the Get Active school challenge, completing a combined total of 13,446 hours of physical activity. 103 families participated in physical activities through a Bingo game promoted by Child and Youth Network and Family Centres. Child and Youth Network Partners supported: • 855 new Grade 5 ACT-i-Pass registrants. • 120 Active and Safe Route to School - Wayfinding Signs at 10 Elementary Schools. • 808 parents and their children accessed Storybook Garden's Family Fun Festival this summer, with free admission, transportation, and removal of other barriers. • Over 230 community members, tracked 1.7 million minutes through participation in over 3700 events or activities through the ParticipACTION Community Better Challenge. • The Family Centre awareness, education, and action campaign launched in May 2022. Traffic to the familyinfo.ca website from mid-May to mid-September increased by 120% with over 32,799 new users. • 1,000 Baby's Book Bags and key messages about the importance of literacy from birth were shared through Family Centres, London Public Library Branches, LHSC's Paediatric Family Resource Centre, and with new parents at LHSC.	
		Implement the Age Friendly London Action Plan 2017 - 2020.	• NCWS	12/31/21	Completed the Caregiving Strategies Program which equipped 40 caregivers with tools, resources, and peer support. Participants reported that the program increased their knowledge and confidence as caregivers.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					Hosted the Age Friendly London Conference in June 2022, with both in person and virtual attendees. In total, 181 people attended and learned about opportunities to get involved in their neighbourhoods and communities and how to access resources and services for older adults.	
		Evaluate Child and Youth Agenda 2017 - 2021 and the Age Friendly London Action Plan 2017 - 2020.	• NCWS	12/31/21	Completed evaluations of the Child and Youth Agenda and Age Friendly London Plan, using surveys of Network members and key informant interviews. Respondents reported that both plans and Networks have been successful in achieving intended outcomes. For the Child and Youth Agenda the top areas of impact were: • Collaboration between partners; • Awareness campaigns; • Family Centres. For Age Friendly London, the top areas of impact were: • Access to information; • Overall Age Friendliness; • Communication between organizations and seniors;	
		Develop strategies to support children, youth, family, and older adults and identify opportunities to integrate strategies to achieve outcomes.	• NCWS	12/31/22		
		Implement strategies to support children, youth, family, and older adults and identify opportunities to integrate strategies to achieve outcomes.	• NCWS	12/31/23		
		Continue participation in the Age Friendly Network and its initiatives.	• LPL	12/31/23	Library staff continue to participate on the various Age Friendly committees. Library staff attended the Age Friendly conference and had a vendor booth.	
		Continue participation in Seniors satellite programs.	• LPL	12/31/23	Continued to work with City of London Recreation and Sport staff to restart Senior satellite at East London Library in July.	
		Continue participation in the Child & Youth Network (CYN) and its initiatives.	• LPL	12/31/23	Staff continue to lead the Literacy Priority Table and participate on other Child and Youth Network priorities e.g. Family Centres.	
		Expand STEM programming system wide.	• LPL	12/31/23	London Public Library staff provided Science, Technology, Engineering, and Math (STEM) programming in the virtual environment that were popular with children and families.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					Virtual and in-person Summer programs were offered in Science, Technology, Engineering, and Math (STEM).	
Increase opportunities for individuals and families	Increase programming and activities for residents and families at Dearness Home.	Conduct enhancements to programming space.	• SHD	3/31/23	Construction of the Dearness Home auditorium addition was delayed in 2021 due to the Covid-19 Pandemic. The Architect's final draft and construction timetable for the auditorium expansion are complete and all work will be undertaken by prequalified venders. Construction is scheduled to occur in June - July of 2022 and has a projected completion date of February 2023.	
		Deliver a multitude of programming and events to engage and mobilize residents and their families.	• SHD	12/31/23	• The continuation of the pandemic into 2021 kept programming very individualized, however toward the end of 2021 programs expanded to small groups. • The Essential Caregivers numbers increased to more than 500 along with a healthy increase in the General Visitor program. • In the winter the recreation program expanded its tool kit with the purchase of a new Virtual Reality System for Seniors (VR). Virtual Reality is a fully immersive system that offers the user a 360-degree video that feels live an interactive. The VR system features over 40 tours, festivals, attractions from across Canada. Residents now have the new opportunity 'travel' outside of Dearness without ever leaving the Home'. • The residents have also been pleased to see the re-opening of the Tuck Shop hosted by Dearness Home Auxiliary Volunteers.	
Improve the health and well-being of Londoners	Continue to provide access to planned and managed pathway systems and nature trails within parks and open spaces.	Install additional and update existing equipment to count pathway users.	• E&I	12/31/23	We have added new counters along the Thames Valley Parkway to better report on and have an understanding of usage patterns.	
		Construct new pathways in new geographic areas and continue to maintain existing infrastructure.	• E&I	12/31/23	New trails and pathways for accessibility, connectivity continue to be a focus in all new park and subdivision development. Our circular walking loops in new park developments like Northridge Fields and East Lions Park are good examples.	
		Install new trails in new areas and continue to maintain existing infrastructure. Implement Conservation Master Plans for ESAs.	• P&ED • E&I	12/31/23	Contract with UTRCA on-going.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		✓ Complete Byron Valley Trail.	• P&ED	12/31/21	Trail was completed in 2021.	
		↑ Implement Conservation and Restoration Master Plans.	• P&ED	12/31/23	Medway Valley Environmentally Sensitive Area Conservation Master Plan Approved - August 10, 2021.	
		✓ Complete construction of the North Branch Gap and complete the EA for the Main Branch link- Springbank to Riverbend.	• E&I	6/30/22	The construction of the North Branch Gap has had a successful completion and is actively utilized by thousands of Londoners from Ross Park to North London Fields making an important connection to the remainder of the TVP.	
Improve the health and well-being of Londoners	Create programs and exhibitions to foster health and well-being.	↑ Continue to emphasize physical activity and physical literacy for residents of all ages and abilities through program opportunities.	• NCWS	12/31/23	Developed 100 new outdoor physical activity programs that were introduced in the Spring 2022 session focusing on outdoor participation. These include Trail Walking programs in three neighbourhoods (Hamilton Road, Argyle, and North London), and a rotation of pop-up adult fitness and yoga programs held in various parks during the Spring and Summer sessions. The Spring 2022 session offered a total of 440 physical activity dry land programs.	
		↑ Expand staff training in regards to promoting recreation benefits and mental health.	• NCWS	12/31/23	Summer program Supervisors became trained in ASIST (Applied Suicide Intervention Skills Training) in March, and approximately 35 summer program Coordinators were trained in SafeTALK Suicide Prevention through LivingWorks in June.	
		↑ Introduce new recreation programs focused on connecting people to nature through implementing the Parks and Recreation Master Plan.	• NCWS	12/31/23	Developed two new nature programs offered through community partnerships: a Little Gardeners program in early spring through Friends of Civic Gardens with over 200 participants, and an open hiking program for seniors this summer in the Hamilton Road neighbourhood through a partnership with the Thames Valley Trails Association.	
Improve the health and well-being of Londoners	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	Inspections of Personal Service Settings and Childcare settings have been significantly reduced since March 2020 due to pandemic workload. Inspectors are working to complete all required inspections and catch up from 2020/21.	
		↑ Immunization clinics at MLHU offices and school based clinics.	• MLHU	12/31/23	Letters to be sent to all school age students to catch them up on all publicly funded vaccines. Immunization opportunities are offered three times weekly at mass clinic sites, Middlesex London Health Unit offices and school based clinics. Encouraging uptake of COVID-19 vaccines at all Middlesex London Health Unit sites.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		• 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	Due to the pandemic work outputs have been below traditional levels. The Food Safety program expects to be back to regular outputs later in 2022.	
		Inspections and enforcement of the Smoke-Free Ontario Act.	• MLHU	12/31/23	Under Ministry mandate and Smoke-Free Ontario Act Standard Operating Procedures for public health units in Ontario, the Health Unit is required to complete 2 rounds of tobacco product youth access test shopping and 1 round of vapour product youth access test shopping. Additionally, every tobacco and vapour product retailer must be inspected at least once to ascertain compliance with sections of the Act that address the display, promotion and handling of tobacco and vapour products. By end of Sept: - one round of tobacco product test shopping complete - one half round of vapour product test shopping complete - approx 1133 inspections of schools, workplaces and hospitals - 78 inspections of restaurants, bars and outdoor special events - 182 follow-ups due to complaints of smoking/vaping inside or on school property.	With an increase in sales to minors offences occurring within vapour product retailers, the time required to complete each mandated round of test shopping is increasing. Due to increased vapour product retailer non-compliance (sales to minors, sale of prohibited vapour products, promotion, etc.), a significant increase in complaints regarding youth vaping (nicotine and cannabis) on school property (increase from 132 to 182 from 2019 to 2022 for Jan 1-Sep 20),an increase in the number of cannabis stores (which sell vapour products) and the return of large special events, the capacity of the Enforcement Team is strained. With temporary funding provided by the City of London (the Ontario Cannabis Legalization Implementation Fund), enforcement capacity has increased by 2.0 FTE, but financial support to these levels are anticipated to end. Other sources of funding will have to be considered to support

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
						these activities in 2023.
		Home visiting for women in the prenatal through to school entry period.	• MLHU	12/31/23	Home Visiting has continued throughout the pandemic based on client needs and nursing assessments.	
OUTCOMES **Londoners are engaged and have a sense of belonging in their neighbourhoods and community.**						
Increase the number of residents who feel welcomed and included	Create inclusive engagement opportunities for Londoners.	Recruit volunteers to lead the CDIS implementation process.	• CMO	12/31/23		
		Work with volunteers and community partners to implement the CDIS.	• CMO	12/31/23	The CDIS Working Groups and Leadership Table met virtually until the summer of 2022.	
		Share progress made towards implementing the Community Diversity and Inclusion Strategy annually with Council and Londoners.	• CMO	12/31/23	The ARAO division organized a Community Diversity and Inclusion Strategy Town Hall to bring working group members together to celebrate CDIS accomplishments and to discuss opportunities for future engagement. The mandate of CDIS has ended and future community engagement will be led by the ARAO division.	
		Host and promote events (in-person and online) that celebrate diversity and foster relationships between newcomers and the receiving community.	• CMO	12/31/23	The London & Middlesex Local Immigration Partnership hosted an information session with 79 participants, in April, 2022, for the community to learn about supports for Ukrainians residing in London on a temporary basis.	
		Report annually on the retention of newcomers to London.	• CMO	12/31/23	In 2019, London surpassed its targeted average annual retention rate of 70% of the total gross annual inflow of Newcomers by 19%. The data used for this calculation lags by 2 to 3 years.	
Increase the number of residents who feel welcomed and included	Strengthen understanding of and ability to engage in practices that promote cultural safety.	Implementation of reconciliation plan.	• MLHU	12/31/23	The implementation of the reconciliation plan has been delayed by the pandemic; however, collaboration related to vaccination and contact tracing was significant and regular with all three local First Nations and with local Indigenous organizations.	
		Health equity staff capacity building.	• MLHU	12/31/23	All new staff receive a mandatory Health Equity module during orientation and Indigenous Cultural Safety training is provided to all full-time staff. Additionally, Anti-Racism training as per the Anti-Black Racism Plan is currently being vetted and is on target to be implemented late 2022 or early 2023.	
		Establish enterprise-wide approach to anti-racism and anti-oppression training, including Indigeneity, based on research, best practices.	• CMO	6/30/22	The Anti-Racism and Anti-Oppression Division has developed a Foundations training program with two modules and a third module which is a live coaching session.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		Deliver enterprise-wide training on anti-racism and anti-oppression, including Indigeneity.	• CMO	12/31/23	The Anti-Racism and Anti-Oppression Division will create and deliver Anti-Racism and Anti-Oppression training to senior leaders and directors first.	
		Liaise with ABCs to receive information regarding participants in training program.	• CMO	12/31/23	Agencies, boards and commissions will be encouraged and supported in the development of their own foundations training in Anti-Racism and Anti-Oppression.	
Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community	Strengthen engagement opportunities for all Londoners to participate in their neighbourhoods.	Continue to develop and implement enhanced targeted engagement strategies for London residents to support the Neighbourhood Decision Making program.	• NCWS	12/31/23	Continued to reach Londoners in communities that do not normally participate in Neighbourhood Decision Making through tactics such as large poster boards in parks, trails and dog parks, increased targeted social media posts, additional print media, London Transit Commission ads on outside and inside of buses, billboards, and pop up events.	
		Continue to support the resident-led implementation of London Strengthening Neighbourhoods Strategy.	• NCWS	12/31/23	Continued supporting residents with communication through NeighbourGood Newsletter which now reaches 5,898 residents. 18 projects were funded through 2021 Neighbourhood Decision Making after over 10,000 votes. Funded 24 projects through Neighbourhood Decision Making after over 9,500 votes in 2022.	
		Implement City Planning Education and Outreach Strategy.	• P&ED	12/31/23	Project was terminated in Q1 2022, with key components shifted to various portfolios, following a reassessment of work program ongoing and emerging priorities.	
		Create an engagement framework to better serve residents living in new neighbourhoods.	• P&ED	12/31/20	Completed in 2020.	
		Implement the engagement framework to better serve residents living in new neighbourhoods.	• P&ED	12/31/23	Subdivision ambassador filled and connections to Service London continue to improve communications needed in development.	
Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community	Support neighbourhood festivals, cultural events, and activities across the city.	Maintain support to activities with NeighbourGood resources.	• NCWS	12/31/23	Provided orientation, volunteer training and ongoing communication for 16 outdoor resident managed ice rinks. Supported 33 outdoor movie nights with over 5,000 participants, and over 50 neighbourhood events.	
		Create opportunities for new neighbourhoods to participate.	• NCWS	12/31/23	Launched Neighbourhood Decision Making 2022 in March with targeted promotion to new neighbourhoods. Promoted opportunities for residents to participate in their neighbourhoods at 77 events from May to September.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		Maintain support to events with NeighbourGood resources.	• NCWS	12/31/23	Launched 2022 Neighbourhood Events booking process including Neighbourhood Small Events Fund, Equipment Lending, Neighbourhood Event Team and free park booking at no cost. Increased the number of Outdoor Movie nights available for residents throughout the summer.	
		Expand NeighbourGood with new tools that support Neighbourhood activities.	• NCWS	12/31/23	Added "Do It Yourself Outdoor Movie Guide" and the "Guide to Micro Events" to the Resources found on the NeighbourGood London website.	
		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	The London Community Grants Program allocated $496,000 to 9 groups through the 2022 Innovation and Capital stream. These projects align with the City of London's Strategic Plan as follows: - 5 to Strengthening Our Community - 3 to Building a Sustainable City - 1 to Creating a Safe London for Women and Girls As of September 2022, the Neighbourhood Small Events Fund supported 33 resident-led small events across the city.	
		Continue to support the resident-led implementation of London Strengthening Neighbourhoods Strategy.	• NCWS	12/31/23	Supported resident-led programs including the Neighbourhood Decision Making Program, Neighbourhood Small Events Fund, Welcome Kit, Equipment Lending Program, Adopt a Park, Neighbourhood Event Booking, Outdoor Movies, and Outdoor Ice Rinks.	
		Work with special event operators to provide a safe and inclusive experience for Londoners.	• NCWS	12/31/23	Continued to work collaboratively with the Middlesex London Health Unit to ensure appropriate COVID protocols were in place. Successfully issued 9 special event and 2 film permits in addition to the Lighting of the Lights event. As of September 2022, 125 special event and 6 film permits were issued . Film permits included: - Apple TV to film the television series Improbable Valentine on Richmond Street - 2022 Season of the Amazing Race Canada.	
		Continue the streamlining of processes and procedures for Special Event requests.	• NCWS	6/30/21		
		Create relationships with festival coordinators to retain annual commitment of festivals.	• Covent Garden Market	12/31/23	Fibre Art Festival in November, Holly Jolly Holiday Market in December, Market Block DJ Skate event and Valentine's Day Artisan Market In February, Maple Fest and Spring Mini Market	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					in March.	
		Continue to provide space and promote events that meet community needs.	• Western Fair	12/31/23	Western Fair continued to provide space for Londoners to get vaccinated. The Middlesex London Health Unit reduced their operational footprint in the Agriplex in April to allow community events to begin in a portion of the building. The Muslim Expo was held in May, and the Western Fair returned in September! The Pride Parade staged floats in the parking lot once again in July.	
		Establish the Business of Music Committee to coordinate events hosted and/or supported by the Culture Office.	• P&ED	12/31/23	Business of Music Committee continues to coordinate and assist on events, such as the Annual Music Summit.	
		Implement the Music, Entertainment, and Culture Districts Strategy.	• P&ED	12/31/23	Internal partnerships established.	
Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community	Expand Social Services client feedback and participation in service delivery design in their community.	Track and incorporate participant feedback into service delivery design.	• SHD	12/31/23	Ontario Works Customer Service feedback survey continues on the City of London website, the survey link is included at bottom of Employment Newsletters and email signatures.	
		Conduct site specific and demographic client focus groups.	• SHD	12/31/23	Life Stabilization hired 2 interns to assist with developing client satisfaction surveys which will include a survey to be sent out electronically and 1:1 meetings with clients in person or over the phone. This will help inform changes to employment services.	
Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community	Implement programs and services that respond to neighbourhood recreation needs.	Continue to expand program initiatives resulting from research and engagement at the neighbourhood-level.	• NCWS	12/31/23	Seniors Satellites were reintroduced at East London Library in July as a result of engagement with Argyle seniors living east of Clarke Road. These residents identified transportation as a barrier to participation and that having a Satellite back at the Library removes this barrier as it is within walking distance of their neighbourhood.	
		Increase resident awareness and marketing of recreation opportunities and information.	• NCWS	12/31/23	Flyers outlining new and reintroduced programs at East Lions Community Centre and North London Optimist Community Centre were available at each facility to provide neighbours with a readily-available summary of opportunities. Similar information was shared through neighbourhood organizations such as Bethany Place and Family Centres Carling-Thames, Argyle, and Fanshawe.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community	Promote and invest in urban agriculture initiatives.	Implement Urban Agriculture Strategy.	• P&ED	12/31/23	2021 Annual Report completed and approved.	
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		
		Strengthen relationships with post-secondary institutional partners.	• CMO	12/31/23	Many relationships and partnerships exist throughout the organization as we work together on shared prioroties eg. climate change, wastewater surveillance, unsanctioned street parties, health and wellness etc.	
		Identify shared strategic priorities and implement shared initiatives and advocacy.	• CMO	12/31/23	The Government and External Relations Office supported advocacy on ongoing pandemic-related investments from federal and provincial governments. Examples include more than $1 million in funding under the Canada Community Revitilization Fund to support community infrastructure. Throughout 2022, the City of London has secured financial support from other orders of government in partnership with local stakeholders to support vital local infrastructure and our post-secondary institution partners. As well, the regular dialogue with London post-secondary parnters led to joint advocacy initiatives undertaken to raise awareness of the significant public safety and helath challenges of unsanctioned street parties in London. The administrations from the City and from Western and Fanshawe have met regularly with their conterparts in other Ontario cities hosting post-secondary institutions to develop and recommend new solutions to the Province of Ontario to support our communities. Finally, London's education partners continue to work together to contribute individually and collectively to community social and economic recovery from the COVID-19 pandemic through the London Community Recovery Network (LCRN).	

