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





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



| | | | |

Tabled
December
2014

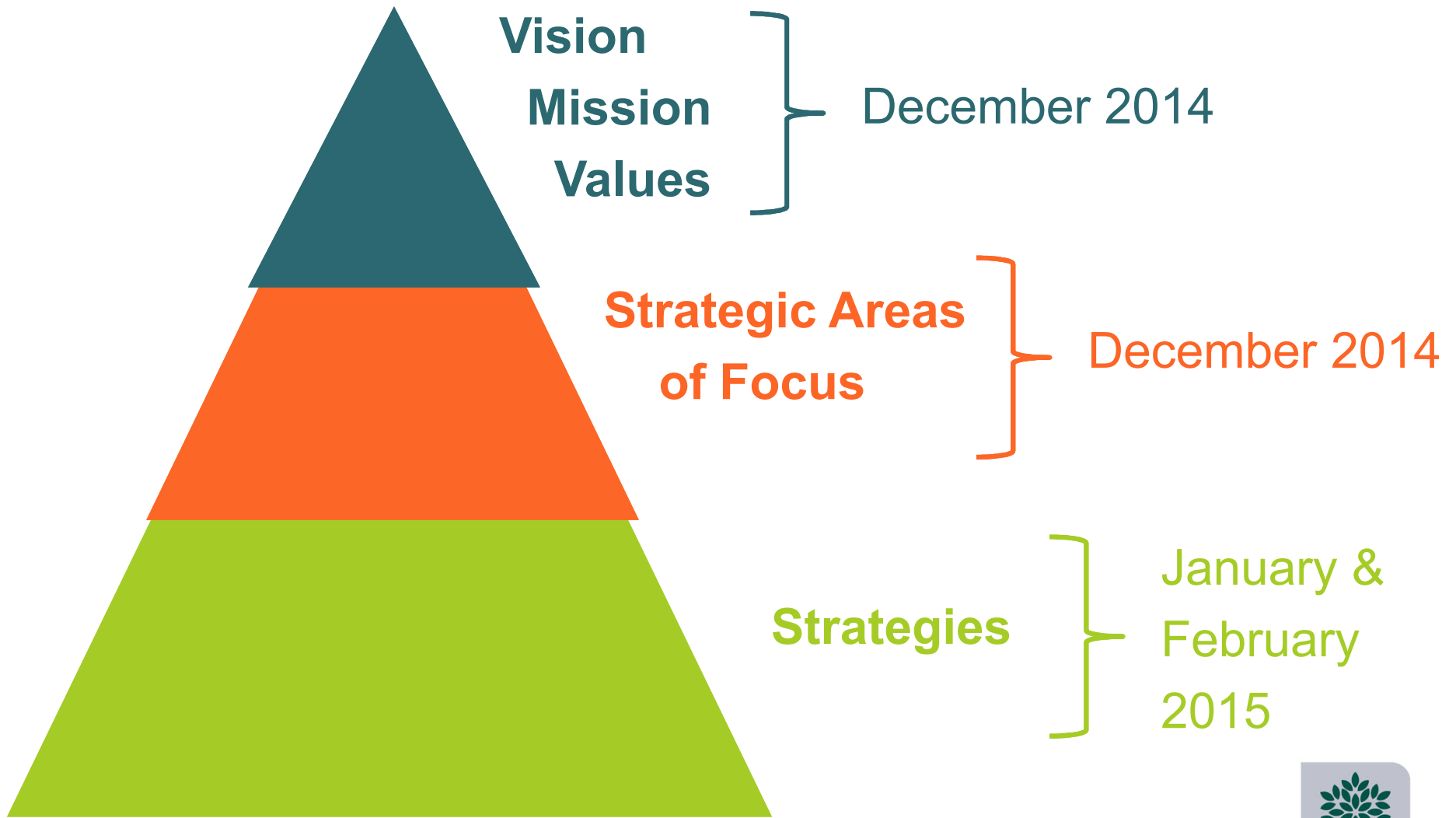
Decisions
February/March
2015

Tabled
December
2015

Anatomy of a Strategic Plan



Timing

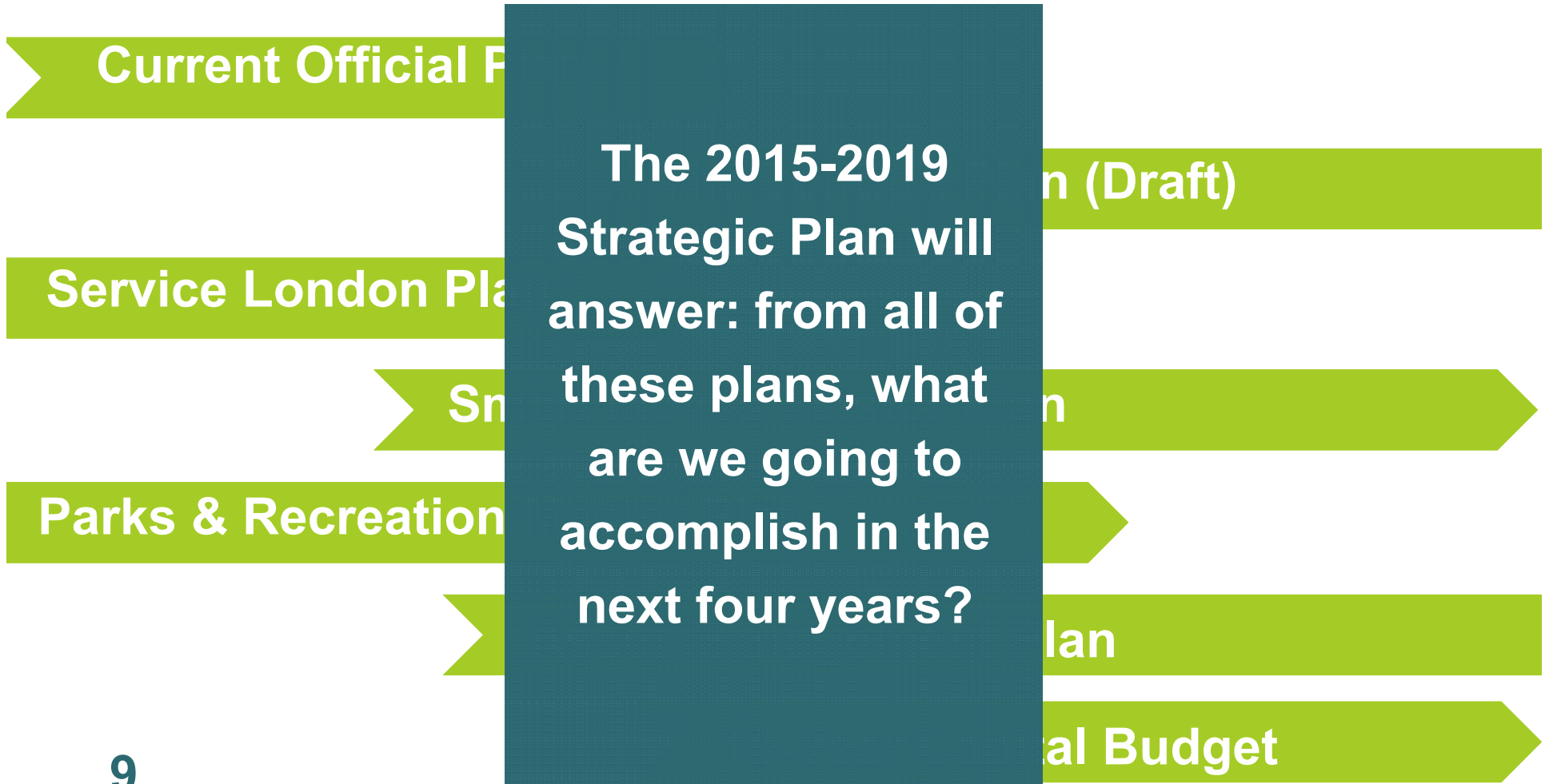


