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TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON FEBRUARY 23, 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 the work accomplished to date on Municipal Council's draft Strategic Plan for 2015-2019 **BE RECEIVED** for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

- Strategic Priorities and Policy Committee (SPPC): December 2 and 18, 2014; January 12, 26, and February 6, 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.

On February 23, 2015, Council will undertake a review of the entire draft plan. To assist with that review, this report provides the following:

- An overview of the entire draft plan – vision, mission, values, strategic areas of focus, strategies (please note the strategies are revised based on the feedback received at the February 6 SPPC meeting)
- Summary of the development of the draft vision statement (Appendix A)
- Summary of the overarching changes to be considered for all strategies (Appendix B)
- Summary of the revised strategies (Appendix C). Based on Council's input on February 6, 2015, Administration took the following steps to revise the proposed strategies:
 - Incorporated overarching themes:
 - Innovation
 - Collaboration
 - Partnerships;
 - Incorporated suggestions and edits from the February 6, 2015 SPPC meeting;
 - Collapsed and merged strategies and eliminated duplication; and,
 - Re-wrote the strategies using plain language by asking two questions: 'what are we doing' and 'how are we doing it'. The what question outlines the specific strategy to be undertaken and the how question outlines the specific plans, business cases, documents, and/or activities that support how we will achieve the strategy. The how question also supports the assignment of accountability for each strategy.

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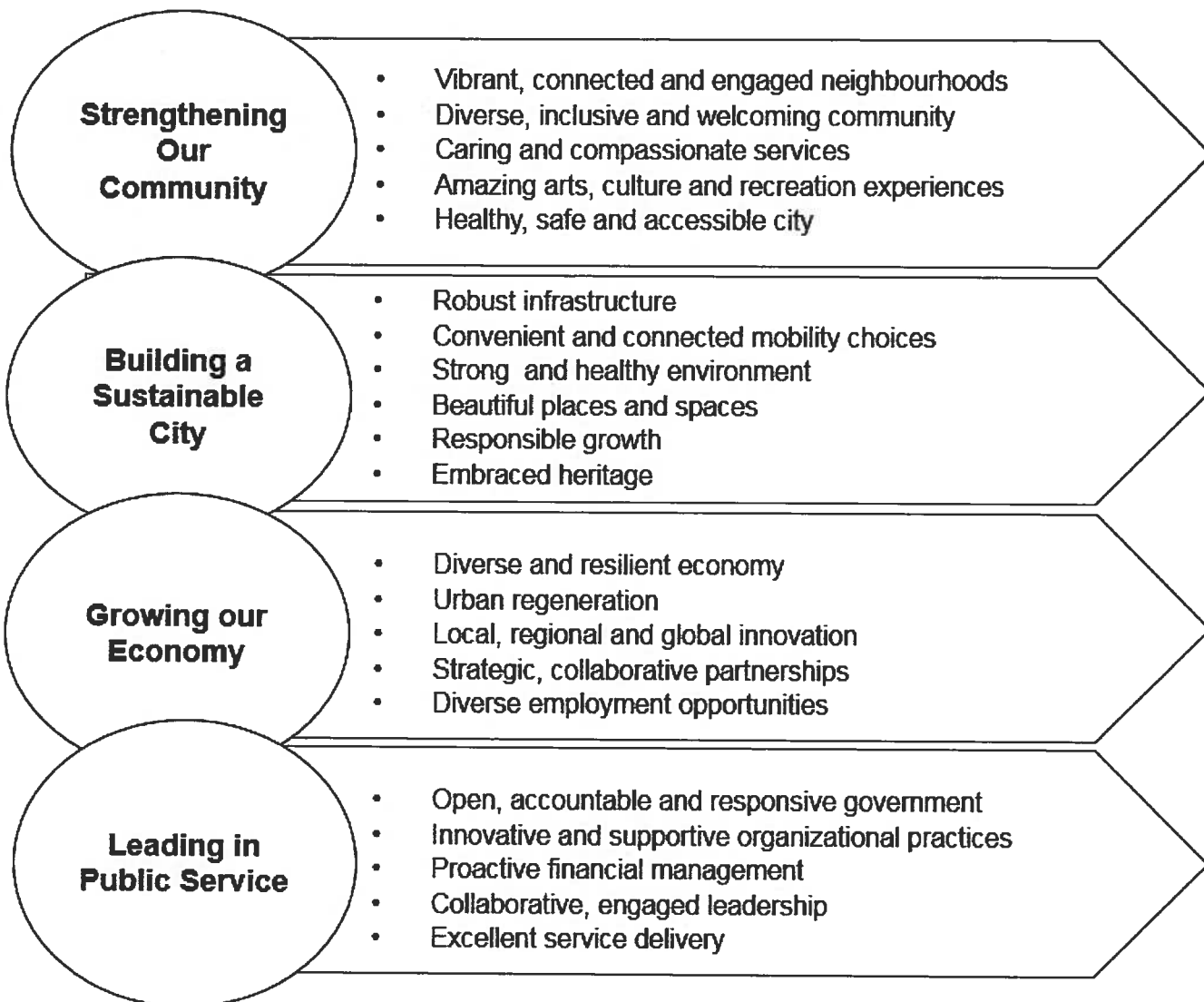
Draft Strategic Plan for the City of London 2015-2019

Vision: Inspired. Innovative. Diverse. Connected.

Mission: At Your Service: An inspired and respected public service partner.

Values: Individual Responsibility, Collective Accountability

Strategic Areas of Focus:



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Strengthening our Community

1. Vibrant, connected and engaged neighbourhoods

Revised Strategy		
	What are we doing?	How are we doing it?
A	Support neighbourhood driven activities and decision making.	<ul style="list-style-type: none"> • London Strengthening Neighbourhoods Strategy 2015-2020 • Great Near Campus Neighbourhood Strategy
B	Fund and partner with the London Public Library to support people and neighbourhoods.	<ul style="list-style-type: none"> • London Public Library 2014-2017 Strategic Plan
C	Work with our partners in Education to help keep neighbourhood schools open and use former school sites effectively.	<ul style="list-style-type: none"> • The London Plan – draft • Neighbourhood School Strategy – new

2. Diverse, inclusive and welcoming community

Revised Strategy		
	What are we doing?	How are we doing it?
A	Support immigrants and newcomers to be successful as they settle in our community.	<ul style="list-style-type: none"> • London & Middlesex Local Immigration Partnership Strategic Plan • Conference Board of Canada (resource for measurement)
B	Support all Londoners to feel engaged and involved in our community.	<ul style="list-style-type: none"> • Community Diversity and Inclusion Strategy – new • Compassionate Communities

3. Caring and compassionate services

Revised Strategy		
	What are we doing?	How are we doing it?
A	Eliminate barriers for individuals facing poverty, mental health and addictions and help them find pathways to be successful.	<ul style="list-style-type: none"> • London Homeless Prevention and Housing Plan 2010-2024 • London Homeless Prevention System Implementation Plan • Ontario Works Service Plan • Child and Youth Agenda • Age Friendly London • Mental Health and Addictions Strategy - new
B	Work with community agencies to help tenants keep their existing affordable housing and avoid homelessness.	<ul style="list-style-type: none"> • London Middlesex Housing Corporation Strategy • London Homeless Prevention and Housing Plan 2010-2024 • London Homeless Prevention System Implementation Plan • The London Plan – draft
C	Reduce and prevent homelessness.	<ul style="list-style-type: none"> • London Homeless Prevention System Implementation Plan • London Homeless Prevention and Housing Plan 2010-2024
D	Provide social services including Ontario Works in the community.	<ul style="list-style-type: none"> • Ontario Works Service Plan
E	Provide compassionate care for animals.	<ul style="list-style-type: none"> • Open Shelter / Pro-adoption Strategy • Humane Wildlife Conflict Policy • Proactive licensing enforcement blitzes



4. Amazing arts, culture and recreation experiences

Revised Strategy		
	What are we doing?	How are we doing it?
A	Fund and partner with the community to celebrate Canada's 150 th anniversary in 2017.	<ul style="list-style-type: none"> • Canada's Sesquicentennial Anniversary of Confederation
B	Explore the potential for a multi-use performance venue(s) in London.	<ul style="list-style-type: none"> • Cultural Prosperity Plan
C	Invest in new parks and recreation facilities and pursue innovative models for programs and service delivery.	<ul style="list-style-type: none"> • Parks and Recreation Strategic Master Plan 2009-2015 • The London Plan - draft
D	Fund and partner with Museum London, the London Arts Council, the London Heritage Council, Eldon House, the London Public Library, and others to strengthen culture in London.	<ul style="list-style-type: none"> • Cultural Prosperity Plan • Museum London Strategic Plan • London Public Library 2014-2017 Strategic Plan