OUTCOMES

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

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Continue to invest in culture	Provide inclusive and diverse community-focused art and history exhibitions and interpretive programming through the implementation of Museum London's Strategic Plan.	Maintain planning and executing art and material culture exhibitions with a focus on inclusivity and diversity regarding artist, content, and/or accompanying public programming.	• Museum London	12/31/23	Recent opening of completed permanent artifact collection London: A History that contains over 300 objects and spans centuries from Indigenous presence to the present.	
		Develop exhibitions one to three years in advance, arrange selection or loans of art/ material culture, gather oral histories or develop focus group, create responsive programming, and market via social media to engage new visitors and sustain stakeholder audiences.	• Museum London	12/31/23		
		Plan and execute inclusive and diverse public programming including classes and curriculum-based educational programming.	• Museum London	12/31/23		
		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	Recent opening of completed permanent artifact collection London: A History that contains over 300 objects and spans centuries from Indigenous presence to the present.	
		Improve meaningful visitor experience of self-discovery at Museum London through external feedback via community focus groups and individual oral histories for exhibition and program content input; maintain ongoing on-site surveys for education and public programming, online annual volunteer survey; and create annual online visitor survey and conduct annual on-site visitor survey.	• Museum London	12/31/23		
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	Funds of $750,000 have been distributed to the London Arts Council and allocated to the Arts Community.	
		Continue to fund the Community Heritage Investment Program (CHIP).	• NCWS	12/31/23	Funds of $76,000 have been distributed to the London Heritage Council and allocated to the Heritage Community.	
Continue to invest in culture	Invest in Dundas Place.	Work with partners to animate, activate and program Dundas Place.	• P&ED	12/31/23	235 events hosted by Dundas Street Partners (City, London Public Library, Museum London, Downtown London BIA).	
		Market Dundas Place to attract dynamic events that engage Londoners.	• P&ED	12/31/23	Social media accounts as well as emails sent to all the businesses and community partners were utilized to shared event information.	
Continue to invest in culture	Maintain the heritage resources of Eldon House to foster an appreciation of London's community and cultural heritage.	Protect and conserve the historical assets of Eldon House to ensure the longevity of the museum's unique resources.	• Eldon House	12/31/23	Eldon House has undertaken four professional conservation projects to be completed in 2022 that will ensure the preservation and care of sensitive artifacts, while continuing to digitize and catalogue its collection. Eldon House is working	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					closely with the Canadian Conservation Institute to ensure that the museum facility can deliver an optimal environment to house its unique assets.	
		Create a year-round downtown oasis by diversifying public programming, outreach, and digital engagements with the public.	• Eldon House	12/31/23	The Pandemic modified and expanded how Eldon House enacts engagement initiatives and, as such, the museum reaches audiences, new and returning, in person, outdoors and virtually in creative new ways.	
		Build the capabilities to deliver relevant and focused engagement with the community.	• Eldon House	12/31/23	Eldon House has made great strides in creating an inclusive multicultural environment, as it develops new programs, accessibility measures and virtual platforms to break down museum visitor barriers. The organization looks for ways to create meaningful connections with its stakeholders, through partnerships, programs and ongoing surveys, to best serve the interests of the community.	
Increase participation in recreation, sport, and leisure activities	Remove barriers to access recreation, sport, leisure, and leadership programs and services.	Increase awareness of Londoners about the availability of financial assistance to participate in recreation, sport and leisure opportunities.	• NCWS	12/31/23	4,869 individuals accessed The Play Your Way fund by end of September, 2022.	
		Expand the variety, frequency, location, and promotion of free and sponsored drop-in programs.	• NCWS	12/31/23	LiUNA Local 1059 began sponsoring free, weekly teen drop-in basketball at East Lions Community Centre. Over 180 people attended. East Lions Club started sponsoring a free monthly drop-in family swim at East Lions Community Centre. These swims were always full at 175 participants per swim. In December and January over 60 free "Try It" programs were offered at East Lions Community Centre to introduce 1,500 residents to the variety of programs offered in this new location. Programs included swimming, crafts, and many sport opportunities. Sponsorship from Tim Hortons, TD Bank, and Ironstone Built Homes provided for free admissions for over 8,000 children throughout the summer on Friday nights at Storybook Gardens.	
		Continue to support affordable community garden plot options for low income Londoners.	• NCWS	12/31/23	Total of $4,037 provided to subsidize plots in 2022.	
		Improve accessibility at gardens identified by the community.	• NCWS	12/31/23	Accessibility projects completed in 2021/2022: • Meadowlily Garden two accessible plots (Summerside) • Thames Garden asphalt pathway (South London)	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					• Carling Heights Garden asphalt pathway (Carling) • Purchased accessible garden tools • Glen Cairn Garden curb cut and asphalt path and surfacing (Glen Cairn) A new water line and tap was installed at Dillabough Garden and several water installation projects will be completed this fall which will give gardeners easier access to water with hose attachment capability.	
		Install fully accessible play area surfacing at district parks when structures are being replaced.	• E&I	12/31/23	Gibbons and Greenway Parks will see an accessible surface in place following their replacement in 2022.	
		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		
Increase participation in recreation, sport, and leisure activities	Increase the number of recreation, sport, and leisure opportunities.	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	Added new non-member recreation programs at Hamilton Road Seniors Community Centre in order to provide more opportunities for residents of different ages to gather at the Centre. These programs include yoga, fitness, and line dancing. Additionally, the reintroduction of adult/older adult card programs at North London Optimist Community Centre in June provided additional opportunities for residents to gather and connect.	
		Increase resident awareness and marketing of parks, recreation, and sport opportunities and information.	• NCWS	12/31/23	Facebook posts advertising opportunities at East Lions Community Centre had a total reach of over 6,700 and over 200 engagements. 1,000 flyers outlining new programs available at the Centre were also created to provide neighbours accessing the facility with a readily available summary of opportunities.	
		Continue to construct new parks and open spaces as the city grows.	• E&I	12/31/23	The City continues to develop new parks at a pace of approximately 10-15 per year.	
		Continue to leverage existing places and spaces to improve access to program delivery.	• NCWS	12/31/23	Recreation program opportunities continue to be reintroduced at schools and other community locations in order to expand opportunities in specific neighbourhoods. These program locations were chosen in order to fill identified program gaps in	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					Westminster, Old North, Westmount, Stoneybrook, Fox Hollow, Cedar Hollow, and Whitehills.	
		Increase resident awareness and marketing of parks, recreation, and sport opportunities and information.	• NCWS	12/31/23	Promoted reintroduction of Camp FFIT (Female Firefighters in Training) through area high school guidance departments and through engaging the City's Anti-Racism and Anti-Oppression Division, who shared the opportunity among their networks of community organizations. Developed a mini Recreation Guide advertising programs for ages 55+ in East London neighbourhoods in an effort to increase awareness of different program opportunities.	
		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	With the opening of East Lions Community Centre, new drop-in programs are now offered in the Argyle neighbourhood such as pickleball, basketball, and yoga. Drop-in tennis has been added at North London Optimist Community Centre as an alternative for those who do not wish to commit to a multi-week instructional program.	
		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	Seniors Satellite programs were reintroduced at East London Library (Argyle) in July 2022 and at Chalmers Presbyterian Church (Pond Mills) in September 2022. Additionally, a new Satellite at Earl Nichols Recreation Centre (Highland) opened in September 2022.	
		Continue to implement the London Community Gardens Program Strategic Plan.	• NCWS	12/31/23		
		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	There were approximately 1,000 Spring/Summer sports volunteers as part of the allocation process for 2022.	
		Continue to monitor participant numbers in all sports to ensure facility provision meets demand.	• NCWS	12/31/23	Spring/Summer sports participation was 10,500 individuals and these numbers will be collected as part of the ongoing allocation process.	
Increase participation in recreation, sport, and leisure activities	Work with community partners to create a leading sustainable sport development model.	Continue to increase access to sporting amenities on lands not owned by the City of London.	• NCWS	12/31/23	Continue working with Western University, Fanshawe College, and Thames Valley District School Board on allocation of outdoor amenities.	
		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	An additional five storage space agreements have been signed at recreation and sport facilities.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	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	We continue to add benches as well as unique seating areas at locations like the "Our London Family" memorial plaza.	
		Implement Neighbourhood CIPs.	• P&ED	12/31/23	The Argyle Core Area CIP was approved by Municipal Council on October 5, 2021.	
		Implement Hamilton Road Treetrunk Program.	• BIAs	12/31/23	As public health regulations ease, the Tree Truck Tour has been used in marketing the Hamilton Road BIA.	
		Implement Closed School Strategy.	• P&ED	12/31/23	Identified in the roadmap for 3,000 with a report planned for Q2 2023 on implementation.	
		Continue to implement the London Community Gardens Program Strategic Plan.	• NCWS	12/31/23		
		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	The first annual Parks and Recreation Master Plan report went to Council on March 29, 2022 and an update report will be presented to Council each year in Q1.	
Increase resident use of community gathering spaces	Provide public Wi-Fi in recreation facilities, particularly in areas where there is customer need and existing appropriate network connectivity.	Review opportunities, and bring forward an associated business case as part of the Multi-year Budget Process, to provide public Wi-Fi in recreation facilities where there is a business and/or customer need and appropriate network connectivity is available or can be reasonably achieved.	• NCWS • ES	12/31/23	Boyle Community Centre and Earl Nichols Arena and Community Centre now have access to public wifi. There are now 13 recreation locations with public wifi available.	
Increase neighbourhood safety	Develop and implement a Community Safety and Well-Being Plan.	Establish a Multi-Sectoral Advisory Committee.	• NCWS	3/31/19		
		Develop and finalize Community Safety and Well-Being Plan and Metrics.	• NCWS	12/31/21	Community Safety & Well-Being Plan completed.	
		Publish and implement Community Safety and Well-Being Plan.	• NCWS	12/31/23	Community Safety and Well-Being Plan 2022 Advisory Committee actions are underway. Actions include: • Recruit new Advisory Committee members; • Advance collaboration among community plan holders; • Develop outcome and evaluation framework -	
Increase neighbourhood safety	Develop and implement an enhanced Public Awareness Program to educate the public on their roles and responsibilities during emergency situations.	Develop Enhanced Public Awareness Program.	• ES	12/31/19		
		Deliver Training on the Program.	• ES	12/31/23	9 enhanced awareness and education programs were delivered to the community both in person (at Recreation Centres, Emergency Operations Training Centre and virtually). These programs educate residents on measures to increase safety and what to do in the event of an emergency. Social media was	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					also used to promote public safety education.	
Increase neighbourhood safety	Promote and support fire safety through increased public education and prevention, utilizing all the resources of the London Fire Department.	Enhance efficiency through deployment model improvements and latest technology.	• NCWS	12/31/23	Continue to implement ICO records management system which is linked to the London Fire Department's Master Action Plan. Fire Prevention, Incident Reporting, and Fire Suppression Rostering modules have been implemented.	
		Create and improve public education strategies for targeted populations.	• NCWS	12/31/23	158 fire safety promotions have occurred within schools during this reporting period.	
Increase neighbourhood safety	Reduce collision-related injuries and fatalities through public education and enhanced traffic enforcement.	Develop and implement traffic campaigns with emphasis on distracted, aggressive and impaired driving and lack of seatbelt use.	• LPS	12/31/19		
		Train Drug Recognition Experts.	• LPS	12/31/19		
		Train officers in Standardized Field Sobriety Testing.	• LPS	12/31/19		
		Enhance and expand Commercial Motor Vehicle enforcement through joint-agency inspections and media plan.	• LPS	12/31/21	In June 2021, a three Day Commercial Motor Vehicle Course was hosted by West Region OPP and assisted by LPS. Enforcement was conducted within the City of London on day 3 of the course resulting in 70 vehicle inspections, 60 charges, 12 warnings and 12 Out of Service vehicles.	
Increase neighbourhood safety	Reduce crime through increased visibility of community patrols and partnership with other agencies to address multi-jurisdictional criminal activity.	Implement contemporary policing model.	• LPS	12/31/19	A sector based policing model was implemented in 2019.	
		Deploy patrols based on analysis of calls for service, crime trends, criminal intelligence and community concerns.	• LPS	12/31/21	The LPS continued efforts to evaluate and modernize our approach to ensure an evidenced-based methodology towards solving problems in the community. In 2021, there were various Problem Oriented Policing strategies that were implemented with successful outcomes. One example is Project Custos. Hot spot patrols were conducted by the LPS Foot Patrol officers during the winter to proactively address an increase in property crime in the business areas of downtown London and the Old East Village area. Individuals in need were referred to outside agencies (e.g., London CARES), 75 free Crime Prevention Through Environmental Design (CPTED) evaluations were conducted for businesses, and 256 arrests were made. During Project Custos, an overall reduction in property crime was sustained.	
		Monitor regional crime trends to determine need to create Joint Forces Operations to address trends.	• LPS	12/31/21	A new Joint Forces Operation (JFO) "Judicial Officials Protection and Investigations Section" was formed in early 2022 between	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					the LPS and the OPP. The mandate of this JFO is to proactively conduct intelligence gathering, intelligence analysis, investigations, and assist in prosecutions of multi-jurisdictional human trafficking organizations across Ontario.	
Increase neighbourhood safety	Reduce victimization/ revictimization through public education, promotion and encouragement of public engagement in crime prevention strategies.	✓ Develop and launch human trafficking awareness initiative/campaign.	• LPS	12/31/23	The development of a human trafficking campaign, including a video, was completed in February 2022. The campaign, titled #KnowHumanTrafficking, was launched in various digital and physical forms including: - Website https://www.londonpolice.ca/en... - Social media campaign on Facebook and YouTube which targeted to two groups (parents age 22-55 and teen girls age 13-18) - Transit (bus) shelter ads around London located specifically in bus shelters near high schools - Printed posters and information cards were shared with organizations who work with teens, high school guidance counsellors, partner organizations who work with victims of sexual assault, etc.	
		↑ Develop and Implement Internet child exploitation education awareness campaign.	• LPS	12/31/23		
		↑ Develop and Implement presentations in high schools addressing Human Trafficking/ Extremism.	• LPS	12/31/23		
		✓ Expand the use/adoption of Crime Prevention Through Environmental Design (CPTED) principles through education and on-site visits to community members and the business community.	• LPS	12/31/21	During 2021, the LPS conducted over 75 free CPTED evaluations for businesses. In Sept. 2021, the LPS also hosted a CPTED train the trainer course which involved police officers , partners from Western, Fanshawe, City of London staff and other community members (agencies/businesses).	
		✓ Conduct safety audits in student housing neighbourhoods.	• LPS	12/31/20	A Crime Prevention target hardening project was conducted by LPS auxiliary officers in the Fanshawe College residential area in early 2020 (prior to the Pandemic).	
Increase neighbourhood safety	Improve emergency response through the development and implementation of the Fire Master Plan and new technology.	✓ Develop and finalize Community Risk Assessment and Fire Master Plan.	• NCWS	6/30/21		
		↑ Implement Community Risk Assessment and Fire Master Plan.	• NCWS	12/31/23	The Fire Master Plan Action Plan was received by Council on June 21, 2022. The 10 year Action Plan has 22 actions to focus on. Work continues to build and develop resolutions to these	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					actions. Work on 17 of these items has commenced. Implementation updates will be reported annually.	
Increase neighbourhood safety	Promote pedestrian safety and active transportation.	Active and Safe Routes to School (ASRTS) Committee, to promote active and safe school travel. As part of ASRTS partnership, support the wayfinding sign projects and bike rack installation projects. Continue to foster new partnerships that promote active school travel e.g. Canadian Cancer Society to pilot and evaluation Walking School Bus program.	• MLHU	12/31/23	Process for school community Wayfinding signs is underway through the Active and Safe Routes to school partnership with installations and target for Fall 2022 in 14 London school communities.	
		Review, provide recommendations to various land development applications/initiatives regarding healthy community design – Official Plans, Area Plans, Secondary Plans, Master Plans, EAs. Advocate for continued support for infrastructure that supports physical activity & active transportation in the City of London, Middlesex County and its municipalities. Increase awareness, support and implementation of healthy community design with planners/developers & public including school communities.	• MLHU	12/31/23	The Middlesex London Health Unit is involved as a 'Champion' in the City of London's Mobility Master Plan.	
OUTCOMES **London's neighbourhoods have a strong character and sense of place.**						
Ensure that new development fits within and enhances its surrounding community	Prepare and implement urban design guidelines.	Implement Official Plan policies and urban design guidelines in the review of development proposals.	• P&ED	12/31/23	On-going monitoring as part of the bi-annual progress report. Target 2023.	
		Complete City-wide Urban Design Guidelines.	• P&ED	6/30/22	The draft City-wide Urban Design Guidelines are being reviewed and incorporated into the ReThink Zoning project and the update to the Site Plan Control By-law. A consultant has been retained as part of the Planning Application Streamlining project funding received by the City. Those projects will inform the scope of what urban design guidelines may still be required.	
		Complete Infill and Intensification Urban Design Guidelines.	• P&ED	12/31/23	Completed in 2021.	
		Complete Tall Building Urban Design Guidelines.	• P&ED	12/31/23	Design standards and regulation for tall buildings are being considered through the ReThink Zoning project and the update to the Site Plan Control By-law. Those projects will inform the scope of what guidelines may still be required and will be included within the City-wide Urban Design Guidelines actions	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Continue to conserve London's heritage properties and archaeological resources	Conserve London's heritage through regulation and investment.	✓ Complete Heritage Places 2.0.	• P&ED	12/31/20	Completed in 2020.	
		✓ Complete Municipally owned heritage buildings conservation master plan.	• P&ED	12/31/22	Completed in 2021.	
		↑ Implement Municipally owned heritage buildings conservation master plan.	• P&ED	12/31/23	The Heritage Condition Report for City-owned heritage buildings, including the Conservation Master Plans for each building was completed by the consultant in November 2022. In 2022, dust suppression and vibration monitoring were the focus at Eldon House during the Downtown Loop Phase 2 project, and project planning for a new metal fence to increase the visibility of the Eldon House property has been initiated. Critical plumbing work was completed at the Elsie Perrin Williams Estate. Window restoration at Grosvenor Lodge was completed and an archaeological assessment was initiated. The cedar roof at Park Farm was repaired.	
		↑ Implement Official Plan policies, heritage conservation district plans and guidelines in the review of development proposals.	• P&ED	12/31/23	On-going monitoring as part of the bi-annual progress report. Target 2023.	
		↑ Review alterations to heritage properties.	• P&ED	12/31/23	Review continues on an as needed basis.	
		↑ Complete Great Talbot HCD.	• P&ED	12/31/23	The HCD is on track to be completed.	
		↑ Complete Gibbons Park HCD.	• P&ED	12/31/23	The HCD is on track to be completed.	
		↑ Update Municipal Register of Heritage Resources.	• P&ED	12/31/24	Municipal Register of Heritage Resources is updated as needed.	
		↑ Conserve heritage properties through heritage designation.	• P&ED	12/31/23	Conservation of properties through heritage designation continues as required.	
		↑ Identify & conserve archeological resources through assessment.	• P&ED	12/31/23	Assessment of archeological resources continues as required.	
		↑ Update Archeological Mapping.	• P&ED	12/31/23	Archeological mapping is updated as required.	
Increase the number of community gathering spaces in neighbourhoods	Invest in community building projects.	↑ Implement Closed School Strategy.	• P&ED	12/31/23	Identified in the roadmap for 3,000 with a report planned for Q2 2023 on implementation.	
		↑ Continue to implement the London Community Gardens Program Strategic Plan.	• NCWS	12/31/23	Registration for 2022 Community Gardens Program completed	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					with 100% occupancy of plots. Currently there are 136 people on the waitlist across all 16 community gardens. Two new gardens opened in June 2022, adding 30 plots, the Byron Garden (in Belvedere Place Park) and the Our London Family Garden.	
		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	The first annual Parks and Recreation Master Plan report went to Council on March 29, 2022 and an update report will be presented to Council each year in Q1.	