Strategic Documents



Strategic Documents

2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022



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**

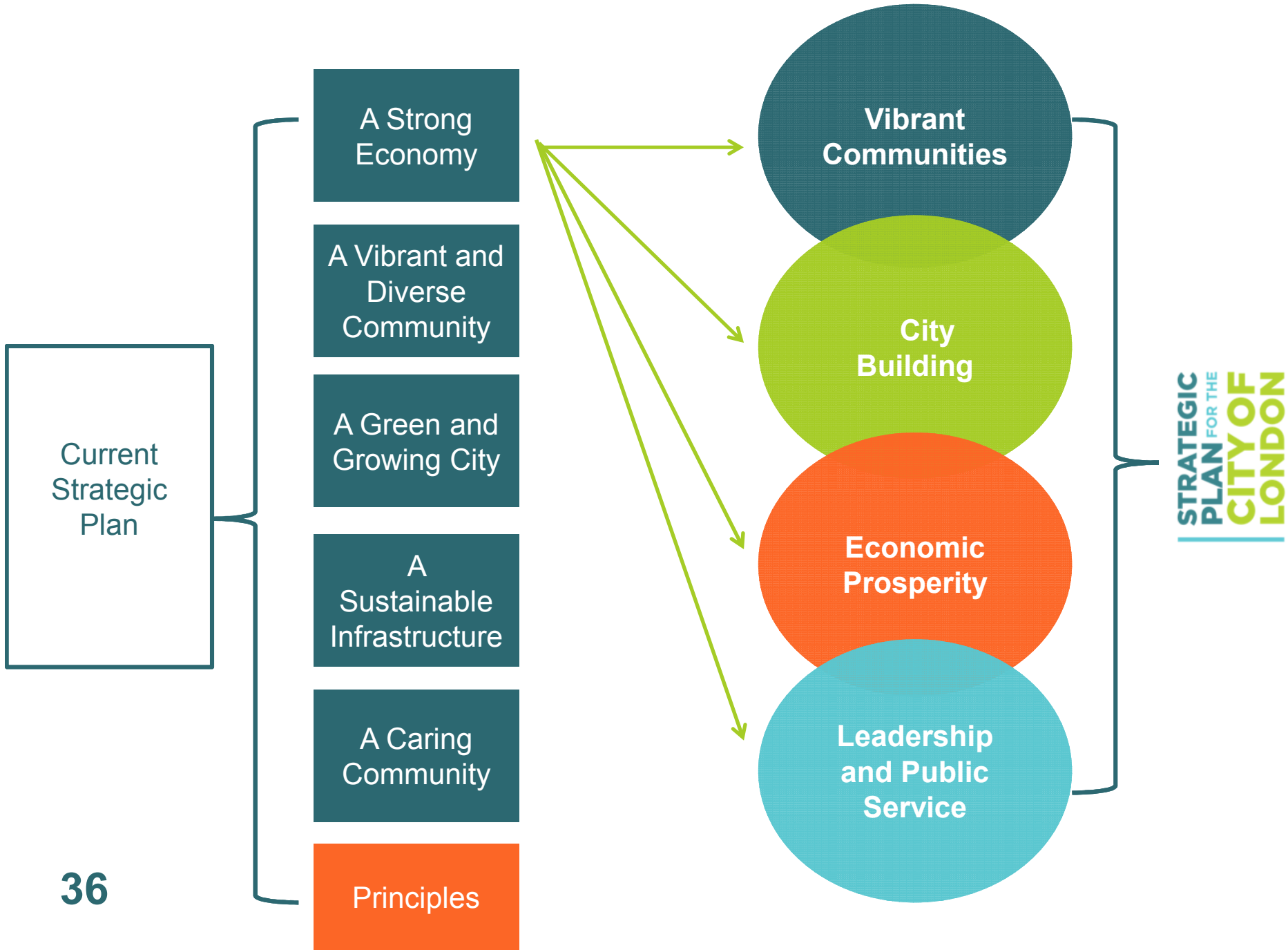


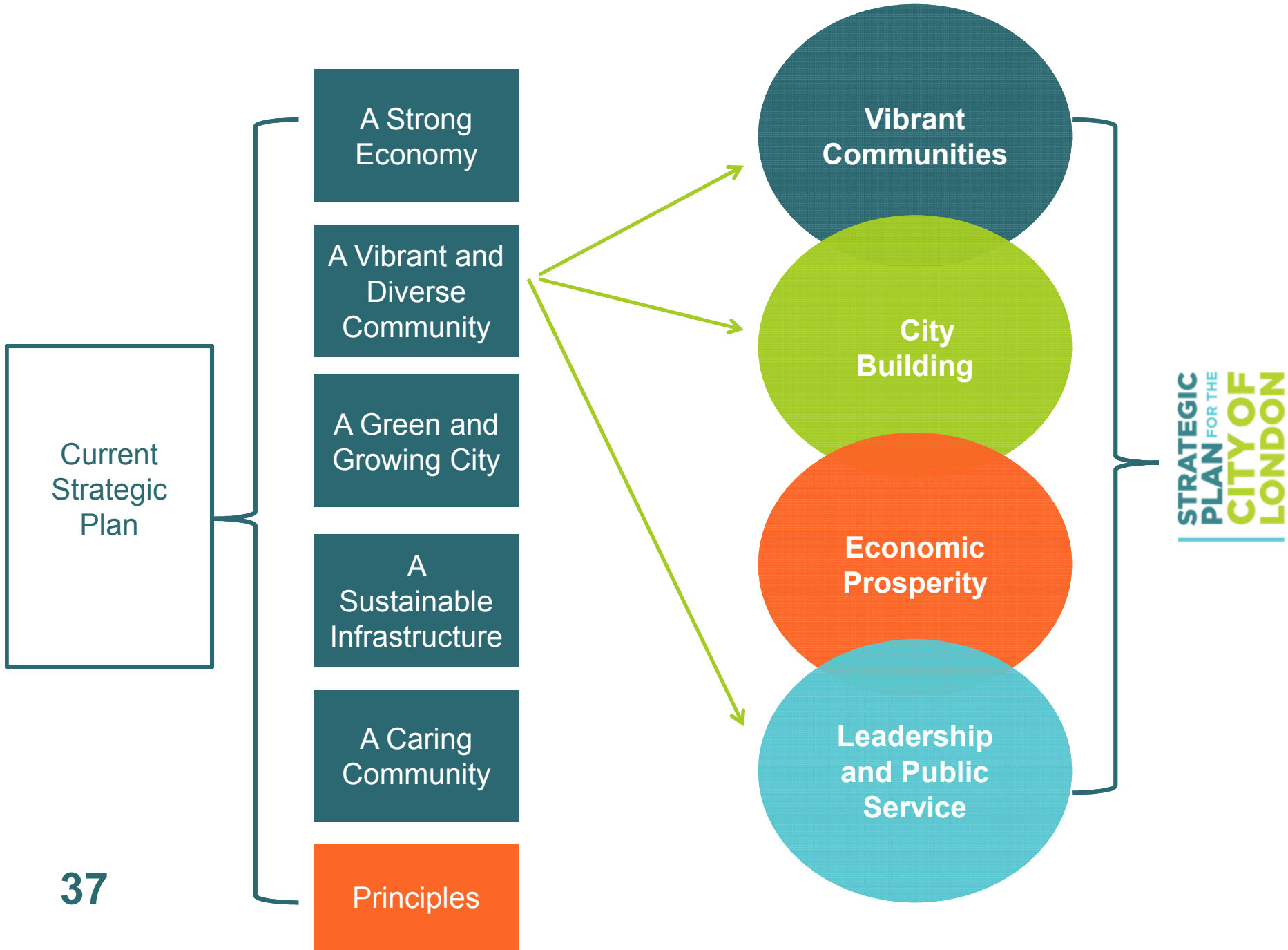
We are focused on **Leadership and Public Service**.

