

Strategic Plan for the City of London 2015 – 2019 (SPPC Feb 26th revisions)

Vision:

A leader in commerce, culture and innovation – our region’s connection to the World.

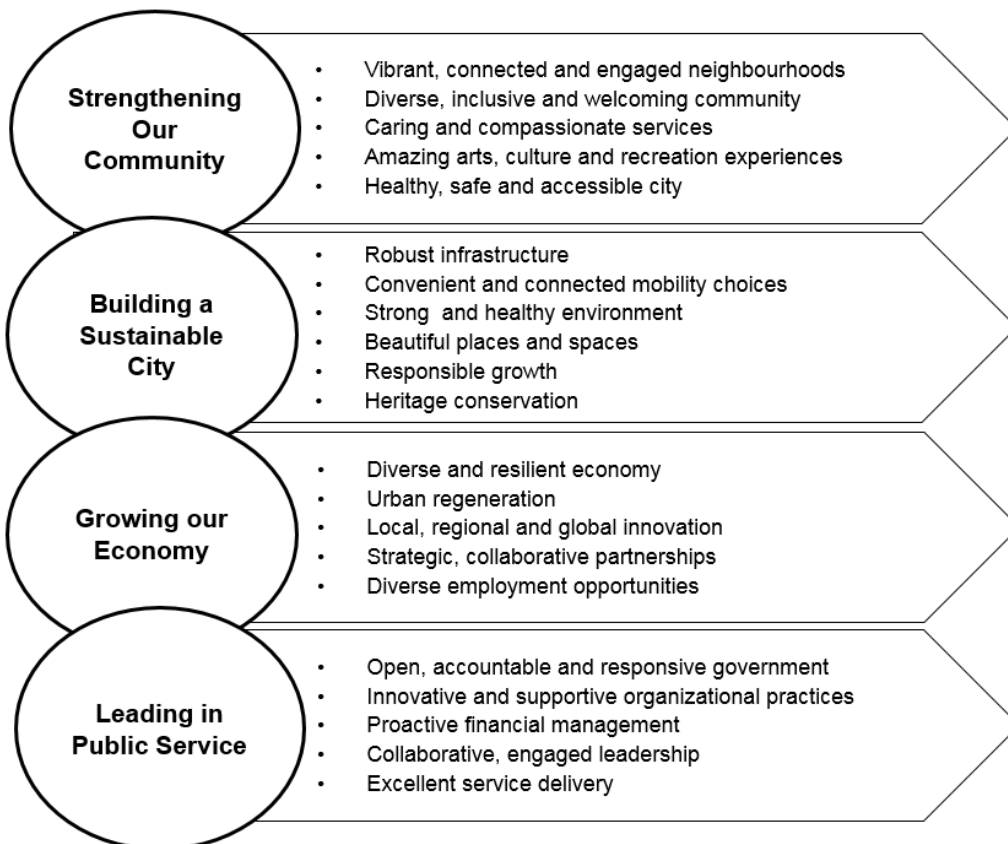
Mission:

At Your Service – A respected and inspired public service partner building a better city for all.

Values:

- Individual Responsibility
- Collective Accountability
- Collaboration
- Innovation

Strategic Areas of Focus:



Strategies:

Strengthening our Community

1. Vibrant, connected and engaged neighbourhoods

Revised Strategy		
	What are we doing?	How are we doing it?
A	Support neighbourhood driven activities and decision making.	<ul style="list-style-type: none"> • London Strengthening Neighbourhoods Strategy 2015-2020 • Great Near Campus Neighbourhood Strategy
B	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
C	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 (Public Facilities & Services)– draft • Neighbourhood School Strategy – new

2. Diverse, inclusive and welcoming community

Revised Strategy		
	What are we doing?	How are we doing it?
A	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)
B	Support all Londoners to feel engaged and involved in our community.	<ul style="list-style-type: none"> • Community Diversity and Inclusion Strategy – new • Consider a gender lens during the development and execution of new policies • Workplace Diversity and Inclusion
C	Work to always be a compassionate city to all.	<ul style="list-style-type: none"> • Compassionate Cities initiative

