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**STRATEGIC
PLAN** FOR THE
**CITY OF
LONDON**
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SPPC | January 12, 2015





Process Overview

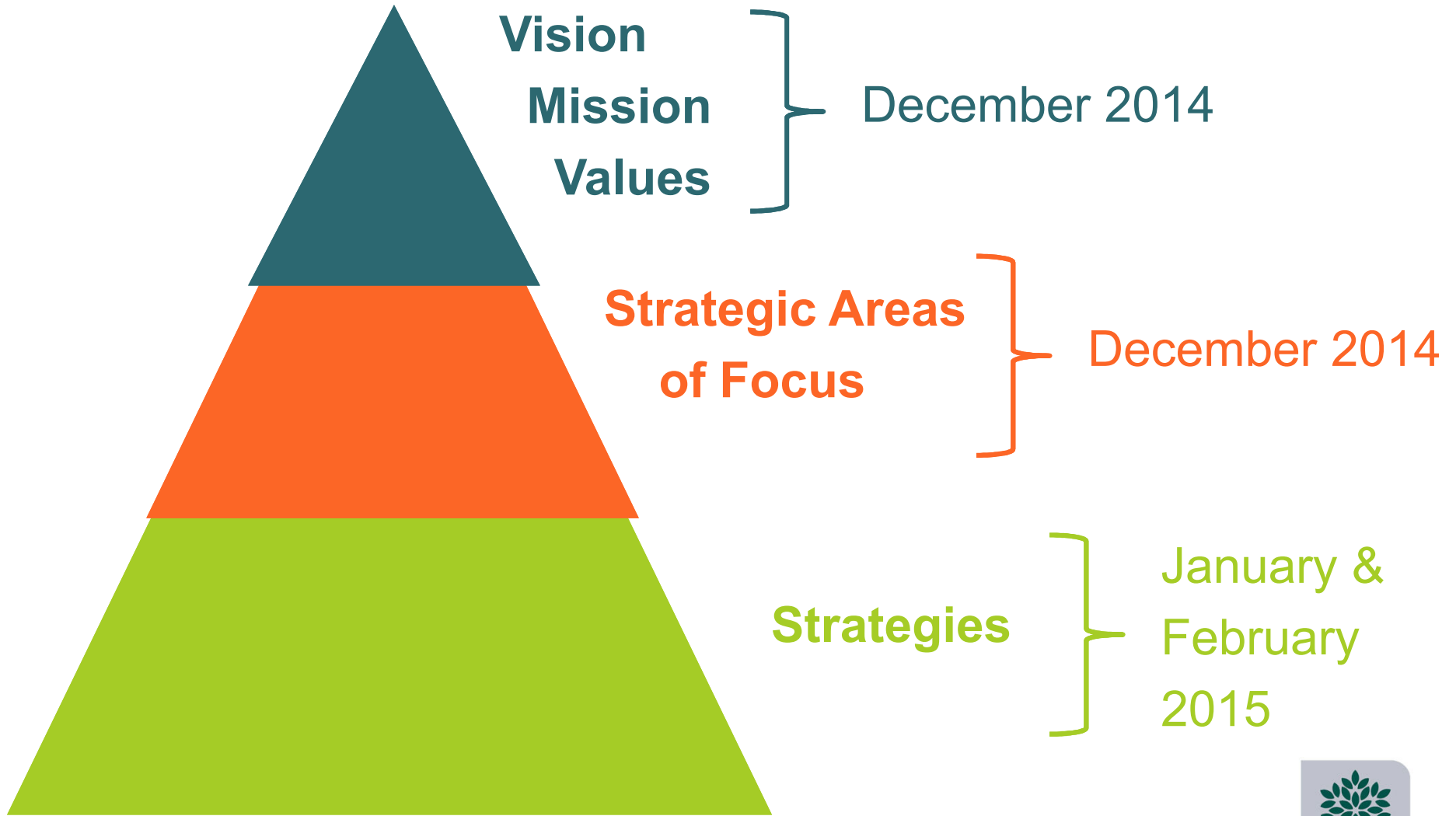
- ✓ **December 3** | Council discussion about vision, mission, values & strategic areas of focus
- ✓ **December 18** | Council sets vision, mission, values & strategic areas of focus
- **January 12** | Tabling of strategies
- **January 12-17** | Public consultation (Q: what's missing?)



