Strategic Priorities and Policy Committee

Report

6th Meeting of the Strategic Priorities and Policy Committee
January 28, 2019

PRESENT:	Councillors M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Peloza, A. Kayabaga, S. Hillier
ABSENT:	Mayor E. Holder (Chair)
ALSO PRESENT:	M. Hayward, A.L. Barbon, B. Card, J. Carter, B. Coxhead, S. Datars Bere, J. Fleming, G. Kotsifas, L. Livingstone, J.P. McGonigle, P. McKague, D. O'Brien, S. Oldham, K. Pawelec, M. Ribera, C. Saunders, K. Scherr, M. Schulthess, S. Stafford, B. Westlake and R. Wilcox.

The meeting is called to order at 4 PM, with all Members present except Mayor E. Holder and Councillors A. Kayabaga, S. Turner and P. Van Meerbergen.

1.   Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

2.   Consent

None.

3.   Scheduled Items

3.1   Council's Strategic Plan 2019-2023: Draft Outcomes, Expected Results, Strategies and Metrics

Moved by: J. Morgan
Seconded by: A. Hopkins

That, on the recommendation of the City Manager, the staff report dated January 28, 2019 regarding Council's Strategic Plan 2019-2023: Draft Outcomes, Expected Results, Strategies and Metrics BE RECEIVED for information; it being noted that the attached presentation from the Managing Director, Neighbourhood, Children & Fire Services was received.

Yeas: (14): M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Peloza, A. Kayabaga, and S. Hillier

Absent: (1): Mayor E. Holder

Motion Passed (14 to 0)

4.   Items for Direction

None.

5.   Deferred Matters/Additional Business

5.1   ADDED - Public Wi-Fi in Recreation Facilities

Moved by: S. Lewis
Seconded by: M. van Holst

That the public provision of Wi-Fi in recreation facilities, particularly in areas with existing appropriate network connectivity, BE INCLUDED in the draft 2019-2023 Strategic Plan.

Yeas: (12): M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, E. Peloza, and S. Hillier

Nays: (1): S. Turner

Absent: (2): Mayor E. Holder, and A. Kayabaga

Motion Passed (12 to 1)

5.2   ADDED - Enhanced Winter Maintenance

Moved by: S. Lewis
Seconded by: J. Morgan

That a new strategy entitled "Improve Residents' Satisfaction with winter road and sidewalk maintenance" BE ADDED to Leading in Public Service (LPS) Outcome 2 - Londoners experience exceptional and valued customer service, subsection C - Increase efficiency and effectiveness of service delivery, of Appendix B of the Draft Strategic Plan, with a metric to "reduce the number of customer complaints received through ES London"; it being noted that additional metrics may be added through the multi-year budget process; it being further noted that all remaining strategies will be renumbered to accommodate this addition.

Yeas: (14): M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Peloza, A. Kayabaga, and S. Hillier

Motion Passed (14 to 0)

6.   **Adjournment**

Moved by: P. Squire
Seconded by: P. Van Meerbergen

That the meeting adjourn.

Yeas: (14): M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Peloza, A. Kayabaga, and S. Hillier

Absent: (1): Mayor E. Holder

Motion Passed (14 to 0)

The meeting adjourned at 4:39 PM.

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON JANUARY 28, 2019
FROM:	MARTIN HAYWARD CITY MANAGER
SUBJECT:	COUNCIL'S STRATEGIC PLAN 2019-2023: DRAFT OUTCOMES, EXPECTED RESULTS, STRATEGIES, AND METRICS

RECOMMENDATIONS

That, on the recommendation of the City Manager, the following report **BE RECEIVED** for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

- Strategic Priorities and Policy Committee (SPPC): December 17, 2018, January 14, 2019

BACKGROUND

On December 18, 2018, Council resolved that Council's Strategic Plan 2019-2023: Setting the Context be received including the proposed approach, process, timelines, and key deliverables to develop the Strategic Plan.

The purpose of this report is two-fold:
   a) to update Council on the early community feedback on the preliminary Vision, Mission, and Value statements; and,
   b) to table the proposed, draft Outcomes, Expected Results, Strategies, and Metrics for Council's Strategic Plan 2019-2023.

Early Community Feedback on the Preliminary Vision, Mission and Value Statements

On January 16, 2019, Londoners were invited to provide feedback on the preliminary Vision, Mission, and Value statements drafted by Council at the January 14, 2019 Strategic Priorities and Policy Committee (SPPC) meeting. Community input received from January 16 to 24, 2019 will be presented at the January 28, 2019 SPPC meeting. Any additional community input received after that date will be presented at the March 4, 2019 SPPC meeting to assist Council in the debate and finalization of the vision, mission, and value statements for Council's Strategic Plan 2019-2023.

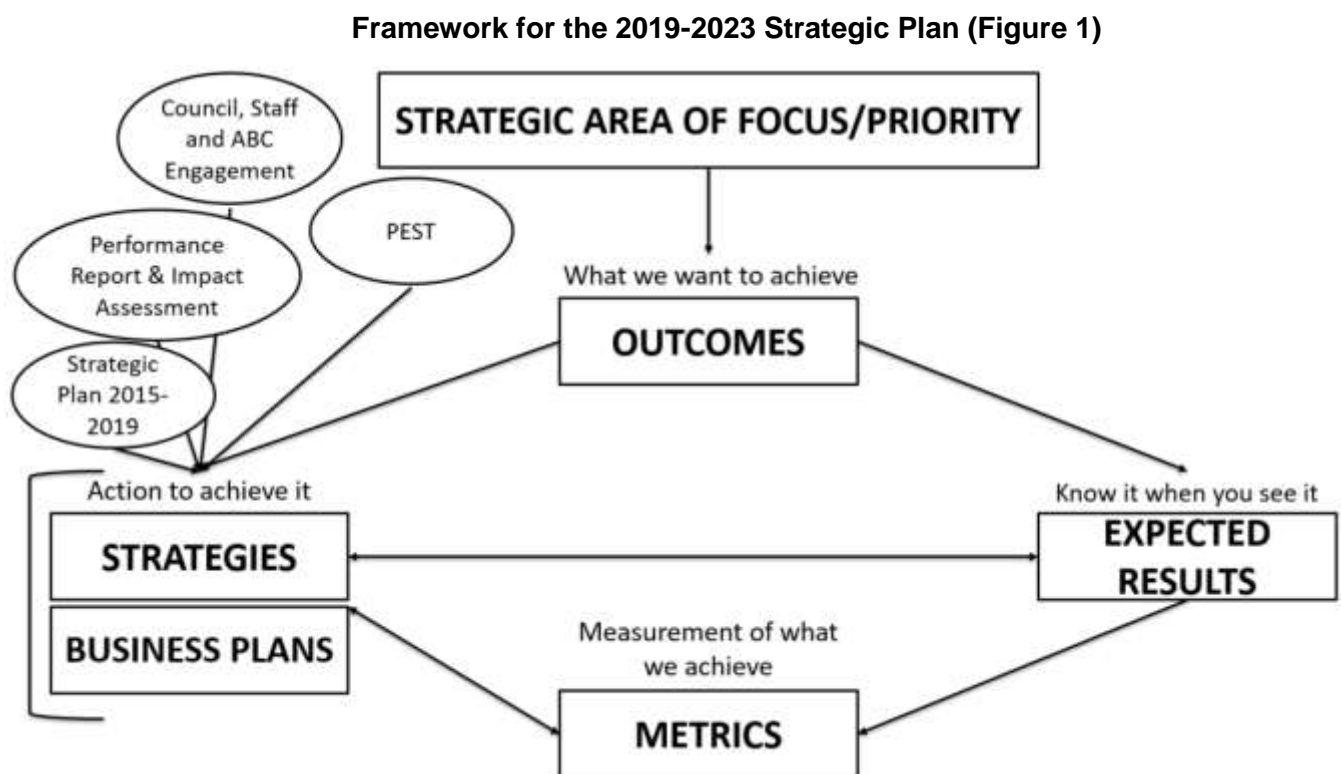**DRAFT Outcomes, Expected Results, Strategies and Metrics for Council's Strategic Plan 2019-2023**

Process for Development

Civic Administration, agencies, boards, and commissions undertook a number of steps to develop the proposed draft Outcomes, Expected Results, Strategies, and Metrics to be considered by Council for the Strategic Plan 2019-2023. These steps are as follows:

1. As part of the last strategic planning process, a review was undertaken to help inform the next planning process. Key lessons from this review informed the process and the key components for the new Strategic Plan. These included:
   - **Build on** the current plan, don't start from scratch;
   - Consider how to **measure** the plan in the beginning of the process. Be **clear** about the outcomes and expected results;
   - Be **focused** and **comprehensive** with strategies at a higher level;
   - Build on the **broad engagement** of the current plan, including staff engagement; and,
   - Continue to have an **easy to read** document.

