



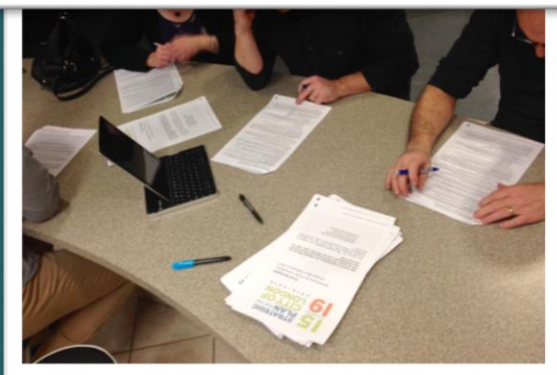
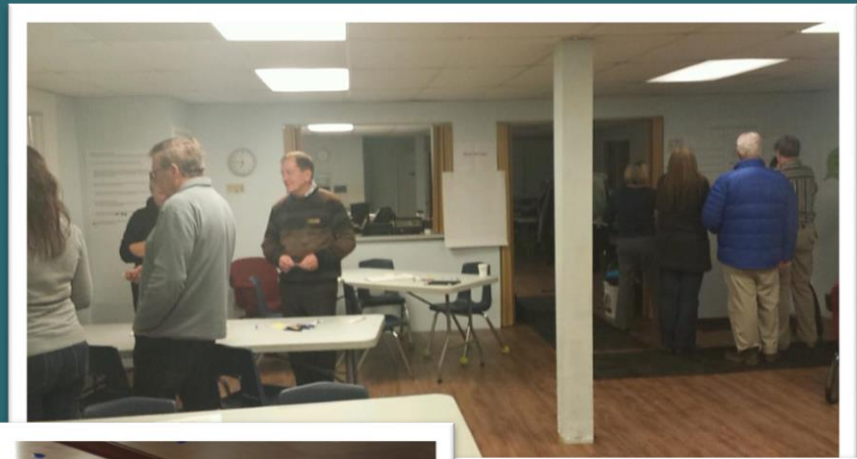
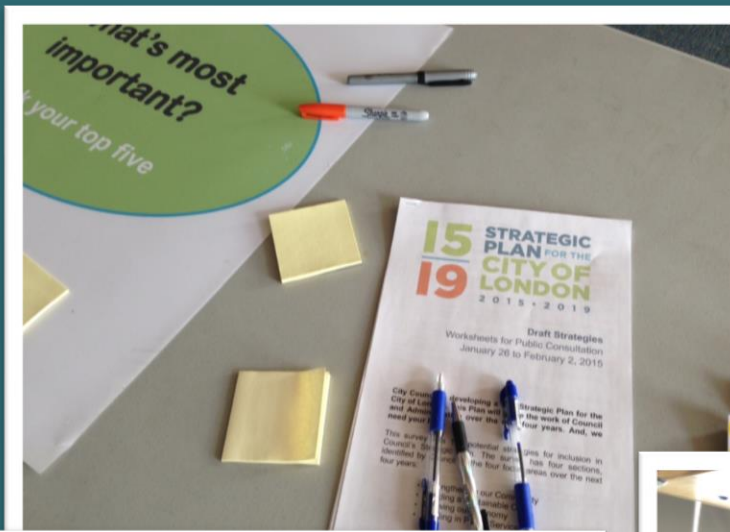
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**STRATEGIC
PLAN** FOR THE
**CITY OF
LONDON**
2 0 1 5 • 2 0 1 9

SPPC | February 23, 2015



London
CANADA



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. Provide overview of changes to strategies out of the last meeting
2. Review entire Strategic Plan, top to bottom:
 - Vision
 - Mission and values
 - Strategic areas of focus
 - Strategies, highlighting the 'Big Ideas'
3. Provide direction on any changes



Steps to Revise Strategies

- Incorporated overarching themes:
 - Innovation
 - Collaboration
 - Partnerships
- Incorporated suggestions and edits from SPPC
- Collapsed and merged strategies / eliminated duplication
- Plain language:
 - What are we doing?
 - How are we doing it? (reference to plans, policies and documents)