5. Healthy, safe and accessible city

Revised Strategy		
	What are we doing?	How are we doing it?
A	Fund and partner with the Middlesex London Health Unit to promote and protect the health of our community.	<ul style="list-style-type: none"> • Middlesex London Health Unit Strategic Plan
B	Support all Londoners to age well and have opportunities to reach their full potential.	<ul style="list-style-type: none"> • Age Friendly London Action Plan 2013 - 2016
C	Support the health and well-being of all children, youth, and families in London.	<ul style="list-style-type: none"> • Child and Youth Agenda 2012 - 2015
D	Protect, promote, and fund the safety of Londoners through the work of the London Police Services.	<ul style="list-style-type: none"> • London Police Services 2016-2018 Business Plan
E	Promote and support a safe community through the work of the London Fire Department by: <ul style="list-style-type: none"> • increased public education and prevention • redeployment of resources • introduction of new technology 	<ul style="list-style-type: none"> • London Fire Department Business Plan
F	Strengthen Emergency Management through: <ul style="list-style-type: none"> • Public awareness activities and a public notification system • Expanded Emergency Operations Centre capabilities • Emergency management practices included as part of city planning 	<ul style="list-style-type: none"> • City of London Emergency Response Plan • Emergency Social Services Plan
G	Improve London's neighbourhoods through pro-active enforcement of updated by-laws.	<ul style="list-style-type: none"> • By-law Review • Multi-agency enforcement partnerships • Targeted pro-active enforcement blitzes
H	Invest in programs and infrastructure to make London more accessible.	<ul style="list-style-type: none"> • City of London Accessibility Plan 2013-2017
I	Continue to make pedestrian and cycling routes safer.	<ul style="list-style-type: none"> • School Crossing Guard Program • Active and Safe Routes to School
J	Help Londoners understand how we provide safe drinking water and protect the Thames River.	<ul style="list-style-type: none"> • Thames River Clear Water Revival Project • Source Water Protection Plan • Drinking Water Annual Report • Drinking Water Quality Management System • The London Plan – draft • Partnership with Conservation Authorities

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Building a Sustainable City

1. Robust infrastructure

Revised Strategy		
	What are we doing?	How are we doing it?
A	Address and manage the infrastructure gap to maintain what we have now and reduce the tax burden on future generations. This includes everything from roads to parks to buildings.	<ul style="list-style-type: none"> • State of the Infrastructure Report
B	Manage and improve water, wastewater, and storm water infrastructure and services.	<ul style="list-style-type: none"> • Water and Wastewater Business Plans
C	Manage and upgrade transportation infrastructure such as heritage bridges, railway grade separations, cycling facilities, and parking lots.	<ul style="list-style-type: none"> • Parking Master Plan • Parking Lot Upgrade Strategy • Heritage Bridge Preservation Strategy • Transportation Master Plan • Bicycle Master Plan
D	Increase efforts on more resource recovery, long-term disposal capacity, and reducing community impacts of waste management.	<ul style="list-style-type: none"> • Long-Term Waste Management Plan
E	Fund innovative ways to adapt to Climate Change.	<ul style="list-style-type: none"> • Climate Change Adaptation Strategy • The London Plan – draft • Partnership with the Upper Thames River Conservation Authority

2. Convenient and connected mobility choices

Revised Strategy		
	What are we doing?	How are we doing it?
A	Implement and enhance safe transportation mobility choices for cyclists, pedestrians, transit users and drivers through the provision of complete streets, connected pathways, and enhanced transit services.	<ul style="list-style-type: none"> • Transportation Master Plan • Rapid Transit Implementation Strategy • London Transit Commission Strategic Business Plan • Bicycle Master Plan • Thames Valley Corridor Plan • The London Plan - draft
B	Improve travel to other cities through better transportation connectivity.	<ul style="list-style-type: none"> • High Speed Rail - new • London's Downtown Plan • The London Plan – draft
C	Improve travel by managing congestion and increasing roadway safety.	<ul style="list-style-type: none"> • Traffic Signal Optimization • Road Safety Strategy
D	Explore a better subsidy model for transit riders so that more Londoners can benefit.	<ul style="list-style-type: none"> • Subsidized Transit Business Plan

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3. Strong and healthy environment

Revised Strategy		
	What are we doing?	How are we doing it?
A	Implement innovative ways to conserve energy.	<ul style="list-style-type: none"> • Community Energy Action Plan • Corporate Energy Conservation Management Plan • Street Light Energy Plan • Review other Municipalities and Provincial programs
B	Reduce fuel use through innovation and research.	<ul style="list-style-type: none"> • Green Fleet Strategy
C	Plant more trees and better protect them from invasive species and other threats.	<ul style="list-style-type: none"> • Urban Forest Strategy • The London Plan – draft
D	Expand support for resident and community driven initiatives that encourage waste reduction and other environmentally friendly behaviours.	<ul style="list-style-type: none"> • Roadmap 2.0 Road to Increased Resource Recovery and Zero Waste • London Environmental Network • Green Development Strategy
E	Work together to protect our environment, rivers, and streams as our city grows.	<ul style="list-style-type: none"> • The London Plan – draft • Thames Valley Corridor Plan • Source Protection Plan • Thames River Clear Water Revival Initiative • Pollution Prevention and Control Plan • Environmentally Significant Areas • Conservation Master Plans • Significant woodlands protection • Partnership with the Upper Thames River Conservation Authority
F	Use new ways to help residents protect their basements from flooding.	<ul style="list-style-type: none"> • Basement Flooding Protection Plan

4. Beautiful places and spaces

Revised Strategy		
	What are we doing?	How are we doing it?
A	Invest in public spaces to be gathering places for more compact neighbourhoods.	<ul style="list-style-type: none"> • The London Plan – draft • London's Downtown Plan • Civic Spaces Program
B	Support more public art and continue maintaining what we own.	<ul style="list-style-type: none"> • Public Art Strategy • The London Plan – draft
C	Create a more attractive city through urban design.	<ul style="list-style-type: none"> • The London Plan – draft • City Wide Urban Design Manual • Urban Design Peer Review Panel • Urban Design Program
D	Invest in parks and recreation facilities and amenities.	<ul style="list-style-type: none"> • Parks and Recreation Strategic Master Plan 2009-2015 • The London Plan – draft
E	Invest in making London's riverfront beautiful and accessible for all Londoners.	<ul style="list-style-type: none"> • Thames Valley Corridor Plan • London Community Foundation "Back to the River Project" • The London Plan – draft

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5. Responsible growth

Revised Strategy		
	What are we doing?	How are we doing it?
A	Finalize The London Plan.	<ul style="list-style-type: none"> • The London Plan – draft
B	Build new transportation, water, wastewater, and storm water infrastructure as London grows.	<ul style="list-style-type: none"> • Growth Management Implementation Strategy • The London Plan – draft
C	Buy property for flood protection purposes.	<ul style="list-style-type: none"> • Floodplain Acquisition Strategy • The London Plan – draft

6. Embraced heritage

Revised Strategy		
	What are we doing?	How are we doing it?
A	Protect and promote London's Thames Heritage River status.	<ul style="list-style-type: none"> • Thames Valley Corridor Plan • The London Plan – draft
B	Protect and celebrate London's heritage for current and future generations.	<ul style="list-style-type: none"> • Heritage Conservation District Plans - prepare and implement • Municipally Owned Heritage Properties 10 Year Capital Plan • Cultural Heritage Landscape Plans – prepare and implement • The London Plan – draft

Growing our Economy

1. Diverse and resilient economy

Revised Strategy		
	What are we doing?	How are we doing it?
A	Work with partners to develop a community economic strategy.	<ul style="list-style-type: none"> • Community Economic Roadmap – new
B	Buy and develop industrial land to bring more jobs to London.	<ul style="list-style-type: none"> • Industrial Land Development Strategy • Various Community Improvement Plans • The London Plan – draft
C	Strengthen the music industry in London.	<ul style="list-style-type: none"> • London Music Strategy
D	Partner with the London Community Foundation on the "Back to the River Project".	<ul style="list-style-type: none"> • London Community Foundation's "Back to the River Project" • London's Downtown Plan • Thames Valley Corridor Plan
E	Support small businesses by improving City processes.	<ul style="list-style-type: none"> • Streamlined Approval Processes • Service London Business
F	Fund and partner with the London Economic Development Corporation, Tourism London, London Convention Centre, and other community and regional partners to increase economic activity in London.	<ul style="list-style-type: none"> • Community Economic Roadmap – new
G	Promote culture as a key part of economic growth and quality of life.	<ul style="list-style-type: none"> • Cultural Prosperity Plan • The London Plan - draft



2. Urban regeneration

Revised Strategy		
	What are we doing?	How are we doing it?
A	Invest in London's downtown as the heart of our city.	<ul style="list-style-type: none"> • London's Downtown Plan • Dundas Flexible Street • Dundas Place Scoping Study • Forks of the Thames Re-development • London Community Foundation's "Back to the River Project" • Alleyway Program • Various infrastructure upgrades • Downtown management organization – new
B	Create new partnerships to build, and support the building of, new affordable housing.	<ul style="list-style-type: none"> • Housing Development Corporation Strategy • Regenerating Public Housing Plan
C	Use community improvement plans to coordinate City and private investment to meet both local and city-wide priorities.	<ul style="list-style-type: none"> • Various Community Improvement Plans • The London Plan – draft
D	Invest more in heritage restoration, brownfield remediation, urban regeneration, and community improvement projects.	<ul style="list-style-type: none"> • Various Community Improvement Plans • The London Plan – draft

