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Section 1.0 Introduction

1.1 The City Of London’s 2015 – 2019 Strategic Plan

On December 1, 2014, the City of London welcomed a new City Council. It was a time of change in the city, with 11 of the 14 wards electing a new member to Council, including a new Mayor. One of the first tasks of Council was to set the vision and direction for the next four years. City Council embarked on a 100-day journey to complete the process that would establish the 2015 – 2019 Strategic Plan.

The new Strategic Plan was built on existing work and reflected the proposals, ideas, and intentions of the community. 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. Council was also asked to consider the many conversations and interactions they had with their constituents throughout the campaign process. The City of London’s 2015 – 2019 Strategic Plan was influenced by the work that had already been accomplished, while also drawing on new ideas that would push the plan forward.

The 2015 – 2019 Strategic Plan answered the question, “What are the priorities we are going to address over the next four years?” and includes strategic areas of focus, sub-strategic areas of focus, and strategies. To view the City of London’s 2015 – 2019 Strategic Plan, please visit: https://www.london.ca/city-hall/Civic-Administration/City-Management/Documents/Strategic Plan 2015-2019.pdf

On March 10, 2015, City Council’s 100th day in office, the 2015 – 2019 Strategic Plan received unanimous Council approval.
1.2 Purpose Of The Impact Assessment

Context And Background

The 2015 – 2019 Strategic Plan includes a commitment that, on an annual basis, City Council will report to Londoners on the implementation of the Strategic Plan and demonstrate the progress being made each year and how this work is making a difference in the community.

To support this commitment, City Council directed Civic Administration to prepare Semi-Annual Progress Reports (every May and November) and an annual Report to the Community (every November). The Progress Report and Report to the Community articulate the progress made towards implementing the strategies in the Strategic Plan. They do not however, communicate the impact of strategies in the Strategic Plan.

To address the impact of the Strategic Plan, on May 30, 2017, City Council resolved that the Governance Working Group (GWG) be directed to review and report back to the Strategic Priorities and Policy Committee (SPPC) with respect to the following matters: metrics for assessing the impacts of the various strategies and identification of appropriate key performance indicators (KPIs) to assess the general performance of City of London initiatives.

The Strategic Plan Measurement Framework

On June 26, 2018, City Council endorsed a Strategic Plan Measurement Framework to assess the performance and the overall impact of the Strategic Plan on an annual basis through a Performance Report, as well as over the lifespan of the Strategic Plan, through an Impact Assessment. The Strategic Plan Measurement Framework is organized by strategic areas of focus and connects the strategies in the 2015 – 2019 Strategic Plan with the initiatives, metrics, and targets in the 2016 – 2019 Business Plans.

To design the Strategic Plan Measurement Framework, measures from the 2016 – 2019 Business Plans, the 2017 Budget Amendment Forms, the 2018 Budget Amendment Cases, and the 2017 Citizen Satisfaction Survey Draft Report were mapped to the strategies found in the 2015 – 2019 Strategic Plan. Through this process, measures were mapped to the most appropriate strategies and were only used once. “Most appropriate” was determined by considering whether the measure would inform the results of the strategy through the assessment process.

Included in the Strategic Plan Measurement Framework is the Strategic Plan Measurement Tool. The Strategic Plan Measurement Tool offers a standardized instrument to track progress on an annual basis for the purpose of developing the Performance Report, as well as over the lifespan of the Strategic Plan for the purpose of developing the Impact Assessment Report.
What Is An Impact Assessment?

The purpose of an impact assessment is to answer the question, “How has London changed as a result of the implementation of the Strategic Plan?” 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. The Performance Report answers the question, “Did we do what we set out to do?” Performance reports are prepared on an annual basis, while the Impact Assessment is completed at the end each strategic planning cycle (Council term).

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.
1.3 Methodology And Reporting

How Impact Was Assessed

Each Service Area reported results for 2015, 2016, and 2017. Using 2015 as the baseline reporting year, the data reported on each metric was analyzed to understand the number and percentage change for each year, as well as the cumulative change across all three years. In addition to quantitative data, qualitative data was also examined.

Results from each Service Area were entered into the Strategic Plan Measurement Framework. This way, data could be examined by the results of all Service Areas contributing to an individual strategy. By examining 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.

Structure Of The Results

Section 2 to Section 5 provide the results of the impact assessment. Each section includes the results for one strategic area of focus. For each sub-strategic area of focus, there is an outcome statement, which is derived directly from the sub-strategic area of focus. For each outcome, there is corresponding evidence to demonstrate the change or impact achieved through the implementation of the 2015 – 2019 Strategic Plan. Results in Sections 2 to 5 only consider 2015, 2016, and 2017 measures.

Section 6 provides information related to 2018. Due to the timing of the report, complete data was not available for 2018 or 2019. However, many strategies have been implemented successfully during 2018, and Section 6 provides a summary of some of the initial results. More information about results from 2018 can be found in the Semi-Annual Progress Reports, released in May 2018 and November 2018, and the 2018 Report to the Community, released in November 2018.

Section 7 outlines next steps and how the results of the impact assessment will be used in the development of the City of London’s next Strategic Plan.
Definitions

Outlined below is a list of terms used throughout the report with corresponding definitions:

- **Outcome**: The intended change in the lives of individuals, families, organizations, and/or the community accomplished through the implementation of the Strategic Plan.

- **How Do We Know?**: This section highlights data points found in the Evidence of Impact section by using an infographic format.

- **Evidence of Impact**: This section includes quantitative and qualitative data that demonstrates impact has been achieved as a result of the implementation of the corresponding strategy. Data is organized through a series of key findings.

- **Little To No Evidence Of Impact**: This section outlines the strategies that had no associated quantitative measures or targets in the Strategic Plan Measurement Framework. Many strategies did have some additional corresponding quantitative or qualitative data to demonstrate impact, and this is noted within this section.
Section 2.0 Results: Strengthening Our Community

2.1 Vibrant, Connected, And Engaged Neighbourhoods

Outcome: London’s neighbourhoods are more vibrant, connected, and engaged.

The heart and essence of every city and community are its neighbourhoods. By supporting neighbourhood driven activities and decision making, funding and partnering with the London Public Library to support people and neighbourhoods, and working with partners in education to help keep neighbourhood schools open, and using former school sites effectively, London’s neighbourhoods are more vibrant, connected, and engaged.

How Do We Know London’s Neighbourhoods Are More Vibrant, Connected, And Engaged?

<table>
<thead>
<tr>
<th>5,000</th>
<th>260</th>
<th>42</th>
</tr>
</thead>
<tbody>
<tr>
<td>residents involved in decision making</td>
<td>neighbourhood activities supported</td>
<td>SPARKS! Projects</td>
</tr>
</tbody>
</table>

| 21 | 34 | 20,516,468 |
| Neighbourhood Decision Making projects | active neighbourhood groups | visits¹ to the London Public Library |

Evidence Of Impact

Neighbourhood driven activities have increased

Results demonstrate that by 2017, neighbourhood driven activities had been implemented in 70% of London’s neighbourhoods. In 2015, 35 neighbourhood driven activities were supported annually by the City of London, which increased to 171 in 2017, an increase of 389%.

Further, the number of new neighbourhood groups and associations quadrupled between 2015 and 2017, increasing from 2 in 2015, to 8 in 2017. As a result, by 2017, there were a total of 34 active neighbourhood groups.

¹ Visits includes both in-person and virtual visits between 2015 – 2017.
Londoners are more involved in neighbourhood decision making

In 2016, Neighbourhood Decision Making was successfully piloted, with $30,000 being allocated to support resident driven initiatives. Over 520 residents voted in their neighbourhood/ward, and 7 neighbourhood projects were chosen. In 2017, Neighbourhood Decision Making was launched across the entire city, resulting in 14 neighbourhood projects, totaling $250,000. Over 350 ideas were submitted by residents in neighbourhoods across the city and over 5,000 people voted for their favourite projects. Of those who participated, 54% had not been involved in decision making in their neighbourhood in the last six months and 98% would participate if the program was offered again.

Londoners are connected to the London Public Library

Results demonstrate that between 2015 – 2017, there were a total 12,823,301 virtual visits and 7,693,167 in-person visits to the London Public Library, in addition to 554,257 program attendees. A total of 11,089,292 items were borrowed from the London Public Library and Londoners used in-library computers 1,384,511 times between 2015 – 2017.

Libraries are more accessible to Londoners

Significant improvements were made to ensure libraries are safe, energy efficient, accessible, and up-to-date to meet the needs of all community members between 2015 – 2017. For example, accessibility improvements included the installation of 4 new AODA/FADS accessible HelpDesks at branch libraries, and the Wolf Performance Hall has experienced increased use as a community cultural resource. Further, the CONNECT library card was implemented to improve library access for vulnerable individuals, and fines for children were eliminated, while fines for teens were reduced.

Londoners have learning opportunities within their neighbourhood

Through initiatives implemented by the London Public Library between 2015 – 2017, Londoners have increased opportunities to improve their digital literacy skills and take advantage of online learning through enhanced public computers, expanded digital literacy instruction and coaching, and access to free online learning platforms such as Lynda.com.

Community members were engaged to develop plans for closed school sites

The City of London had great success in planning for the redevelopment and intensification of closed school sites. The Sherwood Forest project included extensive neighbourhood

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2 In person visits decreased from 2,737,988 annually in 2015 to 2,476,869 in 2017, a decrease of 10%. Virtual visits, however, increased from 4,073,679 in 2015 to 4,212,052 in 2017, an increase of 3%.

3 The number of items borrowed decreased from 3,869,642 items in 2015 to 3,520,500 items in 2017, representing a 9% decrease. In-library computer uses decreased by 30%, changing from 545,417 in 2015 to 384,450 in 2017.
consultation that resulted in the successful rezoning of a portion of the Sherwood Forest School for a park and a portion for a residential intensification project.

The Lorne Avenue project also included positive community engagement, development of different site concepts, and a new relationship with the school board to identify school closures early in the process.

In both instances, the City of London was able to acquire key parkland for the neighbourhood, and the future sale of the property will provide for intensification in the existing neighbourhood (demonstration projects).

**Little To No Evidence Of Impact**

The strategy of *work with our partners in Education to help keep neighbourhood schools open and use former school sites effectively* had qualitative data available to demonstrate impact, but did not have corresponding quantitative measures.
2.2 Diverse, Inclusive, And Welcoming Community

**Outcome:** *London is a more diverse, inclusive, and welcoming community.*

Healthy communities are those where individuals feel valued and included. The Strategic Plan’s strategies focused on supporting immigrants and newcomers to be successful as they settle in the community, supporting all Londoners to feel engaged and involved in the community, and working to be a compassionate city to all. The result is that London is a more diverse, inclusive, and welcoming community.

**How Do We Know London Is A More Diverse, Inclusive, And Welcoming Community?**

| 6,733 newcomers engaged | 25 new partnerships created | 149,416 Immigration Portal visits |

**Evidence Of Impact**

*Information is available to assist newcomers to settle in London*

From 2015 – 2017, the Immigration Portal received 149,416 visits, the London Middlesex Local Immigration Partnership (LMLIP) section of the portal had 10,793 visits. The Immigration Portal’s YouTube channel received 4,188 visits during that same time period.4

*Londoners are working together to enhance supports for newcomers*

In total, 6,733 newcomers were engaged in face-to-face meetings between 2015 – 2017. There were also 25 new partnerships and approaches developed to enhance supports for newcomers.

The United Way Elgin Middlesex, in partnership with the Mayor and the London Cross Cultural Learner Centre, launched London United for Refugees. The fund supported a variety of programs and services, such as front-line mental health supports, employment services, and community inclusion programs designed to help families settle in London successfully.

*Efforts have been made to welcome newcomers to London*

London was the third largest recipient of Syrian refugees in Ontario after Toronto and Ottawa (combining all visa categories) and the seventh largest in Canada, having welcomed a total of

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4 The number of YouTube visits decreased by 33%, reducing from 1,390 visits in 2015, to 928 visits in 2017.
1,256 Syrian Government Assisted Refugees (GARs) by the end of 2016. To support newcomers, the City convened a Task Force of local service agencies to exchange information and to facilitate the coordination of efforts in supporting Syrian newcomers. Participating in the Task Force were settlement agencies, the London and Middlesex Local Immigration Partnership, the London and District Catholic School Board, the Thames Valley District School Board, the Middlesex London Health Unit, WIL Employment Connections, United Way London Middlesex, Across Languages, the London Muslim Mosque, London Community Foundation, and officials of Immigration, Refugees and Citizenship Canada, and the Ministry of Citizenship, Immigration and International Trade.

The City also convened a community meeting to prepare for the Syrian newcomers, bringing together approximately 150 people to exchange information and ideas. The London and Middlesex Local Immigration Partnership convened a follow-up information meeting at the London Muslim Mosque to provide private sponsors with information on support services available in the community and to build the networks and relationships between the various sponsoring groups and service providers.

In 2017, the London and Middlesex Local Immigration Partnership held a ‘day of learning’ on building a welcoming community for immigrants to London and Middlesex. The objective was to involve new stakeholders in creating welcoming communities, exploring the conditions required for creating a welcoming community in London and Middlesex, and developing resources and action plans for creating a welcoming community.

To facilitate communication and provide information to Londoners about how they could assist Syrian newcomers, a section was set up on the London and Middlesex Immigration Portal. In addition, City of London staff worked to develop a number of initiatives, which included providing space to local agencies to run programming at community centres and exploring opportunities to introduce Syrian newcomer families to the range of recreation opportunities in the community.

**Londoners are working towards becoming a diverse and inclusive city**

The Community Diversity and Inclusion Strategy (CDIS) was completed in 2017, with 200 Londoners coming together to build the strategy. Various community groups and organizations were consulted throughout the process. The strategy received unanimous support from Council on August 22, 2017. Nearly 30 Londoners came to the Council meeting to support the strategy.

The London and Middlesex Local Immigration Partnership also developed a three-part bilingual (French-English) campaign to combat racism in the community, including an #AllAreWelcome lawn sign campaign to promote the inclusion of newcomers, a 1,000 Acts of Welcome social media campaign and website, and the convening of a ‘day of learning’ on the United Nations Day for the Elimination of Racial Discrimination.
Little To No Evidence Of Impact

The strategy of *support all Londoners to feel engaged and involved in our community* had no associated measures to demonstrate impact, and limited qualitative data. However, work completed through the strategy of *support neighbourhood driven activities and decision making* has data that demonstrates impact, including results related to community engagement and involvement.

Similarly, the strategy of *work always to be a compassionate city to all* has no associated measures to demonstrate impact, however, the sub-strategic area of focus of *caring and compassionate services* has a number of strategies and measures that demonstrate impact related to being a compassionate city.

Therefore, while there is little to no evidence of impact within the two strategies noted above, there is evidence throughout other strategies in the Strategic Plan to demonstrate that collectively, the intended results have been achieved.
2.3 Caring And Compassionate Services

Outcome: **Londoners have access to caring and compassionate services.**

Caring and compassion are critical to delivering high quality, effective services. Through the 2015 – 2019 Strategic Plan, the City of London sought to eliminate barriers for individuals facing poverty, mental health, and/or addictions and help them find pathways to be successful, work with community agencies to help tenants keep their existing affordable housing and avoid homelessness, reduce and prevent homelessness, provide social services including Ontario Works in the community, and provide compassionate care for animals. These efforts resulted in caring and compassionate services being delivered in London.