2. Given these lessons, Civic Administration developed the following framework to guide the development of strategies for the 2019-2023 Strategic Plan:
   a. Use the same four strategic areas of focus from the 2015-2019 Strategic Plan: Strengthening our Community; Building a Sustainable City; Growing our Economy; and, Leading in Public Service;

    b. Establish outcomes and expected results to be achieved for each strategic area of focus;

    c. Develop strategies that will achieve the outcomes and expected results. Carry forward strategies that were not completed within, or had a longer time horizon than the 2015-2019 Strategic Plan;

    d. Identify metrics that measure achievement of the strategies, expected results, and ultimately the outcomes; and,

    e. Draft outcomes, expected results, and strategies will be informed by the following inputs:

      i. The 2015-2019 Strategic Plan Impact Assessment (provided in the Dec 2018 SPPC report);

      ii. The PEST, a 2018 City of London Political, Economic, Social, Technological (PEST) Analysis identifying external factors that are affecting London (provided in the Dec 2018 SPPC report);

      iii. Themes of feedback Councillors heard from Londoners during the election campaign (provided in the Dec 2018 SPPC report);

      iv. Engagement with staff - Civic Administration from all Service Areas undertook an engagement process with City staff in an effort to assist in informing strategies and metrics for each Service Area; and,

      v. Engagement with, and input from the agencies, boards, and commissions (ABCs).

Figure 1 is a visual depiction of the above approach.

Framework for the 2019-2023 Strategic Plan (Figure 1)

Draft Outcomes, Expected Results, Strategies and Metrics

As noted above, building on the structure of the 2015-2019 Strategic Plan, the four Strategic Areas of Focus (Strengthening our Community; Building a Sustainable City; Growing our Economy; and Leading in Public Service) were used as the framework to develop the draft Outcomes, Expected Results, Strategies, and Metrics.

Prior to developing Strategies, Civic Administration developed draft Outcomes (identify the intended change in the lives of individuals, families, organizations, or community to be accomplished through the implementation of the strategic plan) and Expected Results (identify the required change to achieve the associated outcome) that are measurable. These draft Outcomes and Expected Results reflect both the sub Strategic Areas of Focus from the 2015-2019 Strategic Plan, information from the PEST, themes from Londoners, and staff and ABC engagement. Please see Appendix A for the Strategic Areas of Focus, draft Outcomes, and Expected Results.

Following the development of the draft Outcomes and Expected Results, draft Strategies (identify the specific actions to be taken in order to achieve the associated expected result and outcome), and draft Metrics (identify the aggregate, quantifiable measure(s) that are used to track performance, process or behaviour) were developed to achieve the proposed draft Outcomes and Expected Results. Please see Appendix B for the draft Outcomes, Expected Results, Strategies and Metrics for each Strategic Area of Focus.

The last step in developing Strategies and Metrics is for Civic Administration and ABCs to identify targets and the magnitude of resources required to implement each strategy over the duration of the Strategic Plan. These elements will be presented at the March 4, 2019 SPPC meeting to assist Council in the deliberations.

Civic Administration is tabling two documents (Appendix A and B) for Council's consideration in preparation for debate commencing at the March 4, 2019 SPPC meeting. Community feedback will be sought during the month of February to assist Council to finalize Outcomes, Expected Results, Strategies, and Metrics.

NEXT STEPS

Below are the timelines and key deliverables to be accomplished over the next four months to support Council's development of the Strategic Plan 2019-2023 by April 30, 2019. This allows more time for debate and community engagement. It also completes the development of the Strategic Plan in time to provide direction for the Multi-Year Budget process.

January 28, 2019: Continuing to Set the Vision, Mission, and Values

- o Council receives early feedback on the preliminary Vision, Mission, and Values statements
- o Civic Administration tables the proposed draft Outcomes, Expected Results, Strategies, and Metrics

February 1 – 28, 2019: Community Engagement

- o Community Engagement – engage with the community in multiple ways (online, in person, and by phone) regarding the proposed draft outcomes, expected results, strategies, metrics, and preliminary vision, mission, and value statements
- o Civic Administration will share information through multiple channels following the meeting to inform the community members of the multiple ways they can provide feedback
- o The community will be informed throughout the month of February, identifying all the opportunities to participate online and in person (in their neighbourhoods and wards)
- o Information and communication assets will be shared with Council and Civic Administration so that they can share these opportunities with their networks and constituents
- o Civic Administration will be available to support Councillors if they choose to hold Ward meetings and/or community meetings to seek feedback from Londoners
- o Community input gathered through this phase of community engagement will be presented to Council at the March 4, 2019 SPPC meeting to help inform the discussion

March 4, 2019: Tabling the Community Engagement Results and Setting Vision, Mission, Values

- o Council receives the results from the community engagement process and has time to consider the results prior to the next SPPC meeting
- o Council debates the vision, mission, values, and possibly the strategies and metrics

March 25, 2019: Setting the Strategies

- o Council debates the strategies, outcomes, and expected results (and vision, mission, and values if needed)

April 8, 2019: Finalizing the Strategic Plan

- o Council debates any final changes to the Strategic Plan

April 23, 2019 (Special SPPC Meeting prior to Council): Receiving and Approving the Strategic Plan

- o Council receives and approves the Strategic Plan

April 23, 2019 Council Meeting: Approving the Strategic Plan

- o Council approves the Strategic Plan 2019-2023

May 2019: Development of the 2020-2023 Multi-Year Budget

- o Development of the 2020-2023 Multi-Year Budget begins

CONCLUSION

The Strategic Plan identifies Council's vision, mission, values and strategic areas of focus for 2019-2023. It also identifies the specific outcomes and strategies that Council and Civic Administration will deliver on together over the next four years. The Strategic Plan sets the direction for the future, and guides the City's Multi-Year Budget. It is through the Multi-Year Budget process that Council's Strategic Plan will be put into action, adding further detail to each strategy about accountability, pacing and resourcing.

PREPARED AND SUBMITTED BY:	PREPARED AND SUBMITTED BY:
CHERYL SMITH **MANAGER, NEIGHBOURHOOD STRATEGIC INITIATIVES & FUNDING**	**ROSANNA WILCOX** **DIRECTOR, COMMUNITY & ECONOMIC INNOVATION**

RECOMMENDED BY:	RECOMMENDED BY:
LYNNE LIVINGSTONE **MANAGING DIRECTOR, NEIGHBOURHOOD, CHILDREN & FIRE SERVICES**	**MARTIN HAYWARD** **CITY MANAGER**

c.   Senior Management Team
         Strategic Thinkers Table

Strengthening Our Community

Outcomes	Expected Results
Londoners have access to the supports they need to be successful	Increase affordable and quality housing options
	Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless
	Support improved access to mental health and addictions services
	Decrease the number of London residents experiencing poverty
	Increase opportunities for individuals and families
	Improve the health and well-being of Londoners
Londoners are engaged and have a sense of belonging in their neighbourhoods and community	Increase the number of residents who feel welcomed and included
	Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community
Londoners have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city	Continue to invest in culture
	Increase participation in recreation, sport, and leisure activities
	Increase resident use of community gathering spaces
	Increase neighbourhood safety
London's neighbourhoods have a strong character and sense of place	Ensure that new development fits within and enhances its surrounding community
	Continue to conserve London's heritage properties and archaeological resources
	Increase the number of community gathering spaces in neighbourhoods

Building A Sustainable City

Outcomes	Expected Results
London's infrastructure is built, maintained, and operated to meet the long-term needs of our community	Maintain or increase current levels service
	Build infrastructure to support future development and protect the environment
	Manage the infrastructure gap for all assets
London's growth and development is well planned and sustainable over the long term	Improve London's resiliency to respond to potential future challenges
	Direct growth and intensification to strategic locations
London has a strong and healthy environment	Increase waste reduction, diversion, and resource recovery
	Increase community knowledge and action to support the environment
	Protect and enhance waterways, wetlands, and natural areas
	Conserve energy and increase actions to respond to climate change and severe weather
Londoners can move around the city safely and easily in a manner that meets their needs	Increase access to transportation options
	Manage congestion and travel times
	Improve safety for all modes of transportation
	Improve the quality of pedestrian environments to support healthy and active lifestyles

Growing Our Economy

Outcomes	Expected Results
London will develop a top quality workforce	Increase access employers have to the talent they require
	Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies
London is a leader in Ontario for attracting new jobs and investments	Increase partnerships that promote collaboration, innovation, and investment
	Maintain viability in key global markets
	Increase public and private investment in strategic locations
	Increase public and private investment in amenities that attract visitors, a talented workforce, and investment
	Maintain foreign investment attraction, local retention, and growth and entrepreneurship support programs
London creates a supportive environment where entrepreneurs, businesses, and talent can thrive	Increase access to supports for entrepreneurs, small businesses, and community economic development
	Increase efficiency and consistency for administrative and regulatory processes
	Increase the availability of serviced land in strategic locations

Leading In Public Service

Outcomes	Expected Results
The City of London is trusted, open, and accountable in service of our community	Increase opportunities for residents to be informed and participate in local government
	Improve public accountability and transparency in decision making
	Build relationships with Indigenous peoples that are respectful, transparent, responsive, and accountable
Londoners experience exceptional and valued customer service	Increase community and resident satisfaction of their service experience with the City
	Increase responsiveness to our customers
	Increase efficiency and effectiveness of service delivery
	Reduce barriers to access city services and information
	Increase the use of technology to improve service delivery
The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service	Increase the diversity of the city's workforce
	Attract and retain a talented workforce
	Maintain a safe and healthy workplace
	Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term
	Enhance the ability to respond to new and emerging technologies and best practices