Strategic Plan



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

Revised Strategies

Strengthening our Community

1. Vibrant, connected and engaged neighbourhoods

What are we doing?	How are we doing it?
Support neighbourhood driven activities and decision making.	<ul style="list-style-type: none">• London Strengthening Neighbourhoods Strategy 2015-2020• Great Near Campus Neighbourhood Strategy
Fund and partner with the London Public Library to support people and neighbourhoods.	<ul style="list-style-type: none">• London Public Library 2014-2017 Strategic Plan
Work with our partners in Education to help keep neighbourhood schools open and use former school sites effectively.	<ul style="list-style-type: none">• The London Plan – draft• Neighbourhood School Strategy – new

Revised Strategies

Strengthening our Community

2. Diverse, inclusive and welcoming community

What are we doing?	How are we doing it?
Support immigrants and newcomers to be successful as they settle in our community.	<ul style="list-style-type: none">• London & Middlesex Local Immigration Partnership Strategic Plan• Conference Board of Canada (resource for measurement)
Support all Londoners to feel engaged and involved in our community.	<ul style="list-style-type: none">• Community Diversity and Inclusion Strategy – new• Compassionate Communities

Revised Strategies

Strengthening our Community

3. Caring and compassionate services	
What are we doing?	How are we doing it?
Eliminate barriers for individuals facing poverty, mental health and addictions and help them find pathways to be successful.	<ul style="list-style-type: none"> • London Homeless Prevention and Housing Plan 2010-2024 • London Homeless Prevention System Implementation Plan • Ontario Works Service Plan • Child and Youth Agenda • Age Friendly London • Mental Health and Addictions Strategy – new
Work with community agencies to help tenants keep their existing affordable housing and avoid homelessness.	<ul style="list-style-type: none"> • London Middlesex Housing Corporation Strategy • London Homeless Prevention and Housing Plan 2010-2024 • London Homeless Prevention System Implementation Plan • The London Plan – draft
Reduce and prevent homelessness.	<ul style="list-style-type: none"> • London Homeless Prevention System Implementation Plan • London Homeless Prevention and Housing Plan 2010-2024

Revised Strategies

Strengthening our Community

3. Caring and compassionate services cont...

What are we doing?	How are we doing it?
Provide social services including Ontario Works in the community.	<ul style="list-style-type: none">• Ontario Works Service Plan
Provide compassionate care for animals.	<ul style="list-style-type: none">• Open Shelter / Pro-adoption Strategy• Humane Wildlife Conflict Policy• Proactive licensing enforcement blitzes

Revised Strategies

Strengthening our Community

4. Amazing arts, culture and recreation experiences

What are we doing?	How are we doing it?
Fund and partner with the community to celebrate Canada's 150th anniversary in 2017.	<ul style="list-style-type: none"> • Canada's Sesquicentennial Anniversary of Confederation
Explore the potential for a multi-use performance venue(s) in London.	<ul style="list-style-type: none"> • Cultural Prosperity Plan
Invest in new parks and recreation facilities and pursue innovative models for programs and service delivery.	<ul style="list-style-type: none"> • Parks and Recreation Strategic Master Plan 2009-2015 • The London Plan - draft
Fund and partner with Museum London, the London Arts Council, the London Heritage Council, Eldon House, the London Public Library, and others to strengthen culture in London.	<ul style="list-style-type: none"> • Cultural Prosperity Plan • Museum London Strategic Plan • London Public Library 2014-2017 Strategic Plan

Revised Strategies

Strengthening our Community

5. Healthy, safe and accessible city

What are we doing?	How are we doing it?
Fund and partner with the Middlesex London Health Unit to promote and protect the health of our community.	<ul style="list-style-type: none">• Middlesex London Health Unit Strategic Plan
Support all Londoners to age well and have opportunities to reach their full potential.	<ul style="list-style-type: none">• Age Friendly London Action Plan 2013 - 2016
Support the health and well-being of all children, youth, and families in London.	<ul style="list-style-type: none">• Child and Youth Agenda 2012 – 2015
Protect, promote, and fund the safety of Londoners through the work of the London Police Services.	<ul style="list-style-type: none">• London Police Services 2016-2018 Business Plan

Revised Strategies

Strengthening our Community

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

What are we doing?	How are we doing it?
<p>Promote and support a safe community through the work of the London Fire Department by:</p> <ul style="list-style-type: none">• increased public education and prevention• redeployment of resources• introduction of new technology	<ul style="list-style-type: none">• London Fire Department Business Plan
<p>Strengthen Emergency Management through:</p> <ul style="list-style-type: none">• Public awareness activities and a public notification system• Expanded Emergency Operations Centre capabilities• Emergency management practices included as part of city planning	<ul style="list-style-type: none">• City of London Emergency Response Plan• Emergency Social Services Plan