**How Do We Know Londoners Have Access To Caring And Compassionate Services?**

<table>
<thead>
<tr>
<th>Count</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>853</td>
<td>individuals achieved housing stability</td>
</tr>
<tr>
<td></td>
<td>66 youth housed</td>
</tr>
<tr>
<td>1,063</td>
<td>150 tenants engaged</td>
</tr>
<tr>
<td></td>
<td>45 day decrease in the average number of days on Ontario Works</td>
</tr>
<tr>
<td></td>
<td>59 fewer individuals are accessing Ontario Works annually</td>
</tr>
</tbody>
</table>

**Evidence Of Impact**

**Londoners have support to maintain access to affordable housing**

Between 2015 – 2017 an average of 2,714 households per year received a grant or loan from the Housing Stability Bank for emergency utility assistance and/or rental assistance, assisting both individuals and families to maintain their housing.

The creation of the Strategic Plan, which made Strengthening our Community a priority through Caring and Compassionate Services, aligned strongly with London & Middlesex Housing Corporation’s (LMHC) new mission and vision. LMHC’s new strategic vision of "We Care", along with its new strategic plan, was launched in May 2017. With a timeframe of 2017 - 2020, LMHC’s plan outlines core values and intended service goals that align with the Strategic Plan. Therefore, over the span of the Strategic Plan, LMHC has been working to create more stable tenancies, create innovation, collaborate with community partners, and establish stronger caring and compassionate services for tenants.
From 2015 to 2017, London had an average of 40 social housing units per 1,000 City of London households. During that same time period, LMHC had an average vacancy rate of 3.8%.

The percentage of rental arrears decreased from 17.7% in 2015 to 15.7% in 2017. The percentage of tenants with repayment agreements in place increased from 22.65% to 30.90% during the same time period. Tenant stability is at risk when a tenant is in arrears. LMHC aims to set up repayment agreements with the goal of stabilizing tenancies rather than evicting tenants for nonpayment of rent. Repayment agreements also have a positive impact on revenue recovery.

In 2016, the City of London was successful in securing funding from several Provincial programs (e.g. Social Housing Improvement Program, Social Housing Apartment Retrofit Program, and Survivors of Domestic Violence Pilot Project).

In 2017, the City collaborated with community agencies to submit Expressions of Interest for Ministry of Housing Program initiatives. As a result, two community agencies in London received funding towards the Ministry of Housing’s Anti Human Trafficking initiative. In addition, the City was successful in securing funding towards the Social Housing Apartment Improvement Program.

To begin to build strong partnerships to support tenants, as well as the larger community, LMHC held an engagement session with over 20 community partners in 2017. In addition, over 150 tenants were engaged through a tenant conversation and community BBQ.

**Individuals experiencing homelessness are securing and maintaining housing**

Between 2015 – 2017, the number of chronic shelter users decreased by 150 individuals, representing a decrease of 50 individuals each year.

Regarding securing and maintaining housing, 66 youth were housed with supports between 2015 – 2017. Further, 203 women and 650 persistently homeless households achieved housing stability, and a total of 575 households retained their housing for six months or more.

These results are in part due to programs such as Street Level Women at Risk (SLWAR), a Housing First program aimed at ending homelessness for street involved sex workers. Evaluation results demonstrate that some women involved in SLWAR have achieved a high level of housing stability and have reconciled with family, including obtaining partial or full custody of their children. This program was featured at the National Canadian Alliance to End Homelessness.

To further assist individuals and families experiencing homelessness to secure and maintain housing, improved data and data sharing are critical. In 2017, the shared Homeless

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5 The number of social housing units decreased from 41 units per 1,000 City of London households to 39 units per 1,000 City of London households between 2015 – 2017.
Management Information System was successfully introduced, with 13 homeless serving programs and the City of London participating.

**Londoners have access to social services, including Ontario Works**

An average of 11,949 Londoners accessed Ontario Works annually between 2015 – 2017, with 59 fewer individuals accessing Ontario Works in 2017 compared to 2015. Similarly, the average length of time on Ontario Works decreased from 1,095 days in 2015 to 1,050 days in 2017, a decrease of 45 days.

In each year of the Strategic Plan, the Ontario Works program surpassed Ministry approved employment outcome targets, and in 2017, surpassed the Provincial average in nearly every category. For example, the average number of days between an individual calling Ontario Works and their first appointment was 2.5 days, 1.5 days lower than the Provincial standard of 4 days. This was maintained from 2015 through to 2017.

In 2017, the City of London completed the community delivery initiative for the Ontario Works program. This has created essential social assistance supports in six accessible locations across the community, including Northland Mall, South London Community Centre, Glen Cairn Community Resource Centre, Westmount Mall, London East at 1835 Dundas Street, and Citi Plaza. Through a fully decentralized model, Ontario Works programming can be delivered close to home for those in receipt of support.
Compassionate care for animals is provided in London

From 2015 to 2017, 6,112 dogs and cats were cared for through municipal shelters. Within that same time period, there were 1,603 adoptions from the municipal shelter. The number of adoptions increased from 420 annually in 2015 to 603 annually in 2017, an increase of 44%.

The City of London launched London Animal Shelter Services, which provides a higher level of medical care and spays/neuters all cats and dogs (except emergency after hours) coming into the clinic. Since implementation, there have been no upper respiratory breakouts in the shelter even though some cats enter the shelter with the virus. Animal Services also launched the Catty Shack, which is the City of London’s cat adoption centre that showcases adoptable cats from the London Animal Care Centre and the Trap Neuter Return program and helps maintain a 90% or better live release rate.

Further, through a subsidy program offered by the City of London, 2,007 cats and dogs were fixed. In 2015, 202 cats and dogs were fixed annually and in 2017, 838 cats and dogs were fixed annually, representing an increase of 315%.

In conjunction with the Animal Welfare Advisory Committee, City staff developed the Humane Wildlife Policy, which led to specific protocols for operational practices for managing beavers, coyotes, and City tree trimming.

Complaints related to the care of animals were also investigated by the City of London, with an average of 15,287 complaints investigated each year, for a total of 45,860 complaints addressed during the lifespan of the Strategic Plan.

Little To No Evidence Of Impact

All strategies demonstrated evidence of impact. There were no strategies that demonstrated little to no evidence of impact.

6 The number of dogs sheltered at the municipal shelter decreased from 760 dogs in 2015 to 632 dogs in 2017, a decrease of 17%. In comparison, the number of cats sheltered at the municipal shelter increased from 1,344 in 2015 to 1,424 in 2017, an increase of 6%.

7 The number of feral cats fixed and colonized decreased from 759 in 2015 to 671 in 2017, a decrease of 12%.
2.4 Amazing Arts, Culture, And Recreation Experiences

Outcome: Londoners have access to amazing arts, culture, and recreation experiences.

Arts, culture, and recreational experiences play an integral role in building a thriving and vibrant city. As a direct result of the implementation of these strategies: funding and partnering with the community to celebrate Canada’s 150th anniversary, exploring the potential for multi-use performance venues in London, investing in new parks and facilities, pursuing innovative models for programs and service delivery, and funding/partnering with Museum London, the London Arts Council, the London Heritage Council, Eldon House, the London Public Library, and others to strengthen culture in London, Londoners have access to amazing arts, culture, and recreation experiences.

How Do We Know Londoners Have Access To Amazing Arts, Culture, And Recreation Experiences?

<table>
<thead>
<tr>
<th>Count</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>147,305</td>
<td>arena and field hours used</td>
</tr>
<tr>
<td>151,795</td>
<td>swim and recreation program participants</td>
</tr>
<tr>
<td>1,056,772</td>
<td>arts and culture visitors</td>
</tr>
</tbody>
</table>

91% of Londoners were satisfied with their arts, culture, and recreation experiences.

Evidence Of Impact

*Canada’s 150th anniversary was celebrated by Londoners*

The focal point of Canada 150 celebrations took place at SequiFest, a multi-block event held from June 29 to July 3, 2017 in the downtown, with an attendance of 48,000.
Investments were made to arts, culture, and recreation experiences

Partnerships with local sport associations ensured the maximization of sports field use, as did making improvements to aging baseball diamonds to increase playability.

Investments in pools and splash pads also occurred between 2015 and 2017, with a new spray pad in Meadowgate Park in 2016, and another in Constitution Park in 2017. Southcrest Pool was also re-opened in 2017. In addition, investments were made to build two new multi-purpose community centres, Bostwick Community Centre, YMCA, and Public Library, and the East Community Centre and Pool.

Arts, culture, and recreation experiences were available to and accessed by Londoners

There were a total of 147,305 arena, soccer field, and baseball field hours used by Londoners from 2015 – 2017, including 80,150 arena hours, 42,084 premier irrigated soccer field hours, and 25,071 premier baseball field hours. During that same time period, there were also 53,973 registrations for swim programs and 97,822 registered participants in recreation programs. In addition, there was a total of 1,029,720 participant hours for directly provided, non-registered recreation programs, including playgrounds, recreation drop-ins, roller skating, and seniors’ drop-ins.

Total attendance in arts and culture experiences between 2015 – 2017 was 1,056,772 visitors, including 448,000 Storybook Gardens visitors, 299,118 Museum London visitors, 31,866 Eldon House visitors, 204,788 Centennial Hall visitors, and 73,000 Culture Days/Doors Open London participants. In addition, Centennial Hall hosted 359 events, Eldon House had 180 program offerings, and there were 53 workshops, events, seminars, and artist showcases offered through the Culture Office.

The London Arts Council’s London Artist in Residence Program funded 13 artists in 100 classrooms across 32 different schools, reaching 2,775 students and the London Heritage Council’s Museum School reached over 1,100 students in 44 classrooms.

Londoners are satisfied with their arts, culture, and recreation experiences

In total, 91% of Londoners who participated in arts, culture, and recreation experiences between 2015 – 2017 reported they were satisfied with their experience. This includes:

- 98% were satisfied with their recreation and leisure program experience;
- 96% were satisfied with their aquatic experience;
- 91% were satisfied with their Storybook Gardens experience;
- 85% were satisfied with their arena experience; and
- 85% were satisfied with their sports services experience.

Registrations for swim lessons/programs decreased from 18,935 in 2015 to 17,596 in 2017, a decrease of 7%.

Between 2015 – 2017, Storybook Gardens attendance increased by 22%, Museum London attendance decreased by 14%, Eldon House attendance increased by 11%, Centennial Hall attendance increased by 20%, and Culture Days/Doors Open London attendance decreased by 20%.
In addition, 93% of recreation and leisure program participants reported they improved their skill level.

**Little To No Evidence Of Impact**

The strategy of *explore the potential for a multi-use performance venue(s) in London* had no evidence to demonstrate impact between 2015 – 2017. However, there is evidence to demonstrate that the strategy was implemented. Proposals were submitted as part of the Investment Economic Prosperity Committee, which included performance arts centres. On March 10, 2015, Council resolved that no further action be taken with respect to the proposals and that the matter of exploring the potential for a future performing arts centre be referred to the multi-year budget discussion in order to permit Municipal Council to further review this matter in the context of overall budgetary considerations. As part of the Multi-Year Budget, this matter was considered and funding was not prioritized.
2.5 Healthy, Safe, And Accessible City

**Outcome:** *London is a healthier, safer, and more accessible city.*

To create physical and social environments where all Londoners can thrive, the 2015 – 2019 Strategic Plan focused on funding and partnering with the London Middlesex Health Unit to promote and protect the health of the community, supporting all Londoners to age well and have opportunities to reach their full potential, supporting the health and well-being of all children, youth, and families in London, protecting and promoting the safety of Londoners through funding the work of the London Police Service, promoting and supporting a safe community through the work of the London Fire Department, strengthening emergency management, improving London’s neighbourhoods through pro-active enforcement of updated by-laws, investing in programs and infrastructure to make London more accessible, continuing to make pedestrian and cycling routes safer year round for school aged children, and helping Londoners understand how we provide safe drinking water and protect the Thames River. The result of these strategies is that London is a healthier, safer, and more accessible city.

**How Do We Know London Is A Healthier, Safer, And More Accessible City?**

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>98.6% of Dearness Home residents are satisfied</td>
<td>18,923 Homemaker hours were provided</td>
</tr>
<tr>
<td>7 Family Centres</td>
<td>22,108 visits to the adult day program</td>
</tr>
<tr>
<td>21,686 emergency calls to London Fire Department</td>
<td>5,283,193 visits to community centres</td>
</tr>
<tr>
<td>100% of accessibility complaints and inquiries resolved</td>
<td>1,493 property clean ups</td>
</tr>
<tr>
<td>1,570 staff trained on emergency management</td>
<td></td>
</tr>
</tbody>
</table>

**Evidence Of Impact**

*Londoners are supported to age well*

In 2015, Dearness Home residents reported their overall satisfaction as 89.0%. This increased to 98.6% in 2017, an increase of 9.6 percentage points. Projects and programs have been implemented at Dearness Home to improve resident care. For example, a bedrail elimination project was implemented in order to decrease the risk of entrapment of residents, and now residents are admitted without bedrails. In addition, staff were trained and a new IntraVenous
therapy program for rehydration and antibiotic administration was implemented in order to help prevent unnecessary trips to the emergency room and/or reduce the length of hospital stays. A restorative care program was also implemented to support residents and prevent loss in their ability to perform activities of daily living in the areas of grooming, dressing, dining, oral hygiene, and walking. No program existed in 2015, and now up to 18 residents currently meet the criteria and benefit from this program. In addition, in 2017, program participants in the community received much needed supports to assist them in their homes. Dearness Home staff worked with the Service Partner, CBI, to improve accuracy of service delivery reporting. This substantially reduced the number of hours spent reconciling the billing and payment process with the Service Partner. The new process also improved client documentation that resulted in better service delivery.

Through the Homemaker Program, a program where residents of the City of London who qualify both medically and financially can receive assistance with light housekeeping duties, 18,923 hours of service were provided between 2015 and 2017. In 2015, 5,103 hours were provided annually, and by 2017, 7,185 were being provided annually, which is an increase of 41%.

There were 22,108 visits to the Adult Day Program & Wellness Centre between 2015 – 2017, and 88% of clients reported they were satisfied with the program. As of June 2016, the Adult Day Program & Wellness Centre achieved a 3 year Excellence Standard with the Commission on Accreditation of Rehabilitation Facilities. The standards help service providers improve the quality of their services, demonstrate value to the public, and meet internationally recognized standards. Accreditation demonstrates a provider's commitment to enhance its performance, manage its risk, and distinguish its service delivery.

In 2016, 377 London parks were scored using the Age Friendly Parks Checklist, three local seniors were recognized with the Ontario Senior's Achievement and Senior of the Year Awards, and the Age Friendly Business Checklist and Resource Guide were completed. In addition, City staff, as part of the Age-Friendly team, coordinated the design and construction of numerous parks and public space projects to support the Age-Friendly vision.

The Age Friendly London Impact Assessment was completed in 2017. The Impact Assessment collected quantitative and qualitative data related to the World Health Organization (WHO) indicators of an Age Friendly city. The impact assessment demonstrated that London made progress as an Age Friendly city, but that there is more work to be done. The Assessment supported the creation of the next Age Friendly London Community Action Plan, which was completed in 2017.

The Age Friendly London Action Plan 2017-2020 reflects residents’ priorities for improvements in each of the eight domains of age-friendliness. The Action Plan also includes 5 Network Strategies that will strengthen the Age Friendly Network and deepen impact over the life of the Plan. The Age Friendly Action Plan 2017-2020 was presented to and endorsed by Council in June 2017.