3. Local, regional and global innovation

Revised Strategy		
	What are we doing?	How are we doing it?
A	Use new and emerging technology to improve quality of life and grow London's economy.	<ul style="list-style-type: none"> • Smart Cities Strategy • Fibre Optic – Last Mile Program • Municipal best practices
B	Lead the development of new ways to resource recovery, energy recovery, and utility and resource optimization with our local and regional partners to keep our operating costs low and assist businesses with commercialization to help grow London's economy.	<ul style="list-style-type: none"> • Partnerships with Budweiser Gardens, Covent Garden Market, and London Hydro • Community Energy Action Plan • London Waste to Resources Innovation Centre • International Water Excellence Centre

4. Strategic, collaborative partnerships

Revised Strategy		
	What are we doing?	How are we doing it?
A	Support the Western Fair District as an entertainment, sport, and agricultural economic driver for London.	<ul style="list-style-type: none"> • Western Fair District Strategic Plan 2011-2018 • Western Fair / City 4pad Joint Venture and Queen's Park Master Plan
B	Work better together for economic growth: health and medical sectors, education and research sectors, London Economic Development Corporation, London Hydro, London International Airport, Tourism London, London Convention Centre, Covent Garden Market, London Chamber of Commerce, Business Improvement Areas, and other key stakeholders.	<ul style="list-style-type: none"> • Community Economic Roadmap - new • Various Community Improvement Plans • London Medical Innovation and Commercialization Network
C	Work with our municipal neighbours to create stronger industry clusters and raise our international profile and attractiveness.	<ul style="list-style-type: none"> • London Economic Development Corporation's Industry Focus Areas: <ul style="list-style-type: none"> o Food Processing o Life Sciences o Manufacturing o Digital Creative



5. Diverse employment opportunities

Revised Strategy		
	What are we doing?	How are we doing it?
A	Improve workforce recruitment, development, and retention by working with local and regional partners.	<ul style="list-style-type: none"> London Economic Development Corporation Workforce Development
B	Improve delivery and coordination of employment services through partnerships with community organizations, funders, and employers.	<ul style="list-style-type: none"> Ontario Works Service Plan
C	Remove barriers to employment through the expansion of the City of London Internship Program.	<ul style="list-style-type: none"> City of London Internship Program
D	Attract and retain newcomers, including international students, foreign trained professionals, generational immigrants, etc to strengthen London’s workforce.	<ul style="list-style-type: none"> Immigration Strategy - new

Leading in Public Service

1. Open, accountable and responsive government

Revised Strategy		
	What are we doing?	How are we doing it?
A	Improve community engagement. Make the public a partner who has access to our information and helps make decisions with Council.	<ul style="list-style-type: none"> Community Engagement Policy – social media, online surveys, open data, videos, e-newsletters, working with local media Communications Protocol
B	Implement Plain Language writing in all City documents, reports, agendas, websites, signs, and notifications.	<ul style="list-style-type: none"> Plain Language Policy - new
C	Improve the City of London website so people can find what they want, when they want it, and how they want it.	<ul style="list-style-type: none"> Mobile Friendly Website Multiple Language Availability Citizen Dashboard
D	Update the City’s granting process to non-profit organizations.	<ul style="list-style-type: none"> Strategic Funding Framework – revised

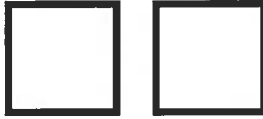
2. Innovative and supportive organizational practices

Revised Strategy		
	What are we doing?	How are we doing it?
A	Operate as a values based organization.	<ul style="list-style-type: none"> Corporate Values and Behaviours – all actions are based on respect, integrity, trust, pride and standing together
B	Use innovative and best practices in all organizational and management activities.	<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 Employee wellness Employee innovation programs Employee transportation
C	Enhance corporate and community safety by preparing for and responding to security risks and emergency events.	<ul style="list-style-type: none"> Corporate Security Strategic Plan – revised Emergency Management Strategic Plan City of London Corporate Emergency Response and Business Continuity Program

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3. Proactive financial management

Revised Strategy		
	What are we doing?	How are we doing it?
A	<p>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.</p>	<p>Strategic Financial Plan:</p> <ul style="list-style-type: none"> • Strategic Plan for the City of London 2015-2019 • multi-year budget development and approval • alignment of resources with strategy • review of competitive tax rates • measure the results • proactive system audits (reduce water and sewer billing losses) <p>Explore new revenue streams:</p> <ul style="list-style-type: none"> • review of competitive tax rates • non tax sources • other levels of government • social financing <p>Undertake operating and financing reviews to examine other means of financing for:</p> <ul style="list-style-type: none"> • transportation • solid waste
B	<p>Make sure that financial issues are not created and pushed to the future, creating problems for future generations.</p>	<p>Strategic Financial Plan:</p> <ul style="list-style-type: none"> • review Council approved financial policies • require business cases before adding new services or projects and before dropping services • ongoing service reviews • long-term investment strategy • debt management strategy • continue to implement pay as you go approach to funding Life Cycle Renewal capital projects • reserve fund strategy • focus on financial sustainability, operational flexibility, effectiveness and efficiencies in contract negotiations and renewals
C	<p>Create, explore, and implement new technologies or technology improvements to assist in the management of:</p> <ul style="list-style-type: none"> • corporate assets • financial and reporting systems • billing systems 	<ul style="list-style-type: none"> • Enhance technical capabilities for infrastructure services (water, wastewater and transportation) • Computerized Maintenance Management System Implementation Strategy



4. Collaborative, engaged leadership

Revised Strategy		
	What are we doing?	How are we doing it?
A	Continue to build strong working relationships between City Council, Civic Administration, the City's agencies, boards and commissions, and community partners.	<ul style="list-style-type: none"> • Strategic Plan for the City of London 2015-2019 • Performance Plans
B	Maximize openness and transparency in Council decision making.	<ul style="list-style-type: none"> • Public Notice Policy • Accountability and Transparency Policy • Council Procedure By-law • Civic Administration By-law • Audit Processes • Citizen Engagement
C	Review Council's governance structure.	<ul style="list-style-type: none"> • Governance Working Group • Governance Review Policy - new
D	Engage an Integrity Commissioner to ensure continued compliance with Council's Code of Conduct.	<ul style="list-style-type: none"> • Request for Proposals

5. Excellent service delivery

Revised Strategy		
	What are we doing?	How are we doing it?
A	Continue to effectively and efficiently deliver nearly 100 services that Londoners rely on every day.	<ul style="list-style-type: none"> • Targeted Service Review • Targeted Lean Projects • Targeted Value for Money Audits • Targeted Zero Based Budgeting
B	Deliver great customer experiences to residents, businesses, and visitors: <ul style="list-style-type: none"> • innovative service delivery models • improved access through web, phone, and in person • innovative technology 	<ul style="list-style-type: none"> • Service London Implementation Plan • At Your Service: A respected and inspired public service partner. • IT Strategic Plan • Business Plans • Smart Cities Strategy • Computerized Maintenance Management System
C	Make strategic decisions about our long-term space needs and service delivery locations.	<ul style="list-style-type: none"> • Master Accommodation Plan – new
D	Keep looking for new opportunities to share services and supports between the City of London and its agencies, boards, and commissions.	<ul style="list-style-type: none"> • Strategic Plan for the City of London 2015-2019 • Business Plans

Next Steps

February 26, 2015

At this meeting, SPPC will undertake a final review of the draft plan including the design and layout.

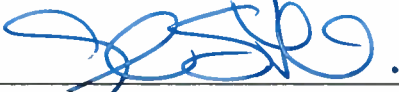
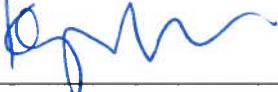
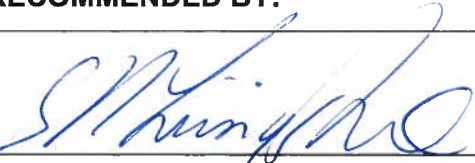

March 10, 2015

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

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CONCLUSION

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.

PREPARED AND SUBMITTED BY:	PREPARED AND SUBMITTED BY:
	
CHERYL SMITH MANAGER, COMMUNITY DEVELOPMENT & FUNDING	KATE GRAHAM MANAGER, CORPORATE INITIATIVES
RECOMMENDED BY:	RECOMMENDED BY:
	
LYNNE LIVINGSTONE MANAGING DIRECTOR, NEIGHBOURHOOD, CHILDREN & FIRE SERVICES	ART ZUIDEMA CITY MANAGER

cc. Senior Leadership Team
Strategic Thinkers Table

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Appendix A
Process to Develop the Vision Statement (December 18, 2014 SPPC meeting)

- At the request of the Strategic Priorities and Policy Committee (SPPC), staff proposed 7 draft statements based on public input and what Councillors heard at the door
 1. Strongly rooted, diversely connected, dynamically growing.
 2. A vibrant, innovative, connected city: locally and globally
 3. London: prosperous, innovative, connected, and exceptional.
 4. London: connected, thriving, leading.
 5. London: confident, caring, connected.
 6. London: where you want to be.
 7. London – driven by talent, committed to innovation.

- In small groups, SPPC reviewed each statement, public feedback and their own feedback and provided input on the above proposed statements:
 - How do we incorporate connected – graphically?
 - (We are) strongly rooted, diversely connected, dynamically growing.
 - (We are) driven by talent (community), committed to innovation, (rooted in community).
 - London, a community driven by innovation.
 - Connected. Innovative. Dynamic.
 - Inspired/Driven. Innovative. Diverse. Connected.
 - Thriving. Leading. Connected.