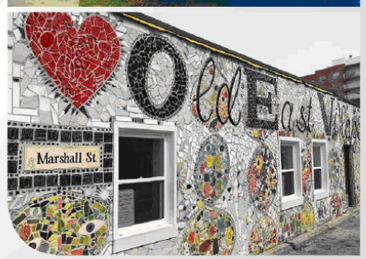
Introduction

BUILDING a Sustainable City

OUTCOMES:

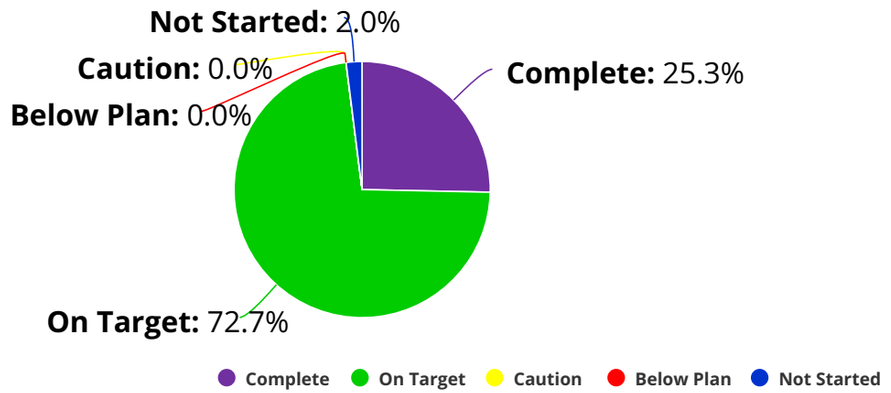
- London's infrastructure is built, maintained, and operated to meet the long-term needs of our community.
- London's growth and development is well planned and sustainable over the long term.
- London has a strong and healthy environment.
- Londoners can move around the city safely and easily in a manner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





Building a Sustainable City - Progress

Progress Report



Status Definitions



Complete: Action is done



On Target:

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



Caution:

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



Below Plan: Action is delayed by 2 quarters or more



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

Strategy Alignment
Building a Sustainable City

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
OUTCOMES **London's infrastructure is built, maintained, and operated to meet the long-term needs of our community.**						
Maintain or increase current levels of service	Continue to develop the City's Public Art/Monument program.	Maintain and restore public art and monuments.	• NCWS	12/31/23	The Holy Roller Tank preservation has been completed and the People and the City Monument is in the process of being restored. There were 10 Public Art and Monuments maintained by the City's conservator CSMO (Crimean War Cannons, Victoria Park Cenotaph, Kiwanis Bandshell Sculpture, ProPatria Boer War Memorial, Release, Victoria Park Bell Carillon, Japanese Garden Element, Sentenel, Soap Factory Monument, Lambeth Cairn) and 4 Cultural Asset Condition Assessments completed (Lambeth Cairn, Hayfield, Welcome Hands, Sitelines).	
		Create and acquire public art and monuments.	• NCWS	12/31/23	Public Art creation processes are underway for two major artworks: 131 King and Indigenous Tree Carvings at 122 Baseline Road West. The Residential School Survivors 7 Panel Mural was formally unveiled at the N'Amerind Friendship Centre on National Truth and Reconciliation Day September 30. East Lions Welcome Hands Public Art has been installed and plaque signage is being created. 35 Traffic Signal Wrap art images have been provided to Traffic Engineering Division for future installation over the next year.	
Maintain or increase current levels of service	Develop and document current levels of service and identify proposed level of services.	Inform Council on the current levels of service through the 2019 Asset Management Plan.	• FS	9/30/19	Municipal Council approved the 2019 Corporate Asset Management Plan which included current levels of service on August 27, 2019.	
		Monitor the Corporate Asset Management Plan implementation.	• FS	9/30/23	The next update of the Corporate Asset Management Plan is scheduled by end 2023 to incorporate Phase three of O.Reg 588/17. Council received the latest 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	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					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	Corporate Asset Management staff engaged a consultant (GM BluePlan) to assist with the 2023 Corporate Asset Management Plan development. The Updated Corporate Asset Management Plan will outline the key proposed level of service and outline requirement to achieve the proposed level of service by end 2023.	
Maintain or increase current levels of service	Regenerate and revitalize LMCH/ Community Housing sites.	Develop London & Middlesex Housing Corporation's (LMHC) Asset Management Plan.	• LMCH	6/30/20		
		Manage the delivery of Social Housing Apartment Improvement Program (SHAIP).	• LMCH	6/30/20		
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	The Environmental Assessment for the proposed expansion of the W12A Landfill has been submitted to the Provincial Government. The final step in the process is now being run by the Province.	
		Submit and receive Provincial Environmental Assessment approval.	• E&I	12/31/22	All questions and matters raised by MECP, Government Review Team and stakeholders have been responded to. City is waiting for the outcome and/or further instructions.	
		Undertake community engagement and finalize the long Term Waste Disposal Strategy coupled with the Resource Recovery Strategy.	• E&I	12/31/22		This date needs to be revised as EA approval from MECP is not expected until late 2022 or Q1 2023. New date proposed is March 31, 2024.
		Submit and receive Provincial Environmental Protection Act approvals.	• E&I	6/30/23		This date needs to be revised as EA approval from MECP is not expected until late 2022 or Q1 2023. New date proposed is March 31, 2024.
Build infrastructure to support future development and protect the environment	Work with multi-sectors to finalize the Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure.	Undertake multi-sector engagement on built environment challenges, opportunities, priorities and implementation plans.	• E&I	9/30/21		
		Share progress made towards implementing Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure.	• E&I	12/31/23	Updates have been provided through reporting to the Strategic Priorities and Policy Committee as part of the development of the CEAP.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		Complete actions assigned to Conservation Authorities between 2020 and 2023.	• Conservation Authorities	12/31/23	Work associated with the CEAP is still being assessed.	
Build infrastructure to support future development and protect the environment	Renew, expand, and develop parks and recreation facilities, and conservation areas in appropriate locations to address existing gaps.	Implement the Parks and Recreation Master Plan by introducing a new mid-size multi-use community centre.	• NCWS	12/31/23	The first annual Parks and Recreation Master Plan report went to Council on March 29, 2022 and an update report will be presented to Council each year in Q1.	
		Continue to add new parks as the city grows.	• E&I	12/31/23	The City continues to develop new parks at a pace of approximately 10-15 per year.	
		Implement the Parks and Recreation Master Plan recommendations.	• NCWS • E&I	12/31/23	Opened the East Lions Community Centre in December 2021 along with the redeveloped East Lions Park featuring new amenities including unique wetland features. Launched "30 Things to Do Outside This Winter" social media campaign. Continue to add new parks and open spaces as the city grows including the development of new sporting amenities in parks like East Lions and Northridge Fields. Acquired land on Dingman Drive to develop a new Sports Park.	
		Continue to add new conservation areas or expand the use of existing conservation areas, as the city grows.	• Conservation Authorities	12/31/23		
Build infrastructure to support future development and protect the environment	Continue annual reviews of growth infrastructure plans to balance development needs with available funding.	Administer the annual Growth Management Implementation Strategy Update.	• P&ED	12/31/23	Implementation as part of the annual update.	
		Expand the annual Growth Management Implementation Strategy Update to include built area works.	• P&ED	12/31/23	Expansion completed and implementation is on-going.	
		Develop opportunities to receive stakeholder feedback on the annual Growth Management Implementation Strategy Update.	• P&ED	12/31/20	Completed in 2020.	
		Implement opportunities to receive stakeholder feedback on the annual Growth Management Implementation Strategy Update.	• P&ED	12/31/23	Implementation as part of the annual update.	
Manage the infrastructure gap for all assets	Prioritize investment in assets to implement the Asset Management Plan.	Adopt a Council Strategic Asset Management Policy to guide the management of city infrastructure.	• FS	6/30/19	Corporate Asset Management policy adopted by Council in April 2019 and last reviewed in August 2021.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		Inform Council on the state of the infrastructure through the development of the 2019 Corporate Asset Management Plan.	• FS	9/30/19	Municipal Council approved the 2019 Corporate Asset Management Plan which included the State of Infrastructure on August 27, 2019.	
		Monitor the Corporate Asset Management Plan implementation.	• FS	9/30/23	The next update of the Corporate Asset Management Plan is scheduled by end 2023 to incorporate Phase three of O.Reg 588/17. Council received the latest 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.	
		Approval of Capital Budget through the 2020 to 2023 Multi-Year Budget process.	• FS	3/31/20	Municipal Council approved the 2020-2023 Multi- Year Capital Budget on March 2, 2020.	
		Adjustments to capital budget made through the Annual Budget update process.	• FS	12/31/23	The Annual Budget Update process will occur for 2021, 2022 and 2023. The 2022 Budget Update was approved by Council on December 21, 2021. The 2023 Budget Update will be tabled on December 6, 2022.	
		Develop Asset Management Plan (AMP), including priorities, project milestones and timelines.	• LPL	12/31/23	Consultations with City's Corporate Asset Management and Facilities teams are ongoing. Internal implementation of asset tracking tools has begun.	
		Implement AMP.	• LPL	12/31/23	The London Public Library completed a Facility Condition Assessment in late 2021. Goal is to develop levels of service by the end of 2022. 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. Due to the COVID and Library closures in 2020/2021, the development and implementation of the Asset Management Plan has been delayed. The intention is to complete the development of the Asset Management Plan by Q3/Q4 in 2022, with full implementation by the end of 2023.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		Explore potential partnerships.	• LPL	12/31/23	The London Public Library will participate in discussions with community partners and the City of London with the hope of creating a multi-use facility.	
		Develop functional plan and undertake construction of new Southeast branch.	• LPL	12/31/23	Discussions with community partners and the City of London in hopes of creating a multi-use facility (like StarTech.com and Stoney Creek).	
		Develop functional plan and undertake construction of new Northwest branch.	• LPL	12/31/23	Discussions with community partners and the City of London in hopes of creating a multi-use facility (like StarTech.com and Stoney Creek).	
		Interior/Exterior LCR Renovations - Refurbish Lower Washrooms - Retrofit Electrical System - Renovation to Storage Vaults - Retrofit HVAC System	• Museum London	12/31/23		
		Develop master site plan.	• Western Fair	6/30/23	City Studio project focused on Queens Park redevelopment. The final phase was initiated during this period. Planning continues while re-assessing needs emerging from the pandemic.	
		Continue to invest in maintaining Conservation Authority assets.	• Conservation Authorities	12/31/23		
Manage the infrastructure gap for all assets	Monitor the infrastructure gap to inform the management of City assets.	Monitor the progress of the Asset Management Plan, reporting out to Council.	• FS	9/30/23	The next update of the Corporate Asset Management Plan is scheduled by end 2023 to incorporate Phase three of O.Reg 588/17. Council received the latest 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 2019 Corporate Asset Management Plan.	• FS	9/30/19	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 made through the Annual Budget update process.	• FS	12/31/23	The Annual Budget Update process will occur for 2021, 2022	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					and 2023. The 2022 Budget Update was approved by Council on December 21, 2021. The 2023 Budget Update will be tabled on December 6, 2022.	
Manage the infrastructure gap for all assets	Communicate the consequences of the infrastructure gap.	Explore opportunities to increase community awareness of the state of the City's infrastructure.	• FS	9/30/23	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.	
OUTCOMES **London's growth and development is well planned and sustainable over the long term.**						
Improve London's resiliency to respond to potential future challenges	Advance sustainability and resiliency strategies.	Complete Green City Strategy.	• P&ED	9/30/21	Completed in 2021.	
		Implement Green City Strategy.	• P&ED	12/31/23	The Green City Strategy is being implemented as part of the ten Areas of Focus included in CEAP. Recent actions include the launching of two significant City-led projects, *ReThink Zoning*, which will result in a new zoning by-law to implement the policies of The London Plan, including focusing on inward and upward growth, residential intensification, and the conservation and preservation of our agricultural and natural heritage lands, and the *Mobility Master Plan*, which will shape the future of transportation and mobility in London.	
		Complete Climate Change Adaptation Plan.	• E&I	12/31/22	Many of the principles of the Resiliency Strategy have been incorporated into the Climate Emergency Action Plan (CEAP), including Goal #2 (Improved resilience to climate change impacts). A separate section referred to as the Climate Change Adaptation Plan is being developed and will be completed by the end of 2022.	
		Implement Climate Change Adaptation Plan.	• E&I	12/31/23		
		Complete Conservation Authority led low impact development (LID) projects, education and awareness initiatives.	• Conservation Authorities	12/31/23		
Direct growth and intensification to strategic locations	Advance the growth and development policies of the London Plan through enhanced implementations tools and investments in infrastructure.	Complete Phase 1 of ReThink Zoning work plan.	• P&ED	12/31/20	Completed in 2020.	
		Complete Phase 2 of ReThink Zoning work plan.	• P&ED	12/31/23	Phase 2 is on target.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		Complete appeal process for the London Plan.	• P&ED	12/31/22	Appeal process continues.	
		Implement London Plan farmland policies.	• P&ED	12/31/23	On-going monitoring as part of the bi-annual progress report. Target 2023.	
		Complete review of Urban Growth Boundary.	• P&ED	12/31/23	Review is on-going.	
		Implement London Plan growth framework.	• P&ED	12/31/23	On-going monitoring as part of the bi-annual progress report. Target 2023.	
		Implement Environmental Policies of the London Plan.	• P&ED	12/31/23	On-going monitoring as part of the bi-annual progress report. Target 2023.	
		Update Environmental Management Guidelines.	• P&ED	9/30/21	Completed in 2021.	
		Complete Meadowlily CMP - Ph 1.	• P&ED	12/31/20	Completed in 2020.	
		Complete Meadowlily CMP - Ph 2.	• P&ED	12/31/24	Phase 2 of Meadowlily CMP awaiting acquisition of land.	Proposed new end date: 12/31/2024.
		Complete Medway Valley CMP.	• P&ED	12/31/22	Project is completed and approved ahead of schedule.	
		Establish performance measures for permit ready lots and on the market units.	• P&ED	12/31/20	Completed in 2020.	
		Create and implement a framework for the Annual Development Report.	• P&ED	12/31/23	2021 report received in February 2022.	
Direct growth and intensification to strategic locations	Prepare detailed plans for strategic locations.	Complete OEV Secondary Plan.	• P&ED	9/30/19	Completed in 2019.	
		Complete Victoria Park Secondary Plan.	• P&ED	6/30/22	Draft Plan submitted to Planning and Environment Committee in Q2 2022.	
		Complete Byron Pits Secondary Plan.	• P&ED	6/30/22	Secondary Plan is on target.	
		Complete Masonville Transit Village Secondary Plan.	• P&ED	12/31/21	Completed in 2021.	
		Complete White Oak Dingman Secondary Plan.	• P&ED	12/31/23	Secondary Plan is on target.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		Update London Psychiatric Hospital Secondary Plan.	• P&ED	12/31/23	Secondary Plan is on target.	
		Initiate Oxford and Wonderland Transit Village Secondary Plan.	• P&ED	12/31/23	Secondary Plan is on target.	
		Complete the Lambeth Area CIP.	• P&ED	12/31/19	Completed in 2019.	
Direct growth and intensification to strategic locations	Revitalize London's downtown and urban areas.	Implement Downtown CIP.	• P&ED	12/31/23	Financial incentives continue to be provided to the CIP areas, including COVID-19 recovery related efforts.	
		Implement OEV CIP.	• P&ED	12/31/23	Financial incentives continue to be provided to the CIP areas, including COVID-19 recovery related efforts.	
		Implement SoHo CIP.	• P&ED	12/31/23	Financial incentives continue to be provided to the CIP areas, including COVID-19 recovery related efforts.	
Direct growth and intensification to strategic locations	Monitor city building outcomes with the London Plan.	Develop London Plan Monitoring Program.	• P&ED	12/31/20	Completed in 2020.	
		Complete annual London Plan monitoring.	• P&ED	12/31/23	Annual monitoring of the London Plan is ongoing.	
Direct growth and intensification to strategic locations	Replace surface parking with efficient, convenient, and cost-effective public parking resources to support business, personal, and social activity in the Downtown (Downtown Parking Strategy).	Develop financial options to consider the construction of a standalone parking structure or partnerships with developments involving parking accommodations.	• P&ED	12/31/22	Options being considered, to be reviewed and completed in 2022.	
OUTCOMES **London has a strong and healthy environment.**						
Increase waste reduction, diversion, and resource recovery	Work with residents and organizations to implement the 60% Waste Diversion Action Plan.	Engage groups and organizations and share progress towards Targets.	• E&I	12/31/21		
		Prepare background methodology and an approach to reporting data. Share progress towards Targets.	• E&I	12/31/20		
		Share progress towards Targets (Residential waste diverted from landfill).	• E&I	12/31/23	City staff continue to take a leadership role with the transition of the Blue Box recycling program by co-chairing the Regional Public Works Commissioners of Ontario Waste Committee, and lead roles on the Continuous Improvement Fund Transition Steering Committee on behalf of large Ontario municipalities and all municipalities via the Association of Municipalities of Ontario (AMO).	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		Share progress towards Targets (Reduction in per capita waste generation).	• E&I	12/31/23		
		Share progress towards Targets (Households participating in the Green Bin Program).	• E&I	12/31/23		
		Share progress towards Targets (Industrial, commercial and instiututional waste diverted from landfill).	• E&I	12/31/23		
Increase community knowledge and action to support the environment	Collaborate on environmental actions with community groups through the London Environmental Network (LEN) and businesses as part of Green Economy London.	Engage businesses/institutions and share progress towards Targets.	• E&I	12/31/23	City staff continue to engage additional community groups and business along with strengthening relationships with existing groups (e.g., Canada-wide Climate Transitions Cohort one-year project administered by Tamarack Institute and coordinated locally by Climate Action London; business expansion session with Green Economy London).	
		Engage community groups, establish collaborative projects and share progress towards Targets.	• E&I	12/31/23		
Increase community knowledge and action to support the environment	Increase community environmental outreach for the built environment through CityGreen.	Share progress towards Targets (CityGreen activities hosted).	• E&I	12/31/23	CityGreen returned to live outdoor events in the spring and summer. Events included SunFest, Home County, Gathering on the Green, etc. Key information included the Mobility Master Plan, Climate Emergency Action Plan, etc.	
		Provide opportunities for public environmental education.	• Conservation Authorities	12/31/23		
Protect and enhance waterways, wetlands, and natural areas	Implement strategies, policies, and programs to conserve natural areas and features.	Complete Byron Valley Trail.	• P&ED	12/31/21	Completed in 2021.	
		Complete Meadowlily CMP - Ph 1.	• P&ED	12/31/20	Completed in 2020.	
		Complete Meadowlily CMP - Ph 2.	• P&ED	12/31/23	Phase 2 of Meadowlily CMP awaiting acquisition of land.	
		Complete Medway Valley CMP.	• P&ED	12/31/22	Project is completed and approved ahead of schedule.	
		Complete Killaly Ecological Restoration Plan.	• P&ED	12/31/20	Completed in 2020.	
		Implement the Invasive Plant Management Strategy.	• P&ED • E&I	12/31/23	City staff are actively implementing an annual program to address phragmites in our parks, along our roadways and along our waterways. We are currently engaging in removals along the Thames River.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		Implement Environmental Policies of the London Plan.	• P&ED	12/31/23	On-going monitoring as part of the bi-annual progress report. Target 2023.	
		Update Environmental Management Guidelines.	• P&ED	9/30/21	Completed in 2021.	
		Implement Official Plan policies and environmental management guidelines in the review of development proposals.	• P&ED	12/31/23	On-going monitoring as part of the bi-annual progress report. Target 2023.	
		Improve Environmental Impact Study monitoring compliance for applicable developments.	• P&ED	6/30/21	Completed in 2021.	
		Strengthen post-development environmental monitoring through a City-led consulting contract and annual reviews.	• P&ED	12/31/22	Reviews continue.	
		Undertake actions to conserve natural areas and features.	• Conservation Authorities	12/31/23		
Protect and enhance waterways, wetlands, and natural areas	Improve water quality in the Thames River.	Take the targeted number of Thames River water quality samples.	• E&I	12/31/23	The Thames River water quality monitoring program continued and is on track to once again collect more than double the planned number of samples in 2022.	
		Work with homeowners and process homeowner grant applications.	• E&I	12/31/23	Applications for the Basement Flooding Grant Program continue to be received, reviewed, and processed. 98 basement flooding grant applications were approved as of the end of Q3-2022.	
		Construct new sewers through the Infrastructure Renewal Program.	• E&I	12/31/23	The renewal of King Street as part of the Rapid Transit project included the separation nearly 500m of combined sewer. Sewer separation also took place on Victoria Street and as part of the Hickson Ave and Belgrave Ave infrastructure renewal project.	It should be noted that the 2022 actual km of sewer separated is higher than the target initially set due to changes in the phasing strategy of Rapid Transit projects, which has an impact on coordinated sewer replacement projects.
		Operate the wastewater treatment plants in a way to reduce sewage released to the Thames River.	• E&I	12/31/23	Raw sewage overflows were reduced by 7 ML by the end of Q3.	Overall reductions in raw sewage overflows appears lower, but this is related to

