

Appendix A

Strategic Plan Progress Update

| A Strong Economy | |
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| What is our strategy? | What have we achieved so far? |
| Ensure a healthy financial position | <ul style="list-style-type: none"> • Maintained a ‘AAA’ credit rating every year |
| Maintain affordable taxes | <ul style="list-style-type: none"> • Delivered three years of no or low tax increases • Continued to be a competitive location for businesses, with among the lowest taxes for businesses when compared to similar communities |
| Invest in infrastructure | <ul style="list-style-type: none"> • Invested in recreation infrastructure since 2011: <ul style="list-style-type: none"> ○ 4 skate parks developed: Medway, Springbank, Wolseley and White Oaks ○ 2 park spray pads constructed: Ed Blake and Medway Parks ○ Facility upgrades at South London, Carling Heights, North London, Kinsmen, Hamilton Road Community Centres, and in arenas • Invested \$5 million to refurbish Gibbons, Northeast and Westminster outdoor pools • Invested \$3 million in the construction of the City Wide sports fields |
| Maintain competitive utility rates | <ul style="list-style-type: none"> • Maintained below average utility rates among large cities |
| Invest strategically in public facilities | <ul style="list-style-type: none"> • Continued investment in public facilities throughout this term of Council |
| Establish a focused strategy for the downtown | <ul style="list-style-type: none"> • First ever Council-endorsed Downtown Vision • Extensive Downtown Master Plan underway • Invested in Fanshawe College’s new downtown campus |
| Build on the industrial land strategy | <ul style="list-style-type: none"> • Phase I of Industrial Land Strategy completed • Invested in 87 acres of strategically located “shovel ready” industrial land • Sold 60 acres of industrial land to new industry |
| Strengthen regional cooperation | <ul style="list-style-type: none"> • Contributed towards South West Economic Alliance • Developed new partnerships with area municipalities • Engaged in Southwest Local Immigration Partnerships • Executed agreement with the province for new Highway 401 Interchanges |

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| Develop our skilled workforce | <ul style="list-style-type: none"> • Launched HireOne initiative • Placed 3,839 people through Ontario Works employment initiatives • 1,200 youth engaged in skill-building initiatives • Matched Savings and Microloan project – 29 families saving and 6 new businesses launched • Supported youth work opportunities, including hiring 1000 students for the delivery of parks and recreation services • Provided placements for 33 co-op and intern students • Worked with Local 107 and Fanshawe College to establish a Motive Power Technician Co-op program • Developed and implemented the Ontario Works Employment Assistance Framework 2013 - 2018 • Received provincial approval for Employment Placement innovative approaches for Ontario Works participants • Ontario Works Employment Services provided approximately \$3.2m annually in funding to community agencies to deliver employment services • Active partner in development of WorkTrends, a coordinated approach for labour market information • In 2012, 4 internationally trained physicians left Ontario Works for employment in their field and 13 others gained employment in related fields • New process and functionality for accepting online applications for various employee groups, rather than paper/e-mail submission |
| Build partnerships with key private, institutional and community partnerships | <ul style="list-style-type: none"> • Shared audit process with partner organizations • Developed new Canada's London brand • Coordinated intergovernmental efforts with LEDC, Western and Fanshawe • Hosted 'Education City' event with Western and Fanshawe • Pilot site for Ontario Open for Business Initiative • International Water Centre of Excellence/Southern Ontario Water Consortium |

| A Vibrant & Diverse Community | |
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| What is our strategy? | What have we achieved so far? |
| Strengthen and embrace London's diversity and cultural identity | <ul style="list-style-type: none"> • Invested in Local Immigration Partnership • Developed first ever multi-year accessibility plan • Hosted to Culture Days at 4 Community Centres • New interactive play opportunities at Storybook Gardens • Commemorative features and trees planted along Veterans Memorial Parkway • Labatt Part named Canada's Favourite Ball Park |

