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**STRATEGIC  
PLAN** FOR THE  
**CITY OF  
LONDON**  
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London  
CANADA

# Our Role

- Provide **direction** for London
- Articulate a **vision for the future**
- Set city-wide **focus areas** to guide Council decisions and Administration's actions
- Council makes **decisions**, Administration supports us during the process

# Our Goal

STRATEGIC  
PLAN FOR THE  
CITY OF  
LONDON

Unanimous Council approval of the  
**2015-2019 Strategic Plan** by March 10, 2015



London  
CANADA

# Why Strategic Planning?

- Identifies where we are going, what we want to achieve, and how we will do it
- Focuses the work of Administration on the priorities of City Council and Londoners
- Provides direction for Council's first multi-year budget for 2016-2019

**2015-2019 Strategic  
Planning Process**

**2015 Budget  
Process**

**2016-2019 Multi-Year  
Budget Process**

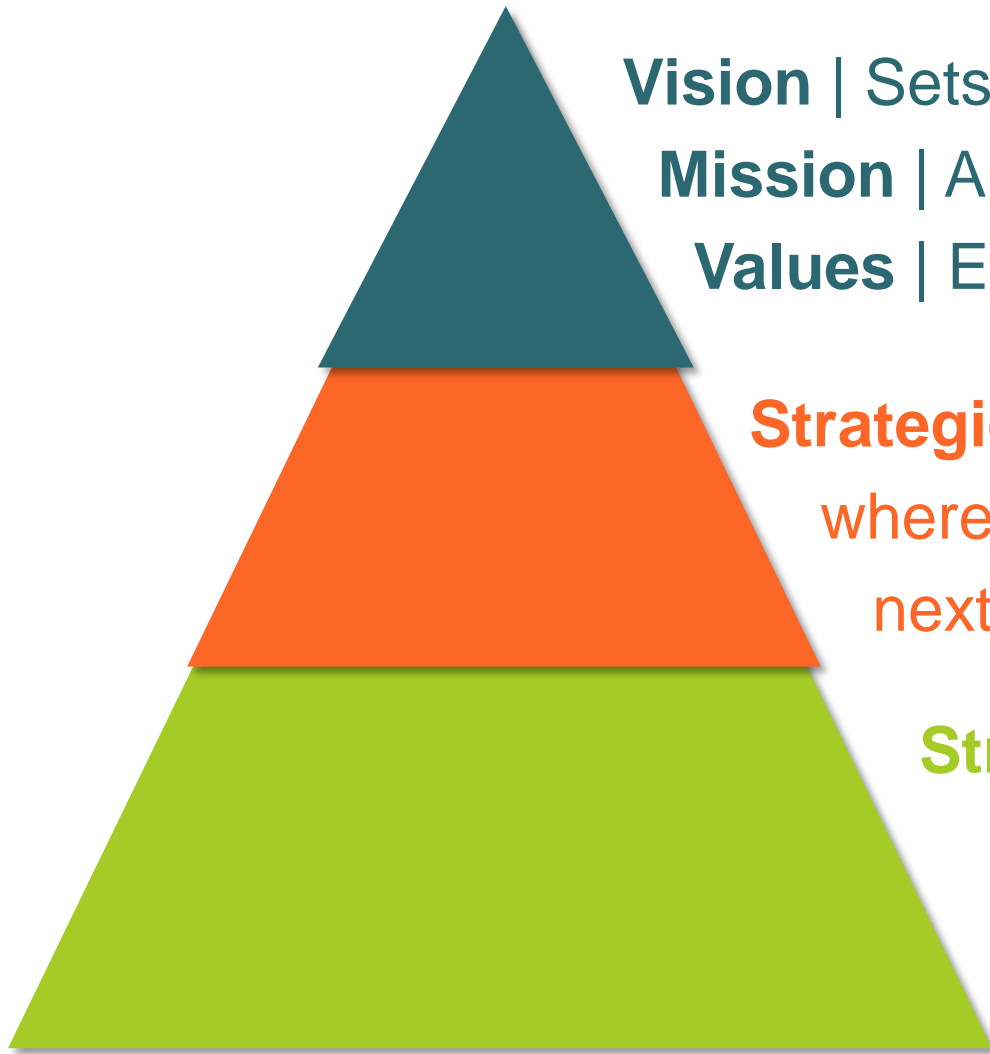
|  
**Tabled**  
December  
2014

|  
**Decisions**  
February/March  
2015

|  
**Tabled**  
December  
2015



# Anatomy of a Strategic Plan



**Vision** | Sets direction

**Mission** | Articulates purpose

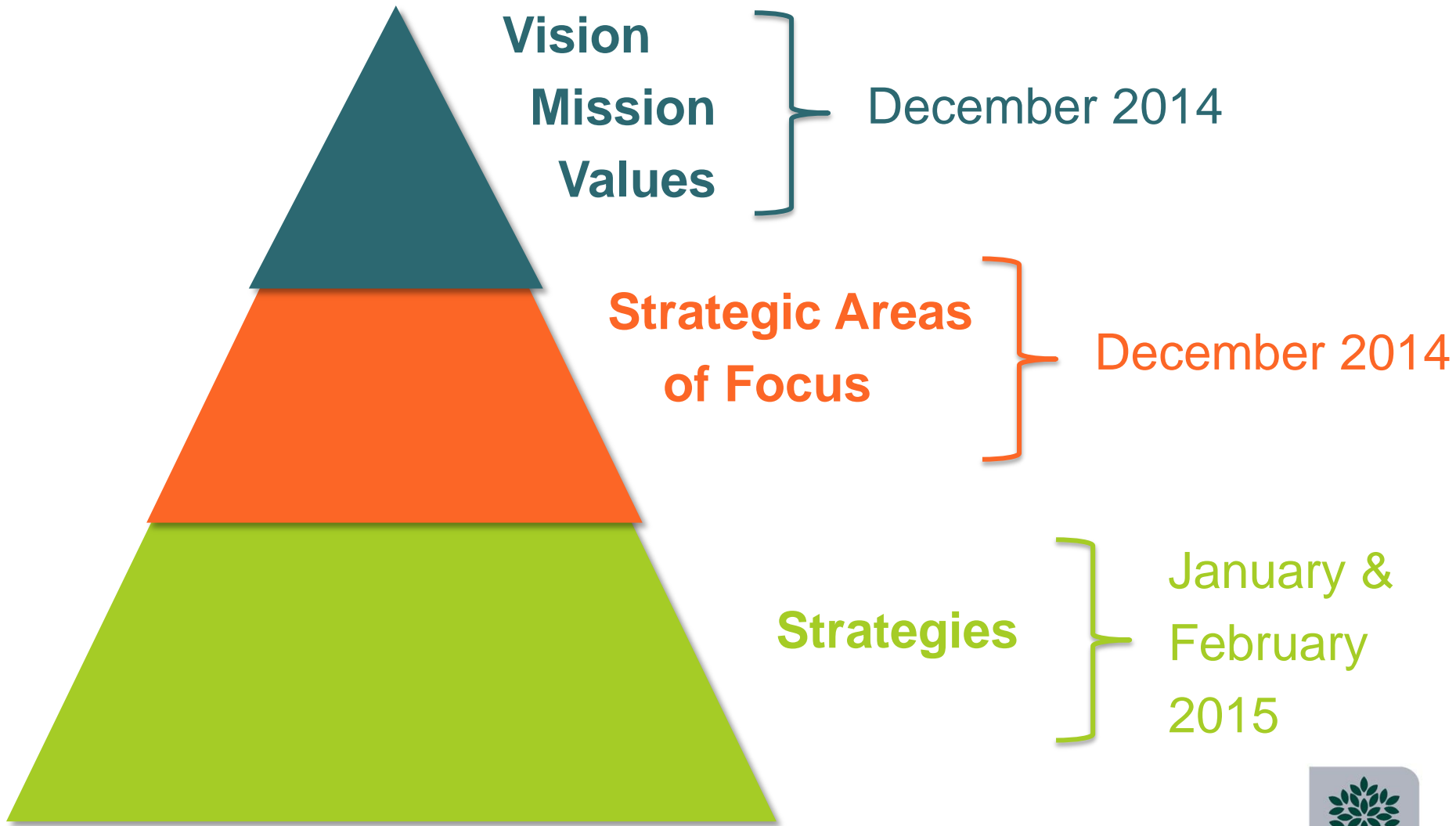
**Values** | Expresses how we operate

**Strategic Areas of Focus** | Articulates where we want to focus over the next four years

**Strategies** | Identifies the actions we will take to deliver on each focus area



# Timing



# Strategic Documents





# Strategic Documents

2012

2013

2014

2015

2016

2017

2018

2019

2020

2021

2022