Draft Outcomes, Expected Results, Strategies, and Metrics

STRENGTHENING OUR COMMUNITY (SOC)		
Outcome 1: Londoners have access to the supports they need to be successful		
Expected Result	**Strategy**	**Metric**
a) Increase affordable and quality housing options	**SOC-01** Establish and revitalize community housing through a Regeneration Plan.	# of lives impacted through social housing regeneration
		# of new revenue sources through the Regeneration Strategy
		# of additional units
		% of secondary priority sites developed
	SOC-02 Increase supportive and specialized housing options for households experiencing chronic homelessness.	# of chronic homeless living in supportive housing
		# of individuals and families experiencing chronic homelessness receiving Homeless Prevention Housing Allowances
		# of supportive housing units for individuals and families experiencing chronic homelessness
	SOC-03 Strengthen the support for individuals and families in need of affordable housing.	# of individuals and families supported through new supplement programs
		% of Homeless Prevention and Housing Plan Recommendations implemented
		% of identified London Middlesex Housing Corporation (LMHC) Strategic Plan objectives completed
		% of LMHC Service Standards met
		% of LMHC Tenants satisfied with their homes
		# of housing units inspected for safety and environmental health
	SOC-04 Utilize innovative regulations and investment to facilitate affordable housing development.	% of Affordable Housing Community Improvement Plan completed
		% of Affordable Housing Development Strategy completed
		% of Inclusionary Zoning Bylaw completed
		% of available school sites analyzed for affordable housing development opportunities
		# of Housing Development Corporation (HDC) recommended/negotiated bonus units at or below Average Market Rent (AMR)

STRENGTHENING OUR COMMUNITY

Outcome 1: Londoners have access to the supports they need to be successful (continued)

Expected Result	Strategy		Metric
b) Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless	**SOC-05**	Create more purpose-built, sustainable, affordable housing stock in London.	% increase of available, purpose-created new affordable rental stock
			# of secondary/single-unit, based stock
	SOC-06	Implement coordinated access to mental health and addictions services and supports.	# of chronically homeless individuals and families that achieve housing stability (housed for 6 months)
			# of individuals and families that become chronically homeless
			# of programs participating in coordinated access practice
	SOC-07	Improve emergency shelter diversion and rapid re-housing practices.	# of unique chronic residents in shelter
			% of individuals successfully diverted from shelter and individuals in shelter rapidly re-housed
c) Support improved access to mental health and addictions services	**SOC-08**	Strengthen and support the mental health and addictions system.	% of Community Mental Health and Addictions Strategy recommendations implemented
			% of priority actions implemented as a result of stewardship of the Middlesex London Community Drug and Alcohol Strategy (CDAS)
			# of formalized partnerships with mental health and addiction services through the Coordinated Informed Response
			% of individuals moved from sleeping rough to shelter or housing through the Coordinated Informed Response
			# of mental health services available in library locations
			# of clients served through consumption and treatment services
			# of clients accessing consumption and treatment services that are referred to treatment supports
d) Decrease the number of London residents experiencing poverty	**SOC-09**	Continue to support and develop collaborative approaches to end poverty.	# of poverty reduction initiatives implemented annually
			$ invested to support poverty reduction initiatives

STRENGTHENING OUR COMMUNITY

Outcome 1: Londoners have access to the supports they need to be successful (continued)

Expected Result	Strategy		Metric
e) Increase opportunities for individuals and families	SOC-10	Enhance public trust and confidence by ensuring appropriate response to victims, the vulnerable, and racialized persons and groups.	% of reported sexual assaults that are cleared as unfounded (London Police)
			% of respondents satisfied with the quality of police services in helping victims of crime
	SOC-11	Fund and partner with the London Public Library to increase opportunities for people to access the services they need.	% increase in accessible and relevant collections
			# of Indigenous people served
	SOC-12	Improve access to licensed child care and early years opportunities.	# of additional licensed child care spaces created
			# of children in receipt of child care fee subsidy monthly, each year
			# of EarlyON visits made by children
	SOC-13	Work collectively with community partners to improve outcomes and integrated responses for children, youth, families, and older adults.	# of community organizations support collective community agendas
			# of community-based plans implemented
			# of community-supported initiatives implemented annually
			$ invested to support collective community agendas
			# of older adults served at library locations
			# of youth served at library locations
	SOC-14	Increase programming and activities for residents and families at Dearness Home.	$ invested in auditorium expansion
			# of programs and events offered
f) Improve the health and well-being of Londoners	SOC-15	Continue to provide access to planned and managed pathway systems and nature trails within parks and open spaces.	% of population using paths/trails
			# of kilometres of pathways
			# of kilometres of trails
	SOC-16	Create programs and exhibitions to foster health and well-being.	% of program participants reporting increased levels of physical activity
			% of program participants reporting increased self-esteem
			# of classes, exhibits, and other programs offered at Museum London
	SOC-17	Deliver health protection and promotion programs guided by population health surveillance.	# of personal service settings inspected by public health inspectors
			% of school age children immunized against vaccine preventable diseases
			# of food-serving establishments inspected by public health inspectors
			% of tobacco and cannabis vendors inspected for compliance with display, handling & promotion sections of the Smoke Free Ontario Act
			# of pregnant women/young families supported through public health home visiting programs and group programs

STRENGTHENING OUR COMMUNITY

Outcome 2: Londoners are engaged and have a sense of belonging in their neighbourhoods and community

Expected Result	Strategy		Metric
a) Increase the number of residents who feel welcomed and included	SOC-18	Create inclusive engagement opportunities for Londoners.	# of people engaged in the Community Diversity and Inclusion Strategy (CDIS)
			% of CDIS strategies implemented
			# of individuals participate in London & Middlesex Local Immigration Partnership (LMLIP) and City newcomer events.
			% annual newcomer retention rate
	SOC-19	Strengthen understanding of and ability to engage in practices that promote cultural safety.	% of Middlesex London Health Unit (MLHU) staff who have completed Indigenous Cultural Safety Training and/or participated in other opportunities related to Indigenous cultural safety
			# of City of London participants in the Intercultural Competency program
b) Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community	SOC-20	Strengthen engagement opportunities for all Londoners to participate in their neighbourhoods.	# of residents that voted in Neighbourhood Decision Making
			# of residents who submitted ideas through Neighbourhood Decision Making
			% of London neighbourhoods supported through community development
			% of neighbourhoods that participate in Neighbourhood Decision Making
			# of active neighbourhood associations
			# of Planning education and engagement events held in neighbourhoods
			# of unique venues where Planning events have been held
			# of Subdivision Ambassador outreach events
	SOC-21	Support neighbourhood festivals, cultural events, and activities across the city.	# of neighbourhood activities supported annually
			# of neighbourhood events supported
			# of new neighbourhood tools
			$ invested to support community organizations
			% increase in neighbourhoods supported
			# of permitted events
			# of special events requests
			# of festivals and events held annually by Covent Garden Market
			# of events hosted at Western Fair
	SOC-22	Expand Social Services client feedback and participation in service delivery design in their community.	# of service delivery design surveys with Ontario Works clients conducted
			# of client engagement sessions conducted

STRENGTHENING OUR COMMUNITY

Outcome 2: Londoners are engaged and have a sense of belonging in their neighbourhoods and community (continued)

Expected Result	Strategy		Metric
b) Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community (continued)	**SOC-23**	Implement programs and services that respond to neighbourhood recreation needs.	# of neighbourhoods that have had an increase in recreation participation rates as a result of targeted outreach
	SOC-24	Promote and invest in urban agriculture initiatives.	# of community gathering spaces that include an urban agriculture component

Outcome 3: Londoners have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city

Expected Result	Strategy		Metric
a) Continue to invest in culture	**SOC-25**	Provide inclusive and diverse community-focused art and history exhibitions and interpretive programming through the implementation of Museum London's Strategic Plan.	# of Museum visitors
			# of classes, exhibits, and other programs offered at the Museum
			# of experiential tourism opportunities available to Museum visitors
			# of visitor surveys/focus groups
	SOC-26	Engage Londoners in culture to increase community vibrancy and awareness.	# of Cultural Heritage Interpretive opportunities
			# of arts organizations, collectives, and artists funded through the Community Arts Investment Program (CAIP)
			# of heritage organizations and historians funded through the Community Heritage Investment Program (CHIP)
	SOC-27	Invest in Dundas Place.	# of events hosted by the Dundas Street Partners (City, London Public Library, Museum London, Covent Garden Market, Downtown London BIA, etc)
			# of events requested
			$ of operating dollars spent to support Dundas Place
	SOC-28	Maintain the heritage resources of Eldon House to foster an appreciation of London's community and cultural heritage.	# of artifacts professionally conserved
			# of key security risks mitigated year over year
			% of permanent display artifacts digitized
			# of public programs/special events hosted
			# of new, returning, and online visitors
			% increase in outreach programs year over year
			# of corporate and community partners

STRENGTHENING OUR COMMUNITY

Outcome 3: Londoners have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city (continued)

Expected Result	Strategy		Metric
a) Continue to invest in culture (continued)		Maintain the heritage resources of Eldon House to foster an appreciation of London's community and cultural heritage. (continued)	# of staff hours conducting audience research
			% increase in volunteer participation year over year
			# of corporate and community partners
			# of staff hours conducting audience research
			% increase in volunteer participation year over year
b) Increase participation in recreation, sport, and leisure activities	SOC-29	Remove barriers to access recreation, sport, leisure, and leadership programs and services.	# of individuals receiving Play Your Way financial assistance
			# of opportunities for free drop-in recreation programs
			% of subsidized community garden plots
			# of accessible community garden plots
			# of new play structures with rubber safety surfaces
			# of multilingual tours offered at Museum London
	SOC-30	Increase the number of recreation, sport, and leisure opportunities.	# of visits to city operated community centres
			# of city owned recreation facilities and major park amenities
			# of registered participants in recreation programs
			# of seniors satellite locations
			% increase in the number of community garden plots
			# of sport organizations engaged
			# of volunteers involved in sport
			# of registered participants
	SOC-31	Work with community partners to create a leading sustainable sport development model.	# of hours accessed through third party agreements
			# of formal agreements with local sport associations

