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519-661-4500





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**STRATEGIC
PLAN** FOR THE
**CITY OF
LONDON**
2015 • 2019


REPORT TO THE COMMUNITY



INTRODUCTION

On March 10, 2015, London City Council approved a bold new Strategic Plan for 2015-2019. Council identified a new vision for London as “A leader in commerce, culture, and innovation - our region’s connection to the world.” Council’s Strategic Plan identifies the specific actions we will take towards this vision.

The City of London is committed to reporting on progress towards implementing the Strategic Plan on an annual basis. This Report to the Community highlights some of our accomplishments during 2015 towards the implementation of Council’s Strategic Plan. The activities and initiatives referenced in this report are outlined in more detail in the 2015-2019 Strategic Plan. To learn more, visit the Strategic Planning webpage on London.ca. Please note that this report provides a high level picture of the first few months of work on initiatives outlined within the Strategic Plan. Future reports will provide additional updates on a more scheduled basis.

The City of London would like to acknowledge our agencies, boards and commissions for their contributions toward this report. 

MESSAGE FROM THE MAYOR


AFTER MY FIRST YEAR AS MAYOR, MY COLLEAGUES AND I AT THE CITY OF LONDON CONTINUE TO BUILD THE CITY THAT LONDONERS WANT AND NEED.

On March 10th, 2015 – one hundred days after taking office – my council colleagues and I presented our vision for London and outlined how we would get there in our 2015-19 Strategic Plan. The following report provides an overview of the progress that we have made towards implementing that plan. As you review the document you will see that it's been busy year!

This report highlights just a portion of the work that we have accomplished. In profiling these achievements we hope to give you a snap shot of what's been accomplished to date and why it matters. Every day we strive to *Strengthen our Community, Build a Sustainable City, Grow our Economy and Lead in Public Service*, and we are well on our way.

One of the most important things that we have done over the past eight months is engage with you. Londoners helped shape many of the key initiatives outlined in this report. From *Shift*, our Rapid Transit Initiative, to *The London Plan*, our plan for how we are going to grow over the next 20 years, to planning for Canada 150 celebrations – community members are working together to continue to build a better London for all.

Building a great city demands strong and focused financial leadership. We continue to make wise decisions like moving towards the city's first ever multi-year budget for 2016-19. This process will help us to align our strategic priorities to long-term funding plans in an environment of improved accountability and transparency.

We know that Londoners want a stable, prosperous city that values innovation, commerce and culture. Our journey towards building that city that has begun. On behalf of London City Council, I am proud to present our 2015 Report to the Community. 



Mayor Matt Brown





STRENGTHENING OUR COMMUNITY

We will build a diverse community that supports every person; a caring community that welcomes and engages us in vibrant, safe and healthy neighbourhoods, that provides amazing cultural experiences that embrace and inspire us with a true sense of place.



VIBRANT, CONNECTED, AND ENGAGED NEIGHBOURHOOD

- Supported Londoners of all ages through implementation of initiatives outlined in the Child and Youth Agenda; Age Friendly London; and London Strengthening Neighbourhoods Strategy including: Opening of two more Family Centres, start-up of the Healthy Kids Community Challenge, opening of two new Senior Satellite locations and 73 parks in 24 neighbourhoods through Adopt-A-Park
- London Public Library improved access for Londoners to services including: New digital services, enhanced services to people with disabilities and a new DVD Quikpick service

CARING AND COMPASSIONATE SERVICES

- Continued to make progress on strategies to prevent homelessness such as:
Reducing pressures on emergency shelters, development of a community plan to address Street Level Woman at Risk, development of a Housing First Shelters and a plan for youth experiencing homelessness
- Opened a community social services office at South London Neighbourhood Resource Centre
- Initiated 5 new affordable housing development projects, including 107 units, in London and Middlesex
- Launched a new Pet Fostering Program, and approved 14 partner rescue groups with a focus on adopting cats and dogs

AMAZING ARTS, CULTURE, AND RECREATION EXPERIENCES


- Launched www.londoncelebrates.ca to engage the community in Canada 150 celebrations
- Partnered with the YMCA and the London Public Library to build a Community Centre in Southwest London by 2018
- Collaborated with the YMCA, Western University and the Boys and Girls Club on the Grade 5 Act-i-Pass to encourage healthy behaviours in youth
- Celebrated London's culture through Canada's largest Culture Days event and Doors Open London



DIVERSE, INCLUSIVE, AND WELCOMING COMMUNITY

- Partnered with community organizations to support newcomers in the London & Middlesex Local Immigration Partnership
- Completed research in London and other Canadian jurisdictions on Compassionate City approaches, initiatives, and best practices

