December 2022

CITY OF LONDON

2019 – 2023 Strategic Plan

2020 – 2022 Impact Assessment

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Section 1.0 Introduction

1.1 The City of London's 2019 – 2023 Strategic Plan

In April 2019, London City Council approved the 2019-2023 Strategic Plan (Strategic Plan). The Strategic Plan includes a vision for London as, "A leader in commerce, culture, and innovation - our region's connection to the World."

The Strategic Plan was influenced by the strong work that had already been accomplished, while drawing on new ideas that would push the plan forward. It did not start with a "blank page," but "connected the dots" between planning that had already been completed by other leadership groups within the city and insights and feedback from community members. Municipal Council was also asked to consider the many conversations and interactions they had been able to have with their constituents throughout the campaign and election process.

The Strategic Plan set the priorities to be addressed in London over a four-year period. Council committed to focus on Strengthening our Community, Building a Sustainable City, Growing our Economy, Creating a Safe London for Women and Girls, and Leading in Public Service. In 2020, Council reaffirmed its commitment to eliminating systemic racism and oppression and established Anti-Racism and Anti-Oppression as a sixth priority of Council. The specific outcomes, expected results, and strategies that Council and Civic Administration were to deliver on together were outlined in the Strategic Plan. To view the full Strategic Plan, please visit the City of London's website.

1.2 The 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.

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, with the exception of an election year, 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, summarizes a shorter list of key actions which have contributed towards delivering on the 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 Strategic 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.

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 four years, it analyzes the performance data across all years, reporting on the change over time and the impact of the strategies over the life of the Strategic Plan.

1.3 What the Impact Assessment Is and Isn't

The Impact Assessment reports on the impact of the implementation of the Strategic Plan for the years 2020, 2021, and the first six months of 2022 (a 2.5 year timeframe). Results, where possible, have been totaled across this time period to demonstrate aggregate results. Where data is only available for a specific time period, it is noted to provide context for the results.

The Impact Assessment does not report on all data points or metrics included in the Strategic Plan; this is the role of the Performance Report outlined in Appendix A. It is also not a line-by-line assessment or evaluation of the implementation of the Strategic Plan. Rather, it provides a summary of what happened through the implementation of the Strategic Plan and what was achieved.

1.4 Purpose of the Impact Assessment

The Impact Assessment examines individual results from all Service Areas, Agencies, Boards, and Commissions to analyze the impact of the strategies included in the Strategic Plan over the life of the plan. The Impact Assessment is a companion document to the Performance Report.

Data from the annual performance reports serve as the foundation for the analysis completed during the impact assessment. The Performance Report compares the difference between actuals and targets of the current year and the number and percentage change between baseline actuals and current year actuals. In comparison, the Impact Assessment analyzes data across all years, reporting on change over time.

The results of the impact assessment will be used to inform the development of the next Strategic Plan.

1.5 How Impact Was Assessed

Each Service Area reported their results for 2020, 2021, and the first six months of 2022. The data reported was analyzed to understand the cumulative change across 2.5 years. In addition to quantitative data, qualitative data was also examined.

By reviewing data in aggregate, it was possible to determine the results of the implementation of the strategies found in the Strategic Plan. While all quantitative data provided by each Service Area was analyzed, not all data points have been included in this report. Similarly, not all qualitative data available was included. Results were included based on their contribution to, and alignment with, key findings within each outcome.

1.6 COVID-19

The onset of the COVID-19 pandemic disrupted and altered the lives of Londoners. This has been a period of time that will not soon be forgotten. At times, it has been challenging, confusing, and frustrating. It has also been rewarding, encouraging, and inspiring.

Addressing the COVID-19 pandemic required the City of London to be nimble, agile, resourceful, and implement new and innovative solutions not anticipated or built into the Strategic Plan when it was developed in 2019. It also required a collective commitment to public health measures and an equally important commitment to each other as Londoners.

While COVID-19 influenced the strategies, expected results, and actions to be implemented as part of the Strategic Plan, City Council and City of London staff continued to work diligently on the key strategic priorities. There are many instances where targets were met or exceeded; there are also targets that were not met due to shifting resources or priorities because of the pandemic. Targets and actuals are outlined in detail in Appendix A. It should be noted that there were many actions undertaken by the City of London as part of the response to the pandemic that were not included in the Strategic Plan, and therefore, are not fully represented in the Impact Assessment. Throughout the pandemic, the Strategic Plan served as an invaluable resource and guide to ensure the focus remained fixed on areas that matter the most, especially at a time of great change and uncertainty.

1.7 Emerging and Ongoing Needs in London

During one of the most tumultuous periods in history, much progress has been made, yet there is still more to accomplish. COVID-19 has had significant impacts on the economic and social health of London and the wider region, including:

- **Housing and Homelessness:** Despite our efforts, London is facing an escalating health and homelessness crisis. There are also complex needs surrounding homelessness that need to be addressed such as housing, mental health, addictions, and trauma. At the same time, the average home has become more expensive, and rents continue to rise. It is a complicated challenge to solve, one that requires a whole of community system response.

- **Anti-Racism and Anti-Oppression:** As per Council's direction, the Anti-Racism and Anti-Oppression Division was created in 2021, under the leadership of a Director, reporting directly to the City Manager. The Division includes new positions such as the Indigenous and Black Community Liaison Advisor roles and positions that moved to the new area including the Accessibility and Inclusion Advisor and the Equity and Inclusion Advisor. Since their creation, the Division has developed Anti-Racism and Anti-Oppression Foundations Training, an Anti-Racism and Anti-Oppression Framework with an Equity Tool, an Action Plan to Disrupt Islamophobia, and a City of London Land Acknowledgement. Other work has continued including the development of a Multi-Year Accessibility Plan, supporting the City of London's Newcomer Strategy, and co-chairing the London and Middlesex Local Immigration Partnership. Further work underway includes the development of an employee-informed Equity and Inclusion Action Plan, a Truth and Reconciliation Action Plan, and an Anti-Black Racism Action Plan.

- **Climate Emergency:** Locally, the effects of climate change can be seen through increased flooding along London's rivers, heavier winter snow squalls, more severe windstorms, increased heat and humidity in summers that impacts vulnerable populations, and increased warm-weather diseases like Lyme disease and West Nile virus. In 2019, Council declared a climate emergency at the urgence of the community. It triggered a number of actions, staff reports, and further decisions, including the development of a plan to achieve net-zero greenhouse gas emission by 2050. Ongoing and deeper reductions in greenhouse gas emissions requires Londoners, businesses, and employees to re-evaluate and reconsider the ways we move, live and play. Adjustments and changes must occur with how fossil fuels are used for transportation and mobility, heating and cooling homes and buildings, and manufacturing goods, as well as how items from food to clothing are consumed.

- **Safety of Women and Girls:** Violence against women and girls continues to pose a threat in London and the surrounding communities. Throughout the pandemic, community organizations working in this sector reported that intimate partner violence increased, as did the severity of intimate partner violence. When women and girls feel unsafe in public and private spaces, it can limit their ability to navigate, enjoy, and actively participate.

The work in these areas is far from finished, but it's important to acknowledge progress as advances are made, and there is much of that to document as part of this Impact Assessment.

1.8 Structure of the Results

Section Two to Section Eight of this report provide the results of the Impact Assessment. Each section includes the results for one Strategic Area of Focus. For each outcome, evidence that corresponds to the expected results demonstrates the change or impact achieved through the implementation of the Strategic Plan. Results consider data from 2020, 2021, and January 2022 to June 2022. Section Nine outlines next steps and how the results of the Impact Assessment will be used in the development of City of London's next Strategic Plan. Appendix A includes a Performance Report that compares the actuals and targets across 2020, 2021, and the first six months of 2022.

1.9 Definitions and Acronyms

Definitions

- **Evidence of Impact:** The quantitative and qualitative data that demonstrates impact has been achieved as a result of the implementation of the Strategic Plan. Data is organized through a series of key findings that align with the expected results.
- **Expected Result:** The conditions or change required to achieve each outcome.
- **Metric:** The quantifiable measures to be used to track performance. Metrics will provide quantitative data.
- **Not Available (N/A)**: The target and/or actual are not available for the reporting period.
- **No Data (ND):** The actual was not available as of June 30, 2022, due to reporting timelines.
- **Outcome:** The intended change in the lives of individuals, families, organizations, or community accomplished through the implementation of the Strategic Plan.
- **Strategy:** The action, method, or plan to bring about the future desired state.
- **Target:** The objective or goal set as a performance indicator for the identified year.
- **To Be Determined (TBD)**: The unit of measure or the target has not yet been determined.

Service Area Acronyms

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

2.0 Strengthening Our Community

2.1 Londoners Have Access to the Supports They Need to Be Successful

Between 2020 and 2022…

362
additional licensed child care spaces were created

258
individuals and families received housing allowances

149
supportive housing units were constructed/ established

$1,773,388
was invested in poverty reduction initiatives

3,690,000
user trips were taken on the Thames Valley Parkway

761
new affordable rental stock was built

EVIDENCE OF IMPACT

Between 2020 and 2022 there were efforts made to...

1. Increase affordable and quality housing options.

Results demonstrate that 258 individuals and families experiencing chronic homelessness received Homeless Prevention Housing Allowances which helped them to secure and maintain permanent, stable housing. In total, 149 supportive housing units were constructed and/or established through partnerships for individuals experiencing chronic homelessness. Further, 297 individuals were impacted through social housing regeneration.

2. Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming chronically homeless.

Between 2020 and 2022, there were 761 new affordable units added to the rental stock. A total of 278 individuals and families experiencing chronic homelessness achieved housing stability from 2020 to 2021, meaning they remained housed for at least six months. Annually, 45% of individuals were diverted from accessing emergency shelter, and of the individuals who did access shelter, 53% of individuals were rapidly re-housed from emergency shelter to housing.

Built for Zero Canada recognized London as the first community in Canada to achieve a Veteran Quality By-Name List, a real-time list of all veterans experiencing homelessness in the community. The City of London Homeless Prevention and Housing team has continued to respond to the specific housing needs of veterans on the By-Name List and has reduced the number of veterans experiencing homelessness by over 75%.

Winter shelters provided temporary support to unsheltered individuals over the winter months of 2020 and 2021. Individuals were matched to Winter Shelters through a joint effort between the City's Coordinated Access system and Coordinated Informed Response program using defined eligibility criteria for each location and the City's By Name List. Participation from all participants was optional. All individuals referred to the York and Elizabeth Street sites in 2020 and Fanshawe site in 2021 were those who were actively engaged in obtaining housing. Referral to the Wiigiwaaminaan site in 2021 was for individuals who identified as Indigenous only and supports were focused on cultural reconnection and traditional cultural healing. These transitional shelter responses were in addition to the numerous day and overnight drop-in spaces and provision of basic needs supported by multiple agencies. Overall, the 2020 and 2021 winter responses were able to address a community need as a result of COVID-19 restrictions and provided those living unsheltered with multiple safe, warm places to go during this timeframe.

3. Improve access to mental health and addictions services.

In 2021, a London Public Library location made mental health services available. These services continued to be available in 2022. In addition, over 100 isolated older adults were connected to community supports and services through the distribution of resource packages, and over 40 older adults received one-on-one social support and companionship through the "Leisure Buddies" program.

4. Decrease the number of London residents experiencing poverty.

From 2020 to 2022, a total of $1,773,388 was invested to support poverty reduction initiatives, and $10,000,000 was invested through the London Community Recovery Network. In 2020, Child and Youth Network partners supported Western University Students' Council to create and deliver 1,000 basic needs kits to local community centres. In 2021, Child and Youth Network partners distributed 11,400 breakfast bags through 12 participating schools during the eight-week school closure. In 2022, 272 London Good Food Boxes were subsidized for children attending 28 high priority schools, with a total of 2,395 boxes distributed. Between 2021 and 2022, $297,580 in Harvest Bucks were distributed through emergency food cupboards and community food programs.

5. Increase opportunities for individuals and families.

A total of 362 additional licensed childcare spaces were created. Further, on average, there were 2,739 children in receipt of a child care fee subsidy on a monthly basis between 2020 and 2022. Through Neighbourhood and Community-Wide Services, 154 community supported initiatives were implemented and $2,459,606 was invested to support collective community agendas.

Nshwaasnangong, London's first Indigenous-led Child Care and Family Centre, opened in 2021. In May 2022, following the launch of the Family Centre awareness and education campaign to engage families, there was a 30% increase in users and a 29% increase in sessions to familyinfo.ca, with almost 44% accessing the site via a direct search.

6. Improve the health and well-being of Londoners.

There were 3,690,000 user trips taken on the Thames Valley Parkway's 185 km of available pathways. For Neighbourhood and Community-Wide Services programming, 95% of participants reported increased physical activity levels, and 93% of program participants reported an increase in self-esteem. In 2021, the ACT-i-Pass program was expanded to include students entering Grade 5 and 6, and 1,411 students registered for the 2021-2022 program including 511 in Grade 5 and 900 in Grade 6.

2.2 Londoners Are Engaged and Have a Sense of Belonging in their Neighbourhoods and Community

Between 2020 and 2022…

1,475
individuals engaged annually in LMLIP

$11,136,630
was invested through London Community Grants

248
neighbourhood events movie nights, and events were supported

35
meetings were hosted to strengthen relationships with post-secondary institutions

460
residents submitted ideas through the Neighbourhood Decision Making Program

38
ideas were implemented through the Neighbourhood Decision Making Program

EVIDENCE OF IMPACT

Between 2020 and 2022 there were efforts made to...

1. Increase the number of residents who feel welcomed and included.

Between 2020 and 2022, an average of 1,475 individuals engaged in the London & Middlesex Local Immigrant Partnership (LMLIP) and City of London newcomer events annually. In 2021, the City of London, along with many community agencies and partners hosted the second annual London Newcomer Day to welcome and celebrate newcomers and share information about living, working, and studying in London, with over 120 attending the online event. The Community Diversity and Inclusion Strategy partnered with the London Public Library to host a “Day in the Life” series focused on perspectives of equity-denied groups. In 2020, the City of London also participated in and supported the second annual Place Matters Conference, where over 200 registrants met virtually to explore creating a strong sense of place for all Londoners.

2. **Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community.**

   Between 2021 and 2022, 460 residents submitted ideas through the Neighbourhood Decision Making Program. In total, 20,340 votes were cast to determine which ideas to implement, with a total of 38 ideas implemented through the program. Further, over the period of 2020 to 2022, 198 activities were supported, 12 movie nights were hosted, and 38 events were supported in neighbourhoods. There was also $11,136,630 invested through the London Community Grants Program to support community organizations.

3. **Strengthen relationships with post-secondary institutions that promote positive, proactive, and meaningful dialogue.**

   There were 35 meetings hosted between 2020 and 2022 to promote positive, proactive, and meaningful dialogue. The City of London, Western University, University Students' Council, and Fanshawe College also collaborated to develop communications around unsanctioned street gatherings.

2.3 Londoners Have Access to the Services and Supports that Promote Well-Being, Health, and Safety in their Neighbourhood and Across the City

Between 2020 and 2022…

480
cultural and arts events, exhibits, and classes

20
community gardens available to residents

1,222,992
visits to community centres

108,945
participants in sports and recreation programs

393,584
visitors to Museum London and Eldon House

5,416
inspections completed by London Fire Department

EVIDENCE OF IMPACT

Between 2020 and 2022 there were efforts made to...

1. Continue investment in culture.

In total, 66 arts organizations, collectives, and artists were funded annually through the Community Arts Investment Program (CAIP) and 10 heritage organizations and historians were funded annually through the Community Heritage Investment Program (CHIP).

There were also a total of 480 events, exhibits, and classes, including 244 hosted by the Dundas Street Partners, 79 hosted by Eldon House, and 157 hosted by Museum London. Attendance in arts and culture experiences between 2020 and 2022 was 393,584 visitors, including 351,399 Museum London visitors and 42,185 Eldon House visitors.

2. Increase participation in recreation, sport, and leisure activities.

City of London community centres received 1,222,992 visits between 2020 and 2022. Recreation and sports programs engaged 108,945 participants, with 71,195 registered participants in recreation programs and 37,750 registered sport participants. To encourage participation in recreation and sport, an average of 2,150 individuals received Play Your Way financial assistance annually. There were also 6,368 opportunities for free drop-in recreation programs. The free Neighbourhood Playground Program operated for seven weeks at 18 park locations throughout the city, and over the course of the summer, this program had 3,200 visits, and overall satisfaction with the program was 95%.

3. Increase resident use of community gathering spaces.

Throughout the lifespan of the Strategic Plan, 65% of targeted Wi-Fi implementations were completed, exceeding targets by 15%. Seven small scale projects and activations were implemented in core neighbourhoods, and the Dundas Place Fieldhouse was completed to support Dundas Place activities.

