

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON FEBRUARY 6, 2015
FROM:	ART ZUIDEMA CITY MANAGER
SUBJECT:	COUNCIL'S 2015-2019 STRATEGIC PLAN

RECOMMENDATION

That, on the recommendation of the City Manager, this report summarizing public feedback regarding Municipal Council's draft Strategic Plan for 2015-2019 **BE RECEIVED** for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- Strategic Priorities and Policy Committee – December 2 and 18, 2014, January 12 and 26, 2015

BACKGROUND

Council's Strategic Plan sets a vision and focus for the next four years and beyond. The Strategic Plan also provides direction for Council's first multi-year budget for 2016-2019. Council members began working together on the Strategic Plan on December 3, 2014.

The purpose of this report is to:

- review the process and approach undertaken to develop Council's Strategic Plan; and,
- provide feedback received to date through the two public consultation processes for the draft strategies (see Appendices).

Overall Approach

The approach to this work built on a number of assumptions:

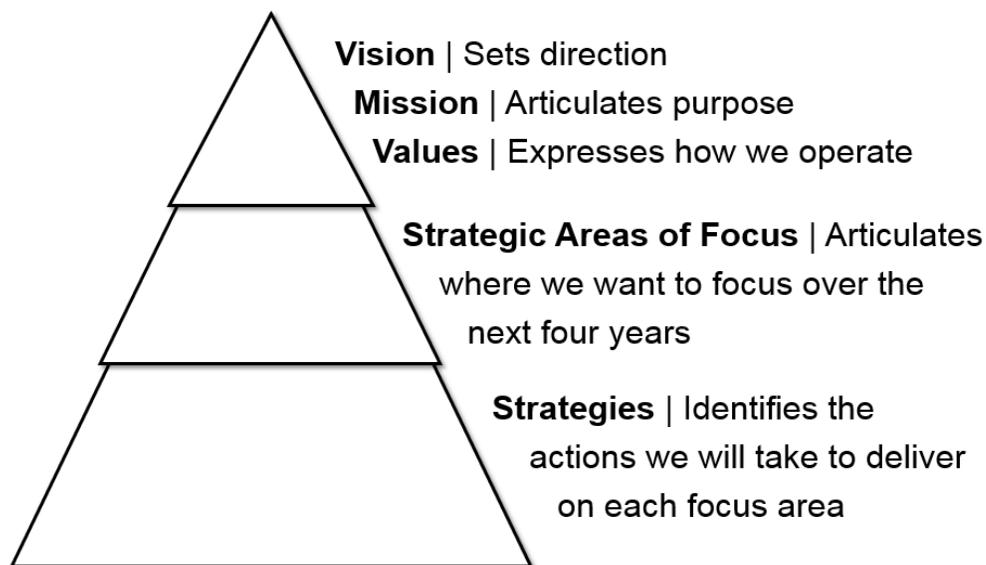
1. The Strategic Plan is a directional document which guides the work of the Corporation of the City of London, including Council and Administration, over the next four years. The City's agencies, boards and commissions have also collaborated in the process.
2. The process was not starting 'from scratch'. The Strategic Plan builds on input from Council members on feedback during the campaign and the foundation of past strategic plans, master plans and guiding documents. These include the 2011-2014 Strategic Plan, the London Plan, the London Downtown Plan, the Service London Implementation Plan, the Asset Management Plan, and many others. These documents reflect the input of thousands of Londoners and the input from.
3. The Strategic Plan would provide specific direction for the multi-year budget for 2016-2019. In order to be funded through the multi-year budget process, the strategy must be identified in Council's Strategic Plan (this doesn't include all "maintain existing services" strategies). Best practices in other municipalities, such as the City of Calgary, indicate that the strategic plan needs to be written at a level such that resource allocation and accountability for actions can clearly be identified. This is necessary for effective implementation.

4. The City of London is a complex organization, providing nearly 100 services that Londoners rely on every day. There will be big ideas and small strategic efforts. Staff, agencies, boards, and commissions have undertaken extensive work to table the draft strategies. These are all critical to achieving a great city.
5. The strategies document includes items that enhance current services or provide strategic direction for the future. The strategies don't include the ongoing, operational services provided by the City ("maintain existing services").
6. Many need to see themselves in this plan – residents, businesses, visitors, Council, administration, agencies, boards and commissions.

Anatomy of a Strategic Plan

Language is often a challenge in strategic planning. Words like 'strategies', 'actions', 'results', 'priorities', 'areas of focus' and others can be used interchangeably.

Council's draft 2015-2019 Strategic Plan currently uses the following labels: vision, mission, values, strategic areas of focus, and strategies.



Council may wish to change this language. The labels were selected based on language used by Council members in preliminary meetings about the strategic planning process, and to build on the structure of past strategic plans.

Developing Council's Strategic Plan

December 3 and 18, 2014

Council members worked together to develop a vision statement, and confirm mission and values. The public was encouraged to provide input via email, phone and social media. A summary of this input was presented on December 18 (see [Appendix A](#)) and was used as the basis for Council to develop a vision statement and strategic areas of focus.

Work to date by Council on the Strategic Plan has resulted in the following:

Vision:	Inspired. Innovative. Diverse. Connected.
Mission:	At Your Service: An inspired and respected public service partner.

Values: Individual Responsibility, Collective Accountability

Council members defined four strategic areas of focus, as well as five or six more specific, aspirational statements within each area. These statements help to understand what is meant by each strategic area of focus.

For example, for 'Strengthening our Community', what does this mean? We can see this in action through the statement 'vibrant, connected and engaged neighbourhoods.' The strategies under this statement are the specific actions to accomplish this work.

Four Strategic Areas of Focus:

Strengthening our Community

- Vibrant, connected and engaged neighbourhoods
- Diverse, inclusive and welcoming community
- Caring and compassionate services
- Amazing arts, culture and recreation experiences
- Healthy, safe and accessible city

Building a Sustainable City

- Supportable infrastructure
- Convenient and connected mobility choices
- Strong and healthy environment
- Beautiful places and spaces
- Responsible growth
- Embraced heritage

Growing our Economy

- Diverse and resilient economy
- Urban regeneration
- Local, regional and global innovation
- Strategic, collaborative partnerships
- Diverse employment opportunities

Leading in Public Service

- Open, accountable and responsive government
- Innovative and supportive organizational practices
- Proactive financial management
- Collaborative, engaged leadership
- Excellent service delivery

January 12, 2015 SPPC Meeting

Administration tabled a detailed list of strategies in each of the strategic areas of focus. The strategies are listed in [Appendix B](#). It is important to note that extensive work has gone into the development of these strategies at a staff, agency, board, and commission level.