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| Preserve and celebrate arts, culture and heritage | <ul style="list-style-type: none"> • Created first ever Cultural Prosperity Plan • Continued the preservation of Elsie Perrin Williams, Eldon House, Grosvenor Lodge and Flint Cottage heritage properties with \$700,000 of life cycle renewal works completed |
| Build the vibrancy of the downtown, including special events | <ul style="list-style-type: none"> • Hosted World Figure Skating Championships • Selected as host for 2014 Memorial Cup • Enabled over 50 community initiated celebrations, programs, events to occur • Provided \$70,000 to support 10 community-wide special events • Partnered with arts community for graffiti reduction |
| Welcome and support newcomers | <ul style="list-style-type: none"> • Supported the establishment of multi-cultural groups and association (e.g., Latino-Canadian Community of London, Hindu Community of London) • London & Middlesex Local Immigration Partnership community event attracted 300 people to educate, celebrate success and plan for next 3 years • Launched <i>London: A Newcomer's Story</i> DVD • Immigrant Community Capacity Engagement project launched to build knowledge and trust in Canadian justice and police system • Family Settlement Collaborative delivered 13 workshops to 100 immigrants to address emerging family challenges • 8 new community partnerships developed to enhance supports for immigrants • Promoted employee participation in mentoring immigrants |
| Invest in neighbourhoods | <ul style="list-style-type: none"> • Two Neighbourhood Family Centres established • Launched the NeighbourGood Guide web site • Developed new Great Near Campus Neighbourhoods Strategy • Many area, secondary and community improvement plans • 11 Sparks grants under way in 9 neighbourhoods • Two new spray pads planned • North East and Westminster outdoor pools redeveloped into neighbourhood recreation facilities • \$250,000 raised from sports groups for investment in parks • Community gardens maintained and enhanced • Invested in emerging sports, including creating 3 cricket pitches and 4 sand volleyball courts |
| Encourage volunteerism and community engagement | <ul style="list-style-type: none"> • Engaged more than 10,000 Londoners in ReThink London • Adopted first ever Community Engagement Policy • Connected 1,500 youth with non-profit organizations • Adopt-A-Park in 30 parks • 6,000 residents engaged in Family Centre activities • Community Forums on preventing and reducing homelessness |

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| | <ul style="list-style-type: none"> • New Volunteer program in Senior’s Community Centres – 160 volunteers logged over 4,000 hours in 2012 • Completed a review of the Advisory Committee mandates and policies resulting in clearer processes to encourage residents to volunteer and to enhance community engagement in city government. • Completed Governance Review to implement the new Standing Committee structure improves the effectiveness and efficiencies of governance processes • Changed public by-law notices to the Londoner to reach a wider audience and to save money. • Live-streaming and video archive posted of Council and Committee meetings. • Launched new partnership with Rogers TV to create weekly “At Your Service” videos to help Londoners understand the many services that the city provides in an engaging, informative and accessible format • Used new methods to engage citizens in the budget process |
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| A Green & Growing City | |
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| What is our strategy? | What have we achieved so far? |
| Protect our natural heritage and environment | <ul style="list-style-type: none"> • Planted more trees in 2012 than in any year prior • New strategies to address Emerald Ash Borer and Buckthorn • Launched Million Tree Challenge with ReForest London • Thames River Clear Water Revival initiative, municipal, First Nations and government partnership to improve the health of the Thames River |
| Promote a “green culture” and the fundamentals of sustainability | <ul style="list-style-type: none"> • Launch of the Celebrating Progress – Sustainable Energy London to encourage public partnership in an effort to promote green culture initiatives • Developing Community Energy Action Plan • Initiated Climate Change Adaptation Strategy |
| Reduce carbon footprint through wise actions that benefit our local, regional and global environment | <ul style="list-style-type: none"> • London’s GHG emissions in 2012, 10% below 1990 • Double collection rate methane at the landfill • Using innovative energy mapping data for raising awareness & targeting program delivery • Installing LED street lights as part of major road construction projects |
| Develop walkable, connected communities with great public spaces | <ul style="list-style-type: none"> • 17 km new pathways and bike lanes since 2011 • Over 400 parks maintained each year • Over 2 million users on Thames Valley Trail • Developed a Traffic Calming Policy that builds on community support • Issued \$778 million in building permits for 2012, including an increase in apartment building activity |

