

Strategic Priorities and Policy Committee

Report

3rd Meeting of the Strategic Priorities and Policy Committee
January 14, 2019

PRESENT: Mayor E. Holder (Chair), Councillors M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozo, A. Kayabaga, S. Hillier

ALSO PRESENT: M. Hayward, A.L. Barbon, B. Card, J. Carter, I. Collins, B. Coxhead, S. Datars Bere, J.M. Fleming, M. Johnson, G. Kotsifas, L. Livingstone, D. MacRae, J.P. McGonigle, P. McKague, D. O'Brien, K. Pawelec, M. Ribera, C. Saunders, M. Schulthess, C. Smith, B. Warner, B. Westlake-Power and R. Wilcox.

The meeting is called to order at 4:05 PM, with all members present.

1. Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

2. Consent

None.

3. Scheduled Items

3.1 Council's Strategic Plan 2019-2023: Setting the Vision, Mission, and Values

Moved by: M. van Holst

Seconded by: P. Van Meerbergen

That the attached draft Vision, Mission and Values statements, for Council's Strategic Plan 2019 – 2023 BE CONSIDERED and BE SHARED with the community to seek feedback; it being noted that the Strategic Priorities and Policy Committee broke into working groups to develop the above-noted drafts and received the attached presentation from L. Livingstone, Managing Director, Neighbourhood, Children & Fire Services.

Yeas: (10): Mayor E. Holder, M. van Holst, M. Salih, J. Helmer, M. Cassidy, P. Squire, S. Lehman, A. Hopkins, P. Van Meerbergen, and S. Hillier

Nays: (5): S. Lewis, J. Morgan, S. Turner, E. Pelozo, and A. Kayabaga

Motion Passed (10 to 5)

4. Items for Direction

4.1 2019 Budget Process

Moved by: J. Helmer

Seconded by: S. Lewis

That Councillor J. Morgan BE APPOINTED as the Council lead for the 2019 Budget process, acting as Budget Chair with duties including coordination of 2019 Budget activities with the Civic Administration and the Chairing of the Strategic Priorities and Policy Committee meetings where discussion and consideration of the adoption of the 2019 Budget takes place.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelosa, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

5. Deferred Matters/Additional Business

None.

6. Confidential (Enclosed for Members only.)

6.1 ADDED - Land Disposition/Solicitor-Client Privileged Advice/Commercial or Financial Information Belonging to the City

Moved by: J. Helmer

Seconded by: P. Van Meerbergen

That the Strategic Priorities and Policy Committee convene In Closed Session at 6:04 PM, for consideration of the following matter:

6.1 ADDED - Land Disposition/Solicitor-Client Privileged Advice/Commercial or Financial Information Belonging to the City of London

A matter pertaining to the proposed or pending disposition of land by the municipality, including communications necessary for that purpose; advice that is subject to solicitor-client privilege; commercial and financial information, that belongs to the municipality and has monetary value or potential monetary value and a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelosa, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

The Strategic Priorities and Policy Committee convened In Closed Session from 6:04 PM to 6:44 PM.

7. Adjournment

The meeting adjourned at 6:44 PM.

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON JANUARY 14, 2019
FROM:	MARTIN HAYWARD CITY MANAGER
SUBJECT:	COUNCIL'S STRATEGIC PLAN 2019-2023: SETTING THE VISION, MISSION, AND VALUES

RECOMMENDATIONS

That, on the recommendation of the City Manager, the following actions be taken with respect to Council's Strategic Plan 2019-2023:

- a) the report dated January 14, 2019 and entitled "Council's Strategic Plan 2019-2023: Setting the Vision, Mission, and Values" **BE RECEIVED**; and,
- b) the Municipal Council **BE REQUESTED** to advise the Civic Administration as to the preliminary wording for the proposed version(s) of the vision, mission, and values for the Strategic Plan 2019-2023.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- Strategic Priorities and Policy Committee (SPPC): December 17, 2018

BACKGROUND

On December 18, 2018, Council resolved that Council's Strategic Plan 2019-2023: Setting the Context be received including the proposed approach, process, timelines, and key deliverables to develop the Strategic Plan.

The purpose of this report is to provide Council with the vision, mission, and values from the 2015-2019 Strategic Plan. These elements can be used as a starting point for Council to begin to set the vision, mission and values for Council's Strategic Plan 2019-2023.