- As an entire group, SPPC worked on two possible statements – see below (a and b). After discussion, SPPC agreed upon one draft statement (b) with a recommendation to re-visit the proposed vision statement later during the strategic planning process:
 - a) Inspired by community. Powered by talent. Committed to innovation.
 - b) Inspired. Innovative. Diverse. Connected.

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Appendix B
SPPC February 6, 2015 Input re Overarching Changes to Strategies

- Willingness for innovation
- Best practices
- Partnerships
- Collaboration (partners, residents, citizens, each other)
- Plain language
- Strategic areas of focus – and the sub areas – need this detail and clarity
- Move to action, get things done - accountability, get things done with focus
- Pick one or two big picture directions – move, do, focus direction
- Use the 4 vision words as a filter when looking at strategies
- Role of region
- Quality of life as a lens
- London Plan
- Staff to look for duplication and opportunities to collaborate/merge strategies

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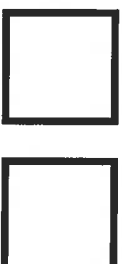
Appendix C
Revised Strategies Detailed Document

Strengthening our Community

1. Vibrant, connected and engaged neighbourhoods		SPPC Comments (Feb 6, 2015)		Revised Strategy	
		What are we doing?	How are we doing it?		
A	Develop and implement London's Strengthening Neighbourhoods Strategy 2015-2020	Greater Near Campus strategy –to add to section 1. Look at opportunities to expand community directed activities – micro funding neighbourhood projects – Sparks plus Add – ways neighbourhoods can participate in local level decision making	Support neighbourhood driven activities and decision making.	<ul style="list-style-type: none"> • London Strengthening Neighbourhoods Strategy 2015-2020 • Great Near Campus Neighbourhood Strategy 	
B	Strengthen people and neighbourhoods through continued investment in the London Public Library's 2014-2017 Strategic Plan	Acknowledge ABC's in generic statement-partnership with ABCs so need detail	Fund and partner with the London Public Library to support people and neighbourhoods.	<ul style="list-style-type: none"> • London Public Library 2014-2017 Strategic Plan 	
C	Develop and implement a neighbourhood land acquisition strategy for key properties such as school sites and park space	Work with our partners in education to keep as school sites. More overarching strategy about schools in neighbourhoods- keep, if not there, when schools leave	Work with our partners in Education to help keep neighbourhood schools open and use former school sites effectively.	<ul style="list-style-type: none"> • The London Plan – draft • Neighbourhood School Strategy – new 	



2. Diverse, inclusive and welcoming community		SPPC Comments (Feb 6, 2015)	Revised Strategy	How are we doing it?
		What are we doing?		
A	Implement the <i>London & Middlesex Local Immigration Partnership Strategic Plan</i> to support immigrants and newcomers	Develop and implement next plan A and B work together Look at city grading re immigrants – Conference Board of Canada “C” Why not add attraction piece below to their new plan	Support immigrants and newcomers to be successful as they settle in our community.	<ul style="list-style-type: none"> London & Middlesex Local Immigration Partnership Strategic Plan Conference Board of Canada (resource for measurement)
B	Develop an immigration strategy to attract and retain newcomers, including international students, in collaboration with the community	Add foreign trained professionals, generational immigrant, in collaboration with educational partners (international students), migrate to London from other cities Ties to internship program	Move to Economy	
C	Develop a formal and comprehensive community diversity and inclusion strategy with aligned resources.	See below	Support all Londoners to feel engaged and involved in our community.	<ul style="list-style-type: none"> Community Diversity and Inclusion Strategy -- new Compassionate Communities
<ul style="list-style-type: none"> Strategies speak only to immigration - something missing (youth, gender, first nations, etc) Note many Specific points cross many strategies 				



3. Caring and compassionate services		SPPC Comments (Feb 6, 2015)	Revised Strategy	How are we doing it?
		What are we doing?		
A	Implement community based strategic initiatives for individuals facing barriers including poverty/income security, mental health, addictions, transportation, and housing	Mental health in workplace- economic impact as well as social impact Add word partner to beginning Mental health key – pull it out – stand on own – lead not just collaborate in – might be area to show leadership to our senior govt partners. Access funding from other levels of government (advocate). Internally with partners, front line services Housing – social and affordable Create pathways out of poverty-	Eliminate barriers for individuals facing poverty, mental health and addictions and help them find pathways to be successful.	<ul style="list-style-type: none"> London Homeless Prevention and Housing Plan 2010-2024 London Homeless Prevention System Implementation Plan Ontario Works Service Plan Child and Youth Agenda Age Friendly London Mental Health and Addictions Strategy - new
B	Review options for enhanced delivery of housing support services at London Middlesex Housing Corporation	Ties in with C Support strategy if tied with housing first strategies beyond property management – helping people retain housing Bring housing first strategies to LMHC	Work with community agencies to help tenants keep their existing affordable housing and avoid homelessness.	<ul style="list-style-type: none"> London Middlesex Housing Corporation Strategy London Homeless Prevention and Housing Plan 2010-2024 London Homeless Prevention System Implementation Plan The London Plan – draft
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	Vitality important, working well Importance of housing first	Reduce and prevent homelessness.	<ul style="list-style-type: none"> London Homeless Prevention System Implementation Plan London Homeless Prevention and Housing Plan 2010-2024
D	Implement community delivery of social services including the Ontario Works program	Moving services out to the community including Ontario Works Continue implementation of...	Provide social services including Ontario Works in the community.	<ul style="list-style-type: none"> Ontario Works Service Plan



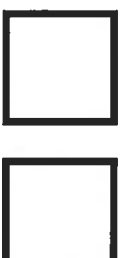
<p>E</p> <p>Provide compassionate care for animals, including implementation of an Open Shelter ("no kill") Strategy</p>		<p>Provide compassionate care for animals.</p>	<ul style="list-style-type: none"> • Open Shelter / Pro-adoption Strategy • Humane Wildlife Conflict Policy • Proactive licensing enforcement blitzes
<ul style="list-style-type: none"> • Build on compassionate city membership 			

4. Amazing arts, culture and recreation experiences		SPPC Comments (Feb 6, 2015)		Revised Strategy	
		What are we doing?	How are we doing it?		
<p>A</p> <p>Celebrate London's identity through support of the 150th Anniversary of Canada and other community events</p>	<p>Look to support.. collaborate with others</p> <p>Add correct name of 150th</p>	<p>Fund and partner with the community to celebrate Canada's 150th anniversary in 2017.</p>	<ul style="list-style-type: none"> • Canada's Sesquicentennial Anniversary of Confederation 		
<p>B</p> <p>Explore the viability of a multi-use performance venue</p>	<p>Multiple venues</p> <p>Future of Centennial Hall</p> <p>Broad strategy in cultural prosperity plan related to cultural capital assets and investment - part of this larger strategy in Cultural Prosperity Plan</p>	<p>Explore the potential for a multi-use performance venue(s) in London.</p>	<ul style="list-style-type: none"> • Cultural Prosperity Plan 		
<p>C</p> <p>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:</p> <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) 	<p>Beyond regional parks- great impact with neighbourhood parks -Tie this in with subdivision plans (Civic Spaces program)</p>	<p>Invest in new parks and recreation facilities and pursue innovative models for programs and service delivery.</p>	<ul style="list-style-type: none"> • Parks and Recreation Strategic Master Plan 2009-2015 • The London Plan -- draft 		
<p>D</p> <p>Promote and strengthen arts and heritage through continued investment in the Museum London Strategic Plan</p>		<p>Fund and partner with Museum London, the London Arts Council, the London Heritage Council, Eldon House, the London Public</p>	<ul style="list-style-type: none"> • Cultural Prosperity Plan • Museum London Strategic Plan • London Public Library 2014-2017 Strategic 		



<p>Work with Museum London, London Arts Council, London Heritage Council, and London Public Library to support culture and education through initiatives such as:</p> <ul style="list-style-type: none"> • London Artist in Residence Program • Development of a Creative Learning Centre facility within Museum London 		<p>Library, and others to strengthen culture in London.</p>	<p>Plan</p> <ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Increase the demand for local cultural products and the capacity to produce them 			

5. Healthy, safe and accessible city		SPPC Comments (Feb 6, 2015)		Revised Strategy	
				What are we doing?	How are we doing it?
<p>A</p> <p>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</p>		<p>Fund and partner with the Middlesex London Health Unit to promote and protect the health of our community.</p>	<ul style="list-style-type: none"> • Middlesex London Health Unit Strategic Plan 		
<p>B</p> <p>Improve London's age friendliness through the implementation of the Age Friendly London Action Plan</p>	<p>Identify what year, where are we in the progression of these plans – add to all</p>	<p>Support all Londoners to age well and have opportunities to reach their full potential.</p>	<ul style="list-style-type: none"> • Age Friendly London Action Plan 2013 - 2016 		
<p>C</p> <p>Promote and support the health and well-being of children, youth, and families through the implementation of the Child and Youth Agenda</p>		<p>Support the health and well-being of all children, youth, and families in London.</p>	<ul style="list-style-type: none"> • Child and Youth Agenda 2012 - 2015 		



