

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON DECEMBER 7, 2015
FROM:	ART ZUIDEMA CITY MANAGER
SUBJECT:	STRATEGIC PLAN FOR THE CITY OF LONDON 2015-2019: PROPOSED REPORTING PROCESS AND YEAR ONE UPDATE

RECOMMENDATION

That, on the recommendation of the City Manager, the following actions **BE TAKEN**:

- (a) the proposed reporting process and timelines to demonstrate the progress being made on the Strategic Plan for the City of London **BE ENDORSED** for 2016 to 2019; and,
- (b) the Annual Report to the Community summarizing the work accomplished on the Strategic Plan for the City of London from March to October, 2015 **BE RECEIVED** for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- Strategic Priorities and Policy Committee (SPPC): December 2, 18, 2014; January 12, 26, and February 6, 23, 26, 2015

BACKGROUND

On March 10th, 2015 Council set the Strategic Plan for the City of London (2015 – 2019). This is a critical document because it sets the vision and focus for the next four years and beyond.

On page three of the Strategic Plan, the document outlined: “On an annual basis, City Council will report to Londoners on the implementation of the Strategic Plan, and demonstrate the progress being made each year and how this work is making a difference in the London Community.”

The purpose of this report is to outline the proposed reporting process and timelines for the next four years and share with Council the first public Annual Report to the Community highlighting accomplishments in year one (March to October, 2015).

Proposed Reporting Process and Timelines

Civic Administration identified the following working assumptions to guide the development of the proposed reporting process highlighted below:

- Deliver transparent and accountable structure for annual reporting
- Report on key accomplishments
- Report on progress of each strategy
- Fulfill commitment to residents

As part of the process developed by Civic Administration, the Senior Leadership Team (SLT) will be accountable for the ongoing strategy implementation and monitoring. SLT will meet regularly to discuss progress, accomplishments and any potential barriers in preparation for the semi-annual reporting to Council and the community.

The reporting process also includes key reports that will be developed to share with Council and the community yearly. These reports will show the progress that has been made to date on each strategy in the Strategic Plan. They are as follows:

1. Semi-Annual Progress Report

This document is a semi-annual tool released every May and November that:

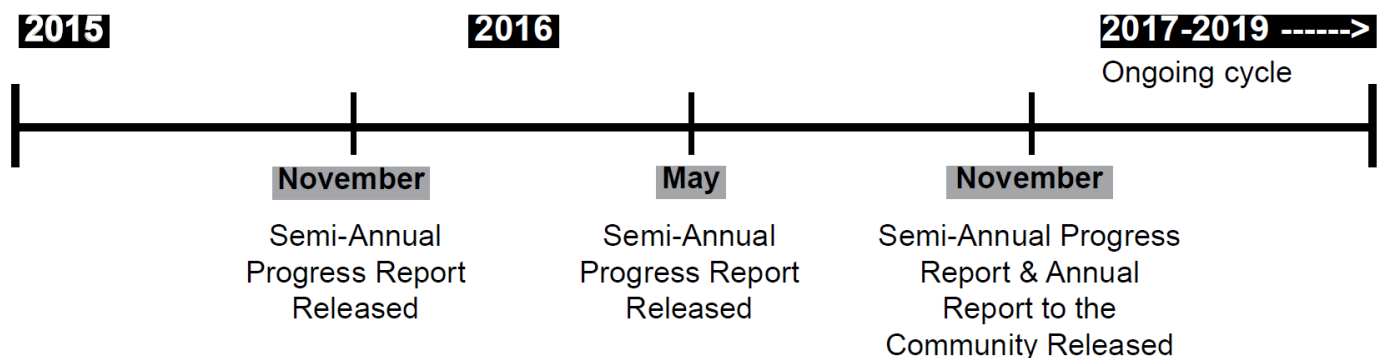
- Shows detailed progress made on each strategy in the Strategic Plan and is categorized as follows:
 - Completed: this means that the strategy listed under the 'How are we doing it?' column has been completed.
 - In Progress/Ongoing: this means that some progress has been made towards the strategy listed under the 'How are we doing it?' column, but it is not yet complete. Or this means that the strategy is ongoing and has no set end date.
 - Not Yet Started: this means that work towards this strategy has not yet commenced. The target date to initiate work is identified, based on best available information at the time of preparing the report, and is subject to change based on emerging issues (Note: Q1 = January, February, and March; Q2 = April, May, and June; Q3 = July, August and September; Q4 = October, November, and December).
- Highlights accomplishments, challenges, and progress made on strategies
- Will be designed as a comprehensive web-based tool on the City of London website
- Is user friendly and will include links to related plans and documents if applicable
- Targets a May release date in order to provide an in-depth review of each strategy so that it can be used to guide the annual budget updates
- Targets a November release date in order to provide Council and Civic Administration with a full year of progress. This date ties to both the annual Council Committee cycle and the annual performance plan cycle for Civic Administration.