Approach to the Strategies

Many considerations went into the drafting of the proposed strategies for Council to consider: inputs, level of detail, and the need to link these strategies into the future multi-year budget.

1. Inputs

The list of draft strategies took into account the following inputs:

- what Council heard at the door during their campaign
- what staff heard from Londoners through many engagement processes recently undertaken as part of specific strategic plans (examples of these include The London Plan, Age Friendly London, Smart Moves Master Plan)
- a city staff team comprised of representatives across all service areas reviewed all plans, budget documents, and strategic documents to identify strategies to be considered
- the agencies, boards, and commissions provided documents, plans, and strategies to be included as part of the draft strategies

2. Level of Detail

The strategies were written at a level that business plans and four year resource allocations could readily be determined and clear points of accountability could be assigned. Efforts were made to be as inclusive as possible and provide a comprehensive starting point for Council's deliberations.

The strategy document was built on the assumption that the corporation will continue the work of delivering about 100 services every day. The strategies identified in this document were those that either enhance current services or provide strategic direction for the future.

3. Link to Multi-Year Budget

The strategies were written as action-oriented statements, specific enough to provide direction for a multi-year budget as noted above.

January 12 to 17, 2015 Public Consultation #1

On January 12, the draft strategies were posted on the City's website, and communicated through a media release and on social media. The public were asked to provide input on "what's missing?" via email, phone or social media, as well as through opportunities at the Build-a-Budget Workshops on January 14 and 17. The input received was presented to SPPC on January 26, 2015, and is attached in Appendix C.

January 26 to February 4, 2015 Public Consultation #2

On January 26, an online survey asked the public to identify "what's most important?" from the list of draft strategies. The public was also encouraged to provide input via phone, email or social media, and at a number of ward meetings hosted by City Councillors. A list of all strategies in order of 'what's most important' based on survey and ward meeting results is attached in Appendix D. It is interesting to note that every single strategy received at least 10 votes and the top five strategies come from all 4 strategic areas of focus.

Appendix E provides a complete account of both public consultations in terms of 'what's missing?' and 'what's most important?' and any other feedback and commentary.

February 6, 2015

To date, Council members have invested significant time and energy in the 2015-2019 Strategic Plan. The February 6 meeting is a key point in the process for Council members to make critical decisions about what needs to be accomplished over the next four years.

Administration will support Council through a process to:

- Review and confirm assumptions and work to date;
- Receive feedback on the strategies; and,
- Review and provide direction on strategies.

February 23, 2015

At this SPPC meeting, the intent is that Council members will review all elements of the plan: vision, mission, values, strategic areas of focus and strategies. Decisions will be made to confirm or change each component of Council's 2015-2019 Strategic Plan.

March 10, 2015

At this meeting, the intent is that Council will make final decisions regarding their 2015 – 2019 Strategic Plan.

CONCLUSION

Council's Strategic Plan sets the vision and focus of Council and Administration for the next four years. The process does not conclude with the approval of a Strategic Plan; rather, this is the beginning.

The Strategic Plan gives direction for Council's multi-year budget, which will require critical decisions about resources and timing. The Strategic Plan and multi-year budget then drive the business plans of individual services and of the City's agencies, boards and commissions.

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cc. Senior Leadership Team
Strategic Thinkers Table

**Appendix A:
Public Input (December 3 to 12, 2014) on Vision, Mission and Values**

- vibrant, industrious
- London: where you want to be
- diversity, inclusivity, progressive, quality of life
- A place where you can come to live, come to study, come to work, start a business.
- Welcome: tomorrow and future
- leading and innovative, vibrant, engaged, diverse, collaborative
- ambitious, audacious, brazen, leading, regional hub, destiny
- heart of southwestern Ontario
- format: statement that is action oriented, not static, like the London Plan (period after each word)
- forward looking, connected,
- city of the future
- locally driven, globally connected
- world class, proud
- Need to show we are willing to get there, not just words: ambitious, focused, determined, connection to our local things, locally and internationally (locally driven, globally connected)
- inclusive, dynamic, changing and influx, compassionate, affordability
- synergy and diversity
- put London on the map
- community engagement
- synergy, be the first at a lot of things, be the first at something, rampant innovation, self-financing
- London: a small big town
- London: a big small town
- give the perspective that we are diverse and open or inclusive
- sustainability – are we going to get there?
- poverty, housing

Frequent words:

- Community (19)
- Connected (13)
- Accessible (12)
- Connections (10)
- Focus (10)
- Innovative (9)
- Stronger (8)
- Exciting (6)
- Accountable (6)
- Transit (6)

- Inclusive (6)
- Exceptional (6)
- Engaged (5)
- Vibrant (5)
- Culture (4)
- Change (4)
- Fair (4)
- Talent (4)

Appendix B: Draft Strategies

Strengthening our Community

1. Vibrant, connected and engaged neighbourhoods	
A	Develop and implement London's Strengthening Neighbourhoods Strategy 2015-2020
B	Strengthen people and neighbourhoods through continued investment in the London Public Library's 2014-2017 Strategic Plan
C	Develop and implement a neighbourhood land acquisition strategy for key properties such as school sites and park space
2. Diverse, inclusive and welcoming community	
A	Implement the London & Middlesex Local Immigration Partnership Strategic Plan to support immigrants and newcomers
B	Develop an immigration strategy to attract and retain newcomers, including international students, in collaboration with the community
3. Caring and compassionate services	
A	Implement community based strategic initiatives for individuals facing barriers including poverty/income security, mental health, addictions, transportation, and housing
B	Review options for enhanced delivery of housing support services at London Middlesex Housing Corporation
C	Implement Phase 2, 3 and 4 of the London Homeless Prevention and Housing Plan (2010-2024) including the London Homeless Prevention System Implementation Plan to address, reduce, and prevent homelessness
D	Implement community delivery of social services including the Ontario Works program
E	Provide compassionate care for animals, including implementation of an Open Shelter ("no kill") Strategy
4. Amazing arts, culture and recreation experiences	
A	Celebrate London's identity through support of the 150th Anniversary of Canada and other community events
B	Explore the viability of a multi-use performance venue
C	Implement the Parks and Recreation Strategic Master Plan to provide for the development of the City's parks and recreation infrastructure, program offerings, and service delivery models, including: <ul style="list-style-type: none"> • Construction of a southwest multi-purpose recreation centre (2018) • Plan, design, and construct an east/southeast multi-purpose recreation centre (after 2018)
D	Promote and strengthen arts and heritage through continued investment in the Museum London Strategic Plan
E	Work with Museum London, London Arts Council, London Heritage Council, and London Public Library to support culture and education through initiatives such as: <ul style="list-style-type: none"> • London Artist in Residence Program • Development of a Creative Learning Centre facility within Museum London
5. Healthy, safe and accessible city	
A	Promote wellness, prevent disease and injury and protect the public's health by supporting the Middlesex-London Health Unit in the implementation of their four-year Strategic Plan
B	Improve London's age friendliness through the implementation of the Age Friendly London Action Plan
C	Promote and support the health and well-being of children, youth, and families through the implementation of the Child and Youth Agenda
D	Protect and promote the safety of Londoners through the work of London Police Services in the development and implementation of the 2016-2018 Business Plan , including: <ul style="list-style-type: none"> • Work towards crime reduction through community based crime prevention initiatives • Provide assistance to victims in the community • Continue to ensure effective and efficient law enforcement through the following functions:

	<ul style="list-style-type: none"> ○ General patrol/directed patrols ○ Community patrol ○ Communications/dispatch ○ Criminal Investigations and Investigative Supports (forensic identification, crime analysis, canine tracking, polygraph) ○ Traffic Management, traffic law enforcement and road safety
E	Promote and support a safe community through the work of London Fire Services by: <ul style="list-style-type: none"> • Increased emphasis on public education and prevention to reduce residential fires and injuries • Improve emergency responsiveness through the redeployment of resources and the introduction of technology
F	Enhance Emergency Management through: <ul style="list-style-type: none"> • Public awareness activities and a public notification system • Expanded Emergency Operations Centre capabilities • Strengthened Emergency Social Services Plan
G	Deliver proactive bylaw enforcement through targeted enforcement blitzes to support the health, safety, protection, and quality of life of Londoners
H	Revise and continue implementing the City of London Accessibility Plan 2013-2017 to maintain compliance with requirements under the <i>Accessibility for Ontarians with Disabilities Act, 2005</i> (AODA)
I	Support a healthy community through the provision of Active and Safe Routes to School, School Crossing Guard program , and viable alternative transportation choices through cycling programs and infrastructure
J	Promote community health through the provision of safe drinking water and the protection of natural water courses

Building a Sustainable City

1. Robust infrastructure	
A	Implement strategies as recommended in the State of the Infrastructure Report 2013 to address and manage the infrastructure gap
B	Manage and improve water, wastewater, and storm water infrastructure assets and services towards long-term sustainability
C	Upgrade and maintain key transportation mobility infrastructure assets , including heritage bridges, parking, cycling facilities, transit infrastructure, and fleet
D	Complete long-term resource recovery, waste disposal, and nuisance management strategies for solid waste services and facilities
E	Invest in implementation of climate change adaptation strategies
F	Enhance appropriate technical capabilities for the delivery of robust infrastructure
2. Convenient and connected mobility choices	
A	Implement Smart Moves – The 2030 Transportation Master Plan including the next steps in the Rapid Transit Implementation Strategy
B	Investigate and pursue High Speed Rail to better connect London to other major centres
C	Improve road safety and convenience through traffic signal optimization, red light camera program , and implementation of the Road Safety Strategy
D	Invest in active transportation , including implementation of the Bicycle Master Plan , the Trans Canada Trail link recommendations, and completing key Thames Valley Corridor Plan pathway projects
E	Undertake a transportation mobility operating and financing strategy review to examine other means of financing transportation
F	Enhance mobility choices through continued investment in the London Transit Commission Strategic Business Plan , including continued development and delivery of an integrated, affordable, and valued mobility choice for Londoners
G	Invest in a new model of subsidy for transit riders , targeting the removal and prevention of barriers with respect to access and affordability of accessible public transit services

3. Strong and healthy environment	
A	Conserve energy through accelerated implementation of the Community Energy Action Plan and the Transportation Energy Optimization Program (street lighting)
B	Reduce fuel reliance through the implementation of the Green Fleet Strategy and the exploration of Compressed Natural Gas fueling infrastructure
C	Implement the Urban Forest Strategy including policies, planting, maintenance, care, and capital projects
D	Expand support for resident and community driven initiatives that encourage environmentally sustainable behaviours through: <ul style="list-style-type: none"> • London Environmental Network • Residential Organics (Food Scraps) Management Program • Implementation of Roadmap 2.0 Road to Increased Resource Recovery and Zero Waste
E	Protect the environment through implementation of key plans such as the Thames Valley Corridor Plan , the Source Protection Plan , the Thames River Clear Water Revival initiative , and the Pollution Prevention and Control Plan
F	Undertake a solid waste operating and financing strategy review to examine other means of financing garbage, recycling, and composting
G	Advance innovative “at source” solutions to basement flooding

4. Beautiful places and spaces	
A	Support infill and intensification through implementation of the Civic Spaces Program
B	Implement the Public Art Strategy and restore existing public art assets
C	Implement the City-wide Urban Design Manual through capability enhancements to the Urban Design Program
D	Invest in parks and recreation facilities and amenities

5. Responsible growth	
A	Adopt and implement The London Plan
B	Support development growth by investing in new transportation, water, wastewater, and storm water infrastructure assets implemented under the Growth Management Implementation Strategy
C	Implement the Floodplain Acquisition Strategy

6. Embraced heritage	
A	Establish an interpretive program for London’s Heritage Thames River
B	Implement the Cultural Heritage Plan for Western Counties Veterans Sites
C	Invest in protection and promotion of Designated Heritage Properties and advance conservation and maintenance of City assets such as Eldon House

Growing our Economy

1. Diverse and resilient economy	
A	Work with partners to develop a community economic strategy
B	Implement the Industrial Land Development Strategy
C	Implement the London Music Strategy
D	Partner with London Community Foundation on the Back to the River Strategy
E	Ensure seamless and timely approval processes with a focus on small business retention, recruitment, and expansion initiatives
F	Stimulate economic activity in London through investments in London Economic Development Corporation, Tourism London, London Convention Centre , and other community partners
G	Implement London’s Cultural Prosperity Plan

2. Urban regeneration	
A	Implement the London Downtown Plan including investment in the Dundas Flexible Street project
B	Stimulate revitalization through housing by establishing a Housing Development Corporation , investing in regeneration of public housing properties and making strategic decisions about service delivery
C	Implement Council-approved Community Improvement Plans