Process Overview

- **January 26** | Public consultation input shared
- **January 27-February 2** | Second public consultation (Q: what is most important?)
- **February 6** | SPPC sets strategies
- **February 23** | SPPC sets Strategic Plan
- **March 10** | Council sets Strategic Plan

Timing





Vision

Vision Statement

STRATEGIC
PLAN FOR THE
CITY OF
LONDON



Inspired. Innovative. Diverse. Connected.





Mission and Values



Mission

At your service: A respected and inspired public service partner.

Values

Individual Responsibility
Collective Accountability



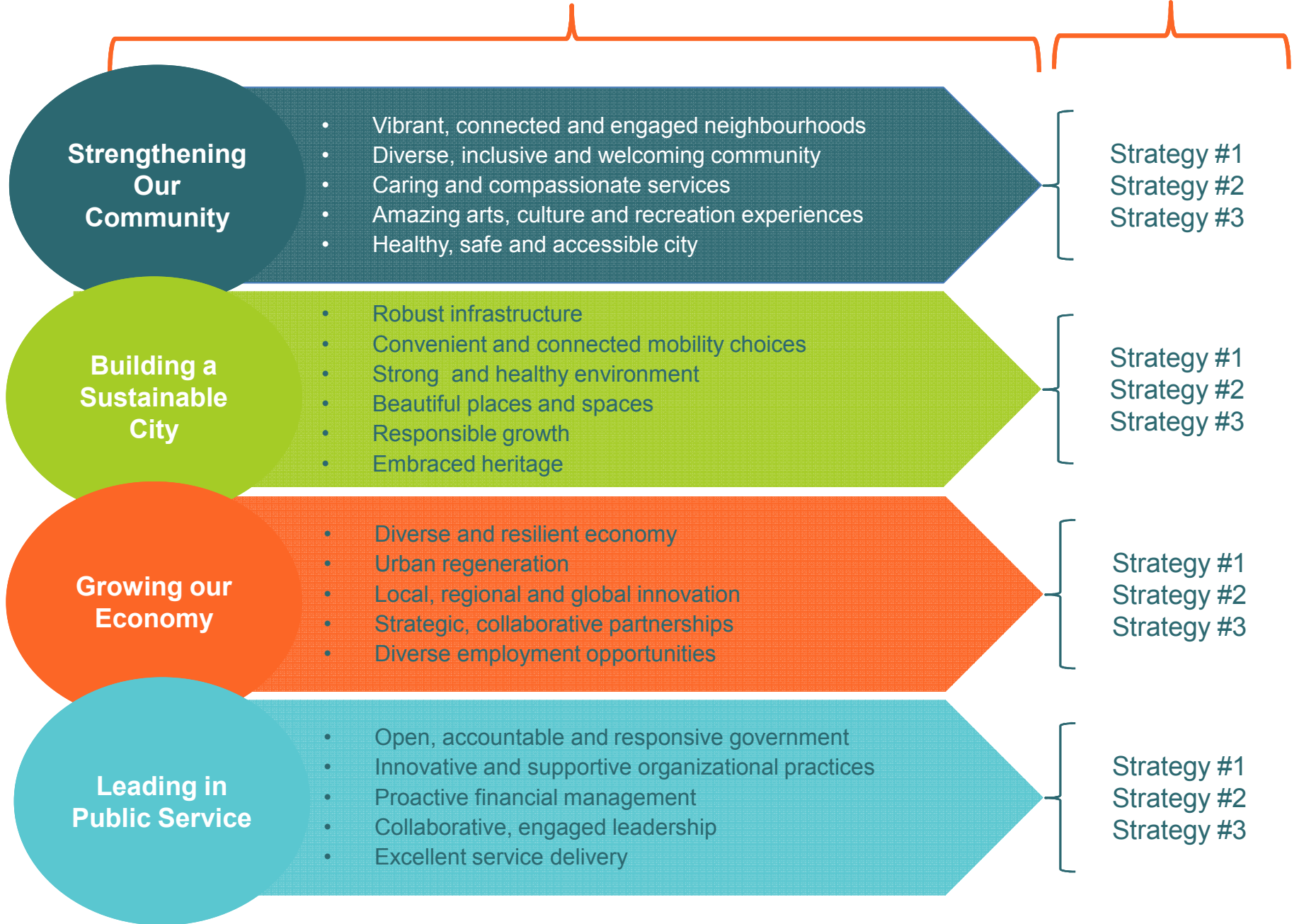
Strategic Areas of Focus

Strategic Areas of Focus



December 2014

Jan & Feb 2015



Today's Task

- Table **strategies** under each strategic area of focus for public consultation



Strengthening our Community

1. Vibrant, connected and engaged neighbourhoods

- | | |
|---|---|
| A | Develop and implement <i>London's Strengthening Neighbourhoods Strategy 2015-2020</i> |
| B | Strengthen people and neighbourhoods through continued investment in the <i>London Public Library's 2014 – 2017 Strategic Plan</i> |
| C | Develop and implement a neighbourhood land acquisition strategy for key properties such as school sites and park space |

2. Diverse, inclusive and welcoming community

- | | |
|---|---|
| A | Implement the <i>London & Middlesex Local Immigration Partnership Strategic Plan</i> to support immigrants and newcomers |
| B | Develop an immigration strategy to attract and retain newcomers, including international students, in collaboration with the community |

Strengthening our Community

3. Caring and compassionate services

A	Implement community based strategic initiatives for individuals facing barriers including poverty/income security, mental health, addictions, transportation, and housing
B	Review options for enhanced delivery of housing support services at London Middlesex Housing Corporation
C	Implement Phase 2, 3 and 4 of the <i>London Homeless Prevention and Housing Plan (2010-2024)</i> including the <i>London Homeless Prevention System Implementation Plan</i> to address, reduce, and prevent homelessness
D	Implement community delivery of social services including the Ontario Works program
E	Provide compassionate care for animals, including implementation of an <i>Open Shelter (“no kill”) Strategy</i>