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| Facilitate, plan and manage growth for the greatest long-term benefit of all | <ul style="list-style-type: none"> • Launched ReThink London, the most extensive official planning process in Canada • Planning process recognized for best practices • Launched Renew London, Construction Project communication system |
| Demonstrate environmental leadership in municipal operations | <ul style="list-style-type: none"> • City's first LEED certified building – Stoneycreek Community Centre, YMCA & Library – was opened • Energy reduction campaign in arenas through friendly staff competition to reduce consumption • New waste water collection system at Victoria Park for festivals sets new standard • Development and implementation of electronic agendas for Council and Standing Committee meetings • Installed 3 electric vehicle charging stations • Implementing Green Fleet Initiatives • Developing Corporate Energy Management Plan • New state-of-art Blue Box Recycling Centre • Enviro Depots serve 200,000+visitors/year |
| Establish London as a leader in green technologies | <ul style="list-style-type: none"> • Working in partnership with Mayor's Sustainable Energy Council to promote energy technologies • Using biodiesel fuel in sanitation collection vehicles |

| A Sustainable Infrastructure | |
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| What is our strategy? | What have we achieved so far? |
| Invest in strong, safe, modern and efficient infrastructure networks | <ul style="list-style-type: none"> • Clear Water Revival Partnership to improve Thames River • Pollution Prevention Control Plan • Ongoing program to review and optimize the traffic signal timings along major transportation corridors • Sherwood Forest Weeping Tile Disconnection Project, public and private side voluntary program to reduce basement flooding • Talbot Street sewer relining project • Developed methods to prioritize infrastructure renewal based on risk assessments |
| Deliver safe and high quality drinking water | <ul style="list-style-type: none"> • Great Lakes Source Water Protection Plans • Drinking Water Quality Management System Accreditation • Intelligent Drinking Water Monitory System pilot project with private industry |
| Increase the efficiency, capacity and connectivity or roads and transportation systems | <ul style="list-style-type: none"> • Smart Moves, Transportation Master Plan completed • (Active Transportation & Transportation Demand Management initiatives underway) • Transit Signal Priority along Richmond Street is underway |

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| Develop modern, accessible and reliable public transportation | <ul style="list-style-type: none"> • Deliberations underway on Bus Rapid Transit Business Plan |
| Invest in community infrastructure such as housing, parks and recreation centres | <ul style="list-style-type: none"> • \$4 million in 100% municipal investment into new affordable housing since 2011 • Continuing to implement the London Community Housing Strategy supporting a vision of safe, sustainable and affordable housing options for all Londoners • Two new Senior's Satellite Centres opened • Completed \$3.6 million of life cycle renewal works at Argyle and Carling arenas and Byron and Boyle Community Centres |
| Ensure affordability for users | <ul style="list-style-type: none"> • Introduced new water rate structure |
| Achieve effectiveness, economy and efficiency in operations | <ul style="list-style-type: none"> • Created operational efficiencies with the development of a new Operations Centre at Oxford Street West, the completion of facility upgrades at the Exeter Road, A. J. Tyler and Adelaide Operations Centres and the realignment of services between the four centres • Greenway Biosolids Upgrades • Utilize trenchless technologies to minimize cost and disruption • Implementation systems for water, wastewater and roads (CMMS) • Developed strategies to recover funds for damage to infrastructure |

| A Caring Community | |
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| What is our strategy? | What have we achieved so far? |
| Increase health and well-being of all citizens | <ul style="list-style-type: none"> • 1.7 million visits to Community Centres in 2012 • Delivered recreation programs to 27,500 participants • Directly delivered 676,986 participant hours of drop-in recreation programming • Provided \$2.1 million in annual core funding to 31 community organizations • Spectrum program redesigned • Ontario Works Discretionary Benefits provided approximately \$2.4 million annually to London residents to support health & well-being • Developed an "At Your Service" video profiling City employees to help Londoners understand and appreciate the services provided by the City |
| Ensure affordability and accessibility in all areas | <ul style="list-style-type: none"> • No user fee increased in most services • \$487,037 provided for 8,033 individuals to participate in recreation programs • 4,472 children benefited from Child Care Subsidy • 59 traffic signals now have Audible Pedestrian Pushbuttons |