D	Enhance incentives and capacity for heritage restoration, brownfield remediation, urban regeneration, and community improvement projects
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3. Local, regional and global innovation	
A	Develop and implement the Smart Cities Strategy (The London Plan, City Building Policies, p.g. 181)
B	Find new ways to reduce energy for water and wastewater systems to manage carbon footprint and keep operating costs low
C	Support commercialization of new technologies in wastewater treatment
D	Lead the development of new approaches to resource recovery, energy recovery, renewable energy, and resource optimization
E	Improve capacity of electrical power infrastructure around Budweiser Gardens and Covent Garden Market in partnership with London Hydro to better service major events

4. Strategic, collaborative partnerships	
A	Work with key partners to support the London Medical Innovation and Commercialization Network
B	Continue to implement the Western Fair District Strategic Plan 2011-2018
C	Create the conditions to support enhanced economic growth in partnership with London Economic Development Corporation, London Hydro, London International Airport, Tourism London, London Convention Centre, Covent Garden Market, London Chamber of Commerce, hospitals, school boards, and other key stakeholders
D	Invest in strategic economic opportunities and research and development, together with partners such as Western University and Fanshawe College
E	Through the London Economic Development Corporation , partner with neighbouring regions to create stronger industry clusters and raise the region's international profile

5. Diverse employment opportunities	
A	Work with the London Economic Development Corporation and other partners on workforce development, retention, and recruitment initiatives
B	Enhance delivery and coordination of employment services through partnerships with community organizations, funders, and employers
C	Expand the City of London Internship Program for individuals with disabilities, new immigrants, and recent post-secondary graduates

Leading in Public Service

1. Open, accountable and responsive government	
A	Enhance community engagement through community partnerships, open data, and increased opportunity for public participation in local government
B	Implement a Plain Language Initiative to ensure reports and documents are written in language that is easily understood by all Londoners
C	Optimize the City of London website for a better user experience and responsiveness that automatically adapts to multiple devices
D	Revise and implement a multi-year granting process (Strategic Funding Framework) for Council directed funding to nonprofit organizations

2. Innovative and supportive organizational practices	
A	Operate as a values based organization where all actions are based on respect, integrity, and corporate behaviours
B	Exemplify best practices in all organizational and management activities with particular emphasis on: <ul style="list-style-type: none"> • Recruitment, retention, and succession planning • Learning and development • Performance development and recognition • Project management • Health and safety • Employee engagement and communication • Workplace Diversity and Inclusion

C	Enhance corporate emergency response procedures, security, and business continuity programs
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3. Proactive financial management

A	Implement a strategic approach to financial/resource management , focused on: multi-year budget development and approval; alignment of resources with strategy; and measuring the results
B	Continue with sustainable financial practices including: <ul style="list-style-type: none"> • business cases • ongoing service reviews • a long-term investment strategy
C	Review and update Council-approved Financial Policies
D	Continue to implement the Debt Management Strategy
E	Explore new non-tax revenue sources to support appropriate services
F	Continue to implement pay-as-you-go financing strategy for lifecycle renewal
G	Continue to implement the Reserve Fund Strategy
H	Implement new technologies or technology improvements to assist in the management of: <ul style="list-style-type: none"> • corporate assets • financial and reporting systems • billing systems
I	Continue to focus on contract negotiations and renewals to recognize economies, effectiveness, and efficiencies
J	Implement proactive system audits to reduce water / sewer billing losses

4. Collaborative, engaged leadership

A	Continue to build strong working relationships between City Council, Civic Administration, the City's agencies, boards and commissions, and community partners
B	Maximize openness and transparency in Council decision making
C	Review Council's governance structure
D	Engage an Integrity Commissioner to ensure continued compliance with Council's Code of Conduct

5. Excellent service delivery

A	Continue to effectively and efficiently deliver nearly 100 services that Londoners rely on every day
B	Improve and enhance the experience of residents, businesses, and visitors through implementation of Service London supported by an organizational culture focused on being ' At Your Service: A respected and inspired public service partner '
C	Make strategic decisions about long-term space needs and service delivery locations
D	Develop new partnerships and collaborative models including shared services approaches to improve service delivery
E	Invest in innovative technologies, systems, and processes that support improved service delivery and customer experiences across all service areas

Appendix C: Public Input (January 12 – 21, 2015) on ‘What’s Missing?’

Strengthening our Community:

- New strategy around visible minorities
- We need to improve our 1:1 support programs in camps for kids with disabilities: improve the training opportunities for staff and increase capacity
- Execute the Great Near Neighbourhood Strategy
- We should be pushing more walking school buses and discouraging driving kids to school
- Diverse civil engagement needs to be expanded and include visible minorities
- Awesome work with implementing the Autism Police Registry. We need to keep offering training and increase capacity of officers
- The importance of gender is missing from the Strategic Plan, Municipalities need to see gender as a priority along with other diverse identities otherwise inequities continue. It needs to be stated and deliberate. The City needs a strategy to address gender in our city as we currently don't have one.
- I'd love to see something about engagement specifically w/ youth! They face different barriers to civic participation
- Need more affordable housing for seniors
- [...] pleased to see “diversity, belonging and inclusive” as words connected to the proposed focus area of Vibrant Communities. LDRRAC recommends that Civic Administration develop a formal and comprehensive community diversity and inclusion strategy with aligned resources to support this focus [...] LDRRAC offers its services to support the development and implementation of the recommended strategy.

Building a Sustainable City:

- Open smaller and more spread out dog parks
- Fund a Food Policy Council
- What happened to conserving our natural heritage system
- Improve and expand community gardens program
- Develop and implement an Urban Food/Agri Strategy
- Develop a plan for local food systems
- Explore urban agriculture
- Subsidized bus pass
- Lower transit costs for low income
- Where is the budget for urban forest?
- How are we going to pay for the new landfill when the existing one is full?
- Farms for food in the city
- compost and green bin - we cannot keep pushing it off – we are decades behind Halifax
- Get money in the 2015 budget for Urban Forest Strategy
- add Million Tree Challenge into Strategic Plan
- Urban Forest Strategy: I enjoy London's natural areas and I would like to see this strategy implemented
- Basic snow removal, for a start! Saw a wheelchair in full traffic
- The previous plan had Green and Growing City. It appears Green no longer appears in the proposed new Strategic Plan. This is a glaring omission. Sustainable doesn't cut it as there are more dimensions to Sustainable than there are to Green.

Growing our Economy:

- Plans to attract people to London?
- We are writing to offer a suggestion to be put forward to the new council in regards to their strategic plan initiative. We feel strongly that the 401 and 402 corridors (Wellington to #4 Hwy) need to be developed. This is a pathway to an economical windfall and a financial driver for the city of London. [...] To ignore such a resource for the City of London for the next foreseeable future would not make economic sense at all.