As of 2022, 55% of London's 20 community gardens are now accessible. In addition, just over one third of all community garden plots on average were subsidized. Accessibility at community gardens was enhanced by adding features in Thames Park including a pathway to the garden, accessible plots, and water taps. Accessible water taps were also added at Proudfoot, and accessible parking spaces at Carling Heights and Ann Street. To enhance the use of parks, formal, accessible seating areas were implemented in Sherwood Forest Park, Mitches Park, Piccadilly Park, Sheffield Park, and Vanderlinder Parkette.

4. Increase neighbourhood safety.

Fourteen enhanced awareness and education programs, attended by 2,050 participants, were offered through Enterprise Services. The London Fire Department facilitated 564 public education activities, including "Coffee with a Firefighter" events to provide members of the community with an opportunity to speak with members of London Fire Department. The London Fire Department also completed 5,416 inspections and inspection activities.

2.4 London's Neighbourhoods Have Strong Character and Sense of Place.

Between 2020 and 2022…

464
development applications with urban design review

100%
of the heritage conservation district strategy was completed

100%
of available surplus school sites were analyzed for parkland opportunities

7
gardening courses and workshops developed

11
additional heritage properties protected through designation

6
accessible community garden plots added

EVIDENCE OF IMPACT

Between 2020 and 2022 there were efforts made to...

1. Ensure new development fits within and enhances its surrounding community.

There was a total of 464 development applications with urban design review between 2020 and 2022. Further, three design guidelines were prepared for specific topics or areas. For example, urban design guidelines were incorporated into the Victoria Park and Masonville Secondary Plans, and streetscape design guidelines for the Downtown were developed to provide a consistent aesthetic to the public realm through the Downtown Loop infrastructure project.

2. Continue the conservation of London's heritage properties and archeological resources.

In 2021, 100% of the heritage conversation district strategy was completed. Between 2020 and 2022, there were 210 Heritage Alteration Permits processed, and the number of heritage properties protected through designation increased by 11, from 329 to 340. During that same time period, there were 29 archaeological assessments completed and added to mapping.

3. Increase the number of community gathering spaces in neighbourhoods.

Annually, 100% of available surplus school sites were analyzed for parkland opportunities. Through this process, new community gathering spaces will be created at 1958 Duluth Crescent, 18 Elm Street, and 7 Annadale Drive. The City of London also opened the new Lorne Avenue Park which stands at the site of the former Lorne Avenue Public School. This park features accessible walkways, an entry plaza, a unique playground made of wood, a

community stage, a sensory garden, an insect hotel, rain gardens, and an ecolawn. Designers also worked to incorporate artifacts from Lorne Avenue Public School, including the late-1800s school bell from the original building and exterior signage letters from the more recent building.

Two accessible community garden plots were added at Meadowlily Garden, as well as an accessible pathway at Carling Heights Optimist Community Centre and four accessible garden plots at Reservoir Park. Community consultation was completed for a new garden in Belvedere Park. Progress was also made on the London Community Gardens Program Strategic Plan, including the addition of five bulletin boards with shelving and vegetable boxes so gardeners can take or leave a vegetable or tool, two Gardening 101 courses, five gardening workshops, and one garden tour.

3.0 Building a Sustainable City

3.1 London's Infrastructure is Built, Maintained, and Operated to Meet the Long-Term Needs of our Community.

Between 2020 and 2022…

363
LMCH units renovated/retrofitted

$988,756
invested in conservation areas

29
new parks developed

17
asset types with documented current levels of service

18
public art and monuments created, maintained, or restored

98%
of the Environmental Assessment (landfill expansion) complete

EVIDENCE OF IMPACT

Between 2020 and 2022 there were efforts made to…

1. Maintain or increase current levels of services.

There were 17 asset types with developed/documented current levels of service between 2020 and 2022. Asset types refers to the 17 functional areas included in the City of London's Asset Management Plan. During that same timeframe, there were 11 public art and monuments maintained and restored, and 9 public art and monuments created to reflect London's identity. London Middlesex Community Housing also renovated/retrofitted 363 units.

2. Build infrastructure to support future development and protect the environment.

The Environmental Assessment for the expansion of the W12A Landfill Site was 98% complete, the Waste Disposal Strategy was 80% complete, and the Adaptation Strategy for built infrastructure was 80% complete as of 2022.

3. Manage the infrastructure gap for all assets.

The total number of new parks developed between 2020 and 2022 was 29. There was also $324,753 invested in Museum London infrastructure, $6,820,000 co-invested in the master site plan at the Western Fair District, and $988,756 invested in conservation areas. Further, the strategies adopted through the 2020-2023 Multi-Year Budget period to mitigate the 2019 projected infrastructure gap contributed to the reduction of the actual assessed gap in 2020 and 2021 (i.e., $ of infrastructure gap by functional area) for the majority of functional areas. Additionally, the current 2020 and 2021 infrastructure gap was eliminated for key functional areas including Water, Stormwater, Parking, Solid Waste and Corporate Security & Emergency Management.

3.2 London's Growth and Development Is Well Planned and Sustainable Over the Long-Term.

Between 2020 and 2022…

50%
of the Resiliency Strategy complete

1
Mobility Master Plan in development

99.8%
of the London Plan policies are in force

100%
of the new zoning tool evaluations complete (Phase 1)

4,160
additional permit-ready lots available annually

9,900
dwelling units in the SoHo, Old East Village, and Downtown CIPs

EVIDENCE OF IMPACT

Between 2020 and 2022 there were efforts made to…

1. Improve London's resiliency to respond to potential future challenges.

The Resiliency (Adaptation) Strategy had a completion rate of 50% as of 2022, with the remainder to be completed as part of the Climate Emergency Action Plan (CEAP). The work aligned with the Green City Strategy, being implemented as part of the ten Areas of Focus included in the CEAP. Activities underway include ReThink Zoning, which will result in a new zoning by-law to implement the policies of The London Plan, focusing on inward and upward growth, residential intensification, and the conservation and preservation of our agricultural and natural heritage lands. The City of London is also starting to develop its new Mobility Master Plan, which will outline transportation and mobility policies, plans, and programs for the next 25 years. The Mobility Master Plan will build upon the London Plan and CEAP to identify infrastructure, policies, and programs to support a growing city.

2. Ensure direct growth and intensification to strategic locations.

The policies in force in the London Plan increased from 90% in 2020 to 99.8% in 2022, an increase of 9.8%. The percentage of growth that was intensification (within the Built Area Boundary) ranged between 38.2% in 2020, 46.9% in 2021, and 32.9% in 2022. The percentage of growth within the Urban Growth Boundary ranged between 100% in 2020 and 2021 and 99.6% in 2022. Finally, the percentage of intensification within the Primary Transit Area ranged from 80.3% in 2020, 75% in 2021, and 63.5% in 2022.

For Phase 1 of the new zoning tool, evaluations were 100% complete. There was an average of 4,160 permit-ready lots available annually between 2021 and 2022. In addition, there were 5,669 dwelling units in the Downtown Community Improvement Plan (CIP), 1,426 dwelling units in the Old East Village CIP, and 2,805 dwelling units in the SoHo CIP. Various programs such as the secondary dwelling CIP helped to see exceeded targets of dwelling units within target areas.

3.3 London Has a Strong and Healthy Environment.

Between 2020 and 2022…

15
environmental focused collaborative projects

30
CityGreen activities and events hosted

164,650
environmental education participants

77.7
hectares of invasive species removed

525,887
hectares of trees planted

101
hectares of wetlands created

EVIDENCE OF IMPACT

Between 2020 and 2022 there were efforts made to…

1. Increase waste reduction, diversion, and resource recovery.

To support this expected result, there were five groups/organizations actively involved in promoting waste diversion. London was also selected to be the first city in Canada to implement a pilot project to recover hard-to-recycle plastics items (e.g., flexible plastic packaging) called the Hefty® EnergyBag™ to create valuable recyclable resources and energy rather than placing them in the garbage. A total of 20,000 households will eventually be participating in the pilot project.

2. Increase community knowledge and action to support the environment.

The City of London and community groups have worked together on 15 collaborative environmentally focused projects. There were also 30 CityGreen activities and events hosted. Through the Conversation Authorities (UTRCA, LTVCA, KCCA) there were 164,650 environmental education participants.

3. Protect and enhance waterways, wetlands, and natural areas.

Through initiatives focused on the protection and enhancement of waterways, wetlands, and natural areas, 100% of provincially significant wetlands, areas of natural or scientific interest, and environmentally significant areas have been retained. The City of London received a Letter of Commendation from the National Invasive Species Centre for its efforts in Kilally Meadows Environmentally Significant Area.

Between 2020 and 2022, 77.7 hectares of invasive species were removed, including 27.5 hectares of phragmites and 50.2 hectares of invasive species other than buckthorn or phragmites. During that same time period, 101 hectares of wetlands were created (UTRCA,

LTVCA, KCCA), 525,887 trees were planted (UTRCA, LTVCA, KCCA), and 131.9 hectares of grasslands and meadows were created (UTRCA, LTVCA, KCCA).

There were 223 homeowner grants provided to reduce basement flooding and treatment plant bypasses, and 2.63 kilometres of combined sewer replacements was completed. As a result of enhanced treatment and storage capability at the Greenway Wastewater Treatment Plant, 113 million litres of raw sewage were treated instead of being directly bypassed to the Thames River in spring 2020.

4. Conserve energy and increase action to respond to climate change and severe weather.

Efforts were made between 2020 and 2022 to implement a series of strategies, including the development of the City's Corporate Energy Management Conservation Demand Management Strategy, with the completion of 50% of the corresponding actions, and the completion of an update of Green Fleet Plan. The Climate Emergency Action Plan was approved by Council in April 2022, after considerable community and business engagement.

The first four electric Zambonis are now operating at City facilities. Each electric Zamboni reduces 19 tonnes of emissions annually, creating a cleaner space for City staff and arena users while also reducing greenhouse gas emissions.

3.4 Londoner's Can Move Around the City Safely and Easily in a Manner That Meets Their Needs.

Between 2020 and 2022…

657,700
subsidized London Transit Commission rides

7,340
metres of sidewalks built

25,930
metres of bike lanes built

32%
decrease in pedestrian injury and fatality collisions

38%
decrease in cyclist injury and fatality collisions

24,671
trees planted on streets, open spaces, and parks

EVIDENCE OF IMPACT

Between 2020 and 2022 there were efforts made to…

1. Increase access to transportation options.

Plans and strategies were developed and implemented to address transportation options, including the Bike Parking Action Plan (80% completed), the monitoring program for building a bike-friendly London (80% completed), the Transportation Management Association Feasibility Study (100% completed), and the Bike Share Business Case (80% completed).

To increase access to transportation options, 7,340 metres of sidewalks, 12,720 metres of bike lanes, and 13,210 metres of protected bike lanes were built. Council has also approved participating in the Province of Ontario's Cargo E-bike pilot project and the personal E-scooter program. Further, 657,700 subsidized rides (income-related, youth, visually impaired, seniors, children 12 and under) were provided through London Transit Commission.

2. Manage congestion and travel times.

There was an 6.8% reduction in the afternoon peak Travel Time Index (ratio of off-peak to peak travel times on busy roads). The reduction in the Travel Time Index has been, in part, attributed to COVID-19. There was also 4.3 lane kilometres of road added to the transportation network.

3. Improve safety for all modes of transportation.

From 2020 to 2021, injury and fatality collisions decreased. Specifically, total injury and fatality collisions decreased by 31%, pedestrian injury and fatality collisions decreased by 32%, and cyclist injury and fatality collisions decreased by 38%. These reductions have partially been attributed to the policies, practices, and mandates implemented as a result of COVID-19.

The secure bike locker pilot project was also extended, with eighteen lockers over three locations throughout the downtown. Annual road safety actions include implementation of pedestrian crossovers, rail crossing improvements, more 40 km/h area speed limits, creating awareness of future automated speed enforcement in school zones, and other localized improvements. The Transportation Management Centre is also now operating and will help improve the operation and efficiency of the traffic signal system and will communicate disruptions to transit and emergency providers.

4. Improve quality of pedestrian environments to support healthy and active lifestyles.

There were 24,671 trees planted on streets, open spaces, and parks to improve the quality of pedestrian environments. In addition, there were 137 benches and five new light spaces added to parks. When asked about parks and open spaces, on average, 93% of respondents reported they were satisfied. A total of 5.5 kilometres of pathways were improved, and $360,000 was made available for cost-sharing neighbourhood street lighting projects.

4.0 Growing Our Economy

4.1 London Will Develop a Top Quality Workforce.

Between 2020 and 2022…

1,842
employer meetings to support talent engagement

26%
of families exited Ontario Works due to employment

12
interns hired by the City of London

50
employment activities to support newcomers

28
activities to create connections between students and employers

82
activities to connect individuals and employment agencies

EVIDENCE OF IMPACT

Between 2020 and 2022 there were efforts made to…

1. Increase access employers have to the talent they require.

In London, there are 20 agencies and institutions committed to developing a top quality workforce. There have been 18 activities and 1,842 employer meetings to support employers recruit and retain talent.

Each year, the percentage of individuals and families exiting Ontario Works financial assistance due to employment exceeded targets. In 2020, the target was exceeded by 3% (23% compared to 20%), in 2021 by 4.5% (24.5% compared to 20%) and in 2022 by 6% (31% compared to 25%). In 2022, as an example, 695 families exited Ontario Works financial assistance to employment. This is the result of meaningful conversations and connections by Life Stabilization staff, continual support of the client's journey, appropriate referrals to employment service providers, and financial assistance through employment-related benefits.

Further, through several employment programs with Life Stabilization, there has been a 20% increase in employment preparation, job placement, skills training, and job search referrals. London and Area Works job fairs were held, and a new Jobs Now Hub was launched in partnership with labour market partners to assist job seekers in effectively and efficiently finding employment opportunities. Labour Market Information Sessions were also held with 12 employers. A total of 516 individuals (clients, caseworkers, agency staff, community members) attended.

2. Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies.

Twelve interns were hired by the City of London, providing employment experience to college and university students. By working with Western University, Fanshawe College, and support agencies, the LondonTechJobs and LondonMfgJobs portals were integrated to create a more seamless experience for job seekers and employers. In addition, Museum London facilitated 274 networking opportunities for cultural workers in art, history, literature, music, and digital technology.

In total, there were 160 activities to increase opportunities between potential employers, post-secondary institutions, and other employment agencies. This included: 28 activities to foster connections between students and businesses; 82 activities to support connections between individuals and employment and other training agencies; and 50 activities to support newcomers achieve their employment goals, including 24 activities to support connections between newcomers and employers, 11 activities to attract newcomers, and 15 activities to support newcomer retention and integration.

4.2 London is a Leader in Ontario for Attracting New Jobs and Investments.

Between 2020 and 2022…

64
collaborative projects implemented

2,700,000
overnight visitors in London

$8,500,000
in economic impact through RBC Place

$1,339,333
in partnerships, donations, and sponsorships

3,576
jobs created and retained in London through LEDC business attraction

123
events held at Western Fair

EVIDENCE OF IMPACT

Between 2020 and 2022 there were efforts made to…

1. Increase partnerships that promote collaboration, innovations, and investment.

From 2020 – 2022, 12 companies collaborated on eight resource recovery pilot projects. The City of London, in collaboration with educational institutions also completed 64 projects. As an example, CityStudio, launched in 2020, was a collaboration between the City of London, Brescia University, Fanshawe College, Huron University College, King's University College, Western University and Pillar Nonprofit Network.

London Economic Development Corporation conducted 27 regional investment promotion missions. Tourism in London resulted in 2,700,000 overnight visitors and $692,477,600 in tourism spending.

2. Maintain the viability in key global markets.

RBC Place London had a total revenue of $4,800,000 and a total economic impact of $8,500,000. Western Fair held 123 events between 2020 and 2022. In 2022, there were 19 outdoor patio venues with permits for amplified sound and 45 private music venues. London was also designated as Canada's first United Nations Educational, Scientific and Cultural Organization (UNESCO) City of Music.

3. Increase public and private investment in strategic locations.

The total value of all construction projects in receipt of Community Improvement Plans loans was $5,293,282 between 2020 and 2022. Covent Garden Market sales revenue was $27,680,000, and while the annual tenancy vacancy increased from 1.4% in 2020 to 6.5% in 2021, it has since decreased to 5.5% in 2022.

4. Increase public and private investment in amenities that attract visitors, a talented workforce, and investment.

Partnership, sponsorship, and donations reached $1,339,333 in total from 2020 to 2022. Sponsorships included, but were not limited to, a new Tim Hortons playhouse and cash donation for Storybook Gardens, a Bell Media in-kind advertising program, Maple Leaf Sports and Entertainment's donation of $250,000 for new basketball courts in West Lions Park, free recreation opportunities at various recreation locations, $211,000 in sponsorship for the East Lions Community Centre, and $175,000 for the Hully Gully Playground in Southwest Optimist Park. There were also 326 adopt-a-parks.