2. Annual Report to the Community

This is an annual report (both print and web editions), released every November that:

- Includes highlights from the past 12 months
- Is geared to the community sharing accomplishments under each Strategic Area of Focus
- Provides the London community with a yearly overview of Strategic Plan accomplishments

The proposed timeline for reporting is highlighted below:



Reporting Process and Timelines for 2015

In order to report progress in the first partial year of the Strategic Plan, Civic Administration has created the attached Public Annual Report highlighting the key accomplishment from the past 8 months which will be distributed to Councillors at the December 7, 2015 Strategic Priorities and Policy Meeting.

In addition, we have created a Progress Report (Appendix A) to outline the progress made to date in 2015 on each of the strategies in the Strategic Plan for the City of London. This information is based on best available information at the time of preparing the report, and is subject to change based on emerging issues. The categories used to measure the progress for each strategy are outlined above under the heading Semi-Annual Progress Report. As of November 2015, the overall progress made on each strategy is highlighted below:

- 84 % of the strategies are in progress
- 4% are completed
- 12% are not yet started

In May, 2016, the attached Semi-Annual Progress Report (Appendix A) will be revised to reflect the detailed progress on each strategy from March 2015 to March 2016 and developed as a web-based tool for release to the public following the timelines highlighted above for the Semi-Annual Progress Report.

CONCLUSION

The implementation of the Strategic Plan is already underway. This is demonstrated through the work on The London Plan, Shift, Age Friendly London, Service London Business, The Community Economic Road Map, the creation of the Housing Development Corporation to support new affordable housing, and improved community engagement to name just a few of the strategies already being implemented.

Council is committed to report to Londoners on the implementation of the Strategic Plan annually. This is a great opportunity to demonstrate the progress being made each year and how this work is making a difference in the London community.

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

cc. Senior Leadership Team
Strategic Thinkers Table

APPENDIX A

Strengthening our Community

1. Vibrant, connected and engaged neighbourhoods

Strategy		Progress
What are we doing?	How are we doing it?	
A Support neighbourhood driven activities and decision making.	London Strengthening Neighbourhoods Strategy 2015-2020	In Progress/Ongoing
	Great Near Campus Neighbourhood Strategy	In Progress/Ongoing
B Fund and partner with the London Public Library to support people and neighbourhoods.	London Public Library 2014-2017 Strategic Plan	Completed In Progress/Ongoing
	The London Plan (Public Facilities & Services) – draft	In Progress/Ongoing
C Work with our partners in Education to help keep neighbourhood schools open and use former school sites effectively.	Neighbourhood School Strategy – new	To Start In 2017 - Q2

Legend:

Completed: this means that the strategy listed under the ‘How are we doing it?’ column has been completed.

In Progress/Ongoing: this means that some progress has been made towards the strategy listed under the ‘How are we doing it?’ column, but it is not yet complete. Or this means that the strategy is ongoing and has no set end date.

To Start in [date]: this means that work towards this strategy has not commenced. The target date to initiate work is identified, based on best available information at the time of preparing the report, and is subject to change based on emerging issues (Note: Q1 = January, February, and March; Q2 = April, May, and June; Q3 = July, August and September; Q4 = October, November, and December).

2. Diverse, inclusive and welcoming community

	What are we doing?	Strategy	How are we doing it?	Progress
A	Support immigrants and newcomers to be successful as they settle in our community.	London & Middlesex Local Immigration partnership Strategic Plan Conference Board of Canada (resource for measurement)		In Progress/Ongoing To Start In 2016 - Q4
B	Support all Londoners to feel engaged and involved in our community.	Community Diversity and Inclusion Strategy – new Consider a gender lens during the development and execution of new policies		In Progress/Ongoing To Start In 2016 - Q4
C	Work to always be a compassionate city to all.	Workplace Diversity and Inclusion Compassionate Cities initiative		In Progress/Ongoing In Progress/Ongoing

3. Caring and compassionate services

	What are we doing?	Strategy	How are we doing it?	Progress
A	Eliminate barriers for individuals facing poverty, mental health and addictions and help them find pathways to be successful.	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 London and Middlesex Food Policy Council - new		In Progress/Ongoing In Progress/Ongoing In Progress/Ongoing In Progress/Ongoing In Progress/Ongoing To Start In 2016 - Q4 To Start In 2016 - Q2