In addition, this report will provide an overview of the proposed community engagement plan to be rolled out over the coming weeks.

Strategic Plan 2015 – 2019: Vision, Mission, and Values

Vision (sets direction)

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

Mission (articulates purpose)

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

Values (expresses how the corporation operates)

*Individual Responsibility
Collaboration*

*Collective Accountability
Innovation*

January 14, 2019: Setting the Vision, Mission, and Values for Council's Strategic Plan 2019-2023

Based on the approved approach and timelines for the development of Council's Strategic Plan 2019-2023, the focus of the January 14, 2019 Strategic Priorities and Policy Committee (SPPC) will be for Council to begin to set the vision, mission, and values. In addition, Civic Administration will share the proposed community engagement plan to support Council's development of the Strategic Plan.

It is anticipated that at the end of this meeting, Council will have developed the proposed version(s) of the vision, mission, and values for the 2019-2023 Strategic Plan, noting that there may be more than one option

for each of the elements. The proposed version(s) will be shared with the community to seek feedback prior to the January 28, 2019 SPPC meeting.

Proposed Community Engagement Plan

Phase One: December 19 to January 14, 2019 (online only)

- This first phase was launched on December 19, 2018 to seek community input on the 2015-2019 Strategic Plan's vision, mission, and values using current social media accounts on Facebook and Twitter and directing traffic to getinvolved.london.ca to provide feedback
- Community input gathered through this phase of community engagement will be presented to Council at the January 14, 2019 SPPC meeting to help inform the discussion

Phase Two: January 15 to January 28, 2019 (online only)

- Launch second phase of community engagement on vision, mission, and values
- Communications will share information through multiple channels following the meeting to ask for further input about Council's proposed version(s) of the vision, mission, and values coming out of the January 14, 2019 SPPC meeting
- Community input gathered through this phase of community engagement will be presented to Council at the January 28, 2019 SPPC meeting to help inform the discussion

Phase Three: February 1 to 28, 2019 (online and in person)

- The final phase of community engagement will seek feedback on the proposed outcomes, expected results, strategies and any additional feedback on Council's proposed vision, mission, and values
- Communications will share information through multiple channels following the meeting to inform the community members of the multiple ways they can provide feedback
- The community will be informed throughout the month of February, identifying all the opportunities to participate online and in person (in their neighbourhoods and wards)
- Information and communication assets will be shared with Council and Civic Administration so that they can share these opportunities with their networks and constituents
- Civic Administration will be available to support Councillors if they choose to hold Ward meetings and/or community meetings to seek feedback from Londoners
- Community input gathered through this phase of community engagement will be presented to Council at the March 4, 2019 SPPC meeting to help inform the discussion

NEXT STEPS

Below are the timelines and key deliverables to be accomplished over the next four months to support Council's development of the Strategic Plan 2019-2023 by April 30, 2019. This allows more time for debate and community engagement. It also completes the development of the Strategic Plan in time to provide direction for the Multi-Year Budget process.

January 15, 2019: Community Engagement

- Community Engagement – engage with the community on line seeking further input about Council's proposed version(s) of the vision, mission, and values

January 28, 2019: Continuing to Set the Vision, Mission, and Values

- Council sets the vision, mission, and values
- Civic Administration shares the draft proposed outcomes, expected results, and strategies

February 1 – 28, 2019: Community Engagement

- Community Engagement – engage with the community in multiple ways (on line, in person, and by phone) regarding the vision and strategies

March 4, 2019: Tabling the Community Engagement Results

- Council receives the results from the community engagement process and has time to consider the results prior to the next SPPC meeting

March 25, 2019: Setting the Strategies

- Council debates the strategies, outcomes, and expected results

April 8, 2019: Finalizing the Strategic Plan

- Council debates any final changes to the Strategic Plan

April 23, 2019 (Special SPPC Meeting prior to Council): Receiving and Approving the Strategic Plan

- o Council receives and approves the Strategic Plan

April 23, 2019 Council Meeting: Approving the Strategic Plan

- o Council approves the Strategic Plan 2019-2023

May 2019: Development of the 2020-2023 Multi-Year Budget

- o Development of the 2020-2023 Multi-Year Budget begins

CONCLUSION

The Strategic Plan identifies Council's vision, mission, values and strategic areas of focus for 2019-2023. It also identifies the specific outcomes and strategies that Council and Civic Administration will deliver on together over the next four years. The Strategic Plan sets the direction for the future, and guides the City's Multi-Year Budget. It is through the Multi-Year Budget process that Council's Strategic Plan will be put into action, adding further detail to each strategy about accountability, pacing and resourcing.

