

Council's 2015-2019 Strategic Plan

February 6, 2015 SPPC Meeting: Overarching Changes to Strategies

- Willingness for innovation
- Best practices
- Partnerships
- Collaboration (partners, residents, citizens, each other)
- Plain language
- Strategic areas of focus – and the sub areas – need this detail and clarity
- Move to action, get things done - accountability, get things done with focus
- Pick one or two big picture directions – move, do, focus direction
- Use the 4 vision words as a filter when looking at strategies
- Role of region
- Quality of life as a lens
- London Plan
- Staff to look for duplication and opportunities to collaborate/merge strategies

February 6, 2015 SPPC Meeting: Review of all Strategies

Strengthening our Community

1. Vibrant, connected and engaged neighbourhoods		
A	Develop and implement London's Strengthening Neighbourhoods Strategy 2015-2020	Greater Near Campus strategy –to add to section 1. Look at opportunities to expand community directed activities – micro funding neighbourhood projects – Sparks plus Add – ways neighbourhoods can participate in local level decision making
B	Strengthen people and neighbourhoods through continued investment in the London Public Library's 2014-2017 Strategic Plan	Acknowledge ABC's in generic statement- partnership with ABCs so need detail
C	Develop and implement a neighbourhood land acquisition strategy for key properties such as school sites and park space	Work with our partners in education to keep as school sites. More overarching strategy about schools in neighbourhoods- keep, if not there, when schools leave

2. Diverse, inclusive and welcoming community		
A	Implement the London & Middlesex Local Immigration Partnership Strategic Plan to support immigrants and newcomers	Develop and implement next plan A and B work together Look at city grading re immigrants – Conference Board of Canada "C" Why not add attraction piece below to their new plan
B	Develop an immigration strategy to attract and retain newcomers, including international students, in collaboration with the community	Add foreign trained professionals, generational immigrant, in collaboration with educational partners (international students), migrate to London from other cities Ties to internship program
Strategies speak only to immigration - something missing (youth, gender, first nations, LGBT – all sectors – wording from LDDRAC)		
Note many Specific points cross many strategies		

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	Mental health in workplace- economic impact as well as social impact Add word partner to beginning Mental health key – pull it out – stand on own – lead not just collaborate in – might be area to show leadership to our senior govt partners. Access funding from other levels of government (advocate). Internally with partners, front line services Housing – social and affordable Create pathways out of poverty-
B	Review options for enhanced delivery of housing support services at London Middlesex Housing Corporation	Ties in with C Support strategy if tied with housing first strategies beyond property management – helping people retain housing Bring housing first strategies to LMHC
C	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	Vitally important, working well Importance of housing first
D	Implement community delivery of social services including the Ontario Works program	Moving services out to the community including Ontario Works Continue implementation of...
E	Provide compassionate care for animals, including implementation of an Open Shelter (“no kill”) Strategy	
Build on compassionate city membership (C.Usher)		

4. Amazing arts, culture and recreation experiences		
A	Celebrate London’s identity through support of the 150th Anniversary of Canada and other community events	Look to support.. collaborate with others Add correct name of 150 th
B	Explore the viability of a multi-use performance venue	Multiple venues Future of Centennial Hall Broad strategy in cultural prosperity plan related to cultural capital assets and investment - part of this larger strategy in Cultural Prosperity Plan
C	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, including: <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) 	Beyond regional parks- great impact with neighbourhood parks -Tie this in with subdivision plans (Civic Spaces program)
D	Promote and strengthen arts and heritage through continued investment in the Museum London Strategic Plan	
E	Work with Museum London, London Arts Council, London Heritage Council, and London Public Library to support culture and education through initiatives such as: <ul style="list-style-type: none"> • London Artist in Residence Program • Development of a Creative Learning Centre facility within Museum London 	
Increase the demand for local cultural products and the capacity to produce them		

