

# City of London Strategic Plan


## SPPC November 19, 2018



## Commitment to Report

- The *Strategic Plan* includes a commitment to report regularly to Londoners on progress towards implementation.
- Progress has been reported through semi-annual Progress Reports each May and November, as well as an annual Report to the Community every November.
- To address the impact of the Strategic Plan, Council approved the Strategic Plan Measurement Framework and Tool in June 2018.

## Strategic Plan 2015-2019 Progress



The Progress Report and Report to the Community articulate what **progress** has been made towards implementing the strategies in the Strategic Plan.

### Progress to date:

- As of November 2018, **97.4%** of all milestones are complete or on target.
- Since the May 2018 Progress Report the number of milestones marked as “caution” and “below plan” has decreased from 3.4% to 2.4%.



## Strategic Plan Impact Assessment 2015 to 2017

To measure impact, Civic Administration developed a Strategic Plan Measurement Framework and Tool that allows 2 levels of analysis:

1. The first level of analysis looks at the performance of the initiatives. Results indicate whether the specific initiatives were achieved. This answers the question, “**Did we do what we set out to do?**”
2. The second level of analysis examines the data in aggregate in order to determine the results of the strategies found in the Strategic Plan. This analysis answers the question “**How has London changed as a result of the Strategic Plan?**”

## Strategic Plan Impact 2015 to 2017

### Evidence of Impact

- Quantitative and qualitative demonstration of change

### Little to No Evidence of Impact

- No quantitative measures
- May or may not have been qualitative data
- Does not mean the strategy was not implemented or that it did not result in positive change for Londoners – just no measures



## Impact: Strengthening our Community



**21**  
Neighbourhood Decision Making projects

**34**  
active neighbourhood groups

**20,516,468**  
visits to the London Public Library



**1,063**  
cats and dogs were adopted

**45**  
day decrease in the average number of days on Ontario Works

**59**  
fewer individuals are accessing Ontario Works annually



**147,305**  
arena and field hours used

**151,795**  
swim and recreation program participants

**1,056,772**  
arts and culture visitors

## Impact: Building a Sustainable City



**15.2**  
kilometre increase in the total length of on-road cycling facilities

**214,000**  
tonnes of materials diverted from the landfill

**\$3,245,000,000**  
in construction permits issued



**351**  
kilometres of roadway lanes reconstructed

**35**  
kilometres of sidewalks built and assumed

**481**  
fewer serious injury or fatality collisions



**18**  
new public parks in the city, increasing from 452 parks to 470 parks

**101%**  
increase in the number of trees planted on the City boulevard each year

**72%**  
increase in the number of trees planted each year by community partners



**1,609**  
properties protected for future generations

**228**  
properties were listed on the Heritage Register

**50**  
signs and plaques posted along the Thames River

## Impact: Growing our Economy



**54%**  
increase in new foreign direct investment

**220%**  
increase in applications for façade programs

**\$6M**  
in savings resulted in the reintroduction of forgivable loan programs in Downtown and Old East Village

**\$51.9M**  
total economic impact from the London Convention Centre

**\$2.1B**  
total economic impact of tourism in London



**49%**  
increase in the number of unique visitors in downtown London

**\$600K**  
one-time savings and \$600,000 annual savings realized through a review of CIP incentives

**245%**  
increase in the value of no-interest loans to small business owners

**\$29.2M**  
total investment in affordable housing

**323**  
affordable new rental housing units started



**4,650**  
new jobs created through attraction and expansion





## Impact: Leading in Public Service



**83%**  
increase in Twitter followers

**104%**  
increase in YouTube video views

**8.5 million**  
visitors to www.london.ca



**121,600**  
guard hours provided

**\$1M**  
saved in insurance premiums

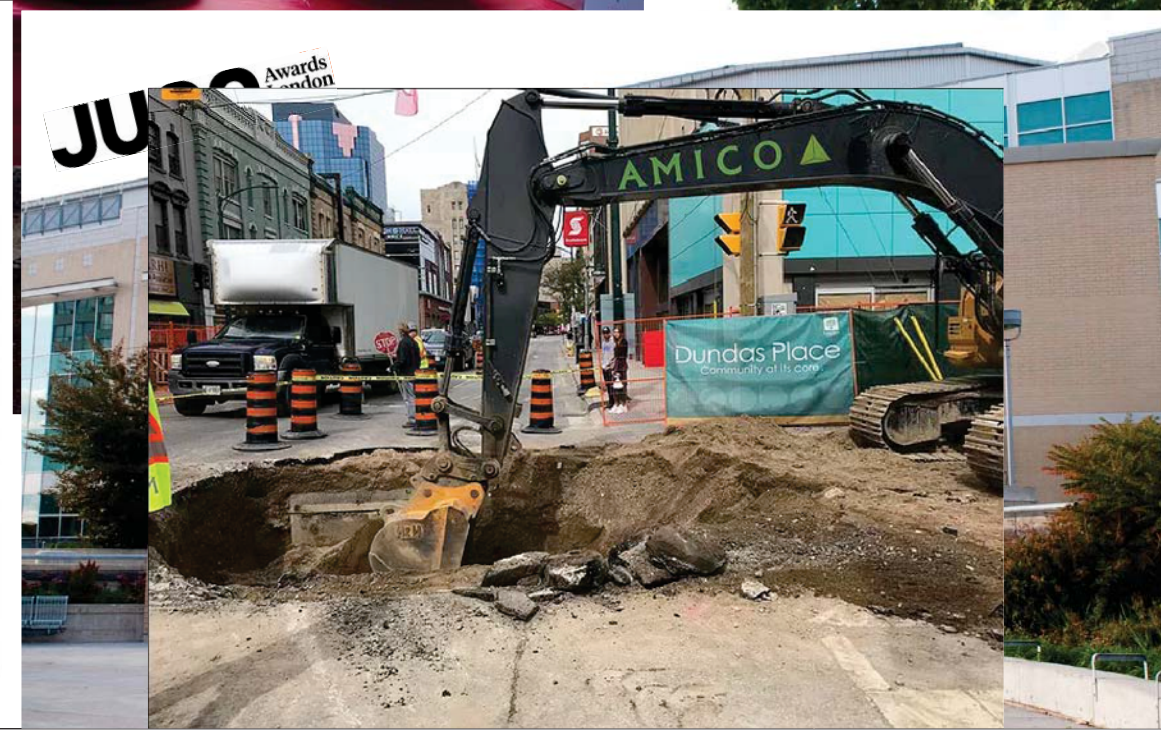
**117**  
Information Technology Services (ITS) Projects completed



**10%**  
decrease in the amount of debt under administration

**41<sup>st</sup>**  
consecutive year of the Aaa credit rating

**13%**  
decrease in reliance on the Operating Budget Contingency Reserve as permanent financing source



## Our Learnings...

- As with any newly implemented process, there are successes, but also lessons learned.
- These successes and lessons learned will guide the development of the next City of London Strategic Plan.
- Measures to demonstrate progress, performance, and impact will be developed at the beginning of the process (outcomes, expected results, and associated metrics).
- For the next strategic plan, impact will be measured over the lifetime of the plan.
- Moving forward, the City of London will use the results of the Impact Assessment to make evidence-informed, data-driven decisions about the strategies, metrics, and targets required in the strategic plan to make a difference for the London community.



**THANK YOU!**