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**STRATEGIC
PLAN** FOR THE
**CITY OF
LONDON**
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SPPC | February 6, 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



Today's Tasks



1. Review and confirm assumptions and work to date
2. Receive feedback on the strategies
3. Review and provide direction on strategies



Working Assumptions

Assumption #1

- The Strategic Plan provides direction for The Corporation of The City of London
- The Corporation includes Council and Administration
- The City's agencies, boards and commissions have also been collaborating on this process



Assumption #2



- The process was not starting ‘from scratch’
- The Strategic Plan builds on:
 - input from Councillors about what they heard at the door
 - the foundation of past strategic plans, master plans and guiding documents (London Plan, Downtown Plan, Transportation Master Plan, Age Friendly Implementation Plan, etc.)
- This reflects the input of thousands of Londoners

Assumption #3

- The Strategic Plan would provide specific direction for the multi-year budget for 2016-2019
- To be funded through the multi-year budget, the strategy must be in the Strategic Plan (except “maintain” strategies)
- Best practices (Calgary) indicate that the strategic plan needs to be written such that resource allocation and accountability for actions can clearly be identified



Assumption #4

- The City of London is a complex organization, providing nearly 100 services that Londoners rely on every day
- There will be big ideas and small strategic efforts
- Staff, agencies, boards, and commissions have undertaken extensive work to table the draft strategies
- These are all critical to achieving a great city



Assumption #5



- The strategies include only items that **enhance** current services or provide **direction for the future**
- The strategies do not include the ongoing, operational services provided by the City (“maintain existing services”)

Assumption #6

- Many need to see themselves in this plan – residents, businesses, visitors, Council, administration, agencies, boards and commissions



Discussion

- Given the work you have done to date, are these assumptions still valid?





Structure of the Plan

Anatomy of a Strategic Plan





Work to Date

Vision Statement

Inspired. Innovative. Diverse. Connected.

Mission

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

Values

Individual Responsibility

Collective Accountability

Strategic Areas of Focus



Strengthening Our Community

- Vibrant, connected and engaged neighbourhoods
- Diverse, inclusive and welcoming community
- Caring and compassionate services
- Amazing arts, culture and recreation experiences
- Healthy, safe and accessible city

Building a Sustainable City

- Robust infrastructure
- Convenient and connected mobility choices
- Strong and healthy environment
- Beautiful places and spaces
- Responsible growth
- Embraced heritage

Growing our Economy

- Diverse and resilient economy
- Urban regeneration
- Local, regional and global innovation
- Strategic, collaborative partnerships
- Diverse employment opportunities

Leading in Public Service

- Open, accountable and responsive government
- Innovative and supportive organizational practices
- Proactive financial management
- Collaborative, engaged leadership
- Excellent service delivery

Discussion

- Given the work you have done to date, is there anything you wish to change at this time?





Summary of Public Consultation Input

Public Input (January 12-21)

Feedback received:

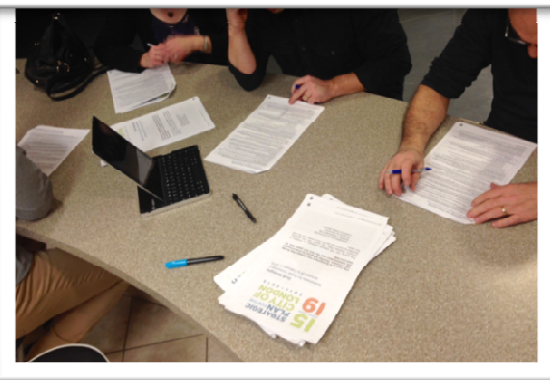
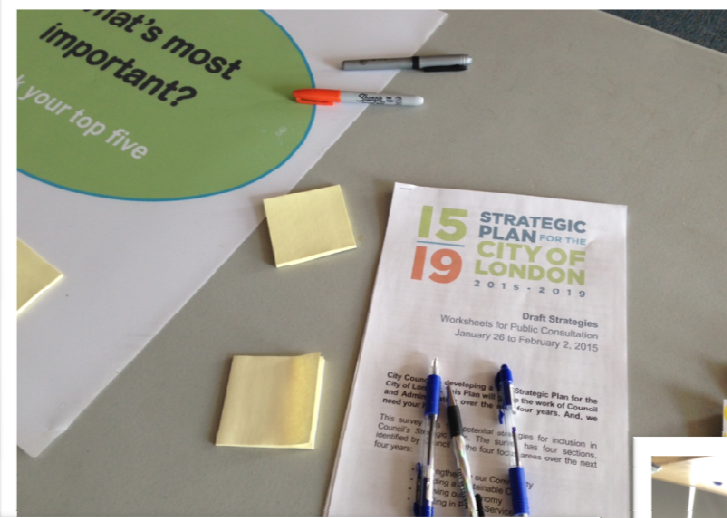
- **75** People attended 2 build-a-budget workshops
- **126** tweets and retweets
- **1** email
- **0** phone messages



Public Input (January 26 - February 4)

Feedback received:

- 7 meetings (10 wards) with approx. **200** people attending
- **422** Online surveys completed
- **191** tweets from
- 7 emails
- 1 phone message



