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





# Process Overview

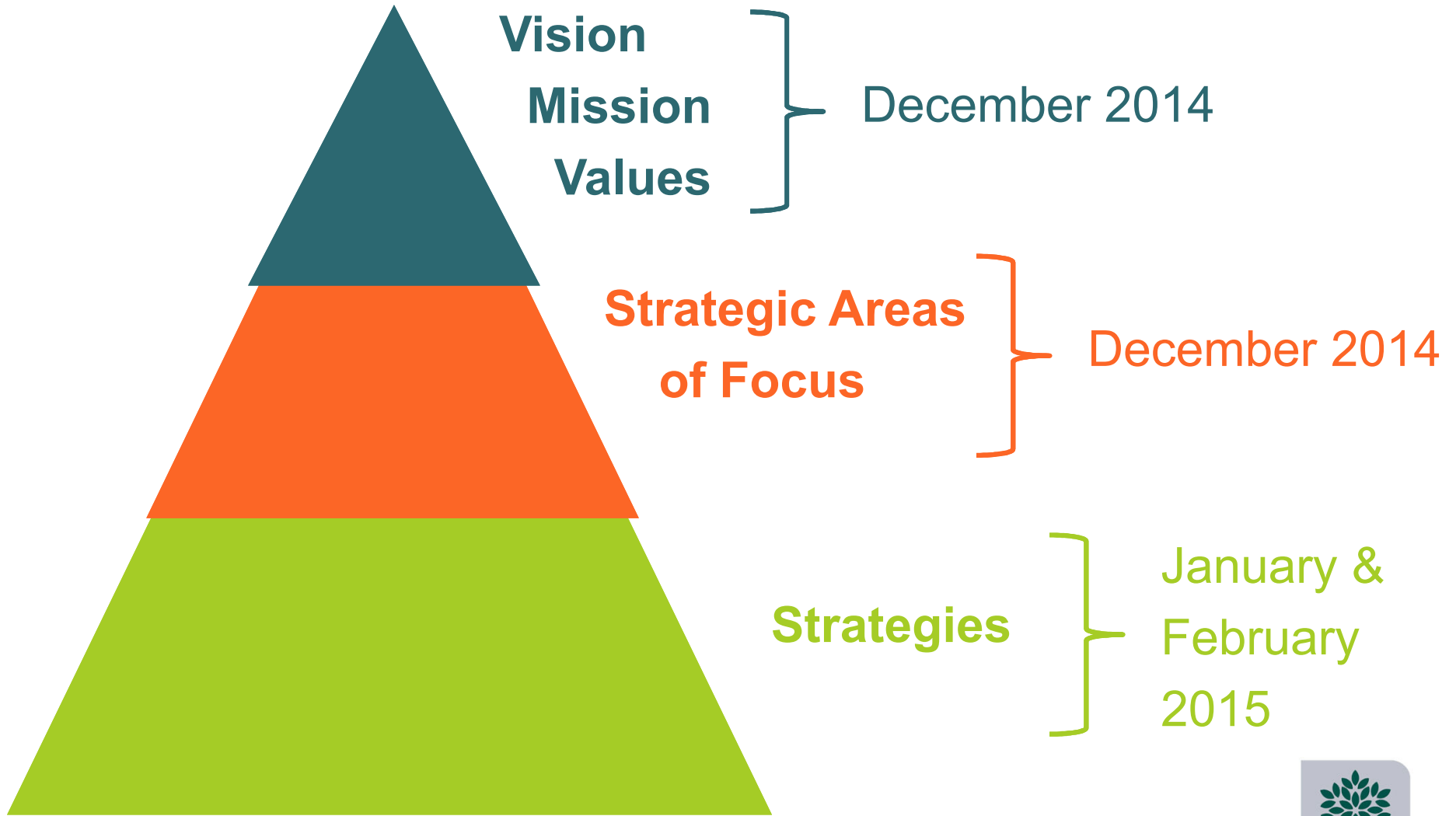
- ✓ **December 3** | Council discussion about vision, mission, values & strategic areas of focus
- ✓ **December 18** | Council sets vision, mission, values & strategic areas of focus
- **January 12** | Tabling of strategies
- **January 12-17** | Public consultation (Q: what's missing?)



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

## 2. Diverse, inclusive and welcoming community

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

# Strengthening our Community

## 3. Caring and compassionate services

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

# Strengthening our Community

## 4. Amazing arts, culture and recreation experiences

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

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



# Strengthening our Community

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

E	<p>Promote and support a safe community through the work of <b>London Fire Services</b> by:</p> <ul style="list-style-type: none"> <li>• Increased emphasis on public education and prevention to reduce residential fires and injuries</li> <li>• Improve emergency responsiveness through the redeployment of resources and the introduction of technology</li> </ul>
F	<p>Enhance <b>Emergency Management</b> through:</p> <ul style="list-style-type: none"> <li>• Public awareness activities and a public notification system</li> <li>• Expanded Emergency Operations Centre capabilities</li> <li>• Strengthened <b><i>Emergency Social Services Plan</i></b></li> </ul>
G	<p>Deliver <b>proactive bylaw enforcement</b> 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 <b><i>City of London Accessibility Plan 2013-2017</i></b> to maintain compliance with requirements under the <i>Accessibility for Ontarians with Disabilities Act, 2005</i> (AODA)
I	Support a healthy community through the provision of <b>Active and Safe Routes to School, School Crossing Guard program, and viable alternative transportation choices</b> through cycling programs and infrastructure
J	Promote community health through the provision of <b>safe drinking water</b> and the <b>protection of natural water courses</b>