It should be noted that while the majority of services and programs have a had a positive result in terms of care of residents, there has been an increase in the percentage of residents that fell in the last 30 days, from 16.2% in 2015 to 21.0% in 2017.
The health and well-being of all children, youth, and families in London are supported

Between 2015 – 2017, the percentage of children with completed immunizations for Meningococcus increased from 77.2% to 79.4%. In late January 2017, the Infectious Diseases and Control (IDC) Team issued an alert about a case of Meningococcal Disease linked to a drop-in group at a London Public Library resulting in a need to get the message out quickly, making the IDC Team instrumental in assisting in the investigation.

In addition, in 2015, the Children and Youth Network (CYN) completed an Impact Assessment which revealed the CYN had a positive impact on families and the service system in the priority areas: poverty, health, literacy, and service integration. In 2016, the CYN developed London’s Child and Youth Agenda: 2017-2021, which is guided by the vision, "Happy, healthy children and youth today; caring, creative, responsive adults tomorrow.” The agenda is a (re)commitment to creating change at the population level, system level, and initiative level in order to improve outcomes for children, youth, and families. Over 45 projects were completed in 2016 by CYN partners in all priority areas to promote physical activity and proper water consumption. This work was supported by $675,000 in Provincial funding. In 2017, over 35 projects were completed by CYN partners from all priority areas to promote the importance of eating vegetables and fruit, supported by $375,000 in Provincial funding.

Further, within a three-year period, from 2015 – 2017, the number of Family Centres more than tripled, increasing from 2 Family Centres to 7 Family Centres. Family Centres are designed to make life easier for families by offering a single door to the many opportunities available in neighbourhoods and across the City of London.

The average monthly child care fee subsidy caseload increased from 3,054 in 2015 to 3,286 in 2017, while the fee subsidy waitlist decreased from 370 individuals in 2015 to 114 in 2017, representing a decrease of 69%. The City also expanded office hours for fee subsidy application appointments by offering appointments until 6:00 p.m., twice per month, to better meet the needs of families.

Through 2017 Provincial funding, the City of London was able to provide enhanced support to Child Care Operators in London and Middlesex County to support the expansion of licensed child care spaces for children 0-4 years old. In 2017, in partnership with local school boards, the City supported the building of licensed child care centres at two new schools, St. John French Immersion Catholic Elementary School and Sir Arthur Currie Public School.

In total, from 2015 – 2017, there were 5,283,193 visits to community centres in London.11 When asked to rate their overall experience, 97% of respondents reported their overall experience as “good” or “excellent”. In addition, 97% of respondents reported their satisfaction with staff as “good” or “excellent”, and 95% of respondents rated the facility condition as “good” or “excellent”. Facility improvements to community centres between 2015 – 2017 focused on enhancing the customer experience, improving safety, and increasing functionality and accessibility. In 2016, construction began on the new Bostwick Community Centre, YMCA, and Library (formerly called Southwest Community Centre), which will bring new programs and

11 The number of visits to community centres decreased from 1,795,058 in 2015 to 1,720,388 in 2017, a decrease of 4%.
recreation opportunities to the Southwest area of London, and in 2017 construction began on the new East Community Centre project.

**Londoners’ safety is promoted and protected**

In 2015, London ranked in the 82
\(^{nd}\) or lower percentile on the Ontario Jurisdictions Total Crime Severity Index. By 2017, this decreased to the 80
\(^{th}\) or lower percentile. Further, in 2015, London ranked in the 73
\(^{rd}\) or lower percentile on the Ontario Jurisdictions Violent Crime Severity Index, and by 2017, London ranked in the 67
\(^{th}\) or lower percentile.

Various strategies were implemented through the crime analysts and the Tactical Analysis and Problem Solving Committee. Intervention strategies resulted in an overall reduction of 17 crime patterns (e.g., residential B&Es). Auto thefts increased more than 50% during 2017. The London Police Service Street Crime Unit teamed up with counterparts from adjacent police agencies for an intensive operation aimed at auto theft in the fall of 2017. The five-week project resulted in 20 arrests, 54 criminal charges, and the seizure of 18 stolen vehicles.

The formation of the London Connectivity Table was facilitated by the London Police Service in 2017. The London Police Service continues to be an active participant with the Connectivity Table, which brings over twenty community partners/agencies together to help those in acute need. There were 19 cases identified during 2017 to fit the criteria of acutely elevated risk and action was taken by the group. Out of these, the risk was successfully reduced in 17 cases.

The London Fire Department received a total of 21,686 emergency calls and 6,197 non-emergency calls from 2015 – 2017. There were also 2,570 code complaints addressed during the lifespan of the Strategic Plan.

From 2015 – 2017, there was an increase in public education strategies focused on fire prevention, such as the use of advertisements targeting hotspot areas to minimize specifically identified types of fires in those areas. In addition, in 2016 there was a successful relocation to a new fire station (Station 11) to provide better customer service with increased response times for its coverage area.

In 2017, the Food Safety and Health Environments Team conducted more than 3,400 food premises inspections in London and Middlesex County. Each year, on average, 99.5% of high risk food premises were inspected once every four months.

**Emergency management in London is strengthened**

A total of 1,570 staff were trained on emergency management between 2015 – 2017, increasing from 450 staff trained annually in 2015 to 695 staff trained in 2017. There were also 57 public education awareness events provided.\(^{12}\)

\(^{12}\) In 2015, there were 25 public education awareness events held, and in 2017, there were 18 public education awareness events held, a decrease of 28%.
In 2017, the City of London successfully completed its largest emergency management field exercise to date, involving over 500 members of the community and multiple partner agencies. The emergency management program committee continues to work collaboratively in developing training exercises and educational opportunities for partner agency staff and the public.

**Updated bylaws are pro-actively enforced**

There were 22,318 complaints investigated between 2015 – 2017. The number of complaints investigated increased from 5,780 annually in 2015 to 8,504 in 2017, an increase of 47%. There were also 10,175 business licenses issued, 1,361 taxi licenses issued, and 13,539 residential rental unit licenses issued.\(^{13}\)

The total number of property clean ups between 2015 – 2017 was 1,493. During this same time period, the number of clean ups conducted annually increased by 28%, changing from 435 clean ups in 2015 to 558 clean ups in 2017.

The Vacant Building Initiative also continued to show successes where Municipal Law Enforcement Services, London Police Services, and London Fire Services working together through a tight knit monitoring and action program to protect community buildings. Results extend to the demolition of severely deteriorated buildings, sales to new investors, and redevelopment and regeneration in London neighbourhoods.

**Investments have been made in programs and infrastructure to make London more accessible**

From 2015 – 2017, there were 4 accessibility complaints, and 100% of those complaints were resolved. In addition, there were 102 accessibility inquiries, and 100% of those inquires were resolved.

The City of London upgraded a number of parks and public spaces to meet Accessibility for Ontarians with Disabilities Act (AODA) standards, making these places available to all Londoners.

Since 2013, 107 new Accessible Pedestrian Control Signals have been installed to make way finding around the City of London safer and more accessible. The Accessible Counter Retrofit Program was developed and funded to upgrade frequently used counters that were not intended to be replaced. Since the program’s enactment, over 15 existing service counters that originally did not have a planned upgrade were proactively renovated to become accessible for all customers.

In 2017, the Accessibility Advisory Committee coordinated and led five Accessibility Community Open House events across the City of London. Over the past several years, \(^{13}\) Between 2015 – 2017, there was a decrease of 11% in the number of business licenses issued, an increase of 4% in the number of taxi licenses issued, and an increase of 49% in the number of residential rental unit licenses issued.
different areas have purchased accessibility aids that help all residents access municipal services across the city. Some examples of aids that have been purchased include, but are not limited to, pool and change room lifts, water wheelchairs, mobility scooters, inclusive ice sleds, UbiDuo communication devices, and FM systems.

The transportation system underwent accessibility improvements in compliance with AODA legislation as well. Between 2016 and 2017, a total of 800 pedestrian ramps were completed with tactile plates for visually impaired Londoners. The accessibility improvements to the transportation system surpassed the AODA requirements with a proactive traffic signal upgrade program. Forty traffic signals were upgraded with audible pedestrian signals for visually impaired Londoners in 2016 and 2017, for a new total of 163 signals. Further, pedestrian countdown heads were installed at 98% of traffic signal locations by the end of 2017. The City of London also worked with London Transit Commission in 2017 to construct 143 new concrete bus stop pads to make it easier for transit riders to use bus accessibility ramps.

Efforts have been made to make pedestrian and cycling routes safer year round for school aged children

On average, each year between 2015 – 2017, there were 107 school crossing guard locations. The number of pedestrian signals and crossovers increased from 38 in 2015 to 126 in 2017. In 2016, changes in the Highway Traffic Act gave municipalities new traffic control devices to improve safety for pedestrians. Since the adoption of the Highway Traffic Act change, there have been 87 pedestrian crossovers installed, with more planned for 2018.

The City of London also continued its participation in the Active and Safe Routes to School program with other external partners.

Information has been provided to the public about how to protect the Thames River

The Thames and Sydenham Region Source Water Protection Plan was approved by the Province in 2015, after steering committee and Board of Director support. River awareness programs, using community education and school programming, were also provided.

Little To No Evidence Of Impact

The strategy of help Londoners understand how we provide safe drinking water and protect the Thames River had qualitative data to demonstrate change, but did not have associated quantitative measures.

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14 The number of school crossing guard locations decreased from 108 in 2015 to 106 in 2017.
Section 3.0 Results:
Building A Sustainable City

3.1 Robust Infrastructure

Outcome: *London has and continues to maintain its robust infrastructure.*

Through the City of London’s 2015 – 2019 Strategic Plan, the following strategies were implemented: address and manage the infrastructure gap to maintain what we have now and reduce the tax burden on future generations, manage and improve water, wastewater and storm water infrastructure and services, manage and upgrade transportation infrastructure such as heritage bridges, railway grade separations, cycling facilities, and parking lots, increase efforts on more resource recovery, long-term disposal capacity, and reducing community impacts of waste water management, and fund innovative ways to adapt to climate change. The outcome of the implementation of these strategies is that London has and continues to maintain its robust infrastructure.

How Do We Know London Has And Continues To Maintain Its Robust Infrastructure?

- **$3,245,000,000** in construction permits issued
- **3.67%** of existing water mains renewed
- **3.70%** of the sewer system replaced
- **15.2** kilometre increase in the total length of on-road cycling facilities
- **214,000** tonnes of materials diverted from the landfill
- **12%** decrease in greenhouse gas emissions
- Only **49%** of the allowed processing time required for Official Plan – Zoning Bylaw amendment applications
Evidence Of Impact

**Infrastructure gaps are addressed and maintained**

The number of building permits increased by 24% between 2015 and 2017, changing from 4,047 to 5,014 building permits annually. The total value of construction permits issued in 2015 was $712,000,000, which increased by 58% to $1,123,000,000 in 2017. The total value of all construction permits issued between 2015 – 2017 was $3,245,000,000. In 2015, 65% of permits were issued within legislative timeframes. This increased by 7 percentage points to 72% in 2017.

In 2017, process improvements were initiated to integrate the Site Plan review function into the early stages of the Zoning Bylaw amendment process, resulting in Planning Applications Teams that would collaborate throughout the application process – from issue identification, to pre-application process, to application evaluation, to issue resolution, and report completion.

Also in 2017, the pre-application consultation process was streamlined to include weekly meetings attended by management from Planning Services and Development Services that would confirm any issues, direction, and complete application requirements for each proposal. As a result of the provincial changes to the Local Planning Appeals Tribunal, new procedures were introduced in 2018 that require the preparation of a report to the Planning and Environment Committee just before the expiration of the statutory timeframe to protect the City in the event of an appeal. This will also improve the processing time results by ensuring that every application is presented to the Planning and Environment Committee within the statutory timeframe.

The number of planning applications increased from 46 applications annually in 2015 to 56 applications annually in 2017, an increase of 22%. The median application time for official plan/zoning applications changed from 114.5 days in 2015 to 111 days in 2017. In addition, the median processing times for Official Plan - Zoning Bylaw amendment applications were consistently under the time requirements mandated by the Planning Act. Applications only took 62% and 49% of the allowed processing time in 2016 and 2017, respectively.

The average number of site plan applications each year between 2015 – 2017 was 118. Site plan consultations increased from 165 annually in 2015 to 205 annually in 2017, an increase of 24%. The subdivision approvals process was reviewed in 2016 and 2017, leading to streamlined engineering review requirements. This has provided efficiencies for development approvals timelines.

**Water, wastewater, and storm water infrastructure and services have been improved**

Between 2015 – 2017, 3.67% of existing water mains were renewed. The number of water main breaks per 100km of distribution changed from 6.6 in 2015 to 5.7 in 2017, a decrease of 14%.
Implemented programs have successfully reduced the number of failures through prioritization of problematic infrastructure components. An investigation of large diameter transmission mains by electromagnetic technologies discovered and pinpointed 3 pipe segments in a distressed state. The segments were removed and replaced with new component segments, thereby minimizing service impacts, avoiding a catastrophic failure, and curtailing a potential multi-million dollar construction project.

A total of 3.70% of the sewer system was replaced, rehabilitated, and/or relined between 2015 – 2017. During that same time period, the average number of blocked sewers per 100 km length was 0.3.¹⁵ This means the City of London successfully achieved best in class results, as confirmed against 27 comparator municipalities nationally, through the National Benchmarking Initiative. This achievement can be attributed to the extensive knowledge of the existing sewer infrastructure, skills, and abilities of the City’s licensed sewer maintenance staff, who manage an extensive annual sewer maintenance program.

**Transportation infrastructure has been upgraded**

The total length of on-road cycling facilities increased by 15.2 kilometres between 2015 – 2017, starting at 151.8 kilometres in 2015 and increasing to 167.0 kilometres in 2017.

Net enforcement revenue per parking ticket issued increased by 45%, from $15.56 per ticket issued in 2015 to $22.51 per ticket issued in 2017. Further, revenue collected per parking space increased from $1,202 per space in 2015 to $1,320 per space in 2017, an increase of $118 per space.

In September 2016, new parking technology was implemented resulting in more efficient/effective services, such as the Overnight Parking Module, live ticket information, lower operating costs, and an interface with mobile payment technology/online payments. In May 2017, mobile payment technology was introduced at no cost to the City of London, integrating with the parking enforcement technology. This may be, in part, the reason that meter revenue has increased in 2017 and there was a 5.5% decrease in the number of on-street/off-street parking meter tickets.

The renewal of assets also includes upgrades to parking lots and the reconstruction of the Wharncliffe Road North/Canadian Pacific Railway grade separation. The Adelaide Street/Canadian Pacific Railway environmental assessment also began. Further, environmental assessment and pre-engineering work for the rehabilitation of Blackfriars Heritage Bridge and reconstruction of the Wharncliffe Road South/Canadian National Railway grade separation was conducted.

¹⁵ The number of blocked sewers per 100 km length increased from 0.2 in 2015 to 0.5 in 2017.
Efforts have been made in resource recovery, long-term disposal capacity, and reducing community impacts of waste management

Between 2015 and 2017, 276,000 tonnes of garbage was collected, 755,000 tonnes of waste was landfilled, and 214,000 tonnes of materials were diverted. The waste diversion rate between 2015 – 2017 was an average of 45%. During that same time period, 418,000 tonnes of greenhouse gases were destroyed. In 2015, 108,000 tonnes of greenhouse gases were destroyed annually compared to 160,000 tonnes in 2017, which is an increase of 48%.