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 Age Friendly London Action Plan	Identify what year, where are we in the progression of these plans – add to all
C	Promote and support the health and well-being of children, youth, and families through the implementation of the Child and Youth Agenda	
D	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, including: <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 	Work with police to highlight one general statement optimizing safe city. Civilian responsibilities Expectations of citizens – crime prevention (cultural aspect) In general with police and fire-how do we appropriately deploy services – capable and well resourced – right sized
E	Promote and support a safe community through the work of London Fire Services through: <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 	In general with police and fire-how do we appropriately deploy services – capable and well resourced – right sized
F	Enhance Emergency Management through: <ul style="list-style-type: none"> • Public awareness activities and a public notification system • Expanded Emergency Operations Centre capabilities • Strengthened Emergency Social Services Plan 	Train the public on how to deal with emergencies - engage the community Modernization Hazard Identification Risk Assessment- are we prepared for our high risk threats? How have we harmonized our planning processes? It is incorporated in OP? Have we taken a holistic approach to keep our city safe?
G	Deliver proactive bylaw enforcement through targeted enforcement blitzes to support the health, safety, protection, and quality of life of Londoners	Modernization of by laws Look at by laws we don't or ever enforce and take them off the books Regulatory by laws – what is it going to cost? What is the benefit? Resource allocations? Is it worth doing – revenue generating
H	Revise and continue implementing the City of London Accessibility Plan 2013-2017 to maintain compliance with requirements under the Accessibility for Ontarians with Disabilities Act, 2005 (AODA)	Area of significant activity – focus on how we can help other organizations, businesses, etc – communications role as a partner Good function for local government (communications) – prevent duplication
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	Real mobility choices – rather than alternative transportation choices
J	Promote community health through the provision of safe drinking water and the protection of natural water courses	Is this strategic? Does this belong in our plan – we are going to do this regardless

1. Robust infrastructure		
A	Implement strategies as recommended in the State of the Infrastructure Report to address and manage the infrastructure gap	Change manage to reduce
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	Parking Master plan – add that we are implementing the plan To what extent does this need to be in strategic plan – life cycle renewal – is it same or do more? This means the way we maintain the existing assets in a different way to enhance their usability
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	Refers to staff
Manage our rail crossings- over pass or under pass -		

2. Convenient and connected mobility choices		
A	Implement the Transportation Master Plan including the next steps in the Rapid Transit Implementation Strategy	Is there a way to bring transportation strategies together? To simplify
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 Road Safety Strategy	
D	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	Pedestrians – need to fit this in – integrate into plan – complete street
E	Undertake a transportation mobility operating and financing strategy review to examine other means of financing transportation	Clarify what this means: Develop comprehensive long term transportation and mobility financial strategy including capital and operating budgets. Identify low hanging fruit – incremental changes
F	Enhance mobility choices through continued investment in the London Transit Commission Strategic Business Plan , 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	Investigate in alternative ways – add explore
Add connections to our industrial areas – making it easier to get people to work, to our core areas and to our educational institutions		
Showing leadership - City of London as an employer – making it a focus of our organization to lead the way in other means/alternative ways of getting to work. Other organizations then follow (leading in public service)		
Get something for our money		

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	Add Ethanol strategy – includes various fuel sources Working from old strategy - develop new strategy in 2015
C	Implement the Urban Forest Strategy including policies, planting, maintenance, care, and capital projects	Problem with invasive species and how we address this – to be added
D	Expand support for resident and community driven initiatives that encourage environmentally sustainable behaviours through: <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 	
E	Protect the environment through implementation of key plans such as the Thames Valley Corridor Plan , the Source Protection Plan , the Thames River Clear Water Revival initiative , and the Pollution Prevention and Control Plan	Add ESAs – how to manage them as we grow as a city.
F	Undertake a solid waste operating and financing strategy review to examine other means of financing garbage, recycling, and composting	Revenue generating opportunities Do we add target – for example waste diversion target and committing ourselves to this
G	Advance innovative “at source” solutions to basement flooding	
Explore property assess clean energy- (province) – see Toronto example.		
Affordable housing and setting a target in the strat plan		