STRENGTHENING OUR COMMUNITY

Outcome 3: Londoners have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city (continued)

Expected Result	Strategy		Metric
c) Increase resident use of community gathering spaces	**SOC-32**	Invest in community building projects.	# of new seating areas introduced to existing parks
			# of small-scale projects and activations implemented in core neighbourhoods.
			# of tree trunks in Hamilton Road Tree Trunk Tour
			% of available school sites analyzed for parkland opportunities
			# of community gardens
			# of neighbourhood community facilities
d) Increase neighbourhood safety	**SOC-33**	Develop and implement a Community Safety and Well-being Plan.	Metrics TBD through the development of the Plan
	SOC-34	Develop and implement an enhanced Public Awareness Program to educate the public on their roles and responsibilities during emergency situations.	# of enhanced awareness and education programs
			# of participants in programs
	SOC-35	Promote and support fire safety through increased public education and prevention, utilizing all the resources of the London Fire Department.	# of inspections and inspection activities completed
			# of public education activities completed
			# of targeted populations reached through public education activities
			Fire Education Staff per 1,000 population
			Fire Prevention Staff per 1,000 population
	SOC-36	Reduce collision-related injuries and fatalities through public education and enhanced traffic enforcement.	Collision-related fatality rate
			Collision-related injury rate
	SOC-37	Reduce crime through increased visibility of community patrols and partnership with other agencies to address multi-jurisdictional criminal activity.	Crime Severity Index (London Police)
			Violent crime severity index (London Police)
	SOC-38	Reduce victimization/revictimization through public education, promotion and encouragement of public engagement in crime prevention strategies.	Victimization Rate by population and crime type (London Police)
			Revictimization Rate by population and crime type (London Police)
	SOC-39	Improve emergency response through the development and implementation of the Fire Master Plan and new technology.	Percentile City-wide response time for first Engine to arrive on scene within the Urban Growth Boundary
			Percentile City-wide response time to assemble 15 Firefighters on scene within the Urban Growth Boundary

STRENGTHENING OUR COMMUNITY

Outcome 3: Londoners have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city (continued)

Expected Result	Strategy	Metric
d) Increase neighbourhood safety (continued)	**SOC-40** Promote pedestrian safety and active transportation.	# of elementary schools with school travel plans
		# of land development/municipal initiatives where official Middlesex London Health Unit input was provided about healthy community design

Outcome 4: London's neighbourhoods have a strong character and sense of place

Expected Result	Strategy	Metric
a) Ensure that new development fits within and enhances its surrounding community	**SOC-41** Prepare and implement urban design guidelines.	# of development applications with urban design review
		# of design guidelines prepared for specific topics or areas
b) Continue to conserve London's heritage properties and archaeological resources	**SOC-42** Conserve London's heritage through regulation and investment.	% of heritage conservation district strategy (Heritage Places) completed
		% of the municipally-owned Heritage Buildings Conservation Master Plan updated
		# of Heritage Alteration Permits processed
		# of heritage conservation districts
		# of heritage properties listed on the municipal registry
		# of heritage properties protected through designation
		# of archaeological studies completed
c) Increase the number of community gathering spaces in neighbourhoods	**SOC-43** Invest in community building projects.	% of available surplus school sites analyzed for parkland opportunities
		# of community gardens
		# of neighbourhood level community centres

BUILDING A SUSTAINABLE CITY (BSC)

Outcome 1: London's infrastructure is built, maintained, and operated to meet the long-term needs of our community

Expected Result	Strategy		Metric
a) Maintain or increase current levels of service	**BSC-01**	Continue to develop the City's Public Art/Monument program.	# of existing public art and monument maintained and restored
			# of public art and monuments created to reflect London's identity
	BSC-02	Develop and document current levels of service and identify proposed level of services.	# of asset types with developed/documented current levels of service
			# of asset types with identified proposed levels of service
	BSC-03	Regenerate and revitalize LMHC/Community Housing sites.	% of master plan completed
			Specific Metrics TBD as part of development of the master plan
b) Build infrastructure to support future development and protect the environment	**BSC-04**	Complete Waste Disposal Strategy (including the Environmental Assessment for the expansion of the W12A Landfill).	% completion of the Environmental Assessment
			# of Environmental Assessment approval received
			% completion of Waste Disposal Strategy
			# of Environmental Compliance Approvals received
	BSC-05	Work with multi-sectors to finalize the Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure**.**	% completion of actions assigned to the City between 2020 and 2023
			% completion of actions assigned to Conservation Authorities between 2020 and 2023
			% completion of Adaptation Strategy for built infrastructure
	BSC-06	Renew, expand, and develop parks and recreation facilities, and conservation areas in appropriate locations to address existing gaps.	# of new district community centres
			# of new neighbourhood community centres
			# of new parks developed
			# of new conservation areas
	BSC-07	Continue annual reviews of growth infrastructure plans to balance development needs with available funding.	# of stakeholders participating in the Growth Management Implementation Strategy Update

BUILDING A SUSTAINABLE CITY

Outcome 1: London's infrastructure is built, maintained, and operated to meet the long-term needs of our community

Expected Result	Strategy		Metric
c) Manage the infrastructure gap for all assets	**BSC-08**	Prioritize investment in assets to implement the Asset Management Plan.	Ratio of Budget to Replacement Value of Asset by functional area, including: • Water • Wastewater – Sanitary • Stormwater • Roads & Structures • Traffic • Parking • Solid Waste • Recreation • Parks • Urban Forestry • Fire • Long Term Care • Corporate Facilities • Culture Facilities • Fleet • Information Technology • Land
			Ratio of Budget to Corporate Asset Management Plan targeted infrastructure investment by functional area, including: • Water • Wastewater – Sanitary • Stormwater • Roads & Structures • Traffic • Parking • Solid Waste • Recreation • Parks • Urban Forestry • Fire • Long Term Care • Corporate Facilities • Culture Facilities • Fleet • Information Technology • Land
			% of library locations completed (water, sewer, and utility)
			% completion of library building components
			# of branch libraries revitalized per 10 year cycle
			# of branch libraries with way finding and signage strategy completed
			# of library locations per city growth
			# of library locations with accessibility upgrades (automatic door openers bathrooms, meeting rooms, etc.)
			$ invested to improve Museum London HVAC, security, and sanitation systems
			$ co-invested in master site plan at the Western Fair District
			$ invested in conservation areas

BUILDING A SUSTAINABLE CITY

Outcome 1: London's infrastructure is built, maintained, and operated to meet the long-term needs of our community (continued)

Expected Result	Strategy	Metric
c) Manage the infrastructure gap for all assets (continued)	**BSC-09** Monitor the infrastructure gap to inform the management of City assets.	# of Corporate Asset Management Plan updates published $ of infrastructure gap by functional area, including: • Water • Urban Forestry • Wastewater – Sanitary • Fire • Stormwater • Long Term Care • Roads & Structures • Corporate Facilities • Traffic • Culture Facilities • Parking • Fleet • Solid Waste • Information Technology • Recreation • Land • Parks

Outcome 2: London's growth and development is well planned and sustainable over the long term

Expected Result	Strategy	Metric
a) Improve London's resiliency to respond to potential future challenges	**BSC-10** Advance sustainability and resiliency strategies.	% of green city strategy completed
		% of resiliency strategy completed
		# of low impact development (LID) projects completed
b) Direct growth and intensification to strategic locations	**BSC-11** Advance the growth and development policies of the London Plan through enhanced implementations tools and investments in infrastructure.	% of new zoning tool evaluation completed (Phase 1)
		% of new zoning tool completed (Phase 2)
		# of London Plan policies in force
		% of agricultural land developed since 2006
		% of Urban Growth Boundary review completed
		% growth that is intensification (within Built Area Boundary)
		% intensification within Primary Transit Area
		% growth within Urban Growth Boundary
		# of hectares of ecological resources protected
		# of permit ready lots available
		# of market ready units available

BUILDING A SUSTAINABLE CITY

Outcome 2: London's growth and development is well planned and sustainable over the long term (continued)

Expected Result	Strategy		Metric
b) Direct growth and intensification to strategic locations (continued)	**BSC-12**	Prepare detailed plans for strategic locations.	# of secondary plans completed
	BSC-13	Revitalize London's downtown and urban areas.	# of dwelling units in Downtown Community Improvement Plan
			# of dwelling units in Old East Village Community Improvement Plan
			# of dwelling units in SoHo Community Improvement Plan
	BSC-14	Monitor city building outcomes with the London Plan.	Metrics TBD pending the development of the monitoring tool