Capital federal funding of $963,068 was secured for technological building improvements, as well as to design and implement a new large community and event gathering space in the King Street Parkette at RBC Place London.

Western Fair started hosting events again in Q2 2022, including the first Muslim Expo after two years of postponement due to COVID-19 and the first CannabisWiki Conference & Expo. The return of the Camluck Classic saw fans come out for the year-end celebration of horse racing. RBC Place hosted 40 events since re-opening in March 2022, with 4,125 delegates days, a large private event hosting approximately 1,000 people, and operations at pre-pandemic levels. There have been six provincial, three national, and two international events confirmed with total number of delegates expected of approximately 6,850 attendees.

5. Maintain foreign investment attraction, local retention, and growth and entrepreneurship support programs.

There were 3,220 jobs created in London and 356 jobs retained through London Economic Development Corporation (LEDC) business attraction efforts.

4.3 London Creates a Supportive Environment Where Entrepreneurs, Business, and Talent Can Thrive.

Between 2020 and 2022…

86
new businesses in BIAs

146
artist performance opportunities

5,218
Service London Business visits

31
processes reviewed and improved

1,630
new jobs created in City-owned industrial parks

54.5
hectares of City-owned industrial land inventory sold

EVIDENCE OF IMPACT

Between 2020 and 2022 there were efforts made to…

1. **Increase access to supports for entrepreneurs and small businesses and community economic development.**

   One hundred percent of targeted business were in BIAs, and there was a total of 86 new business in BIAs between 2020 and 2022. Supports for start-ups and scale-ups totaled 1,544, while activities to supported entrepreneurship growth totaled 58. There were also 146 artist performance opportunities created and 93 music workshops and networking opportunities, including the JUNOS Awards and lunch hour programs.

2. **Increase efficiency and consistency for administrative and regulatory processes.**

   During 2020 – 2022, there were a combined 5,218 Service London Business visits, with 1,766 service counter visits and 3,452 website visits. To increase efficiency and consistency for administrative and regulatory processes, there were 31 processes reviewed and improved, including six by-laws, 12 building processes, six development processes, and seven planning processes.

   On average, between 2020 and 2022, 66% of building permit applications were reviewed within legislated timeframes, and 49% of development applications met *Planning Act* timeframes. In 2021 alone, there was over one billion dollars in building permit value in the community, with City staff continuing to process higher than normal volumes of consultation and planning applications. Using a Continuous Improvement approach towards Site Plan application review, Development and Compliance Services, together with the community, set targets (30 days for standard applications, and 15 days for administrative applications) and reduced instances of applications needing to be resubmitted for revisions by nearly half. An exclusively digital applications process was completed for multiple and concurrent reviews of all planning and development and building permit applications. Detailed process

mapping was completed for site plan, subdivision, minor variance, consent, and zoning amendments which will be used to advance future digital modernization efforts.

3. Increase availability of serviced land in strategic locations.

There were 54.5 hectares sold of City-owned industrial land inventory between 2020 and 2022. New jobs created in City-owned industrial parks, including expansions, reached 1,630, and there was an increase of $2,080,694 in taxes paid by companies operating in City-owned industrial parks. The City of London continues to increase the availability of serviced land in strategic locations, purchasing 64 acres of land for future inventory in 2021 and opening the Huron Industrial Lands stormwater management facility.

5.0 Creating a Safe London for Women and Girls

5.1 London Has Enhanced the Potential for Women and Girls to Live Safe Lives.

Between 2020 and 2022…

1,445
employees participated in Respectful Workplace training

691
employees provided I Step Forward training

666
employees completed Safe Cities London introductory module

51
additional shelter beds available for women

148
women supported through Persons At Risk program

$384,750
in funding through London Community Grants

EVIDENCE OF IMPACT

Between 2020 and 2022 there were efforts made to…

1. **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.**

   London was the first Canadian city to make a clear and focused commitment to creating a safe community for women and girls. The Safe Cities London Action Plan was unanimously approved by City Council in 2021.

   Training was also provided to City of London employees. Annually, on average, 691 employees participated in I Step Forward training, 666 employees completed the Safe London for Women and Girls Introductory Module, and 1,445 employees received Respectful Workplace training. In 2021, 157 employees in Life Stabilization also received Trauma and Violence-Informed Care training which focused on reflective practice and responding to clients' emotions, thoughts, and behaviours.

   Additionally, in 2021, the City of London hosted a training session on Gender-Based Violence for settlement workers in partnership with Anova and the London Middlesex Local Immigration Partnership. Safe Cities London also collaborated to deliver bystander intervention training in 2021 to bar staff in the downtown and worked to raise awareness at Western University and Fanshawe College about on-board safety and the London Transit Commission's courtesy stop program.

Between 2020 and 2021, there were 36 additional shelter beds available to victims and survivors of gender-based violence as well as women and girls experiencing homelessness. In 2022, there will be 15 additional beds funded through the winter response. Of the referrals to Street Level Women at Risk (SLWAR), 77% of participants, on average, were successful in acquiring sustained housing/hotel accommodations until year-end. London Police Service provided support to 148 women through the Persons at Risk (PAR) program, aimed at reaching out to women who are involved in the sex trade on the street and whose lives are in danger.

Municipal Council also approved three additional housing support programs which complement existing Housing First programs and focus on community priorities, which includes women and children fleeing violence. In an effort to continue to support local Violence Against Women (VAW) agencies, Housing Services received Ministry approval to increase the Average Market Rent used by housing subsidy programs which will provide additional financial support to those supported by VAW agencies. The City of London, in partnership with Ontario Aboriginal Housing Services (OAHS), is also planning for a new multi-residential apartment building at 18 Elm Street to provide more safe and affordable rental housing in London. The building will provide safe, quality, and appropriate housing for First Nation, Inuit, and Metis people with a focus on addressing the needs of Indigenous women and children, families, and Elders in London.

There were 11 applications submitted to London Community Grants Program that aligned with Creating a Safe London for Women and Girls between 2020 and 2022, with $384,750 in funding provided to support these programs.

6.0 Leading in Public Service

6.1 The City of London is Trusted, Open, and Accountable in Service of our Community.

Between 2020 and 2022…

1
new City of London website launched

10
Strategic Plan reports provided to the community

178
open data sets available to the public

21
initiatives implemented to support reconciliation

188
advocacy engagements with other levels of government

93%
of MLHU staff have completed Indigenous Cultural Safety Training

EVIDENCE OF IMPACT

Between 2020 and 2022 there were efforts made to…

1. Increase opportunities for residents to be informed and participate in local government.

The City of London successfully launched the new London.ca website on October 7, 2020. The new website connects users to City services and information more effectively and better meets the needs of customers, residents, and the community. The City has also implemented a number of new innovative engagement techniques through the City Planning Outreach and Education Strategy. These included walking tours, virtual reality, community showcases, and the holding of office hours at local libraries. Service areas have continued with public engagement throughout the pandemic and have focused on best practices for digital engagement and other alternatives to large in-person sessions to ensure community members could continue to participate in key projects and initiatives.

The Multi-Year Budget engagement strategy included: eight “pop up” events; two community open houses; attendance at Councillor ward meetings and community events; and the use of social media and radio advertising to promote awareness of information and engagement opportunities. Despite the ongoing restrictions associated with in-person gatherings due to the COVID-19 pandemic, the Finance team was able to continue to effectively utilize virtual public engagement options to ensure that a variety of different communication channels remained available for residents to participate in the 2022 Budget Update process, including a series of virtual information sessions, virtual attendance at Councillor ward meetings, advisory committees and community groups, the “Get Involved”

website, social media, etc. Different public engagement channels were also utilized, including newspaper advertisements and the distribution of information pamphlets in Ontario Works cheque mail-outs. The City of London also expanded the Community Connector program to ensure that the Neighbourhood Decision Making Program was accessible to all Londoners.

2. **Improve public accounting and transparency in decision-making.**

   The commitment through the City of London Strategic Plan resulted in seven Strategic Plan progress and performance reports, and three additional reports to the community, including annual community surveys. The City of London also participated in four public reports through collaboratives such as the Municipal Benchmarking Network Canada. There are also 178 open data sets available to the community.

3. **Build relationships with Indigenous peoples that are respectful, transparent, responsive, and accountable.**

   A total of 21 initiatives supporting reconciliation were implemented by the City of London. The Anti-Racism and Anti-Oppression Division supported a Council-to-Council meeting between Mayor and Council with Oneida Nation of the Thames Council. The Anti-Racism and Anti-Oppression Division also supported the completion of planning for the Turtle Island Healing Walk. Further, 93% of Middlesex London Health Unit staff who have completed Indigenous Cultural Safety Training and/or participated in other opportunities related to Indigenous cultural safety.

4. **Increase effectiveness of London's strategic advocacy.**

   London policy and advocacy priorities were reflected in municipal association submissions to government (e.g., releases, committee testimonies, etc.) a total of 88 times. There were also 188 advocacy engagements with other levels of government. In 2021 and 2022, update reports were provided on the Strategic Advocacy Framework and 100% of metrics were successfully implemented.

6.2 Londoners Experience Exceptional and Valued Customer Service.

Between 2020 and 2022…

95%
average community centre visitor satisfaction

19
seconds is the average intake response time for Ontario Works clients

82%
of residents were satisfied with the City services they received

363
continuous improvement projects were implemented

90%
of accessibility initiatives were implemented

98%
of Information Technology customers were satisfied

EVIDENCE OF IMPACT

Between 2020 and 2022 there were efforts made to…

1. **Increase community and resident satisfaction of their service experience with the City.**

   While community centre visitor satisfaction decreased from 95% in 2020 to 93% in 2021, satisfaction increased in 2022 to 96%. Additionally, results from the 2019 Citizen Satisfaction Survey showed that 93% of respondents believe that quality of life is good, and 90% of respondents believe London is welcoming.

2. **Increase responsiveness to our customers.**

   In 2021, 82% of residents reported they were satisfied with the City services they received in the last 12 months. The percentage of Ontario Works clients that access intake within five minutes increased each year between 2020 (92%) and 2022 (98%), with the average response time being 19 seconds. On average, 80% of eligibility determinations into Ontario Works are made within four days.

3. **Increase efficiency and effectiveness of service delivery.**

   To assist the City of London with efficiency and effectiveness of service delivery, 159 employees have participated in Continuous Improvement training, and 68 individuals participated in Continuous Improvement events. There were also 363 Continuous Improvement projects undertaken across the Corporation. As part of the preparation for the 2023 Budget Update during 2022, Civic Administration undertook an extensive review of opportunities for potential budgetary reductions. And, as part of this process, approximately 28 different budget areas/lines were identified, the results of this review will be included in the 2023 Budget Update.

4. Reduce barriers to access City services and information.

The City of London created 36 new processes to ensure that City resources are shared across Service Areas, 56 cross functional teams supported community initiatives, and 24 multi-Service Area initiatives were implemented.

Accessibility-focused efforts included making four front counters and 95 pedestrian crosswalks accessible, and completing 90% of accessibility initiatives. A total of 41 new tools and resources were translated and made available in multiple languages including Arabic, Chinese, Korean, Spanish and French. Translation continues to be prioritized for public facing communications as part of its commitment to accessible and exceptional customer service.

The Service London Portal continues to be the fastest growing customer service channel, with an average of 9,217 users. Over the past three years, staff have made a number of user experience enhancements to the Portal to improve customer service and make it easy for Londoners to request services.

5. Increase the use of technology to improve service delivery.

From 2020 to 2022, there were 54,047 technical service requests and incidents successfully completed by Information Technology Services (ITS). On average, 98% of Information Technology customers were satisfied with the service and support they received.

To ensure Public Service is being delivered efficiently, the ITS Client Services Team successfully resolved 6,035 calls through the support line with an average answer time of 13 seconds from January 1 to June 30, 2022. The ITS Hardware Team deployed 324 computer replacements as well as 42 new computers during that same time period.

6.3 The City of London is a Leader in Public Service as an Employer, a Steward of Public Funds, and an Innovator in Service.

Between 2020 and 2022…

46th
consecutive year the City of London has had an Aaa credit rating

0
further debt financing to support the lifecycle renewal capital budget

147
digital solutions implemented

95%
of disclosure requests available electronically

1
Chronic Homelessness Intelligence System launched

26
enhancements to the Service London Experience

EVIDENCE OF IMPACT

Between 2020 and 2022 there were efforts made to…

1. Increase the diversity of the City's workforce.

The data below outlines the diversity of new hires at the City of London, as of 2021, and based on voluntary self-disclosure:

- 95% of new hires identify as women
- 21% of new hires identify as LGBTQ+
- 1% of new hires identify as Indigenous
- 48% of new hires identify as racialized
- 22% of new hires identify as People with Disabilities
- 36% of new hires identify as Recent Immigrants (CMO, ES)

2. Attract and retain a talented workforce.

There were no metrics included.

3. Maintain a safe and healthy workplace.

The strategic framework for the People Plan was approved in 2021. It sets a vision of 'A respectful, inclusive, and collaborative organization committed to delivering valued services to our community and includes four areas of focus: A Well Workplace; A Connecting, Communicating and Collaborating Workforce; A Learning and Leading Organization; A Strong Workforce and Operational Excellence.

4. Maintain London's finances in a transparent and well-planned manner to balance the equity and affordability over the long-term.

Moody's Investors Service has maintained the City of London's Aaa credit rating and stable outlook, the highest rating possible, for the 46th consecutive year. In 2022, the City of London achieved its goal of no further debt financing required to support the lifecycle renewal capital budget. This long-standing objective will ensure inter-generational equity and the sustainability of London's finances. Further, the average annual property tax levy increase of 3.8% (as approved through the 2020-2023 Multi-Year Budget) was reduced to 3.6% through the 2022 Budget Update process.

5. Enhance the ability to respond to new and emerging technologies and best practices.

Through ITS, there were 147 digital solutions delivered, with an average of 97% of digital solutions resulting in an increase in efficiency and/or effectiveness. ITS continued to deliver new Microsoft Office 365 applications focused on enhancing productivity at multiple levels throughout the Corporation. The following collaboration workspace applications were deployed from January 1 to June 30, 2022: Whiteboard, To Do, Tasks by Planner, Learn and Forms.

Through Legal Services, 95% paperless trials were achieved and 95% of disclosure requests were available electronically. Through Planning and Economic Development there was 25% progress made towards completion of digital application tracking initiatives.

RBC Place London was upgraded to industry leading event management software, resulting in improved operations and processes. There were also 26 enhancements to the Service London Experience. The enhancements included the ability for citizens to request Parking Enforcement via the Service London Portal. A modern and cloud-based application was delivered to manage facility and location booking, laying the foundation for hybrid work across the Corporation. Additionally, in 2021, the Homeless Prevention and Information Technology Services launched the Chronic Homelessness Intelligence System (CHAI). The first of its kind, CHAI is an Artificial Intelligence (AI) system that analyzes data to predict who may be at risk of chronic homelessness.

7.0 Anti-Racism and Anti-Oppression

Between 2020 and 2022…

1
Anti-Racism and Anti-Oppression Framework & Equity Tool developed

4
City of London projects piloted using the Anti-Racism and Anti-Oppression Framework

1
Action Plan to Disrupt Islamophobia developed

$429,104
in funding allocated to anti-racism and anti-oppression projects

1
City of London land acknowledgement developed

1st
National Day for Truth and Reconciliation held in London

EVIDENCE OF IMPACT

In 2020, Municipal Council reaffirmed its commitment to eliminating systemic racism and oppression by establishing Anti-Racism and Anti-Oppression as a sixth priority of Council. Municipal Council also unanimously approved the creation of the Anti-Racism and Anti-Oppression division. In 2021, the City of London announced appointments to the newly formed Anti-Racism and Anti-Oppression Division including the Director, Anti-Racism and Anti-Oppression, an Indigenous Community Liaison Advisor, and a Black Community Liaison Advisor. Further, the mandate of the Strategic Priorities and Policy Committee (SPPC) was amended to include anti-racism, diversity, inclusion, and anti-oppression as a strategic initiative, and the Community Diversity and Inclusion Strategy community volunteers elected to create a new sixth priority to address anti-Black racism.