Revised Strategies

Strengthening our Community

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

What are we doing?	How are we doing it?
Improve London's neighbourhoods through pro-active enforcement of updated by-laws.	<ul style="list-style-type: none"> • By-law Review • Multi-agency enforcement partnerships • Targeted pro-active enforcement blitzes
Invest in programs and infrastructure to make London more accessible.	<ul style="list-style-type: none"> • City of London Accessibility Plan 2013-2017
Continue to make pedestrian and cycling routes safer.	<ul style="list-style-type: none"> • School Crossing Guard Program • Active and Safe Routes to School
Help Londoners understand how we provide safe drinking water and protect the Thames River.	<ul style="list-style-type: none"> • Thames River Clear Water Revival Project • Sourcewater Protection Plan • Drinking Water Annual Report • Drinking Water Quality Management System • The London Plan – draft • Partnership with Conservation Authorities

Revised Strategies

Building a Sustainable City

1. Robust infrastructure

What are we doing?	How are we doing it?
Address and manage the infrastructure gap to maintain what we have now and reduce the tax burden on future generations. This includes everything from roads to parks to buildings.	<ul style="list-style-type: none">• State of the Infrastructure Report
Manage and improve water, wastewater, and storm water infrastructure and services.	<ul style="list-style-type: none">• Water and Wastewater Business Plans
Manage and upgrade transportation infrastructure such as heritage bridges, railway grade separations, cycling facilities, and parking lots.	<ul style="list-style-type: none">• Parking Master Plan• Parking Lot Upgrade Strategy• Heritage Bridge Preservation Strategy• Transportation Master Plan• Bicycle Master Plan

Revised Strategies

Building a Sustainable City

1. Robust infrastructure cont...

What are we doing?	How are we doing it?
Increase efforts on more resource recovery, long-term disposal capacity, and reducing community impacts of waste management.	<ul style="list-style-type: none">• Long-Term Waste Management Plan
Fund innovative ways to adapt to Climate Change.	<ul style="list-style-type: none">• Climate Change Adaptation Strategy• The London Plan – draft• Partnership with the Upper Thames River Conservation Authority

Revised Strategies

Building a Sustainable City

2. Convenient and connected mobility choices

What are we doing?	How are we doing it?
Implement and enhance safe transportation mobility choices for cyclists, pedestrians, transit users and drivers through the provision of complete streets, connected pathways, and enhanced transit services.	<ul style="list-style-type: none"> • Transportation Master Plan • Rapid Transit Implementation Strategy • London Transit Commission Strategic Business Plan • Bicycle Master Plan • Thames Valley Corridor Plan • The London Plan - draft
Improve travel to other cities through better transportation connectivity.	<ul style="list-style-type: none"> • High Speed Rail – new • London’s Downtown Plan • The London Plan – draft
Improve travel by managing congestion and increasing roadway safety.	<ul style="list-style-type: none"> • Traffic Signal Optimization • Road Safety Strategy
Explore a better subsidy model for transit riders so that more Londoners can benefit.	<ul style="list-style-type: none"> • Subsidized Transit Business Plan

Revised Strategies

Building a Sustainable City

3. Strong and healthy environment

What are we doing?	How are we doing it?
Implement innovative ways to conserve energy.	<ul style="list-style-type: none"> • Community Energy Action Plan • Corporate Energy Conservation Management Plan • Street Light Energy Plan • Review other Municipalities and Provincial programs
Reduce fuel use through innovation and research.	<ul style="list-style-type: none"> • Green Fleet Strategy
Plant more trees and better protect them from invasive species and other threats.	<ul style="list-style-type: none"> • Urban Forest Strategy • The London Plan – draft
Expand support for resident and community driven initiatives that encourage waste reduction and other environmentally friendly behaviours.	<ul style="list-style-type: none"> • Roadmap 2.0 Road to Increased Resource Recovery and Zero Waste • London Environmental Network • Green Development Strategy