Londoners were generally satisfied with waste collection, with 87% satisfied with recycling collection, 85% satisfied with garbage collection, and 79% satisfied with leaf and yard waste green week collection.16

Each year from 2015 – 2017, a cost savings of approximately $400,000 to $500,000 of avoided Blue Box material processing costs was achieved. The Manning Drive Materials Recovery Facility (MRF) was designed and intended to be operated as a regional facility. The regional aspect of the facility has successfully grown to now include 10 municipal and institutional partner customers and 2 commercial customers.

Further, community greenhouse gas emissions use per capita decreased by 12%, from 8.4 tonnes/person to 7.4 tonnes/person between 2015 – 2017. Similarly, community energy use per capita decreased by 4%, from 155 GJ/person to 149 GJ/person during the same time period.

Little To No Evidence Of Impact

All strategies demonstrated evidence of impact. There were no strategies that demonstrated little to no evidence of impact.

16 Satisfaction with recycling collection decreased by 5 percentage points from 89% to 84%, satisfaction with leaf and yard waste Green Week Collection decreased by 7 percentage points from 80% to 73%, and satisfaction with garbage collection decreased by 2 percentage points from 86% to 84% between 2015 – 2017.
3.2 Convenient And Connected Mobility Choices

**Outcome:** Convenient and connected mobility choices are available to Londoners.

By implementing and enhancing safe mobility choices for cyclists, pedestrians, transit users and drivers through the provision of complete streets, connected pathways, and enhanced transit services, improving travel to other cities through better transportation connectivity, improving travel by managing congestion and increasing roadway safety, and exploring a better subsidy model for transit riders so that more Londoners can benefit, convenient and connected mobility choices are available to Londoners.

**How Do We Know Convenient And Connected Mobility Choices Are Available To Londoners?**

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>351</td>
<td>kilometres of roadway lanes reconstructed</td>
</tr>
<tr>
<td>35</td>
<td>kilometres of sidewalks built and assumed</td>
</tr>
<tr>
<td>481</td>
<td>fewer serious injury or fatality collisions</td>
</tr>
<tr>
<td>12%</td>
<td>increase in specialized ridership</td>
</tr>
<tr>
<td>36,432</td>
<td>subsidized bus passes issued</td>
</tr>
<tr>
<td>10%</td>
<td>increase in the average number of Thames Valley Parkway users per month</td>
</tr>
</tbody>
</table>

**Evidence Of Impact**

**Safe mobility choices were available and enhanced**

The average number of users on the Thames Valley Parkway per month increased by 10%, with 25,500 users in 2015 and 28,000 users in 2017. In 2016, Council supported additional funding to support a major project to fill a gap in the Thames Valley Parkway on the north branch, as identified in the Thames Valley Corridor Plan. This funding was then matched by the Province ($3.3M) through the gas-tax funding program. The Thames Valley Parkway continues to be one of the City's best recreational assets, supporting active transportation where key linkages are needed off-road.

The City of London supported the development, design, and approval of the London Ontario Bikes Cycling Master Plan, including specific components dealing with cycling culture, cycling destinations, parking, awareness, education, and expanding community partnerships.
A total of 351 kilometres of roadway lanes were reconstructed and 35 kilometres of sidewalks were built and assumed between 2015 and 2017. On average, 56% of paved roads were considered to be in good or very good condition between 2015 – 2017. Several major Smart Moves Transportation Master Plan projects also progressed, including the completion of the Dundas Place environmental assessment and design, the start of Blackfriars Bridge rehabilitation construction, Fanshawe Park Road East widening, Sarnia Road widening, and Commissioners Road West widening.

The number of serious injury or fatality collisions decreased from 1,364 in 2015 to 883 in 2017, a reduction of 481 serious injury or fatality collisions, which exceeded the London Road Safety Strategy five-year goal of 155 fewer collisions.

Conventional transit ridership increased from 22,369,200 in 2015 to 22,918,700 in 2017, an increase of 549,500, and specialized ridership increased by 12% during that same time period from 273,000 to 306,100. Total conventional revenue service hours equaled 1,798,600 hours from 2015 – 2017, and specialized revenue service hours totaled 373,600.

**Efforts were made to increase roadway safety and manage congestion**

The total number of traffic signals increased by 4, from 394 in 2015 to 398 in 2017. The number of street lights also increased by 824, from 35,359 in 2015 to 36,183 in 2017, as did the number of traffic studies, with 315 traffic studies in 2015 and 346 traffic studies in 2017. In 2016, Phase 1 of the LED Street Light Upgrade was completed, with 9,276 LED fixtures installed and an annual reduction of 1.3 MW of energy.

In January 2015, work began on the Rapid Transit Master Plan (RTMP). In May 2017, Council approved a full bus rapid transit system and the rapid transit corridors. In June 2017, a Rapid Transit Project Director was hired and the Rapid Transit Implementation Office was formed. In July 2017, Council approved the Rapid Transit Master Plan and business case. Between September 2017 and December 2017 the pre-planning and consultation phase was implemented, which included environmental studies, alternative design concepts, consultation with agencies, Indigenous communities, stakeholders, and the public. The development of a preliminary engineering design was also completed. Nine public consultation events were hosted to outline the design options for key areas of the Bus Rapid Transit network and gather feedback.

**A better subsidy model for transit riders was explored so that more Londoners benefit**

From 2015 – 2017, there were 36,432 subsidized bus passes issued. Of those, 21,988 were issued to seniors and 14,444 were issued to individuals with visual impairments. A total of 1,617,273 subsidized bus tickets were also issued to seniors between 2015 – 2017.

In 2016, Council endorsed a budget amendment to support free transportation for children under 12, a recommendation put forward in *London for All: A Road Map To End Poverty*. In

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17 The percentage of paved roads in good or very good condition decreased from 57% in 2015 to 55% in 2017.
2017, this program was successfully launched and 130,524 rides were provided. In addition, in 2016, Council endorsed a program to provide subsidized transportation to residents based on income. Planning for this program was undertaken throughout 2017 and the program was launched in December 2017 for January 2018 bus pass sales.

On October 17, 2017, Council also approved a reduced transit pass for youth 13 – 17 years of age as part of a twenty-two month pilot project commencing September 1, 2018.

In addition, Southwest Ontario’s public transportation opportunities were discussed at the Civic Works Committee in 2015 and 2016. Pursuant to these reports, the City has supported the Province’s High Speed Rail initiative and requested the Province undertake an integrated multi-modal public transportation master plan for Southwestern Ontario to identify supporting systems.

**Little To No Evidence Of Impact**

The strategy of *improve travel to other cities through better transportation connectivity specifically regional transit connections* had qualitative data to demonstrate impact, but did not have quantitative measures to demonstrate change between 2015 – 2017.
3.3 Strong And Healthy Environment

Outcome: *London has a stronger and healthier environment.*

Implementing innovative ways to conserve energy, reducing fuel use through innovation and research, planting more trees and better protecting them from deforestation, invasive species, and other threats, expanding support for resident and community driven initiatives that encourage waste reduction and other environmentally friendly behaviours, working together to protect all aspects of our natural environment, and using new ways to help residents protect their basements from flooding has resulted in London having a stronger and healthier environment.

How Do We Know London Has A Stronger And Healthier Environment?

<table>
<thead>
<tr>
<th><strong>152</strong> stakeholders engaged related to waste reduction</th>
<th><strong>570,687</strong> trees were planted</th>
<th><strong>26%</strong> decrease in corporate greenhouse gas emissions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>18</strong> new public parks in the city, increasing from 452 parks to 470 parks</td>
<td><strong>101%</strong> increase in the number of trees planted on the City boulevard each year</td>
<td><strong>72%</strong> increase in the number of trees planted each year by community partners</td>
</tr>
</tbody>
</table>

Evidence Of Impact

*Innovative ways to conserve energy have been implemented*

Total corporate greenhouse gas emissions from energy has decreased from 21,900 tonnes in 2015 to 16,200 tonnes in 2017, a decrease of 26%. Corporate energy use per capita also decreased by 8%, from 482 in 2015 to 444 in 2017. Energy consumption per square foot decreased from 0.131 to 0.112 between 2015 – 2017, which is a decrease of 15%.

In 2016, the corporate employee energy program was reintroduced through employee engagement events. Between 2016 – 2017, the City of London received $59,000 from Union Gas and $206,000 from London Hydro for various energy projects implemented.
Fuel use was reduced through innovation and research

The City of London successfully negotiated and implemented partnerships for three electric vehicle charging stations in key high profile locations (Budweiser Gardens, Covent Garden Market, and City Hall).

The City also purchased its first full electric vehicle in 2016. GPS Vehicle Location Technology and Driver Performance Systems (Geotab and BSM wireless) are being phased in on various internal fleet vehicles to monitor and track work activities, fuel management, driver behaviour, idling, productive hours, and engine faults. In addition, the City of London was awarded member in good standing from E3 - Fleet Challenge Ontario for exemplifying the E3 Values in the areas of energy, environment, and excellence.

Trees were planted and protected from invasive species

Tree planting and ecological restoration expanded between 2015 and 2017. A total of 570,687 trees were planted between 2015 – 2017, with 160,000 trees planted through the Kettle Creek Conservation Authority, 360,322 trees planted throughout the watershed by Lower Thames Valley Conservation Authority, 13,685 caliper size trees planted on streets and in parks by Urban Forestry, and 36,680 smaller trees planted by community partners. The number of trees being planted each year on the City boulevard and in parks has increased by 101%, between 2015 and 2017, from 2,860 to 5,745 trees annually. The number of trees being planted by community partners each year also increased from 9,440 to 16,215, a rate of 72% more trees per year. There were also 779 Ash trees injected.

In 2014, Council endorsed the City's Urban Forest Strategy, which laid out long-term goals for tree canopy cover and improvements to the way we Plant More, Protect More, and Maintain Better. Following up on the Urban Forest Strategy, the City of London completed a city-wide planting strategy that provides direction on how the tree canopy target of 35% by 2065 will be reached. Tree canopy cover across urban areas increased from 23.7% in 2015, to 23.8% in 2017.

Support was provided for resident and community driven initiatives that encourage waste reduction and other environmentally friendly behaviours

There were 152 stakeholder groups/organizations engaged between 2015 – 2017 related to waste reduction and other environmentally friendly behaviours, with 30 community based projects supported and 74 outreach events completed.

City of London led projects (e.g. Active and Green Home Checkups, MyCarma London) were implemented in Byron, Kensington Village, Old East, SOHO, and Willingdon from 2015 – 2017. In addition, throughout 2015 – 2017, Londoners recognized CityGreen as being a regular feature at community events. The CityGreen program helps Londoners make “greener choices”. The City of London also supported the London Environmental Network in its development of a target-based sustainability program for businesses in 2016 and 2017.
Efforts were made to protect the natural environment including woodlands, wetlands, river, and watercourses and air quality

A total of 11 shared GIS service partnerships were established with neighbouring conservation authorities or partner organizations between 2015 – 2017. In addition, Kettle Creek Conservation Authority partnered with Ontario Power Generation to create/restore 30 wetlands in the Kettle Creek and Upper Thames River watershed. During that same time period, there were 61 hectares of wetlands created through the Lower Thames Valley Conservation Authority.18

From 2016 to 2017, there were 4,000 additional individuals attending conservation authority lands with significant added public use by Londoners of the Sharon Creek Conservation Area for canoeing and paddling. Improved conservation authority facilities have concentrated on public safety and use, including signage. Events have increased, as well as awareness of and actions taken, to solve environmental local issues such as algae blooms and phosphorus reduction.

The percentage of London covered by the Watershed Strategy increased from 55% in 2015 to 65% in 2017. The decision regarding the future of Springbank Dam in 2017 successfully provided the baseline for other projects to move forward. Two projects, the Back to the River initiative by the London Community Foundation and the One River Environmental Assessment, can now proceed to subsequent stages of project development. Furthermore, the Fish and Paddle Guide was completed in 2017 to raise river awareness and to illustrate to Londoners the many opportunities to utilize the river for recreational purposes. It has become a popular guide at engagement events.

The total number of parks in London increased from 452 parks in 2015 to 470 parks in 2017, an increase of 18 parks. All parkland in the municipality, as a percentage of total area of the municipality, increased from 6.3% in 2015 to 6.5% in 2017.

In 2017, Council endorsed the City of London's new Invasive Species Strategy, which provides direction on where to focus efforts in dealing with invasive terrestrial plant species. London was the first city in Ontario to have a city-wide strategy. Also in 2017, Council endorsed a change in the Woodland Acquisition Fund to support capital projects. In addition, the Phragmites Control Strategy is the largest city-wide program in Ontario. Its implementation resulted in 2.5 hectares of phragmites and 57.5 hectares of buckthorn being removed.

Londoners were assisted in protecting their basements from flooding

In October 2015, Council endorsed the multi-phased “Flooding Matters” initiative, which explored and rolled out basement flooding related programs and provided educational information to Council and the public. Through a collaborative effort between Council and Civic Administration, 22 new initiatives were derived with an intense focus on basement flooding mitigation.

18 In 2015, there were 29 hectares of wetlands created. This decreased to 10 acres in 2017.
One of the primary components of the “Flooding Matters” initiative is the City’s Basement Flooding Grant Program. The Basement Flooding Grant Program provides subsidies to homeowners to disconnect weeping tiles and protect themselves from basement flooding. Participation in the grant program increased following the intense rainfall events in 2015 and 2016, when a significant number of basement floodings occurred. As a result of the “Flooding Matters” initiative, this subsidy was increased from 75 to 90% in May 2017.

During the spring and summer of 2018, the City rolled out a canvassing campaign to promote weeping tile disconnection and encourage homeowner uptake of the City’s basement flooding grant program. The canvassing program worked in tandem with the existing Growing Naturally Program and provided information door-to-door in areas that historically experienced basement flooding.

**Little To No Evidence Of Impact**

The strategy of *use new ways to help residents to protect their basements from flooding* had qualitative evidence to demonstrate change between 2015 – 2017, but did not have quantitative measures.
3.4 Beautiful Places And Spaces

Outcome: London has more beautiful places and spaces.

Strategies from the 2015 – 2019 Strategic Plan included: invest in public spaces to be gathering places for more compact neighbourhoods, support more public art and continue maintaining what we own, create a more attractive city through urban design, invest in parks and recreation facilities and amenities, and invest in making London’s riverfront beautiful and accessible for all Londoners. The implementation of these strategies has resulted in London having more beautiful places and spaces.

How Do We Know London Has More Beautiful Places And Spaces?

| 73 | studies and projects completed to support and maintain public art |
| 317 | Approved recreation facility improvements |

Evidence Of Impact

Investments have been made in public spaces as gathering places

All new neighbourhoods developed through the subdivision process have public parks with gathering spaces incorporated into them. Community led projects, such as the new Pocket Park (2016) at Richmond and Horton, are being supported through design and funding assistance. The concept design and public engagement for SOHO Heritage Square was completed in 2017. Two former school sites were acquired for redevelopment and dedication of lands for park space, Lorne Ave and Sherwood Forest. Three new Privately Owned Public Spaces (POPS) were established through the development process (505 Talbot Street, 40 York Street, and 515 Richmond Street have been built or are under construction). Other Privately Owned Public Spaces (POPS) are being incorporated into future development sites (e.g. 50 King Street, 100 Fullarton Street, and 391 South Street).
Public art has been supported and maintained

There were 73 studies/projects completed related to supporting and maintaining public art between 2015 – 2017. In addition, the City of London has put a concerted effort into the maintenance and restoration of newly commissioned, as well as existing, public art and monuments. The City of London leveraged a substantial amount of funding through the Canada 150 Community Infrastructure Program ($158,242) and Veterans Affairs Canada ($25,000), as well as from the Royal Canadian Legion fundraising campaign ($12,650) to restore the Victoria Park Cenotaph.