B	Work with community agencies to help tenants keep their existing affordable housing and avoid homelessness.	London Middlesex Housing Corporation Strategy	In Progress/Ongoing
C	Reduce and prevent homelessness.	London Homeless Prevention and Housing Plan 2010-2024 London Homeless Prevention System Implementation Plan The London Plan (Homelessness Prevention & Housing) – draft London Homeless Prevention System Implementation Plan London Homeless Prevention and Housing Plan 2010-2024	In Progress/Ongoing In Progress/Ongoing In Progress/Ongoing In Progress/Ongoing In Progress/Ongoing
D	Provide social services including Ontario Works in the community.	Ontario Works Service Plan	In Progress/Ongoing
E	Provide compassionate care for animals.	Expanded Animal Welfare Initiatives Strategy Humane Wildlife Conflict Policy	In Progress/Ongoing Completed In Progress/Ongoing

4. Amazing arts, culture and recreation experiences

		Strategy	
		What are we doing?	How are we doing it?
A	Fund and partner with the community to celebrate Canada's 150th anniversary in 2017.	Canada's Sesquicentennial Anniversary of Confederation	In Progress/Ongoing
B	Explore the potential for a multi-use performance venue(s) in London.	Cultural Prosperity Plan London's Downtown Plan	In Progress/Ongoing In Progress/Ongoing
C	Invest in new parks and recreation facilities and pursue innovative models for programs and service delivery.	Parks and Recreation Strategic Master Plan 2009-2015 - update The London Plan (Parks & Recreation) - draft	Completed In Progress/Ongoing In Progress/Ongoing

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.	Cultural Prosperity Plan Museum London Strategic Plan London Public Library 2014-2017 Strategic Plan	In Progress/Ongoing In Progress/Ongoing In Progress/Ongoing
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5. Healthy, safe and accessible city

		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.	Middlesex London Health Unit Strategic Plan	Completed In Progress/Ongoing
B	Support all Londoners to age well and have opportunities to reach their full potential.	Age Friendly London Action Plan 2013-2016	Completed In Progress/Ongoing
C	Support the health and well-being of all children, youth, and families in London.	Child and Youth Agenda 2012-2015	Completed In Progress/Ongoing
D	Protect and promote the safety of Londoners through funding the work of the London Police Services.	London Police Services 2016-2018 Business Plan	In Progress/Ongoing
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 	London Fire Department Business Plan Fire and Rescue Services Fire Prevention and Education	In Progress/Ongoing
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 and programming 	City of London Emergency Response Plan Emergency Social Services Plan - New	In Progress/Ongoing In Progress/Ongoing
G	Improve London's neighbourhoods through pro-active enforcement of updated by-laws.	By-law Review Multi-agency enforcement partnerships Targeted pro-active enforcement blitzes	In Progress/Ongoing In Progress/Ongoing In Progress/Ongoing

H	Invest in programs and infrastructure to make London more accessible.	City of London Accessibility Plan 2013-2017	In Progress/Ongoing
I	Continue to make pedestrian and cycling routes safer year round.	<p>School Crossing Guard Program</p> <p>Active and Safe Routes to School</p> <p>Winter Maintenance Strategy - new</p> <p>Thames River Clear Water Revival Project</p> <p>Source Water Protection Plan</p> <p>Drinking Water Annual Report</p> <p>Drinking Water Quality Management System</p> <p>The London Plan (Civic Infrastructure, Natural Resources and Natural Heritage) – draft</p> <p>Partnership with Conservation Authorities</p> <ul style="list-style-type: none"> o Kettle Creek Conservation Authority o Lower Thames Conservation Authority o Upper Thames Conservation Authority 	<p>In Progress/Ongoing</p> <p>In Progress/Ongoing</p> <p>In Progress/Ongoing</p> <p>In Progress/Ongoing</p> <p>In Progress/Ongoing</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>In Progress/Ongoing</p> <p>In Progress/Ongoing</p>
J	Help Londoners understand how we provide safe drinking water and protect the Thames River.		Completed