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| | <ul style="list-style-type: none"> • \$540,676 provided for subsidized transit for seniors and the visually impaired |
| Provide effective and integrated community based social and housing supports | <ul style="list-style-type: none"> • 72 new affordable housing units were completed for occupancy in 2012 • 277 additional new affordable housing units were approved in 2012 and 2013 using Council's "toolbox" approach. (different housing options for different housing needs) • Developed a new Homeless Prevention System Over 10,000 Ontario Works participants received financial supports to enhance their employability • Actively engaged in planning for the first decentralized office for Ontario Works |
| Support individuals at all stages of life, from newborns to the elderly, and from newcomers to the established | <ul style="list-style-type: none"> • Supported 8,653 licensed child care spaces • First City in Canada to join the World Health Organization's Global Network of Age Friendly Cities • Facilitated the development of the Age Friendly London: A 3-Year Action Plan • Launched the Age Friendly London Network in May 2013 • London Cares Curbside Food Drive collected millionth pound of food • Partnered with over 170 agencies in Child & Youth Network and launched The Next Three Years of London's Child and Youth Agenda to 2015 <ul style="list-style-type: none"> ○ Community of Practice for Community Developers ○ Harvest Buck program launched providing fresh food to low income Londoners ○ London ABCs App launched ○ 81% of first time parents received Baby's Book Bag promoting early literacy ○ Get Your:60 videos created to encourage residents to improve physical activity levels ○ Recognized by Province as a Community Integration Leader • Ontario Works served over 24,000 individuals with 3,889 gaining employment • Ontario Works Learning Earning & Parenting (LEAP) program supported an average of 28 participants to graduate from high school • London Middlesex Local Immigration Partnership projects developed a resource guide for seniors • <i>Welcoming All Voices</i> resource and training material to welcome, involve & engage newcomer parents presented at schools |
| Invest in efficient and effective public safety services | <ul style="list-style-type: none"> • Established new Emergency Measures Operations Centre • Constructed new Fire Station #14 in the north west sector of the City • Expanded #6 Fire Station to accommodate realignment of fire services • Replacement Fire Station #7 currently under construction in the north east sector of the City • Defibrillator program expanded in City facilities • Implemented new Incident Management System |

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| | <p>(IMS) in 2012, in consultation with the City's Emergency Management Program primary agencies, resulting in the adoption of the Province of Ontario Model of IMS, which will enhance our collective ability to respond to large scale emergencies within our community by providing a system used internationally in response to disasters</p> <ul style="list-style-type: none"> • Developed multi-media public safety information for recreational users |
| Engage businesses, residents and community groups in keeping our city safe | <ul style="list-style-type: none"> • RZone implemented in community facilities to promote respect for everyone • Fire Safety promoted through unique partnerships with business community and neighbourhoods groups • Invested in Crossing Guard program • Reviewing and revising by-laws to enhance public safety |
| Promote safety in all neighbourhoods | <ul style="list-style-type: none"> • Introduced new smoking by-law • Safety Leadership Table created, working to improve all aspects of safety in neighbourhoods • 61 intersections have countdown pedestrian signal heads • Developed an Asbestos Registry to reduce risk of maintenance and construction work disturbing known and suspected asbestos for the protection of staff and the public • Security system reviews were completed at City Hall, Argyle Arena, W12A and Exeter Road Operations Centre • Minor enhancements were made at all the facilities and all systems were updated to ensure appropriate levels of protection existed within the facilities • Fire Building Operator User Guide distributed quarterly to all identified building operators across the City, this newsletter provides information on fire safety and associated responsibilities under the Fire Code, enhancing our fire safety across the Corporation and the safety of our staff and the public |
| Implement comprehensive public education programs | <ul style="list-style-type: none"> • Recognized nationally by the Canadian Marketing Association for our innovative, risk-based approach to fire safety • Launch of new videos on public safety topics • Hosted extensive Emergency Preparedness Day • Over 8000 people learn to survive in drowning prevention programs |
| Promote public awareness through prevention programs | <ul style="list-style-type: none"> • Implemented new risk-based fire prevention programs • Developed and delivered the "I Step Forward" program to all employees, and presented program at International Conference on Women's Shelters in Washington |