Outcome 3: London has a strong and healthy environment

Expected Result	Strategy		Metric
a) Increase waste reduction, diversion, and resource recovery	**BSC-15**	Work with residents and organizations to implement the 60% Waste Diversion Action Plan.	# of groups or organizations actively involved in promoting waste diversion
			% reduction in per capita waste generation
			% of residential waste is diverted from landfill
			% of households participating in the Green Bin Program
b) Increase community knowledge and action to support the environment	**BSC-16**	Collaborate on environmental actions with community groups through the London Environmental Network (LEN) and businesses as part of Green Economy London.	# of businesses/institutions that have joined because of City collaboration
			# of collaborative projects with community groups undertaken
	BSC-17	Increase community environmental outreach for the built environment through CityGreen.	# of CityGreen activities or events hosted
			# of participants in environmental education programs at Conservation Authorities
c) Protect and enhance waterways, wetlands, and natural areas	**BSC-18**	Implement strategies, policies, and programs to conserve natural areas and features.	# of Conservation master plans/ecological restoration plans completed
			# of hectares of buckthorne removed since 2018
			# of hectares of Environmentally Sensitive Area (ESA) land managed through Upper Thames River Conservation Authority (UTRCA) contract
			# of Hectares of invasive species other than buckthorne or phragmites removed since 2018
			# of ecological assessments
			# of Environmental Impact Studies reviewed
			# of hectares of wetlands created
			# of trees planted
			# of hectares of grasslands created

BUILDING A SUSTAINABLE CITY

Outcome 3: London has a strong and healthy environment (continued)

Expected Result	Strategy		Metric
c) Protect and enhance waterways, wetlands, and natural areas	**BSC-19**	Improve water quality in the Thames River	# of litres per day increase in ability to treat sewage during large rain storms
			# of Thames River water quality samples taken
			# of homeowner grants provided to reduce basement flooding and treatment plant bypasses
			# of kilometers of combined sewer replaced
			# of litres reduction in raw sewage bypasses to the Thames River during large rain storms
	BSC-20	Bring Londoners 'Back to the River' by revitalizing the Thames River radiating from the Forks.	% completion of the Forks Inaugural Project
			% completion of the SoHo Back to the River Environmental Assessment
			% completion of the SoHo Inaugural Construction Project
	BSC-21	Implement recommendations associated with the River Management Plan and One River Environmental Assessment.	# of projects completed from Environmental Assessment
d) Conserve energy and increase actions to respond to climate change and severe weather	**BSC-22**	Develop and implement the next Corporate Energy Management Conservation & Demand Management (CDM) Strategy	% completion of CDM Strategy (2019-2023)
			% completion of CDM Strategy actions
			% completion of the updated Green Fleet Plan
			% reduction in corporate energy use on a per person basis compared to 2007
			% reduction in greenhouse gas generation levels from 2007 levels
	BSC-23	Work with multi-sectors to develop and implement the next Community Energy Action Plan (CEAP).	% completion of CEAP (2019-2023)
			% completion of CEAP actions assigned to the City between 2020 and 2023
			% completion of CEAP actions assigned to Conservation Authorities between 2020 and 2023
			% reduction in energy use on a per person basis compared to 2007
			% reduction in greenhouse gas generation levels from 1990 levels
			# of stakeholder organizations, groups or businesses actively engaged in CEAP
			% reduction in greenhouse gas per person from 1990 levels
	BSC-24	Update flood forecast and warning system to address a changing climate.	# of updates completed annually

BUILDING A SUSTAINABLE CITY

Outcome 3: London has a strong and healthy environment (continued)

Expected Result	Strategy		Metric
d) Conserve energy and increase actions to respond to climate change and severe weather (continued)	**BSC-25**	Assess health vulnerability to climate change.	# of days of heat warnings
			# of days of cold weather alerts
			# of ticks testing positive for Lyme disease
			# of Vector Borne Diseases not previously reported in London

Outcome 4: Londoners can move around the city safely and easily in a manner that meets their needs

Expected Result	Strategy		Metric
a) Increase access to transportation options	**BSC-26**	Build more infrastructure for walking and bicycling.	# of metres of sidewalks built
			# of metres of bike lanes built
	BSC-27	Continue to expand options and programs to increase mobility.	% completion of a Bike Parking Action Plan
			% completion of a monitoring program for building a bike-friendly London
			% completion of a Transportation Management Association Feasibility Study
			% completion of Bike Share Business Case
			% completion of transportation demand management actions between 2020 and 2023
	BSC-28	Develop a strategic plan for a future with connected and autonomous vehicles.	% completion of the strategic plan
	BSC-29	Support Londoners to access affordable public transit where they live and work.	# of residents in receipt of transit subsidy
			# of subsidized rides
	BSC-30	Implement the London Transit Commission (LTC) 5 year Specialized Service Plan.	# of lower and level non-accommodated trips
			Increase rides per capita
	BSC-31	Implement the LTC Ridership Growth Strategy.	Increase ridership
			Increase rides per capita
	BSC-32	Implement a rapid transit system to improve the reliability and capacity of existing transit service and support London Plan city building.	# of kilometres of dedicated lanes constructed
	BSC-33	Implement the LTC 5 year Conventional Service Plan.	Increase ridership
			Increase rides per capita

BUILDING A SUSTAINABLE CITY

Outcome 4: Londoners can move around the city safely and easily in a manner that meets their needs (continued)

Expected Result	Strategy		Metric
b) Manage congestion and travel times	**BSC-34**	Continue to improve the traffic signal system for the benefit of all road users.	% reduction in the afternoon peak Travel Time Index (ratio of off-peak to peak travel times on busy roads)
	BSC-35	Implement the strategic program of road improvements identified in the Smart Moves Transportation Master Plan.	# of lane kilometres of road added to the transportation network
			# of new road-rail underpasses constructed
c) Improve safety for all modes of transportation	**BSC-36**	Implement infrastructure improvements and programs to improve road safety.	# of injury and fatality collisions per year
d) Improve the quality of pedestrian environments to support healthy and active lifestyles	**BSC-37**	Plant more trees to increase the city's tree canopy cover.	# trees planted on streets, open spaces and parks
	BSC-38	Respond to changing participation patterns and emerging activities by adapting public spaces and programs.	# of benches added to parks
			# of lights added to parks
			% of public satisfied with park and open space
			# of kilometres of pathway improved
	BSC-39	Increase pedestrian amenities on streets.	% of street projects with urban design review
			# street trees planted
			$ made available for cost-sharing neighbourhood street lighting projects

GROWING OUR ECONOMY (GOE)

Outcome 1: London will develop a top quality workforce

Expected Result	Strategy		Metric
a) Increase access employers have to the talent they require	**GOE-01**	Increase employers' access to resources to help achieve best practices in talent recruitment and retention.	# of grants
			# of agencies committed to working with employers
			# of activities to support employers
	GOE-02	Increase Ontario Works client participation within employment activities.	% of Ontario Works file terminations exiting to employment
			% of eligible clients that have an active outcome plan
b) Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies	**GOE-03**	Increase the number of local internship opportunities for post-secondary students.	# of students connected to post-secondary institutions with local employers
	GOE-04	Increase the number of connections between employers, post-secondary students, newcomers, and other employment and training agencies.	# of activities to support connections of students to business
			# of activities to support connections of employers to employment and other training agencies
			# of activities to support connections of employers to newcomers
			# of networking opportunities provided for cultural workers in art, history, literature, music, and digital technology
	GOE-05	Attract, retain, and integrate international students, and newcomer skilled workers, and entrepreneurs.	# of newcomer attraction activities supported
			# of newcomer retention and integration activities supported
			% annual newcomer retention rate

Outcome 2: London is a leader in Ontario for attracting new jobs and investments

Expected Result	Strategy		Metric
a) Increase partnerships that promote collaboration, innovation, and investment	**GOE-06**	Expand opportunities and activities through the London Waste to Resources Innovation Centre.	# of resource recovery pilot projects initiated
			# of companies collaborating on resource recovery projects
			# of signed Memorandums of Understanding (MoUs)
	GOE-07	Implement the Smart City Strategy.	% of Smart City Strategy completed
	GOE-08	Seek out and develop new partnerships and opportunities for collaboration.	# of City Planning projects completed in collaboration with educational institutions
	GOE-09	Plan for High Speed Rail.	Metrics TBD
	GOE-10	Collaborate with regional partners on international missions for new investment attraction.	# of regional investment promotion missions
	GOE-11	Undertake regional planning partnerships with neighbouring municipalities.	# of area municipalities engaged in regional planning

GROWING OUR ECONOMY

Outcome 2: London is a leader in Ontario for attracting new jobs and investments (continued)

Expected Result	Strategy		Metric
a) Increase partnerships that promote collaboration, innovation, and investment (continued)	**GOE-12**	Grow tourism revenues through initiatives that build awareness and interest in London.	# of overnight visitors to London
			$ of tourism spending in London
	GOE-13	Support tourism by facilitating local, provincial, and national stakeholders to encourage community economic development, business partnerships, product development and legacy development for London.	$ of economic impact of tourism in London
			$ tourism revenue generated as a total of Gross Domestic Product (GDP) for Ontario
			$ tourism revenue generated as a total of Gross Domestic Product (GDP) for London
	GOE-14	Support the development of agricultural industry and promote its value to the urban community through the establishment of an Agricultural Centre of Excellence.	# of industry leading farm and poultry shows
			$ leveraged to support Agricultural Centre of Excellence
			# of Agricultural Centre of Excellence partners
			# of Agricultural Centre of Excellence users
b) Maintain viability in key global markets	**GOE-15**	Continue to engage the community to attract conventions, conferences, and multi-day events to London contributing to the community's economic prosperity.	$ of economic impact (in millions)
			$ of total revenue (in millions)
	GOE-16	Create a vibrant entertainment district in the City of London.	# of events held at the Western Fair
			# of events on City property
			# of private music venues
c) Increase public and private investment in strategic locations	**GOE-17**	Revitalize London's downtown and urban areas.	$ value of all construction projects in receipt of financial incentives
			Ratio of Incentive to Construction Value within Community Improvement Plan (CIP) areas
			$ value of development charge grants
			$ value of property tax grants
			$ of assessment value in CIP areas
			$ of Covent Garden Market sales revenue
			% of Covent Garden Market tenant occupancy