In September 2022, Council unanimously approved the Anti-Racism and Anti-Oppression Framework and Equity Tool. The Framework supports the Corporation by embedding the principles of equity and inclusion in all aspects of the City of London's work, from design to implementation of corporate policies, procedures, programs, projects, plans, services, budgets, and decisions. It contains several components, including commitments, overarching guiding principles, a shared understanding, an equity tool, and a reflection tool. Supporting documents are also available to staff including fact sheets on equity-denied groups to help integrate data about equity-denied groups. The Equity Tool is designed to provide a road map to identifying and eliminating barriers to inclusion. The Equity Tool was piloted with four City projects and the feedback provided was integrated into the Framework. Anti-Racism and Anti-Oppression Foundations Training and Equity Tool Training have been developed to support the use of the tool and are being strategically delivered to staff, starting with leaders. The Anti-Racism and Anti-Oppression Division will further assist in the application of the tool through coaching for staff and leadership. Service areas are currently working to identify large, multi-year, enterprise-wide initiatives that will begin to use the tool. Feedback and evaluation of the Framework will continue over the course of the next year and annually thereafter to inform future versions of this iterative document.

Between 2020 and 2022, investments were made to promote diversity, inclusion, and equity. The London Community Grants Program funded eight innovation and two capital projects with 86.5%, or $429,104, of the funding allocated to projects that advance anti-Black and anti-Indigenous racism, anti-oppression, and promote diversity, inclusion, and equity. The 2021 Budget Update introduced the consideration of equity impacts in the development of all budget amendments. The 2022 Budget Update continued to build on this requirement by providing details on the equity-denied groups impacted by each budget request, the barriers or needs addressed by the amendment, as well as the positive and negative impacts associated with the budget change.

On September 30, 2021, the City of London recognized and observed the first National Day for Truth and Reconciliation to honour First Nations, Inuit and Métis residential school survivors, their families and communities, and to ensure that public commemoration of their history and the legacy of residential schools remains a vital component of the reconciliation process. An “Every Child Matters” flag was raised at City Hall, and City buildings were lit orange. Orange shirts with the words “Every Child Matters” written in English, and translated into the Indigenous languages of Ojibway, Oneida, and Lenape, were made available to City employees with profits donated to N’Amerind Friendship Centre. In collaboration with the London Public Library, orange buttons and posters were similarly created with the translations and distributed to patrons. An orange crosswalk was painted outside of the N’Amerind Friendship Centre and another at Dundas and Richmond. Future events for the commemoration of this day will include opportunities for employees to learn more about the impacts of the residential school system.

A London for Everyone: An Action Plan to Disrupt Islamophobia was developed in response to the June 6 terror attack and provides recommendations for both the City of London and for community based and public sector organizations to end Islamophobia. It was unanimously endorsed by Council on February 15, 2022. Implementation of the recommendations began, with prioritizing the one-year anniversary of the attack and included the creation of a Memorial Plaza at the intersection of the tragedy, a community garden in honour of Our London Family, and a march and a vigil that took place the weekend of the anniversary. The hiring process for the Muslim Community Liaison Advisor was also prioritized, and once filled, that role will work with the Anti-Islamophobia Working Group to deliver on additional recommendations from the report.

8.0 COVID-19

Between 2020 and 2022…

1,300,000
doses of COVID-19 vaccine had been administered

542
mobile and pop-up clinics were facilitated to administer vaccines

$40,500,000
in emergency assistance through the Safe Restart Agreement

44,303
meals delivered across London

2,882
Good Food Boxes delivered across London

$10,000,000
directed to recovery efforts

EVIDENCE OF IMPACT

While not an official area of focus in the Strategic Plan, significant efforts were undertaken to address the COVID-19 pandemic in London.

Between 2020 and 2022 there were efforts made related to…

1. Health and Safety

In early January 2020, the City began monitoring the COVID-19 virus spread and activated a logistics team to support City services and community agencies to acquire personal protective equipment (PPE). This team continued to support the procurement and distribution of PPE in the community. The City of London also activated the Community Control Group (CCG) in March and declared a local state of emergency on March 20, 2020. The CCG continued to meet regularly to ensure critical municipal services were operational and support the health sector in the management of COVID-19 in the community.

In response to COVID-19, the Middlesex-London Health Unit launched a comprehensive incident management response which included contact tracing, outbreak management, working with countless organizations to ensure appropriate health measures and protocols were in place, public education, and monitoring and responding to cases in the community. As of November 26, 2022, more than 1.3 million doses of the COVID-19 vaccine had been administered across the Middlesex-London region, including more than 68,000 doses administered at 542 mobile and popup clinics. The City partnered with the Middlesex-London Health Unit to open two vaccination facilities, providing staff, facility, security, and technical support. The Western Fair Agriplex was used as a COVID-19 mass vaccination clinic supporting the community's health and safety until the end of September 2022. The Middlesex-London Health Unit moved its COVID-19 Mass Vaccination Clinic to the Western Fair District's main building in early October 2022 to continue offering COVID-19 vaccinations to the community.

Dearness Home responded to the COVID-19 Pandemic by increasing staff training on proper Infection, Prevention and Control measures including the use of Personal Protective Equipment. Dearness Home residents were able to enjoy entertainment and social interactions through the use of small group settings, room-to-room cohorting, and ongoing health and safety precautions, including ongoing health and safety training for hundreds of essential caregivers.

Throughout the pandemic, the City maintained an ongoing commitment to the health and safety of its residents and employees. In all operations, health and safety precautions were incorporated, including health screening upon entry of City facilities, physical distancing, frequent hand washing and hand sanitizing, and frequent sanitization of high touch surfaces. The new protocol manual and staff training for modified summer and fall recreation staff also included COVID-19 health and safety measures and a greater emphasis on mental health.

2. Financial Management

The City of London received $40.5 million in emergency assistance through the federal/provincial Safe Restart Agreement to support municipalities to address COVID-19 financial impacts and service interruptions. The City of London received $9.7 million through the Social Services Relief Fund (SSRF) to support COVID-related housing initiatives for vulnerable people and create opportunities for longer-term housing.

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

3. Supports for Individuals and Families

City Council unanimously approved the deferral of 2020 property tax installments and a rent deferral program for tenants of City-owned properties. In addition, a focused application review team was established to prioritize zoning and site plan approvals for affordable housing. More than 150 people were supported in temporary transitional housing using hotels as a response to physical distancing requirements in Emergency Shelters since March. These included the establishment and operation of Isolation Spaces, Monitoring Spaces, and designated hotels for those medically compromised or at risk of contracting COVID-19. The City of London in partnership with the YMCA of Southwestern Ontario established a temporary shower facility during COVID-19 to ensure individuals that were sleeping rough or unsheltered had access to a hot shower and personal hygiene kits.

The City of London also implemented the Canada Ontario Housing Benefit (COHB) leading up to COVID-19 and have since administered the entire program. Combined efforts have resulted in close to 300 vulnerable Londoners being supported monthly with their rent at an average of $550 per month. The Rogers Connected for Success program was expanded to London Middlesex Community Housing tenants, providing support to explore expanding the program to additional low-income households to assist with online access to key resources.

The City of London partnered with community agencies to provide meals to vulnerable populations during the pandemic. This included 14,744 meals delivered to vulnerable populations in 2020. In 2021, RBC Place London continued to partner with the London Food Bank and 519 Pursuit to prepare a total of 29,559 meals from January to October 2021 for individuals living rough in London. In addition, 1,050 London Good Food Boxes were delivered across London in 2020 and another 1,832 London Good Food Boxes were distributed in 2021. A total of 15,000 masks were distributed among neighbourhood resource centres during the month of May 2021.

A “Rec at Home” Facebook campaign was implemented from April to May 2020, to encourage people of all ages to take part in physical activity while isolating at home. In addition, in April 2020, the City of London launched ‘Seniors Centres Without Walls’, a free program connecting isolated seniors and engaging them in social interactions, mindfulness and guest presenters. In 2021, ConnectLDN, a new virtual recreation hub featuring activities, resources, and experiences, was launched to keep Londoners engaged, entertained, and active at home.

The City of London operated a modified summer camp program in 2020 in 11 locations across the city. Over 800 children registered, and camps were at 97% capacity. Further, the City introduced free, modified neighbourhood-based programming for all ages October-December at eight community centres suitable to safely accommodate COVID-19 guidelines and restrictions, with locations opening in two waves. Virtual programs were also offered by the London Public Library and Museum London.

The City of London also supported 33 licensed childcare locations to provide Emergency Licensed Child Care to 756 children of essential workers during the school closure period from April 19 to June 30, 2021. Operators were also supported to deliver virtual early years services to over 52,000 participants through 1,874 interactive, recorded, and facilitated sessions from January to July 2021.

The Dearness Home team offered residents and their family members many creative ways to stay connected including Facetime and Skype video visits, window visits, and outdoor garden spaces.

4. Supports for Businesses

The London Community Recovery Network brought together over 150 leaders from business, non-profit, and institutional sectors to identify and implement ideas that can power a faster, stronger, deeper, and more inclusive recovery for London, with $10,000,000 being invested into recovery efforts. The City of London also established a Back to Business (B2B) action team and intake portal to support London businesses. B2B was a temporary initiative designed to provide rapid and flexible responses to business' requests associated with reopening.

Council approved the extension of payment terms to 60 days for City of London invoices issued to customers, as well as flexibility in loading, unloading, and delivery times. Patio fees were also waived city-wide, and many patios were permitted to expand further, as well as extend the patio season in the colder months. A new streamlined application process to host sidewalk sales on City property was also launched, helping to make it easier for businesses to serve customers safely outside.

The City of London continued to focus on business needs and recovery efforts through digital submissions for both consultations and applications, consistently meeting or exceeding targeted timelines. For example, an online building permit application process was established for all building types allowing for concurrent plan review and improved processing times. Digital drawing reviews and digital signatures were implemented to support business continuity and improved turnaround timelines. Virtual job fairs, webinars, and online channels were launched in 2020 to help facilitate effective labour matching. There was continued support of key technology needs during the pandemic, including virtual council and standing committee meetings, public participation meetings, Committee of Adjustment, and virtual proceedings for the Provincial Offences Office.

In 2021, the City launched a new streamlined application process to host sidewalk sales on City property, helping to make it easier for businesses to serve customers safely outside. Businesses wishing to display and sell merchandise on City sidewalks or boulevards in front of their businesses can now access a three-step application on the City's website, with no associated fees. Further, as part of the 'Back to Business' initiative, building permit fees for tents and temporary decks associated with outdoor restaurant patios were waived in 2020 and 2021.

With consideration of pandemic restrictions, the Dundas Place space was programmed beginning in early August with outdoor activities and performances. Tourism London launched the 'Stay a Little Longer 2.0' program in 2021 to assist the hospitality industry's recovery efforts. The program enticed Londoners, as well as those in neighbouring regions, to book a hotel stay at a participating hotel.

9.0 Next Steps

9.1 The Impact Assessment

Both qualitative and quantitative data have been used to examine the impact of the strategies implemented between 2020 and 2022. The findings in this Impact Assessment demonstrate that London has changed as a result of the implementation of the 2019 – 2023 Strategic Plan.

Moving forward, the City of London will use the results of the Impact Assessment to make evidence-informed, data-driven decisions about the strategies, metrics, and targets required in the next Strategic Plan to make a difference for the London community.

9.2 The Next City of London Strategic Plan

As with any process, there are successes and lessons learned, that will guide the development of the next City of London Strategic Plan. The Strategic Plan and Multi-Year Budget will continue to be strategically aligned in a comprehensive and inclusive process. There will be extensive community consultation to engage and listen to the ideas and insights of Londoners. Progress reports, reports to the community, performance reports, and an impact assessment, will be used to measure, understand, and communicate the results of strategy implementation. These reports will be concise, use baseline data for comparison purposes, and incorporate metrics that align directly with the expected results.

Appendix A: Performance Report: 2020 - 2022

The purpose of the Performance Report is to answer the question, “Did we do what we set out to do?” The Performance Report tracks performance on an annual basis and builds on the outcomes, expected results, and strategies of the Strategic Plan by assigning metrics and targets to each strategy. It also serves as the foundation for the Impact Assessment.

The 2020 – 2022 Performance Report is organized by Strategic Area of Focus and contains quantitative information. The metrics and targets included are reflective of decisions made through the Multi-Year Budget process. As such, it does not include the work undertaken to respond to the COVID-19 pandemic.

The 2020 – 2022 Performance Report captures the following data points for each metric:

- Actuals in 2020, 2021, and 2022 (from January 2022 – June 2022 only).
- Targets for 2020, 2021, and 2022 (from January 2022 – June 2022 only)

Definitions

- **Evidence of Impact:** The quantitative and qualitative data that demonstrates impact has been achieved as a result of the implementation of the corresponding strategies. Data is organized through a series of key findings that align with the expected results in the Strategic Plan.
- **Expected Result:** The conditions or change required to achieve each outcome.
- **Metric:** The quantifiable measures to be used to track performance. Metrics will provide quantitative data.
- **Not Available (N/A)**: The target and/or actual are not available for the reporting period.
- **No Data (ND):** The actual was not available as of June 30, 2022, due to reporting timelines.
- **Outcome:** The intended change in the lives of individuals, families, organizations, or community accomplished through the implementation of the Strategic Plan.
- **Strategy:** The action, method, or plan to bring about the future desired state.
- **Target:** The objective or goal set as a performance indicator for the identified year.
- **To Be Determined (TBD)**: The unit of measure or the target has not yet been determined.

Service Area Acronyms

- **BIAs**: Business Improvement Areas
- **CMO**: City Manager’s Office
- **CGM**: Covent Garden Market
- **E&I**: Environment and Infrastructure
- **ES**: Enterprise Supports

- **FS**: Finance Supports
- **KCCA**: Kettle Creek Conservation Authority
- **LEDC**: London Economic Development Corporation
- **LFD**: London Fire Department
- **LMCH**: London Middlesex Community Housing
- **LPL**: London Public Library
- **LPS**: London Police Service
- **LS**: Legal Services
- **LTC**: London Transit Commission
- **LTVCA**: Lower Thames Valley Conservation Authority
- **MLHU**: Middlesex-London Health Unit
- **NCWS**: Neighbourhood and Community-Wide Services
- **P&ED**: Planning and Economic Development
- **SHD**: Social and Health Development
- **UTRCA**: Upper Thames River Conservation Authority

Strengthening Our Community

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

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Increase affordable and quality housing options.	# of lives impacted through social housing regeneration (LMCH)	84 / 75	57 / 125	156 / 88
	# new revenue sources through the Regeneration Strategy (LMCH)	2 / 1	3 / 2	3 / 3
	# of additional units (LMCH)	0 / 0	0 / 100	0 /50
	# chronic homeless supported through Housing First (SHD)	80 / 100	80 / 100	45 / 50
	# of individuals and families experiencing chronic homelessness receiving Homeless Prevention Housing Allowances (SHD)	258 / 250	258 / 100	258 / 258
	# of supportive housing units constructed and occupied (P&ED)	72 / 50	72 / 50	72 / 50
	# of supportive housing units established through partnerships to support for individuals and families experiencing chronic homelessness (SHD)	77 / 50	77 / 50	77 / 50
	# of individuals and families supported through new supplement programs (SHD)	344 / 200	344 / 200	172 / 100
	% of Homeless Prevention and Housing Plan Recommendations implemented (SHD)	16% / 25%	16% (SHD) 25% (P&ED) / 25%	60% completed; 20% in progress; 20% to be started / 25%
	% of identified London Middlesex Housing Corporation (LMHC) Strategic Plan objectives completed (LMCH)	26% / 20%	30% / 20%	30% / 20%

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	% of LMHC Service Standards met (LMCH)	84% / 90%	38% / 90%	28% / 90%
	% of LMHC Tenants satisfied with their homes (LMCH)	69% / 70%	N/A / 75%	N/A / 80%
	# of housing units inspected for safety and environmental health (MLHU)	90 / 200	N/A / Actuals	26 / Actuals
	% of Affordable Housing Community Improvement Plan completed (P&ED, HDC)	50% / 50%	50% / 50%	0% / 0%
	% of Affordable Housing Development Toolkit completed (P&ED)	100% / 50%	100% / 100%	0% / 0%
	% of Inclusionary Zoning Bylaw completed (P&ED)	50% / 50%	100% / 100%	0% / 0%
	% of available school sites analyzed for affordable housing development opportunities (P&ED, HDC)	100% / 100%	100% / 100%	100% / 100%
Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless.	# increase of new affordable rental stock (P&ED)	165 / 150	165 / 150	431 / 150
	# of chronically homeless individuals and families that achieve housing stability (housed for 6 months) (SHD)	278 / 100	278 / 100	ND / 100
	# of individuals and families that become chronically homeless (SHD)	235 / 200	235 / 200	143 / 100
	# of programs participating in coordinated access practice (SHD)	47 / 14	47 / 14	47 / 15
	# of unique chronic residents in shelter (SHD)	454 / 200	454 / 200	143 / 100