<p>D</p> <ul style="list-style-type: none"> • 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 	<p>Work with police to highlight one general statement optimizing safe city. Civilian responsibilities Expectations of citizens – crime prevention (cultural aspect)</p> <p>In general with police and fire-how do we appropriately deploy services – capable and well resourced – right sized</p>	<p>Protect, promote, and fund the safety of Londoners through the work of the London Police Services.</p>	<ul style="list-style-type: none"> • London Police Services 2016-2018 Business Plan
<p>E</p> <p>Promote and support a safe community through the work of London Fire Services through:</p> <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 	<p>In general with police and fire-how do we appropriately deploy services – capable and well resourced – right sized</p>	<p>Promote and support a safe community through the work of the London Fire Department by:</p> <ul style="list-style-type: none"> • increased public education and prevention • redeployment of resources • introduction of new technology 	<ul style="list-style-type: none"> • London Fire Department Business Plan



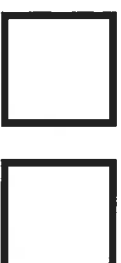
<p>F</p> <p>Enhance Emergency Management through:</p> <ul style="list-style-type: none"> • Public awareness activities and a public notification system • Expanded Emergency Operations Centre capabilities • Strengthened Emergency Social Services Plan 	<p>Train the public on how to deal with emergencies</p> <ul style="list-style-type: none"> - engage the community <p>Modernization</p> <p>Hazard Identification Risk Assessment- are we prepared for our high risk threats? How have we harmonized our planning processes? It is incorporated in OP? Have we taken a holistic approach to keep our city safe?</p>	<p>Strengthen Emergency Management through:</p> <ul style="list-style-type: none"> • Public awareness activities and a public notification system • Expanded Emergency Operations Centre capabilities • Emergency management practices included as part of city planning 	<ul style="list-style-type: none"> • City of London Emergency Response Plan • Emergency Social Services Plan
<p>G</p> <p>Deliver proactive bylaw enforcement through targeted enforcement blitzes to support the health, safety, protection, and quality of life of Londoners</p>	<p>Modernization of by laws</p> <p>Look at by laws we don't or ever enforce and take them off the books</p> <p>Regulatory by laws – what is it going to cost? What is the benefit? Resource allocations? Is it worth doing – revenue generating</p>	<p>Improve London's neighbourhoods through pro-active enforcement of updated by-laws.</p>	<ul style="list-style-type: none"> • By-law Review • Multi-agency enforcement partnerships • Targeted pro-active enforcement blitzes
<p>H</p> <p>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)</p>	<p>Area of significant activity – focus on how we can help other organizations, businesses, etc – communications role as a partner</p> <p>Good function for local government (communications) – prevent duplication</p>	<p>Invest in programs and infrastructure to make London more accessible.</p>	<ul style="list-style-type: none"> • City of London Accessibility Plan 2013-2017
<p>I</p> <p>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</p>	<p>Real mobility choices – rather than alternative transportation choices</p>	<p>Continue to make pedestrian and cycling routes safer.</p>	<ul style="list-style-type: none"> • School Crossing Guard Program • Active and Safe Routes to School

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<p>J</p> <p>Promote community health through the provision of safe drinking water and the protection of natural water courses</p>	<p>Is this strategic? Does this belong in our plan – we are going to do this regardless</p>	<p>Help Londoners understand how we provide safe drinking water and protect the Thames River.</p>	<ul style="list-style-type: none"> • Thames River Clear Water Revival Project • Source Water Protection Plan • Drinking Water Annual Report • Drinking Water Quality Management System • The London Plan – draft • Partnership with Conservation Authorities
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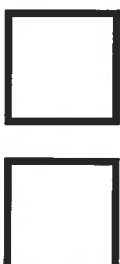
Building a Sustainable City

1. Robust infrastructure		SPPC Comments (Feb 6, 2015)		Revised Strategy	
		What are we doing?	How are we doing it?		
A	Implement strategies as recommended in the State of the Infrastructure Report to address and manage the infrastructure gap	Change manage to reduce	Address and manage the infrastructure gap to maintain what we have now and reduce the tax burden on future generations. This includes everything from roads to parks to buildings.		<ul style="list-style-type: none"> • State of the Infrastructure Report
B	Manage and improve water, wastewater, and storm water infrastructure assets and services towards long-term sustainability		Manage and improve water, wastewater, and storm water infrastructure and services.		<ul style="list-style-type: none"> • Water and Wastewater Business Plans
C	Upgrade and maintain key transportation mobility infrastructure assets , including heritage bridges, parking, cycling facilities, transit infrastructure, and fleet	Parking Master plan – add that we are implementing the plan To what extent does this need to be in strategic plan – life cycle renewal – is it same or do more? This means the way we maintain the existing assets in a different way to enhance their usability	Manage and upgrade transportation infrastructure such as heritage bridges, railway grade separations, cycling facilities, and parking lots.		<ul style="list-style-type: none"> • Parking Master Plan • Parking Lot Upgrade Strategy • Heritage Bridge Preservation Strategy • Transportation Master Plan • Bicycle Master Plan
D	Complete long-term resource recovery, waste disposal, and nuisance management strategies for solid waste services and facilities		Increase efforts on more resource recovery, long-term disposal capacity, and reducing community impacts of waste management.		<ul style="list-style-type: none"> • Long-Term Waste Management Plan



<p>E</p> <p>Invest in implementation of climate change adaptation strategies</p>		<p>Fund innovative ways to adapt to Climate Change.</p>	<ul style="list-style-type: none"> • Climate Change Adaptation Strategy • The London Plan – draft • Partnership with the Upper Thames River Conservation Authority
<p>F</p> <p>Enhance appropriate technical capabilities for the delivery of robust infrastructure</p>	<p>Refers to staff</p>	<p>Remove strategy: include in Leading Proactive Financial Management (3H)</p>	
<ul style="list-style-type: none"> • Manage our rail crossings- over pass or under pass 			

2. Convenient and connected mobility choices		SPPC Comments (Feb 6, 2015)		Revised Strategy	
				What are we doing?	How are we doing it?
<p>A</p> <p>Implement the Transportation Master Plan including the next steps in the Rapid Transit Implementation Strategy</p>	<p>Is there a way to bring transportation strategies together? To simplify</p>	<p>Implement and enhance safe transportation mobility choices for cyclists, pedestrians, transit users and drivers through the provision of complete streets, connected pathways, and enhanced transit services.</p> <p>Removes A, D, F</p>	<ul style="list-style-type: none"> • Transportation Master Plan • Rapid Transit Implementation Strategy • London Transit Commission Strategic Business Plan • Bicycle Master Plan • Thames Valley Corridor Plan • The London Plan - draft 		
<p>B</p> <p>Investigate and pursue High Speed Rail to better connect London to other major centres</p>		<p>Improve travel to other cities through better transportation connectivity.</p>	<ul style="list-style-type: none"> • High Speed Rail - new • The London Plan – draft • London's Downtown Plan 		
<p>C</p> <p>Improve road safety and convenience through traffic signal optimization, red light camera program, and implementation of the Road Safety Strategy</p>		<p>Improve travel by managing congestion and increasing roadway safety.</p>	<ul style="list-style-type: none"> • Traffic Signal Optimization • Road Safety Strategy 		



<p>D</p> <p>Invest in active transportation, including implementation of the <i>Cycling Master Plan</i>, the <i>Trans-Canada Trail</i> link recommendations, and completing key <i>Thames Valley Corridor Plan</i> pathway projects</p>	<p>Pedestrians—need to fit this in—integrate into plan—complete street</p>	<p>In A</p>	<p>• The London Plan—draft</p>
<p>E</p> <p>Undertake a transportation mobility operating and financing strategy review to examine other means of financing transportation</p>	<p>Clarify what this means: Develop comprehensive long-term transportation and mobility financial strategy including capital and operating budgets.</p>	<p>Remove strategy. Include in Leading—Proactive Financial Management (3A)</p>	
<p>F</p> <p>Enhance mobility choices through continued investment in the <i>London Transit Commission Strategic Business Plan</i>, including continued development and delivery of an integrated, affordable, and valued mobility choice for Londoners</p>	<p>Identify low hanging fruit—incremental changes</p>	<p>In A</p>	
<p>G</p> <p>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</p>	<p>Investigate in alternative ways – add explore</p>	<p>Explore a better subsidy model for transit riders so that more Londoners can benefit.</p>	<p>• Subsidized Transit Business Plan</p>
<ul style="list-style-type: none"> • Add connections to our industrial areas – making it easier to get people to work, to our core areas and to our educational institutions • Showing leadership - City of London as an employer – making it a focus of our organization to lead the way in other means/alternative ways of getting to work. Other organizations then follow (leading in public service) • Get something for our money 			