Current Official Plan

The 2015-2019 Strategic Plan will answer: from all of these plans, what are we going to accomplish in the next four years?

Service London Plan

Smart Growth Strategy

Parks & Recreation Master Plan

Asset Management Plan

10-Year Capital Budget

# Process Overview

- **December 3** | Council discussion about vision, mission, values & strategic areas of focus
- **December 18** | Council sets vision, mission, values & strategic areas of focus
- **January 12** | Tabling of strategies
- **January 14 & 17** | First public consultation on strategies (Q: what's missing?) at “Your Present (2015 Budget) / Your Future (2015-2019 Strategic Plan)” workshops

# Process Overview

- **January 26** | Public consultation input shared
- **January 27-February 2** | Second public consultation (Q: what is most important?)
- **February 6** | SPPC sets strategies
- **February 26** | SPPC sets Strategic Plan
- **March 10** | Council sets Strategic Plan

# Today's Task

- Provide input into updated **vision** and **strategic areas of focus**
- Give direction to Administration on **mission** and **values**



# Current Plan & Key Drivers

# Current Strategic Plan

## **Our Vision**

London Ontario: The city of opportunity.

## **Our Mission**

At Your Service: A respected and inspired public service partner.

# Current Strategic Plan

## Our Values

Individual Responsibility, Collective Accountability

## Our Behaviors

Trust, Pride, Standing Together

## Our Principles

- Community Engagement
- Good Government
- Respect and Integrity
- Fiscal Responsibility
- Supportive and Diverse Workplace