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	% of individuals successfully diverted from shelter and individuals in shelter rapidly re-housed (SHD)	45% diverted from accessing shelter; 53% individuals who were rapidly re-housed from shelter to housing / 5%	45% diverted from accessing shelter; 53% individuals who were rapidly re-housed from shelter to housing / 5%	ND / 25%
Support improved access to mental health and addictions services.	% of priority actions implemented as a result of stewardship of the Middlesex London Community Drug and Alcohol Strategy	68% / 85%	N/A / 100%	N/A / TBD
	# of formalized partnerships in the Coordinated Informed Response (SHD)	19 / 12	19 / 15	19 / 15
	% of individuals moved from sleeping rough to shelter or housing through the Coordinated Informed Response (SHD)	50.8% / 50%	78% (556 of 709) / 75%	ND / 75%
	# of library locations with mental health services available (LPL)	0 / 1	1 / 1	1 / 1
Decrease the number of London residents experiencing poverty.	$ invested to support poverty reduction initiatives (SHD, NCWS)	$694,090 / $653,160	$489,864 / $653,160	$589,434 / $653,160
	# of London residents experiencing poverty (based on the Low Income Cut-Off-After Tax (LICO-AT) (SHD, NCWS)	48,865 / Actuals	48,865 / Actuals	ND / Actuals
	# of London residents experiencing poverty (based on the Low Income Measure- LIM) (NCWS, SHD)	82,605 / Actuals	82,605 / Actuals	82,605 / Actuals

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Increase opportunities for individuals and families.	% of reported sexual assaults that area cleared as unfounded (London Police) (LPS)	0 / <1.5%	N/A / <1.5	ND / TBD
	% of respondents satisfied with the quality of police services in helping victims of crime (LPS)	N/A / >82.0%	N/A	ND / TBD
	% of members who received community diversity and inclusion training (LPS)	100% / 100%	100% / 100%	100% / 100%
	% increase in circulation to meet demand for collections (LPL)	0% / 1%	23.9% / 1%	42% / 0.50%
	% on Indigenous people residing in local First Nations served (LPL)	19% / 6%	10% / 7%	13% / 8%
	# additional licensed child care spaces created (SHD)	11 / 88	223 / 88	128 / 44
	# children in receipt of child care fee subsidy monthly, each year (SHD)	2,749 / 2,850	2,544 / 2,850	2,926 / 2,850
	# EarlyON visits made by parents/caregivers and children (SHD)	31,346 / 107,453	14,619 / 109,602	14,018 / 54,801
	# of community organizations supporting collective community agendas (NCWS)	187 / 187	187 / 187	187 / 187
	# of community-based plans implemented (NCWS)	2 / 2	2 / 2	2 / 2
	# of community-supported initiatives implemented annually (NCWS)	137 / 154	154 / 154	154 / 154
	$ invested to support collective community agendas (NCWS)	$874,000 / $1.1M	$1.0M / $1.1M	$585,606 / $550,000
	% of seniors population served at library locations (LPL)	23.1% / 30%	25% / 32%	26% / 34%

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	# of youth served at library locations (LPL)	22,966 / 18,625	30,849 / 20,250	33,349 / 21,875
	$ invested in auditorium expansion (SHD)	0 / $300,000	$216,648 / $2M	$151,209 / $1,120,000
	# of programs and events offered (SHD)	56 / 115	115 / 115	0 / 75
Improve the health and well-being of Londoners.	# user trips on the Thames Valley Parkway (TVP) (E&I)	1,740,000 / 1,215,400	1,950,000 / 1,251,800	ND / 644,500
	# of kilometers of pathways (including TVP multi-use pathways and secondary multi-use paths) (E&I)	180 / 176	182 / 179	185 / 182
	# of kilometers of trails (dirt, woodchip, and gravel) (E&I, P&ED)	64 / 63	65 / 64	ND / 32.5
	# of connections completed in the Thames Valley Parkway system (E&I)	1 / 1	1 / 1	ND / 0
	% of program participants reporting increased levels of physical activity (NCWS)	95% / 88%	94% / 89%	95% / 89%
	% of program participants reporting increased self-esteem (NCWS)	95% / 92%	93% / 93%	92% / 93%
	# of nature-based reception programs implemented (NCWS)	1 / 1	13 / 1	3 / 1
	# of Onsite and virtual classes, exhibits, and other programs offered at Museum London (Museum London)	76 / 48	65 / 53	113 / 29.5
	# of personal service settings inspected by public health inspectors (MLHU)	182 / 667	N/A / 919	0 / 500
	% of 7- to 17-year-olds in London schools up to date for diphtheria, tetanus, Polio (DTP) Vaccine (MLHU)	77.6% / 81.3%	N/A / 95%	66.3% / 47.5%

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	% of 7- to 17-year-olds in London schools up to date for measles, mumps, rubella (MMR) vaccine (MLHU)	91.4% / 90.9%	N/A / 95%	86.3% / 47.5%
	# of inspections conducted by public health inspectors at food serving establishments (MLHU)	1,711 / 4,000	N/A / 2,730	1,574 / 1,365
	% of tobacco, vapour products, and cannabis vendors inspected for compliance with display, handling & promotion sections of the Smoke Free Ontario Act (MLHU)	N/A / 100%	N/A / 100%	44% / 50% (tobacco); 46% / 50% (vapour); 0% / 50% (cannabis)
	# of pregnant women/young families supported through public health home visiting programs and group programs (MLHU)	302 / N/A	N/A / 1,597	680 / 801

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

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Increase the number of residents who feel welcomed and included.	# of people engaged in the Community Diversity and Inclusion Strategy (CDIS) (CMO)	150 / 100	599 / 115	80 / 67.5
	# of community supported strategies implemented (CMO)	18 / 42	20 / 44	23 / 47
	# of individuals participate in London & Middlesex Local Immigration Partnership (LMLIP) and City newcomer events (CMO)	1,644 / 2,100	1,526 / 2,200	1,255 / 1,500
	% annual newcomer retention rate (CMO)	N/A / 70%	89% / 70%	82% / 70%
	% of Middlesex London Health Unit (MLHU) staff who have completed Indigenous Cultural Safety Training and/or participated in other opportunities related to Indigenous cultural safety (MLHU)	90% / 100%	N/A / 100%	93% / 100%
	# of City of London participants in enterprise-wide Anti-Racism and Anti-Oppression foundational training (CMO)	N/A / N/A	TBD / TBD	27 / TBD
	# of ABC participants in enterprise-wide Anti-Racism and Anti-Oppression foundational training (CMO)	TBD / TBD	TBD / TBD	TBD / TBD

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community.	# of residents that voted in Neighbourhood Decision Making Votes (NCWS)	NA / NA	10,396 / 7,700	9,944 / 7,900
	# of Neighbourhood Decision Making ideas implemented (NCWS)	20 / 17	0 / 17	18 / 17
	# of residents who submitted ideas through Neighbourhood Decision Making (NCWS)	N/A / N/A	230 / 275	230 / 295
	% of London neighbourhoods supported through community development (NCWS)	0% / 74%	80% / 76%	80% / 75%
	% of neighbourhoods that participate in Neighbourhood Decision Making (NCWS)	0% / 95%	95% / 95%	95% / 95%
	# of active neighbourhood associations (NCWS)	37 / 34	38 / 35	36 / 35
	# of activities supported within each neighbourhood (NCWS)	0 / 6	6 / 6	6 / TBD
	# of planning education and engagement events held in neighbourhoods (P&ED)	0 / 4	0 / 5	4 / 4
	# of unique venues where planning events that have been held (P&ED)	10 / 5	0 / 8	51 / 5
	# of Subdvision Ambassador outreach events (P&ED)	0 / 12	0 / 18	0 / 9
	# of neighbourhood activities supported annually (NCWS)	N/A / N/A	113 / 170	85 / 85
	# of movie nights hosted in neighbourhoods (NCWS)	N/A / N/A	5 / 35	7 / 35
	# of movie nights hosted in neighbourhoods for the first time (NCWS)	N/A / N/A	0 / 2	1 / 2
	# of neighbourhood events supported (NCWS)	N/A / N/A	24 / 70	14 / 35

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	# of new neighbourhood tools (NCWS)	2 / 2	2 / 2	1 / 1
	$ invested to support community organizations through London Community Grants Program (NCWS)	$3,712,210 / $2,795,543	$3, 712,210 / $2,795,543	$3,712,210 / $1,397,772
	$ invested to support community organizations through Neighbourhood Small Events Fund (NCWS)	0 / $20,000	$7,605 / $20,000	$4,804 / $10,000
	% increase in neighbourhoods supported (NCWS)	N/A / N/A	N/A / N/A	N/A / N/A
	# of permitted events (NCWS)	7 / 215	40 / 217	43 / 110
	# of special events request (NCWS)	124 / 220	79 / 222	57 / 112
	# of festivals held by Covent Garden Market (CGM)	0 / 3	4 / 3	4 / 3
	# of events hosted at Western Fair (Western Fair)	48 / 203	47 / 213	28 / 111
	# of tasks implemented from the Music, Entertainment, and Cultural Districts Strategy (P&ED, P&R)	1 / 1	1 / 1	1 / 1
	# of service delivery design surveys with Ontario Works clients conducted (SHD)	3 / 2	5 / 2	2 / 2
	# of client engagement sessions conducted (SHD)	2 / 5	5 / 1	16 / 5
	# of neighbourhoods that had an increase in recreation participation rates as a result of targeted outreach (NCWS)	0 / 1	2 / 2	2 / 2

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	# of new urban agricultural initiatives implemented and identified by agriculture steering committee and City Planning staff (P&ED)	2 / 2	3 / 2	1 / 1
Strengthen relationships with post-secondary institutions that promote positive, proactive, and meaningful dialogue.	# of meetings promoting positive, proactive, and meaningful dialogue (CMO)	19 / Actuals	10 / Actuals	6 / Actuals
	# of shared initiatives (CMO)	4 / Actuals	2 / Actuals	2 / Actuals
	# of joint advocacy submissions (CMO)	1 / Actuals	2 / Actuals	1 / Actuals

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

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Continue to invest in culture.	# of Museum visitors (Museum London)	109,958 / 91,184	110,492 / 95,744	130,949 / 100,531
	# of classes, exhibits, and other programs offered at the Museum (Museum London)	69 / 30	78 / 33	10 / 19
	# of experiential tourism opportunities available to Museum visitors (Museum London)	4 / 27	30 / 28	11 / 15
	# of visitor surveys/focus groups (Museum London)	243 / 387	10 / 426	11 / 235
	# of arts organizations, collectives, and artists funded through the Community Arts Investment Program (CAIP) (NCWS)	78 / 60	62 / 60	60 / 60
	# of heritage organizations and historian funded through the Community Heritage Investment Program (CHIP) (NCWS)	10 / 10	9 / 10	10 / 10
	# of events hosted by the Dundas Street Partners (City, London Public Library, Museum London, Downtown London BIA, etc.) (P&ED)	1 / 4	235 / 6	8 / 8
	# of non-profit, charity, and private events (P&ED)	0 / 12	17 / 16	20 / 20
	# of artifacts professionally conserved (Eldon House)	3 / 3	4 / 3	3 / 3
	# key security risks mitigated year over year (Eldon House)	3 / 2	3 / 2	3 / 2
	% of permanent display artifacts digitized (Eldon House)	5% / 20%	5% / 20%	10 / 10

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	# of public programs/special events hosted (Eldon House)	25 / 25	30 / 25	24 / 13
	# of new, returning, and online visitors (Eldon House)	15,354 / 22,000	15,377 / 23,000	11,454 / 12,000
	% increase in outreach programs (Eldon House)	4% / 5%	4% / 5%	2.5% / 2.5%
	# corporate and community partners (Eldon House)	6 / 4	8 / 5	7 / 3
	# of staff hours conducting audience research (Eldon House)	45 / 100	53 / 100	63 / 50
	% increase in volunteer participation	5% / 2%	3% / 2%	5% / 2%
Increase participation in recreation, sport, and leisure activities.	# of individuals receiving Play Your Way financial assistance (NCWS)	2,795 / 12,500	3,226 / 12,500	430 / 6,250
	# of opportunities for free drop-in recreation programs (NCWS)	4,130 / 2,000	1,723 / 2,065	515 / 1,038
	# of neighbourhood program sites with a new service (NCWS)	2 / 2	15 / 2	11 / 1
	% of subsidized community garden plots (NCWS)	40% / 43%	38% / 43%	27% / 22%
	% of accessible community garden plots	19% / 19%	21% / 21%	22% / 23%
	# of new play structures with enhanced safety surfaces (E&I)	1 / 2	1 / 1	2 / 2
	# of multilingual tours offered at Museum London (Museum London)	30 / 30	0 / 31	0 / 16.5
	# of visits to City operated community centres (NCWS)	593,288 / 2,700,000	272,537 / 2,720,000	357,167 / 1,375,000
	# of City owned recreation facilities and major park amenities (NCWS, E&I)_	504 / 482	510 / 502	ND / 261

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	# of registered participants in recreation programs (NCWS)	35,663 / 73,000	17,807 / 73,500	17,725 / 18,250
	# of seniors satellite locations (NCWS)	8 / 8	4 / 9	4 / 9
	# increase in the number of community garden plots (NCWS)	18 / 17	18 / 17	20 / 18
	# of volunteers involved in sport (NCWS)	TBD / TBD	TBD / TBD	2266 / TBD
	# of registered sport participants (NCWS)	N/A / 35,100	19,000 / 35,250	18,750 / 17,750
	# of hours accessed through third party agreements	0 / 3,300	0 / 3,500	500 / 1,875
	# of formal agreements with local sport associations (NCWS)	10 / 8	10 / 9	10 / 10
Increase resident use of community gathering spaces.	# of new seating areas introduced to existing parks (E&I)	4 / 1	2 / 1	2 / 1
	# of small scale projects and activations implemented in core neighbourhoods (E&I)	3 / 3	3 / 3	1 / 3
	# of tree trunks in Hamilton Road Tree Trunk Tour (BIAs)	31 / 31	26 / 33	35 / 35
	% of available school sites analyzed for parkland opportunities (P&ED, E&I)	100% / 100%	100% / 100%	100% / 100%
	# of community gardens (NCWS)	18 / 17	18 / 17	20 / 18
	# of neighbourhood community facilities (NCWS)	18 / 18	18 / 18	18 / 18
	% of targeted Wi-Fi implementations completed (NCWS, ES)	10% / 10%	40% / 40%	65% / 50%
Increase neighbourhood safety.	# of active Neighbourhood Watches in London (NCWS)	462 / Actual	461 / Actuals	461 / TBD

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	# of enhanced awareness and education programs (ES)	0 / 0	5 / 1	9 / 1
	# of participants in programs (ES)	0 / 0	50 / 2,000	2,000 / 2,000
	# of inspections and inspection activities completed (LFD)	1,494 / 8,785	1,873 / 9,140	2,049 / 4,662
	# of public education activities completed (LFD)	143 / 793	247 / 809	174 / 413
	# of targeted populations reached through public education activities (LFD)	6 / 5	3 / 5	4 / 3
	Injury Collisions per 1,000 Total Collisions (LPS)	149.0 / <149.3	154.5 / 149.3	ND / N/A
	Fatal Collisions per 1,000 Total Collisions (LPS)	1.4 / <0.9	1.7 / <0.9	ND / N/A
	Crime Severity Index (LPS)	82.1 / <88.2	N/A / <88.2	ND / N/A
	Violent crime severity index (LPS)	71.5 / <74.0	N/A / <74.0	ND / N/A
	Victimization Rate by population and violent crime (LPS)	796 / <780.7	N/A / <787.7	ND / N/A
	Violent Revictimization Rate by population and crime type (LPS)	9.64 / <8.38	N/A / <8.33	ND / N/A
	# of incidents (LFD)	9,229 / Actual	11,165 / Actuals	5,961 / TBD
	# of structural fires and explosions (LFD)	377 / Actual	425 / Actuals	201 / TBD
	Other metrics to be determined through the development of the Fire Master Plan (LFD)	TBD / TBD	TBD / TBD	0 / TBD
	# of elementary schools with school travel plans (MLHU)	29 / 35	N/A / 40	N/A / 23

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	# of land development/municipal initiatives where official Middlesex London Healthy Unit input was provided about healthy community design (MLHU)	0 / 6-10	N/A / 8 to 10	2 / 2