What's Most Important – Top 10

1. Implement community based strategic initiatives for individuals facing barriers including poverty/income security, mental health, addictions, transportation, and housing
2. Maximize openness and transparency in Council decision making
3. Implement the London Downtown Plan including investment in the Dundas Flexible Street project
4. Implement Phase 2, 3 and 4 of the London Homeless Prevention and Housing Plan (2010- 2024) including the London Homeless Prevention System Implementation Plan to address, reduce, and prevent homelessness
5. Investigate and pursue High Speed Rail to better connect London to other major centres

What's Most Important – Top 10

6. Ensure seamless and timely approval processes with a focus on small business retention, recruitment, and expansion initiatives
7. Implement the Transportation Master Plan including the next steps in the Rapid Transit Implementation Strategy
8. Enhance community engagement through community partnerships, open data, and increased opportunity for public participation in local government
9. Invest in parks and recreation facilities and amenities
10. Implement a Plain Language Initiative to ensure reports and documents are written in language that is easily understood by all Londoners

Strengthening our Community – Top 5

1. Implement community based strategic initiatives for individuals facing barriers including poverty/income security, mental health, addictions, transportation, and housing
2. Implement [...] the London Homeless Prevention and Housing Plan (2010- 2024) including the London Homeless Prevention System Implementation Plan to address, reduce, and prevent homelessness
3. Implement the Parks and Recreation Master Plan to provide for the development of the City's parks and recreation infrastructure, program offerings, and service delivery models ...
4. Promote community health through the provision of safe drinking water and the protection of natural water courses
5. Protect and promote the safety of Londoners through the work of London Police Services in the development and implementation of the 2016-2018 Business Plan ...

Building a Sustainable City – Top 5

1. Investigate and pursue High Speed Rail to better connect London to other major centres
2. Implement the Transportation Master Plan including the next steps in the Rapid Transit Implementation Strategy
3. Invest in parks and recreation facilities and amenities
4. Invest in active transportation, including implementation of the Cycling Master Plan, the Trans Canada Trail link recommendations, and completing key Thames Valley Corridor Plan pathway projects
5. Upgrade and maintain key transportation mobility infrastructure assets, including heritage bridges, parking, cycling facilities, transit infrastructure, and fleet

Growing our Economy – Top 5



1. Implement the London Downtown Plan including investment in the Dundas Flexible Street project
2. Ensure seamless and timely approval processes with a focus on small business retention, recruitment, and expansion initiatives
3. Invest in strategic economic opportunities and research and development, together with partners such as Western University and Fanshawe College
4. Create the conditions to support enhanced economic growth in partnership with London Economic Development Corporation, London Hydro, London International Airport, Tourism London [...] and other key stakeholders
5. Find new ways to reduce energy for water and wastewater systems to manage carbon footprint and keep operating costs low

Leading in Public Service – Top 5



1. Maximize openness and transparency in Council decision making
2. Enhance community engagement through community partnerships, open data, and increased opportunity for public participation in local government
3. Implement a Plain Language Initiative ...
4. Continue to effectively and efficiently deliver nearly 100 services that Londoners rely on every day
5. Exemplify best practices in all organizational and management activities with particular emphasis on:
 - 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

General Feedback:

Themes on ‘what’s missing?’ from both consultation processes

- Greater emphasis on diversity – visible minorities, gender, youth, people with disabilities
- Clearly state lower transit costs for low income
- Urban agriculture/food strategies
- Urban Forest Strategy
- Green strategies -composting, energy, conservation
- Attracting small business and people to London to grow economy

Additional Comments

General feedback on the Strategic Plan:

- Strategies are very comprehensive
- Need for plain language
- More detail on the contents of some plan would be helpful, and seems to be overlap between plans referenced



Strategies

Today's Process



1. Are there any overarching changes that apply to all strategies?
2. Review each strategy, asking: is it in? is it out? are there any new ones?



Strategies

★ = top 5

Strengthening our Community

1. Vibrant, connected and engaged neighbourhoods



- | | |
|---|--|
| A | Develop and implement London's Strengthening Neighbourhoods Strategy 2015-2020 |
| 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 <i>Public Art Strategy</i> and restore existing public art assets
C	Implement the <i>City-wide Urban Design Manual</i> 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



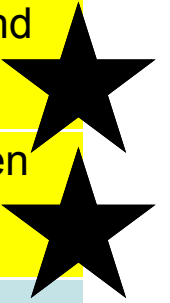
Growing our Economy

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	<p>Exemplify best practices in all organizational and management activities with particular emphasis on:</p> <ul style="list-style-type: none"> • Recruitment, retention, and succession planning • Learning and development • Performance development and recognition • Project management • Health and safety • 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 actions be taken with respect to the Municipal Council's draft Strategic Plan for 2015 – 2019:

- a) the staff report dated February 6, 2015, summarizing public feedback regarding the Municipal Council's draft Strategic Plan for 2015 – 2019, **BE RECEIVED** for information; and
- b) the Civic Administration **BE DIRECTED** to report back at the Strategic Priorities and Policy Committee (SPPC) meeting to be held on February 23, 2015, with a revised draft Strategic Plan that reflects the attached considerations.



Next Steps

Next Steps

February 23, 2015 SPPC

- Review all elements of plan – vision, mission, values, strategic areas of focus, and strategies
- Make decisions on Strategic Plan components



Thank you!