Revised Strategies

Building a Sustainable City

3. Strong and healthy environment cont...

What are we doing?	How are we doing it?
Work together to protect our environment, rivers, and streams as our city grows.	<ul style="list-style-type: none">• The London Plan – draft• Thames Valley Corridor Plan• Source Protection Plan• Thames River Clear Water Revival Initiative• Pollution Prevention and Control Plan• Environmentally Significant Areas• Conservation Master Plans• Significant woodland protection• Partnership with the Upper Thames River Conservation Authority
Use new ways to help residents protect their basements from flooding.	<ul style="list-style-type: none">• Basement Flooding Protection Plan

Revised Strategies

Building a Sustainable City

4. Beautiful places and spaces

What are we doing?	How are we doing it?
Invest in public spaces to be gathering places for more compact neighbourhoods.	<ul style="list-style-type: none"> • The London Plan – draft • London’s Downtown Plan • Civic Spaces Program
Support more public art and continue maintaining what we own.	<ul style="list-style-type: none"> • Public Art Strategy • The London Plan – draft
Create a more attractive city through urban design.	<ul style="list-style-type: none"> • The London Plan – draft • City Wide Urban Design Manual • Urban Design Peer Review Panel • Urban Design Program
Invest in parks and recreation facilities and amenities.	<ul style="list-style-type: none"> • Parks and Recreation Strategic Master Plan 2009-2015 • The London Plan – draft
Invest in making London’s riverfront beautiful and accessible for all Londoners.	<ul style="list-style-type: none"> • Thames Valley Corridor Plan • London Community Foundation “Back to the River Project” • The London Plan - draft

Revised Strategies

Building a Sustainable City

5. Responsible growth

What are we doing?	How are we doing it?
Finalize The London Plan.	<ul style="list-style-type: none">• The London Plan – draft
Build new transportation, water, wastewater, and storm water infrastructure as London grows.	<ul style="list-style-type: none">• Growth Management Implementation Strategy• The London Plan – draft
Buy property for flood protection purposes.	<ul style="list-style-type: none">• Floodplain Acquisition Strategy• The London Plan – draft

Revised Strategies

Building a Sustainable City

6. Embraced heritage

What are we doing?	How are we doing it?
Protect and promote London's Thames Heritage River status.	<ul style="list-style-type: none">• Thames Valley Corridor Plan• The London Plan – draft
Protect and celebrate London's heritage for current and future generations.	<ul style="list-style-type: none">• Heritage Conservation District Plans – prepare and implement• Municipally Owned Heritage Properties 10 Year Capital Plan• Cultural Heritage Landscape Plans – prepare and implement• The London Plan - draft

Revised Strategies

Growing Our Economy

1. Diverse and resilient economy

What are we doing?	How are we doing it?
Work with partners to develop a community economic strategy.	<ul style="list-style-type: none"> Community Economic Roadmap – new
Buy and develop industrial land to bring more jobs to London.	<ul style="list-style-type: none"> Industrial Land Development Strategy Various Community Improvement Plans The London Plan - draft
Strengthen the music industry in London.	<ul style="list-style-type: none"> London Music Strategy
Partner with the London Community Foundation on the “Back to the River Project”.	<ul style="list-style-type: none"> London Community Foundation’s “Back to the River Project” London’s Downtown Plan Thames Valley Corridor Plan
Support small businesses by improving City processes.	<ul style="list-style-type: none"> Streamlined Approval Processes Service London Business

Revised Strategies

Growing Our Economy

1. Diverse and resilient economy cont...

What are we doing?	How are we doing it?
Fund and partner with the London Economic Development Corporation, Tourism London, London Convention Centre, and other community and regional partners to increase economic activity in London.	<ul style="list-style-type: none">• Community Economic Roadmap – new
Promote culture as a key part of economic growth and quality of life.	<ul style="list-style-type: none">• Cultural Prosperity Plan• The London Plan - draft

Revised Strategies

Growing Our Economy

2. Urban regeneration	
What are we doing?	How are we doing it?
Invest in London's downtown as the heart of our city.	<ul style="list-style-type: none"> • London's Downtown Plan • Dundas Flexible Street • Dundas Place Scoping Study • Forks of the Thames Re-development • London Community Foundation's "Back to the River Project" • Alleyway Program • Various infrastructure upgrades • Downtown management organization – new
Create new partnerships to build, and support the building of, new affordable housing.	<ul style="list-style-type: none"> • Housing Development Corporation Strategy • Regenerating Public Housing Plan
Use community improvement plans to coordinate City and private investment to meet both local and city-wide priorities.	<ul style="list-style-type: none"> • Various Community Improvement Plans • The London Plan – draft
Invest more in heritage restoration, brownfield remediation, urban regeneration, and community improvement projects.	<ul style="list-style-type: none"> • Various Community Improvement Plans • The London Plan – draft