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

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Ensure that new development fits within and enhances its surrounding community.	# of development applications with urban design review (P&ED)	166 / 179	188 / 179	110 / 90
	# of design guidelines prepared for specific topics or areas (P&ED)	1 / 1	2 / 1	0 / 0
Continue to conserve London's heritage properties and archaeological resources.	% of heritage conservation district strategy (Heritage Places) completed (P&ED)	50% / 50%	100% / 100%	0% / 0%
	% of the municipally owned Heritage Buildings Conservation Master Plan updated (P&ED)	50% / 50%	50% / 100%	75% / 100%
	# of Heritage Alteration Permits processes (P&ED)	80 / 80	86 / 80	44 / 40
	# of heritage conservation districts in place (P&ED)	7 / 8	7 / 8	7 / 9
	# of heritage properties listed on the municipal register (P&ED)	2,266 / 2,400	2,223 / 2,500	2,217 / 2,550
	# of heritage properties protected through designation (P&ED)	329 / 369	335 / 374	340 / 377
	# of archaeological assessments completed and added to mapping (P&ED)	0 / 10	29 / 10	0 / 5
Increase the number of community gathering spaces in neighbourhoods.	% of available surplus school sites analyzed for parkland opportunities (P&ED)	100% / 100%	100% / 100%	100% / 100%
	# community gardens (NCWS)	18 / 17	18 / 17	19 / 18
	# neighbourhood and district community centres (NCWS, E&I)	18 / 18	18 / 18	18 / 18

Building a Sustainable City

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

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Maintain or increase current levels of service.	# of existing public art and monuments maintained and restored (NCWS)	3 / 2	1 / 2	7 / 2
	# of public art and monuments created to reflect London's identity (NCWS)	4 / 3	2 / 0	3 / 1
	# of asset types with developed/documented current levels of service (FS)	17 / 17	17 / 17	N/A / TBD
	# of asset types with identified proposed levels of service (FS)	0 / TBD	0 / 0	N/A / TBD
	# of LMCH units renovated/retrofitted (LMCH)	363 / 363	0 / 0	N/A / TBD
Build infrastructure to support future development and protect the environment.	% completion of the Environmental Assessment (E&I)	30% / 20%	95% / 60%	98% / 95%
	# Environmental Assessment approval received (E&I)	0 / 0	0 / 0	0 / 0
	% completion of Waste Disposal Strategy (E&I)	60% / 60%	80% / 80%	80% / 80%
	# Environmental Compliance Approvals received (E&I)	0 / 0	0 / 0	0 / 0
	% completion of Adaptation Strategy for built infrastructure (E&I)	50% / 50%	70% / 70%	80% / 80%
	% completion of actions assigned to the City between 2020 and 2023 (E&I)	0% / 0%	25% / 25%	50% / 50%
	% completion of actions assigned to Conservation Authorities between 2020 and 2023 (UTRCA)	TBD / TBD	TBD / TBD	TBD / TBD
	% completion of actions assigned to Conservation Authorities between 2020 and 2023 (LTVCA)			

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	% completion of actions assigned to Conservation Authorities between 2020 and 2023 (KCCA)			
	# of new mid-size multi-use community centres (E&I, NCWS)	0 / 0	1 / 0	0 / 0
	# of new parks developed (E&I)	10 / 9	15 / 10	4 / 5
	# of expanded and renewed facilities at conservation areas (UTRCA)	0 / 0	2 / 2	2 / 2
	# of expanded and renewed facilities at conservation areas (LTVCA)	2 / 2	1 / 1	1 / 0
	# of expanded and renewed facilities at conservation areas (KCCA)	1 / 1	1 / 1	1 / 1
	% of stakeholder satisfaction with annual Growth Management Implementation Strategy Update process (P&ED)	TBD / TBD	0 / Actuals	0 / Actuals
Manage the infrastructure gap for all assets.	**Ratio of budget to replacement value of asset by functional area (FS)**			
	Water	0.55% / 0.5%	0.52% / 0.50%	ND
	Wastewater- Sanitary	0.41% / 0.44%	0.45% / 0.44%	ND
	Stormwater	0.42% / 0.4%	0.34% / 0.40%	ND
	Roads and Structures	1.22% / 2.6%	0.96% / 2.57%	ND
	Traffic	2.9% / 4.0%	2.64% / 4.04%	ND
	Parking	17.74% / 4.1%	9.77% / 4.07%	ND
	Solid Waste	5.96% / 7.8%	1.13% / 7.80%	ND
	Recreation	1.16% / 4.2%	0.91% / 4.16%	ND
	Parks	1.53% / 4.3%	2.56% / 4.27%	ND

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	Urban Forestry	0.19% / 1.1%	0.45% / 1.10%	ND
	Fire	1.17% / 5.6%	2.18% / 5.64%	ND
	Long Term Care	0.73% / 2.6%	0.66% / 2.57%	ND
	Corporate Facilities	1.03% / 2.8%	1.21% / 2.84%	ND
	Culture Facilities	1.02% / 3.1%	1.10% / 3.14%	ND
	Fleet	10.6% / 10.6%	8.02% / 10.57%	ND
	Information Technology	9.77% / 8.3%	6.18% / 8.32%	ND
	Corporate Security & Emergency Management	11.63% / 15.3%	12.48% / 15.29%	ND
	Ratio of budget to Corporate Asset Management Plan targets infrastructure investment by functional area (FS)			
	Water	$34.7M to $28.5M / $28.5M to $28.5M	$31.1M to $28.0M / $28.0M to $28.0M	ND
	Wastewater- Sanitary	$21.5M to $22.6M / $22.6M to $22.6M	$23.2M to $22.6M / $22.6M to $22.6M	ND
	Stormwater	$18.8M to $17.6M / $17.6M to $17.6M	$16.0M to $17.0M / $17.0M to $17.0M	ND
	Roads & Structures	$30.6M to $55.0M / $55.0M to $55.0M	$32.4M to $56.9M / $56.9M to $56.9M	ND
	Traffic	$7.0M to $10.2M / $10.2M to $10.2M	$7.2M to $10.2M / $10.2M to $10.2M	ND
	Parking	$1.0M to $1.6M / $1.6M to $1.6M	$0.51M to $0.07 / $0.07M to $0.07M	ND

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	Solid Waste	$5.6M to $1.2M / $1.2M to $1.2M	$1.2M to $3.8M / $3.8M to $3.8M	ND
	Recreation	$4.2M to $8.2M / $8.2M to $8.2M	$3.8M to $21.5M / $21.5M to $21.5M	ND
	Parks	$3.2M to $7.5M / $7.5M to $7.5M	$5.1M to $6.4M / $6.4M to $6.4M	ND
	Urban Forestry	$0.9M to $4.4M / $4.4M to $4.4M	$2.2M to $4.4M / $4.4M to $4.4M	ND
	Fire	$1.4M to $7.1M / $7.1M to $7.1M	$3.0M to $4.0M / $4.0M to $4.0M	ND
	Long Term Care	$0.5M to $0.4M / $0.4M to $0.4M	$0.5M to $1.9M / $1.9M to $1.9M	ND
	Corporate Facilities	$2.7M to $6.6M / $6.6M to $6.6M	$3.2M to $10.8M / $10.8M to $10.8M	ND
	Culture Facilities	$0.9M to $0.7M / $0.7M to $0.7M	$1.0M to $2.6M / $2.6M to $2.6M	ND
	Fleet	$6.1M to $5.9M / $5.9M to $5.9M	$4.6M to $4.4M / $4.4M to $4.4M	ND
	Information Technology	$3.7M to $4.7M / $4.7M to $4.7M	$2.3M to $1.9M / $1.9M to $1.9M	ND

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	Corporate Security & Emergency Management	$1.0M to $1.2M / $1.2M to $1.2M	$1.1M to $2.1M / $2.1M to $2.1M	ND
	% completion of library building components (LPL)	2% / 10%	2% / 10%	4% / 10%
	# of branch libraries revitalized per 10 year cycle (LPL)	0 / 1	0 / 1	0 / 1
	# branch libraries with way finding and signage strategy completed (LPL)	0 / 5	0 / 5	1 / 0
	# library locations with accessibility upgrades (automatic door openers, bathrooms, meeting rooms, etc.) (LPL)	0 / 10	0 / 6	0 / 0
	# library locations per city growth (LPL)	0 / 1	1 / 1	0 / 0
	$ invested to improve Museum London infrastructure (ML)	$225,780 / $350,000	$47,107 / $340,000	$51,866 / $125,000
	$ co-invested in master site plan at the Western Fair District (Western Fair)	0 / TBD	$4.77M / TBD	$2.05M / TBD
	$ invested in conservation areas (UTRCA)	$0 / $300,000 (suspended)	$160,000 / $170,000	$100,000 / $100,000
	$ invested in conservation areas (LTVCA)	$40,000 / $40,000	$66,000 / TBD	$40,000 / $0
	$ invested in conservation areas (KCCA)	118,845 / 91,400	$189,779 / $119,686	$274,132 / $274,132
	# Corporate Asset Management Plan reviews/updates published (FS)	1 / 1	1 / 1	0 / 0
	$ of infrastructure gap by functional area (FS)			
	Water	$345,788 / $9,462,574	No Gap / $9,052,791	ND
	Wastewater – Sanitary	$6,887,210 / $21,582,746	$2,361,030 / $28,316,741	ND
	Stormwater	No Gap / No Gap	No Gap / No Gap	ND
	Roads & Structures	$77,748,404 / $80,330,984	$135,147,163 / $105,517,209	ND

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	Traffic	$9,790,952 / $10,452,742	$3,616,902 / $13,277,889	ND
	Parking	$80,842 / $1,163,999	No Gap / $1,223,141	ND
	Solid Waste	No Gap / $455,514	No Gap / $480,124	ND
	Recreation	$59,716,144 / $60,850,990	$56,137,322 / $77,980,654	ND
	Parks	$21,250,892 / $20,194,164	$10,604,096 / $21,606,473	ND
	Urban Forestry	$9,538,862 / $8,321,487	$2,780,225 / $10,268,099	ND
	Fire	$12,682,835 / $13,176,143	$11,806,700 / $14,160,333	ND
	Long Term Care	$1,865,537 / $1,959,792	$2,318,423 / $3,296,026	ND
	Corporate Facilities	$32,069,443 / $35,840,337	$21,449,554 / $44,344,886	ND
	Culture Facilities	$9,771,609 / $9,724,582	$7,409,247 / $11,238,111	ND
	Fleet	$1,100,967 / $5,013,383	$3,012,455 / $5,183,775	ND
	Information Technology	$1,245,582 / $1,487,287	$1,313,212 / $854,127	ND
	Corporate Security & Emergency Management	$263,590 / $563,949	No Gap / $1,932,406	ND
	# of communication channels and educational outreach activities (FS)	3 / 3	3 / 3	ND

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

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Improve London's resiliency to respond to potential future challenges.	% of Green City Strategy completed (P&ED)	65% / 50%	100% / 100%	100% / 100%
	% of Resiliency Strategy completed (E&I)	0% / 0%	0% / 0%	50% / 50%
	# of low impact development (LID) projects completed (UTRCA)	2 / 2	N/A / 2	2 / 2
	# of low impact development (LID) projects completed (LTVCA)	0 / 0	0 / 0	0 / 0
	# of low impact development (LID) projects completed (KCCA)	TBD / TBD	0 / 0	0 / 0
Direct growth and intensification to strategic locations.	% of new zoning tool evaluations completed (Phase 1) (P&ED)	50% / 50%	100% / 100%	0% / 0%
	% of new zoning tool completed (Phase 2) (P&ED)	0% / 0%	25% / 25%	25% / 25%
	# of London Plan policies in force (P&ED)	90% / 90%	97% / 95%	99.8% / 100%
	% of agricultural land preserved (P&ED)	100% / 100%	100% / 100%	100% / 100%
	% of Urban Growth Boundary review completed (P&ED)	0% / 0%	0% / 0%	0% / 0%
	% growth that is intensification (within Built Area Boundary) (P&ED)	38.2% / 45%	46.9% / 45%	32.9% / 45%
	% of intensification within Primary Transit Area (P&ED)	80.3% / 75%	75% / 75%	63.5% / 75%
	% growth within Urban Growth Boundary (P&ED)	100% / 100%	100% / 100%	99.6% / 100%
	% of Provincially Significant Wetlands. Areas of Natural and Scientific Interest, and Environmentally Significant Areas retained (P&ED)	100% / 100%	100% / 100%	100% / 100%
	# of additional permit ready lots available (P&ED)	TBD / TBD	4,456 / 3,407	3,861 / 3,748
	# of additional market ready units available (P&ED)	TBD / TBD	N/A / 24,664	N/A / 26,556

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	# of secondary plans (P&ED)	1 / 1	1 / 1	1 / 1
	# of dwelling units in Downtown Community Improvement Plan (P&ED)	4,892 / 4,305	5,984 / 4,520	5,669 / 4,746
	# of dwelling units in Old East Village Community Improvement Plan (P&ED)	1,225 / 1,122	1,298 / 1,144	1,426 / 1,167
	# of dwelling units in SoHo Community Improvement Plan (P&ED)	2,104 / 2,142	2,672 / 2,185	2,805 / 2,229
	% of monitoring program completed (P&ED)	100% / 100%	100% / 100%	0 / 0
	$ of reserve fund savings available for capital costs for parking facility (P&ED)	$250,000 / $250,000	$1,000,000 / $500,000	$750,000 / $750,000

Outcome: London has a strong and healthy environment.

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Increase waste reduction, diversion, and resource recovery.	# of groups or organizations actively involved in promoting waste diversion (E&I)	0 / 5	5 / 5	0 / 0
	# of methodologies for measuring: (a) reduction in per capita waste generation; (b) participation in the Green Bin; and, (c) percentage of waste diverted in the industrial, commercial, and institutional (IC&I) sector (E&I)	1 / 1	0 / 0	0 / 0
	% of residential waste is diverted from landfill (E&I)	0% / 1%	0% / 2%	0% / 10%
	% reduction in per capita waste generation (E&I)	0 / 0	0% / 1%	0% / 1%
	% households participating in the Green Bin Program (E&I)	0% / 0%	0% / 60%	0% / 0%
	% of industrial, commercial, and institutional (IC&I) waste diverted from landfill (E&I)	0% / 0%	0% / 3%	ND / 3%
Increase community knowledge and action to support the environment.	# of businesses/institutions that have joined because of City collaboration (E&I)	13 / 8	8 / 8	0 / 0
	# of collaborative projects with community groups undertaken (E&I)	6 / 6	6 / 6	3 / 3
	# of CityGreen activities or events hosted (E&I)	12 / 12	12 / 12	6 / 6
	# of participants in environmental education provided by Conservation Authorities (UTRCA)	15,000 / 40,000	15,000 / 30,000	45,000 / 45,000
	# of participants in environmental education provided by Conservation Authorities (LTVCA)	25,000 / 25,000	40,000 / 25,000	16,700 / 25,000
	# of participants in environmental education provided by Conservation Authorities (KCCA)	3,650 / 5,700	2,100 / 2,100	2,200 / 2,100

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Protect and enhance waterways, wetlands, and natural areas.	# of conservation master plan/ecological restoration plans completed (P&ED)	1 / 1	1 / 1	1 / 1
	# of hectares of buckthorn removed (P&ED)	3.5 / 7.5	7.5 / 7.5	7.5 / 7.5
	# of hectares of Environmentally Sensitive Area (ESA) land managed through Upper Thames River Conservation Authority (UTRCA) contract (P&ED)	748.5 / 778.3	778 / 765	778 / 780
	# of hectares of invasive species other than buckthorn or phragmites removed (P&ED)	35.2 / 7.5	7.5 / 7.5	7.5 / 7.5
	# of hectares of phragmites removed (P&ED, E&I)	11 / 0.5	16.5 / 0.5	ND / 0.5
	# of hectares of wetlands created (UTRCA)	12 / 10	19 / 12	NA / 30
	# of hectares of wetlands created (LTVCA)	25 / 25	16.5 / 15	16.5 / 15
	# of hectares of wetlands created (KCCA)	5 / 3	6 / 3	1 completed, 2 pending completion by year end / 3
	# of trees planted (UTRCA)	30,000 / 60,000	50,000 / 50,000	42,000 / 50,000
	# of trees planted (LTVCA)	93,000 / 93,000	89,000 / 80,000	87,500 / 80,000
	# of trees planted (KCCA)	34,990 / 36,000	48,467 / 50,000	50,930 / 50,000
	# of hectares of grasslands/meadows created (UTRCA)	11 / 10	13.2 / 5	10 / 10
	# of hectares of grasslands/meadows created (LTVCA)	25 / 25	32 / 15	33.7 / 15
	# of hectares of grasslands/meadows created (KCCA)	2 / 2	4 / 2	1 / 2
	# of ecological assessments reviewed (P&ED)	10 / 10	10 / 10	10 / 10