Strengthening our Community

4. Amazing arts, culture and recreation experiences

A	Celebrate London's identity through support of the 150th Anniversary of Canada and other community events
B	Explore the viability of a multi-use performance venue
C	<p>Implement the <i>Parks and Recreation Master Plan</i> to provide for the development of the City's parks and recreation infrastructure, program offerings, and service delivery models, including:</p> <ul style="list-style-type: none"> • Construction of a southwest multi-purpose recreation centre (2018) • Plan, design, and construct an east/southeast multi-purpose recreation centre (after 2018)
D	Promote and strengthen arts and heritage through continued investment in the <i>Museum London Strategic Plan</i>
E	<p>Work with Museum London, London Arts Council, London Heritage Council, and London Public Library to support culture and education through initiatives such as:</p> <ul style="list-style-type: none"> • London Artist in Residence Program • Development of a Creative Learning Centre facility within Museum London

Strengthening our Community

5. Healthy, safe and accessible city

A	Promote wellness, prevent disease and injury and protect the public's health by supporting the Middlesex-London Health Unit in the implementation of their four-year Strategic Plan
B	Improve London's age friendliness through the implementation of the <i>Age Friendly London Action Plan</i>
C	Promote and support the health and well-being of children, youth, and families through the implementation of the <i>Child and Youth Agenda</i>
D	<p>Protect and promote the safety of Londoners through the work of London Police Services in the development and implementation of the <i>2016-2018 Business Plan</i>, including:</p> <ul style="list-style-type: none"> • Work towards crime reduction through community based crime prevention initiatives • Provide assistance to victims in the community • Continue to ensure effective and efficient law enforcement through the following functions: <ul style="list-style-type: none"> ○ General patrol/directed patrols ○ Community patrol ○ Communications/dispatch ○ Criminal Investigations and Investigative Supports (forensic identification, crime analysis, canine tracking, polygraph) ○ Traffic Management, traffic law enforcement and road safety