# Current Strategic Plan

## Results

- A Strong Economy
- A Vibrant and Diverse Community
- A Green and Growing City
- A Sustainable Infrastructure
- A Caring Community

## Strategies

- 5-10 for each Result



# Key Drivers

- City of London Strategic Plan 2011-2014
- ReThink London public engagement feedback
- Existing strategies and directional documents
- Understanding of current environment
- Input from Civic Administration and Agencies, Boards & Commissions
- Input from Council members

# Common Themes of What We Heard

## Achieve over the next 4 years:

- Prosperous
- World class
- Regional hub
- Regional destination
- Vibrant city
- Proud
- Strong economy
- Job creation
- Confidence in the city
- Put London on the map
- Destination city
- Green city
- Strong sustainable neighbourhoods
- Collaboration
- Good working relationship
- Respect

# Common Themes of What We Heard

## Top 2 – 3 Priorities:

- Working together
- Mobility / congestion
- Transit
- Economy/job creation
- Infrastructure
- Community engagement
- Quality of life
- Affordability
- Sustainability
- Attractive neighbourhoods
- Taxes – value for money



# Vision

# Vision Statements

## Current Vision Statement:

### 2011-2014 Strategic Plan

London Ontario: The city of opportunity.



# Vision Statement Examples

The London Plan: Exciting. Exceptional. Connected.

Other Cities:

- Where people, nature and business thrive.
- A great place to make a living, a great place to make a life.
- Together, we will build an innovative, caring and vibrant City with safe and thriving neighbourhoods.