In addition, through bonus zoning applications, the City has been able to secure funding for public art. A development at 505 Talbot Street has dedicated $250,000 towards public art. The City initiated the jury process in 2016 through the London Arts Council.

Invest in making London’s riverfront beautiful and accessible

The London Community Foundation’s Back to the River project has created a vision of the Thames River waterfront in the core area of the City. The One River environmental assessment will provide more direction on how several river related projects will mesh and provide the best plan for environmental and social enhancements. A strong, collaborative relationship has formed between the City of London and the London Community Foundation.

Invest in parks and recreation facilities and amenities

From 2015 – 2017, there were 317 approved facilities related capital projects. In 2016, Constitution Park received a new field house and spray pad, Convent Garden Market had rink upgrades in 2017, and the Southcrest pool had a new zero entry pool constructed and the washroom was made more accessible. The City of London has managed many capital programs that invest in new parks and the renewal of older parks across the city.

Efforts have been made to create a more attractive city through urban design

Urban Design review has led to many improvements to the quality of planning and development application outcomes. The Urban Design Peer Review Panel has provided industry expert advice to the local development community, and a high standard of built form design has been achieved through the use of bonus zoning. Urban Design has played a strong role in Environmental Assessments, major infrastructure projects, industrial gateway signage, and transformational projects such as the Dundas Flex Street. Urban Design policy has contributed greatly to the vision of the Old Victoria Hospital and McCormick Secondary Plans, as well as the Hamilton Road Community Improvement Plan and the Lambeth Community Improvement Plan (in progress). Old East Commercial Corridor Urban Design Guidelines were established to inform the Façade Improvement Program, and significant engagement and progress has happened on the Urban Design Guidelines.
Little To No Evidence Of Impact

While the strategies of *invest in public spaces to be gathering places for more compact neighbourhoods, create a more attractive city through urban design, and invest in making London’s riverfront beautiful and accessible for all Londoners* had qualitative data to demonstrate change between 2015 – 2017, quantitative measures were not available.
3.5 Responsible Growth

Outcome: *Growth in London was managed responsibly.*

The finalization of the London Plan, building of new transportation, water, wastewater, and storm water infrastructure, buying property for flood protection purposes, and conserving agricultural land resulted in growth in London being managed responsibly.

How Do We Know Growth In London Was Managed Responsibly?

| 2,250 engineering record drawings reviewed | 2,785 City services records requests fulfilled | London Plan given Excellence In Planning award |

Evidence of Impact

*The London Plan has been approved*

The London Plan was adopted by Municipal Council in June, 2016 and approved by the Minister of Municipal Affairs and Housing on December 28, 2016. In 2017, The London Plan and ReThink London, the public consultation process to develop The London Plan, were awarded the Excellence in Planning Award by the Ontario Professional Planning Institute (OPPI).

Since the adoption and Minister approval of the London Plan, five Pre-Hearing Conferences (PHCs) have been held, resulting in approximately 80% of The London Plan now being in force.

*New transportation, water, wastewater, and storm water infrastructure has been explored*

Between 2015 – 2017, there were 2,250 engineering record drawings reviewed, 6,235 plans filed with the Master Plans Database, and 2,785 City services records requests fulfilled (e.g. sewer, water). In addition, there were 126 individual land surveys completed,\(^{19}\) 93 kilometres of roads surveyed and base plans prepared, 90 intersections surveyed, and 862 customer GIS/graphics/mapping requests and projects completed.

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\(^{19}\) The number of individual land surveys completed in 2015 was 44. This decreased to 35 in 2017, representing a decrease of 20%.
In 2015, the City of London successfully embarked on a program to increase surveying capacity by rebalancing existing resources in order to meet an expected increase in infrastructure replacement project work, which did occur in both 2016 and 2017. In 2016, responsibility was assumed for the municipal file archive, which is now stored and properly managed through the City of London’s Geomatics area.

Continuous improvements in data management were also implemented in 2016 including, for example, the conversion of the City’s topographical database to the corporate ESRI Geodatabase format. This conversion will significantly shorten the assimilation and processing of the City’s annual topographical mapping update by several weeks each year.

**Little To No Evidence Of Impact**

The strategy *buy property for flood protection purposes* did not have supporting quantitative measures. Qualitative data, however, was provided to demonstrate impact. The *conserve agricultural land* strategy did not have associated quantitative measures or qualitative data.
3.6 Heritage Conservation

Outcome: *London’s heritage was protected for future generations of Londoners.*

Strategies in the 2015 – 2019 Strategic Plan sought to protect and promote London’s Thames Heritage River status and protect and celebrate London’s heritage, resulting in the protection of London’s heritage for future generations of Londoners.

**How Do We Know London’s Heritage Was Protected For Future Generations Of Londoners?**

<table>
<thead>
<tr>
<th>228 additional properties were listed on the Heritage Register</th>
<th>50 signs and plaques posted along the Thames River</th>
<th>88% increase in the number of Heritage Alteration Permits processed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,609 properties protected for future generations</td>
<td>228 properties were listed on the Heritage Register</td>
<td></td>
</tr>
</tbody>
</table>

**Evidence of Impact**

*London’s Thames River Heritage River status was protected and promoted*

City staff created a full inventory of all interpretive signs along the Thames River corridor throughout 2016 and 2017. Close to 50 signs and plaques exist. Staff are exploring opportunities to include additional heritage plaques in the inventory to further enhance the appreciation of the Thames River Corridor.

*London’s heritage was protected and celebrated*

In 2015, there were 35 properties listed on the Heritage Register. That number increased to 228 properties in 2017. The number of Heritage Alteration Permits processed per year increased by 88% between 2015 to 2017, increasing from 43 to 81.

The City of London works to conserve resources that are valued by Londoners and to protect those resources for future generations. In total, there were 1,609 properties conserved and protected. This includes the protection of cultural heritage resources on an individual basis, such as the designation of Fire Hall No. 4 (807 Colborne Street) under the Ontario Heritage Act, and Municipal Council’s decision to retain the War Memorial Children’s Hospital, the Health Services Building, and the Colborne Building, which was part of the former Old Victoria
Hospital site redevelopment, as well as the designation of the Blackfriars/Petersville Heritage Conservation District (2015: 588 properties) and the Wortley Village-Old South Heritage Conservation District (2015: 1,017 properties). Staff have received direction to pursue designation of the Great Talbot area and Gibbons Park areas as Heritage Conservation Districts, arising out of the St. George-Grosvenor Heritage Conservation District Study completed in 2017.

**Little To No Evidence Of Impact**

The strategy of *protect and promote London’s Thames Heritage River status* did not have aligning quantitative measures. Some qualitative results, however, were provided to demonstrate change between 2015-2017.
Section 4.0 Results: Growing Our Economy

4.1 Diverse And Resilient Economy

Outcome: London’s economy is more diverse and resilient.

The efforts within the strategies of working with partners to develop a community economic strategy, buying and servicing industrial land to bring more jobs to London, partnering with the London Community Foundation on the Back to the River project, supporting small businesses by improving City processes, funding and partnering with the London Economic Development Corporation, Tourism London, London Convention Centre, and other community and regional partners to increase economic activity in London, and promoting culture as a key part of economic growth and quality of life has led to London’s economy becoming more diverse and resilient.

How Do We Know London’s Economy Is More Diverse And Resilient?

<table>
<thead>
<tr>
<th>Metric</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>47</td>
<td>47 loan applications processed</td>
</tr>
<tr>
<td>$51.9 million</td>
<td>Total economic impact from the London Convention Centre</td>
</tr>
<tr>
<td>$2.1 billion</td>
<td>Total economic impact of tourism in London</td>
</tr>
<tr>
<td>54%</td>
<td>54% increase in new foreign direct investment</td>
</tr>
<tr>
<td>220%</td>
<td>220% increase in applications for façade programs</td>
</tr>
<tr>
<td>$6 million</td>
<td>$6 million in savings resulted in the reintroduction of forgivable loan programs in Downtown and Old East Village</td>
</tr>
</tbody>
</table>

Evidence of Impact

A community economic road map has been developed

In 2015, Municipal Council endorsed the Community Economic Road Map 2015-2020, which was the result of a comprehensive process undertaken by the City of London in partnership with the London Chamber of Commerce, the London Economic Development Corporation (LEDC), and business and community stakeholders representing aspects of the city’s economy.
The Road Map set out a five-year plan to build a strong, investment-ready local economy and to increase prosperity in the community. As part of this plan, 95 initiatives were established and categorized under five economic priorities: a city for entrepreneurs; a supportive business environment; an exceptional downtown, a vibrant urban environment; a top quality workforce; and a national centre of excellence for medical innovation and commercialization.

In order to support the implementation of the Road Map several teams were established, including an Advisory Panel to oversee all implementation activities, and an Action Team for each of the priority areas, comprised of business, government and community partners. These groups are ultimately responsible for the implementation of the initiatives that correspond with each of the priorities.

Throughout 2017, Action Teams continued to meet regularly to operationalize the Road Map. During this time, Action Teams also made a number of changes to initiatives. In an effort to refresh the Road Map, 36% of the original 95 initiatives were revised and/or consolidated to better reflect the actions and mandate of each Action Team. Of the remaining 61 initiatives, 85.2% were complete or on target as of December 2017.

*Industrial land has been purchased and expanded in an effort to bring more jobs to London*

The City of London sold approximately 190 acres of industrial land between 2015 and 2017. Innovation Park, Skyway Industrial Park, and Forest City Industrial Park have seen significant expansions to existing industrial buildings and operations.

In 2017, the City of London acquired all property required for transportation projects including Wonderland Road Phase 1 and 4, and advance purchased properties for the Bus Rapid Transit project. The City also achieved a record year with respect to the sales of City-owned industrial lands.

*A partnership with the London Community Foundation was developed*

An international design competition was held, in partnership with the London Community Foundation in 2015 – 2016, and a winner was selected. The Ribbon of the Thames project is a high level vision for how the city’s riverfront could be enhanced for environmental, social and economic benefits. City Council has set aside, in reserve, 5 million dollars for future implementation, subject to further review by Council of the detailed design. With that commitment, the London Community Foundation was successful in securing donations to begin implementation of the vision at the Forks and in SOHO.

*Support smalls businesses by improving City of London processes*

In support of local business, the City of London undertook a review of its subdivision process and completed a Lean Six Sigma review of its site plan approval process, which has resulted in noticeable improvement in reducing development review timelines and advancing new industrial land for sale.
In 2016, the City of London completed three additional starting guides and a Building 101 guide. The renovation to the Service London Business Hub located in the lobby of City Hall was complete in 2017, providing businesses with coordinated business information and services. In addition, in 2017, the City of London better integrated the early stages of the zoning amendment process through the creation of Planning Applications Teams that would collaborate throughout the development process.

**Partnerships have been developed to increase economic activity in London**

There were 29 new loan applications received between 2015 – 2017. The total value of the new loan applications received was $682,000. The total number of loan applications processed between 2015 – 2017 was 47, with a total loan value of $1,441,000.

In 2017, an evaluation of all financial incentives took place. The City of London was able to limit funding to some programs, realize a significant $6 million dollars in savings, and reintroduce the forgivable loan programs in both Downtown and Old East Village. The interest in the façade programs has increased tremendously with the number of new loan applications received each year more than tripling from 5 in 2015 to 16 in 2017, an increase of 220%.

The Downtown London Business Improvement Area expanded its reach in 2014 to include Richmond Row. The expansion of the Community Improvement Area was initiated following that. The creation of a Hamilton Road Corridor Community Improvement Plan and Lambeth Community Improvement Plan began in 2015/16. The interest in Business Improvement Areas and Community Improvement Plans has grown significantly city-wide, indicating a strong local business environment and sense of community.

The London Convention Centre realized a total annual revenue of $15,674,584 between 2015 and 2017. Revenue increased by 10% during this same time period, increasing from $4,871,348 in 2015 to $5,351,613 in 2017. The total economic impact of the London Convention Centre, between 2015 – 2017 was $51.9 million dollars.

The total economic impact of tourism was $2,158,000,000, increasing by 26% between 2015 and 2017. During that same time period, London experienced a 17% increase in overnight visitors. In total, there were 5,900,000 overnight visitors between 2015-2017. The Tourism London website attracted 1,696,000 visitors during that same period. London attracted the Canadian Country Music Awards, Hockey Canada Foundation Gala & Golf Event, the 2018 Ontario Summer Games, Continental Cup, Country Music Association of Ontario Awards, 2019 JUNO's, 2018 World Sledge Hockey Championships, Synchro Canada Championships, 2017 Provincial Basketball Championships, National Volleyball Championships, Gymnastics Ontario Provincial Championships, plus numerous meetings and conventions from 2015 – 2017.

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20 In 2015 there were 600,000 visitors to the Tourism London website, compared to 543,000 visitors in 2017, a decrease of 10%.
Between 2015 – 2017, London attracted $240,000,000 of new foreign direct investment and investment in local businesses through expansions. New foreign direct investment increased by 54% between 2015 ($67,000,000) and 2017 ($103,000,000). In addition, there were 495 information requests and site selection proposals submitted\textsuperscript{21} and 138 investment attraction seminars and sector promotion events/conferences supported from 2015 – 2017.

**Little To No Evidence Of Impact**

The strategies of *buy and service industrial land to bring more jobs to London, promote culture as a key part of economic growth and quality of life, work with partners to develop a community economic strategy, partner with London Community Foundation on the Back To The River Project, and support small businesses by improving City processes* had qualitative data to demonstrate evidence of impact. However, it should be noted that quantitative measures were not available for these strategies.

\textsuperscript{21} Information requests decreased from 200 in 2015 to 170 in 2017, a decrease of 15%.
4.2 Urban Regeneration

Outcome: *London’s urban and core areas have been developed and enhanced.*

The strategies in the 2015 – 2019 Strategic Plan, related to Urban Regeneration included: invest in London’s downtown as the heart of our city, create new partnerships to build, and support the building of, new affordable housing, use community improvement plans to coordinate City and private investment to meet both local and city-wide priorities, and invest more in heritage restoration, brownfield remediation, urban regeneration, and community improvement projects. The implementation of these strategies resulted in London’s urban and core areas being developed and enhanced.

How Do We Know London’s Urban And Core Areas Have Been Developed And Enhanced?

<table>
<thead>
<tr>
<th>5 new seasonal sidewalk patios in London’s downtown each year</th>
<th>$29,211,000 total investment in affordable housing</th>
<th>323 affordable new rental housing units started</th>
</tr>
</thead>
<tbody>
<tr>
<td>49% increase in the number of unique visitors in downtown London</td>
<td>$6,000,000 one-time savings and $600,000 annual savings realized through a review of CIP incentives</td>
<td>245% increase in the value of no-interest loans to small business owners</td>
</tr>
</tbody>
</table>

Evidence of Impact

*Investments were made in London’s downtown*

The street-level storefront vacancy rate in central London decreased from 7.9% in 2015 to 7.0% in 2017. On Dundas St., there were 7 business frontages upgraded and 18 events held between 2015 and 2017.

There was a 3 year pilot project for seasonal patios within on-street parking spaces which resulted in the Sidewalk Patios Design Manual being adopted, allowing for a more streamlined process for business owners to open patios. There were 5 sidewalk patios between 2015 and 2017.
The Dundas Flex Street environmental assessment and detailed design were completed in 2016-2017. Construction is currently underway. The City and Downtown London both contributed approximately $10 million towards the renovation and conservation of the Kingsmill building as Fanshawe’s newest downtown campus. The project opened in 2018 and will add 1,400 new students to the downtown.