GROWING OUR ECONOMY

Outcome 2: London is a leader in Ontario for attracting new jobs and investments (continued)

Expected Result	Strategy		Metric
d) Increase public and private investment in amenities that attract visitors, a talented workforce and investment	**GOE-18**	Invest in city building projects.	# of city building project studies completed
			# of Downtown Plan initiatives implemented
			# of units zoned within Old Victoria Hospital lands
	GOE-19	Increase partnership funding, sponsorships, and donations to recreation services and amenities.	$ of partnerships, sponsorships and donations
			# of adopt-a-parks
e) Maintain foreign investment attraction, local retention, and growth and entrepreneurship support programs	**GOE-20**	Ensure job growth through attraction of new capital from a diverse range of markets and industries.	# of jobs created

Outcome 3: London creates a supportive environment where entrepreneurs, businesses, and talent can thrive

Expected Result	Strategy		Metric
a) Increase access to supports for entrepreneurs and small businesses, and community economic development	**GOE-21**	Revitalize London's Downtown and urban areas.	# of Business Improvement Areas (BIAs) supported
			# of Community Improvement Plan financial incentive applications processed
			$ value of building code and façade improvement loans issued
			$ value of building code and façade improvement grants issued
			% of targeted businesses in BIAs
			# of net new businesses in BIAs
			$ invested in BIA administration
	GOE-22	Support entrepreneurs, start-up, and scale-up companies.	# of supports provided for start-ups and scale-ups
			# of activities to support entrepreneurship growth
			# of artist performance opportunities created
			# of music workshops and networking opportunities created
b) Increase efficiency and consistency for administrative and regulatory processes	**GOE-23**	Improve administrative and regulatory processes and by-law requirements.	# of Planning policy/procedural manuals created
			# of bylaws reviewed and amended or repealed
			# of building and development processes reviewed and improved

GROWING OUR ECONOMY

Outcome 3: London creates a supportive environment where entrepreneurs, businesses, and talent can thrive (continued)

Expected Result	Strategy		Metric
b) Increase efficiency and consistency for administrative and regulatory processes (continued)	**GOE-24**	Improve access and navigation of City services and supports through Service London Business.	# attendees at collaborative regulatory workshops
			# of customer journeys mapped and improved
			# of visits to Service London Business Counter
			# of visits to Service London Business website
c) Increase the availability of serviced land in strategic locations	**GOE-25**	Continue to invest in land acquisition and servicing to recruit and retain new industrial employees.	# hectares of City-owned industrial land inventory
			# of jobs created in City-owned industrial parks
			$ taxes paid by companies operating in City-owned industrial parks

LEADING IN PUBLIC SERVICE (LPS)

Outcome 1: The City of London is trusted, open, and accountable in service of our community

Expected Result	Strategy		Metric
a) Increase opportunities for residents to be informed and participate in local government	**LPS-01**	Develop and deliver a corporate communications strategy, including staff training and tools to enhance communications and public engagement.	Metrics TBD through the development of the Corporate Communications Strategy
			# of media relations training sessions offered
			# of Public Engagement Forum meetings
			Resident public engagement satisfaction score
			% of City Planning outreach and education strategy completed
			# of residents that participate in the Neighbourhood Decision Making process
			# of communication channels for Multi-Year Budget (MYB) engagement process
			# of resident interactions in the Multi-Year Budget engagement process
b) Improve public accountability and transparency in decision making	**LPS-02**	Measure and publicly report on corporate performance.	# of public reports the City of London participates in (BMA Consulting, Municipal Benchmarking Network Canada (MBNC), etc.)
			# of strategic plan progress and performance reports
			# of reports to the community, including the annual community survey
	LPS-03	Increase access to information to support community decision making.	# of open data sets available
			# of new tools available, such as a citizen dashboard
c) Build relationships with Indigenous peoples that are respectful, transparent, responsive, and accountable	**LPS-04**	This strategy must be developed in partnership with Indigenous peoples, including local First Nations.	Metrics TBD through the development of the strategy

LEADING IN PUBLIC SERVICE

Outcome 2: Londoners experience exceptional and valued customer service

Expected Result	Strategy		Metric
a) Increase community and resident satisfaction of their service experience with the City	**LPS-05**	Create new and/or enhance opportunities for residents and neighbourhood groups to engage on program and service needs.	% of all community centre visitors rating overall experience as good or excellent
			% program utilization rate
			% satisfaction rate of annual community survey
b) Increase responsiveness to our customers	**LPS-06**	Research and respond to emerging planning trends and issues.	% of Provincial Planning legislation and policy updates reviewed and reported to Council
			# of reports addressing emergent planning issues
	LPS-07	Streamline customer intake and follow-up across the corporation.	# of City staff that receive customer service training
			# of customers surveyed at point of transaction
			% of customers satisfied with the services they received at point of transaction
			% of service requests resolved on time
			Average processing time to determine eligibility for Ontario Works
			% of Ontario Works clients that access intake within 5 minutes
			# of building and development processes reviewed and improved
c) Increase efficiency and effectiveness of service delivery	**LPS-08**	Implement customer service standards.	# of Service Requests completed by planned completion date
			% of customers satisfied with the service they received
	LPS-09	Conduct targeted service reviews.	# of zero-based budget reviews completed
			# of additional reviews completed
	LPS-10	Promote and strengthen continuous improvement practices.	# of City employees with Lean training
			# of individuals that participate in continuous improvement events
			# of employees engaged in continuous improvements
			# of financial process improvements
			# of continuous improvements projects undertaken across the corporation
	LPS-11	Demonstrate leadership and accountability in the management and provision of quality programs, and services.	% satisfaction rate of annual community survey
	LPS-12	Accommodate long-term space needs for the City of London and optimize service delivery locations.	Metrics TBD through next MYB Q1 2020
	LPS-13	Improve animal welfare by encouraging more animal adoption.	% rate of companion animal live release

LEADING IN PUBLIC SERVICE

Outcome 2: Londoners experience exceptional and valued customer service (continued)

Expected Result		Strategy	Metric
d) Reduce barriers to access city services and information	**LPS-14**	Enhance collaboration between Service Areas and community stakeholders to assist residents to access services and supports.	# of processes developed to ensure that city resources are shared across Service Areas
			# of community initiatives supported by multiple Service Areas
			# of cross-functional teams supporting community initiatives
			% of community initiatives that share information and resources across the corporation
			# of staff training sessions related to mental health, addictions, and community resources
			# of multi-Service Area initiatives implemented
	LPS-15	Implement the 2018 to 2021 Multi Year Accessibility Plan.	# of front counters made accessible
			# of pedestrian crosswalks made accessible
			% of accessibility initiatives implemented
	LPS-16	Implement ways to improve access to services and information.	# of services available at customer service counters
			# of tools and resources available in multiple languages
			% of customers satisfied with the service they received
			% of information provided in alternate formats
			% satisfaction rate with accessibility of services
			# of Service London Portal users
e) Increase the use of technology to improve service delivery	**LPS-17**	Continue to maintain, build, and enhance a high-performing and secure computing environment.	# of technical service requests and incidents successfully completed
			% availability of City of London core computing environment
			% of Information Technology customers satisfied
			% of targeted WiFi implementations completed

LEADING IN PUBLIC SERVICE

Outcome 3: The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service

Expected Result	Strategy		Metric
a) Increase the diversity of the city's workforce	**LPS-18**	Update and implement an Equity and Inclusion Plan.	% of newly hired employees compared to community dimensions of diversity
b) Attract and retain a talented workforce	**LPS-19**	Develop and implement a People Plan.	% voluntary staff turnover rate
			% successful staff hire rate
c) Maintain a safe and healthy workplace	**LPS-20**	Develop and implement a People Plan.	# employee absenteeism rate
			# of inquiries/requests
			# of informal complaints (completed)
			# of formal complaints (completed)
			# of training opportunities
			# of participants in training
d) Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term.	**LPS-21**	Plan, conduct, and support annual internal and external audits.	# of audits completed
	LPS-22	Continue to ensure the strength and sustainability of London's finances.	# of consecutive years the Aaa credit rating is maintained
	LPS-23	Establish and monitor targets for reserves and reserve funds.	% of reserve and reserve fund targets that are established and monitored
	LPS-24	Maximize investment returns, adhering to the City's investment policy.	Actual investment returns compared to the City of London contractual bank rate
	LPS-25	Review and update the City's financial strategic planning, principles, and policies.	# of principles and policies reviewed and updated
	LPS-26	Develop and monitor the Multi-Year Budget to align financial resources with Council's Strategic Plan.	Average annual tax levy, water and wastewater rate increases approved through annual budget updates compared to the average annual tax levy, water and wastewater rate increases approved through Multi-Year Budget process
	LPS-27	Adhere to City of London limit on authorized debt (internal debt cap).	Actual debt authorized compared to internal debt cap

LEADING IN PUBLIC SERVICE

Outcome 3: The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service (continued)