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
						the nature of wet weather events rather than to any reduction in the ability of City facilities to handle wet weather events.
		Improve capacity in the wastewater treatment plants to reduce sewage released to the Thames River.	• E&I	12/31/23		The engineering and construction fields continue to experience delays. This has forced the deferral of planned capacity upgrade projects at plants and pumping stations. A review of project schedules indicates that this measure should be back on target in 2023.
Protect and enhance waterways, wetlands, and natural areas	Bring Londoners 'Back to the River' by revitalizing the Thames River radiating from the Forks.	Complete the detailed design and construction of the inaugural project.	• E&I • P&ED	12/31/23	This action was not funded through the Multi-Year Budget.	
		Complete the SoHo Back to the River Environmental Assessment process.	• E&I • P&ED	12/31/24	The Environmental Assessment for the SoHo Back to the River project is on track, subject to Council approval through the Multi-Year Budget process.	
		Complete the detailed design and construction of the SoHo inaugural project.	• E&I • P&ED	12/31/23	The detailed design and construction for the SoHo Back to the River project will follow the completion of the Environmental Assessment, subject to Council approval through the Multi-Year Budget process.	
Protect and enhance waterways, wetlands, and natural areas	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	Improved access to the River for paddling and viewing continue to be the focus, with completed works in Cavendish Park.	
Conserve energy and increase actions to respond to climate change and severe weather	Develop and implement the next Corporate Energy Management Conservation & Demand Management (CDM) Strategy.	Undertake multi-division engagement on energy management challenges, opportunities, priorities and implementation plans.	• E&I	12/31/19		
		Share progress made towards implementing the next Corporate Energy Management CDM Strategy.	• E&I	12/31/23	Updates on Corporate climate change and energy reduction actions were provided to SPPC as part of the development of the Climate Emergency Action Plan.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		Undertake multi-division engagement on green fleet management challenges, opportunities, priorities and implementation plans.	• E&I	12/31/19		
		Undertake actions to reduce energy use on a per person basis.	• E&I	12/31/23	Updates on Corporate climate change and energy reduction actions were provided to SPPC as part of the development of the Climate Emergency Action Plan.	
		Undertake actions to reduce greenhouse gas generation from 2007 levels.	• E&I	12/31/23	Updates on Corporate climate change and energy reduction actions were provided to SPPC as part of the development of the Climate Emergency Action Plan.	
Conserve energy and increase actions to respond to climate change and severe weather	Work with multi-sectors to develop and implement the next Community Energy Action Plan (CEAP).	Undertake community engagement and finalize the next CEAP.	• E&I	9/30/21	Council approved the Climate Emergency Action Plan (CEAP) on April 12, 2022.	
		Share progress made towards implementing the next CEAP.	• E&I	12/31/23	The next 5 CEAP items are all in progress. Examples of activities and actions include: • Expanding, diversifying and deepening community engagement through the Mobility Master Plan, a key component of CEAP; • Attending community events; • Working on a collective impact project with 4 community groups and the Tamarack Institute; • Working with the ReThink Zoning team; • Parking By-Law revisions to reduce parking minimums in new developments; • Working on pilot projects for e-scooters and e-cargo bikes; • Creating a Discussion Primer on how to advance climate change adaptation activities; • Holding conversations with numerous stakeholders and partners including Chippewas of the Thames First Nation, Chamber of Commerce, Urban League, London Environmental Network, Green Economy London, Western University, Fanshawe College; and • Implementing Corporate fleet e-bikes.	
		Undertake actions to reduce greenhouse gas generation on per person basis.	• E&I	12/31/23		
		Undertake actions to reduce energy use from 1990 levels.	• E&I	12/31/23		
		Engage stakeholder organizations, groups or businesses in CEAP.	• E&I	12/31/23		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		Undertake actions to reduce greenhouse gas generation.	• E&I	12/31/23		
		Share progress made towards implementing the next CEAP.	• Conservation Authorities	12/31/23	Work associated with the CEAP is still being assessed.	
Conserve energy and increase actions to respond to climate change and severe weather	Update flood forecast and warning system to address a changing climate.	Undertake annual flood forecast and warning system update	• Conservation Authorities	12/31/23		
Conserve energy and increase actions to respond to climate change and severe weather	Assess health vulnerability to climate change.	Reducing exposures to health hazards & promoting development of healthy built and natural environments. MLHU communicates extreme weather events (cold weather alerts & heat warnings) to facilitate community action for cooling/warming centres, increasing hrs for recreational water facilities & shelters. MLHU advocates for public health strategies to be incorporated into muni. policy, as it relates to matters under municipal jurisdiction, land use planning, & the built environment.	• MLHU	12/31/23	Weather alerts that signal action for cooling/warming centres continued through the pandemic as did input, upon request from the City of London, on significant land use notices requiring public health consultation.	
		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	Annual surveillance, testing and treatment for vector borne disease is completed annually and continues to be on target. Public standing water sites within the City of London were monitored and treated throughout the season for mosquito larvae. The majority of public parks within the City of London have Middlesex London Health Unit supplied tick signage posted, and the majority of the city has been designated as a risk area for Lyme Disease by Public Health Ontario.	
OUTCOMES **Londoners can move around the city safely and easily in a manner that meets their needs.**						
Increase access to transportation options	Build more infrastructure for walking and bicycling.	Implement capital contract to construct new sidewalks.	• E&I	12/31/23	The annual New Sidewalk program was implemented. Designs for next year's program is commencing complimented with information sharing with residents.	
		Implement capital contracts to construct new bike lanes as guided by the Cycling Master Plan.	• E&I	12/31/23	Completion of designs and award of capital contracts for the 2022 construction season are well underway. Designs for future years projects are also progressing.	
		Implement capital contracts to construct new protected bike lanes as guided by the Cycling Master Plan.	• E&I	12/31/23	Projects are progressing including the Adelaide Underpass, Southdale Road Improvements and Ridout/Commissioners intersection that will implement protected active transportation facilities.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Increase access to transportation options	Continue to expand options and programs to increase mobility.	Undertake background details and community engagement on bike parking challenges, opportunities, priorities and implementation plans.	• E&I	3/31/23		
		Prepare background methodology, an approach to monitoring and implement.	• E&I	3/31/23		
		Undertake background details, business community engagement and implementation strategies for a Transportation Management Association(s).	• E&I	12/31/21	The development of a Transportation Management Association was presented to Council in February 2022 and approved April 12, 2022 as part of the Climate Emergency Action Plan.	
		Undertake background details, community engagement, potential stakeholder engagement and develop Business Case for Bike Share.	• E&I	3/31/23		
		Share progress made towards implementing the transportation demand management actions.	• E&I	12/31/23	As part of CEAP, Council approved the development of a Transportation Management Association (or similar arrangement). This work is in progress.	
Increase access to transportation options	Develop a strategic plan for a future with connected and autonomous vehicles.	Develop and Finalize Strategy.	• E&I	12/31/22	Draft Connected and Automated Vehicles (CAV) Plan was presented to Civic Works Committee on September 13, 2022. Additional consultation will now begin prior to finalizing the plan.	
Increase access to transportation options	Support Londoners to access affordable public transit where they live and work.	Evaluate the income-related subsidized transit program.	• LTC • NCWS	12/31/19		
		Develop a sustainable business plan with LTC to support affordable transit programs for Londoners and submit through the Multi-Year Budget process.	• LTC • NCWS	3/31/20		
		Implement a sustainable business plan with LTC to support affordable transit programs for Londoners.	• LTC • NCWS	12/31/23		
		Allocate funding to continue to support these programs.	• NCWS	12/31/23		
Increase access to transportation options	Implement the London Transit Commission (LTC) 5 year Specialized Service Plan.	Approve associated budgets to allow for implementation of the 5 year plan.	• LTC	12/31/23	Implementation has been slowed due to the impacts of the pandemic.	
Increase access to transportation options	Implement the LTC Ridership Growth Strategy.	Approve associated budgets to allow for implementation of the targeted Ridership Growth Strategy initiatives.	• LTC	12/31/23	Implementation has been slowed due to the impacts of the pandemic.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Increase access to transportation options	Implement a rapid transit system to improve the reliability and capacity of existing transit service and support London Plan city building.	Construct Rapid Transit Corridors in accordance with the approved RT Initiative Environmental Assessment.	• E&I	12/31/23	Construction of Downtown Loop Phase 2 and East London Link Phase 1 is well underway. Designs for Downtown Loop Phase 3 and East London Link Phase 2 are nearing complete.	
		Implement Bus Rapid Transit System along constructed Rapid Transit Corridors.	• E&I	12/31/28		
Increase access to transportation options	Implement the LTC 5 year Conventional Service Plan.	Approve associated budgets to allow for implementation of the 5 year plan.	• LTC	12/31/23	Implementation has been slowed due to the impacts of the pandemic.	
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	The Transportation Management Centre is staffed and operationalized for improved transportation system efficiency.	
		Implement a new Advanced Traffic Management System.	• E&I	12/31/22	Intelligent Traffic Signal system project continues to progress with completion of the ATMS software and action on the following supportive components: installation of new signal controllers at intersections, installation of intersection cameras at intersections for monitoring, installation of transit signal priority system hardware on signals and buses.	
Manage congestion and travel times	Implement the strategic program of road improvements identified in the Smart Moves Transportation Master Plan.	Construct Bradley Avenue Extension, Jalna to Wharncliffe.	• E&I	9/30/23	Project design and property acquisition continues. EA Addendum for the project was presented to Civic Works Committee on September 13, 2022.	
		Construct Southdale Road West Improvements.	• E&I	9/30/23	Project construction tender awarded by Council on April 12, 2022 and site construction is well underway.	
		Construct Adelaide / CPR Grade Separation.	• E&I	6/30/23	Project tender was awarded by Council on April 12, 2022 and site construction is well underway.	
		Construct Wharncliffe / CN Grade Separation.	• E&I	12/31/23	Project design and site preparation continues to progress.	
Improve safety for all modes of transportation	Implement infrastructure improvements and programs to improve road safety.	Implement Vision Zero London Road Safety Strategy Actions.	• E&I	12/31/23	Annual programs continue including implementation of pedestrian crossovers, lower area speed limits, signal leading pedestrian intervals and other infrastructure improvements. Most noteworthy is the start of automated speed enforcement in school zones.	
		Update the Vision Zero Road Safety Strategy.	• E&I	12/31/21	Program update completed and shared with advisory committees using a statistical review of programs and progress to date to inform future actions.	
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	Annual Tree planting of over 5000 trees occurs along with events like National Tree Giveaway Day where 2000 trees were given to the public to contribute to our tree planting goals by encouraging planting on Private Property. Also provide "Tree	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					Me" grants to help support the planting of trees on private lands. ReForest London recently celebrated the planting of over 500, 000 trees since the initiative began. The Tree Planting Strategy as part of the overall Urban Forest Strategy will be revised in 2022/23.	
Improve the quality of pedestrian environments to support healthy and active lifestyles	Respond to changing participation patterns and emerging activities by adapting public spaces and programs.	Install new benches within parks to support expanded passive use.	• E&I	12/31/23	The City installs 50-75 new benches annually in City Parks and along trails.	
		Install new light systems in parks to support extended use.	• E&I	12/31/23	New lighting projects have occurred in WhiteOaks Park and at the North London Fields.	
		Reconstruct sections of pathway to improve surfacing and/or width to accommodate new/ more users.	• E&I	12/31/23	The City repairs and reconstructs new pathway each year as part of a life cycle renewal plan. In 2022, 'Drone" technology was used as a tool to help plan future works.	
Improve the quality of pedestrian environments to support healthy and active lifestyles	Increase pedestrian amenities on streets.	Implement the Mobility policies of The London Plan.	• P&ED	12/31/23	On-going monitoring as part of the bi-annual progress report. Target 2023.	
		Implement annual tree planting program.	• E&I	12/31/23	Annual Tree planting of over 5000 trees occurs along with events like National Tree Giveaway Day where 2000 trees were given to the public to contribute to our tree planting goals by encouraging planting on Private Property. Also provide "Tree Me" grants to help support the planting of trees on private lands. ReForest London recently celebrated the planting of over 500, 000 trees since the initiative began. The Tree Planting Strategy as part of the overall Urban Forest Strategy will be revised in 2022/23.	
		Respond to neighbourhood street lighting projects as requested by Londoners.	• E&I	12/31/23	Program availability continues with design and construction preparation of one project active.	