A community engagement strategy for My Dundas was developed and implemented as part of the environmental assessment. This included a ‘Launch’ street festival, public spaces public life evaluation, and a number of engagement and feedback activities.

The alleyway initiative outlined in Our Move Forward: London’s Downtown Plan was implemented through the planning and development process, including at the 515 Richmond tower site with the daylighting of covered walkways as an extension of the public realm. The City will continue to evaluate the need and appropriateness of new and enhanced alleyways through planning applications in the downtown.

The monthly average number of unique visitors to the downtown continues to grow. The number of unique visitors has increased from 78,000 in 2015 to 116,000 in 2017, a 49% increase.

The City processed over $1.4 million in loan applications from 2015 – 2017, leveraging over $4 million in private investment in Downtown and Old East Village.

New partnerships were created to build, and support the building of, new affordable housing

The combined total investment in affordable housing between 2015 – 2017 was $29,211,000. During that same period, 323 affordable new rental housing units started in London and Middlesex and there were 9 new projects/developments started. The Housing Development Corporation, London (HDC) is making all efforts to advance funding for the best possible returns in creating new affordable housing stock. During this period, HDC extended the duration of affordable housing agreements to 50 years (perpetuity agreements) with non-profit developers and 35 years with private developers. HDC renegotiated forgivable loans for municipal/HDC contributions into repayable loans and helped fund new projects with a mix of affordabilities, incomes, and populations to help create strong, integrated communities.

Plans are in place for heritage restoration, brownfield remediation, urban regeneration, and community improvement projects

A review of Community Improvement Plan incentives realized a one-time savings of $6 million and more than $600,000 in annual savings. A portion of the identified savings has been directed to new and expanded incentive programs as directed by Council.

The Hamilton Road Community Improvement Plan was adopted and a significant amount of engagement occurred for the Lambeth Community Improvement Plan study.
The Downtown Community Improvement Plan boundary was expanded to offer incentives to Richmond Row, and there have been a number of Brownfield Community Improvement applications to help remediate core properties for large-scale development. Smaller urban civic spaces are being incorporated into the Parks and Recreation Master Plan as appropriate public space for core neighbourhoods, and the Development Charges Bylaw review considered greater enhancement to streetscapes.

The City's municipally-owned heritage properties are conserved through works undertaken as part of the Lifecycle Renewal Program in their 10-year capital plan. Capital projects are identified to ensure that these significant cultural heritage resources, including Eldon House, Grosvenor Lodge, Elsie Perrin Williams Estate, Park Farm, Flint Cottage, Flint Shelter, Springbank Pumphouse, Baty House, and the Roy MacKay Clubhouse, are maintained and enjoyed by Londoners in the future. In addition, major capital works were undertaken to ensure that the Normal School will continue to be viable resources in our community. Between 2015 and 2017, lifecycle projects were undertaken at Eldon House, Grosvenor Lodge, and 1 Dundas Street.

The City continues to provide no-interest loans to small business owners. The value of loans has increased from $103,000 in 2015 to $355,000 in 2017, an increase of 245%, indicating a greater level of investment from the City of London, as well as the private sector.

**Little To No Evidence Of Impact**

The strategies of use community improvement plans to coordinate City and private investment to meet both local and city-wide priorities and invest more in heritage restoration, brownfield remediation, urban regeneration and community improvement projects had qualitative evidence to demonstrate impact, but did not have associated quantitative measures to demonstrate change.
4.3 Local, Regional, And Global Innovation

Outcome: *London had moved towards local, regional, and global innovation.*

Use new and emerging technology to improve quality of life and grow London’s economy and lead the development of new ways to resource recovery, energy recovery, and utility and resource optimization with local and regional partners to keep operating costs low and assist businesses with commercialization to help grow London’s economy were two strategies that were implemented through the 2015 – 2019 Strategic Plan to move towards local, regional, and global innovation.

How Do We Know London Has Moved Towards Local, Regional, And Global Innovation?

Evidence of Impact

*New technologies were implemented in London*

The Last Mile Fibre Optic Incentive Program was established to improve fibre connections for downtown small businesses. New and emerging technologies that were implemented include: Honk Mobile; Customer Relationship Management System; Service London portal; Building e-portal; YouTube streaming for Council meetings; public wifi at various locations throughout the city; and updates to London.ca including mobile optimization, translation services, and prioritization of local government content.

In addition, real-time water system failure sensing methods were implemented to identify minor water system failures before they become catastrophic failures. Partnerships with Western University and the Southern Ontario Water Consortium were also developed to host industrial water/wastewater related research in City facilities.

The development of a Computerized Maintenance Management System (CMMS) implementation also began. Some important business goals include: enhanced work planning, improved budgeting, tracking of resources and scheduling, and increased productivity. This system will provide City operations divisions with a flexible, fully-integrated with GIS solution, to enable staff to plan, record, and report on work activities to deliver a timely, effective, and economical service. In addition to supporting work order management, service requests, and inspections, the information is also critical to the Corporate Asset Management Program.
New ways to resource recovery, energy recovery, and utility resource optimization were explored

The concept of a Waste to Resources Innovation Centre in London has been approved, which will continue to support resource recovery, energy recovery, and waste conversion, and includes a network of 19 internationally recognized experts from Western and the establishment of a Municipal Working Group for Mixed Waste Processing. The Community Energy Action Plan examined new energy technologies for resource recovery and the role of compressed natural gas and renewable natural gas through a grant from the Federation of Canadian Municipalities.

Little To No Evidence Of Impact

Both strategies, use new and emerging technology to improve quality of life and grow London’s economy and lead the development of new ways to resource recovery, energy recovery and utility and resource optimization with local and regional partners to keep operating costs low and assist businesses with commercialization to help grow London’s economy had no associated quantitative measures. Some qualitative data, however, was available to demonstrate impact.
4.4 Strategic, Collaborative Partnerships

**Outcome:** *Strategic, collaborative partnerships were developed.*

The strategies of work better together for economic growth, work with our municipal neighbours to create stronger industry clusters and raise our international profile and attractiveness, partner to develop strategic economic opportunities and research and development with the education sector, and work with key partners to support the health and medical sectors led to the development of strategic, collaborative partnerships.

**How Do We Know Strategic, Collaborative Partnerships Were Developed?**

- **London Medical Network Created**
- **Collaborative Trade Missions**
- **11 Urban Centres Collaborated (MOSO)**

**Evidence of Impact**

*Partnerships focused on economic growth were created*

The London Medical Network, with Western University, the Lawson Health Research Institute, the Schulich School of Medicine and Dentistry, London Health Sciences Centre, and St. Joseph’s Health Care London, has helped to create jobs and support innovation and commercialization in life sciences. A Governing Council was established to oversee the London Medical Network. This group is responsible for the strategic oversight of the community’s entire medical innovation initiative.

London continues to have active participation in a number of strategic partnerships such as: London and Middlesex Local Immigration Partnership, Municipal Benchmarking Network of Canada, Creative City Network of Canada, London Waste to Resources Innovation Centre, Municipal 3Rs Collaborative (Resource Recovery and Research), Regional Public Works Commissioners of Ontario, and London Middlesex Road Safety Committee. These strategic and collaborative partners provide opportunities to learn from other communities and identify new ways to promote economic growth.

In addition, the City of London has partnered with Western University’s Department of Geography on an initiative to support students gaining practical experience with solving industry problems. Students work on economic development issues being tackled in London as part of their course curriculum and share research findings with the City.
Partnerships were developed with other municipalities

The London Economic Development Corporation collaborated with municipal neighbours to conduct several trade missions. The London Economic Development Corporation works with regional municipalities through our participation in the Ontario Food Cluster (http://ontariofoodcluster.com) and the Ontario Manufacturing Communities Alliance (http://manufacturingalliance.ca/). These alliances have organized investment missions to U.S, Europe and Asia. The London Economic Development Corporation chairs the Ontario Food Cluster at the moment.

In addition, London led the creation of the Mayors of Southwest Ontario (MOSO) caucus, which shares information and identifies key advocacy priorities across Southwest Ontario. The MOSO was a partnership of 11 urban centres in Southwestern Ontario who have shared priorities around regional transportation, core infrastructure, housing and economic development.

Little To No Evidence Of Impact

While there is some qualitative evidence demonstrating impact for the following strategies, work better together for economic growth, work with our municipal neighbours to create stronger industry clusters and raise our international profile and attractiveness, partner to develop strategic economic opportunities and research and development with the education sector, and work with key partners to support the health and medical sectors led to the development of strategic, collaborative partnerships, none of the strategies had corresponding quantitative measures to demonstrate impact.
4.5 Diverse Employment Opportunities

Outcome: *London has invested in workforce development.*

Through strategies such as improving workforce recruitment, development, and retention by working with local and regional partners, improving delivery and coordination of employment services through partnerships with community organizations, funders, and employers, removing barriers to employment through the expansion of the City of London Internship Program, attracting and retaining newcomers, including international students, foreign trained professionals, and multi-generational immigrants to strengthen London’s workforce, and attracting and retaining young talent, London has invested in workforce development.

How Do We Know London Has Invested In Workforce Development?

<table>
<thead>
<tr>
<th><strong>4,650</strong></th>
<th><strong>658</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>new jobs created through attraction and expansion</td>
<td>individuals contributed to the creation of the Newcomer Strategy</td>
</tr>
</tbody>
</table>

Evidence of Impact

*New jobs have been created in London*

The London Economic Development Corporation reported a total of 4,650 new jobs through attraction and expansion between 2015 – 2017.22

*Efforts have been made to attract and retain newcomers*

The creation of the Newcomer Strategy was led by a Steering Committee comprised of 16 volunteers, including 2 co-chairs, consisting of local stakeholders and newcomers with lived experience. The co-chairs were selected to ensure a balance of perspectives and knowledge on the attraction of international skilled workers and entrepreneurs and the welcoming community and integration sector.

The process was also supported by Civic Administration, including an internal staff committee. Feedback from over 405 international students and 235 Londoners was collected through Surveys, to inform the creation of the Newcomer Strategy. Over 45 organizations, agencies, and/or firms participated in face to face, over the phone, and group consultations.

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22 New job creation through attraction and expansion decreased by 18% between 2015 – 2017, changing from 1,700 new jobs created annually in 2015 to 1,400 jobs created annually in 2017.
Efforts were made to improve the delivery and coordination of employment services

In 2017, Council endorsed the extension of the current Purchase of Service (POS) agreements by one additional year. This allowed the City of London to work closely with Employment Service Providers in the community to identify areas of service excellence and opportunities for new service programming.

In 2015-2017, the City of London as the Consolidated Municipal Service Manager (CMSM) for the delivery of Ontario Works, met and surpassed employment outcome targets that were reported to the Ministry of Community and Social Services.

In 2017, City of London as the CMSM launched a new Request for Proposal Process for a new POS agreement for employment services.

Initiatives were implemented to remove barriers to employment through the City of London Internship Program

The internship is for groups the City of London has identified as underrepresented in the workplace, including: women, Indigenous people, racialized people, people with disabilities, and new immigrants. Expansion of the City of London Internship Program to two full-time internships, of up to 12 months direction, provided an opportunity for foreign trained professionals, who require longer term placements, to obtain accreditation in their chosen profession.

As a result of the City of London’s Internship Program, five internships have resulted in permanent or temporary positions with the City of London or employment with another organization.

Efforts were made to attract and retain young talent

The Entrepreneur Support Network was established, consisting of member organizations that have a mandate to provide services that foster entrepreneurship in the community. In addition, London Inc. and Biz Grid, created online portals to promote organizations, services, and resources available to support entrepreneurs.

London Founders Network offers a mentor network that matches senior, successful entrepreneurs with less experienced entrepreneurs in order to accelerate growth, building resiliency, and create jobs. In addition, the Apprenticeship Network continues to actively promote and communicate the importance of apprenticeship to employers, job seekers and parents. Examples include, hosting the Apprenticeship Champion Awards and the creation of the Apprenticeship Advantage series with CTV London.
Little To No Evidence Of Impact

While the strategies of attract and retain young talent, improve delivery and coordination of employment services through partnerships with community organizations, funders, and employers, and attract and retain newcomers, including international students, foreign trained professionals, and multi-generational immigrants to strengthen London’s workforce did not have any quantitative measures to demonstrate impact, there was some qualitative evidence available to demonstrate impact.
Section 5.0 Results: Leading In Public Service

5.1 Open, Accountable, And Responsive Government

Outcome: Municipal government is more open, accountable, and responsive.

The Strategic Plan saw the implementation of the following strategies: make community engagement a priority, make the public a partner who has access to our information and helps make decisions with Council, implement Plain Language writing in all City documents, reports, agendas, websites, signs, and notifications, improve the City of London website so people can find what they want, when they want it, and how they want it, update the City’s granting policy and process to non-profit organizations, and explore opportunities for electoral reform. The collective result of these strategies is that municipal government is more open, accountable, and responsive.

How Do We Know Municipal Government Is More Open, Accountable, and Responsive?

<table>
<thead>
<tr>
<th>Evidence of Impact</th>
<th>Metric</th>
</tr>
</thead>
<tbody>
<tr>
<td>83% increase in Twitter followers</td>
<td>104% increase in YouTube video views</td>
</tr>
<tr>
<td>42 grants awarded</td>
<td></td>
</tr>
</tbody>
</table>

Evidence of Impact

Community members were engaged through social media

The number of City of London Twitter followers increased from 25,526 in 2015 to 46,687 in 2017, which is an 83% increase. The number of City of London tweets and Facebook posts increased by 46%, from 1,724 posts in 2015 to 2,516 posts in 2017. There were a total of 4,240 posts between 2015 and 2017. YouTube video views increased by 104%, increasing from 39,000 views in 2015 to 79,524 views in 2017. There were a total of 162,524 views between 2015 and 2017. Similarly, visitors to www.london.ca increased by 32% between 2015 – 2017, with 2.5 million visitors in 2015 and 3.3 million visitors in 2017. In total, during that period, there were 8.5 million visitors to www.london.ca.
In September 2016, the refreshed london.ca website was launched. The site is now mobile-friendly and more accessible with a responsive design, which is important because close to 40% of london.ca visitors use mobile devices. There is an ongoing commitment and focused effort to ensure all materials, including web content, produced by the City of London meets AODA requirements. Through an online translator platform, content that is housed on london.ca web pages can be available in up to 50 different languages.

In November 2016, the launch of a citizen engagement website, GetInvolved.ca, was extremely successful and became a highly used tool to engage with Londoners on projects that require community input.

The City of London’s granting policy and process to nonprofit organizations was updated

The first iteration of the London Community Grants Program, Multi-Year, and Innovation & Capital streams, was successfully implemented in 2017. There were 37 multi-year grants, 1 innovation grant, and 4 capital grants. In total, 42 organizations received funding and 2.4 million dollars was allocated. The London Community Grants Program resulted in 250,000 Londoners being served and 55,000 program and service hours being provided to residents.

Opportunities for electoral reform were explored

Between 2015 – 2017, the Province made significant changes concerning campaign finance, third party advertising, accessibility, enforcement, and ranked ballots to the Municipal Elections Act. Civic Administration was involved with consultations with the Province throughout this process. Further, Civic Administration implemented process changes to their election model to comply with the new legislation.