# Vision Words



- Prosperous
- World class
- Regional hub
- Regional destination
- Vibrant city
- Proud
- Strong economy
- Job creation
- Confidence in the city
- Put London on the map
- Destination city
- Green city
- Strong sustainable neighbourhoods
- Collaboration
- Good working relationship
- Respect

# Discussion: Vision

- Do you wish to update the current vision statement?





# Discussion: Vision

*Step 1: Working with your neighbours, take 10-15 minutes and identify key words that resonate with you.*

- **What words resonate with you?**

*Step 2: Each Council member will have an opportunity to share 1-2 words that best reflect what you want to see in a vision for London.*

# Recommendation

That the following action be taken with respect to the Municipal Council's Strategic Plan for 2015 - 2019:

- a) the Civic Administration **BE DIRECTED** to report back at the Strategic Priorities and Policy Committee (SPPC) meeting on December 18, 2014, with a draft Vision Statement that reflects the following:
  - i) [aspects would be itemized here];



# Strategic Areas of Focus

# Strategic Areas of Focus

## Current Strategic Plan for 2011-2014:

- A Strong Economy
- A Vibrant and Diverse Community
- A Green and Growing City
- A Sustainable Infrastructure
- A Caring Community

# Top 2 – 3 Priorities

- Working together
- Mobility / congestion
- Transit
- Economy/job creation
- Infrastructure
- Community engagement
- Quality of life
- Affordability
- Sustainability
- Attractive neighbourhoods
- Taxes – value for money

# Strategic Areas of Focus

## Proposed Focus Areas for 2015-2019:

- Vibrant Communities
- City Building
- Economic Prosperity
- Leadership and Public Service



## We are focused on **Vibrant Communities**.

London is a thriving, diverse, inclusive, safe and caring community of neighbourhoods. We believe that strong neighbourhoods support people to reach their full potential. We want all Londoners to love where they live.

- Neighbourhoods
- Diversity / Belonging
- Healthy and Safe
- Caring / Supportive
- Culture



**Vibrant  
Communities**



## We are focused on **City Building**.

Our actions today build the London of tomorrow. We think about the future when making sustainable decisions about our infrastructure, mobility, the environment, and London's growth. We believe in creating safe beautiful spaces where people want to live, today and tomorrow.

- Infrastructure
- Mobility
- Environment / green
- Quality of place
- Responsible growth



City Building

## We are focused on **Economic Prosperity**.

London is a city of innovation. We create an environment where jobs are created, businesses prosper and families thrive. We believe that partnerships, diverse employment opportunities and regional collaboration are key to our long-term success.

- Economy
- Urban regeneration
- Innovation
- Employment / partnerships



**Economic  
Prosperity**

## We are focused on Leadership and Public Service.

The City of London provides nearly 100 services that Londoners rely on every day. We believe that good governance, organizational excellence and financial stability allow us to be leaders in service delivery. We are committed to being open and transparent to the people we serve.

- Open and transparent
- Organizational excellence
- Financial stability
- Strong governance
- Excellent service delivery