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	% of Environmental Impact Study monitoring compliance prior to subdivision assumption (P&ED)	TBD / TBD	0% / TBD	0 / TBD
	# of Thames River water quality samples taken (E&I)	12,644 / 5,000	12,643 / 5,000	5,824 / 5,000
	Surface Water Quality Report Card for the Thames River (published every 5 years by UTRCA)	TBD / TBD	N/A / N/A	N/A / TBD
	# of homeowner grants provided to reduce basement flooding and treatment plant bypasses (E&I)	75 / 50	77 / 50	71 / 50
	# of kilometres of combined sewer replacement (E&I)	0.3 / 0.3	1.43 / 1.6	0.9 / 0.9
	# litres reduction in raw sewage bypasses to the Thames River during large rainstorms (E&I)	153 / 100	72 / 150	27 / 200
	# of litres per day increase in ability to treat sewage during large rainstorms (E&I)	0 / 0	0 / 17	16 / 29
	# of projects completed from River Management Plan (E&I)	0 / 2	2 / 5	1 / 3
Conserve energy and increase actions to respond to climate change and severe weather.	% completion of CDM Strategy (2019-2023) (E&I)	100% / 100%	100% / 100%	0% / 0%
	% completion of CDM Strategy actions (E&I)	25% / 5%	40% / 25%	50% / 50%
	% completion of the updated Green Fleet Plan (E&I)	100% / 100%	100% / 100%	100% / 100%
	% reduction in corporate energy use on a per basis compared to 2007 (E&I)	10% / 0%	2% / 1%	ND / 2%
	% reduction in greenhouse gas generation levels from 2007 levels (E&I)	3% / 0%	4% / 2%	ND / 3%
	% completion of CEAP Strategy (2019-2023) (E&I)	25% / 25%	90% / 100%	0% / 0%
	% completion of CEAP actions assigned to the City between 2020 and 2023 (E&I)	5% / 5%	25% / 15%	30% / 30%

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	% completion of actions assigned to Conservation Authorities (UTRCA)	NA / NA	NA / NA	NA / NA
	% completion of actions assigned to Conservation Authorities (LTVCA)	NA / NA	NA / NA	NA / NA
	% completion of actions assigned to Conservation Authorities (KCCA)	NA / NA	NA / NA	NA / NA
	% reduction in energy use on a per person basis compared to 2007 (E&I)	10% / 2.50%	2.5% / 2.5%	ND / 2.50%
	% reduction in greenhouse gas levels from 1990 levels (E&I)	12% / 2%	4% / 2%	ND / 2%
	# of stakeholder organizations, groups or businesses actively engaged in CEAP (E&I)	5 / 3	20 / 3	3 / 3
	% reduction in greenhouse gas per person from 1990 levels (E&I)	13% / 2%	6% / 2%	ND / 2%
	# of updates completed annually (UTRCA)	1 / 1	1 / 1	1 / 1
	# of updates completed annually (LTVCA)	1 / 1	1 / 1	0 / 1
	# of updates completed annually (KCCA)	1 / 1	1 / 1	2 / 1
	# of days of heat warnings	6 / N/A	N/A / Actuals	5 / Actuals
	# of days of cold weather alters	1 / N/A	N/A / Actuals	11 / Actuals
	# of ticks testing positive for Lyme disease (MLHU)	1 / 0	N/A / Actuals	0 - Actuals
	# of Vector Borne Diseases not previously reported in London (MLHU)	0 / 0	N/A / Actuals	0 / Actuals

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

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Increase access to transportation options.	# of metres of sidewalks built (E&I)	4,240 / 1,500	3,100 / 1,000	N/A / 4,000
	% decrease in Urban Growth Area Streets without sidewalks (E&I)	0.8 / 0.5%	0.6% / 0.3%	N/A / 1.50%
	# of metres of bike lanes built (E&I)	4,000 / 5,000	8,460 / 1,000	260 / 260
	# of metres of protected bike lanes built (E&I)	2,050 / 1,700	7,360 / 1,000	3,800 / 3,800
	% completion of a Bike Parking Action Plan (E&I)	25% / 50%	75% / 75%	80% / 80%
	% completion of a monitoring program for building a bike-friendly London (E&I)	0% / 0%	75% / 0%	80% / 0%
	% completion of a Transportation Management Association Feasibility Study (E&I)	15% / 25%	100% / 100%	0% / 0%
	% completion of Bike Share Business Case (E&I)	0% / 0%	75% / 75%	80% / 80%
	% completion of transportation demand management actions between 2020 and 2023 (E&I)	20% / 20%	40% / 40%	20% / 20%
	% completion of the strategic plan (E&I)	50% / 50%	60% / 50%	75 / 0%
	# of subsidized rides (income-related, youth, visually impaired, seniors, children 12 and under) (LTC)	N/A / 352,772	657,700 / TBD	N/A / TBD
	# of service hour improvements to industrial areas (LTC)	TBD / TBD	TBD / TBD	N/A / TBD
	# of lower and level non-accommodated trips (LTC)	TBD / TBD	TBD / TBD	N/A / TBD
	Increase rides per capita (LTC)	TBD / TBD	TBD / TBD	N/A / TBD
	# of paratransit rides (LTC)	TBD / TBD	122,200 / TBD	N/A / TBD
	Increase ridership (LTC)	TBD / TBD	TBD / TBD	N/A TBD

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	Increase rides per capita (LTC)	TBD / TBD	TBD / TBD	N/A / TBD
	KM of arterial road revitalized as a rapid transit corridor (E&I)	TBD / TBD	0.7 / 0.7	2.5 / 2.5
	% increase in people carrying capacity (E&I)	TBD / TBD	TBD / TBD	TBD / TBD
	% of PM peak period boarding's and alighting's at the fully accessible transit platform	TBD / TBD	TBD / TBD	TBD / TBD
	% of residences within walking distance of higher order transit (E&I)	TBD / TBD	TBD / TBD	TBD / TBD
	% of jobs within walking distance of higher order transit (E&I)	TBD / TBD	TBD / TBD	TBD / TBD
	Increase ridership (LTC)	TBD / TBD	TBD / TBD	N/A / TBD
	Increase ridership per capita (LTC)	TBD / TBD	TBD / TBD	N/A / TBD
Manage congestion and travel times.	% reduction in the afternoon peak Travel Time Index (ratio of off-peak to peak travel times on busy roads) (E&I)	11.4% / 2%	6.8% / 3%	N/A / 4%
	# of lane kilometers of road added to the transportation network (E&I)	4.3 / 4.3	0 / 2.9	N/A / 5.6
	# of new road-rail underpasses constructed	0 / 0	0 / 0	N/A / 1
Improve safety for all modes of transportation.	% reduction in total injury and fatality collisions (E&I)	26% / 4%	31% / 6%	N/A / 8%
	% reduction in pedestrian injury and fatality collisions (E&I)	32% / 4%	32% / 6%	N/A / 8%
	% reduction in cyclist injury and fatality collisions (E&I)	38% / 4%	38% / 6%	N/A / 8%

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Improve the quality of pedestrian environments to support healthy and active lifestyles.	# of trees planted on streets, open spaces, and parks (E&I)	6,553 / 18,000	16,518 / 18,000	1,600 / 9,000
	# of benches added to parks (E&I)	55 / 50	56 / 55	26 / 27.5
	# of parks with new light spaces (E&I)	4 / 2	1 / 2	0 / 1
	% of public satisfied with park and open spaces (E&I)	95% / 95%	91% / 95%	ND / 96%
	# of kilometers of pathway improved (E&I)	3 / 3	2.5 / 4	ND / 2
	% of street projects with urban design review (P&ED)	100% / 100%	100% / 100%	100% / 100%
	# of street trees planted (E&I)	4,004 / 5,000	5,144 / 5,000	1,557 / 2,500
	$ made available for cost-sharing neighbourhood street lighting projects (E&I)	$120,000 / $120,000	$120,000 / $120,000	$120,000 / $120,000
	% decrease in neighbourhood streets without streetlights (E&I)	0 / 0.5	0 / TBD	N/A / 1.5

Growing our Economy

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

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Increase access employers have to the talent they require.	# of agencies and institutions committed to developing a top quality workforce (LEDC)	20 / 20	25 / 20	20 / 20
	# of activities to support employers (LEDC)	10 / 4	4 / 4	4 / 4
	# of employer meetings (LEDC)	618 / 500	611 / 450	613 / 450
	% of Ontario Works cases terminated as a result of participants exiting to employment	23% / 20%	24.5% / 20%	31% / 25
	% of eligible clients that have an active outcome plan (SHD)	87% / 80%	92% / 85%	91% / 85%
	% of Londoners aged 25-64 who are 'not employed' (SHD, P&ED)	7% (based on monthly average in 2020 for adults) / Actuals	22.5% / 24%	ND / 24.0%
	London's participation rate (SHD, P&ED)	1.5% / Actuals	3.9% / Actuals	0.5% / 0.5%
	London's unemployment rate (SHD, P&ED)	8.2% / Actuals	5.7% / Actuals	5.7% / 5.2%
	London's Population (based on estimated 1.1% growth projection) (P&ED) Footnote: as population rises but unemployment remains the same, this is equal to an increased volume in the workforce overall.	413,000 / Actuals	422,324 / Actuals	424,647 / Actuals

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies.	# of interns hired (ES)	0 / TBD	4 / TBD	8 / TBD
	# of activities to support connections of students to businesses (LEDC)	10 / 1	12 / 1	6 / 1
	# of activities to support connections of employers to employment and other training agencies (LEDC)	2 / 2	50 / 2	30 / 2
	# of activities to support connections of employers to newcomers (LEDC)	4 / 1	13 / 1	7/ 1
	# of networking opportunities provided for cultural workers in art, history, literature, music, and digital technology (Museum London)	164 / 28	80 / 29	30 / 30
	# of newcomer attraction activities supported (CMO)	2 / 5	4 / 5	5 / 5
	# of newcomer retention and integration activities supported (CMO)	7 / 5	3 / 5	5 / 5
	% annual newcomer retention rate (CMO)	N/A / 70%	89% / 70%	82% / 70%

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

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Increase partnerships that promote collaboration, innovation, and investment.	# of resource recovery pilot projects initiated (E&I)	4 / 4	2 / 2	2 / 2
	# of companies collaborating on resource recovery projects (E&I)	5 / 5	5 / 5	2 / 2
	# of signed Memorandums of Understanding (MoUs) (E&I)	0 / 1	0 / 1	1 / 1
	# of City projects completed in collaboration with educational institutions (P&ED)	29 / 2	23 / 20	12 / 2
	Metrics TBD (P&ED, E&I)	TBD / TBD	TBD / TBD	TBD / TBD
	# of regional investment promotion missions (LEDC)	8 / 8	4 / 8	15 / 8
	# of area municipalities engaged in regional planning (P&ED)	5 / 5	41 / 41	15 / 15
	# of overnight visitors to London (P&ED)	N/A / 2,126,000	1,150,000 / 2,126,000	1.55M / TBD
	$ of tourism spending in London (P&ED)	N/A / $822,989	$477,600 / $822,989	$692.2M / TBD
	$ tourism revenue generated as a total of Gross Domestic Product (GDP) for Ontario (P&ED)	N/A / $791,958	$460,000 / $791,958	$667M / TBD
	$ tourism revenue generated as a total of Gross Domestic Product (GDP) for London (P&ED)	N/A / $473,595	$274,000 / $473,595	$393M / TBD
	# of industry leading farm and poultry shows (Western Fair)	1 / 2	0 / 2	1 / 1
	$ leveraged to support Agricultural Centre of Excellence (Western Fair)	TBD / TBD	$1.01M / TBD	$2.45M / TBD
	# of Agricultural Centre of Excellence partners (Western Fair)	4 / 2	13 / 2	10 / 2

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	# of Agricultural Centre of Excellence users (Western Fair)	6,920 / 800	8,197 / 1,200	4,200 / 1,500
	Metric TBD through strategy development (NCWS)	TBD / TBD	TBD / TBD	$2M / TBD
Maintain viability in key global markets.	$ economic impact (RBC Place London)	$3.3M / $22M	$1.8M / $23.0M	$3.4M / $5.5M
	$ of total revenue (RBC Place London)	$1.8M / $6.8M	$1.4M / $7.0M	$1.6M / $1.7M
	# of events held at Western Fair (Western Fair)	48 / 203	47 / 213	28 / 111
	# of outdoor patio venues with permits for amplified sound (P&ED) (2022)	6 / 11	12 / 12	19 / 13
	# of private music venues (P&ED)	48 / 29	29 / 29	45 / 30
Increase public investment in strategic locations.	$ value of all construction projects in receipt of CIP loans (P&ED)	$4.5M / $1.5M	$600,283 / $1.5M	$193k / $1.5M
	Ratio of 3:1 Construction Value to CIP loans within Community Improvement Plan (CIP) areas (P&ED)	2.6:1 / 2.8:1	2.0 / 2.8	2.4 / 2.9
	% per year assessment growth rate above inflation in CIP areas (P&ED)	1% / 1%	1% / 1%	1% / 1%
	$ contributed to a reserve fund for property acquisition within Community Improvement Plans (P&ED)	$400,000 / $100,000	$0 / $100K	$100K / $100K
	$ Covent Garden Market sales revenue	$10.18M / $16.8M	$11.3M / $17.0M	$6.2M / $8.7M
	% of Covent Garden Market annual tenant vacancy (CGM)	1.4% / 2.5%	6.5% / 2.5%	5.5% / 2.5%

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Increase public and private investment in amenities that attract visitors, a talented workforce, and investment.	# of Downtown Plan initiatives implemented (P&ED)	2 / 1	1 / 1	2 / 1
	# of units built within Old Victoria Hospital lands (P&ED)	0 / 0	0 / 300	0 / 0
	$ in partnerships, sponsorships, and donations (NCWS)	$44,000 / $75,000	$634,333 / $115,000	~~$495,392~~ 661,000/ $165,000
	# of adopt-a-parks (NCWS)	90 / 113	104 / 120	132 / 127
Maintain foreign investment attraction, local retention, and growth and entrepreneurship support programs.	# of jobs created (LEDC)	820 / 1,200	1,200 / 1,200	1,200 / 1,200
	# of active retention and expansion files (LEDC)	3 / 3	136 / TBD	27 / TBD
	# of jobs retained (LEDC)	50 / 50	156 / TBD	150 / TBD

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

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Increase access to supports for entrepreneurs and small businesses, and community economic development.	# of Business Improvement Areas supported (P&ED)	5 / 5	5 / 5	5 / 5
	# of Community Improvement Plan financial incentive applications processes (P&ED)	25 / 25	68 / 25	25 / 25
	% of targeted businesses in BIAs (BIAs)	TBD / TBD	100% / TBD	100% / TBD
	# of net new businesses in BIAS (BIAs)	TBD / TBD	31 / TBD	55 / TBD
	# of supports provided for start-ups and scale-ups (LEDC)	428 / 500	505 / 500	611 / 500
	# of activities to support entrepreneurship growth (LEDC)	22 / 12	23 / 10	13 / 10
	# of artist performance opportunities created (P&ED)	15 / 6	125 / 6	6 / 6
	# of music workshops and networking opportunities created (P&ED)	21 / 6	66 / 6	6 / 6
Increase efficiency and consistency for administrative and regulatory processes.	# of planning policy/procedural manuals created (P&ED)	1 / 1	1 / 1	0 / 0
	# of by-laws reviewed and amended or repealed (P&ED)	2 / 2	4 / 2	0 / 1
	# of building processes reviewed and improved (P&ED)	4 / 6	4 / 3	4 / 4
	% of building permit applications reviewed within legislated timeframes (P&ED)	74 / 88	66% / Actuals	65% / N/A

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	% of development applications meeting *Planning Act* timeframes (P&ED)	45% / N/A	56% / Actuals	48% / N/A
	# of development processes reviewed and improved (P&ED)	2 / 3	3 / 3	1 / N/A
	# of planning process reviews and improvements	4 / 2	3 / 1	0 / N/A
	# of attendees at collaborative regulatory workshops (P&ED)	110 / 65	520 / 65	65 / 65
	# of customer journeys mapped and improved (P&ED)	2 / 2	0 / 3	3 / 3
	# of visits to Service London Business Counter (P&ED)	1,470 / 425	196 / 450	100 / 238
	# of visits to Service London Business website (P&ED)	100 / 150	6,143 / 175	200 / 200
Increase the availability of serviced land in strategic locations.	% of Industrial Land Development Strategy Updated (P&ED)	0% / 0%	100% / 100%	0 / 0
	# of hectares sold of City-owned industrial land inventory (P&ED)	24.7 / 8	17.5 / 8	12.3 H / 8
	# of new jobs created in City-owned industrial parks, including expansions (P&ED)	(385 new build) / 500 +230 in expansions Total: 615	280/ 700 +130 in expansions Total: 410	140/ 300 +465 in expansions Total: 605
	$ increase in taxes paid by companies operating in City-owned industrial parks (P&ED)	$745,554 / $200,000	$786,939 / $500,000	$548,201 / $200,000
	# of hectares of industrial land purchased to meet minimum Industrial Land Development Strategy target of 200 hectares of available land (P&ED)	0 / 0	0 / 25	25.8 / 0