Leading in Public Service:

- 1 B) – great idea. Plain Language! Perhaps use those who provide the service to explain importance in simple language

Other Feedback:

- Needs to recognize and enhance our brand as the Forest City. We should own it and build it

**Appendix D: List of all strategies in order of ‘what’s most important’
based on survey and ward meeting results**

Overall Rankings:

Strategic Area of Focus		Strategy		Total Votes
1	Strengthening	3A	Implement community based strategic initiatives for individuals facing barriers including poverty/income security, mental health, addictions, transportation, and housing	247
2	Leading	4B	Maximize openness and transparency in Council decision making	235
3	Economy	2A	Implement the London Downtown Plan including investment in the Dundas Flexible Street project	230
4	Strengthening	3C	Implement Phase 2, 3 and 4 of the London Homeless Prevention and Housing Plan (2010- 2024) including the London Homeless Prevention System Implementation Plan to address, reduce, and prevent homelessness	224
5	Building	2B	Investigate and pursue High Speed Rail to better connect London to other major centres	219
6	Economy	1E	Ensure seamless and timely approval processes with a focus on small business retention, recruitment, and expansion initiatives	202
7	Building	2A	Implement the Transportation Master Plan including the next steps in the Rapid Transit Implementation Strategy	201
8	Leading	1A	Enhance community engagement through community partnerships, open data, and increased opportunity for public participation in local government	197
9	Building	4D	Invest in parks and recreation facilities and amenities	185
10	Leading	1B	Implement a Plain Language Initiative to ensure reports and documents are written in language that is easily understood by all Londoners	182
11	Strengthening	4C	Implement the Parks and Recreation Master Plan to provide for the development of the City’s parks and recreation infrastructure, program offerings, and service delivery models, including: -Construction of a southwest multi-purpose recreation centre (2018) -Plan, design, and construct an east/southeast multi-purpose recreation centre (after 2018)	177
12	Economy	4D	Invest in strategic economic opportunities and research and development, together with partners such as Western University and Fanshawe College	174
13	Building	2D	Invest in active transportation, including implementation of the Cycling Master Plan, the Trans Canada Trail link recommendations, and completing key Thames Valley Corridor Plan pathway projects	173
14	Economy	4C	Create the conditions to support enhanced economic growth in partnership with London Economic Development Corporation, London Hydro, London International Airport, Tourism London, London Convention Centre, Covent Garden Market, London Chamber of Commerce, hospitals, school boards, and other key stakeholders	171
15	Leading	5A	Continue to effectively and efficiently deliver nearly 100 services that Londoners rely on every day	157
16	Strengthening	5J	Promote community health through the provision of safe drinking water and the protection of natural water courses	151

17	Building	1C	Upgrade and maintain key transportation mobility infrastructure assets, including heritage bridges, parking, cycling facilities, transit infrastructure, and fleet	151
18	Building	5A	Adopt and implement The London Plan	148
19	Strengthening	5D	Protect and promote the safety of Londoners through the work of London Police Services in the development and implementation of the 2016-2018 Business Plan, including: -Work towards crime reduction through community based crime prevention initiatives -Provide assistance to victims in the community -Continue to ensure effective and efficient law enforcement through the following functions: -General patrol/directed patrols -Community patrol -Communications/dispatch -Criminal Investigations and Investigative Supports (forensic identification, crime analysis, canine tracking, polygraph) -Traffic Management, traffic law enforcement and road safety	146
20	Leading	2B	Exemplify best practices in all organizational and management activities with particular emphasis on: -Recruitment, retention, and succession planning -Learning and development -Performance development and recognition -Project management -Health and safety -Employee engagement and communication -Workplace Diversity and Inclusion	144
21	Leading	3E	Explore new non-tax revenue sources to support appropriate services	138
22	Strengthening	1A	Develop and implement London's Strengthening Neighbourhoods Strategy 2015-2020	132
23	Leading	3A	Implement a strategic approach to financial/resource management, focused on: multi-year budget development and approval; alignment of resources with strategy; and measuring the results	132
24	Economy	3B	Find new ways to reduce energy for water and wastewater systems to manage carbon footprint and keep operating costs low	131
25	Strengthening	5C	Promote and support the health and well-being of children, youth, and families through the implementation of the Child and Youth Agenda	130
26	Building	3E	Protect the environment through implementation of key plans such as the Thames Valley Corridor Plan, the Source Protection Plan, the Thames River Clear Water Revival initiative, and the Pollution Prevention and Control Plan	129
27	Strengthening	5I	Support a healthy community through the provision of Active and Safe Routes to School, School Crossing Guard program, and viable alternative transportation choices through cycling programs and infrastructure	129
28	Strengthening	1B	Strengthen people and neighbourhoods through continued investment in the London Public Library's 2014-2017 Strategic Plan	129
29	Building	2G	Invest in a new model of subsidy for transit riders, targeting the removal and prevention of barriers with respect to access and affordability of accessible public transit services	122
30	Economy	3A	Develop and implement the Smart Cities Strategy	120
31	Building	3C	Implement the Urban Forest Strategy including policies, planting, maintenance, care, and capital projects	119
32	Economy	3D	Lead the development of new approaches to resource recovery, energy recovery, renewable energy, and resource optimization	119

33	Economy	2D	Enhance incentives and capacity for heritage restoration, brownfield remediation, urban regeneration, and community improvement projects	118
34	Economy	5B	Enhance delivery and coordination of employment services through partnerships with community organizations, funders, and employers	117
35	Strengthening	1C	Develop and implement a neighbourhood land acquisition strategy for key properties such as school sites and park space	115
36	Economy	5C	Expand the City of London Internship Program for individuals with disabilities, new immigrants, and recent post-secondary graduates	115
37	Economy	1A	Work with partners to develop a community economic strategy	115
38	Economy	5A	Work with the London Economic Development Corporation and other partners on workforce development, retention, and recruitment initiatives	112
39	Building	2F	Enhance mobility choices through continued investment in the London Transit Commission Strategic Business Plan, including continued development and delivery of an integrated, affordable, and valued mobility choice for Londoners	111
40	Leading	4A	Continue to build strong working relationships between City Council, Civic Administration, the City's agencies, boards and commissions, and community partners	110
41	Economy	4E	Through the London Economic Development Corporation, partner with neighbouring regions to create stronger industry clusters and raise the region's international profile	110
42	Leading	1C	Optimize the City of London website for a better user experience and responsiveness that automatically adapts to multiple devices	109
	Building	2C	Improve road safety and convenience through traffic signal optimization, red light camera program, and implementation of the Road Safety Strategy	105
43	Building	3D	Expand support for resident and community driven initiatives that encourage environmentally sustainable behaviours through: -London Environmental Network -Residential Organics (Food Scraps) Management Program -Implementation of Roadmap 2.0 Road to Increased Resource Recovery and Zero Waste	104
44	Leading	1D	Revise and implement a multi-year granting process (Strategic Funding Framework) for Council directed funding to non-profit organizations	102
46	Strengthening	5A	Promote wellness, prevent disease and injury and protect the public's health by supporting the Middlesex-London Health Unit in the implementation of their four-year Strategic Plan	102
	Economy	1F	Stimulate economic activity in London through investments in London Economic Development Corporation, Tourism London, London Convention Centre, and other community partners	102
47	Leading	2A	Operate as a values based organization where all actions are based on respect, integrity, and corporate behaviours	101
49	Strengthening	4B	Explore the viability of a multi-use performance venue	100
50	Strengthening	4E	Work with Museum London, London Arts Council, London Heritage Council, and London Public Library to support culture and education through initiatives such as: -London Artist in Residence Program -Development of a Creative Learning Centre facility within Museum London	97
51	Leading	3D	Continue to implement the Debt Management Strategy	95