Building a Sustainable City

1. Robust infrastructure

	What are we doing?	Strategy	How are we doing it?	Progress
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.	State of the Infrastructure Report		In Progress/Ongoing
B	Manage and improve water, wastewater, and storm water infrastructure and services.	Water and Wastewater Business Plans		Completed
C	Manage and upgrade transportation infrastructure such as heritage bridges, railway grade separations, cycling facilities, and parking lots.	Parking Master Plan		In Progress/Ongoing
		Parking Lot Upgrade Strategy		Completed In Progress/Ongoing
		Heritage Bridge Preservation Strategy - Meadowlily Footbridge - Blackfriars Bridge		In Progress/Ongoing
D	Increase efforts on more resource recovery, long-term disposal capacity, and reducing community impacts of waste management.	Transportation Master Plan		In Progress/Ongoing
		Bicycle Master Plan		In Progress/Ongoing
		Long-Term Waste Management Plan		In Progress/Ongoing
E	Fund innovative ways to adapt to Climate Change.	Climate Change Adaptation Strategy		In Progress/Ongoing
		The London Plan (The Green and Healthy City and Natural and Human-made Hazards) – draft		In Progress/Ongoing
		Partnership with the Conservation Authorities Kettle Creek Conservation Authority Lower Thames Conservation Authority Upper Thames Conservation Authority		In Progress/Ongoing

2. Convenient and connected mobility choices

		Strategy		Progress
	What are we doing?	How are we doing it?		
A	Implement and enhance safe mobility choices for cyclists, pedestrians, transit users and drivers through the provision of complete streets, connected pathways, and enhanced transit services.	Transportation Master Plan	In Progress/Ongoing	In Progress/Ongoing
		Rapid Transit Implementation Strategy	In Progress/Ongoing	In Progress/Ongoing
		London Transit Commission Strategic Business Plan	Completed	Completed
		Bicycle Master Plan	In Progress/Ongoing	In Progress/Ongoing
		Thames Valley Corridor Plan	In Progress/Ongoing	In Progress/Ongoing
		The London Plan (Mobility) - draft	In Progress/Ongoing	In Progress/Ongoing
		Provincial High Speed Rail Regional Hub- new	In Progress/Ongoing	In Progress/Ongoing
		Transportation Master Plan	In Progress/Ongoing	In Progress/Ongoing
		London's Downtown Plan	In Progress/Ongoing	In Progress/Ongoing
		The London Plan (Mobility) – draft	In Progress/Ongoing	In Progress/Ongoing
B	Improve travel to other cities through better transportation connectivity specifically regional transit connections.	London Transit Commission	In Progress/Ongoing	In Progress/Ongoing
		London International Airport Authority	In Progress/Ongoing	In Progress/Ongoing
		Traffic Signal Optimization	In Progress/Ongoing	In Progress/Ongoing
		Road Safety Strategy	In Progress/Ongoing	In Progress/Ongoing
C	Improve travel by managing congestion and increasing roadway safety.			

D	Explore a better subsidy model for transit riders so that more Londoners can benefit.	Subsidized Transit Business Plan	To Start In 2016 - Q2
		Communication with Provincial Government	To Start In 2016 - Q2

3. Strong and healthy environment

		Strategy	
What are we doing?		How are we doing it?	Progress
A	Implement innovative ways to conserve energy.	Community Energy Action Plan Corporate Energy Conservation Management Plan Street Light Energy Plan Review other Municipalities and Provincial programs	In Progress/Ongoing In Progress/Ongoing Completed In Progress/Ongoing
B	Reduce fuel use through innovation and research.	Green Fleet Strategy Urban Forest Strategy	In Progress/Ongoing In Progress/Ongoing
C	Plant more trees and better protect them from deforestation, invasive species, and other threats.	The London Plan (Urban Forest) – draft Promote and enhance the Forest City brand	In Progress/Ongoing In Progress/Ongoing
D	Expand support for resident and community driven initiatives that encourage waste reduction and other environmentally friendly behaviours.	Roadmap 2.0 Road to Increased Resource Recovery and Zero Waste London Environmental Network Green Development Strategy Property Assessed Clean Energy	In Progress/Ongoing In Progress/Ongoing To Start In 2018+ In Progress/Ongoing