Introduction

GROWING our Economy

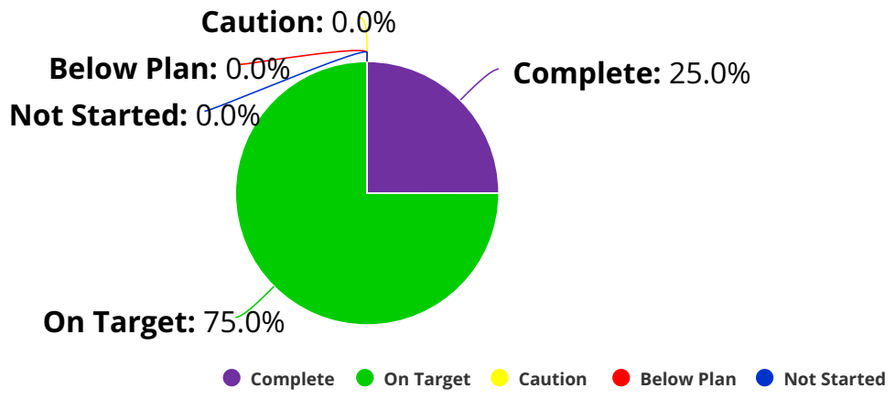
OUTCOMES:

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





Growing our Economy - Progress
Progress Report



Status Definitions



Complete: Action is done



On Target:

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



Caution:

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



Below Plan: Action is delayed by 2 quarters or more



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

Strategy Alignment
Growing our Economy

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
OUTCOMES **London will develop a top quality workforce.**						
Increase access employers have to the talent they require	Increase employers' access to resources to help achieve best practices in talent recruitment and retention.	Strengthen existing industry clusters and identify new emerging areas.	• LEDC • SHD	12/31/23	Film and Multi-Media has been added as a core industry for the LEDC, culminating with the creation of a Film Office.	
		Facilitate effective labour matching for employers through the Business Momentum Series and other programs.	• LEDC • SHD	12/31/23	39 workforce development activities occurred.	
		Match employers needs to candidate pools and employment support agencies and educational providers.	• LEDC • SHD	12/31/23	613 matching opportunities occurred. Life Stabilization continues to host Labour Market Information sessions on labour market opportunities via Zoom provided by community partners. We supported, promoted and attended the London/ Area Works job fairs in April and September 2022.	
Increase access employers have to the talent they require	Increase Ontario Works client participation within employment activities.	Develop and implement the annual Ontario Works Service Plan.	• SHD	9/30/19	Developed and submitted 2021-2022 Service Plan to Ministry.	
		Report annual employment outcomes and performance metrics to the Ministry of Children, Community, and Social Services.	• SHD	12/31/23	April - July 2022 - 33% of Ontario Works Cases exiting assistance were terminated as a result of participants exiting to employment, exceeding the target of 25%.	Social Assistance Performance Report for August/September has not been uploaded to the website yet.
		Monitor and Report to Council on caseload trends as part of the Ontario Works Participant Profile.	• SHD	12/31/23	As of June 2022 - 91.1% of eligible clients have an outcome plan.	The Ministry's statistics report is available quarterly and the 3rd quarter for 2022 has not been uploaded to the website.
Increase access employers have to the talent they require	Increase the employment rate for Londoners who are not currently participating in the workforce.	Continue to support the London Job's Now initiative.	• SHD • P&ED	12/31/23	Civic Administration continues to provide support to the London Job's Now initiative through data provision and program alignment. <u>Life Stabilization:</u> Supporting 2 London Community Recovery Network (LCRN) projects; 1) Goodwill Worth Sewing Platform 2) ESC - Labour Market info sessions	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		Monitor and evaluate London's employment trends.	• SHD • P&ED	12/31/23	In Q1 2021, London marked its lowest unemployment rate of the COVID-19 Pandemic.	
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	Eight interns have been hired, all started in August 2022 (four 14-week internships, three 20-week internships (international) and one 1-year internship). There was a great response to the internships both from the City and the candidates. The recruitments for 2023 have started, and it is anticipated that this will include three 15-week internships, three 20-week internships and one 1-year internship.	
		Engage Western University and Fanshawe College as partners with the Corporation's internship programs for international students.	• ES	12/31/23		
Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies	Increase the number of connections between employers, post-secondary students, newcomers, and other employment and training agencies.	Facilitate effective labour matching for employers.	• LEDC	12/31/23	39 workforce development activities occurred.	
		Match employers needs to candidate pools and employment support agencies and educational providers.	• LEDC	12/31/23	613 matching opportunities occurred.	
		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		
Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies	Attract, retain, and integrate international students, and newcomer skilled workers, and entrepreneurs.	Promote London to potential newcomers.	• CMO	12/31/23	London Newcomer Day 2022 was hosted on October 29, 2022.	
		Host and support events to encourage integration and retention.	• CMO	12/31/23	The City of London participated in several orientation events for international students at post-secondary institutions.	
		Report annually on the retention of newcomers to London.	• CMO	12/31/23	In 2019, London surpassed its targeted average annual retention rate of 70% of the total gross annual inflow of Newcomers by 19%. The data used for this calculations lags by 2 to 3 years.	

Strategy Alignment
Growing our Economy

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
OUTCOMES **London is a leader in Ontario for attracting new jobs and investments.**						
Increase partnerships that promote collaboration, innovation, and investment	Expand opportunities and activities through the London Waste to Resources Innovation Centre.	✓ Engage companies, implement pilot projects and share progress towards targets.	• E&I	12/31/19		
		✓ Engage companies, establish collaborative projects and share progress towards targets.	• E&I	12/31/19		
		✓ Engage companies, establish collaborative ideas and projects, and sign an MOU.	• E&I	12/31/19	As part of the Climate Emergency Action Plan, a new MoU has been approved for signing with Western University that builds off the success of the previous MoU and Agreement with Western University (London Waste to Resources Innovation Centre).	
Increase partnerships that promote collaboration, innovation, and investment	Implement the Smart City Strategy.	✓ Complete a Smart City Strategy.	• P&ED	12/31/20	Completed in 2020.	
		✓ Complete a Smart City Implementation Plan.	• P&ED	12/31/21	Completed in 2021.	
		↑ Implement the Smart City Strategy.	• P&ED	12/31/23	Implementation of Smart Cities initiatives continue.	
		✓ Create a Smart City Steering Committee.	• P&ED	12/31/20	Completed in 2020.	
Increase partnerships that promote collaboration, innovation, and investment	Seek out and develop new partnerships and opportunities for collaboration.	↑ Participate in City Studio.	• P&ED	12/31/23	There were 22 CityStudio projects during the 2021-22 school year with post-secondary partners.	
Increase partnerships that promote collaboration, innovation, and investment	Plan for High Speed Rail.	↑ Monitor provincial activity for opportunities to initiate local action.	• E&I • P&ED	12/31/23	Monitoring of Provincial decisions regarding High Speed Rail continues.	
Increase partnerships that promote collaboration, innovation, and investment	Collaborate with regional partners on international missions for new investment attraction.	↑ Identify new emerging areas that can leverage London's core competencies and unique value proposition.	• LEDC	12/31/23	Film and Multi-Media has been added as a core industry for the LEDC, culminating with the creation of a Film Office.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		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	4 investment missions occurred in 2021 in partnership with Consider Canada City Alliance (CCCA) Ontario Food Cluster (OFC) Ontario Manufacturing Communities Alliance (OMCA).	
		Raise visibility for job creation opportunities.	• LEDC	12/31/23	Engagement is up across all media channels, in part to success of campaigns such as I love London and Don't Tell Toronto.	
Increase partnerships that promote collaboration, innovation, and investment	Undertake regional planning partnerships with neighbouring municipalities and promote regional connectivity.	Engage in regional planning discussions with area municipalities.	• P&ED	12/31/23	Engagement and discussions continue with area municipalities on various programs and projects.	
Increase partnerships that promote collaboration, innovation, and investment	Grow tourism revenues through initiatives that build awareness and interest in London.	Ongoing SEO, Content Marketing, Digital, Radio and Social sector and attraction specific campaigns to bolster tourism – demographic specific with the Millennial Tourist being the primary demographic.	• P&ED	12/31/23	Campaigns continue.	
Increase partnerships that promote collaboration, innovation, and investment	Support tourism by facilitating local, provincial, and national stakeholders to encourage community economic development, business partnerships, product development and legacy development for London.	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	Partnerships continue.	
Increase partnerships that promote collaboration, innovation, and investment	Support the development of agricultural industry and promote its value to the urban community through the establishment of an Agricultural Centre of Excellence.	Work with industry participants to produce meaningful annual tradeshows.	• Western Fair	12/31/23	The National Poultry Show plans were once again shelved this time to respond to Avian Influenza quarantine zones. Its return in February 2023 was recently announced. The first Cannabis Conference & Expo was held in June 2022.	
		Partner with investors to leverage WFA capital commitments.	• Western Fair	6/30/23	Second accelerator space substantially completed and work on incubator spaces began. Soon The Grove will have four community/commercial kitchen areas available for day use. Two current tenants secured significant foreign investments, and five agri-tech start-ups were funded with seed capital as part of the FedDev Grant, one of which has also received $1.2M in seed capital from Emertech. Growing Chefs! Ontario built and opened its on-site greenhouse. The incubator spaces funded by a Federal Economic Development Agency of Southern Ontario grant were completed and will be opening for day use shortly.	
		Attract agri-entrepreneurs that align with WFA mandate and objectives.	• Western Fair	12/31/23	An ag-robotics in-field research study Showcasing the Practicality of Modern Robotic Weed Management Systems in partnership with Haggerty Agrobotics and partially funded by Ontario Ministry of Agriculture, Food , and Rural Affairs got	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					underway. The project is about 80% complete.	
		Develop programming with ACoE partners that fulfil needs of the community.	• Western Fair	12/31/23	The return of school fieldtrips has allowed Growing Chefs! to host their first school group in their food literacy space in the Grove at Western Fair District this September. Growing Chefs!, the Wormery, and Terra Optima participated in the school tours program during the 2022 Western Fair.	
Increase partnerships that promote collaboration, innovation, and investment	Work with multi-sector stakeholders to develop a Screen-Based Industry Strategy.	Continue to work with the Screen Industry Partner Committee and sector stakeholders on the development of an action plan in-line with municipal best practices.	• P&ED	12/31/23	Film and Multi-Media has been added as a core industry for the LEDC, culminating with the creation of a Film Office.	
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	Maintained naming sponsor with RBC using RBCPL facade for positive community messaging. Positive social media coverage with ongoing meals distributed by 519 Pursuit to those living rough. Provincial restrictions have been lifted resulting in pre-covid return to operations for Q3 and Q4.	
		Finalize plan to enhance the space and experience of RBC Place London creating a future gathering place for everyone.	• RBC Place	12/31/22	Two federal grant applications approved in 2022 for capital improvements: technology enhancements & King Street outdoor space enhancements. Capital improvements through grants to be completed by 12/31/22 and 03/15/23. 75% of the technology enhancements have been completed and King Street outdoor project has been started. Targeted finish date is May 2023.	
		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	Safely hosted the following number of events: Q2- 31 Q3- 28 Q4- 58 (Booked) Focused on attracting and retaining top talent to enhance the guest experience, maintain ability to host new and large experiences. Current associate level of 105 staff, back to 90% of pre-pandemic levels. Received higher than national average scores on independent employee culture survey. Offering competitive wages and excellent experiences and career support for staff.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Maintain viability in key global markets	Create a vibrant entertainment district in the City of London.	Continue to provide space and promote events that meet community needs.	• Western Fair	12/31/23	Western Fair continued to provide space for Londoners to get vaccinated. The Middlesex London Health Unit reduced their operational footprint in the Agriplex in April to allow community events to begin in a portion of the building. The Muslim Expo was held in May, and the Western Fair returned in September! The Pride Parade staged floats in the parking lot once again in July.	
		Monitor the number of licensed outdoor patios with amplified sound.	• P&ED	12/31/23	12 new patios with amplified sound were opened.	
		Monitor the number of private music venues in the City of London.	• P&ED	12/31/23	29 private music venues are operating again following the COVID-19 Pandemic.	
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	Metrics and Targets were adopted by Municipal Council on April 14, 2021 for the Downtown and OEV CIPs and on November 16, 2021 for the SoHo, Hamilton Road, and Lambeth CIPs.	
		Implement CIP incentive programs.	• BIAs	12/31/23	Through support of the LCRN, enhancements made to CIP incentives such as patio and façade incentives.	
		Report on the State of the Downtown bi-annually.	• BIAs	12/31/23	The State of the Downtown is to be reported on in 2022.	
		Contribute to a fund for property acquisition within Community Improvement Plan areas.	• P&ED	12/31/23	$400,000 has been approved through the Multi-Year Budget to be contributed to a reserve fund to allow the City to purchase lands within CIP Areas. Opportunities will be reviewed as they arise.	
		Increase target marketing where appropriate to increase traffic in market.	• Covent Garden Market	12/31/23	Higher engagement and followers on social media. Foot traffic increasing in Q1 2022 with a noticeable jump from 54,700 patrons in February to 74,900 in March and continuing to increase. Continued to see increase in foot traffic with the return of Sundays at the Market and additional festivals and events on the weekends. Sales up $1.16M from 2020/2021 but down $1M from 2019/2020 for the period from Oct 2021 to Mar 2022. Covid-19 has had a drastic effect on the sales of our tenants but we have noticed an increase in sales since province wide mask and capacity mandates were removed.	
		Maintain level of tenant satisfaction to lower turnover.	• Covent Garden Market	12/31/23	Covent Garden Market has done everything it can to keep tenants operational through rent reduction and forgiveness. By end of 2022, there should be no vacancies within the market.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		Fill vacancies with the right tenants for long lasting success.	• Covent Garden Market	12/31/23	New tenants adjusting well. Number of new tenants coming in to fill all vacancies by the end of the year. Bringing in a variety of new types of businesses to fill voids in market offerings.	
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	Under the strategic direction of 'Creating a Buzz', achieved an UNESCO City of Music Designation.	
		Continue the procurement process for the Old Victoria Hospital Lands.	• P&ED	12/31/23	Rezoning occurred to facilitate the sale of lands to a consortium of affordable housing providers.	
Increase public and private investment in amenities that attract visitors, a talented workforce and investment	Increase partnership funding, sponsorships, and donations to recreation services and amenities.	Continue to implement the Council approved policies related to sponsorship and advertising.	• NCWS	12/31/23	$75,000 was donated by Tim Hortons for a new play village structure at Storybook Gardens. A $250,000 pledge from Maple Leaf Sports Entertainment was made for a basketball court rebuild in West Lions Park in memory of the Afzaal family has been completed and is available to the public.	
		Continue to implement the Adopt a Park program.	• NCWS	12/31/23	To date, 6 new parks have been adopted in 2022 - Byron, Carling, Talbot, Springbank (Skatepark), Bellwood Park East, Ann Street Park.	
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	Film and Multi-Media has been added as a core industry for the LEDC, culminating with the creation of a Film Office.	
		Invest and develop job creation opportunities in target markets best suited to match London's key sectors.	• LEDC	12/31/23	Film and Multi-Media has been added as a core industry for the LEDC, culminating with the creation of a Film Office.	
OUTCOMES **London creates a supportive environment where entrepreneurs, businesses, and talent can thrive.**						
Increase access to supports for entrepreneurs and small businesses, and community economic development	Revitalize London's Downtown and urban areas.	Support Business Improvement Areas.	• P&ED	12/31/23	Several new investments and programs with BIAs have occurred in relation to the LCRN, such as outdoor markets on Dundas Place and Holiday Concerts in partnership with the Arts Council.	
		Review Regeneration Tools for Hyde Park area.	• P&ED	12/31/20	Completed in 2020.	
		Implement CIP Incentive Programs.	• P&ED	12/31/23	The Argyle Core Area CIP was approved by Municipal Council on October 5, 2021.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		Complete the Lambeth Area CIP.	• P&ED	12/31/19	Completed in 2021.	
		Develop Metrics and Targets to monitor the performance of CIPs.	• BIAs	6/30/22	Metrics and Targets were adopted by Municipal Council on April 14, 2021 for the Downtown and OEV CIPs and on November 16, 2021 for the SoHo, Hamilton Road, and Lambeth CIPs.	
		Report on the State of the Downtown bi-annually.	• BIAs	12/31/23	The State of the Downtown is to be reported on in 2022.	
		Invest in BIA's in the multi-year budget.	• BIAs	3/31/20	Completed in 2020 as part of the Multi-Year Budget.	
Increase access to supports for entrepreneurs and small businesses, and community economic development	Support entrepreneurs, start-up, and scale-up companies.	Create a business friendly municipal environment.	• LEDC	12/31/23	1,082 referrals made from LEDC to partners, including municipal services.	
		Foster scale-up activity with existing business and support long-term growth.	• LEDC	12/31/23	23 active expansion files in 2021.	
		Connect entrepreneurs to share best practices and experiences through programs such as the Founders' Network.	• LEDC	12/31/23	28 seminars and workforce projects directed at workforce development in 2021.	
		Implement the London Music Strategy by providing artist entrepreneurs with performance opportunities.	• P&ED	12/31/23	Accomplishments included: - 13 artists performed at UNESCO City of Music Concerts - 11 artists performances during Revive Live - 5 artists performed at WORDS & Music Downtown featuring - 20 artist performed at Electric Market - 20 artists performed at 6 Amplify London Live concerts - 17 artists performed London Majors games - 13 artists performed at City of London Council Meetings - 8 artists performed at Park It At The Market - 10 artists performed during TD Play The Park - 5 artists performed at VENUVExVENUE launch event - 2 artist paid to perform international at UNESCO events - 3 professional development bootcamp for artists and emerging industry professional - Launched Center Stage Patio Grants	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					- City of London recognized at Canadian Music Week for "Excellence In Music City Development" - London Major National Anthem and Pop-Up Concerts with LAC	
		Implement the London Music Strategy by hosting workshops and networking opportunities for artist entrepreneurs.	• P&ED	12/31/23	Hosted multiple events to educate and connect community including, Canadian Songwriter Challenge, Music Sync Summit, ISO Project.	
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	Manual draft is complete, being reviewed.	
		Update Incentive Marketing Materials.	• P&ED	12/31/20	Completed in 2020.	
		Update the Sidewalk Patio Manual for Dundas Place.	• P&ED	6/30/21	Completed in 2021.	
		Implement a review of existing by-laws with a risk-based protocol focussing on municipal purposes.	• P&ED	12/31/23	Municipal Compliance continues to review regulations in an effort to ensure public safety and consumer protection: towing, property standards, pool fences, vacant buildings, and delivery of graphic flyers.	
		Conduct focused reviews of all major building processes.	• P&ED	12/31/23	The review of all major building processes continues.	
		Implement continuous improvement initiatives for all major building review processes.	• P&ED	12/31/23	Improved the digital permit application process by providing automated directions to applicants with respect to documentation format and submission of revisions.	
		Enhance current permit processing methods by implementing electronic media for multiple and concurrent reviews of building permit applications.	• P&ED	12/31/22	Completed. All permit processing is conducted exclusively using digital methods allowing concurrent reviews.	
		Improve capacity to engage the community and perform a regulatory role in the review of development applications.	• P&ED	12/31/23	Project continues.	
		Conduct focused reviews of all major development review processes.	• P&ED	12/31/23	Reviews of major development processes continue.	
		Implement continuous improvement initiatives for all major development review processes.	• P&ED	12/31/23	Reviews and implementation of major development processes continue. EZ Sigma contracted to review processes.	
		Rezone the Hamilton Road Corridor to streamline approval processes.	• P&ED	12/31/19	Completed in 2019.	
		Rezone the Lambeth Main Street Corridor to streamline approval processes.	• P&ED	12/31/21	Completed in 2021, the rezoning was approved.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		Remove Priority Listings from the Heritage Register.	• P&ED	3/31/19	Completed in 2019.	
		Heritage Alteration Permit Process Review.	• P&ED	12/31/20	Completed in 2020.	
		Revise the Archaeological holding provision in the Zoning Bylaw.	• P&ED	6/30/20	Completed in 2020.	
Increase efficiency and consistency for administrative and regulatory processes	Improve access and navigation of City services and supports through Service London Business.	Continue to collaborate with external partners in regulatory workshops.	• P&ED	12/31/23	Regular workshops occur between City staff and small business community.	
		Engage internal stakeholders to identify and complete customer journeys.	• P&ED	12/31/23	Residential Rental Unit Licensing journey map and Vehicle for Hire journey map in progress.	
		Create awareness of the Service London Business Hub.	• P&ED	12/31/23	Business Hub continues to be promoted as an alternative to front counter service.	
		Communicate business success stories to Londoners.	• P&ED	12/31/23	Events and promotions communicated through City of London social media channels.	
		Create awareness of online resources for businesses.	• P&ED	12/31/23	Communication ongoing with new and existing businesses that have a municipal business license.	
Increase the availability of serviced land in strategic locations	Continue to invest in land acquisition and servicing to recruit and retain new industrial employees.	Update the Industrial Land Development Strategy.	• P&ED	12/31/21	Completed in 2021, approved by Council in December 2021.	
		Continue to develop, market and sell industrial land.	• P&ED	12/31/23	15.5 hectares of industrial land was sold, resulting in an increase of $576,000 in municipal taxes paid.	
		Support existing and potential industrial clients to create and sustain jobs.	• P&ED	12/31/23	More than 275 jobs were added to industries within designated industrial lands.	
		Help existing and potential industrial clients to grow the tax base.	• P&ED	12/31/23	15.5 hectares of industrial land was sold, resulting in an increase of $576,000 in municipal taxes paid.	
		Invest in the maintenance and acquisition of industrial land in strategic locations.	• P&ED	12/31/23	The Industrial Land Development Strategy continues to be implemented, as well as the purchase of 25.8 new hectares of developable land in 2021.	