Expected Result	Strategy		Metric
d) Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term (continued).	**LPS-28**	Develop tax policy to align with Council priorities of the Strategic Plan.	City of London Commercial tax ratio compared to average Provincial Commercial tax ratio
			City of London Industrial tax ratio compared to average Provincial Industrial tax ratio
			City of London Multi-residential tax ratio compared to average Provincial Multi-residential tax ratio
e) Enhance the ability to respond to new and emerging technologies and best practices	**LPS-29**	Deliver and maintain innovative digital solutions to increase efficiency and effectiveness across the Corporation.	# of digital solutions delivered
			# of Lessons Learned Outcomes communicated to ITS Project Managers
			% of digital solutions that resulted in an increase in efficiency and/or effectiveness
			% of time spent on projects
			% of paperless trials (Provincial Offences Court)
			% of disclosure requests processed electronically (Provincial Offences Court)
			% progress towards completion of digital application tracking initiatives

Council's Strategic Plan 2019-2023
January 28, 2019 SPPC

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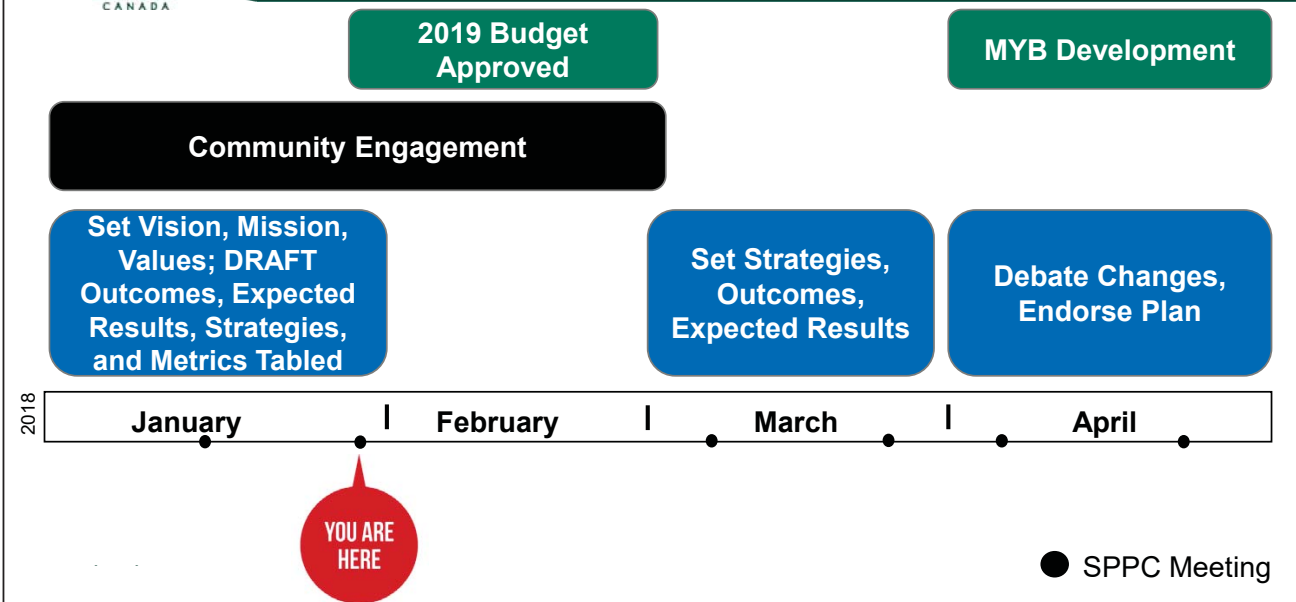
- Key Timelines and Deliverables

- Community Engagement update – early feedback

- Tabling draft Outcomes, Expected Results, Strategies, and Metrics

- Next Steps

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2

Strategic Plan 2019-2023: Timelines and Deliverables

2019 Budget Approved

MYB Development

Community Engagement

Set Vision, Mission, Values; DRAFT Outcomes, Expected Results, Strategies, and Metrics Tabled

Set Strategies, Outcomes, Expected Results

Debate Changes, Endorse Plan

2018

| January | February | March | April |

YOU ARE HERE

● SPPC Meeting

Community Engagement

- Community input sought on the preliminary Vision, Mission, and Value statements. The community was asked 3 questions:

  1. What words or statements resonate with you the most?

  2. Are there words or statements that could be eliminated?

  3. If you were to write a "Vision" statement for the City of London, drawing from the above statements, what would it say?

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Preliminary Vision Statements

1. Our region's capital, advancing commerce and connecting people through culture, entertainment, and sport as the heart of Southwestern Ontario.
2. A bold leader in fostering an innovative, prosperous, and liveable city connected to the world.
3. A diverse community of neighbours building for a prosperous future.
4. A city of unlimited potential where enterprise is valued and dreams are realized.
5. A resilient community where all are welcomed and valued, building for a prosperous future.

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Vision: What resonates the most?

- Prosperous future/prosperous community
- Diverse community
- The environment
- Resilient community
- Liveable city

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Preliminary Mission Statements

1. A responsive and modern public service partner that fosters change to build a better London for all.
2. Engaged and responsible public servants building a better city for all.
3. Delivering opportunity with respect, compassion, and accountability.
4. Serving in partnership with respect, equity, and inclusion to build a better city for all.
5. To help Londoners prosper and grow in an inclusive and connected community.

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Mission: What resonates the most?

- Fosters change to build a better London for all
- To mobilize our public sector to build a better city for all
- Engaged and responsive public service
- Opportunity with respect, compassion, and accountability

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Preliminary Value Statements

1. Good governance, driven by community, acting with compassion, moving forward through innovation.*

2. Results focused
   Collective accountability
   Serving a diverse community

3. Initiative
   Integrity
   Compassion
   Inclusivity
   Accountability

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Preliminary Value Statements cont'd

* To be considered:

(energetic collaboration, clear and lateral thinking, calculated risk taking, strong ROI and SOI, value for money, rapid advancement, technological innovation, economic vitality, individual sustainability, municipal self-sufficiency, personal productivity)

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Values: What resonates the most?

- Results focused

- Driven by community

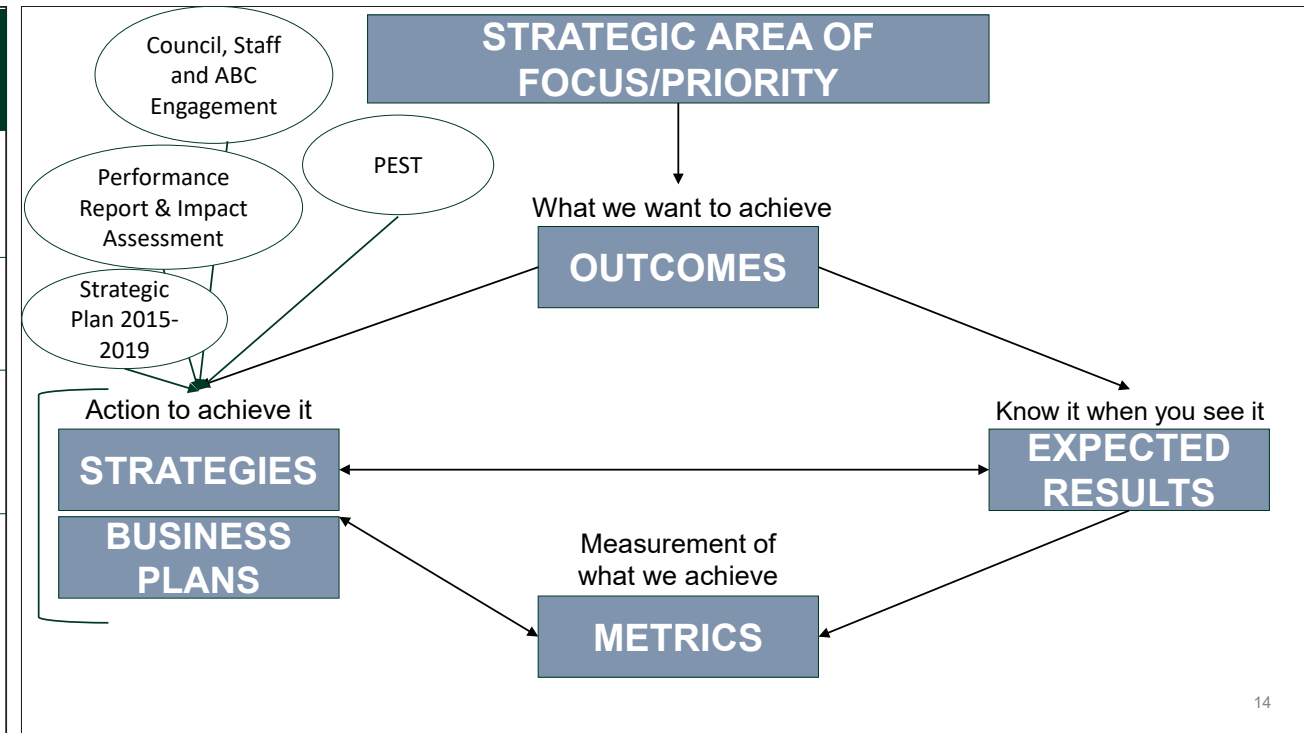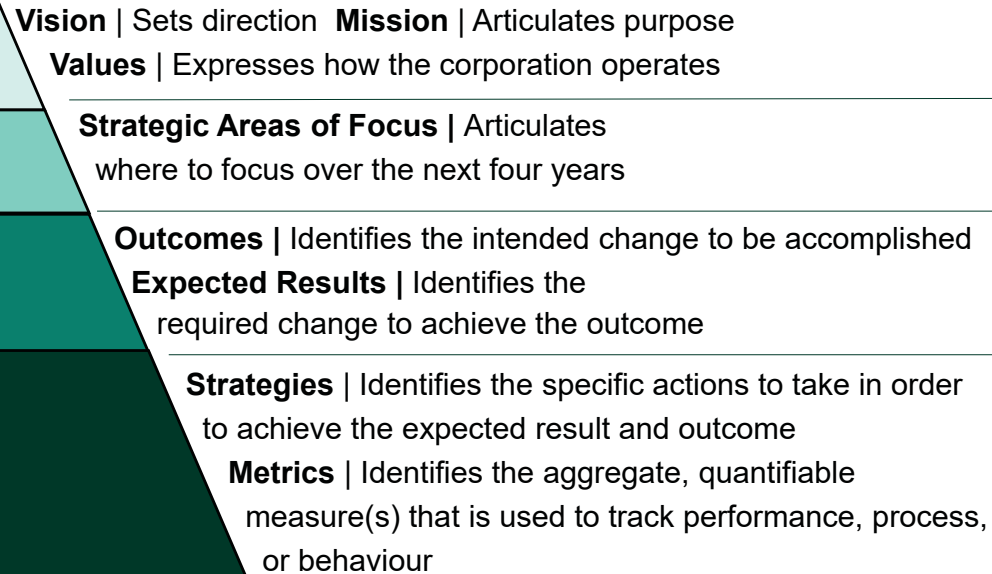- Collective accountability