3. Caring and compassionate services

Revised Strategy		
	What are we doing?	How are we doing it?
A	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 • London and Middlesex Food Policy Council - new
B	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 (Homelessness Prevention & Housing)– draft

C	Reduce and prevent homelessness.	<ul style="list-style-type: none"> • London Homeless Prevention System Implementation Plan • London Homeless Prevention and Housing Plan 2010-2024
D	Provide social services including Ontario Works in the community.	<ul style="list-style-type: none"> • Ontario Works Service Plan
E	Provide compassionate care for animals.	<ul style="list-style-type: none"> • Expanded Animal Welfare Initiatives Strategy • Humane Wildlife Conflict Policy

4. Amazing arts, culture and recreation experiences

Revised Strategy		
	What are we doing?	How are we doing it?
A	Fund and partner with the community to celebrate Canada's 150 th anniversary in 2017.	<ul style="list-style-type: none"> • Canada's Sesquicentennial Anniversary of Confederation
B	Explore the potential for a multi-use performance venue(s) in London.	<ul style="list-style-type: none"> • Cultural Prosperity Plan • London's Downtown Plan
C	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 - update • The London Plan (Parks & Recreation) - draft
D	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

5. Healthy, safe and accessible city

Revised Strategy		
	What are we doing?	How are we doing it?
A	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
B	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
C	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
D	Protect and promote the safety of Londoners through funding the work of the London Police Services.	<ul style="list-style-type: none"> • London Police Services 2016-2018 Business Plan
E	Promote and support a safe community through the work of the London Fire Department by: <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
F	Strengthen Emergency Management through: <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 and programming 	<ul style="list-style-type: none"> • City of London Emergency Response Plan • Emergency Social Services Plan
G	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

H	Invest in programs and infrastructure to make London more accessible.	<ul style="list-style-type: none"> • City of London Accessibility Plan 2013-2017
I	Continue to make pedestrian and cycling routes safer year round for school aged children.	<ul style="list-style-type: none"> • School Crossing Guard Program • Active and Safe Routes to School • Winter Maintenance Strategy - new
J	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 • Source Water Protection Plan • Drinking Water Annual Report • Drinking Water Quality Management System • The London Plan (Civic Infrastructure, Natural Resources and Natural Heritage) – draft • Partnership with Conservation Authorities

Building a Sustainable City

1. Robust infrastructure

Revised Strategy		
	What are we doing?	How are we doing it?
A	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
B	Manage and improve water, wastewater, and storm water infrastructure and services.	<ul style="list-style-type: none"> • Water and Wastewater Business Plans
C	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
D	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
E	Fund innovative ways to adapt to Climate Change.	<ul style="list-style-type: none"> • Climate Change Adaptation Strategy • The London Plan (The Green City and Natural Hazards)– draft • Partnership with the Conservation Authorities

2. Convenient and connected mobility choices

Revised Strategy		
	What are we doing?	How are we doing it?
A	Implement and enhance safe 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 (Mobility)- draft
B	Improve travel to other cities through better transportation connectivity specifically regional transit connections.	<ul style="list-style-type: none"> • Provincial High Speed Rail Regional Hub- new • Transportation Master Plan • London's Downtown Plan • The London Plan (Mobility)– draft • London Transit Commission

		<ul style="list-style-type: none"> • London International Airport Authority
C	Improve travel by managing congestion and increasing roadway safety.	<ul style="list-style-type: none"> • Traffic Signal Optimization • Road Safety Strategy
D	Explore a better subsidy model for transit riders so that more Londoners can benefit.	<ul style="list-style-type: none"> • Subsidized Transit Business Plan • Communication with Provincial Government