	<p data-bbox="630 1696 727 2462">Work together to protect all aspects of our natural environment including woodlands, wetlands, river and watercourses, and air quality as our city grows.</p>	<p data-bbox="212 720 245 1620">The London Plan (Natural Heritage and The Green and Healthy City) – draft</p> <p data-bbox="293 1279 321 1620">Thames Valley Corridor Plan</p> <p data-bbox="375 1346 402 1620">Source Protection Plan</p> <p data-bbox="456 1104 483 1620">Thames River Clear Water Revival Initiative</p> <p data-bbox="537 1171 565 1620">Pollution Prevention and Control Plan</p> <p data-bbox="618 1212 646 1620">Environmentally Significant Areas</p> <p data-bbox="699 1292 727 1620">Conservation Master Plans</p> <p data-bbox="781 1373 808 1620">Subwatershed Plans</p> <p data-bbox="862 1225 889 1620">Significant woodlands protection</p> <p data-bbox="938 1064 1065 1620">Partnership with the Conservation Authorities Kettle Creek Conservation Authority Lower Thames Conservation Authority Upper Thames Conservation Authority</p> <p data-bbox="1114 1225 1141 1620">Communicate with First Nations</p> <p data-bbox="1195 1198 1222 1620">Basement Flooding Grant Program</p> <p data-bbox="1276 1118 1304 1620">Pollution Control and Prevention Program</p> <p data-bbox="1357 1171 1385 1620">Weeping Tile Disconnections Program</p>	<p data-bbox="212 387 245 634">In Progress/Ongoing</p> <p data-bbox="310 387 342 634">In Progress/Ongoing</p> <p data-bbox="375 387 407 634">In Progress/Ongoing</p> <p data-bbox="456 387 488 634">In Progress/Ongoing</p> <p data-bbox="537 387 570 634">In Progress/Ongoing</p> <p data-bbox="618 387 651 634">In Progress/Ongoing</p> <p data-bbox="699 387 732 634">In Progress/Ongoing</p> <p data-bbox="781 387 813 634">In Progress/Ongoing</p> <p data-bbox="862 387 894 634">In Progress/Ongoing</p> <p data-bbox="984 387 1016 634">In Progress/Ongoing</p> <p data-bbox="1114 387 1146 634">In Progress/Ongoing</p> <p data-bbox="1195 387 1227 634">In Progress/Ongoing</p> <p data-bbox="1276 387 1308 634">In Progress/Ongoing</p> <p data-bbox="1357 387 1390 634">In Progress/Ongoing</p>
<p data-bbox="1276 2502 1304 2521">F</p>	<p data-bbox="1260 1723 1320 2462">Use new ways to help residents protect their basements from flooding.</p>	<p data-bbox="1276 1118 1304 1620">Pollution Control and Prevention Program</p> <p data-bbox="1357 1171 1385 1620">Weeping Tile Disconnections Program</p>	<p data-bbox="1276 387 1308 634">In Progress/Ongoing</p> <p data-bbox="1357 387 1390 634">In Progress/Ongoing</p>

4. Beautiful places and spaces

		Strategy		Progress
	What are we doing?	How are we doing it?		
A	Invest in public spaces to be gathering places for more compact neighbourhoods.	The London Plan (City Design) – draft London’s Downtown Plan Civic Spaces Program Public Art Strategy	In Progress/Ongoing In Progress/Ongoing To Start In 2015 - Q4 In Progress/Ongoing	In Progress/Ongoing In Progress/Ongoing
B	Support more public art and continue maintaining what we own.	The London Plan (City Design and Culturally Rich & Diverse City) – draft The London Plan (City Design) – draft	In Progress/Ongoing In Progress/Ongoing	In Progress/Ongoing In Progress/Ongoing
C	Create a more attractive city through urban design.	City Wide Urban Design Manual Urban Design Peer Review Panel Urban Design Program	In Progress/Ongoing Completed In Progress/Ongoing	In Progress/Ongoing Completed In Progress/Ongoing
D	Invest in parks and recreation facilities and amenities.	Parks and Recreation Strategic Master Plan 2009-2015 - update The London Plan (Parks & Recreation) – draft Thames Valley Corridor Plan	Completed In Progress/Ongoing In Progress/Ongoing	Completed In Progress/Ongoing In Progress/Ongoing
E	Invest in making London’s riverfront beautiful and accessible for all Londoners.	London Community Foundation “Back to the River Project” The London Plan (City Design and Culturally Rich & Diverse City) – draft	In Progress/Ongoing In Progress/Ongoing	In Progress/Ongoing In Progress/Ongoing

5. Responsible growth

		Strategy		Progress
	What are we doing?	How are we doing it?		
A	Finalize The London Plan.	The London Plan – draft		In Progress/Ongoing
B	Build new transportation, water, wastewater, and storm water infrastructure as London grows.	Growth Management Implementation Strategy The London Plan (Civic Infrastructure) – draft		In Progress/Ongoing In Progress/Ongoing
C	Buy property for flood protection purposes.	Floodplain Acquisition Strategy Thames Valley Corridor Plan Parks and Recreation Strategic Master Plan 2009-2015 - Update		To Start In 2020+ In Progress/Ongoing In Progress/Ongoing
D	Conserve agricultural land.	The London Plan (Natural Resources) – draft The London Plan (Food System) – draft London and Middlesex Food Policy Council - new		In Progress/Ongoing In Progress/Ongoing To Start In 2016 - Q2