52	Building	1B	Manage and improve water, wastewater, and storm water infrastructure assets and services towards long-term sustainability	95
53	Strengthening	3E	Provide compassionate care for animals, including implementation of an Open Shelter (“no kill”) Strategy	93
54	Leading	5D	Develop new partnerships and collaborative models including shared services approaches to improve service delivery	93
55	Leading	3B	Continue with sustainable financial practices including: -Business cases -Ongoing service reviews -a long term investment strategy	91
56	Strengthening	5H	Revise and continue implementing the City of London Accessibility Plan 2013-2017 to maintain compliance with requirements under the Accessibility for Ontarians with Disabilities Act, 2005 (AODA)	90
57	Economy	2C	Implement Council-approved Community Improvement Plans	89
58	Economy	2B	Stimulate revitalization through housing by establishing a Housing Development Corporation, investing in regeneration of public housing properties and making strategic decisions about service delivery	85
59	Economy	1D	Partner with London Community Foundation on the Back to the River Strategy	82
60	Leading	4D	Engage an Integrity Commissioner to ensure continued compliance with Council’s Code of Conduct	80
61	Leading	5E	Invest in innovative technologies, systems, and processes that support improved service delivery and customer experiences across all service areas	79
62	Strengthening	3D	Implement community delivery of social services including the Ontario Works program	78
63	Leading	5C	Make strategic decisions about long-term space needs and service delivery locations	77
64	Strengthening	3B	Review options for enhanced delivery of housing support services at London Middlesex Housing Corporation	76
65	Building	4A	Support infill and intensification through implementation of the Civic Spaces Program	74
66	Economy	1C	Implement the London Music Strategy	74
67	Building	3F	Undertake a solid waste operating and financing strategy review to examine other means of financing garbage, recycling, and composting	73
68	Strengthening	5G	Deliver proactive bylaw enforcement through targeted enforcement blitzes to support the health, safety, protection, and quality of life of Londoners	71
69	Economy	4B	Continue to implement the Western Fair District Strategic Plan 2011-2018	70
70	Strengthening	4A	Celebrate London’s identity through support of the 150th Anniversary of Canada and other community events	68
71	Economy	4A	Work with key partners to support the London Medical Innovation and Commercialization Network	67
72	Strengthening	5B	Improve London’s age friendliness through the implementation of the Age Friendly London Action Plan	67
73	Economy	1G	Implement London’s Cultural Prosperity Plan	67
74	Strengthening	4D	Promote and strengthen arts and heritage through continued investment in the Museum London Strategic Plan	64

75	Leading	5B	Improve and enhance the experience of residents, businesses, and visitors through implementation of Service London supported by an organizational culture focused on being 'At Your Service: A respected and inspired public service partner'	64
76	Building	1A	Implement strategies as recommended in the State of the Infrastructure Report to address and manage the infrastructure gap	59
77	Building	1E	Invest in implementation of climate change adaptation strategies	57
78	Building	6C	Invest in protection and promotion of Designated Heritage Properties and advance conservation and maintenance of City assets such as Eldon House	55
79	Building	5B	Support development growth by investing in new transportation, water, wastewater, and storm water infrastructure assets implemented under the Growth Management Implementation Strategy	55
80	Building	1F	Enhance appropriate technical capabilities for the delivery of robust infrastructure	53
81	Leading	3J	Implement proactive system audits to reduce water / sewer billing losses	53
82	Leading	3H	Implement new technologies or technology improvements to assist in the management of: -corporate assets -financial and reporting systems -billing systems	53
83	Strengthening	2B	Develop an immigration strategy to attract and retain newcomers, including international students, in collaboration with the community	52
84	Strengthening	5E	Promote and support a safe community through the work of London Fire Services by: -Increased emphasis on public education and prevention to reduce residential fires and injuries -Improve emergency responsiveness through the redeployment of resources and the introduction of technology	50
85	Leading	4C	Review Council's governance structure	49
86	Leading	3I	Continue to focus on contract negotiations and renewals to recognize economies, effectiveness, and efficiencies	49
87	Building	1D	Complete long-term resource recovery, waste disposal, and nuisance management strategies for solid waste services and facilities	49
88	Strengthening	2A	Implement the London & Middlesex Local Immigration Partnership Strategic Plan to support immigrants and newcomers	46
89	Building	2E	Undertake a transportation mobility operating and financing strategy review to examine other means of financing transportation	45
90	Leading	3G	Continue to implement the Reserve Fund Strategy	44
91	Building	4B	Implement the Public Art Strategy and restore existing public art assets	42
92	Building	3A	Conserve energy through accelerated implementation of the Community Energy Action Plan and the Transportation Energy Optimization Program (street lighting)	42
93	Economy	3C	Support commercialization of new technologies in wastewater treatment	41
94	Leading	3C	Review and update Council-approved Financial Policies	41
95	Economy	1B	Implement the Industrial Land Development Strategy	41
96	Building	3B	Reduce fuel reliance through the implementation of the Green Fleet Strategy and the exploration of Compressed Natural Gas fueling infrastructure	39