In May 2017, City Council passed a by-law to re-divide the wards in the City of London after the Municipal Election on October 22, 2018. In addition, in November 2017, London adopted a new Election Sign By-law after a public engagement process and consultation with stakeholders.

Little To No Evidence Of Impact

For the strategies of implement plain language writing in all City documents, reports, agendas, websites, signs, and notifications and improve the City of London website so people can find what they want, when they want it, and how they want it, qualitative evidence to demonstrate impact was available. However, quantitative data, through specific measures, was not available to demonstrate impact.
5.2 Innovative And Supportive Organizational Practices

Outcome: Organizational practices are more innovative and supportive.

By operating as a values based organization, using innovative and best practices in all organizational and management activities, and enhancing corporate and community safety by preparing for and responding to security risks and emergency events, the City of London’s organizational practices are more innovative and supportive.

How Do We Know Organizational Practices Are More Innovative And Supportive?

- 8% decrease in average phone answer delay
- 464 MFIPPA requests completed within 30 days
- 1,536 computer replacements
- 121,600 guard hours provided
- $1M saved in insurance premiums
- 117 Information Technology Services (ITS) Projects completed
- 63,700 ITS customer service requests responded to resulting in a 97% customer satisfaction rating

Evidence of Impact

There was a focus on operating as a values based organization

The City of London has a number of initiatives to promote the Corporation’s values. These include:

a) “It Starts with Me” program, relating to the Workplace Harassment and Discrimination Prevention Policy, the Code of Conduct for Employees, the Workplace Violence Prevention Policy, and the Use of Technology Policy;

b) "I Step Forward" program designed to increase understanding of the impact of family violence and sexual violence/harassment; and

c) “Workplace Diversity and Inclusion” program which introduces participants to the Workplace Diversity and Inclusion Statement and Plan and provides interactive activities to gain
awareness of individual’s personal dimensions of diversity and learn how they can contribute to an inclusive workplace.

**Innovative and best practices were used in organizational and management activities**

The City of London launched the Mental Health Strategy ‘Stop the Silence’ in 2016. This strategy has been effective in increasing employees’ awareness, understanding, and empathy of mental health through proactive promotion and education. In addition, 99% of employees returned to work following a WSIB incident or claim.\(^{23}\)

In 2017, the City retired the existing Sire meeting management software and replaced it with eScribe. The eScribe system streamlined primary phases of the meeting lifecycle, modernized the interface used by council and committee members, and provided an overall improvement to secretariat capabilities.

From 2015 to 2017, the City of London successfully accommodated an increased number and range of engagement activities requested by Councillors such as ward meetings, constituent mailouts, and various communications. A significant office renovation resulted in improved interaction opportunities for Councillor’s Office staff and modernized the public waiting area. In addition, the average phone answer delay decreased by 8%.

There were 93,000 total operations focused calls to Dispatch and 22,500 external customer focus calls to Dispatch between 2015 - 2017. The average call waiting time for “after hour” public service calls, on average, between 2015 – 2017, was 5 minutes. The implementation of a new customer relationship management software (CRM) in Dispatch included system development, training, and operationalization. Several process enhancement initiatives and projects were implemented including winter operations information flow and customer service, Service London self serve portal development, and online processes for locate requests.

There were 464 MFIPPA requests completed within 30 days between 2015 and 2017. During that same period, MFIPPA requests completed within 30 days increased by 137%, from 89 in 2015 to 211 in 2017. In the Freedom of Information area, more information was offered through the open data initiative and through information requests for information. In addition, a new position was created in Records, in 2017, that allows for better oversight of records management.

Between 2015 to 2017, the City of London developed new payment options for customers. Software for over-the-phone payments by credit card was implemented, reducing staff time by eliminating duplication of payment recording. In 2016, additional software was implemented to manage pre-authorized deposits from bank accounts for payment of Provincial Offences Act fines. With the goal of being “At Your Service”, the City of London is working to make it as easy as possible for Londoners to pay their fines. A front-counter service Lean Six Sigma

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\(^{23}\) The number of WSIB incidents/claims increased from 672 annual incidents/claims to 712 in 2017, an increase of 6%. Further, short-term/long-term disability claims increased by 23%, increasing from 155 annual claims in 2015 to 191 claims in 2017. Average annual paid sick hours per employee also increased from 60.4 in 2015 to 67.2 in 2017, an increase of 11%.
project completed in 2017 reduced counter processing time by 23% and cut maximum wait time in half.

In 2016, the City of London expanded its access to services by offering marriage licences and burial permits in the lobby of City Hall. In 2017, the internal vital statistics applications were streamlined to provide faster service to customers. The Councillors Lounge was renovated in 2016 to provide a more enjoyable experience for customers wishing to have a civil marriage ceremony at City Hall. These improvements demonstrate success that is linked to the Strategic Plan's mission of At Your Service - a respected and inspired public service partner, building a better city for all.

There were 117 Information Technology Services (ITS) projects completed and 1,536 computer replacements completed between 2015 and 2017. The average wait time in the ITS phone cue decreased by 65%, from 2 minutes in 2015 to 0.7 minutes in 2017, a decrease of 1.3 minutes. The average duration to resolve an incident changed from 4.5 hours in 2015 to 4.2 hours in 2017. ITS had an average customer service request and incident satisfaction rating of 97%.

The City of London completed an 80 site upgrade of the computing network resulting in increased network speeds, enhanced redundancy and improved productivity. The City of London renegotiated the computer hardware and smart phone mobility services contracts resulting in an expected $2 million in savings. Through digital transformation, the City of London modernized over 60 computer applications and business workflows resulting in increased efficiency and effectiveness across all City of London service areas. The City of London delivered resident facing online portals allowing for the convenient submission of service requests and some building permits.

The City of London updated and improved the 519-661-2489 (CITY) phone line script. This may have positively affected the number of phone calls that are answered by Customer Service Representatives by offering clearer options to callers. The number of phone calls decreased from 57,514 in 2015 to 44,292 in 2017, a decrease of 23%.

Through Service London there were 4,150 client interactions supported through Service London Business between 2015 and 2017.

Insurance premiums decreased by approximately $1 million compared to 2015 and remain at that same level in 2017. This is due to the changing of insurance provider in 2016 through the RFP process. The savings from switching our insurance provider will be greater than $3 million compared to the rates experienced in the years leading up to 2016.

In 2016, twenty-six leaders within the City of London received Lean Six Sigma Green Belt training. During facilitation of the training, sixteen process improvements were identified throughout the nine Service Areas, with fourteen improvements being completed. During 2017, fifteen improvements were identified across all nine Service Areas, with sixteen leaders

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24 The number of annual computer replacements decreased by 16%, changing from 600 computer replacements in 2015 to 503 replacements in 2017.
selected to participate in subsequent Green Belt training. To further build capacity within the leadership team, White Belt training (an introduction to Lean Six Sigma) was completed by the Senior Leadership Team in 2016 and the Operational Management Team in 2017. A comprehensive Lean Six Sigma Black Belt review within Development Services with respect to Site Plan Control began in the third quarter of 2017. During 2017, six collaborative workshops with the Development Industry and the City’s Development Services team took place to identify specific areas for improvement. To date, the results have shown a reduction in variation and process time with improved customer satisfaction. Site Plan review continues to evolve during 2018.

**Corporate and community safety was enhanced**

Corporate Security has implemented enhanced security measures and procedures. From 2015 – 2017, 121,600 guard hours were provided, there were 11,292 incident responses and 9,071 service requests. On average, 98% of incidents were closed and 100% of service requests were completed.

**Little To No Evidence Of Impact**

All strategies had evidence to demonstrate impact.

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25 The number of guard hours provided increased from 36,800 in 2015 to 43,072 in 2017, an increase of 17%, the number of incident responses decreased from 4,500 in 2015 to 3,279 in 2017, a decrease of 27%, and the number of service requests increased from 2,350 in 2015 to 3,339 in 2017, an increase of 42%.
5.3 Proactive Financial Management

Outcome: Financial management is more proactive.

The City of London’s financial management is more proactive because of the implementation of the following strategies: make sure that finances are well-planned to keep costs as low as possible and look to limit the burden on current and future rate payers, make sure that financial issues are not created and pushed to the future, creating problems for future generations, and create, explore, and implement new technologies or technology improvements.

How Do We Know Financial Management Is More Proactive?

- 10% decrease in the amount of debt under administration
- 41st consecutive year of the Aaa credit rating
- 13% decrease in reliance on the Operating Budget Contingency Reserve as permanent financing source

Evidence of Impact

Innovative financial practices were implemented

Proper determination of HST in a municipal setting is a complex and resource intensive task. In 2016, a project to improve HST monitoring and handling at the City was undertaken, including: correcting issues at the source; keeping the dollars (savings or expenditures) in the original business unit or project; instituting processes and procedures that are sustainable; and, maximizing savings on City’s commercial activities (e.g. Golf Courses, Storybook and Arenas).

In early 2016, the ability to reimburse employees for incurred expenses (e.g. travel, mileage etc.) through Electronic Funds Transfer (EFT), rather than by Accounts Payable cheque was implemented. With data privacy being of upmost importance, all dependent processes were documented, configured and the required coding changes were made to the EFT applications and reports.

The groundwork for eProcurement was built during 2016 and 2017, which allowed for full implementation by 2018.

The City of London transfers a number of critical banking files through a secure, but outdated process. Working with the City’s banking services partner, Scotiabank, Financial Services began migrating processes to Scotia’s newest solution, which has improved user functions and
controls. In total, four key processes were updated. The remaining six processes will begin being migrated after completion of the JD Edwards Upgrade project in 2018.

**There was a focus on strong financial management practices**

Civic Administration brought forward and received Council approval for a Debt Management Policy. The Debt Management Policy will help guide the effective management of debt and ensure the delivery of the capital plan and other services in a manner that is consistent with the Strategic Plan. Between 2015 – 2017, the amount of debt under administration decreased from $333.9 million to $302 million, representing a decrease of 10%. Further, debt service as a percentage of total corporate expenditures decreased from 4.5% in 2015 to 4.1% in 2017. The City of London also continued to reduce the planned use of the Operating Budget Contingency Reserve (OBCR) as a permanent source of financing. The reliance on the OBCR as a permanent source of financing decreased by 13%, from $3,550,000 in 2015 to $3,089,000 in 2017.

The City has held the Aaa credit rating from Moody’s Investor Services since 1977, making 2017 the 41st consecutive year of the Aaa credit rating and reaffirming that the City’s debt has the highest rating possible. In addition, Moody’s Investor Services indicated that the outlook for the City’s Aaa credit rating is stable reflecting their expectation that liquidity will remain strong, debt will remain stable, and the City will continue to post positive operating results.

The 2017 Annual Budget Update (approved in December 2016) marked the first “Annual Update” to the City of London 2016-2019 Multi-Year Budget. A total of 20 budget amendments were approved that were the result of new provincial regulation, new Council direction, and cost drivers from changes in economic conditions, without impacting the average annual tax levy approved by Council in the 2016-2019 Multi-Year Budget.

Civic Administration brought forward and received Council approval for a Capital Budget and Financing Policy. The Policy establishes a framework for capital budgeting and financing in order to ensure capital investments are budgeted and monitored with a consistent approach, financed in a manner to ensure the funding mix places a priority on maintaining long-term financial sustainability, and guidelines are established for closing out capital projects.

**Improvements were made to manage corporate assets**

From 2015 to 2017, Civic Administration focused on reducing the City’s infrastructure gap, in particular, addressing the needs of transportation infrastructure, which accounted for 58% of the City of London’s 10 year projected infrastructure gap. Supported by the Corporate Asset Management Plan (AMP) 2014, the City of London has made progress towards addressing the transportation infrastructure gap through increased investment in this area. The efforts have had positive impacts, as highlighted in the annual AMP update reports. Asset conditions have improved over time while the rate of growth of the gap has slowed, acknowledging that the gap still continues to increase, but at a slower pace.
Little To No Evidence Of Impact

All strategies had evidence to demonstrate impact.
5.4 Collaborative, Engaged Leadership

Outcome: Leadership is more collaborative and engaged.

The implementation of the following strategies, continue to build strong working relationships between City Council, Civic Administration, the City’s agencies, boards and commissions, and community partners, maximize openness and transparency in Council decision making, and engage an Integrity Commissioner to ensure continued compliance with Council’s Code of Conduct, resulted in leadership becoming more collaborative and engaged.

How Do We Know Leadership Is More Collaborative And Engaged?

| 90 meetings held with Ministers, MPs, and MPPs | 11 Mayors brought together on issues of regional concern |

Evidence of Impact

Relationships and partnerships were built

Between 2015 and 2017, there were 90 meetings held with Ministers, MPs, and MPPs, and there were 14 substantive meetings with Southwest Ontario municipal governments on issues of regional importance. The City of London was also successful in advancing nearly all of its 2015-2019 Core Advocacy Priorities. In furtherance to London's Vision as a, "a leader in commerce, culture, and innovation - our region's connection to the World," the City of London has expanded its leadership in a number of important initiatives and venues. London has secured representation on the leadership of the Federation of Canadian Municipalities (FCM), the Association of Municipalities of Ontario (AMO) and the Ontario Good Roads Association (OGRA). London has also demonstrated regional leadership by establishing the Mayors of Southwest Ontario (MOSO) caucus, which brings together the 11 urban mayors from across the region to develop joint positions on issues of shared regional concern.

Openness and transparency were improved in Council decision making

In 2017, individual webpages for each planning application were finalized for implementation beginning in 2018. Also in 2017, administrative procedures, education with the development community, and contracts with sign suppliers were also finalized for the new "Possible Land Use Change" signage for initiation in 2018. Additionally, in order to complement the efforts of the above initiative, the existing mail-out notices were improved to "brand" with the new signage and provide information in an eye-catching and plain language format.
Also in 2017, new Planning report template prototypes were unveiled at Planning Committee, which featured Accessibility for Ontarians with Disabilities Act (AODA) features, a more intuitive format, and plain language to obtain user feedback and revisions prior to implementation in 2018.

**Efforts were made to ensure continued compliance with Council’s Code of Conduct**

An Integrity Commissioner was appointed on May 17, 2016 and has since that time provided an independent resource for compliance investigations and inquiries under section 223.4 of the Municipal Act.

**Little To No Evidence Of Impact**

The strategies of *maximize openness and transparency in Council decision making* and *engage an Integrity Commissioners to ensure continued compliance with Council’s Code of Conduct* had qualitative data available to demonstrate impact, but quantitative measures were not available.

Neither qualitative data or quantitative measures exist to demonstrate evidence of impact related to the strategy of *review Council’s governance structure*. 
5.5 Excellent Service Delivery

Outcome: *City of London services are delivered effectively and efficiently.*

By continuing to effectively and efficiently deliver nearly 100 services that Londoners rely on every day, delivering great customer experiences to residents, businesses, and visitors, making strategic decisions about long-term space needs and service delivery locations, continuing to look for new opportunities to share services and supports between the City of London and its agencies, boards, and commissions, City of London services are delivered effectively and efficiently.