Creating a Safe London for Women and Girls

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

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 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.	Metrics to be developed based on the development of three pillared framework (CMO)	TBD / TBD	TBD	TBD / TBD
		TBD / TBD	TBD	TBD / TBD
	Metrics to be developed based on the development of action plan (CMO)	TBD / TBD	TBD	TBD / TBD
	# of complaints of harassment under the Respectful Workplace Policy (ES) (2021)	0 / Actual	3 / Actuals	5 / Actuals
	# of complaints of discrimination under the Respectful Workplace Policy (ES) (2021)	5 / Actual	1 / Actuals	2 / Actuals
	# of complaints of disrespectful behaviour under the Respectful Workplace Policy (ES) (2021)	N/A	49 / Actuals	12 / Actuals
	# of complaints of reprisal under the Respectful Workplace Policy (ES) (2021)	N/A	1 / Actuals	0 / Actuals
	# of Workplace Violence Prevention Policy complaints (ES)	2 / Actuals	2 / Actuals	1 / Actuals
	# of employees trained (I Step Forward) (ES)	145 / Actuals	188 / Actuals	1,740 / Actuals
	# of employees trained (Safe London for Women and Girls Introductory Module) (CMO, ES)	1,230 / Actuals	273 / Actuals	495 / Actuals
	# of employees trained (Respectful Workplace) (ES)	1,135 / Actuals	1,770 / Actuals	1,430 / Actuals
	# of participants in the Mentorship Program (ES)	TBD / TBD	TBD / TBD	TBD / TBD

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	# of participants in the Succession Plan (ES)	TBD / TBD	TBD / TBD	TBD / TBD
	# of bus shelters (LTC)	N/A / N/A	N/A / N/A	N/A / TBD
	# of bus stop luminaires (LTC)	N/A / N/A	N/A / N/A	N/A / TBD
	# of subsidized rides (Income-Related, Youth, and Visually Impaired, Seniors and Children 12 and Under) (LTC)	N/A / 352,772	657,700 / N/A	N/A / TBD
	Metrics to be developed based on Action Plan (SHD)	TBD / TBD	TBD / TBD	TBD / TBD
	# of additional shelter beds available to abused women and their children, and to homeless women and girls (SHD)	20 / 10	16 / 15	10* / 20
	Metrics to be developed based on the Action Plan (SHD)	TBD / TBD	TBD / TBD	TBD / TBD
	% of referrals to SLWAR that were successful in acquiring sustained housing/hotel accommodations until year-end (LPS)	74% / 100%	80% / >63%	N/A / TBD
	# of LPS referrals to SLWAR per 100,000 female population (LPS)	7.7 / >13.5	7.1 / >7.6	N/A / TBD
	Average rating of satisfaction with the collaborative process working towards solutions (LPS) Rating: 1 to 7 1= Extremely Dissatisfied 7= Extremely Satisfied	N/A / >6.2	N/A / N/A	N/A / TBD

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	# of identified Persons at Risk (history/risk of survival sex work/trafficking) per 100,000 female population that received support/safety planning by the LPS Persons at Risk Coordinator (LPS)	66.9 / >64.5	71.8 / >66.1	N/A / TBD
	# of identified potential victims of Human Trafficking who were offered support per 100,000 female population (LPS)	39 / >41.4	37 / >40	N/A / TBD
	Average rating of satisfaction with the collaborative process working towards solution (LPS) Rating: 1 to 7 1= Extremely Dissatisfied 7= Extremely Satisfied	N/A / >4.4	N/A / N/A	N/A / TBD
	# of multi-agency Human Trafficking Projects (LPS)	1 / 1	1 / 1	N/A / TBD
	Metrics to be developed based on the strategy (CMO)	TBD / TBD	TBD / TBD	TBD / TBD
	Metrics to be determined in consultation with the Town and Gown Committee (CMO)	TBD / TBD	TBD / TBD	TBD / TBD
	Metrics to be determined based on strategy to recognize the safety of women and girls in preparing operational plans involving near-campus issues (P&ED)	TBD / TBD	TBD / TBD	N/A / N/A

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	# of applications submitted that align with Creating a Safe London for Women and Girls (London Community Grants Program) (NCWS)	4 / Actuals	3 / Actuals	4 / Actuals
	$ funded annually to support Creating a Safe London for Women and Girls (London Community Grants Program) (NCWS)	$174,000 / Actual	$137,250 / Actuals	$73,500 / Actuals
	Metrics to be determined based on Anova's UN Safe Cities Report findings (CMO)	TBD / TBD	TBD / TBD	TBD / TBD
	# of employees that receive trauma and violence lens training (CMO)	TBD / TBD	157 / Actuals	ND / 10
	% of identified policies, procedures that have been reviewed (CMO)	TBD / TBD	TBD / TBD	TBD / TBD

Leading in Public Service

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

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Increase opportunities for residents to be informed and participate in local government.	% of planning process and plan that is complete (ES)	30% / 50%	100% / 100%	100% / 100%
	% of metrics identified through the strategy that have been successfully achieved (ES)	0 / 0	TBD / 75%	TBD / 80%
	# of media relations training sessions offered (ES)	2 / 4	1 / 4	4 / 4
	# of Public Engagement Forum meetings (ES)	1 / 4	1 / 4	1 / 2
	% of resident public engagement satisfaction score (ES)	N/A / 85%	N/A / 90%	N/A / 90%
	% of City outreach education strategy completed (P&ED)	50% / 50%	50% / 50%	0% / 0%
	# of residents vote in the Neighbourhood Decision Making process (NCWS)	N/A/ N/A	10,396 / 7,700	9,944 / 7,900
	# of communication channels for Multi-Year Budget (MYB) engagement process (FS)	8 / 6	8 / 4	11 / 4
	# of resident interactions in the Multi-Year Budget process (FS)	2,229 / 1,400	2,788 / 1,020	12,032 / 1,070
Improve public accountability and transparency in decision making.	# of public reports the City of London participates in (BMA, Consulting, Municipal Benchmarking Network Canada (MBNC, etc.) (CMO)	2 / 2	2 / 2	ND / 2
	# of strategic plan progress and performance reports (CMO)	2 / 2	3 / 3	2 / 2
	# of reports to the community, including the annual community survey (CMO)	1 / 2	2 / 2	ND / 2

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	# of open data sets available (CMO)	178 / 178	178 / 178	178 / 178
	# of new tools available, such as citizen dashboard (CMO)	0 / 0	0 / 0	0 / 0
Building relationships with Indigenous Peoples that are respectful, responsive, and accountable.	% of Middlesex London Health Unit (MLHU) staff who have completed Indigenous Cultural Safety Training and/or participated in other opportunities related to Indigenous cultural safety (MLHU)	90% / 100%	N/A / 100%	93% / 100%
	# of City of London participants in the Intercultural Competency Program (CMO)	0 / Actual	TBD / TBD	27 / Actuals
	# of Agencies, Boards and Commissions participants in the intercultural competency program (CMO)	N/A / Actual	TBD / TBD	TBD / TBD
	# of Indigenous Relationships position filled	0 / Actual	1 / 1	0 / 0 (filled in 2021)
	# of initiatives supporting reconciliation implemented (CMO)	8 / TBD	10 / TBD	3 / TBD
Increase the effectiveness of London's strategic advocacy.	# of times London policy and advocacy priorities are reflected in municipal association submissions to government (i.e., releases, committee testimonies, etc.) (ES)	12 / TBD	16 / TBD	60 / TBD
	# of advocacy engagements with other levels of government (ES)	48 / TBD	60 / TBD	80 / TBD
	# of update reports on the Strategic Advocacy Framework (ES)	0 / TBD	1 / TBD	1 / TBD
	% metrics identified and successfully implemented (ES)	TBD / TBD	100 / TBD	100 / TBD

Outcome: Londoners experience exceptional and valued customer service.

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Increase community and resident satisfaction of their service experience with the City.	% of all community centre visitors rating overall experience as good or excellent (NCWS)	95% / 95%	93% / 96%	96% / 96%
	% of program utilization rate (NCWS)	79% / 70%	81% / 71%	82% / 72%
	% satisfaction rate of annual community survey (CMO)	N/A / 90%	82% / 90%	ND / 90%
Increase responsiveness to our customers.	% of Provincial Planning legislation and policy updates reviewed and reported to Council (P&ED)	100% / 100%	100% / 100%	100% / 100%
	# reports addressing emergent planning issues (P&ED)	2 / 2	2 / 2	3 / 2
	% of identified City staff that receive customer service training by Service Area (ES)	TBD / TBD	TBD / TBD	TBD / TBD
	% of residents satisfied with the City services they received (based on contact with the City in the last 12 months) (ES)	N/A / 80%	82% / 80%	N/A / 80%
	% of Eligibility Determinations into Ontario Works made within 4 days (SHD)	75% / 75%	87% / 75%	78% / 75%
	% of Ontario Works clients that access intake within 5 minutes (P&ED)	92% / 80%	97.6% / 85%	98% / 90
	# of building and development processes reviewed and improved (P&ED)	6 / 9	3 / 3	10 / 4

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Increase efficiency and effectiveness of service delivery.	% of customers satisfied with the service they received (ES)	N/A / 90%	82% / 90%	ND / 90%
	# of zero-based budget reviews completed (FS)	4 / 8	25 / 8	28 / 8
	# of additional reviews completed (FS)	4 / 2	5 / 2	5 / 2
	Total service reviews completed with efficiencies identified (FS)	8 / Actuals	30 / 30	33 / Actuals
	# of City employees with Lean training (CMO)	44 / 150	81 / 100	34 / 38
	# of individuals that participate in continuous improvement events (CMO)	31 / 45	13 / 60	24/ 45
	# of financial process improvements (FS)	8 / 2	13 / 2	6 / 2
	# of continuous improvement projects undertaken across the corporation (CMO)	145 / 165	159 / 210	59 / 135
	% satisfaction rate of annual community survey (CMO)	N/A / 90%	82% / 90%	ND / 90%
	% of Master Accommodation Plan – Alternate Work Strategies Update Completed (FS)	10% / 10%	100% / 100%	100% / 100%
	% rate of companion animal live release (P&ED)	90% / 90%	94% / 90%	90% / 90%
	# of winter storms with an improved response (E&I)	0 / 0	0 / 2	4 / 4
	% increase in London residents indicating they are very/somewhat satisfied with snow clearing and removal in the annual citizen satisfaction survey (E&I)	N/A / 0%	3% / 1%	ND / 1

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Reduce barriers to access City services and information.	# of new processes developed to ensure that city resources are shared across Service Areas (CMO)	36 / 25	TBD / TBD	TBD / TBD
	# of cross functional teams supporting community initiatives (CMO)	58 / 35	TBD / TBD	TBD / TBD
	# of multi-Service Area initiatives implemented (CMO)	24 / TBD	TBD / TBD	TBD /TBD
	# of front counters made accessible	0 / 3	2 / 3	2 / 2
	# of pedestrian crosswalks made accessible	14 / 10	36 / 10	45 / 10
	% of accessibility initiatives implemented (ES)	80% / 90%	90% / 90%	90% / 90%
	Metric TBD in consultation with the Accessibility Advisory Committee (ES)	TBD / TBD	TBD / TBD	TBD / TBD
	# of services available at customer service counters (ES, NCWS)	10 / 10	9 / 11	11 / 12
	# of new tools and resources available in multiple languages (ES)	19 / 1	16 / 1	6 / 1
	% of customers satisfied with the service they received (ES)	N/A / 90%	82% / 90%	ND / 90%
	# of Service London Portal users (ES)	5,544 / 3,100	13,268 / 3,200	8,839 / 3,300
	% of contact centre service levels achieved	80% / 75%	79% / 75%	81% / TBD
	# of City message campaigns advertised on digital billboards (ES)	37 / TBD	36 / TBD	20 / TBD

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Increase the use of technology to improve service delivery.	# of technical service requests and incidents successfully completed (ES)	21,246 / 23,000	21,442 / 23,500	11,359 / 11,750
	% of availability of City of London core computing environment (ES)	99.99% / 99.97%	99.99% / 99.97%	99.99% / 99.97%
	% of Information Technology customers satisfied (ES)	98% / 96%	98% / 96%	97.7% / 97%

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

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Increase the diversity of the City's workforce.	% of new hires that identify as women (CMO, ES)	42.1 / Actuals	95 / Actuals	59 / Actuals
	% of new hires that identify as LGBTQ+ (CMO, ES)	8.3 / Actuals	21 / Actuals	18 / Actuals
	% of new hires that identify as Indigenous (CMO, ES)	0.4 / Actuals	1 / Actuals	2 / Actuals
	% of new hires that identify as racialized (CMO, ES)	21.5 / Actuals	48 / Actuals	21 / Actuals
	% of new hires that identify as People with Disabilities (CMO, ES)	8.3 / Actuals	22 / Actuals	5 / Actuals
	% of new hires that identify as Recent Immigrants (CMO, ES)	8.8 / Actuals	36 / Actuals	21 / Actuals
Attract and retain a talented workforce.	Metrics TBD through the development of the Plan (ES)	TBD / TBD	TBD / TBD	TBD / TBD
Maintain a safe and healthy workplace.	Metrics TBD through the development of the Plan (ES)	TBD / TBD	TBD / TBD	TBD / TBD
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term.	# of audits completed (FS)	8 / 8	8 / 8	4 / 4
	# of consecutive years the Aaa credit training rating is maintained (FS)	44 / 44	45 / 45	46 / 46
	Debt financing as a percentage of the lifecycle renewal capital budget (FS)	4% / 4%	1% / 1%	0% / TBD
	Debt servicing costs as a percentage of total revenues (FS)	4.8% / 4.7%	4.6% / 4.8%	4.0% / TBD

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	% of reserve and reserve fund targets established and monitored (FS)	51% / 50%	51% / 80%	39% / 10%
	# bps (basis points) excess actual investment returns compared to the relevant market benchmarks (FS)	58 bps / 5 bps	114 bps / 5 bps	159 bps / 5 bps
	% of Strategic Financial Plan update completed (FS)	0% / 0%	15% / 35%	40% / 0%
	% variance between actual average annual tax levy, water, and wastewater rates compared to approved Multi-Year Budget (FS)	(Property Tax Supported = 0% Water = 0% Wastewater & Treatment = 0%) / 0%	Property Tax Supported = % Water = % Wastewater & Treatment = (0.2%) / 0%, 0%, 0%	Property Tax Supported = (0.2%) Water = 0% Wastewater & Treatment = (0.2%) / 0%
	< = 0 Actual dept authorized compared to internal debt cap (FS)	($857,000) / < = 0	-$475,000 / <=0	($1,799,000) / < = 0
	< City of London Commercial tax ratio compared to average Provincial Commercial tax ratio (FS)	1.9100 / 1.7897	1.91 / 1.7858	1.91 / 1.7858
	< City of London Industrial tax ratio compared to average Provincial Industrial tax ratio (FS)	1.9100 / 2.3318	1.91 / 2.3209	1.91 / 2.3209
	< City of London Multi-residential tax ratio compared to average Provincial Multi-residential tax ratio (FS)	1.7119 / 1.7715	1.7119 / 1.7557	1.7119 / 1.7557

Expected Result	Metric	2020 Actual/Target	2021 Actual/ Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	Average tax increases by property class including education (FS)	(4.3% Res. 2.5% Multi 3.0% Farm 14.2% Commercial 5.2% Industrial 1.9%) / 4.4%	Res. 3.0% Multi 3.1% Farm 2.6% Comm. (8.3)% Industrial (8.3)% / 3.4%	Res. 2.45% Multi: 2.57% Farm 2.12% Comm. 2.01% Industrial 2.01% / 2.8%
	Metric TBD pending the tax policy strategy (FS)	TBD / TBD	TBD / TBD	TBD / TBD
Enhance the ability to respond to new and emerging technologies and best practices.	# of digital solutions delivered (ES)	52 / 50	61 / 50	34 / 25
	# of Lessons Learned Outcomes communicated to ITS Project Managers (ES)	273 / 225	321 / 250	142 / 125
	% of digital solutions that resulted in an increase in efficiency and/or effectiveness (ES)	98% / 95%	95% / 95%	97% / 96%
	% of time spent on projects (ES)	42% / 47%	46% / 45%	49% / 46%
	% paperless trials (Provincial Offences Court) (LS)	95% / 75%	95% / 75%	95% / 75%
	% of disclosure requests available electronically (Provincial Offences Court) (LS)	95% / 20%	95% / 30%	95% / 40%
	% progress towards completion of digital application tracking initiatives (P&ED)	15% / 20%	25% / 75%	25% / 100%