4. Beautiful places and spaces		
A	Support infill and intensification through implementation of the Civic Spaces Program	Connectivity around neighbourhood parks
B	Implement the Public Art Strategy and restore existing public art assets	Develop
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	Connectivity around neighbourhood parks
Add the river to beautiful places and spaces		

5. Responsible growth		
A	Adopt and implement The London Plan	
B	Support development growth by investing in new transportation, water, wastewater, and storm water infrastructure assets implemented under the Growth Management Implementation Strategy	
C	Implement the Floodplain Acquisition Strategy	Develop prioritization depending on resources and opportunities arise
Large plans such as Transportation Master Plan- large investments over the next number of years		

6. Embraced heritage		
A	Establish an interpretive program for London's Heritage Thames River	Signage and landscape features – recognizing and celebrating its heritage –tied to Thames Valley Corridor Plan
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	
<p>Expansion of heritage conservation districts – is there something that speaks to built heritage to add here? Does C speak to it a bit – pull out Eldon House to B</p> <p>Change the word embraced</p>		

Growing our Economy

1. Diverse and resilient economy		
A	Work with partners to develop a community economic strategy	A lot of strategies below will flow out of this
B	Implement the Industrial Land Development Strategy	
C	Implement the London Music Strategy	Strong relationship with Tourism London
D	Partner with London Community Foundation on the Back to the River Strategy	Is this in the correct area? Stimulate economic development revitalization
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 Cultural Prosperity Plan	
<p>Invest in fibre – starting in the core – 3A Smart Cities strategy – investment there when rebuilding our streets</p> <p>Focus on the growing industries and sectors/clusters along with the established ones (such as financial, ...)</p> <p>Nurture London's film industry</p> <p>401 , airport- Veterans Memorial Parkway - key advantage for us</p> <p>Membership in FCM and AMO</p>		

2. Urban regeneration		
A	Implement the London Downtown Plan 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	<p>Existing community improvement plans - we need to re visit to align with this Strategic Plan – are they effective to achieving these goals?</p> <p>This is a much larger tool for the tool box</p> <p>Also using CIP as a much larger tool for city wide initiatives – tied to arts and health tax incentives for children and youth – as an example</p> <p>Leverage and structure new and existing CIP's to align with the Strategic Plan</p>
D	Enhance incentives and capacity for heritage restoration, brownfield remediation, urban regeneration, and community improvement projects.	Ties into C

3. Local, regional and global innovation		
A	Develop and implement the Smart Cities Strategy	Invest in fibre – starting in the core – 3A Smart Cities strategy – investment here when rebuilding our streets – one component of this (last mile) Fibre as an economic backbone in our city. New and emerging technology Strategic direction – innovation, revenue generation
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	
<p>Regional business and economic development – how do we work with our surrounding cities - here or under Strategic Collaborative Partnerships – including SWEA, etc</p> <p>vibrant economic engine – Section 1 (ties to here)</p> <p>billboards as revenue generators</p> <p>banking/financing possibilities – being innovative and creative</p> <p>creating environment for small business to access financing through LEDC</p>		

4. Strategic, collaborative partnerships		
A	Work with key partners to support the London Medical Innovation and Commercialization Network	Support =partnership role
B	Continue to implement the Western Fair District Strategic Plan 2011-2018	Continue to support the Western Fair in the implementation of... Focus on growing the partnership and collaborative opportunities. Potentially strike this strategy?
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	Keep the London International Airport front and centre- economic driver Work with Tourism London to continue to brand ourselves
D	Invest in strategic economic opportunities and research and development, together with partners such as Western University and Fanshawe College	Leverage instead ...opportunities, research, and development Add 4 universities – universities and colleges – everywhere in document
E	Through the London Economic Development Corporation , partner with neighbouring regions to create stronger industry clusters and raise the region's international profile	Highlights the regional aspects Look at focusing on partnerships opportunities abroad
<p>Implement possibility of crowd funded research particularly in medical innovation sector</p> <p>Make our basic information on the city website available in several languages</p> <p>Stress the need for innovation – first to do something</p> <p>Plain language- more comprehensive in who we partner with – consider expanding to cover other groups (BIAs, etc)</p> <p>Look at other cities- best practices (Kanata- how did they foster economic development)</p>		