Revised Strategies

Growing Our Economy

3. Local, regional and global innovation

What are we doing?	How are we doing it?
Use new and emerging technology to improve quality of life and grow London's economy.	<ul style="list-style-type: none">• Smart Cities Strategy• Fibre Optic – Last Mile Program• Municipal best practices
Lead the development of new ways to resource recovery, energy recovery, and utility and resource optimization with our local and regional partners to keep our operating costs low and assist businesses with commercialization to help grow London's economy.	<ul style="list-style-type: none">• Partnerships with Budweiser Gardens, Covent Garden Market, and London Hydro• Community Energy Action Plan• London Waste to Resources Innovation Centre• International Water Excellence Centre

Revised Strategies

Growing Our Economy

4. Strategic, collaborative partnerships

What are we doing?	How are we doing it?
Support the Western Fair District as an entertainment, sport, and agricultural economic driver for London.	<ul style="list-style-type: none"> • Western Fair District Strategic Plan 2011-2018 • Western Fair / City 4pad Joint Venture and Queen's Park Master Plan
Work better together for economic growth: health and medical sectors, education and research sectors, London Economic Development Corporation, London Hydro, London International Airport, Tourism London, London Convention Centre, Covent Garden Market, London Chamber of Commerce, Business Improvement Areas, and other key stakeholders.	<ul style="list-style-type: none"> • Community Economic Roadmap - new • Various Community Improvement Plans • London Medical Innovation and Commercialization Network
Work with our municipal neighbours to create stronger industry clusters and raise our international profile and attractiveness.	<ul style="list-style-type: none"> • London Economic Development Corporation's Industry Focus Areas: <ul style="list-style-type: none"> o Food Processing o Manufacturing o Life Sciences o Digital Creative

Revised Strategies

Growing Our Economy

5. Diverse employment opportunities

What are we doing?	How are we doing it?
Improve workforce recruitment, development, and retention by working with local and regional partners.	<ul style="list-style-type: none">London Economic Development Corporation Workforce Development
Improve delivery and coordination of employment services through partnerships with community organizations, funders, and employers.	<ul style="list-style-type: none">Ontario Works Service Plan
Remove barriers to employment through the expansion of the City of London Internship Program.	<ul style="list-style-type: none">City of London Internship Program
Attract and retain newcomers, including international students, foreign trained professionals, generational immigrants, etc to strengthen London's workforce.	<ul style="list-style-type: none">Immigration Strategy – new

Revised Strategies

Leading in Public Service

1. Open, accountable and responsive government

What are we doing?	How are we doing it?
Improve community engagement. Make the public a partner who has access to our information and helps make decisions with Council.	<ul style="list-style-type: none"> Community Engagement Policy – social media, online surveys, open data, videos, e-newsletters, working with local media Communications Protocol
Implement Plain Language writing in all City documents, reports, agendas, websites, signs, and notifications.	<ul style="list-style-type: none"> Plain Language Policy – new
Improve the City of London website so people can find what they want, when they want it, and how they want it.	<ul style="list-style-type: none"> Mobile Friendly Website Multiple Language Availability Citizen Dashboard
Update the City’s granting process to non-profit organizations.	<ul style="list-style-type: none"> Strategic Funding Framework – revised

Revised Strategies

Leading in Public Service

2. Innovative and supportive organizational practices	
What are we doing?	How are we doing it?
Operate as a values based organization.	<ul style="list-style-type: none"> • Corporate Values and Behaviours – all actions are based on respect, integrity, trust, pride and standing together
Use innovative and best practices in all organizational and management activities.	<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 • Employee wellness • Employee innovation programs • Employee transportation
Enhance corporate and community safety by preparing for and responding to security risks and emergency events.	<ul style="list-style-type: none"> • Corporate Security Strategic Plan – revised • Emergency Management Strategic Plan • City of London Corporate Emergency Response and Business Continuity Program

Revised Strategies

Leading in Public Service

3. Proactive financial management

What are we doing?

Make sure that finances are well-planned to keep costs as low as possible and look to limit the burden on current and future rate payers.