HEALTHY, SAFE, AND ACCESSIBLE CITY

- London Police Service enhanced crime mapping software to improve public access and awareness
- Partner with the Middlesex London Health Unit on several levels including partnerships on programming ranging from physical activity to healthy eating to safe water to housing
- Fire Services expanded the Smoke Alarm Program, resulting in over 13,000 visits to homes; 509 homes being provided smoke alarms; and over 9000 fire safety booklets distributed
- Partnered with the Middlesex London Health Unit to support the health of Londoners including encouraging physical activity and healthy eating
- Extended the Smoke Alarm Program, including more than 13,000 home visits and the installation of 509 new smoke alarms
- Created a Vacant Land Building Inventory, and partnered to provide more proactive inspections with the London Fire Department, London Police Service, and Municipal Law Enforcement Services
- Improved accessibility, including through a campaign which delivered 80 free accessible parking signs to businesses and property owners, and by improving signage and seating in parks, arenas and community centres
- Confirmed through annual drinking water reports that London's water is safe, protected and is being effectively managed 

PICTURED ABOVE

Group of young adults enjoying summer festivities



BUILDING A SUSTAINABLE CITY

We will build a community that looks to the future while respecting its past; that strengthens its infrastructure and protects its environment through responsible growth and creates and connects beautiful spaces and places that build a modern, livable city.



CONVENIENT AND CONNECTED MOBILITY CHOICES

- Engaged 12,500 Londoners in Shift: London's Rapid Transit Initiative to define what Rapid Transit will look like for London
- Invested \$40 million to widen Hyde Park Road, improving safety and adding mobility options
- Approved a 5-Year London Transit Commission service plan to address system deficiencies and make improvements including smart card technology
- Enhanced services at the London International Airport, including additional southern flying during the winter months

BEAUTIFUL PLACES AND SPACES

- Installed a public art donation from Blackburn Family at the Forks of the Thames
- Adopted *Our Move Forward: London's Downtown Plan*, which includes several transformative projects including the implementation of Dundas Place
- Completed the Back to the River design competition, led by the London Community Foundation

ROBUST INFRASTRUCTURE

- Invested \$195 million in our road, drinking water and sewer systems in 2015, improving 97 km of road lanes, 10 km of watermains, 20 km of sewers and many other facilities
- Achieved financially sustainable water and wastewater business plans with rates to increase at cost living, or 3%

HERITAGE CONSERVATION


- Added 16 Mid-century Modern properties to London's Heritage Property Inventory in 2015
- Launched the St. George-Grosvenor Heritage Conservation District Study



STRONG AND HEALTHY ENVIRONMENT

- Initiated the conversion of 9500 street lights to LED technology to save approximately \$740,000 per year in electricity
- Celebrated 25 Years of Recycling in London, over which time Londoners have recycled over 500,000 tonnes of materials, which equals enough paper to save over 4 million trees
- Launched a pilot community composting program
- Reached a milestone goal of total reduction of greenhouse gas emissions, at 6% below 1990 levels, through our Community Energy Action plan
- Began implementation of the Coves Environmentally Significant Area Conservation Master Plan
- Started a review of basement and property flooding programs to find new proactive approaches

RESPONSIBLE GROWTH

- Completed the 2nd Draft of the London Plan, including an ongoing consultation process
- Launched a \$38 million contract to expand Greenway Sewage Treatment Plant for growth, overflow reduction and overall better environmental performance
- Acquired key parcels of land to provide more public open space and protect significant natural features, in accordance with the Thames Valley Corridor Plan 

PICTURED ABOVE

The Walter J. Blackburn Memorial Fountain over the Thames River



GROWING OUR ECONOMY

A vibrant economy is the backbone of our community, providing Londoners and their families with jobs and financial security. We will build a community diverse in its employment opportunities and create beneficial partnerships that attract and support local, regional and global innovators and entrepreneurs.



DIVERSE AND RESILIENT ECONOMY

- Completed the development of the Community Economic Roadmap to guide long-term economic success in London
- Implemented a new system for the File Manager Process for development applications to streamline a variety of development applications
- Created a “Building 101 for Small Businesses” brochure which provides Information for small business owners
- Attracted new visitors and investment to London, including through enhancing the facility and guest experience through renovations at the London Convention Centre

URBAN REGENERATION

- Created new Housing Development Corporation to advance new housing strategies inclusive of affordable housing across London
- Approved several important intensification projects including a 3rd highrise tower by Medallion at Old East Village, a 29 storey residential tower in Downtown at Dufferin and Talbot, and a large mid-rise residential development on Richmond Street across from Masonville Mall

DIVERSE EMPLOYMENT OPPORTUNITIES


- Worked with the London Economic Development Corporation regarding recruitment, retention and expansion of businesses in London



LOCAL, REGIONAL, AND GLOBAL INNOVATION

- Established a new Last Mile Fiber Optic Incentive Program to improve fibre connections for Downtown small business
- Approved the concept of a Waste to Resources Innovation Centre in London, which will continue to support resource recovery, energy recovery and waste conversion
- Presented an annual update for the Community Energy Action Plan, including examining new energy technologies for resource recovery and examining the role of compressed natural gas and renewable natural gas through being awarded a grant from the Federation of Canadian Municipalities

STRATEGIC, COLLABORATIVE PARTNERSHIPS

- Partnered in the London Medical Innovation and Commercialization Network with Western University, the Lawson Health Research Institute, the Schulich School of Medicine and Dentistry, London Health Sciences Centre, and St. Joseph's Health Care London to create jobs and support innovation and commercialization in life sciences 

PICTURED ABOVE

Playground at the Forks of the Thames



LEADING IN PUBLIC SERVICE

We will be open, accountable and responsible to the people of London. We will be prudent financial managers. We will innovate where possible and adapt when necessary to deliver valued services efficiently.