Strengthening our Community

5. (cont.) Healthy, safe and accessible city

E	<p>Promote and support a safe community through the work of London Fire Services by:</p> <ul style="list-style-type: none"> • Increased emphasis on public education and prevention to reduce residential fires and injuries • Improve emergency responsiveness through the redeployment of resources and the introduction of technology
F	<p>Enhance Emergency Management through:</p> <ul style="list-style-type: none"> • Public awareness activities and a public notification system • Expanded Emergency Operations Centre capabilities • Strengthened <i>Emergency Social Services Plan</i>
G	<p>Deliver proactive bylaw enforcement through targeted enforcement blitzes to support the health, safety, protection, and quality of life of Londoners</p>

Strengthening our Community

5. (cont.) Healthy, safe and accessible city

H	Revise and continue implementing the <i>City of London Accessibility Plan 2013-2017</i> to maintain compliance with requirements under the <i>Accessibility for Ontarians with Disabilities Act, 2005 (AODA)</i>
I	Support a healthy community through the provision of Active and Safe Routes to School, School Crossing Guard program, and viable alternative transportation choices through cycling programs and infrastructure
J	Promote community health through the provision of safe drinking water and the protection of natural water courses

Building a Sustainable City

1. Robust infrastructure

A	Implement strategies as recommended in the <i>State of the Infrastructure Report</i> to address and manage the infrastructure gap
B	Manage and improve water, wastewater, and storm water infrastructure assets and services towards long-term sustainability
C	Upgrade and maintain key transportation mobility infrastructure assets , including heritage bridges, parking, cycling facilities, transit infrastructure, and fleet
D	Complete long-term resource recovery, waste disposal, and nuisance management strategies for solid waste services and facilities
E	Invest in implementation of climate change adaptation strategies
F	Enhance appropriate technical capabilities for the delivery of robust infrastructure

Building a Sustainable City

2. Convenient and connected mobility choices

A	Implement the <i>Transportation Master Plan</i> including the next steps in the <i>Rapid Transit Implementation Strategy</i>
B	Investigate and pursue High Speed Rail to better connect London to other major centres
C	Improve road safety and convenience through traffic signal optimization, red light camera program , and implementation of the <i>Road Safety Strategy</i>
D	Invest in active transportation , including implementation of the <i>Cycling Master Plan</i> , the Trans Canada Trail link recommendations, and completing key <i>Thames Valley Corridor Plan</i> pathway projects
E	Undertake a transportation mobility operating and financing strategy review to examine other means of financing transportation
F	Enhance mobility choices through continued investment in the <i>London Transit Commission Strategic Business Plan</i> , including continued development and delivery of an integrated, affordable, and valued mobility choice for Londoners
G	Invest in a new model of subsidy for transit riders , targeting the removal and prevention of barriers with respect to access and affordability of accessible public transit services

Building a Sustainable City

3. Strong and healthy environment

A	Conserve energy through accelerated implementation of the Community Energy Action Plan and the Transportation Energy Optimization Program (street lighting)
B	Reduce fuel reliance through the implementation of the Green Fleet Strategy and the exploration of Compressed Natural Gas fueling infrastructure
C	Implement the Urban Forest Strategy including policies, planting, maintenance, care, and capital projects
D	<p>Expand support for resident and community driven initiatives that encourage environmentally sustainable behaviours through:</p> <ul style="list-style-type: none"> • London Environmental Network • Residential Organics (Food Scraps) Management Program • Implementation of Roadmap 2.0 Road to Increased Resource Recovery and Zero Waste

