

# Strategic Priorities and Policy Committee

## Report

12th Meeting of the Strategic Priorities and Policy Committee  
November 19, 2018

PRESENT: Mayor M. Brown, Councillors M. van Holst, M. Salih, J. Helmer, M. Cassidy, P. Squire, P. Hubert, A. Hopkins, S. Turner, H. Usher, T. Park, J. Zaifman

ABSENT: B. Armstrong, J. Morgan, V. Ridley

ALSO PRESENT: M. Hayward, J. Adema, A.L. Barbon, G. Barrett, B. Card, J. Carter, B. Coxhead, S. Datars Bere, J. Fleming, K. Killen, S. King, G. Kotsifas, L. Livingstone, J.P. McGonigle, K. Pawelec, M. Ribera, C. Saunders, K. Scherr, M. Schulthess, C. Smith, S. Stafford, B. Westlake-Power and R. Wilcox.

The meeting is called to order at 4:03 PM.

### 1. Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

### 2. Consent

#### 2.1 2018 Annual Community Survey

Moved by: H. Usher

Seconded by: M. van Holst

That, on the recommendation of the City Manager, the staff report dated November 19, 2018 with respect to the City of London 2018 Annual Community Survey BE RECEIVED for information.

Yeas: (12): Mayor M. Brown, M. van Holst, M. Salih, J. Helmer, M. Cassidy, P. Squire, P. Hubert, A. Hopkins, S. Turner, H. Usher, T. Park, and J. Zaifman

Absent: (3): B. Armstrong, J. Morgan, and V. Ridley

**Motion Passed (12 to 0)**

#### 2.2 Strategic Plan: Semi-Annual Progress Report, Performance Report, Impact Assessment and 2018 Report to the Community

Moved by: M. van Holst

Seconded by: J. Helmer

That, on the recommendation of the City Manager, the staff report dated November 19, 2018, including the Semi-Annual Progress Report, the 2018 Report to the Community and the Performance Report and Impact Assessment, with respect to Council's 2015-2019 Strategic Plan BE RECEIVED for information; it being noted that the attached presentation was received from L. Livingstone, Managing Director, Neighbourhood, Children and Fire Services.

Yeas: (12): Mayor M. Brown, M. van Holst, M. Salih, J. Helmer, M. Cassidy, P. Squire, P. Hubert, A. Hopkins, S. Turner, H. Usher, T. Park, and J. Zaifman

Absent: (3): B. Armstrong, J. Morgan, and V. Ridley

**Motion Passed (12 to 0)**

2.3 Absence from Meeting - Councillor V. Ridley

Moved by: M. van Holst

Seconded by: T. Park

That the communication dated November 2, 2018 from Councillor V. Ridley with respect to her attendance at the November 19, 2018 meeting of the Strategic Priorities and Policy Committee BE RECEIVED.

Yeas: (12): Mayor M. Brown, M. van Holst, M. Salih, J. Helmer, M. Cassidy, P. Squire, P. Hubert, A. Hopkins, S. Turner, H. Usher, T. Park, and J. Zaifman

Absent: (3): B. Armstrong, J. Morgan, and V. Ridley

**Motion Passed (12 to 0)**

**4. Items for Direction**

4.1 Appointments to the Striking Committee

Moved by: M. van Holst

Seconded by: A. Hopkins

That the following individuals BE APPOINTED to the Striking Committee for the 2018-2022 Council term:

Dharshi Lacey (Pillar Nonprofit Network)

Shawna Lewkowitz (Urban League of London)

Patti Dalton (London and District Labour Council)

Laurie Lashbrook (London Chamber of Commerce)

Chad Callander (Past Member of the Diversity Inclusion and Anti-Oppression Advisory Committee)

Stewart Coppins (Citizen-at-Large)

Jennifer Hodge (Citizen-at-Large)

Brandon Mackinnon (Citizen-at-Large)

Michael A. Manzara (Citizen-at-Large)

Girish Sankar (Citizen-at-Large)

Yeas: (12): Mayor M. Brown, M. van Holst, M. Salih, J. Helmer, M. Cassidy, P. Squire, P. Hubert, A. Hopkins, S. Turner, H. Usher, T. Park, and J. Zaifman

Absent: (3): B. Armstrong, J. Morgan, and V. Ridley

**Motion Passed (12 to 0)**

4.2 Inaugural Council Meeting

Moved by: J. Helmer

Seconded by: T. Park

That pursuant to section 2.6 of the Council Procedure By-law, authorization BE GIVEN for the December 3, 2018 Inaugural Municipal Council Meeting for the 2018-2022 term, to be held at the London Convention Centre to commence at 6:00 PM, in order to provide sufficient capacity to permit members of the public to attend the meeting.