97	Strengthening	5F	Enhance Emergency Management through: -Public awareness activities and a public notification system -Expanded Emergency Operations Centre capabilities -Strengthened Emergency Social Services Plan	35
98	Building	4C	Implement the City-wide Urban Design Manual through capability enhancements to the Urban Design Program	32
99	Economy	3E	Improve capacity of electrical power infrastructure around Budweiser Gardens and Covent Garden Market in partnership with London Hydro to better service major events	31
100	Leading	3F	Continue to implement pay-as-you-go financing strategy for lifecycle renewal	28
101	Building	6A	Establish an interpretive program for London's Heritage Thames River	28
102	Leading	2C	Enhance corporate emergency response procedures, security, and business continuity programs	28
103	Building	3F	Advance innovative "at source" solutions to basement flooding	26
104	Building	5C	Implement the Floodplain Acquisition Strategy	15
105	Building	6B	Implement the Cultural Heritage Plan for Western Counties Veterans Sites	11

Rankings by Strategic Area of Focus:

Strengthening our Community			Votes
1	3A	Implement community based strategic initiatives for individuals facing barriers including poverty/income security, mental health, addictions, transportation, and housing	247
2	3C	Implement Phase 2, 3 and 4 of the London Homeless Prevention and Housing Plan (2010- 2024) including the London Homeless Prevention System Implementation Plan to address, reduce, and prevent homelessness	224
3	4C	Implement the Parks and Recreation Master Plan to provide for the development of the City's parks and recreation infrastructure, program offerings, and service delivery models, including: -Construction of a southwest multi-purpose recreation centre (2018) -Plan, design, and construct an east/southeast multi-purpose recreation centre (after 2018)	177
4	5J	Promote community health through the provision of safe drinking water and the protection of natural water courses	151
5	5D	Protect and promote the safety of Londoners through the work of London Police Services in the development and implementation of the 2016-2018 Business Plan, including: -Work towards crime reduction through community based crime prevention initiatives -Provide assistance to victims in the community -Continue to ensure effective and efficient law enforcement through the following functions: -General patrol/directed patrols -Community patrol -Communications/dispatch -Criminal Investigations and Investigative Supports (forensic identification, crime analysis, canine tracking, polygraph) -Traffic Management, traffic law enforcement and road safety	146
6	1A	Develop and implement London's Strengthening Neighbourhoods Strategy 2015-2020	132
7	5C	Promote and support the health and well-being of children, youth, and families through the implementation of the Child and Youth Agenda	130
8	5I	Support a healthy community through the provision of Active and Safe Routes to School, School Crossing Guard program, and viable alternative transportation choices through cycling programs and infrastructure	129
9	1B	Strengthen people and neighbourhoods through continued investment in the London Public Library's 2014-2017 Strategic Plan	129
10	1C	Develop and implement a neighbourhood land acquisition strategy for key properties such as school sites and park space	115
11	5A	Promote wellness, prevent disease and injury and protect the public's health by supporting the Middlesex-London Health Unit in the implementation of their four-year Strategic Plan	102
12	4B	Explore the viability of a multi-use performance venue	100
13	4E	Work with Museum London, London Arts Council, London Heritage Council, and London Public Library to support culture and education through initiatives such as: -London Artist in Residence Program -Development of a Creative Learning Centre facility within Museum London	97
14	3E	Provide compassionate care for animals, including implementation of an Open Shelter ("no kill") Strategy	93
15	5H	Revise and continue implementing the City of London Accessibility Plan 2013-2017 to maintain compliance with requirements under the Accessibility for Ontarians with Disabilities Act, 2005 (AODA)	90
16	3D	Implement community delivery of social services including the Ontario Works program	78

17	3B	Review options for enhanced delivery of housing support services at London Middlesex Housing Corporation	76
18	5G	Deliver proactive bylaw enforcement through targeted enforcement blitzes to support the health, safety, protection, and quality of life of Londoners	71
19	4A	Celebrate London's identity through support of the 150th Anniversary of Canada and other community events	68
20	5B	Improve London's age friendliness through the implementation of the Age Friendly London Action Plan	67
21	4D	Promote and strengthen arts and heritage through continued investment in the Museum London Strategic Plan	64
22	2B	Develop an immigration strategy to attract and retain newcomers, including international students, in collaboration with the community	52
23	5E	Promote and support a safe community through the work of London Fire Services by: -Increased emphasis on public education and prevention to reduce residential fires and injuries -Improve emergency responsiveness through the redeployment of resources and the introduction of technology	50
24	2A	Implement the London & Middlesex Local Immigration Partnership Strategic Plan to support immigrants and newcomers	46
25	5F	Enhance Emergency Management through: -Public awareness activities and a public notification system -Expanded Emergency Operations Centre capabilities -Strengthened Emergency Social Services Plan	35

Building a Sustainable City			Votes
1	2B	Investigate and pursue High Speed Rail to better connect London to other major centres	219
2	2A	Implement the Transportation Master Plan including the next steps in the Rapid Transit Implementation Strategy	201
3	4D	Invest in parks and recreation facilities and amenities	185
4	2D	Invest in active transportation, including implementation of the Cycling Master Plan, the Trans Canada Trail link recommendations, and completing key Thames Valley Corridor Plan pathway projects	173
5	1C	Upgrade and maintain key transportation mobility infrastructure assets, including heritage bridges, parking, cycling facilities, transit infrastructure, and fleet	151
6	5A	Adopt and implement The London Plan	148
7	3E	Protect the environment through implementation of key plans such as the Thames Valley Corridor Plan, the Source Protection Plan, the Thames River Clear Water Revival initiative, and the Pollution Prevention and Control Plan	129
8	2G	Invest in a new model of subsidy for transit riders, targeting the removal and prevention of barriers with respect to access and affordability of accessible public transit services	122
9	3C	Implement the Urban Forest Strategy including policies, planting, maintenance, care, and capital projects	119
10	2F	Enhance mobility choices through continued investment in the London Transit Commission Strategic Business Plan, including continued development and delivery of an integrated, affordable, and valued mobility choice for Londoners	111
11	2C	Improve road safety and convenience through traffic signal optimization, red light camera program, and implementation of the Road Safety Strategy	105
12	3D	Expand support for resident and community driven initiatives that encourage environmentally sustainable behaviours through: -London Environmental Network -Residential Organics (Food Scraps) Management Program -Implementation of Roadmap 2.0 Road to Increased Resource Recovery and Zero Waste	104
13	1B	Manage and improve water, wastewater, and storm water infrastructure assets and services towards long-term sustainability	95
14	4A	Support infill and intensification through implementation of the Civic Spaces Program	74
15	3F	Undertake a solid waste operating and financing strategy review to examine other means of financing garbage, recycling, and composting	73
16	1A	Implement strategies as recommended in the State of the Infrastructure Report to address and manage the infrastructure gap	59
17	1E	Invest in implementation of climate change adaptation strategies	57
18	6C	Invest in protection and promotion of Designated Heritage Properties and advance conservation and maintenance of City assets such as Eldon House	55
19	5B	Support development growth by investing in new transportation, water, wastewater, and storm water infrastructure assets implemented under the Growth Management Implementation Strategy	55
20	1F	Enhance appropriate technical capabilities for the delivery of robust infrastructure	53
21	1D	Complete long-term resource recovery, waste disposal, and nuisance management strategies for solid waste services and facilities	49
22	2E	Undertake a transportation mobility operating and financing strategy review to examine other means of financing transportation	45
23	4B	Implement the Public Art Strategy and restore existing public art assets	42
24	3A	Conserve energy through accelerated implementation of the Community Energy Action Plan and the Transportation Energy Optimization Program (street lighting)	42