Leadership and  
Public Service

Current Strategic Plan

A Strong Economy

A Vibrant and Diverse Community

A Green and Growing City

A Sustainable Infrastructure

A Caring Community

Principles

Vibrant Communities

City Building

Economic Prosperity

Leadership and Public Service

STRATEGIC PLAN FOR THE CITY OF LONDON



Current Strategic Plan

A Strong Economy

A Vibrant and Diverse Community

A Green and Growing City

A Sustainable Infrastructure

A Caring Community

Principles

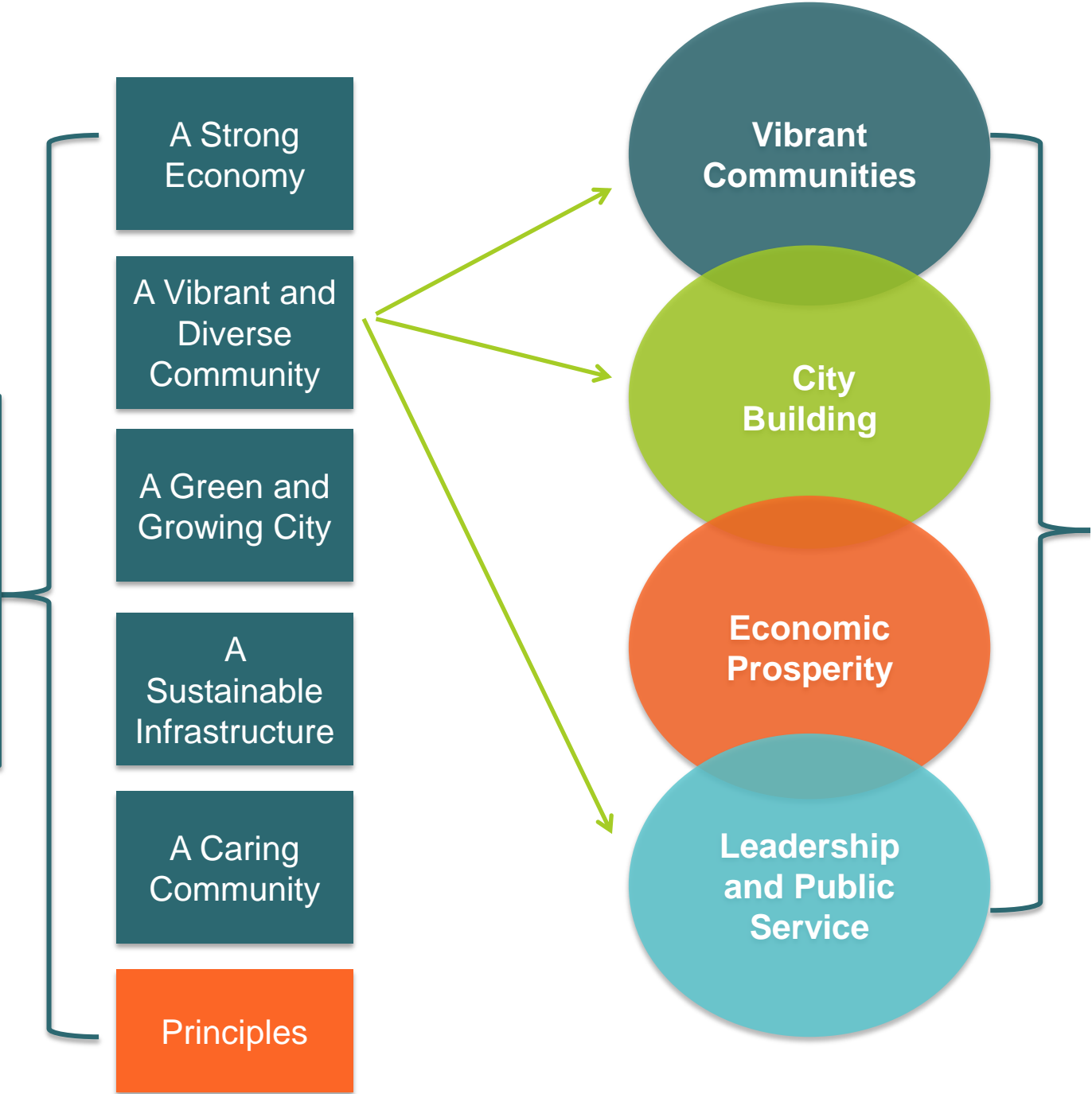
Vibrant Communities

City Building

Economic Prosperity

Leadership and Public Service

STRATEGIC PLAN FOR THE CITY OF LONDON



Current Strategic Plan

A Strong Economy

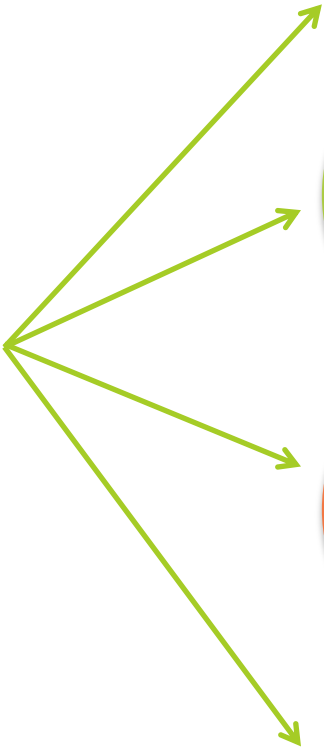
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Principles