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	Add foreign trained professionals

Connect to 5B Service London (tied to previous comment re city website and multiple languages)

Information available on our city website – top 9 languages (welcome, innovative city) – how we direct that business – what are those key areas to translate

Tied to Immigration Strategy – find a way to hire

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	<p>Increased opportunity for public participation in local government – one of most important pieces that carries across all parts of the plan – bring it to top of the Plan</p> <p>Importance of the communication strategy that goes with community engagement – how are we communicating? Shift some of our resources to social media –new growing population</p> <p>Deepening the impact – reaching more people through community engagement</p> <p>Proactive outreach</p>
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	Add innovation piece (Edmonton) – combining website with open data for citizens (citizens dashboard) (ties A, B and C) – good metrics piece
D	Revise and implement a multi-year granting process (Strategic Funding Framework) for Council directed funding to nonprofit organizations	
<p>Review of accountability framework for governance</p> <p>Service London: Citizen experience office – process auditor from the citizen’s perspective</p> <p>Move to dealing with exceptions better</p> <p>Importance of town halls – scheduling over the year</p>		

2. Innovative and supportive organizational practices		
A	Operate as a values based organization where all actions are based on respect, integrity, and corporate behaviours	Corporate behaviours= trust, pride, standing together
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 	<p>Foster and encourage staff to be innovative (Ideas Program)</p> <p>Add Triple E Reserve fund and the purpose of it</p>
C	Enhance corporate emergency response procedures, security, and business continuity programs	<p>Support agencies, boards, and commissions in their business continuity plans</p> <p>How does council fit into emergency response procedures – tie to community</p>

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	Alignment of tax resources with strategy... The way we deal with the ratio of taxes
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	Advocate to other levels of government for other tax instruments
F	Continue to implement pay-as-you-go financing strategy for lifecycle renewal	
G	Continue to implement the Reserve Fund Strategy	Explore Social financing – alternative ways to use reserve funds (small portion)
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 	Add opportunities to create new technologies Look at using different technologies than we are using today (Cloud)
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	
As Councillors, need to work with our community to help in the understanding of these financial management strategies – more excitement and enthusiasm		
Where do we talk about advocacy with other levels of government – where does this best fit? What advocacy role are we going to play?		

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	Strength of cross sectional approaches to working together New and different ideas – such as Biz after 5 New dialogue- foster collaboration across organizations Structured way to deal with everyday issues with front line staff and councillors (see council policy) 311 – Service London – enhancing customer's experience
B	Maximize openness and transparency in Council decision making	Need really clear strategies and measurables Measure – how council relates with their constituents – knowing their priorities and making sure their voice is heard Open meetings
C	Review Council's governance structure	
D	Engage an Integrity Commissioner to ensure continued compliance with Council's Code of Conduct	

5. Excellent service delivery		
A	Continue to effectively and efficiently deliver nearly 100 services that Londoners rely on every day	Drop this strategy?
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 '	See 311 comments above (importance of feedback loop) Service Business London strategy included – work on communication Way finding – communication strategy Improve the experience of businesses – sign by law
C	Make strategic decisions about long-term space needs and service delivery locations	Moving out Ontario Works, number of lease spots in downtown, how do we move forward? Service delivery model – Service London Cost effective in our decisions as we explore our long term space needs
D	Develop new partnerships and collaborative models including shared services approaches to improve service delivery	General concept – specific examples: where we look to collaborate across organizations (city, agencies, boards, commissions – both administrative and front line services)
E	Invest in innovative technologies, systems, and processes that support improved service delivery and customer experiences across all service areas	See B above
<p>Parking bylaw – look where parking report is</p> <p>Add expanding dog parks – Parks and Recreation master plan</p>		
<p>Overall comments Vision statement – deserves some time Wish to prioritize list – will be easier with budget in front of us Need to break out components – such as transportation master plan</p>		