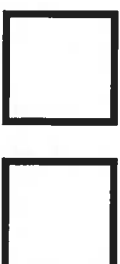
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3. Strong and healthy environment		SPPC Comments (Feb 6, 2015)		Revised Strategy	
		What are we doing?	How are we doing it?		
A	Conserve energy through accelerated implementation of the Community Energy Action Plan and the Transportation Energy Optimization Program (street lighting)		Implement innovative ways to conserve energy.	<ul style="list-style-type: none"> Community Energy Action Plan Corporate Energy Conservation Management Plan Street Light Energy Plan Review other Municipalities and Provincial programs 	
B	Reduce fuel reliance through the implementation of the Green Fleet Strategy and the exploration of Compressed Natural Gas fuelling infrastructure	Add Ethanol strategy – includes various fuel sources Working from old strategy - develop new strategy in 2015	Reduce fuel use through innovation and research.	<ul style="list-style-type: none"> Green Fleet Strategy 	
C	Implement the Urban Forest Strategy including policies, planting, maintenance, care, and capital projects	Problem with invasive species and how we address this – to be added	Plant more trees and better protect them from invasive species and other threats.	<ul style="list-style-type: none"> Urban Forest Strategy The London Plan – draft 	
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 		Expand support for resident and community driven initiatives that encourage waste reduction and other environmentally friendly behaviours.	<ul style="list-style-type: none"> Roadmap 2.0 Road to Increased Resource Recovery and Zero Waste London Environmental Network Green Development Strategy 	
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	Add ESAs – how to manage them as we grow as a city. John's note only: ESA's in the OP already. Are recognized within these plans.	Work together to protect our environment, rivers, and streams as our city grows.	<ul style="list-style-type: none"> The London Plan – draft Thames Valley Corridor Plan Source Protection Plan Thames River Clear Water Revival Initiative Pollution Prevention and Control Plan Environmentally Significant Areas 	



				<ul style="list-style-type: none"> • Conservation Master Plans • Significant woodlands protection • Partnership with the Upper Thames River Conservation Authority
F	Undertake a solid waste operating and financing strategy review to examine other means of financing garbage, recycling, and composting	Revenue generating opportunities Do we add target—for example waste diversion target and committing ourselves to this	Remove strategy—include in Leading—Proactive Financial Management (3A)	
G	Advance innovative “at source” solutions to basement flooding		Use new ways to help residents protect their basements from flooding.	<ul style="list-style-type: none"> • Basement Flooding Protection Plan
	<ul style="list-style-type: none"> • Explore property assess clean energy- (province) – see Toronto example. • Affordable housing and setting a target in the strat plan 			

4. Beautiful places and spaces		SPPC Comments (Feb 6, 2015)		Revised Strategy	
				What are we doing?	How are we doing it?
A	Support infill and intensification through implementation of the Civic Spaces Program	Connectivity around neighbourhood parks		Invest in public spaces to be gathering places for more compact neighbourhoods.	<ul style="list-style-type: none"> • The London Plan – draft • London's Downtown Plan • Civic Spaces Program
B	Implement the Public Art Strategy and restore existing public art assets	Develop		Support more public art and continue maintaining what we own.	<ul style="list-style-type: none"> • Public Art Strategy • The London Plan – draft
C	Implement the City-wide Urban Design Manual through capability enhancements to the Urban Design Program			Create a more attractive city through urban design.	<ul style="list-style-type: none"> • The London Plan – draft • City Wide Urban Design Manual • Urban Design Peer Review Panel • Urban Design Program
D	Invest in parks and recreation facilities and amenities	Connectivity around neighbourhood parks		Invest in parks and recreation facilities and amenities.	<ul style="list-style-type: none"> • Parks and Recreation Strategic Master Plan 2009-2015 • The London Plan – draft



E		Invest in making London's riverfront beautiful and accessible for all Londoners.	<ul style="list-style-type: none"> Thames Valley Corridor Plan London Community Foundation "Back to the River Project" The London Plan – draft
<ul style="list-style-type: none"> Add the river to beautiful places and spaces 			

5. Responsible growth		SPPC Comments (Feb 6, 2015)		Revised Strategy	
A	Adopt and implement <i>The London Plan</i>	What are we doing?	How are we doing it?	A	Support development growth by investing in new transportation, water, wastewater, and storm water infrastructure assets implemented under the <i>Growth Management Implementation Strategy</i>
		Finalize The London Plan.	<ul style="list-style-type: none"> The London Plan – draft 		<ul style="list-style-type: none"> Growth Management Implementation Strategy The London Plan – draft
B	Implement the <i>Floodplain Acquisition Strategy</i>	What are we doing?	How are we doing it?	C	Implement the <i>Floodplain Acquisition Strategy</i>
		Develop prioritization depending on resources and opportunities arise	Buy property for flood protection purposes.		<ul style="list-style-type: none"> Floodplain Acquisition Strategy The London Plan – draft
<ul style="list-style-type: none"> Large plans such as Transportation Master Plan- large investments over the next number of years 					

6. Embraced heritage		SPPC Comments (Feb 6, 2015)		Revised Strategy	
A	Establish an interpretive program for London's Heritage Thames River	What are we doing?	How are we doing it?	B	Implement the <i>Cultural Heritage Plan for Western Counties Veterans Sites</i>
		Signage and landscape features – recognizing and celebrating its heritage –tied to Thames Valley Corridor Plan	Protect and promote London's Thames Heritage River status.		<ul style="list-style-type: none"> Thames Valley Corridor Plan The London Plan – draft
		Protect and celebrate London's heritage for current and future generations.	Protect and celebrate London's heritage for current and future generations.		<ul style="list-style-type: none"> Heritage Conservation District Plans - prepare and implement Municipally Owned Heritage Properties 10 Year Capital Plan

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<p>C</p> <p>Invest in protection and promotion of Designated Heritage Properties and advance conservation and maintenance of City assets such as Eldon House</p>		<p>Combined with above</p>	<ul style="list-style-type: none"> • Cultural Heritage Landscape Plans – prepare and implement • The London Plan – draft
			<ul style="list-style-type: none"> • Expansion of heritage conservation districts – is there something that speaks to built heritage to add here? • Change the word embraced

Growing our Economy

1. Diverse and resilient economy		SPPC Comments (Feb 6, 2015)	Revised Strategy	How are we doing it?
A	Work with partners to develop a community economic strategy	A lot of strategies below will flow out of this	What are we doing?	How are we doing it?
B	Implement the Industrial Land Development Strategy		Buy and develop industrial land to bring more jobs to London.	<ul style="list-style-type: none"> • Industrial Land Development Strategy • Various Community Improvement Plans • The London Plan – draft
C	Implement the London Music Strategy	Strong relationship with Tourism London	Strengthen the music industry in London.	<ul style="list-style-type: none"> • London Music Strategy
D	Partner with London Community Foundation on the Back to the River Strategy	Is this in the correct area? Stimulate economic development revitalization	Partner with the London Community Foundation on the "Back to the River Project".	<ul style="list-style-type: none"> • London Community Foundation's "Back to the River Project" • London's Downtown Plan • Thames Valley Corridor Plan
E	Ensure seamless and timely approval processes with a focus on small business retention, recruitment, and expansion initiatives		Support small businesses by improving City processes.	<ul style="list-style-type: none"> • Streamlined Approval Processes • Service London Business

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<p>F</p> <p>Stimulate economic activity in London through investments in London Economic Development Corporation, Tourism London, London Convention Centre, and other community partners</p>		<p>Fund and partner with the London Economic Development Corporation, Tourism London, London Convention Centre, and other community and regional partners to increase economic activity in London.</p>	<ul style="list-style-type: none"> • Community Economic Roadmap – new
<p>G</p> <p>Implement London's Cultural Prosperity Plan</p>		<p>Promote culture as a key part of economic growth and quality of life.</p>	<ul style="list-style-type: none"> • Cultural Prosperity Plan • The London Plan - draft
<ul style="list-style-type: none"> • Invest in fibre – starting in the core – 3A Smart Cities strategy – investment there when rebuilding our streets • Focus on the growing industries and sectors/clusters along with the established ones (such as financial, ...) • Nurture London's film industry • 401 , airport- Veterans Memorial Parkway - key advantage for us • Membership in FCM and AMO 			

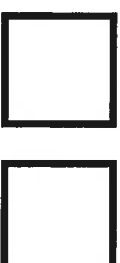
2. Urban regeneration		SPPC Comments (Feb 6, 2015)		Revised Strategy	
		What are we doing?			
<p>A</p> <p>Implement the London Downtown Plan including investment in the Dundas Flexible Street project</p>		<p>Invest in London's downtown as the heart of our city.</p>	<p>How are we doing it?</p> <ul style="list-style-type: none"> • London's Downtown Plan • Dundas Flexible Street • Dundas Place Scoping Study • Forks of the Thames Re-development • London Community Foundation's "Back to the River Project" • Alleyway Program • Various infrastructure upgrades • Downtown management organization – new 		