Vibrant Communities

City Building

Economic Prosperity

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STRATEGIC PLAN FOR THE CITY OF LONDON

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STRATEGIC PLAN FOR THE CITY OF LONDON

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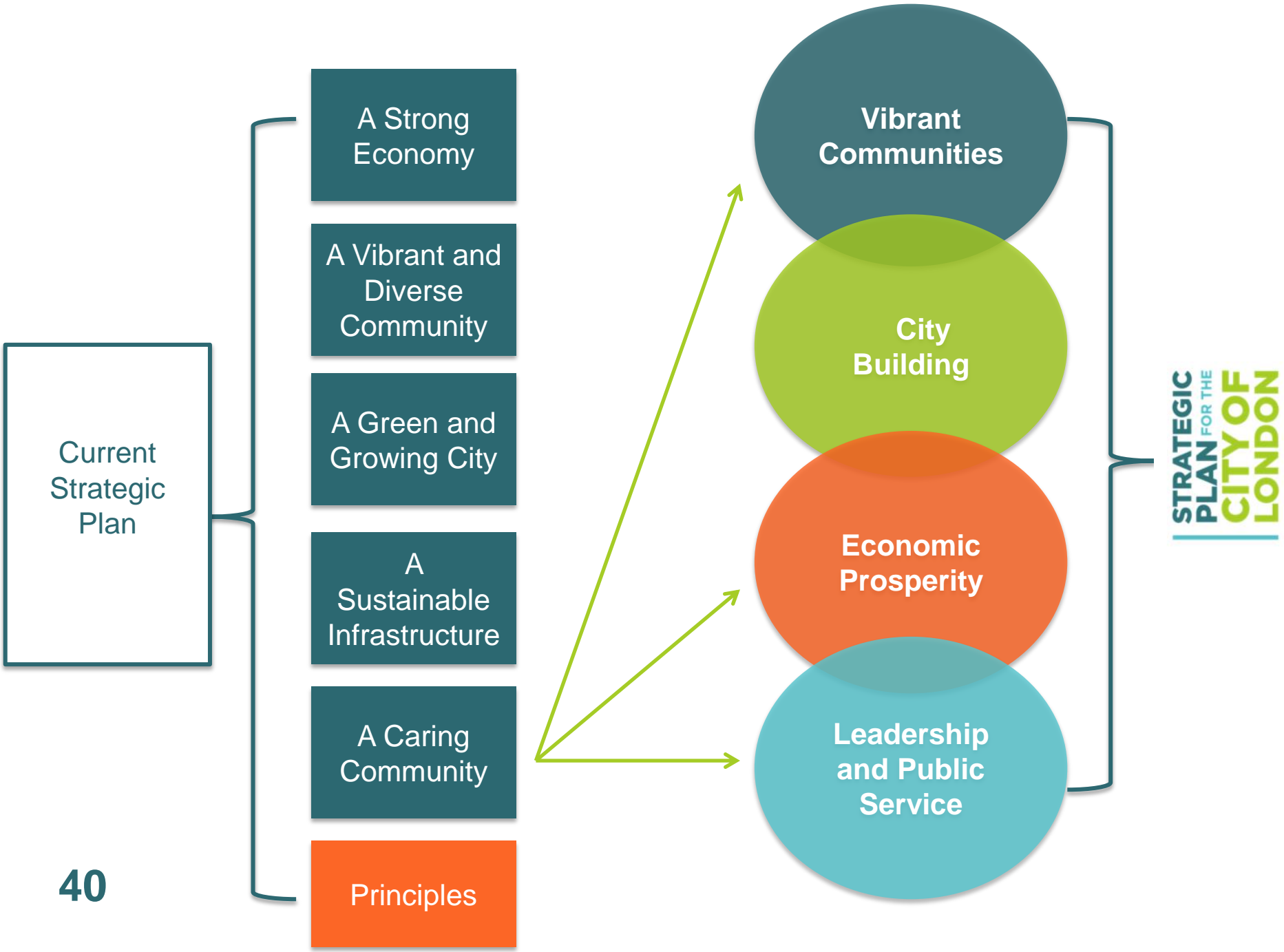
Vibrant Communities