Introduction

CREATING a Safe London for Women and Girls

OUTCOMES:

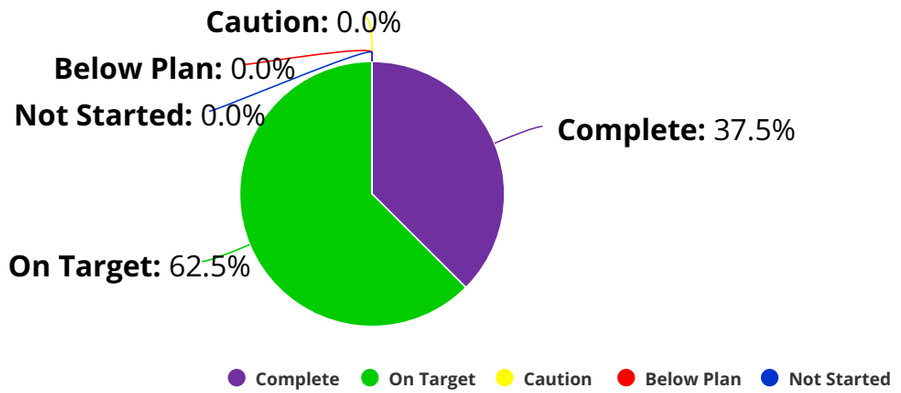
- London has enhanced the potential for women and girls to live safe lives.





Creating a Safe London for Women and Girls - Progress

Progress Report



Status Definitions



Complete: Action is done



On Target:

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



Caution:

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



Below Plan: Action is delayed by 2 quarters or more



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

Strategy Alignment

Creating a Safe London for Women and Girls

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
OUTCOMES **London has enhanced the potential for women and girls to live safe lives.**						
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment	Apply a three pillared framework (legislation, public awareness, and funded services) in policy and by-law development.	✓ Develop a three pillared framework (legislation, public awareness, and funded services) through research, consultation and engagement.	• CMO	6/30/22	The intentional integration of the Gender Equity Lens into the Anti-Racism and Anti-Oppression Framework has resulted in an intersectional, applied framework and tool that deepens our commitment to addressing gender equity and equality. It ensures that the unique needs of women and girls are considered at all stages, while also considering and recognizing that discrimination and gender are interconnected and cannot be examined in isolation. To deepen our understanding of these intersectional inequities, gender equity has been woven into the Anti-Racism and Anti-Oppression Foundations training and a Fact Sheet on the experiences of women and girls has been created and included. This Fact Sheet provides data and information about gender equity, the gendered impacts of the COVID-19 pandemic, violence against women and girls and gender-based violence, and sexual violence and was reviewed and supported by the London Coordinating Committee to End Woman Abuse Strategic Pillar Working Group.	
		✓ Present draft three pillared framework to Council.	• CMO	12/31/23	The Anti-Racism and Anti-Oppression Framework and Equity Tool were unanimously approved by Municipal Council on September 27, 2022.	
		↑ Implement three pillared framework for public awareness.	• CMO	12/31/23	Implementation of the Anti-Racism and Anti-Oppression Framework is critical and will begin immediately across the enterprise, with an emphasis on supporting leadership and all single points of accountability from across the organization in using, supporting, and integrating the equity tool into their work.	
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment	Ensure women and girls with lived experience, including but not exclusive to Indigenous and newcomer women and girls, are included in the development of policies, by-laws, and programs that affect them.	↑ Through consultation develop action plan to ensure women and girls with lived experience, including but not exclusive to Indigenous and newcomer women and girls, are included in the development of policies, by-laws, and programs that affect them.	• CMO	12/31/23	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. The City of London's Anti-Racism and Anti-Oppression Framework supports the Corporation by embedding the principles of equity and inclusion in all aspects of our work, from design to implementation of corporate policies, procedures, programs,	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					projects, plans, services, budgets, and decisions. Supporting documents are also available to staff including Fact Sheets on equity-deserving groups, including women and girls.	
		Implement action plan.	• CMO	12/31/23		
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment	Develop policies, by-laws and programs that make the safety of women and girls a priority, including policies and procedures that ensure workplace harassment is addressed appropriately with sanctions against harassers and supports for victims.	Finalize Respectful Workplace Policy and Complaint and Resolution Procedures.	• ES	12/31/19	Updated the Respectful Workplace Policy as part of Council Policy Annual review in August 2021.	
		Implement Respectful Workplace Policy.	• ES	12/31/23	Renewed contract for Respectful Workplace Ombudsperson for another year. To date, 1,441 employees have completed "A Safe and Respectful Workplace" training.	
		Update Template for Annual Report to City Council and update metrics.	• ES	12/31/20		
		Annual Report to City Council.	• ES	12/31/23	Report submitted to Corporate Services Committee dated March 28, 2022, for the reporting period January 1, 2021, to December 31, 2021.	
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment	Implement mandatory comprehensive training on male violence against women and girls in their intimate relationships; sex trafficking, workplace and sexual harassment; non-state torture; and sexual violence for all City employees and encourage all London's agencies, boards and commissions to also implement the training.	Review current "I Step Forward" and "It Starts with Me" training to update the intimate partner violence and sexual violence sections and include sex trafficking and non-state torture.	• ES	12/31/20		
		Deliver updated "I Step Forward" and "It Starts with Me" training.	• ES	12/31/23	In the first quarter of 2022, twenty-three employees representing a cross-section of the organization participated in a Pilot Program. In addition to reviewing these online training programs, debriefing sessions and a survey were conducted. Feedback from the Pilot Program was incorporated to enhance the learning experience. To date, 1,441 employees have completed "A Safe and Respectful Workplace" training and 1,715 employees have	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					completed “Responding to Domestic Violence and Human Trafficking.” A corporate-wide launch of these two corporate training programs is currently under way.	
		✓ Develop Respectful Workplace training which will include training on the updated Respectful Workplace Policy and Workplace Culture.	• ES	3/31/20		
		✓ Deliver Respectful Workplace training.	• ES	3/31/20		
		↑ Deliver enhanced Respectful Workplace Training.	• ES	12/31/23	Two corporate training programs, “I Step Forward” and “It Starts with Me,” were significantly enhanced in the areas of responding to violence against women and employees’ rights and responsibilities for creating and maintaining a respectful workplace. In addition, the *Centre for Research and Education on Violence Against Women and Children* (CREVAWC) conducted an intersectional review of these programs. The City’s “I Step Forward” and “It Starts with Me” programs are now entitled “Responding to Domestic Violence and Human Trafficking” and “A Safe and Respectful Workplace” respectively.	
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment	Increase the number of women in senior management positions and other positions of power.	↑ Develop a Mentorship Program for women.	• CMO • ES	12/31/23	The work of creating a mentorship program for women at the City of London will be done in collaboration with the City's Anti-Racism and Anti-Oppression Division. The program must be grounded in the Anti-Racism and Anti-Oppression Framework and will be broadened to include racialized women and gender diversity. The creation of this Program will also be done in conjunction with People Plan, which includes an objective to update the succession planning program. The technical capabilities will also be a feature of the new HRIS system when it is in place.	
		↑ Implement Mentorship Program.	• CMO • ES	12/31/23		
		↑ Review and update current Succession Plan with gender equity lens.	• CMO • ES	12/31/23	The work of creating a mentorship program for women at the City of London will be done in collaboration with the City's Anti-Racism and Anti-Oppression Division. This will include the use of the new Anti-Racism and Anti-Oppression Framework and Equity Tool to guide the development of the program. It is imperative that program roadened to include racialized women and gender diversity. The creation of this Program is also aligned with the development of the People Plan, which	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					includes an objective to update the succession planning program. The technical capabilities will also be a feature of the new HRIS system when it is in place.	
		Implement Updated Succession Plan.	• CMO • ES	12/31/23		
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment	Work with the London Transit Commission to enhance the safety of women and girls on public transit, for example longer hours of bus service and free service to low-income women.	Install bus stop amenities.	• LTC	12/31/23		
		Develop a sustainable business plan with LTC to support affordable transit programs for Londoners and submit through the Multi-Year Budget process.	• LTC • NCWS	3/31/20		
		Implement a sustainable business plan with LTC to support affordable transit programs for Londoners.	• LTC • NCWS	12/31/23		
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment	Work together with City of London Housing Services, Housing Development Corporation, London-Middlesex Housing Corporation to build more accessible and safer housing options for women and girls.	Through consultation and enhanced partnership with local VAW agencies, discuss current discrimination that impacts women and girls from accessing affordable housing.	• SHD	12/31/23	Housing service areas continue to work with the London Coordinating Committee to End Woman Abuse (LCCEWA) and continued to participate in working group meetings throughout 2022. These working group meetings focus 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	The City and the London Coordinating Committee to End Woman Abuse (LCCEWA) continue to identify action plan initiatives to specifically address the discrimination faced by women and girls trying to access affordable housing.	
		Connect with the VAW agencies annually to update action plan as needed.	• SHD	12/31/23	Workplan will be reviewed annually once developed.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment	Maintain or increase the number of shelter beds available to abused women and their children, and to homeless women and girls. Full implementation of Housing First policy to be contingent on availability of immediate access to safe, affordable housing.	Enhance partnerships with local VAW programs and shelters to support a housing first philosophy for rapidly re-housing abused women and children.	• SHD	12/31/23	Housing support programs continue to support rapid re-housing of abused women. Council's approval of the housing stability program for abused women will continue in 2022.	
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment	Work with landlords and developers to end discrimination and bias against abused, sex trafficked and/or sexually assaulted women and girls attempting to access affordable housing.	Through consultation and enhanced partnership with local VAW agencies, discuss current discrimination that impacts women and girls from accessing affordable housing.	• SHD	12/31/23	Civic Administration continues to work with the London Coordinating Committee to End Woman Abuse (LCCEWA) and continues to participate in working group meetings throughout 2022. These working group meetings focus 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	The City and the London Coordinating Committee to End Woman Abuse (LCCEWA) continue to identify action plan initiatives to specifically address the discrimination faced by women and girls trying to access affordable housing.	
		Connect with the VAW agencies annually to update action plan as needed.	• SHD	12/31/23	Workplan will be reviewed annually once developed.	
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment	Recognize London as a sex trafficking hub and take action to work collaboratively towards solutions.	Assess outcomes of LPS involvement in Street Level Women at Risk (SLWAR) community plan.	• LPS	6/30/20		
		Refer Persons at Risk (history/risk of survival sex work/trafficking) to Street Level Women at Risk (SLWAR) when intake is available.	• LPS	12/31/21	An ongoing partnership between the LPS and SLWAR resulted in successful outcomes for females at risk of violent offences. Women engaging in survival sex work identified by the LPS Persons at Risk (PAR) Coordinator were referred to SLWAR, successfully housed, and provided basic needs/security during the pandemic. Support from other programs/agencies (e.g., CMHA Middlesex, City of London Coordinated Access, Unity Project, and WISH) helped by facilitating immediate transitional housing until more permanent housing was	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					available. As a result of all these supports, 80% of the referrals to SLWAR in 2021 were successful in acquiring sustained housing/hotel accommodations which exceeded our target of 63%. Trust and community partnerships represents a very large part of the success for these women.	
		✓ Collaboratively work with local agencies to work towards solutions for Persons at Risk (history/risk of survival sex work/trafficking).	• LPS	12/31/21	Refer to the above.	
		✓ Collaboratively work with local agencies to assist trafficked women to exit their situation and to prosecute those responsible.	• LPS	12/31/21	In 2021, the LPS Human Trafficking Unit continued 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	In 2021, a multi-jurisdictional human trafficking investigation involving the assistance of several police services across Ontario resulted in 87 criminal charges and 5 persons charged. Seven survivors came forward to police to provide statements related to this investigation.	
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment	Investigate signing the Global Every Woman Treaty and encourage AMO, FCM, other provincial associations, the governments of each province and the federal government to do the same.	✓ Investigate Global Every Woman Treaty.	• CMO	6/30/20	Research on the Global Every Woman Treaty has been completed. The Global Every Woman Treaty is a global treaty to end violence against women and girls and to create a legal mandate requiring nations to enact interventions proven to lower rates of violence.	
		↑ Develop advocacy strategies regarding Global Every Woman Treaty.	• CMO	6/30/23		
		↑ Support advocacy regarding the Global Every Woman Treaty with AMO, FCM and other provincial associations, the governments of each province and the federal government.	• CMO	6/30/23		
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment	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	The Safe Cities Action Plan community table includes members from all post-secondary institutions. This table meets quarterly and participates in action teams to advance the work of the Safe Cities Action Plan to address sexual violence in our community.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		Update the Town and Gown Committee on community initiatives, such as UN Safe Cities Initiative, addressing male violence against women and girls.	• CMO	12/31/23		
		Recognize the safety of women and girls in preparing operational plans involving near-campus issues.	• P&ED	12/31/23	Discussions are ongoing with all partners, focusing on more discussion around unsanctioned street parties.	
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment	Support community-based initiatives and organizations committed to ending male violence against women including but not limited to Anova (UN Safe Cities); Atlohsa Family Healing Services; the London Abused Women's Centre/Youth Opportunities Unlimited/ Salvation Army Correctional and Justice Services (Phoenix and Choices programs); and London Police Services (DV Unit and HT Unit).	Update London Community Grants Program Policy to align with Council's Strategic Plan Strategic Areas of Focus.	• NCWS	8/30/19		
		Support organizations to apply for the London Community Grants Program and other municipal funding opportunities.	• NCWS	12/31/23	$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 UN Safe Cities Interim Report.	• CMO	9/30/20		
		Support Anova in completion of final draft scoping study and next steps to Council for consideration.	• CMO	12/31/20		
		Support Anova in the implementation of next steps as outlined in UN Safe Cities Interim Report.	• CMO	12/31/23	The Safe Cities London Action Plan was approved by Council in March, 2021. Currently, membership of Safe Cities includes 23 organizations and individuals with lived experience from across the community. The Safe Cities Action Plan outlines a number of actions for the areas of focus: Social Norms, Policy and Practice, and Collaboration. Accomplishments include: • In 2022, the Safe Cities London Advisory Committee established its 2022 workplan, with focus on the following: creating a community-wide shared understanding of sexual violence; map all services and supports; continue to build a GBA+ toolkit; alternative reporting. • A companion Gender-Based Analysis Plus (GBA+) tool developed for use in conjunction with Crime Prevention Through Environmental Design (CPTED) principles has been piloted by three divisions. This iterative tool will be	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					used to ensure inclusive practices that engage women and girls with lived experience. • Work is underway to advance the priority to change social norms and behaviours. This included a survey of Safe City members to assess their understanding of sexual violence and the supports they need to advance this work within their organizations.	
		Pending Council direction, support implementation of UN Safe Cities Initiative.	• CMO	12/31/23		
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment	Commit to applying a trauma and violence-informed lens to strategic plan for the City of London, ensuring that an intersectional approach is applied to address violence against women and girls in our community	Develop Trauma and Violence Lens.	• CMO	9/30/21	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. The trauma and violence lens is taking shape in a variety of ways that meet the specific need of service areas and teams: • The London Coordinating Committee to End Woman Abuse (LCCEWA) and the City have developed a resource card that lists 24/7 crisis lines and services for women and girls. This card will be a resource for staff as part of training on handling disclosures of sexual violence. • The Anti-Racism and Anti-Oppression Framework as well as Foundational training include a focus on trauma and violence-informed care. • Trauma and violence-informed care is built into the "Responding to Domestic Violence and Human Trafficking" training program. • ANOVA delivered training sessions to both the Community Engagement Community of Practice and the Mobility Master Plan internal team on gender-based violence and the intersections of identity when engaging community. • 94 people leaders in Environment and Infrastructure and Planning and Economic Development participated in Bystander Intervention training in 2022.	
		Deliver Trauma and Violence Lens training to employees involved in the review and development of policies and procedures.	• CMO	6/30/23	As noted above, a trauma and violence-informed lens has been implemented as part of corporate tools and training programs such as the Anti-Racism and Anti-Oppression Framework, Anti-Racism and Anti-Oppression Foundational training, and Responding to Domestic Violence and Human Trafficking training. As well, service area-specific tools and training are being developed and implemented.	