Building a Sustainable City

3. (cont...) Strong and healthy environment

E	Protect the environment through implementation of key plans such as the <i>Thames Valley Corridor Plan</i> , the <i>Source Protection Plan</i> , the Thames River Clear Water Revival initiative , and the <i>Pollution Prevention and Control Plan</i>
F	Undertake a solid waste operating and financing strategy review to examine other means of financing garbage, recycling, and composting
G	Advance innovative “at source” solutions to basement flooding

Building a Sustainable City

4. Beautiful places and spaces

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

Building a Sustainable City

5. Responsible growth

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

6. Embraced heritage

A	Establish an interpretive program for London's Heritage Thames River
B	Implement the <i>Cultural Heritage Plan for Western Counties Veterans Sites</i>
C	Invest in protection and promotion of Designated Heritage Properties and advance conservation and maintenance of City assets such as Eldon House

Growing our Economy

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

Growing our Economy

2. Urban regeneration

A	Implement the <i>London Downtown Plan</i> including investment in the Dundas Flexible Street project
B	Stimulate revitalization through housing by establishing a Housing Development Corporation , investing in regeneration of public housing properties and making strategic decisions about service delivery
C	Implement Council-approved Community Improvement Plans
D	Enhance incentives and capacity for heritage restoration, brownfield remediation, urban regeneration, and community improvement projects

Growing our Economy

3. Local, regional and global innovation

A	Develop and implement the <i>Smart Cities Strategy</i>
B	Find new ways to reduce energy for water and wastewater systems to manage carbon footprint and keep operating costs low
C	Support commercialization of new technologies in wastewater treatment
D	Lead the development of new approaches to resource recovery, energy recovery, renewable energy, and resource optimization
E	Improve capacity of electrical power infrastructure around Budweiser Gardens and Covent Garden Market in partnership with London Hydro to better service major events

Growing our Economy

4. Strategic, collaborative partnerships

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

Growing our Economy

5. Diverse employment opportunities

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

Leading in Public Service

1. Open, accountable and responsive government

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

Leading in Public Service

2. Innovative and supportive organizational practices

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

Leading in Public Service

3. Proactive financial management

A	Implement a strategic approach to financial/resource management , focused on: multi-year budget development and approval; alignment of resources with strategy; and measuring the results
B	Continue with sustainable financial practices including: <ul style="list-style-type: none"> • business cases • ongoing service reviews • a long-term investment strategy
C	Review and update Council-approved Financial Policies
D	Continue to implement the Debt Management Strategy
E	Explore new non-tax revenue sources to support appropriate services
F	Continue to implement pay-as-you-go financing strategy for lifecycle renewal

Leading in Public Service

3. (cont...) Proactive financial management

G	Continue to implement the Reserve Fund Strategy
H	Implement new technologies or technology improvements to assist in the management of: <ul style="list-style-type: none"> • corporate assets • financial and reporting systems • billing systems
I	Continue to focus on contract negotiations and renewals to recognize economies, effectiveness, and efficiencies
J	Implement proactive system audits to reduce water / sewer billing losses

Leading in Public Service

4. Collaborative, engaged leadership

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

Leading in Public Service

5. Excellent service delivery

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



Recommendation

That the following action be taken with respect to the Municipal Council's Strategic Plan for 2015 - 2019:

- a) The strategies as tabled **BE RECEIVED** for information; and,
- b) Civic Administration **BE DIRECTED** to report back at the SPPC meeting on January 26, 2015 with the results of the initial public consultation on the strategies.



Wrap Up

Next Steps on Strategies

January 12-17: Public Consultation on 'What's Missing?'

- January 12-17 - opportunities for email, phone and social media input (#ldnstratplan)
- January 14 & 17 – in-person workshops

January 26 SPPC meeting:

- Public consultation input shared



Next Steps on Strategies

January 26-February 2 – Public consultation on ‘What’s most important?’

- Online input tool (launch on January 27)
- Opportunity for Councillors to consult with their ward constituents (eg. community meetings, social media)
- **If you wish to hold a ward meeting, staff are available to assist. Please let Kate or Cheryl know by Friday, January 16.**

February 6 SPPC meeting:

- Public consultation input shared
- Finalize strategies



Thank you!