<p>B</p> <p>Stimulate revitalization through housing by establishing a Housing Development Corporation, investing in regeneration of public housing properties and making strategic decisions about service delivery</p>		<p>Create new partnerships to build, and support the building of, new affordable housing.</p>	<ul style="list-style-type: none"> • Housing Development Corporation Strategy • Regenerating Public Housing Plan
<p>C</p> <p>Implement Council-approved Community Improvement Plans</p>	<p>Existing community improvement plans - we need to re visit to align with this Strategic Plan -- are they effective to achieving these goals?</p> <p>This is a much larger tool for the tool box</p> <p>Also using CIP as a much larger tool for city wide initiatives – tied to arts and health tax incentives for children and youth – as an example</p> <p>Leverage and structure new and existing CIP's to align with the Strategic Plan</p>	<p>Use community improvement plans to coordinate City and private investment to meet both local and city-wide priorities.</p>	<ul style="list-style-type: none"> • Various Community Improvement Plans • The London Plan – draft
<p>D</p> <p>Enhance incentives and capacity for heritage restoration, brownfield remediation, urban regeneration, and community improvement projects.</p>	<p>Ties into C</p>	<p>Invest more in heritage restoration, brownfield remediation, urban regeneration, and community improvement projects.</p>	<ul style="list-style-type: none"> • Various Community Improvement Plans • The London Plan – draft



3. Local, regional and global innovation		SPPC Comments (Feb 6, 2015)		Revised Strategy	
		What are we doing?	How are we doing it?		
A	Develop and implement the Smart Cities Strategy	Invest in fibre – starting in the core – 3A Smart Cities strategy – investment here when rebuilding our streets – one component of this (last mile) Fibre as an economic backbone in our city. New and emerging technology Strategic direction – innovation, revenue generation	Use new and emerging technology to improve quality of life and grow London's economy.	<ul style="list-style-type: none"> • Smart Cities Strategy • Fibre Optic – Last Mile Program • Municipal best practices 	
B	Find new ways to reduce energy for water and wastewater systems to manage carbon footprint and keep operating costs low	Find new ways to reduce energy use in water and wastewater systems to lower our carbon footprint and keep operating costs low. Deleted – merged with F	Research and prove new ways to treat sewage, and think about how we can do more of this, with our local and regional partners. Deleted – merged with F		
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	Lead the development of new approaches to resource recovery, energy recovery, renewable energy, and resource optimization, with our local and regional partners. Deleted – merged with F	<ul style="list-style-type: none"> • Community Energy Action Plan • Ontario Building Code 		
E	Improve capacity of electrical power infrastructure around Budweiser Gardens and Covent Garden Market in partnership with London Hydro to better service major events	Improve capacity of electrical power infrastructure around Budweiser Gardens and Covent Garden Market in partnership with London Hydro to better service major events. Deleted – merged with F	Lead the development of new ways to resource recovery, energy recovery, and utility and	<ul style="list-style-type: none"> • Partnerships with Budweiser Gardens, Covent Garden Market, and London Hydro 	



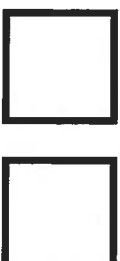
		<p>resource optimization with our local and regional partners to keep our operating costs low and assist businesses with commercialization to help grow London's economy.</p>	<ul style="list-style-type: none"> • Community Energy Action Plan • London Waste to Resources Innovation Centre • International Water Excellence Centre
<ul style="list-style-type: none"> • Regional business and economic development – how do we work with our surrounding cities - here or under Strategic Collaborative Partnerships – including SWEA, etc • vibrant economic engine – Section 1 (ties to here) • billboards as revenue generators • banking/financing possibilities – being innovative and creative • creating environment for small business to access financing through LEDC 			

4. Strategic, collaborative partnerships		SPPC Comments (Feb 6, 2015)		Revised Strategy	
				What are we doing?	How are we doing it?
A Work with key partners to support the London Medical Innovation and Commercialization Network	Support –partnership role	Remove—include in 4G			
B Continue to implement the Western Fair District Strategic Plan 2011-2018	Continue to support the Western Fair in the implementation of... Focus on growing the partnership and collaborative opportunities. Potentially strike this strategy?	Support the Western Fair District as an entertainment, sport, and agricultural economic driver for London.	<ul style="list-style-type: none"> • Western Fair District Strategic Plan 2011-2018 • Western Fair / City 4pad Joint Venture and Queen's Park Master Plan 	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	Keep the London International Airport front and centre- economic driver Work with Tourism London to continue to brand ourselves
C		Work better together for economic growth: health and medical sectors, education and research sectors, London Economic Development Corporation, London Hydro, London International Airport, Tourism London, London Convention Centre, Covent Garden Market, London Chamber of Commerce, Business Improvement Areas, and other key stakeholders.	<ul style="list-style-type: none"> • Community Economic Roadmap - new • Various Community Improvement Plans • London Medical Innovation and Commercialization Network 		



<p>D Invest in strategic economic opportunities and research and development, together with partners such as Western University and Fanshawe College</p>	<p>Leverage instead ... opportunities, research, and development Add 4 universities — universities and colleges — everywhere in document</p>	<p>Remove — include in 4C</p>	
<p>E Through the London Economic Development Corporation, partner with neighbouring regions to create stronger industry clusters and raise the region's international profile</p>	<p>Highlights the regional aspects Look at focusing on partnerships opportunities abroad</p>	<p>Work with our municipal neighbours to create stronger industry clusters and raise our international profile and attractiveness.</p>	<ul style="list-style-type: none"> • London Economic Development Corporation's Industry Focus Areas: <ul style="list-style-type: none"> o Food Processing o Life Sciences o Manufacturing o Digital Creative
<ul style="list-style-type: none"> • Implement possibility of crowd funded research particularly in medical innovation sector • Make our basic information on the city website available in several languages • Stress the need for innovation – first to do something • Plain language- more comprehensive in who we partner with – consider expanding to cover other groups (BIAs, etc) • Look at other cities- best practices (Kanata- how did they foster economic development) 			

5. Diverse employment opportunities		SPPC Comments (Feb 6, 2015)		Revised Strategy	
		What are we doing?			How are we doing it?
<p>A Work with the London Economic Development Corporation and other partners on workforce development, retention, and recruitment initiatives</p>		<p>Improve workforce recruitment, development, and retention by working with local and regional partners.</p>	<ul style="list-style-type: none"> • London Economic Development Corporation Workforce Development 		
<p>B Enhance delivery and coordination of employment services through partnerships with community organizations, funders, and employers</p>		<p>Improve delivery and coordination of employment services through partnerships with community organizations, funders, and employers.</p>	<ul style="list-style-type: none"> • Ontario Works Service Plan 		
<p>C Expand the City of London Internship Program for individuals with disabilities, new immigrants, and recent post-secondary graduates</p>	<p>Add foreign trained professionals</p>	<p>Remove barriers to employment through the expansion of the City of London Internship Program.</p>	<ul style="list-style-type: none"> • City of London Internship Program 		



<p>D</p> <p>Develop an immigration strategy to attract and retain newcomers, including international students, foreign trained professionals, generational immigrant, in collaboration with the community.</p>		<p>Attract and retain newcomers, including international students, foreign trained professionals, generational immigrants, etc to strengthen London's workforce.</p>	<ul style="list-style-type: none"> • Immigration Strategy - new
<ul style="list-style-type: none"> • Connect to 5B Service London (tied to previous comment re city website and multiple languages) • Information available on our city website -- top 9 languages (welcome, innovative city) -- how we direct that business -- what are those key areas to translate • Tied to Immigration Strategy -- find a way to hire 			

Leading in Public Service

1. Open, accountable and responsive government		SPPC Comments (Feb 6, 2015)		Revised Strategy	
		What are we doing?	How are we doing it?		
<p>A</p> <p>Enhance community engagement through community partnerships, open data, and increased opportunity for public participation in local government</p>	<p>Increased opportunity for public participation in local government -- one of most important pieces that carries across all parts of the plan -- bring it to top of the Plan</p> <p>Importance of the communication strategy that goes with community engagement -- how are we communicating? Shift some of our resources to social media --new growing population</p> <p>Deepening the impact -- reaching more people through community engagement</p> <p>Proactive outreach</p>	<p>Improve community engagement. Make the public a partner who has access to our information and helps make decisions with Council.</p>	<ul style="list-style-type: none"> • Community Engagement Policy -- social media, online surveys, open data, videos, e-newsletters, working with local media • Communications Protocol 	<p>B</p> <p>Implement a Plain Language Initiative to ensure reports and documents are written in language that is easily understood by all Londoners</p>	<p>Implement Plain Language writing in all City documents, reports, agendas, websites, signs, and notifications.</p> <ul style="list-style-type: none"> • Plain Language Policy - new

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<p>C</p> <p>Optimize the City of London website for a better user experience and responsiveness that automatically adapts to multiple devices</p>	<p>Add innovation piece (Edmonton) – combining website with open data for citizens (citizens dashboard) (ties A, B and C) – good metrics piece</p>	<p>Improve the City of London website so people can find what they want, when they want it, and how they want it.</p>	<ul style="list-style-type: none"> • Mobile Friendly Website • Multiple Language Availability • Citizen Dashboard
<p>D</p> <p>Revise and implement a multi-year granting process (Strategic Funding Framework) for Council directed funding to nonprofit organizations</p>		<p>Update the City's granting process to non-profit organizations.</p>	<ul style="list-style-type: none"> • Strategic Funding Framework – revised
<ul style="list-style-type: none"> • Review of accountability framework for governance • Service London: Citizen experience office – process auditor from the citizen's perspective • Move to dealing with exceptions better • Importance of town halls – scheduling over the year 			