PREPARED AND SUBMITTED BY:	PREPARED AND SUBMITTED BY:
CHERYL SMITH MANAGER, NEIGHBOURHOOD STRATEGIC INITIATIVES & FUNDING	ROSANNA WILCOX DIRECTOR, COMMUNITY & ECONOMIC INNOVATION

RECOMMENDED BY:	RECOMMENDED BY:
LYNNE LIVINGSTONE MANAGING DIRECTOR, NEIGHBOURHOOD, CHILDREN & FIRE SERVICES	MARTIN HAYWARD CITY MANAGER

cc. Senior Management Team
Strategic Thinkers Table

Vision

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

1. Our region’s capital, advancing commerce and connecting people through culture, entertainment, and sport as the heart of Southwestern Ontario.
2. A bold leader in fostering an innovative, prosperous, and liveable city connected to the world.
3. A diverse community of neighbours building for a prosperous future.
4. A city of unlimited potential where enterprise is valued and dreams are realized.
5. A resilient community where all are welcomed and valued, building for a prosperous future.

Mission

{At Your Service – a respected and inspired public service partner, building a better city for all}

1. A responsive and modern public service partner that fosters change to build a better London for all.
2. Engaged and responsible public servants building a better city for all.
3. Delivering opportunity with respect, compassion, and accountability.
4. Serving in partnership with respect, equity, and inclusion to build a better city for all.
5. To help Londoners prosper and grow in an inclusive and connected community.

Values

{Individual Responsibility/Collective Accountability/Collaboration/Innovation}

1. Good governance, driven by community, acting with compassion, moving forward through innovation.

To be considered:

(energetic collaboration, clear and lateral thinking, calculated risk taking, strong ROI and SOI, value for money, rapid advancement, technological innovation, economic vitality, individual sustainability, municipal self-sufficiency, personal productivity)

2. Results focused
Collective accountability
Serving a diverse community
3. Initiative
Integrity
Compassion
Inclusivity
Accountability



Council's Strategic Plan 2019-2023

January 14, 2019 SPPC

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Agenda

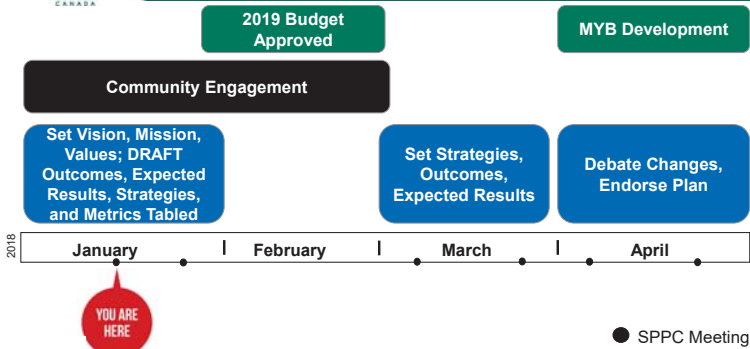
- Key Timelines and Deliverables
- Setting the Vision, Mission, and Values
 - Community engagement results to date
 - Setting the Vision, Mission, and Values
- Community Engagement
- Next Steps

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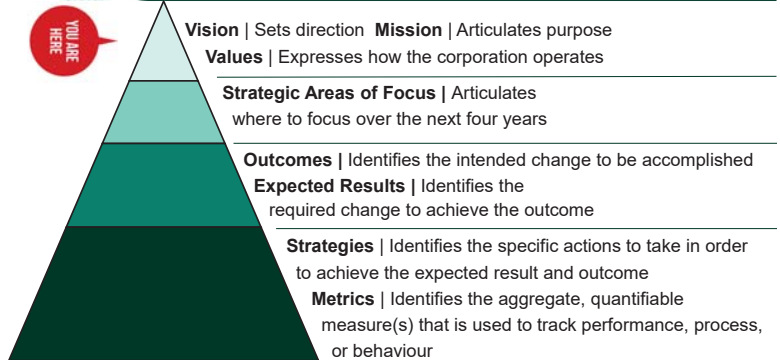
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Strategic Plan 2019-2023: Timelines and Deliverables