6. Heritage conservation

		Strategy		Progress
	What are we doing?	How are we doing it?		
A	Protect and promote London's Thames Heritage River status.	Thames Valley Corridor Plan	The London Plan (City Structure and Cultural Heritage) - draft	In Progress/Ongoing
B	Protect and celebrate London's heritage for current and future generations.	Heritage Conservation District Plans - prepare and implement		In Progress/Ongoing
		Municipally Owned Heritage Properties 10 Year Capital Plan		In Progress/Ongoing
		Cultural Heritage Landscape Plans – prepare and implement		To Start In 2020+
		The London Plan (Urban Regeneration and Cultural Heritage) – draft		In Progress/Ongoing

Growing our Economy

1. Diverse and resilient economy

		Strategy		Progress
	What are we doing?	How are we doing it?		
A	Work with partners to develop a community economic strategy.	Community Economic Roadmap – new	Completed	Completed
B	Buy and service industrial land to bring more jobs to London.	Industrial Land Development Strategy Various Community Improvement Plans The London Plan (City Structure Plan, Growth Management, and Industrial Place Type) – draft London Community Foundation’s “Back to the River Project”	In Progress/Ongoing In Progress/Ongoing In Progress/Ongoing In Progress/Ongoing	In Progress/Ongoing In Progress/Ongoing In Progress/Ongoing In Progress/Ongoing
C	Partner with the London Community Foundation on the “Back to the River Project”.	London’s Downtown Plan Thames Valley Corridor Plan	In Progress/Ongoing In Progress/Ongoing	In Progress/Ongoing In Progress/Ongoing
D	Support small businesses by improving City processes.	Streamlined Approval Processes Service London Business	Completed In Progress/Ongoing Completed In Progress/Ongoing	Completed In Progress/Ongoing Completed In Progress/Ongoing
E	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.	Community Economic Roadmap – new Community Economic Roadmap – new	In Progress/Ongoing In Progress/Ongoing	In Progress/Ongoing In Progress/Ongoing

F	Promote culture as a key part of economic growth and quality of life.	Cultural Prosperity Plan	In Progress/Ongoing
		London Music Strategy	In Progress/Ongoing
		The London Plan (Culturally Rich & Diverse City) - draft	In Progress/Ongoing

2. Urban regeneration

		Strategy	Progress
	What are we doing?	How are we doing it?	
A	Invest in London's downtown as the heart of our city.	London's Downtown Plan	In Progress/Ongoing
		Dundas Flexible Street	In Progress/Ongoing
		Dundas Place Scoping Study	Completed
		Forks of the Thames Re-development	In Progress/Ongoing
		London Community Foundation's "Back to the River Project"	In Progress/Ongoing
		Alleyway Program	To Start in 2020
		Various infrastructure upgrades	In Progress/Ongoing
		Downtown management organization – new	To Start In 2017 - Q3/Q4
		Housing Development Corporation Strategy	In Progress/Ongoing
		Regenerating Public Housing Plan	In Progress/Ongoing
B	Create new partnerships to build, and support the building of, new affordable housing.	Various Community Improvement Plans	In Progress/Ongoing
		The London Plan (Urban Regeneration) – draft	In Progress/Ongoing
C	Use community improvement plans to coordinate City and private investment to meet both local and city-wide priorities.	Various Community Improvement Plans	In Progress/Ongoing
		The London Plan (Urban Regeneration) – draft	In Progress/Ongoing

D	Invest more in heritage restoration, brownfield remediation, urban regeneration, and community improvement projects.	Various Community Improvement Plans	To Start In 2016 - Q2/Q4
		The London Plan (Urban Regeneration) – draft	In Progress/Ongoing

3. Local, regional and global innovation

		Strategy	
	What are we doing?	How are we doing it?	Progress
A	Use new and emerging technology to improve quality of life and grow London's economy.	Smart Cities Strategy	In Progress/Ongoing
		Fibre Optic – Last Mile Program	In Progress/Ongoing
		Municipal best practices	In Progress/Ongoing
		Partnerships with Budweiser Gardens, Covent Garden Market, and London Hydro	In Progress/Ongoing
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.	Community Energy Action Plan	In Progress/Ongoing
		London Waste to Resources Innovation Centre	In Progress/Ongoing
		International Water Excellence Centre	In Progress/Ongoing