How Do We Know Services Are Delivered Effectively And Efficiently?

| **90%** | **89%** | **$500,000** |
| of Londoners were satisfied with the level of City service | of Londoners reported staff were courteous | savings in lease costs |

Evidence of Impact

**Londoners are satisfied with the service offered by the City of London**

On average, between 2015 – 2017, 90% of Londoners were satisfied with the overall level of City services, 85% were satisfied with the quality of service delivery, 83% were satisfied with the accessibility of services, and 76% were satisfied with the time it takes to receive services. Citizen satisfaction in London is close to the national norm for satisfaction (91% 2016, 92% 2017).²⁶

In addition, during that same period, on average, 89% of Londoners reported staff were courteous, 85% reported they were treated fairly, 85% reported staff were knowledgeable, and 63% reported staff went the extra mile for them.²⁷

**Strategic decisions about long-term space needs and service delivery locations**

In 2016, the City negotiated new office space lease at Citi Plaza for a more competitive lease, resulting in a savings of $500,000. This process was accompanied by a consolidation of

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²⁶ In 2015, 92% of Londoners were satisfied with the overall level of City services, compared to 87% in 2017, 87% of Londoners were satisfied with the quality of service delivery in 2015, in contrast to 84% in 2017, 85% of Londoners were satisfied with the accessibility of services in 2015, which decreased to 80% in 2017, and 79% of Londoners were satisfied with the time it takes to receive services in 2015, which reduced to 71% in 2017.

²⁷ In 2015, 64% of Londoners report staff went the extra mile for them compared to 62% of Londoners in 2017. All others within this category either improved or stayed the same.
services in the downtown for Social Services, Housing, Neighbourhood, Children, and Fire Services, and Parks & Recreation.

In 2016, the City achieved sales of over 60 acres of industrial land and acquired 117 acres of new greenfield land for the Industrial Land Development Strategy. In 2016, the City also led the negotiations for the sale of Old Victoria Hospital Phase 1 lands.

**New opportunities to share services with Agencies, Boards, and Commissions (ABCs) Were Explored**

In 2016, agencies, boards and commissions, as well as organizations that were engaged during the development of the Strategic Plan, completed a template to report on alignment of their strategic plans with the City of London's. Overall, there was clear alignment with organizations having many common strategic priorities.

In addition, the City Manager invited ABCs and local organizations involved in the development of Council's 2015-19 Strategic Plan to present at Standing Committee meetings in June of 2016. Utilizing the standing committee framework provided each stakeholder an equal opportunity to proactively increase awareness about their organization and share information with Municipal Council and the public in an environment outside of the City’s Budget Process. Of the 24 organizations invited, 11 took advantage of the opportunity.

A Civic Leaders Event took place on October 31, 2017 at the London Convention Centre. The purpose of the Civic Leaders Event was to determine new opportunities to promote innovation and share services and supports between the City of London and its agencies, boards, and commissions. The event allowed for dialogue and networking between stakeholders in an open environment. ABCs are also involved in Lean Six Sigma training through the City of London.

**Little To No Evidence Of Impact**

The strategy of *keep looking for new opportunities to share services and supports between the City of London and its agencies, boards and commissions* had qualitative data available to demonstrate impact but did not have quantitative measures.
Section 6.0 Results From 2018

6.1 Evidence Demonstrating Initial Impact In 2018

Due to the timing of this report, a full year of data is not available for 2018. However, there is evidence available from January 2018 – October 2018 that demonstrates results from the implementation of strategies. The following sections highlight some of these results. For more information about the results achieved in 2018, please see the City of London’s May 2018 and November 2018 progress reports and the 2018 Report to the Community.
6.2 Results From 2018: Strengthening Our Community

Vibrant, connected and engaged neighbourhoods

1. Launched the Neighbourhood Small Events Fund, a program that provides a one-time grant of up to $500 per year to community/neighbourhood groups holding small events on public property
2. Hosted 30 outdoor movie nights in neighbourhood parks, green spaces, and a fire station across our city with over 4,600 people attending in total
3. Neighbourhood Decision Making engaged more than 7,100 Londoners to help decide which neighbourhood enhancement projects would be funded by voting online (5,680) or at their local library branch (1,434). 226 ideas were submitted from all areas of the city, with 143 making it onto the ballot
4. Completed the Masonville Branch Library revitalization
5. Completed Neighbourhood School Strategy and administrative policy to address surplus school sites

Diverse, inclusive and welcoming community

2. Developed the implementation structure for the Community Diversity and Inclusion Strategy and initiated 74% of all strategies it outlines within its first year
3. Maintained status as a Charter for Compassion participating community

Caring and compassionate services

1. Shared information across 13 homeless serving programs, including the City of London, to better meet the needs of individuals and families in our community
2. In 2018, 170 CYN partners leveraged over $3 million in Provincial funding to continue to implement the Child and Youth Agenda which resulted in all priority areas working together to scale up and/or implement over 20 projects designed to impact children, youth and families by addressing systemic barriers related to literacy, healthy eating and physical activity, poverty, and the service system
3. Honoured by the Ministry of Seniors Affairs with the Age Friendly Community Recognition Award
4. Supported affordable housing development through the use of Bonus Zoning
5. Finalized and approved the Community Mental Health and Addiction Strategy, and initiated implementation of key strategies
Amazing arts, culture and recreation experiences

1. Offered more than $1 million in program subsidies that allowed approximately 14,000 Londoners of all ages to participate in recreation opportunities
2. Upgraded 8 community gardens to increase accessibility, including pathways, plots, and raised garden beds
3. Completed outreach with older adults living in social and affordable housing across the City and created a seventh Senior’s Satellite, funded through the Ontario Sport and Recreation Community Fund Grant
4. Scheduled 136.5 hours of programming with more than 70 bookings for Culture City, a program of the London Arts Council which provides emerging artists a chance to grow their career while providing Londoners with the opportunity to interact with culture
5. Museum London completed Centre at the Forks construction. This new space allows for additional programming such as Trails Open, the River Summit symposium, Words Festival and 2019 Juno Awards Governors’ reception

Healthy, safe and accessible city

1. Middlesex-London Health Unit, together with community partners, released the Middlesex-London Community Drug and Alcohol Strategy – A Foundation For Action; developed in collaboration with more than 50 agencies, organizations and individuals representing social and health services, law enforcement, the community, those with lived experience, businesses and concerned individuals
2. The London Police Service implemented human trafficking initiatives, participated with the Connectivity Table, received Victims and Vulnerable Persons Training, and formed a Diversity Ambassador Team
3. Completed full test of Public Notification Program
4. Completed the installation of 14 pedestrian crossovers and 15 intersections with audible pedestrian signals
5. 2018 marked the 5th year of Camp Female Firefighters in Training, where over 100 young women participated in a week-long, hands-on program designed for young women who are interested in pursuing a career in firefighting
6.3 Results From 2018: Building A Sustainable City

Robust Infrastructure

1. Reinstated the frame of Blackfriars Bridge and continued with reassembly
2. Completed Phase 3 of the West London dyke which now provides enhanced flood protection to residents of the Blackfriars neighbourhood
3. Approved the Environmental Assessment for the Adelaide Street/Canadian Pacific Railway Underpass, accelerating this important project from 2031 to 2021
4. Advanced the Western Road Widening/CPR Railway Bridge replacement project, which is close to completion, adding capacity to this key route, and used innovative construction methods to replace the old bridge with minimum railway disruption

Convenient and connected mobility choices

1. Implemented the Income-Related Subsidized Public Transit Program for adults 18 and over, and a pilot project for youth 13 to 17 years of age for bus passes to be purchased for $52.00/month
2. Added Cycling infrastructure throughout London, including the City’s first cycle-track on Colborne Street
3. Completed and received Council approval of the Preliminary Design for London’s Bus Rapid Transit Network to proceed through the Transit Project Assessment Process. Funding commitment announced from the Province. Project on schedule for detailed design in 2019, start of construction in 2020 with a completion target of 2028
4. Finalized detailed design and tender process to connect the critical North Branch gap of the Thames Valley Multi-use Pathway system

Strong and healthy environment

1. Lowered total corporate energy use by 10% from 2014 levels, which is two years ahead of the Conservation and Demand Management Plan’s goal for a 10% reduction to levels by 2020. Over the longer term, total energy use is now 14 percent lower than it was in 2007. In terms of service delivery to Londoners, corporate energy use per person dropped by 21 percent from 2007 levels
2. Celebrated Arbour Week, giving away 2,000 trees to Londoners to plant in their yards
3. Continued invasive species and habitat protection programs to protect, enhance and restore London’s Environmentally Significant Areas
4. Developed Flooding Matters, an effort that included 22 new initiatives with an intense focus on reducing basement flooding, combining educational opportunities and increased financial subsidies to homeowners
5. Approved the Springbank Dam to no longer provide a water retention function as part of the One River Environmental Assessment, which has benefits to water quality and
wildlife habitat in and along the Thames River both in London and downstream

Beautiful places and spaces

1. Approved contract and construction underway on Dundas Street between Talbot and Richmond
2. Opened the new Bostwick Community Centre, YMCA and Library, celebrating a partnership with YMCA and London Public Library
3. Incorporated Thames Valley Corridor Plan community vision into the One River EA goal statement
4. Continued design for the Forks of the Thames as part of the London Community Foundation’s Back to the River project
5. Included requirements for funding to be used for public art, enhanced transit stations, and river enhancements through bonus zoning processes

Responsible growth

1. Approved the 2019 GMIS Update, providing infrastructure timing and funding to support future residential and non-residential development
2. Engaged stakeholders for the 2019 Development Charges Background Study to inform policy development and draft Development Charges rates
3. 80% of the London Plan came into effect through the appeal prehearing process

Heritage conservation

1. St. George-Grosvenor Heritage Conservation District (HCD) Study recommended that two HCD Plans be undertaken-Great Talbot and Gibbons Park
2. Added approximately 360 additional properties to the Register (Inventory of Heritage Resources)
3. Processed 74 Heritage Alteration Permits
4. Completed Heritage Places 2.0, and proposed a new draft plan for completing heritage conservation districts in London
6.4 Results From 2018: Growing Our Economy

Diverse and resilient economy

1. Fully serviced the Innovation Industrial Park Phase IV with large blocks available
3. Reduced timelines for site plan approval by establishing work flow standards and performance metrics through phase 1 of the Lean Six Sigma Site Plan process review
4. Opened the Service London Business Hub on the first floor of City Hall
5. In collaboration with the community and key stakeholders, Tourism London led the successful bid process for the 2019 Juno Awards

Urban Regeneration

1. Established regular meetings for the formal partnership team for regeneration of public housing that includes the City of London Housing Division, London Middlesex Housing Corporation (LMHC) and the Housing Development Corporation in support of LMHC’s Regeneration Strategic Plan
2. Aligned LMHC management/staff resources to support their broader Community and Tenant Engagement Strategy as well as their future regeneration plans
3. Almost $500,000 in loans were provided to support private sector investment in facades and building improvements in the Downtown and the Old East Village

Local, regional and global innovation

1. Completed draft Smart City Strategy
2. Covent Garden Market improved energy efficiency by replacing older HVAC units, and has worked successfully with London Hydro to take advantage of rebates to reduce capital renewal costs
3. Collaborated with over 20 municipalities and invested over $690,000, in the South Western Integrated Fibre Technology project, resulting in over $2 million of open use fibre funding from the provincial and federal governments

Strategic, collaborative partnerships

1. Continued leading role with the Mayors of Southwest Ontario (MOSO) caucus, which includes the mayors of 11 urban municipalities across the region, to share
information and identify key advocacy priorities of shared concern

2. Economic Partnerships explored an initiative with Western University to provide opportunities for students to gain practical experience with solving industry problems within the Civic Administration environment

3. The London Medical Network invested in ADEISS Centre to develop 3D printing of medical prosthetic and provided $900K in a grant to BURST!, a partnership with TechAlliance

4. The London Economic Development Corporation collaborated with municipal neighbours to conduct several trade missions and is working with the Employment Sector Council, Fanshawe College, Western University and other partners on several workforce initiatives

**Diverse employment opportunities**

1. Economic Partnerships Office engaged both Western University and Fanshawe College entrepreneur labs to enhance relationships and build post-graduation opportunities for youth

2. London Middlesex Local Immigration Partnership incorporated actions into London’s Newcomer Strategy

3. The London Economic Development Corporation, in collaboration with the Ivey Academy and Fanshawe Corporate Training, launched a series of training programs to develop better skillsets in the local labour market
6.5 Results From 2018: Leading In Public Service

Open, Accountable, and Responsive Government

1. Invested in the London Community Grants Program which allocated $2.47M to 42 organizations, provided 55,000+ program and service hours, served 250,000+ residents, and connected 130,000 people to resources online
2. Received 37 applications through the annual Innovation & Capital grant stream, with requests totaling more than $2.5M, and 15 projects being supported
3. Reached out to a wide variety of community organizations to provide information and demonstrations on ranked choice ballots, and implemented the ranked choice ballots for the municipal election

Innovative and supportive organizational practices

1. Received input and made changes to “My Ideas,” (the employee suggestion program) that introduces new features with a focus on Continuous Improvement initiatives to better solicit and respond to improvements for products, environments and services
2. Established Business Continuity Program, with plans in place and being maintained across the corporation
3. Endorsed two year Lean Six Sigma Road Map with areas of focus including people, processes and customers

Proactive financial management

1. Reduced debt financing in the Lifecycle capital budget to 3% in the 2018 Mid-Year Capital Monitoring Report, compared to 35% in 2006, leaving the City on track to meet a target of 0% by 2022
2. Achieved the 2018 service review target of $1,500,000
3. The internal debt cap is currently $26 million. The average debt in the ten year capital plan of the 2016-2019 Multi-year Budget was $23.1 million. 2018 Annual Budget Update debt cap in the 10 year capital plan was $25.3 million
4. Received the highest possible credit rating, “AAA” from Moody’s credit opinion, for the 42nd consecutive year

Collaborative, engaged leadership

1. Partnered with Agencies, Boards and Commissions in the semi-annual updates through the Strategic Plan reporting process
2. Increased outreach and collaboration with the Agencies, Boards and Commissions to promote innovation and shared services
3. Designed new planning application notification signs to increase public awareness, simplify notice and provide expanded information

Excellent service delivery

1. Adapted a Continuous Improvement framework which has identified 36 process improvement projects, 16 of which have been completed, and 45 leaders have received Lean Six Sigma Green Belt training
2. Completed several zero-based budget reviews, which yielded more than $1.1 million to contribute to the Corporation’s 2018 service review target. The completion of these reviews was only made possible by the Corporation’s adoption of multi-year budgeting, which results in significant staff time savings that finance and operational staff can dedicate to jointly reviewing and reconstructing budgets in order to identify efficiencies and savings.
3. Completed the Service London Counter for the Bostwick Community Centre, YMCA and Library
4. Information Technology Services delivered over 40 projects enhancing the delivery of public service while addressing over 21,000 operational requests and attaining a 97% customer satisfaction rating
Section 7.0 Next Steps

7.1 The Impact Assessment

The findings in this Impact Assessment demonstrate that London has changed as a result of the implementation of the 2015 – 2019 Strategic Plan. Both qualitative and quantitative data have been used to examine the impact of the strategies implemented between 2015 and 2017.

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 community.
7.2 The Next City Of London Strategic Plan

The 2015 – 2019 City of London strategic planning process marked the first time the Strategic Plan, Multi-Year Budget, and Business Plans were strategically aligned in a comprehensive and inclusive process. It was also the first time that a rigorous and robust assessment framework, including progress reports, reports to the community, performance reports, and an impact assessment, was used to measure, understand, and communicate the results of strategy implementation.

As with any newly implemented process, there are successes, but also lessons learned. These successes and lessons learned will guide the development of the next City of London Strategic Plan.

In particular, the 2019 – 2023 Strategic Plan process will establish outcomes and performance measures at the beginning of the process. These will be directly aligned with each strategic area of focus, as well as the Multi-Year Budget and Business Plans.