Yeas: (12): Mayor M. Brown, M. van Holst, M. Salih, J. Helmer, M. Cassidy, P. Squire, P. Hubert, A. Hopkins, S. Turner, H. Usher, T. Park, and J. Zaifman

Absent: (3): B. Armstrong, J. Morgan, and V. Ridley

**Motion Passed (12 to 0)**

4.3 Recommendations for an Allocations Formula for Municipal Surpluses

Moved by: J. Helmer

Seconded by: P. Hubert

That the communication from G. Macartney, CEO and General Manager, London Chamber of Commerce, dated November 9, 2018, with respect to recommendations for an allocation formula for municipal surpluses BE RECEIVED.

Yeas: (12): Mayor M. Brown, M. van Holst, M. Salih, J. Helmer, M. Cassidy, P. Squire, P. Hubert, A. Hopkins, S. Turner, H. Usher, T. Park, and J. Zaifman

Absent: (3): B. Armstrong, J. Morgan, and V. Ridley

**Motion Passed (12 to 0)**

**5. Deferred Matters/Additional Business**

None.

**6. Confidential**

6.1 ADDED Personal Matters/Identifiable Individual

Moved by: J. Helmer

Seconded by: A. Hopkins

That the Strategic Priorities and Policy Committee convene in Closed Session at 5:01 PM, for the purpose of considering a matter pertaining to personal matters about an identifiable individual with respect to employment-related matters and advice and recommendations of officers and employees of the Corporation including communications necessary for that purpose.

Yeas: (12): Mayor M. Brown, M. van Holst, M. Salih, J. Helmer, M. Cassidy, P. Squire, P. Hubert, A. Hopkins, S. Turner, H. Usher, T. Park, and J. Zaifman

Absent: (3): B. Armstrong, J. Morgan, and V. Ridley

**Motion Passed (12 to 0)**

The Strategic Priorities and Policy Committee convened in Closed Session from 5:01 PM to 5:46 PM.


**7. Adjournment**

The Meeting adjourned at 5:46 PM.

# City of London Strategic Plan

## SPPC November 19, 2018

## Commitment to Report

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- 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



**121,600**  
guard hours provided



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

**104%**  
increase in YouTube video views

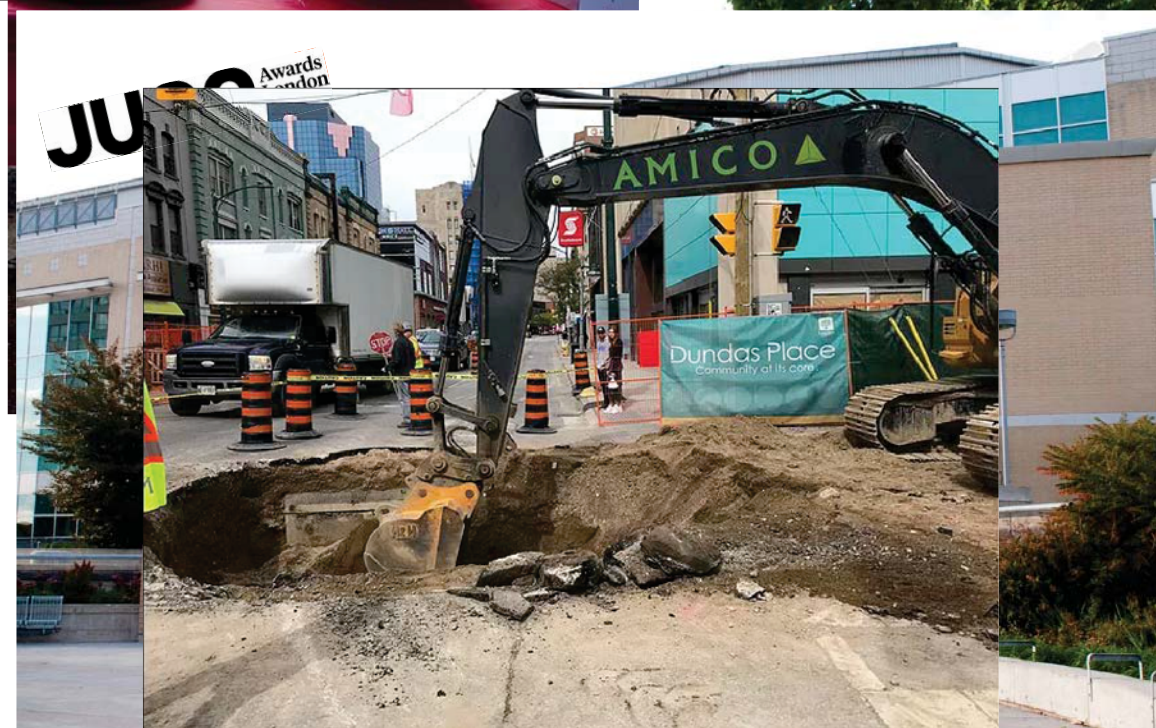
**\$1M**  
saved in insurance premiums

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

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

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

**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!**