- Integrity and compassion

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Draft Outcomes, Expected Results, Strategies, and Metrics

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Strategic Plan Approach

Vision | Sets direction **Mission** | Articulates purpose
Values | Expresses how the corporation operates

Strategic Areas of Focus | Articulates
where to focus over the next four years

Outcomes | Identifies the intended change to be accomplished
Expected Results | Identifies the
required change to achieve the outcome

Strategies | Identifies the specific actions to take in order
to achieve the expected result and outcome
Metrics | Identifies the aggregate, quantifiable
measure(s) that is used to track performance, process,
or behaviour

Council, Staff and ABC Engagement

Performance Report & Impact Assessment

PEST

Strategic Plan 2015-2019

STRATEGIC AREA OF FOCUS/PRIORITY

What we want to achieve

OUTCOMES

Action to achieve it

STRATEGIES

BUSINESS PLANS

Know it when you see it

EXPECTED RESULTS

Measurement of what we achieve

METRICS

14

Next Steps: Community Engagement

February 1 – 28, 2019:

- Seeking feedback on proposed Outcomes, Expected Results, and Strategies

- Final opportunity to provide any additional feedback on preliminary Vision, Mission, and Value statements

- Civic Administration will provide Council with communication assets to share with their networks and constituents

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Next Steps: Community Engagement

Opportunities for Community Engagement:

- **Online Feedback**: getinvolved.london.ca

- **Paper Survey:** available through phone or email

- **Ward/Community Meeting:** contact Jen Carter (jecarter@london.ca) if you would like support from Civic Administration

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Next Steps: Community Engagement

Opportunities for Community Engagement (cont'd):

- **Focus Groups:** An engagement toolkit is being created to support organizations to gather feedback and to promote the online link with networks and individuals
- **Open Houses:**
  - **Feb 19:** Goodwill (5pm to 8pm)
  - **Feb 27:** South London Community Centre (5pm to 8pm)

Next Steps: Community Engagement

Opportunities for Community Engagement (cont'd):

Pop Ups:
- **Feb 8:** North London Optimist Community Centre (10am-12pm)
- **Feb 16**: Canada Aquatic Games Centre (10am-12pm)
- **Feb 21:** Bostwick Community Centre (6pm-8pm)
- **Feb 28:** Stoney Creek Community Centre (3pm-5pm)
- **TBD:** Southeast location

Next Steps

March 4, 2019 SPPC Meeting:
- Council receives any additional feedback on the preliminary Vision, Mission, and Value statements
- Council sets the Vision, Mission, and Values
- Council receives feedback on the draft Outcomes, Expected Results, and Strategies
- Council receives additional information for each draft strategy: targets and financial information
- Council begins to set the strategies

Next Steps

March 25, 2019 SPPC Meeting:
- Council continues to set the strategies

April 8, 2019 SPPC Meeting:
- Council debates any final changes to the Strategic Plan

April 23, 2019 SPPC Meeting:
- Council approves the Strategic Plan 2019-2023

Thank You!

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Strategic Plan 2019-2023: Early Community Engagement Feedback

The responses to the questions listed below were provided by residents from January 16 to January 28 through www.getinvolved.london.ca.

VISION:

If you were to write a "Vision" statement for the City of London, drawing from the above statements, what would it say?

- "London, connecting Southwestern Ontario with the World."

- "Bio economy and unconventional energy utilization. It is time to engage. We will lose a grand opportunity if we do not act."

- "... Connecting people through culture, entertainment, transportation, and sport."

- "A resilient community where all are welcomed and valued, building for a prosperous and affordable future while protecting the environment."

- "Creating a City for Citizens."

- "More livable than Toronto. Cheaper rent, more parks, and better traffic. "

- "While citizens have strived to practice unconditional love, the corporation has reduced unemployment, crime, homelessness and addiction."

- "The city that has solved its most taxing problems, capitalized on its best opportunities and maximized quality-of-life."

- "The nucleus of SWO where commerce, culture, sport, entertainment and technology reach critical mass for an explosion of prosperity."

- "A city which preserves its heritage, both in architecture and nature, and which stresses practical needs, not expensive impractical ones."

- "A city of unlimited potential where all are welcomed and valued building a prosperous future."

- "A bold leader in fostering a sustainable, prosperous, and liveable city connected to its hinterland and the world."

- "A resilient community, advancing commerce and connecting people through culture, entertainment, and sport as the heart of Southwestern Ontario."

MISSION:

If you were to write a "Mission" statement for the City of London, drawing from the above statements, what would it say?

- "To maintain a city which respects all kinds of people: e.g. the old and the young, liberals and conservatives, not just "change" advocates."

- "Empowering citizens to contribute to dynamic, diverse communities under optimized municipal conditions."

- "To help Londoners prosper and grow in an inclusive and connected community by delivering opportunity with respect, compassion, and account."

- "An engaged and innovative public service partner that fosters change to build a better London for all."

VALUES:

If you were to develop Values for the City of London, drawing from the above Values, what would they be?

- "Be good stewards of our taxes Real Integrity with accountability Truthful service to all"

- "People in charge will write using clear language so that ordinary people will be able to understand its practical consequences."

- "Put First things first. Don't spend for the sake of vanity. Find your own opportunities. Support volunteerism. Think outside the box."

- "#3 as is." (Initiative. Integrity. Compassion. Inclusivity. Accountability)

- "Accountable governance, driven by community, acting with compassion, moving forward through innovation and calculated risk-taking"

Dear Colleagues,

We would ask for your consideration on the following.

Many of our city owned recreational facilities already have internet connectivity onsite for staff use.

Public access to wifi is an increasingly important "quality of experience" factor for users of libraries, recreation centres, gyms, etc, for both regular users and visitors alike, and can also be a safety enhancement.

The City of London is at a disadvantage in attracting visiting teams to our arenas for area hockey tournaments because other communities already offer public WiFi access (St. Catherines, Hamilton, etc). Councillor Lewis has been involved in minor hockey with the Bandits Association for 5 years, and has seen entire divisions cancelled because we could not attract enough teams. While there are multiple reasons for this, sadly in part it is that London has a reputation for having poor arena facilities/amenities.

Likewise, the Canada Games Aquatic Centre is at a disadvantage in bidding for swimming and diving events because it does not offer WiFi.

If we want to attract high profile events, it is also a necessity to have connectivity available for visiting media, as well as attracting visiting athletes and teams. It is also an issue of concern for local families.

It is not unusual for 12-13yr olds to work as timekeepers for games at our rinks. These youth often have smart devices that do not have talk and text or data plans enabled for various reasons. The lack of WiFi is a barrier for them to stay in touch with home, to be able to message and say "I'm staying to do an extra game," or "I'm going to a friend's house after the game".

Parents want to be able to send in game/event pictures of their young athletes to family members who may be at work or with a sibling at another location. A coach may want to enter the results immediately after the game/event. But in London at many venues they can only do so through their data plan.

Our libraries offer free WiFi. The new Bostwick Community Centre offers both library and YMCA WiFi connectivity. The Western Fair Sports Complex and Budweiser Gardens both offer this amenity, as does London City Hall itself. Yet older facilities like Argyle Arena, Canada Games Aquatic Centre or Nichols Arena do not.

Let's fix this disparity between services at London's public venues.

That the following motion be considered for addition to the draft the Strategic Plan 2019-2023:

Civic Administration be directed to review opportunities, and bring forward associated targets in the 2019-2023 Strategic plan and an associated business case as part of the 2020 Multi-year Budget Process, to provide public Wi-Fi in recreation facilities where there is a business and/or customer need and appropriate network connectivity is available or can be reasonably achieved, for implementation beginning in 2020 and to target rollout completion by 2022.

Respectfully,

Shawn Lewis
Ward 2 Councillor

Josh Morgan
Ward 7 Councillor

Elizabeth Peloza
Ward 12 Councillor