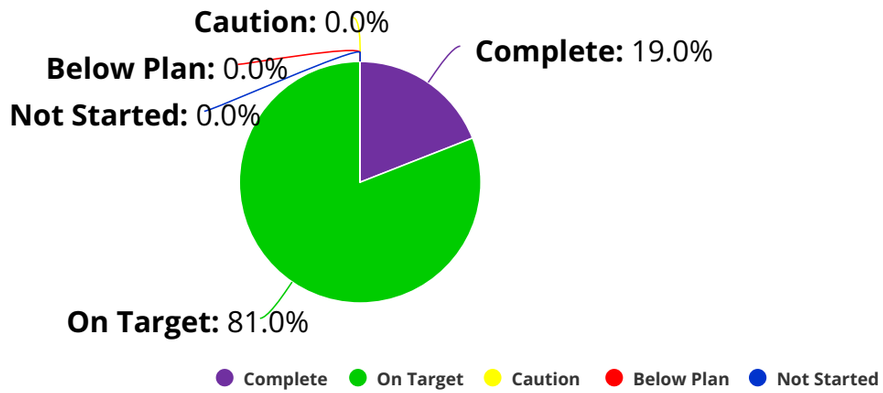
Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		Apply Trauma and Violence Lens to implementation of Council's 2019-2023 Strategic Plan.	• CMO	12/31/23		

Introduction



Leading in Public Service - Progress

Progress Report



Status Definitions



Complete: Action is done



On Target:

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



Caution:

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



Below Plan: Action is delayed by 2 quarters or more



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

Strategy Alignment
Leading in Public Service

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
OUTCOMES **The City of London is trusted, open, and accountable in service of our community.**						
Increase opportunities for residents to be informed and participate in local government	Develop and deliver a corporate communications strategy, including staff training and tools to enhance communications and public engagement.	✓ Develop a comprehensive Corporate Communications Strategy through research, consultation, and engagement.	• ES	12/31/21		
		↑ Implement the Corporate Communications Strategy.	• ES	12/31/23		
		✓ Develop and deliver a media relations training module.	• ES	12/31/23		
		↑ Establish and facilitate an internal public engagement forum.	• ES	12/31/23	Delivered internal session in February 2022 focused on understanding the prevalence of gender-based violence as well as a trauma and violence informed approach as a resource for staff when engaging with individuals in the community.	
		↑ Create a standardized survey to measure resident satisfaction with public engagement.	• ES	12/31/23		
		✓ Complete a City Planning Outreach and Education Strategy.	• P&ED	12/31/21	Project came to an end in Q1 2022, with key components shifted to various portfolios, following a reassessment of work program ongoing and emerging priorities.	
		✓ Implement the City Planning Outreach and Education Strategy.	• P&ED	12/31/23	Project was terminated in Q1 2022, with key components shifted to various portfolios, following a reassessment of work program ongoing and emerging priorities.	
		↑ Continue to develop and implement enhanced or targeted engagement strategies for London residents to support the Neighbourhood Decision Making Program.	• NCWS	12/31/23	Continued to reach Londoners in communities that do not normally participate in Neighbourhood Decision Making through tactics such as large poster boards in parks, trails and dog parks, increased targeted social media posts, London Transit Commission ads on outside and inside of buses, billboards, and pop up events.	
		↑ Develop and implement a comprehensive engagement strategy for the Multi-Year Budget and annual updates.	• FS	12/31/23	Despite the ongoing COVID-19 pandemic, public engagement opportunities for the 2022 Annual Budget Update provided a variety of different ways for Londoners to provide input. These engagement opportunities included: • Social media campaign • Advertising in local publications • Digital newsletters	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					• Pre-tabling virtual budget education sessions • Post-tabling virtual budget presentation and Q&A • Budget handout through Ontario Works cheque mail-outs • All budget materials posted on london.ca/budget & GetInvolved.London.ca • Public Participation Meeting • Support for virtual Councillors' ward meetings as requested • Materials to support Councillors' engagement activities • Presentations to Council Advisory Committees and community groups as requested	
		Partner with community organizations for enhanced engagement through the Multi-Year Budget process.	• FS	12/31/23	Due to the ongoing COVID-19 pandemic, in person public engagement opportunities for the 2022 Annual Budget Update were not possible. However, virtual meetings with community groups were conducted as requested.	
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	As part of the strategic planning framework, performance data is collected on an annual basis. The 2020-2022 data is used to complete the 2020-2022 Impact Assessment which looks at whether or not the actions taken through the implementation of the Strategic Plan have had an impact on our community.	
		Update actions and metrics identified in Council's Strategic Plan.	• CMO	12/31/23	The November 2022 Semi-Annual Progress Report and the 2020-2022 Impact Assessment will be presented to the Strategic Priorities and Policy Committee on December 12, 2022.	
		Communicate annual citizen perceptions of service delivery, and municipal accomplishments, to the public.	• CMO	12/31/23	The results of the 2022 Annual Resident Satisfaction Survey will be presented to the Strategic Priorities and Policy Committee on December 12, 2022.	
Improve public accountability and transparency in decision making	Increase access to information to support community decision making.	Conduct review of City's Open Data initiative.	• CMO	12/31/19		
		Launch City data in a visual and user friendly format.	• CMO	12/31/19		
		Identify and approve new datasets for release.	• CMO	12/31/23	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.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		Survey community to prioritize datasets for release.	• CMO	12/31/23		
Build relationships with Indigenous peoples that are respectful, transparent, responsive, and accountable	This strategy must be developed in partnership with Indigenous peoples, including local First Nations.	Deliver enterprise-wide training on anti-racism and anti-oppression, including Indigeneity.	• CMO	12/31/23	Anti-Racism and Anti-Oppression Foundations Training modules have been developed and will be required for employees. The training includes sections on anti-Indigenous racism and the impact of colonialism on Indigenous people. The rollout of the training has begun with leaders and will continue to be offered to staff througout 2023. The training consists of 3 online modules and a live interactive module and will be rolled out to services area teams strategically.	
		Actions to be developed in partnership with Indigenous peoples, including local First Nations.	• CMO	12/31/23	A Council to Council meeting was held between Oneida Nation of the Thames and members of our City Council with a hope to continue discussion in 2023. Chippewas of the Thames First Nation are also interested in hosting a similar meeting between our Councils. Bi-annual meetings continue to be held between N'Amerind Friendship Centre and the City Manager as per out Memorandum of Understanding. A Truth and Reconciliation Action Plan is being developed to support the City's efforts towards the Calls to Action of the Truth and Reconciliation Commission Report.	
		Implementation of reconciliation plan.	• MLHU	12/31/23	The implementation of the reconciliation plan has been delayed by the pandemic; however, collaboration related to vaccination and contact tracing was significant and regular with all three local First Nations and with local Indigenous organizations. Towards the goal of relationship building, MLHU has organized gift giving ceremonies with both the Chippewas of the Thames Nation and the Munsee-Delaware Nation to celebrate our collaboration in responding to the COVID 19 pandemic. A similar celebration is being organized with the Oneida of the Thames.	
		Health equity staff capacity building.	• MLHU	12/31/23	All new staff receive a mandatory Health Equity module during orientation and Indigenous Cultural Safety training is provided to all full-time staff. Additionally, Anti-Racism training as per the Anti-Black Racism Plan is currently being vetted and is on target to be implemented late 2022 or early 2023.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		✓ Hire an Indigenous Relations position.	• CMO	12/31/20		
		✓ Develop an internal mechanism to identify and track City-led initiatives supporting reconciliation.	• CMO	12/31/20		
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	The Strategic Advocacy Framework priorities were advanced during the 2022 AMO Annual Conference where the City of London secured 13 delegations with provincial ministers on key priorities. For the first time, the City of London undertook several joint delegations with the County of Middlesex. These joint delegations on key issues such as childcare, land ambulance, and mental health and addictions served to reinforce the importance of regional solutions from provincial partners.	
Increase the effectiveness of London's strategic advocacy	Increase the awareness of, and support of, Council's strategic advocacy priorities.	✓ Develop 2019-2023 Strategic Advocacy Framework.	• ES	12/31/20		
		↑ Implement 2019-2023 Strategic Advocacy Framework.	• ES	12/31/23		
OUTCOMES **Londoners experience exceptional and valued customer service.**						
Increase community and resident satisfaction of their service experience with the City	Create new and/or enhance opportunities for residents and neighbourhood groups to engage on program and service needs.	↑ Continue to support Neighbourhood Hubs by ensuring community centres are safe and welcoming spaces where people can gather and connect, and used as access points for information.	• NCWS	12/31/23	Community centres are reintroducing furniture into their buildings as gathering spaces where people are encouraged to gather and connect. The Child and Youth Network's All About Food maps are now located in all community centres for residents to access.	
		↑ Continue research and engagement to identify new and emerging program trends.	• NCWS	12/31/23	Presented to a group of seniors through Third Age Outreach to inform them of new recreation opportunities in London available to ages 55+. Presentation covered information on Seniors Centres Without Walls, Seniors Satellites, and the Age Friendly London conference.	
		↑ Increase resident awareness and marketing of parks, recreation, and sport opportunities and information.	• NCWS	12/31/23	Worked with Family Centres Westminster, Westmount, and Fox Hollow to reintroduce programming based on the needs of the neighbourhoods they serve, and utilized our partnerships with these groups to cross-promote program opportunities on Facebook.	
Increase responsiveness to our customers	Research and respond to emerging planning trends and issues.	↑ Report on and respond to legislative changes.	• P&ED	12/31/23	Reporting on legislative changes is ongoing.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		Report on and recommend action for emergent planning issues.	• P&ED	12/31/23	Reporting and recommendations on emergent planning issues is on going as needed.	
Increase responsiveness to our customers	Streamline customer intake and follow-up across the corporation.	Continue to develop customer service training initiatives.	• ES	12/31/23	The Service London Contact Centre continues to develop an onboarding process for new staff. Service London also offers training for new and existing Dynamics CRM users.	
		Develop survey strategy for relevant customer service counters.	• ES	12/31/23		
		Track service request planned completion data in Dynamics CRM.	• ES	12/31/23	Service London continues to work across the enterprise with all CRM users to support the tracking and monitoring of planned completion dates.	
		Monitor and Report outcome measures to the Ministry of Children, Community, and Social Services.	• SHD	12/31/23	April - July - 75.8% of Ontario Works applications were processed in 4 days.	Experienced a decrease in OW application decisions within 4 days as a result of staffing availability for intakes and booking outside of 6 days at one point which has skewed our target. Anticipated to return to target levels with peak vacation period over (June - August). Ministry reports for August / September currently not available to confirm current stats.
		Monitor and update Ontario Works service delivery model.	• SHD	12/31/23	Life Stabilization exceeded target of 90% for wait times in the Ontario Works queue with 97.8% of Ontario Works clients calling the Intake line receiving service within 5 minutes.	
		Implement continuous improvement initiatives for all major development and building permit review processes.	• P&ED	12/31/23	Residential Rental Unit Licensing journey map and Vehicle for Hire journey map in progress.	
Increase efficiency and effectiveness of service delivery	Implement customer service standards.	Monitor and track Service Request Records.	• ES	12/31/23		
		Increase awareness of customer service information and standards.	• ES	12/31/23		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Increase efficiency and effectiveness of service delivery	Conduct targeted service reviews.	Conduct targeted zero-based budget reviews annually.	• FS	9/30/23	As part of the preparation for the 2023 Budget Update, Civic Administration undertook an extensive review of opportunities for potential budgetary reductions and right-sizing. As part of this process, approximately 28 different budget areas/lines were identified, noting that the results of this review will be included in the 2023 Budget Update to be tabled on December 6, 2022.	
		Conduct targeted additional reviews annually.	• FS	12/31/23	Similar to the Zero-based Reviews noted above, in preparation for the 2023 Annual Budget Update, a number of programs and services were reviewed by the Senior Leadership Team for potential budgetary savings to mitigate the planned 2023 tax levy increase. The reviews completed with potential savings will be included as budget amendments for Council's consideration in the 2023 Annual Budget Update to be tabled at the Strategic Priorities and Policy Committee on December 6, 2022.	
		Update Council on the service review program through the annual Service Review Update report.	• FS	12/31/23	The 2022 Service Review Update report was presented to the Strategic Priorities and Policy Committee on October 11, 2022.	
Increase efficiency and effectiveness of service delivery	Promote and strengthen continuous improvement practices.	Implement Continuous Improvement Framework.	• CMO	12/31/23		
		Provide City of London staff with knowledge, tools and resources to build and support a culture of continuous improvement.	• CMO	12/31/23	The Innovation and Continuous Improvement team continues to facilitate the 'I do, We do, You do' approach to increase organizational capacity and to move from basic awareness to regular practitioners of continuous improvement. Building upon the continuous improvement approach that has been established at the City of London, the Continuous Improvement team has begun building additional tools and techniques within the areas of innovation, project management, and data literacy to continue to support employees and teams to deliver efficient and effective services.	
		Improve corporate processes through Continuous Improvement practices such as rapid improvement events, team huddles and green belt projects.	• CMO	12/31/23	The 2022 Continuous Improvement workplan supports a basic awareness, emerging capability and regular practitioner approach towards increasing capacity across the Corporation. The implementation of huddles, standard work, and visual management allow Service Areas to generate and implement improvement ideas in a structured manner. Quick wins or " tickets" that document implemented improvements are submitted by staff on a regular basis recognizing the improvement and the employee(s) who contributed to it. In 2022, 66 'C.I tickets' have been completed by 42 unique	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					employees and 11 rapid improvement events have been facilitated with a total of 84 participants.	
		Review existing processes within Finance that may be informed by annual reporting and annual financial system upgrades.	• FS	9/30/23	Process reviews and enhancements initiated and/or completed during this reporting period include: • Implementation of new Assessment Growth Policy with enhanced eligibility and prioritization criteria; • Development of templates to support the implementation of the new PS3450 Financial Instruments accounting standards; • Standardized debt issuance project list to align with format required by lawyers to ensure consistency amongst all parties and avoid additional re-work. • Update of internal processes such as procurement forms, use of CaseWare for Financial Statement preparation, and moving Regional Water to electronic (Digital) paystubs.	
		Update and operationalize process improvements.	• FS	12/31/23	The enhancements noted above have either been fully implemented during this reporting period or will be completed shortly thereafter.	
		Support internal and external customers to complete continuous improvement projects.	• CMO	12/31/23	The Continuous Improvement team is involved in supporting numerous internal initiatives and service areas across the Corporation, including Facility Planning, Site Plan and Subdivision, Clerk's Office, Dearness Home, Active Transportation, and the Climate Emergency Action Plan. Over thirty interviews with the Development Industry and internal stakeholders were facilitated in collaboration with Planning and Economic Development to better understand opportunities for improvement within the development approval process. The team played a significant role in helping the Clerk's office prepare for the 2022 Municipal Election. Numerous workshops and simulations were facilitated to assist the Election's team with improvements to the poll station layouts, the supply pickup process and tabulator drop offs in an effort to improve the voter experience. Through the facilitation of these improvements, the 'I do, We do, You do' approach is used to build individual and Service Area capacity with continuous improvement.	
Increase efficiency and effectiveness of service delivery	Demonstrate leadership and accountability in the management and provision of quality programs, and services.	Report the results of satisfaction with City services to Council annually.	• CMO	9/30/23	The results of the 2022 Annual Resident Satisfaction Survey will be presented to the Strategic Priorities and Policy Committee on December 12, 2022.	
		Participate in national benchmarking initiative.	• CMO	12/31/23	MBNC's 2021 Performance Measurement Report was released	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					in October 2022. MBNC collects data across 36 municipal service areas and includes a network of 12 member municipalities seeking to enhance municipal service delivery through progressive benchmarking and knowledge exchange.	
		Include "customer service objective" as a component of individual performance plans.	• ES	12/31/23		
		Train employees on Continuous Improvement practices.	• CMO	12/31/23	The Continuous Improvement team has expanded the availability of training to accommodate increased interest across the Corporation. White Belt training is offered monthly, and Yellow Belt training is offered quarterly. Advanced training (Green Belt) is being offered to certified Yellow Belts to increase their knowledge and support the expanded use of continuous improvement tools. 6 Green Belt certifications are currently in progress. The Continuous Improvement team also offers dedicated training sessions upon request. The Leadership Foundations program (offered quarterly) includes an overview of the continuous improvement program. In 2022, 51 employees have received formal continuous improvement training at various levels across the Corporation.	
Increase efficiency and effectiveness of service delivery	Accommodate long-term space needs for the City of London and optimize service delivery locations.	Develop Business Case for the consolidation of Civic Administrative Space for inclusion in the 2020-2023 Multi-year Budget.	• FS	12/31/19	A business case to develop new administrative space and consolidate occupancy through the implementation of a master accommodation plan was approved by Council with the 2020-2023 Multi- Year Budget on March 2, 2020.	
		Update the Master Accommodation Plan taking into account the potential for alternate work strategies and long term impacts on work space requirements resulting from COVID-19.	• FS	12/31/21	Council directed Civic Administration in 2020 to initiate an update of the Master Accommodation Plan (MAP) and re-evaluate corporate space requirements to explore alternative work strategies and long term impacts on work space requirements resulting from the COVID-19 Pandemic. Civic Administration completed and presented an update of the Master Accommodation Plan to include Alternative work Strategies for the Strategic Priorities and Policy Committee on October 19, 2021 which included recommendations regarding long-term space requirements based on the implementation of alternative work strategies on a more permanent basis. Council approved the MAP and implementation of alternative work strategies that will guide overall space needs and will result in space savings of approximately 20%. The implementation and transition to the alternative work strategies will be completed through pilot projects for select service areas to test and adjust processes through a transition plan to long-term permanent	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					implementation.	
Increase efficiency and effectiveness of service delivery	Improve animal welfare by encouraging more animal adoption.	Foster partnerships with individuals and community groups to enhance adoption opportunities for companion animals.	• P&ED	12/31/23	Animal welfare services continues to partner with animal rescues in an effort to maintain London's status as an exemplary pro-adoption municipality. The "no kill" rate is consistently over the industry standard of 90%.	
Increase efficiency and effectiveness of service delivery	Improve residents' satisfaction with winter road and sidewalk maintenance.	Execute winter maintenance level of service.	• E&I	6/30/23	Improved level of service for sidewalk snow plowing was implemented during the 2021/2022 winter season.	
		Implement communications and education related to service levels.	• E&I	6/30/22	Webpage content was updated and CRM continues to be an effectively used tool.	
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		
		Track and update Social Services / Housing training tracking report.	• SHD	12/31/23	Life Stabilization staff attending 9 training sessions in the 2nd and 3rd quarter. To date, we have exceeded our target of 6 Training events for 2022. - Crucial Conversations - Supportive Housing - Mental Health/Justice Programs - Anti Racism - Anti Oppression Equity Tool - Anti-Islamic Workshop - Indigenous Solidarity Day - Salvation Army Recovery Program - Co-ordinated Informed Response - Duty to Report - Children Aid Society - Grief and Loss	
		Participate in annual inter-departmental initiatives to enhance customer service.	• SHD	12/31/23	The Diversion Pilot was extended to December 2022 - outreach staff connect with residents experiencing homelessness to assist in becoming registered for housing supports and connections to community organizations.	
Reduce barriers to access city services and information	Implement the 2018 to 2021 Multi Year Accessibility Plan.	Annual Status Updates.	• CMO	12/31/19		
		Accessibility Compliance Report.	• CMO	12/31/23		
		Develop 2022 - 2025 Multi Year Accessibility Plan.	• CMO	12/31/21	Extensive community consultations were held to inform the 2022-2026 Multi-Year Accessibility Plan including members of the Accessibility Community Advisory Committee, the newly formed Access without Limits Employee Resource Group, and	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					community partners who serve clients with disabilities. The plan has recommendations that meet our needs for compliance. It also includes innovative ideas that Londoners identified would improve their ability to access public spaces.	
		Implement 2022 - 2025 Multi Year Accessibility Plan.	• CMO	12/31/23	Implementation of the Multi-Year Accessibility Plan will be done in an enterprise-wide approach, encouraging all service areas and leaders to work collaboratively and consider accessibility in all areas of their work. The implementation will also be done with an intersectional approach so that we consider that people with disabilities experience different inequities based on their other social identities.	
Reduce barriers to access city services and information	Implement ways to improve access to services and information.	Collaborate with departments and divisions in bringing additional services to customer service counters.	• NCWS • ES	12/31/23		
		Engage internal stakeholders in translating tools and resources.	• ES	12/31/23		
		Continue to implement Service London initiatives.	• ES	12/31/23	Service London has continued to work with internal partners in expanding the Dynamics CRM platform and Service London portal. In 2022, there has been a significant upgrade to the CRM platform, and additional services have been added to the Service London Portal, including parking enforcement.	
		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	In April, a CityStudio project completed a comprehensive assessment of the Service London Portal, and the project group shared some valuable insights. The project was a success and won the Community Choice Award at the CityStudio Hubbub. In June, the portal expanded its offerings to include Parking Enforcement related service requests. This enables residents to submit parking inquiries / concerns 24/7 and to be reviewed by Parking Officer in real time.	
		Develop a policy for use of digital billboards and promote their availability.	• ES	12/31/23	Access to digital billboards continues to extend the reach of City and community-based messaging and content to Londoners. Some local community not for profit groups as well as community partners have also used them for promotional purposes.	
Increase the use of technology to improve service delivery	Continue to maintain, build, and enhance a high-performing and secure computing environment.	Review, investigate and successfully resolve technical service requests and incidents.	• ES	12/31/23	ITS has successfully completed 9,260 service requests and incidents essential to the delivery of public service in the City of London from April 1 to August 31, 2022.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		Perform tens of thousands of tasks annually resulting in the successful delivery of a managed computing environment.	• ES	12/31/23	ITS has successfully completed 21,533 tasks for service requests and incidents essential to the delivery of public service in the City of London from April 1 to August 31, 2022.	
		After each customer interaction through the incident and service request processes, ITS requests qualitative feedback on service performance. ITS receives over 2000 responses per year that are reviewed and analyzed to support service improvement.	• ES	12/31/23	ITS has provided exceptional customer service; surpassing the established 97% customer satisfaction target based on 829 survey respondents received from April 1 to August 31, 2022.	
OUTCOMES **The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service.**						
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	The Diversity, Equity and Inclusion Audit is in the planning phases with the aim to be implemented in Q1 2023.	
		Develop and Finalize updated 2021 to 2026 Equity and Inclusion Plan .	• CMO • ES	12/31/23	The 2023-2026 Equity and Inclusion Plan is in progress. It will include engagement through the Diversity, Equity and Inclusion Audit and focus groups. The Plan will be submitted to Council in Q4 2023.	
		Implement updated 2021 to 2026 Equity and Inclusion Plan.	• CMO • ES	12/31/26		
Attract and retain a talented workforce	Develop and implement a People Plan.	Develop and Finalize People Plan and Metrics.	• ES	12/31/20		
		Implement People Plan.	• ES	12/31/23	The implementation of the People Plan is an ongoing action that will take place over many years. Several People Plan initiatives are well underway in support of the People Plan vision and areas of focus. Work continues to identify projects and initiatives that achieve the expected results of the People Plan.	
Maintain a safe and healthy workplace	Develop and implement a People Plan.	Develop and Finalize People Plan and Metrics.	• ES	12/31/20		
		Implement People Plan.	• ES	12/31/23	The implementation of the People Plan is an ongoing action that will take place over many years. Several People Plan initiatives are well underway in support of the People Plan vision and areas of focus. Work continues to identify projects and initiatives that achieve the expected results of the People Plan.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term	Plan, conduct, and support annual internal and external audits.	Support external auditors through the financial statement audit process.	• FS	6/30/23	The City's external audit for the 2019 year end was completed in September 2020, the external audit for 2020 year end was completed in June 2021, and the external audit for 2021 was completed in June 2022.	
		Support internal auditors in executing the internal audit plan.	• FS	12/31/23	Fifteen (15) internal audits have been completed to date of which six (6) relate to the 2019 internal audit plan, five (5) relate to the 2020 internal audit plan, and four (4) relate to the 2021 audit plan. Four internal audits were approved as part of the 2022 Internal Audit Plan and two audits are nearing completion.	
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term	Continue to ensure the strength and sustainability of London's finances.	Complete annual review process by Moody's Investor Services.	• FS	12/31/23	The City of London maintained its Aaa credit rating from Moody's for the 46th consecutive year.	
		Develop and approve the 2020-2023 Multi-Year Budget and annual updates.	• FS	3/31/23	The 2022 Annual Budget Update was approved by Council on December 21, 2021, noting that the 2022 tax levy from rates increase was reduced from the originally forecasted 3.8% to 2.8%. The 2023 Budget Update will be tabled on December 6, 2022.	
		Implement the Corporation's approved financial policies.	• FS	12/31/23	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.	
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term	Establish and monitor targets for reserves and reserve funds.	Report to Council on the establishment and monitoring of reserve and reserve fund targets.	• FS	12/31/23	The review of the Corporation's Special Projects & New Initiatives category of reserves & reserve funds (inclusive of target balances) was completed and approved by Council on July 5, 2022. The Contingencies, Stabilization and Risk Management and Growth categories of reserves and reserve funds are to be reviewed next, with anticipated completion in the first half of 2023.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term	Maximize investment returns, adhering to the City's investment policy.	Implement and monitor the City's investment strategy.	• FS	12/31/23	A comprehensive investment strategy has been developed and is in the process of being implemented with the aim of enhancing investment returns while still maintaining liquidity and security of the capital invested. 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	The 2022 Investment Report was presented to the Corporate Services Committee on July 25, 2022.	
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term	Review and update the City's financial strategic planning, principles, and policies.	Review the Corporation's financial policies annually.	• FS	6/30/23	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 Framework.	• FS	12/31/23	Preliminary foundational elements for the update of the Strategic Financial Framework, including review of the Debt Management Policy and the City's internal debt cap (among others), was completed in 2021. The compilation and review of the remainder of the Strategic Financial Framework is underway in 2022, in advance of the development of the 2024-2027 Multi-Year Budget.	
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term	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	The 2022 Annual Budget Update was approved by Council on December 21, 2021, noting that the 2022 tax levy from rates increase was reduced from the originally forecasted 3.8% to 2.8%. The 2023 Budget Update will be tabled on December 6, 2022.	
		Regularly monitor budget performance through the semi-annual Operating and Capital Budget Monitoring Reports.	• FS	12/31/23	Semi-annual operating and capital budget monitoring reports were completed, with the 2021 Year-end Operating and Capital Monitoring reports to be presented to the Corporate Services Committee on April 19, 2022, inclusive of a comprehensive update on the City's 2021 and projected 2022 COVID-19 financial impacts.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term	Adhere to City of London limit on authorized debt (internal debt cap).	Review the City's internal debt cap annually.	• FS	12/31/23	The 2020-2023 Multi-Year Budget was approved with an internal property tax supported debt cap of $36 million/year on average, which will be reviewed annually throughout the Multi-Year Budget period. As outlined in the 2021 Year-end Capital Budget Monitoring Report to be presented to the Corporate Services Committee on April 19, 2022, the Corporation remains approx. $2.2 million/year below this debt cap.	
		Develop and approve the 2020-2023 Multi-Year Budget and annual updates.	• FS	3/31/23	The 2022 Annual Budget Update was approved by Council on December 21, 2021, noting that the 2022 tax levy from rates increase was reduced from the originally forecasted 3.8% to 2.8%. The 2023 Budget Update will be tabled on December 6, 2022.	
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term	Develop tax policy to align with Council priorities of the Strategic Plan.	Report out to Council on the impact of tax policy on property classes.	• FS	12/31/23	2020 Tax Policy was approved by Municipal Council on April 21, 2020. The 2021 Tax Policy was approved by Municipal Council on May 4, 2021, and the 2022 Tax Policy was approved by Municipal Council in April 12, 2022.	
		Develop future tax policy objectives.	• FS	6/30/22	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	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, and the 2022 Tax Policy was approved by Municipal Council in April 12, 2022.	
Enhance the ability to respond to new and emerging technologies and best practices	Deliver and maintain innovative digital solutions to increase efficiency and effectiveness across the Corporation.	Digital solutions are reviewed and ranked by the Corporate IT steering committee through an established criteria and process. Digital solutions are then managed and updated through the ITS project management methodology across the project lifecycle: Initiation, Planning, Execution, Monitoring and	• ES	12/31/23	ITS delivered 19 digital solutions to City Services, Agencies, Boards and Commissions from April 1 to August 31, 2022. These digital solutions supported improved public service efficiency and business management opportunities.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		Closing.				
		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	ITS collected 195 project lessons learned from April 1 to August 31, 2022 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		
		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	46% of ITS labour in the Applications work area was directed to the delivery of digital transformation from April 1 to August 31, 2022. This outcome exceeds industry standards.	
		Work in partnership and collaboration with our internal and external enforcement agencies to 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		
		Develop foundational requirements for converting to digital application tracking from manual processes.	• P&ED	3/31/20	Completed in 2020.	
		Complete foundational requirements for converting to digital application tracking from manual processes.	• P&ED	6/30/21	Completed in 2021.	
		Implement preferred software solution for digital application tracking.	• P&ED	6/30/23	RFP for a consultant on the solution acquisition is underway.	