Strategic Plan Approach



Strategic Plan 2015-2019

Vision (sets direction)

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

Mission (articulates purpose)

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

Values (expresses how the corporation operates)

Individual Responsibility	Collective Accountability
Collaboration	Innovation



Community Engagement Results

- Through the 1st phase of community engagement, the community was asked two questions about the current vision, mission, and values:
 1. What words or ideas are most important to you?
 2. Are there new words or ideas that are important to you that are not captured?
- Civic Administration summarized the most commonly mentioned words and phrases

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Community Engagement Results

Vision: A leader in commerce, culture, and innovation – our region's connection to the world

Most Important	Suggested Additions
<ul style="list-style-type: none"> • Culture • Innovation • Commerce • Connection • Leader • World 	<ul style="list-style-type: none"> • Diversity • Sustainability • Community • Environment • Compassion • Neighbourhoods



Community Engagement Results

Mission: At Your Service – a respected and inspired public service partners, building a better city for all.

Most Important	Suggested Additions
<ul style="list-style-type: none"> • Building a better city for all • Service • Partner • Inspired • Respected 	<ul style="list-style-type: none"> • Community • Respected • Diversity • Modern • Inspiring • Transparent & Accountable • Responsive

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Community Engagement Results

Values: Individual Responsibility, Collective Accountability, Collaboration, Innovation

Feedback on Current Values	Suggested Additions
<ul style="list-style-type: none"> • Be more specific on values • Improve and build upon current values • Consider adding Understanding, Fairness, Collaboration, Innovation, Inclusion 	<ul style="list-style-type: none"> • Caring/Compassion • Diversity & Inclusion • Stewardship • Equity & Equality • Integrity • Accountability



Developing the Vision, Mission, and Values for Strategic Plan 2019-2023

- Council breaks into three small groups of 4 to 5
- Each group develops proposed version(s) of the vision, mission, and values
- Each group shares their proposed version(s)
- Council determines direction on preliminary version(s) of the vision, mission, and values

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Proposed Community Engagement Plan

Phase One: December 19 to January 14, 2019 (online only)

- ✓ Initial community input on the 2015-2019 Strategic Plan's vision, mission, and values through getinvolved.london.ca

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Proposed Community Engagement Plan

Phase Two: January 15 to January 28, 2019 (online only)

- Community input on Council's proposed version(s) of the vision, mission, and values from today's meeting through getinvolved.london.ca
- Civic Administration will provide Council with communication assets so they can share this opportunity with their networks and constituents
- Input presented to Council at the January 28 SPPC meeting

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Proposed Community Engagement Plan

Phase Three: February 1 to 28, 2019 (online and in person)

- Community input on the proposed outcomes, expected results, strategies, metrics and any additional feedback on Council's proposed version(s) of the vision, mission, and values
- Civic Administration is available to support Councillors if they choose to hold Ward/community meetings to seek feedback
- Civic Administration will provide Council with communication assets so they can share these opportunities with their networks and constituents
- Input presented to Council at the March 4 SPPC meeting



Next Steps

January 15, 2019: Community Engagement

- Seeking further input about Council's proposed version(s) of the vision, mission, and values

January 28, 2019 SPPC Meeting:

- Council receives early feedback on the proposed version(s) of the vision, mission, and values
- Civic Administration tables the draft proposed outcomes, expected results, strategies, and metrics

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Next Steps

February 1 – 28, 2019: Community Engagement

- Seeking feedback on the proposed outcomes, expected results, strategies, metrics and any additional feedback on Council's proposed version(s) of the vision, mission, and values
- Civic Administration will provide Council with communication assets so they can share these opportunities with their networks and constituents
- If interested in holding a ward/community meeting and would like support from Civic Administration, please contact Cheryl Smith (csmith@london.ca)



Thank You!

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January 2, 2019

Chair and Members of the
Strategic Priorities and Policy Committee

Re: The 2019 Budget Process

The undersigned is seeking your support of the following recommendation regarding the 2019 Budget process:

“That Councillor J. Morgan BE APPOINTED as the Council lead for the 2019 Budget process, acting as Budget Chair with duties including coordination of 2019 Budget activities with the Civic Administration and the Chairing of the Strategic Priorities and Policy Committee meetings where discussion and consideration of the adoption of the 2019 Budget takes place.”

Respectfully submitted,

Ed Holder,
Mayor