3. Strong and healthy environment

Revised Strategy		
	What are we doing?	How are we doing it?
A	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
B	Reduce fuel use through innovation and research.	<ul style="list-style-type: none"> • Green Fleet Strategy
C	Plant more trees and better protect them from deforestation, invasive species, and other threats.	<ul style="list-style-type: none"> • Urban Forest Strategy • The London Plan (Urban Forest)– draft • Promote and enhance the Forest City brand
D	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 • Property Assessed Clean Energy
E	Work together to protect all aspects of our natural environment including woodlands, wetlands, river and watercourses, and air quality as our city grows.	<ul style="list-style-type: none"> • The London Plan (Natural Heritage and The Green City)– 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 • Subwatershed Plans • Significant woodlands protection • Partnership with the Conservation Authorities • Communicate with First Nations
F	Use new ways to help residents protect their basements from flooding.	<ul style="list-style-type: none"> • Basement Flooding Grant Program • Pollution Control and Prevention Program • Weeping Tile Disconnections Program

4. Beautiful places and spaces

Revised Strategy		
	What are we doing?	How are we doing it?
A	Invest in public spaces to be gathering places for more compact neighbourhoods.	<ul style="list-style-type: none"> • The London Plan (City Design)– draft • London's Downtown Plan • Civic Spaces Program
B	Support more public art and continue maintaining what we own.	<ul style="list-style-type: none"> • Public Art Strategy • The London Plan (City Design and Culturally Rich & Diverse City)– draft
C	Create a more attractive city through urban design.	<ul style="list-style-type: none"> • The London Plan (City Design)– draft • City Wide Urban Design Manual • Urban Design Peer Review Panel

		<ul style="list-style-type: none"> • Urban Design Program
D	Invest in parks and recreation facilities and amenities.	<ul style="list-style-type: none"> • Parks and Recreation Strategic Master Plan 2009-2015 - update • The London Plan (Parks & Recreation) – draft
E	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 (City Design and Culturally Rich & Diverse City)– draft

5. Responsible growth

Revised Strategy		
	What are we doing?	How are we doing it?
A	Finalize The London Plan.	<ul style="list-style-type: none"> • The London Plan – draft
B	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 (Civic Infrastructure)– draft
C	Buy property for flood protection purposes.	<ul style="list-style-type: none"> • Floodplain Acquisition Strategy • The London Plan (Natural Resources)– draft
D	Conserve agricultural land.	<ul style="list-style-type: none"> • The London Plan (Food System)– draft • London and Middlesex Food Policy Council - new

6. Heritage conservation

Revised Strategy		
	What are we doing?	How are we doing it?
A	Protect and promote London’s Thames Heritage River status.	<ul style="list-style-type: none"> • Thames Valley Corridor Plan • The London Plan (City Structure and Cultural Heritage)- draft
B	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 (Urban Regeneration and Cultural Heritage)– draft

Growing our Economy

1. Diverse and resilient economy

Revised Strategy		
	What are we doing?	How are we doing it?
A	Work with partners to develop a community economic strategy.	<ul style="list-style-type: none"> • Community Economic Roadmap – new
B	Buy and service 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 (City Structure Plan, Growth Management, and Industrial Place Type)– draft
C	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

		<ul style="list-style-type: none"> • Thames Valley Corridor Plan
D	Support small businesses by improving City processes.	<ul style="list-style-type: none"> • Streamlined Approval Processes • Service London Business • Community Economic Roadmap – new
E	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
F	Promote culture as a key part of economic growth and quality of life.	<ul style="list-style-type: none"> • Cultural Prosperity Plan • London Music Strategy • The London Plan (Culturally Rich & Diverse City)-draft

2. Urban regeneration

Revised Strategy		
	What are we doing?	How are we doing it?
A	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
B	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
C	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 (Urban Regeneration)– draft
D	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 (Urban Regeneration)– draft

3. Local, regional and global innovation

Revised Strategy		
	What are we doing?	How are we doing it?
A	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
B	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