4. Strategic, collaborative partnerships

		Strategy	
	What are we doing?	How are we doing it?	Progress
A	Work better together for economic growth: Western Fair District, 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.	Community Economic Roadmap - new	In Progress/Ongoing
		Various Community Improvement Plans	In Progress/Ongoing
		Western Fair District Strategic Plan 2011-2018	In Progress/Ongoing
		Western Fair / City 4pad Joint Venture and Queen's Park Master Plan	In Progress/Ongoing

B	Work with our municipal neighbours to create stronger industry clusters and raise our international profile and attractiveness.	London Economic Development Corporation's Industry Focus Areas: o Food Processing o Life Sciences o Manufacturing o Digital Creative	In Progress/Ongoing
C	Partner to develop strategic economic opportunities and research and development with the education sector including universities (Western, Brescia, Kings, Huron) and Fanshawe College.	Community Economic Roadmap - new	In Progress/Ongoing
D	Work with key partners to support the health and medical sectors.	London Medical Innovation and Commercialization Network	In Progress/Ongoing

5. Diverse employment opportunities

Strategy		Progress	
	What are we doing?	How are we doing it?	
A	Improve workforce recruitment, development, and retention by working with local and regional partners.	London Economic Development Corporation Workforce Development	In Progress/Ongoing
B	Improve delivery and coordination of employment services through partnerships with community organizations, funders, and employers.	Ontario Works Service Plan Community Economic Roadmap - new	In Progress/Ongoing In Progress/Ongoing
C	Remove barriers to employment through the expansion of the City of London Internship Program.	City of London Internship Program (to include foreign trained professionals)	In Progress/Ongoing
D	Attract and retain newcomers, including international students, foreign trained professionals, and multi-generational immigrants to strengthen London's workforce.	Immigration Strategy – new London Middlesex Local Immigration Partnership	To Start In 2016 - Q2 In Progress/Ongoing
E	Attract and retain young talent.	Community Economic Roadmap - new	In Progress/Ongoing

Leading in Public Service

1. Open, accountable and responsive government

	What are we doing?	Strategy	How are we doing it?	Progress
A	Make community engagement a priority. Make the public a partner who has access to our information and helps make decisions with Council.	<p>Community Engagement Policy – social media, online surveys, open data, videos, e-newsletters, working with local media, utilize ethnic newspapers</p> <p>Communications Protocol</p> <p>Establish Public Engagement as an area of focus – new</p> <p>Work with community groups</p> <p>Explore Citizen Experience function - new</p> <p>Plain Language Policy - new</p>	<p>Community Engagement Policy – social media, online surveys, open data, videos, e-newsletters, working with local media, utilize ethnic newspapers</p> <p>Communications Protocol</p> <p>Establish Public Engagement as an area of focus – new</p> <p>Work with community groups</p> <p>Explore Citizen Experience function - new</p> <p>Plain Language Policy - new</p>	<p>In Progress/Ongoing</p> <p>Completed</p> <p>To Start In 2016 - Q2</p> <p>In Progress/Ongoing</p> <p>To Start In 2016 - Q2</p>
B	Implement Plain Language writing in all City documents, reports, agendas, websites, signs, and notifications.	<p>Mobile Friendly Website</p> <p>Multiple Language Availability</p> <p>Citizen Dashboard</p> <p>Strategic Funding Framework – revised</p>	<p>Mobile Friendly Website</p> <p>Multiple Language Availability</p> <p>Citizen Dashboard</p> <p>Strategic Funding Framework – revised</p>	<p>To Start In 2016 - Q2</p> <p>To Start In 2016 - Q2</p> <p>To Start In 2016 - Q2</p> <p>To Start In 2016 - Q2</p>
C	Improve the City of London website so people can find what they want, when they want it, and how they want it.	<p>Strategic Funding Framework – revised</p> <p>Explore moving to a ranked ballot voting system, signage, polling, campaign finance, and donor rebates</p>	<p>Strategic Funding Framework – revised</p> <p>Explore moving to a ranked ballot voting system, signage, polling, campaign finance, and donor rebates</p>	<p>To Start In 2016 - Q2</p> <p>To Start In 2016 - Q2</p> <p>To Start In 2016 - Q2</p>
D	Update the City’s granting policy and process to non-profit organizations.			In Progress/Ongoing
E	Explore opportunities for electoral reform.			In Progress/Ongoing