City Building

Economic Prosperity

Leadership and Public Service

STRATEGIC PLAN FOR THE CITY OF LONDON





Current Strategic Plan

A Strong Economy

A Vibrant and Diverse Community

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Current Strategic Plan

A Strong Economy

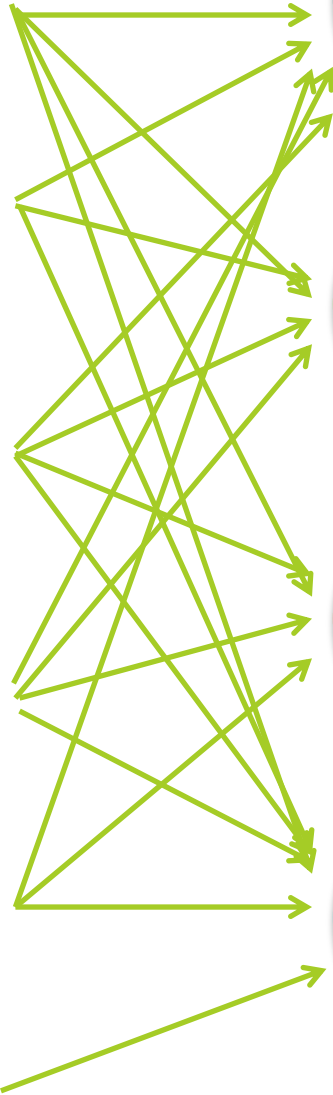
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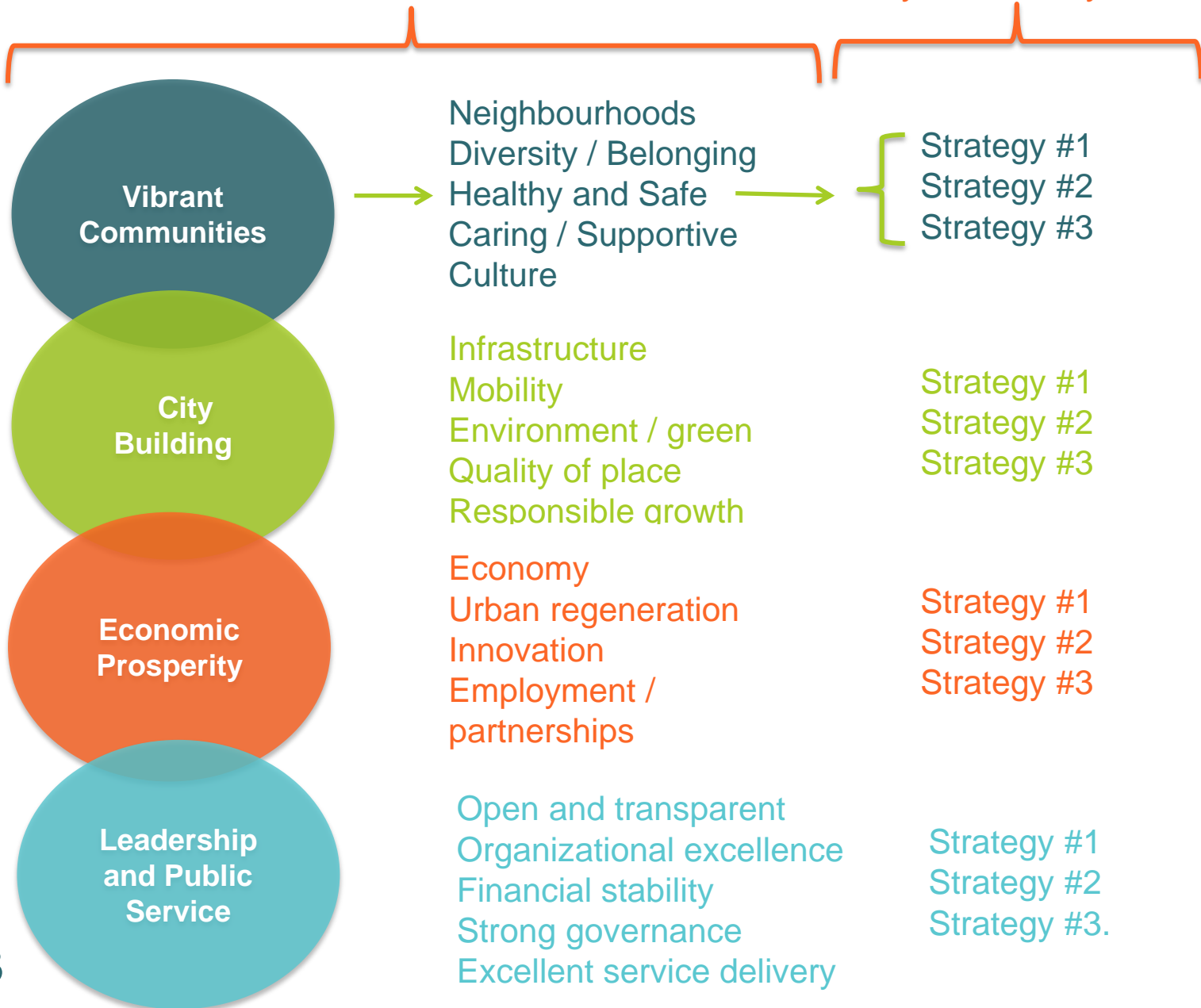
Economic Prosperity