4. Strategic, collaborative partnerships

Revised Strategy		
	What are we doing?	How are we doing it?
A	Work better together for economic growth: Western Fair District, 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 • Western Fair District Strategic Plan 2011-2018 • Western Fair / City 4pad Joint Venture and Queen's Park Master Plan
B	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 Life Sciences o Manufacturing o Digital Creative
C	Partner to develop strategic economic opportunities and research and development with the education sector including universities (Western, Brescia, Kings, Huron) and Fanshawe College.	<ul style="list-style-type: none"> • Community Economic Roadmap - new
D	Work with key partners to support the health and medical sectors.	<ul style="list-style-type: none"> • London Medical Innovation and Commercialization Network

5. Diverse employment opportunities

Revised Strategy		
	What are we doing?	How are we doing it?
A	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
B	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 • Community Economic Roadmap - new
C	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 (to include foreign trained professionals)
D	Attract and retain newcomers, including international students, foreign trained professionals, and multi-generational immigrants to strengthen London's workforce.	<ul style="list-style-type: none"> • Immigration Strategy – new • London Middlesex Local Immigration Partnership
E	Attract and retain young talent.	<ul style="list-style-type: none"> • Community Economic Roadmap - new

Leading in Public Service

1. Open, accountable and responsive government

Revised Strategy		
	What are we doing?	How are we doing it?
A	Make community engagement a priority. 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, utilize ethnic newspapers • Communications Protocol

		<ul style="list-style-type: none"> • Establish Public Engagement as an area of focus – new • Work with community groups • Explore Citizen Experience function - new
B	Implement Plain Language writing in all City documents, reports, agendas, websites, signs, and notifications.	<ul style="list-style-type: none"> • Plain Language Policy - new
C	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
D	Update the City's granting policy and process to non-profit organizations.	<ul style="list-style-type: none"> • Strategic Funding Framework – revised
E	Explore opportunities for electoral reform.	<ul style="list-style-type: none"> • Explore moving to a ranked ballot voting system, signage, polling, campaign finance, donor rebates

2. Innovative and supportive organizational practices

Revised Strategy		
	What are we doing?	How are we doing it?
A	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
B	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
C	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

3. Proactive financial management

Revised Strategy		
	What are we doing?	How are we doing it?
A	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.	<p>Strategic Financial Plan:</p> <ul style="list-style-type: none"> • Strategic Plan for the City of London 2015-2019 • multi-year budget development and approval • alignment of resources with strategy • align tax policy with strategy • measure the results • proactive system audits (reduce water and sewer billing losses) • ethical and sustainable procurement <p>Explore new revenue streams:</p> <ul style="list-style-type: none"> • review of competitive tax rates

		<ul style="list-style-type: none"> • non tax sources • other levels of government • social financing • municipal holding company <p>Undertake operating and financing reviews to examine other means of financing for:</p> <ul style="list-style-type: none"> • transportation • solid waste
B	Make sure that financial issues are not created and pushed to the future, creating problems for future generations.	<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
C	<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

4. Collaborative, engaged leadership

Revised Strategy		
	What are we doing?	How are we doing it?
A	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 • Foster collaboration and innovation through a variety of mechanisms
B	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
C	Review Council's governance structure.	<ul style="list-style-type: none"> • Governance Working Group • Governance Review Policy - new
D	Engage an Integrity Commissioner to ensure continued compliance with Council's Code of Conduct.	<ul style="list-style-type: none"> • Request for Proposals

5. Excellent service delivery

Revised Strategy		
	What are we doing?	How are we doing it?
A	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
B	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 building a better city for all. • IT Strategic Plan • Business Plans • Smart Cities Strategy • Computerized Maintenance Management System
C	Make strategic decisions about our long-term space needs and service delivery locations.	<ul style="list-style-type: none"> • Master Accommodation Plan – new
D	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 • Lead and foster shared service agreements