OPEN, ACCOUNTABLE, AND RESPONSIVE GOVERNMENT

- Improved social media engagement, including the 3rd most liked municipal Facebook page and 8th most followed municipal Twitter feed in Ontario
- Completed the 2015 Annual Community Survey to assess Londoners perceptions about quality of life, priorities and satisfaction with services
- Modernized the City's Granting Process for non-profit organizations to include multi-year funding, capital, and innovation grants
- Enhanced public access to Council, Committee and Advisory Committee meetings, including an improved online calendar, enhanced video and archive features, and posting all agendas and minutes online

INNOVATIVE AND SUPPORTIVE ORGANIZATIONAL PRACTICES

- Received an Award of Recognition from the Insurance Bureau of Canada and Office of the Fire Marshall and Emergency management for the City's contribution to community safety
- Provided Mental Health in the Workplace training to all managers
- Introduced Employee Resource Groups in support of Workplace Diversity and Inclusion
- Opened reception centres to support neighbourhood emergency evacuations

PROACTIVE FINANCIAL MANAGEMENT

- Achieved a Aaa Credit Rating for the 39th year in a row
- Developed the 2015 Budget and moved to multi-year budgeting
- Developed the 2016-2019 Budget framework and foundation linked to the Strategic Plan
- Completed the 2014 Financial Report and Audit
- Completed the Asset Management Plan



COLLABORATIVE, ENGAGED LEADERSHIP

- Furthered openness and transparency in decision-making by adding work plans to the Terms of Reference of Advisory Committees; implementing routine disclosure of Council expenses; and ongoing monitoring and reporting of legislative changes, public input, and best practices that impact current policies
- Developed and adopted a new Strategic Plan within the first 100 days of Council's term

EXCELLENT SERVICE DELIVERY

- 92% of Londoners are satisfied with services provided by the City of London, according to a recent community survey
- Initiated a strategic planning and formal accreditation process to support service delivery for Seniors at Dearness Home, to be completed by mid-2016
- Introduced transferable on-street parking receipts which can be paid at any parking meter for improved customer convenience
- Improved communication and response time for citizens through implementation of a real-time Customer Relationship Management System for Roads, Transportation and Solid Waste Services as part of Service London
- Service London Business had over 1000 interactions with small, medium and start-up business customers

PICTURED ABOVE

Autumn day in
Victoria Park

YOUR CITY COUNCIL

See Page 14 for Ward Map



**MAYOR
MATT BROWN**
mayor@london.ca
519-661-2500 ext. 4920



**WARD 1
MICHAEL VAN HOLST**
mvanholst@london.ca
519-661-2500 ext. 4001
226-919-7631 (Cell)

**WARD 2
BILL ARMSTRONG**
barmstro@london.ca
519-661-2500 ext. 4002



**WARD 3
MOHAMED SALIH**
msalih@london.ca
519-661-2500 ext. 4003
226-926-7615 (Cell)



**WARD 4
JESSE HELMER**
jhelmer@london.ca
519-661-2500 ext. 4004
226-926-9063 (Cell)



**WARD 5
MAUREEN CASSIDY**
mcassidy@london.ca
519-661-2500 ext. 4005
226-927-0283 (Cell)



**WARD 6
PHIL SQUIRE**
psquire@london.ca
519-661-2500 ext. 4006
226-927-1835 (Cell)



WARD 7
JOSH MORGAN
 joshmorgan@london.ca
 519-661-2500 ext. 4007
 226-927-0395 (Cell)



WARD 8
PAUL HUBERT
 phubert@london.ca
 519-661-2500 ext. 4008
 519-851-5062 (Cell)



WARD 9
ANNA HOPKINS
 ahopkins@london.ca
 519-661-2500 ext. 4009
 226-927-0439 (Cell)



WARD 10
VIRIGINA RIDLEY
 vridley@london.ca
 519-661-2500 ext. 4010
 226-927-0539 (Cell)



WARD 11
STEPHEN TURNER
 sturner@london.ca
 519-661-2500 ext. 4011
 226-927-0765 (Cell)



WARD 12
HAROLD L. USHER
 husher@london.ca
 519-661-2500 ext. 4012
 519-636-3405 (Cell)



WARD 13
TANYA PARK
 tpark@london.ca
 519-661-2500 ext. 4013
 226-927-1468 (Cell)



WARD 14
JARED ZAIFMAN
 jzaifman@london.ca
 519-661-2500 ext. 4014
 226-927-1505 (Cell)



YOUR LONDON

THE CITY OF LONDON

300 Dufferin Avenue
London, Ontario
PO BOX 5035 N6A 4L9

london.ca
519-661-4500



/LondonCanada



/cityofldnont



/CityofLondonOntario