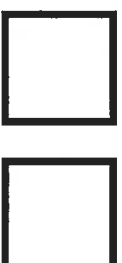
2. Innovative and supportive organizational practices		SPPC Comments (Feb 6, 2015)		Revised Strategy	
		What are we doing?		How are we doing it?	
<p>A</p> <p>Operate as a values based organization where all actions are based on respect, integrity, and corporate behaviours</p>	<p>Corporate behaviours= trust, pride, standing together</p>	<p>Operate as a values based organization.</p>	<ul style="list-style-type: none"> • Corporate Values and Behaviours – all actions are based on respect, integrity, trust, pride and standing together 		
<p>B</p> <p>Exemplify best practices in all organizational and management activities with particular emphasis on:</p> <ul style="list-style-type: none"> • Recruitment, retention, and succession planning • Learning and development • Performance development and recognition • Project management • Health and safety 	<p>Foster and encourage staff to be innovative (Ideas Program)</p> <p>Add Triple E Reserve fund and the purpose of it</p>	<p>Use innovative and best practices in all organizational and management activities.</p>	<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 • Employee wellness • Employee innovation programs • Employee transportation 		

<ul style="list-style-type: none"> Employee engagement and communication Workplace Diversity and Inclusion 			
<p>C</p> <p>Enhance corporate emergency response procedures, security, and business continuity programs</p>	<p>Support agencies, boards, and commissions in their business continuity plans</p> <p>How does council fit into emergency response procedures – tie to community</p>	<p>Enhance corporate and community safety by preparing for and responding to security risks and emergency events.</p>	<ul style="list-style-type: none"> Corporate Security Strategic Plan – revised Emergency Management Strategic Plan City of London Corporate Emergency Response and Business Continuity Program

3. Proactive financial management		SPPC Comments (Feb 6, 2015)		Revised Strategy	
		What are we doing?	How are we doing it?		
<p>A</p> <p>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</p>	<p>Alignment of tax resources with strategy... The way we deal with the ratio of taxes</p>	<p>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.</p>	<p>Strategic Financial Plan:</p> <ul style="list-style-type: none"> Strategic Plan for the City of London 2015-19 multi-year budget development and approval alignment of resources with strategy review of competitive tax rates measure the results proactive system audits (reduce water and sewer billing losses) <p>Explore new revenue streams:</p> <ul style="list-style-type: none"> review of competitive tax rates non tax sources other levels of government social financing <p>Undertake operating and financing reviews to examine other means of financing for:</p> <ul style="list-style-type: none"> transportation solid waste 		

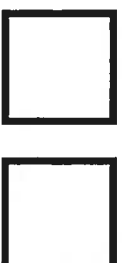
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<p>B</p> <p>Continue with sustainable financial practices including:</p> <ul style="list-style-type: none"> • business cases • ongoing service reviews • a long-term investment strategy 		<p>Make sure that financial issues are not created and pushed to the future, creating problems for future generations.</p>	<p>Strategic Financial Plan:</p> <ul style="list-style-type: none"> • review Council approved financial policies • require business cases before adding new services or projects and before dropping services • ongoing service reviews • long-term investment strategy • debt management strategy • continue to implement pay as you go approach to funding Life Cycle Renewal capital projects • reserve fund strategy • focus on financial sustainability, operational flexibility, effectiveness and efficiencies in contract negotiations and renewals
<p>C</p> <p>Review and update Council-approved Financial Policies</p>		<p>Moved to 3B</p>	
<p>D</p> <p>Continue to implement the Debt Management Strategy</p>		<p>Moved to 3B</p>	
<p>E</p> <p>Explore new non-tax revenue sources to support appropriate services</p>	<p>Advocate to other levels of government for other tax instruments</p>	<p>Moved to 3B</p>	
<p>F</p> <p>Continue to implement pay-as-you-go financing strategy for lifecycle renewal</p>		<p>Moved to 3B</p>	
<p>G</p> <p>Continue to implement the Reserve Fund Strategy</p>	<p>Explore Social financing—alternative ways to use reserve funds (small portion)</p>	<p>Moved to 3B</p>	
<p>H</p> <p>Implement new technologies or technology improvements to assist in the management of:</p> <ul style="list-style-type: none"> • corporate assets 	<p>Add opportunities to create new technologies</p> <p>Look at using different technologies than we are using today (Cloud)</p>	<p>Create, explore, and implement new technologies or technology improvements to assist in the management of:</p> <ul style="list-style-type: none"> • corporate assets • financial and reporting systems 	<ul style="list-style-type: none"> • Enhance technical capabilities for infrastructure services (water, wastewater and transportation) • Computerized Maintenance Management System Implementation Strategy



	<ul style="list-style-type: none"> financial and reporting systems billing systems 		<ul style="list-style-type: none"> billing systems 	
I	<p>Continue to focus on contract negotiations and renewals to recognize economies, effectiveness, and efficiencies</p>			<p>Moved to 3B</p>
J	<p>Implement proactive system audits to reduce water / sewer billing losses</p>			<p>Moved to 3A</p>
<ul style="list-style-type: none"> As Councillors, need to work with our community to help in the understanding of these financial management strategies – more excitement and enthusiasm Where do we talk about advocacy with other levels of government – where does this best fit? What advocacy role are we going to play? 				

4. Collaborative, engaged leadership		SPPC Comments (Feb 6, 2015)	Revised Strategy	How are we doing it?
A	<p>Continue to build strong working relationships between City Council, Civic Administration, the City's agencies, boards and commissions, and community partners</p>	<p>Strength of cross sectional approaches to working together</p> <p>New and different ideas – such as Biz after 5</p> <p>New dialogue- foster collaboration across organizations</p> <p>Structured way to deal with everyday issues with front line staff and councillors (see council policy)</p> <p>311 – Service London – enhancing customer's experience</p>	<p>What are we doing?</p> <p>Continue to build strong working relationships between City Council, Civic Administration, the City's agencies, boards and commissions, and community partners.</p>	<p>How are we doing it?</p> <ul style="list-style-type: none"> Strategic Plan for the City of London 2015-19 Performance Plans



<p>B</p> <p>Maximize openness and transparency in Council decision making</p>	<p>Need really clear strategies and measurables</p> <p>Measure – how council relates with their constituents – knowing their priorities and making sure their voice is heard</p> <p>Open meetings</p>	<p>Maximize openness and transparency in Council decision making.</p>	<ul style="list-style-type: none"> • Public Notice Policy • Accountability and Transparency Policy • Council Procedure By-law • Civic Administration By-law • Audit Processes • Citizen Engagement
<p>C</p> <p>Review Council's governance structure</p>		<p>Review Council's governance structure.</p>	<ul style="list-style-type: none"> • Governance Working Group • Governance Review Policy - new • Request for Proposals
<p>D</p> <p>Engage an Integrity Commissioner to ensure continued compliance with Council's Code of Conduct</p>		<p>Engage an Integrity Commissioner to ensure continued compliance with Council's Code of Conduct.</p>	

<p>5. Excellent service delivery</p>		<p>SPPC Comments (Feb 6, 2015)</p>		<p>Revised Strategy</p>	
		<p>Drop this strategy?</p>	<p>What are we doing?</p>		<p>How are we doing it?</p>
<p>A</p> <p>Continue to effectively and efficiently deliver nearly 100 services that Londoners rely on every day</p>		<p>Drop this strategy?</p>	<p>Continue to effectively and efficiently deliver nearly 100 services that Londoners rely on every day.</p>		<ul style="list-style-type: none"> • Targeted Service Review • Targeted Lean Projects • Targeted Value for Money Audits • Targeted Zero Based Budgeting
<p>B</p> <p>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'</p>	<p>See 311 comments above (importance of feedback loop)</p> <p>Service Business London strategy included – work on communication</p> <p>Way finding – communication strategy</p> <p>Improve the experience of businesses – sign by law</p>	<p>Deliver great customer experiences to residents, businesses, and visitors:</p> <ul style="list-style-type: none"> • innovative service delivery models • improved access through web, phone, and in person • innovative technology 			<ul style="list-style-type: none"> • Service London Implementation Plan • At Your Service: A respected and inspired public service partner. • IT Strategic Plan • Business Plans • Smart Cities Strategy • Computerized Maintenance Management System

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<p>C</p>	<p>Moving out Ontario Works, number of lease spots in downtown, how do we move forward? Service delivery model – Service London</p> <p>Cost effective in our decisions as we explore our long term space needs</p>	<p>Make strategic decisions about our long-term space needs and service delivery locations.</p>	<ul style="list-style-type: none"> • Master Accommodation Plan – new
<p>D</p> <p>Develop new partnerships and collaborative models including shared services approaches to improve service delivery</p>	<p>General concept – specific examples: where we look to collaborate across organizations (city, agencies, boards, commissions – both administrative and front line services)</p>	<p>Keep looking for new opportunities to share services and supports between the City of London and its agencies, boards, and commissions.</p>	<ul style="list-style-type: none"> • Strategic Plan for the City of London 2015-19 • Business Plans
<p>E</p> <p>Invest in innovative technologies, systems, and processes that support improved service delivery and customer experiences across all service areas</p>	<p>See B-above</p>	<p>Moved to 5b</p>	
<ul style="list-style-type: none"> • Parking bylaw – look where parking report is • Add expanding dog parks – Parks and Recreation master plan 			