Leadership and Public Service

STRATEGIC PLAN FOR THE CITY OF LONDON

December 2014

January / February 2015



# Discussion: Areas of Focus

*Step 1: Working with your neighbours, take 15-20 minutes and discuss the proposed focus areas.*

- **Do these four areas of focus resonate with you? Is there anything missing? Is there anything that needs to change?**

*Step 2: Each Council member will have an opportunity to share feedback based on your discussion.*

# Recommendation

That the following action be taken with respect to the Municipal Council's Strategic Plan for 2015 - 2019:

- b) the Civic Administration **BE DIRECTED** to report back at the SPPC meeting on December 18, 2014 with revised strategic areas of focus as follows:
  - i) [areas of focus would be itemized here];



# Mission & Values

# Current Mission & Values

## Our Mission

At Your Service: A respected and inspired public service partner.

## Our Values

Individual Responsibility

Collective Accountability

# Why They Matter

- Significant employee engagement
- Set direction for major corporate initiatives such as Service London
- Reflect our core purpose as a public service provider to Londoners
- Drive corporate culture



# Recommendation

That the following action be taken with respect to the Municipal Council's Strategic Plan for 2015 - 2019:

- c) the 2011- 2014 Mission and Value Statements **BE MAINTAINED** in the 2015-2019 Strategic Plan.

# Today's Task

- ✓ Provide input into updated **vision** and **strategic areas of focus**
- ✓ Give direction to Administration on **mission** and **values**

# Your Next Steps to a Completed Strategic Plan

- ✓ **December 3** | Council discussion about vision, mission, values & strategic areas of focus
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# Your Next Steps to a Completed Strategic Plan

- **January 26** | Public consultation input shared
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- **February 26** | SPPC - draft Strategic Plan
- **March 10** | Council - Strategic Plan



# Wrap Up

# Next Steps

## December 18<sup>th</sup> SPPC:

- Administration will report back with a draft vision and strategic areas of focus, based on input from Council members, for a decision
- Further details will be provided about the forthcoming public consultation processes



Thank you!