2. Innovative and supportive organizational practices

	Strategy		Progress
	What are we doing?	How are we doing it?	
A	Operate as a values based organization.	<p>Corporate Values and Behaviours – all actions are based on respect, integrity, trust, pride, and standing together</p> <p>Recruitment, retention, and succession planning</p> <p>Learning and development</p> <p>Performance development and recognition</p> <p>Project management</p> <p>Health and safety</p> <p>Employee engagement and communication</p> <p>Workplace Diversity and Inclusion</p> <p>Employee wellness</p> <p>Employee innovation programs</p> <p>Employee transportation</p>	<p>In Progress/Ongoing</p> <p>In Progress/Ongoing</p> <p>Completed In Progress/Ongoing</p> <p>In Progress/Ongoing</p> <p>To Start In 2018 – Q4</p> <p>In Progress/Ongoing</p> <p>In Progress/Ongoing</p> <p>Completed/Ongoing</p> <p>In Progress/Ongoing</p> <p>In Progress/Ongoing</p> <p>To Start in 2020+</p>
B	Use innovative and best practices in all organizational and management activities.	<p>Corporate Security Strategic Plan – revised</p> <p>Emergency Management Strategic Plan</p> <p>City of London Corporate Emergency Response and Business Continuity Program</p>	<p>In Progress/Ongoing</p> <p>In Progress/Ongoing</p> <p>In Progress/Ongoing</p>
C	Enhance corporate and community safety by preparing for and responding to security risks and emergency events.		

3. Proactive financial management

		Strategy		Progress
	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 • Align tax policy with strategy • Measure the results • Proactive system audits (reduce water and sewer billing losses) • Ethical and sustainable procurement <p>Explore new revenue streams:</p> <ul style="list-style-type: none"> • Review of competitive tax rates • Other levels of government • Municipal holding company • Non tax sources • 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 	<p>In Progress/Ongoing</p> <p>In Progress/Ongoing</p> <p>To Start In 2019 - Q3</p>	<p>In Progress/Ongoing</p> <p>In Progress/Ongoing</p> <p>To Start In 2019 - Q3</p>
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 	<p>In Progress/Ongoing</p>	<p>In Progress/Ongoing</p>
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 	<p>Enhance technical capabilities for infrastructure services (water, wastewater, and transportation)</p> <p>Computerized Maintenance Management System Implementation Strategy</p>	<p>In Progress/Ongoing</p> <p>In Progress/Ongoing</p>	<p>In Progress/Ongoing</p> <p>In Progress/Ongoing</p>

4. Collaborative, engaged leadership

Strategy		Progress	
What are we doing?	How are we doing it?	Progress	
A	Continue to build strong working relationships between City Council, Civic Administration, the City's agencies, boards and commissions, and community partners.	Strategic Plan for the City of London 2015-2019	In Progress/Ongoing
		Performance Plans	In Progress/Ongoing
		Foster collaboration and innovation through a variety of mechanisms	In Progress/Ongoing
		Public Notice Policy	Completed
		Accountability and Transparency Policy	To Review after Integrity Commissioner hired
		Council Procedure By-law	In Progress/Ongoing
		Civic Administration By-law	To Start In 2016 - Q4
		Audit Processes	Completed In Progress/Ongoing
		Citizen Engagement	To Start in 2016 Q1/Q2
		Governance Working Group	In Progress/Ongoing
B	Maximize openness and transparency in Council decision making.	Governance Review Policy - new	To Start In 2016 - Q1
		Request for Proposals	In Progress/Ongoing
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

		Strategy		Progress
	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.	<p>Targeted Service Review</p> <p>Targeted Lean Projects</p> <p>Targeted Value for Money Audits</p> <p>Targeted Zero Based Budgeting</p> <p>Service London Implementation Plan</p> <p>At Your Service – A respected and inspired public service partner building a better city for all.</p> <p>IT Strategic Plan</p> <p>Business Plans</p> <p>Smart Cities Strategy</p> <p>Computerized Maintenance Management System</p> <p>Master Accommodation Plan – new</p> <p>Strategic Plan for the City of London 2015-2019</p> <p>Business Plans</p> <p>Lead and foster shared service agreements</p>	<p>In Progress/Ongoing</p> <p>In Progress/Ongoing</p> <p>Completed In Progress/Ongoing</p> <p>In Progress/Ongoing</p> <p>In Progress/Ongoing</p> <p>In Progress/Ongoing</p> <p>In Progress/Ongoing</p> <p>In Progress/Ongoing</p> <p>In Progress/Ongoing</p> <p>In Progress/Ongoing</p> <p>In Progress/Ongoing</p> <p>In Progress/Ongoing</p> <p>In Progress/Ongoing</p> <p>In Progress/Ongoing</p> <p>In Progress/Ongoing</p>	
B	<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 			
C	Make strategic decisions about our long-term space needs and service delivery locations.			
D	Keep looking for new opportunities to share services and supports between the City of London and its agencies, boards, and commissions.			