25	3B	Reduce fuel reliance through the implementation of the Green Fleet Strategy and the exploration of Compressed Natural Gas fueling infrastructure	39
26	4C	Implement the City-wide Urban Design Manual through capability enhancements to the Urban Design Program	32
27	6A	Establish an interpretive program for London's Heritage Thames River	28
28	3F	Advance innovative "at source" solutions to basement flooding	26
29	5C	Implement the Floodplain Acquisition Strategy	15
30	6B	Implement the Cultural Heritage Plan for Western Counties Veterans Sites	11

Growing our Economy			Votes
1	2A	Implement the London Downtown Plan including investment in the Dundas Flexible Street project	230
2	1E	Ensure seamless and timely approval processes with a focus on small business retention, recruitment, and expansion initiatives	200
3	4D	Invest in strategic economic opportunities and research and development, together with partners such as Western University and Fanshawe College	174
4	4C	Create the conditions to support enhanced economic growth in partnership with London Economic Development Corporation, London Hydro, London International Airport, Tourism London, London Convention Centre, Covent Garden Market, London Chamber of Commerce, hospitals, school boards, and other key stakeholders	170
5	3B	Find new ways to reduce energy for water and wastewater systems to manage carbon footprint and keep operating costs low	130
6	3A	Develop and implement the Smart Cities Strategy	120
7	3D	Enhance incentives and capacity for heritage restoration, brownfield remediation, urban regeneration, and community improvement projects	118
8	2D	Lead the development of new approaches to resource recovery, energy recovery, renewable energy, and resource optimization	118
9	5B	Enhance delivery and coordination of employment services through partnerships with community organizations, funders, and employers	117
10	5C	Expand the City of London Internship Program for individuals with disabilities, new immigrants, and recent post-secondary graduates	114
11	1A	Work with partners to develop a community economic strategy	114
12	5A	Work with the London Economic Development Corporation and other partners on workforce development, retention, and recruitment initiatives	110
13	4E	Through the London Economic Development Corporation, partner with neighbouring regions to create stronger industry clusters and raise the region's international profile	107
14	1F	Stimulate economic activity in London through investments in London Economic Development Corporation, Tourism London, London Convention Centre, and other community partners	100
15	2C	Implement Council-approved Community Improvement Plans	89
16	2B	Stimulate revitalization through housing by establishing a Housing Development Corporation, investing in regeneration of public housing properties and making strategic decisions about service delivery	84
17	1D	Partner with London Community Foundation on the Back to the River Strategy	82
18	1C	Implement the London Music Strategy	74
19	4B	Continue to implement the Western Fair District Strategic Plan 2011-2018	70
20	4A	Work with key partners to support the London Medical Innovation and Commercialization Network	67
21	1G	Implement London's Cultural Prosperity Plan	67
22	3C	Support commercialization of new technologies in wastewater treatment	41
23	1B	Implement the Industrial Land Development Strategy	41
24	3E	Improve capacity of electrical power infrastructure around Budweiser Gardens and Covent Garden Market in partnership with London Hydro to better service major events	31

Leading in Public Service			Votes
1	4B	Maximize openness and transparency in Council decision making	235
2	1A	Enhance community engagement through community partnerships, open data, and increased opportunity for public participation in local government	197
3	1B	Implement a Plain Language Initiative to ensure reports and documents are written in language that is easily understood by all Londoners	182
4	5A	Continue to effectively and efficiently deliver nearly 100 services that Londoners rely on every day	157
5	2B	Exemplify best practices in all organizational and management activities with particular emphasis on: -Recruitment, retention, and succession planning -Learning and development -Performance development and recognition -Project management -Health and safety -Employee engagement and communication -Workplace Diversity and Inclusion	144
6	3E	Explore new non-tax revenue sources to support appropriate services	138
7	3A	Implement a strategic approach to financial/resource management, focused on: multi-year budget development and approval; alignment of resources with strategy; and measuring the results	132
8	4A	Continue to build strong working relationships between City Council, Civic Administration, the City's agencies, boards and commissions, and community partners	110
9	1C	Optimize the City of London website for a better user experience and responsiveness that automatically adapts to multiple devices	109
10	1D	Revise and implement a multi-year granting process (Strategic Funding Framework) for Council directed funding to non-profit organizations	102
11	2A	Operate as a values based organization where all actions are based on respect, integrity, and corporate behaviours	101
12	3D	Continue to implement the Debt Management Strategy	95
13	5D	Develop new partnerships and collaborative models including shared services approaches to improve service delivery	93
14	3B	Continue with sustainable financial practices including: -Business cases -Ongoing service reviews -a long term investment strategy	91
15	4D	Engage an Integrity Commissioner to ensure continued compliance with Council's Code of Conduct	80
16	5E	Invest in innovative technologies, systems, and processes that support improved service delivery and customer experiences across all service areas	79
17	5C	Make strategic decisions about long-term space needs and service delivery locations	77
18	5B	Improve and enhance the experience of residents, businesses, and visitors through implementation of Service London supported by an organizational culture focused on being 'At Your Service: A respected and inspired public service partner'	64
19	3J	Implement proactive system audits to reduce water / sewer billing losses	53
20	3H	Implement new technologies or technology improvements to assist in the management of: -corporate assets -financial and reporting systems -billing systems	53
21	4C	Review Council's governance structure	49
22	3I	Continue to focus on contract negotiations and renewals to recognize economies, effectiveness, and efficiencies	49

23	3G	Continue to implement the Reserve Fund Strategy	44
24	3C	Review and update Council-approved Financial Policies	41
25	3F	Continue to implement pay-as-you-go financing strategy for lifecycle renewal	28
26	2C	Enhance corporate emergency response procedures, security, and business continuity programs	28