How are we doing it?

Strategic Financial Plan:

- Strategic Plan for the City of London 2015-19
- multi-year budget development and approval
- alignment of resources with strategy
- review of competitive tax rates
- measure the results
- proactive system audits (reduce water and sewer billing losses)

Explore new revenue streams:

- review of competitive tax rates
- non tax sources
- other levels of government
- social financing

Undertake operating and financing reviews to examine other means of financing for:

- transportation
- solid waste

Revised Strategies

Leading in Public Service

3. Proactive financial management (cont'd)

What are we doing?	How are we doing it?
<p>Make sure that financial issues are not created and pushed to the future, creating problems for future generations.</p>	<p>Strategic Financial Plan:</p> <ul style="list-style-type: none">• review Council approved financial policies• require business cases before adding new services or projects and before dropping services• ongoing service reviews• long-term investment strategy• debt management strategy• continue to implement pay as you go approach to funding Life Cycle Renewal capital projects• reserve fund strategy• focus on financial sustainability, operational flexibility, effectiveness and efficiencies in contract negotiations and renewals

Revised Strategies

Leading in Public Service

3. Proactive financial management (cont'd)

What are we doing?	How are we doing it?
<p>Create, explore, and implement new technologies or technology improvements to assist in the management of:</p> <ul style="list-style-type: none">• corporate assets• financial and reporting systems• billing systems	<ul style="list-style-type: none">• Enhance technical capabilities for infrastructure services (water, wastewater and transportation)• Computerized Maintenance Management System Implementation Strategy

Revised Strategies

Leading in Public Service

4. Collaborative, engaged leadership

What are we doing?	How are we doing it?
Continue to build strong working relationships between City Council, Civic Administration, the City's agencies, boards and commissions, and community partners.	<ul style="list-style-type: none"> • Strategic Plan for the City of London 2015-2019 • Performance Plans
Maximize openness and transparency in Council decision making.	<ul style="list-style-type: none"> • Public Notice Policy • Accountability and Transparency Policy • Council Procedure By-law • Civic Administration By-law • Audit Processes • Citizen Engagement
Review Council's governance structure.	<ul style="list-style-type: none"> • Governance Working Group • Governance Review Policy – new
Engage an Integrity Commissioner to ensure continued compliance with Council's Code of Conduct.	<ul style="list-style-type: none"> • Request for Proposals

Revised Strategies

Leading in Public Service

5. Excellent service delivery	
What are we doing?	How are we doing it?
Continue to effectively and efficiently deliver nearly 100 services that Londoners rely on every day.	<ul style="list-style-type: none"> • Targeted Service Review • Targeted Lean Projects • Targeted Value for Money Audits • Targeted Zero Based Budgeting
Deliver great customer experiences to residents, businesses, and visitors: <ul style="list-style-type: none"> • innovative service delivery models • improved access through web, phone, and in person • innovative technology 	<ul style="list-style-type: none"> • Service London Implementation Plan • At Your Service: A respected and inspired public service partner. • IT Strategic Plan • Business Plans • Smart Cities Strategy • Computerized Maintenance Management System
Make strategic decisions about our long-term space needs and service delivery locations.	<ul style="list-style-type: none"> • Master Accommodation Plan – new
Keep looking for new opportunities to share services and supports between the City of London and its agencies, boards, and commissions.	<ul style="list-style-type: none"> • Strategic Plan for the City of London 2015-2019 • Business Plans



Discussion

Discussion

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

- Vision
- Mission
- Values
- Strategic Areas of Focus
- Strategies



Big Ideas ?

Are there strategies that you wish to highlight as 'big ideas' in your plan?

Based on public feedback, these strategies were identified as most important:

- Support our most vulnerable (poverty, mental health, homelessness)
- Open and transparent government
- Invest in the downtown
- High speed rail

Recommendation

That the attached 2015-2019 Strategic Plan **BE APPROVED**; it being noted that the changes directed by the Committee will be incorporated into the final version of the 2015-2019 Strategic Plan.





Next Steps

Next Steps

February 26, 2015 SPPC Meeting

- Undertake a final review of the draft Council's Strategic Plan for 2015 – 2019 (including design and layout)

March 10, 2015 Council Meeting

- Council finalizes and endorses Council's Strategic Plan for 2015 - 2019



Thank you!