# 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 <b>water, wastewater, and storm water infrastructure</b> assets and services towards long-term sustainability
C	Upgrade and maintain key <b>transportation mobility infrastructure assets</b> , including heritage bridges, parking, cycling facilities, transit infrastructure, and fleet
D	Complete long-term <b>resource recovery, waste disposal, and nuisance management</b> strategies for solid waste services and facilities
E	Invest in implementation of <b>climate change adaptation</b> strategies
F	Enhance appropriate <b>technical capabilities</b> for the delivery of robust infrastructure

# Building a Sustainable City

## 2. Convenient and connected mobility choices

A	Implement the <b><i>Transportation Master Plan</i></b> including the next steps in the <b><i>Rapid Transit Implementation Strategy</i></b>
B	Investigate and pursue <b>High Speed Rail</b> to better connect London to other major centres
C	Improve road safety and convenience through <b>traffic signal optimization, red light camera program</b> , and implementation of the <b><i>Road Safety Strategy</i></b>
D	Invest in <b>active transportation</b> , including implementation of the <b><i>Cycling Master Plan</i></b> , the <b>Trans Canada Trail link</b> recommendations, and completing key <b><i>Thames Valley Corridor Plan</i></b> pathway projects
E	Undertake a <b>transportation mobility operating and financing strategy review</b> to examine other means of financing transportation
F	Enhance mobility choices through continued investment in the <b><i>London Transit Commission Strategic Business Plan</i></b> , including continued development and delivery of an integrated, affordable, and valued mobility choice for Londoners
G	Invest in a new model of <b>subsidy for transit riders</b> , 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 <b><i>Community Energy Action Plan</i></b> and the <b><i>Transportation Energy Optimization Program</i></b> (street lighting)
B	Reduce fuel reliance through the implementation of the <b><i>Green Fleet Strategy</i></b> and the exploration of <b>Compressed Natural Gas</b> fueling infrastructure
C	Implement the <b><i>Urban Forest Strategy</i></b> including policies, planting, maintenance, care, and capital projects
D	<p>Expand support for resident and community driven initiatives that encourage <b>environmentally sustainable behaviours</b> through:</p> <ul style="list-style-type: none"> <li>• London Environmental Network</li> <li>• Residential Organics (Food Scraps) Management Program</li> <li>• Implementation of <b><i>Roadmap 2.0 Road to Increased Resource Recovery and Zero Waste</i></b></li> </ul>

# Building a Sustainable City

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

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

# Building a Sustainable City

## 4. Beautiful places and spaces

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

# Building a Sustainable City

## 5. Responsible growth

A	Adopt and implement <i>The London Plan</i>
B	<b>Support development growth</b> 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 <b>London's Heritage Thames River</b>
B	Implement the <i>Cultural Heritage Plan for Western Counties Veterans Sites</i>
C	Invest in protection and promotion of <b>Designated Heritage Properties</b> and advance conservation and maintenance of City assets such as <b>Eldon House</b>



# Growing our Economy

1. Diverse and resilient economy	
A	Work with partners to develop a <b>community economic strategy</b>
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 <b>small business retention, recruitment, and expansion</b> initiatives
F	Stimulate economic activity in London through investments in <b>London Economic Development Corporation, Tourism London, London Convention Centre</b> , 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 <b>Dundas Flexible Street project</b>
B	Stimulate revitalization through housing by establishing a <b>Housing Development Corporation</b> , investing in <b>regeneration of public housing</b> properties and making strategic decisions about service delivery
C	Implement Council-approved <b>Community Improvement Plans</b>
D	Enhance incentives and capacity for <b>heritage restoration, brownfield remediation, urban regeneration, and community improvement projects</b>

# Growing our Economy

## 3. Local, regional and global innovation

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

# Growing our Economy

## 4. Strategic, collaborative partnerships

A	Work with key partners to support the <b>London Medical Innovation and Commercialization Network</b>
B	Continue to implement the <b><i>Western Fair District Strategic Plan 2011-2018</i></b>
C	Create the conditions to support enhanced economic growth in partnership with <b>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</b>
D	Invest in strategic economic opportunities and research and development, together with partners such as <b>Western University and Fanshawe College</b>
E	Through the <b>London Economic Development Corporation</b> , 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 <b>London Economic Development Corporation</b> and other partners on <b>workforce development, retention, and recruitment initiatives</b>
B	Enhance delivery and coordination of <b>employment services</b> through partnerships with community organizations, funders, and employers
C	Expand the <b>City of London Internship Program</b> for individuals with disabilities, new immigrants, and recent post-secondary graduates

# Leading in Public Service

## 1. Open, accountable and responsive government

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

# Leading in Public Service

## 2. Innovative and supportive organizational practices

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

# Leading in Public Service

## 3. Proactive financial management

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



# Leading in Public Service

## 3. (cont...) Proactive financial management

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

# Leading in Public Service

## 4. Collaborative, engaged leadership

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

# Leading in Public Service

## 5. Excellent service delivery

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