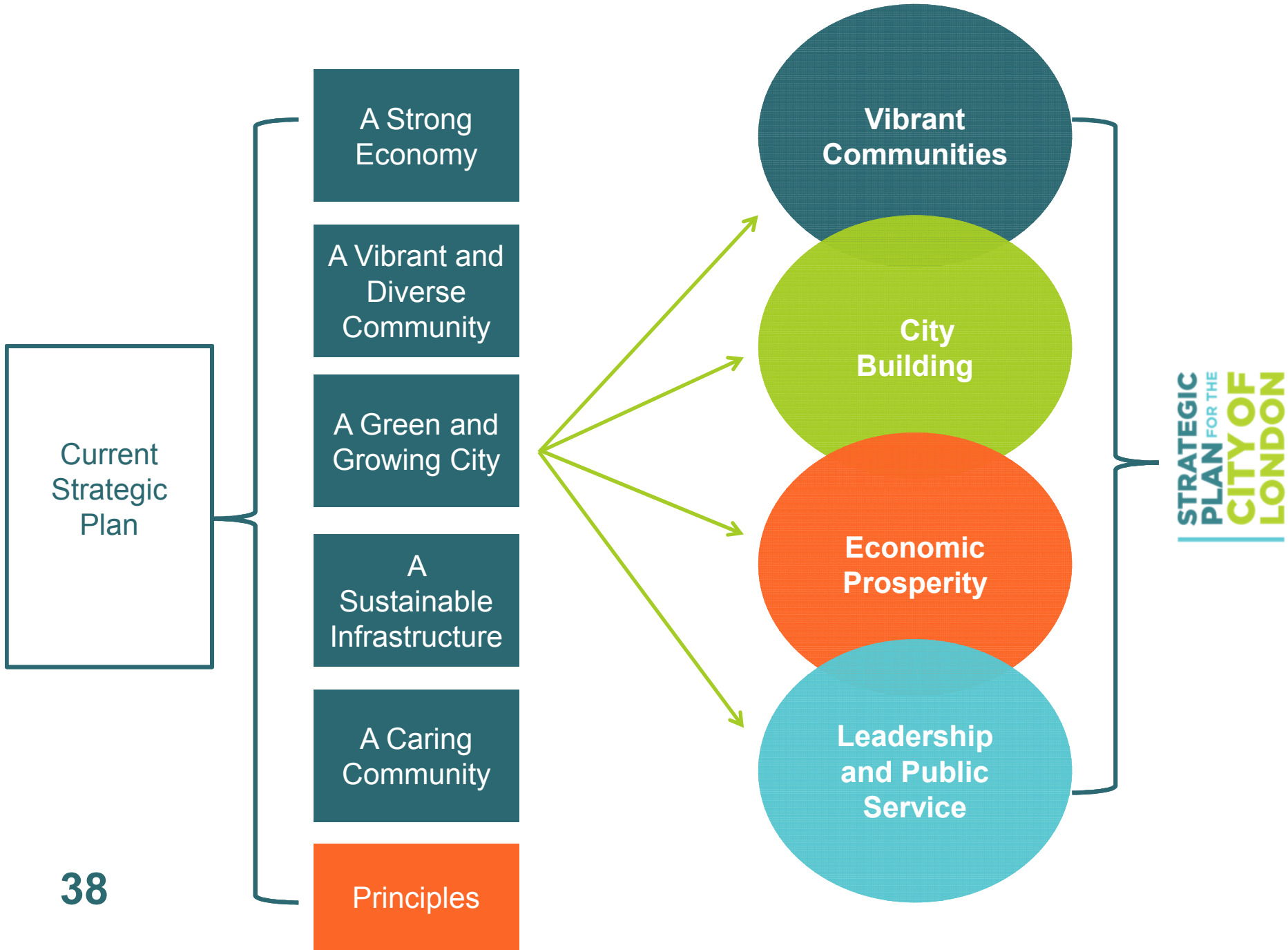
The City of London provides nearly 100 services that Londoners rely on every day. We believe that good governance, organizational excellence and financial stability allow us to be leaders in service delivery. We are committed to being open and transparent to the people we serve.

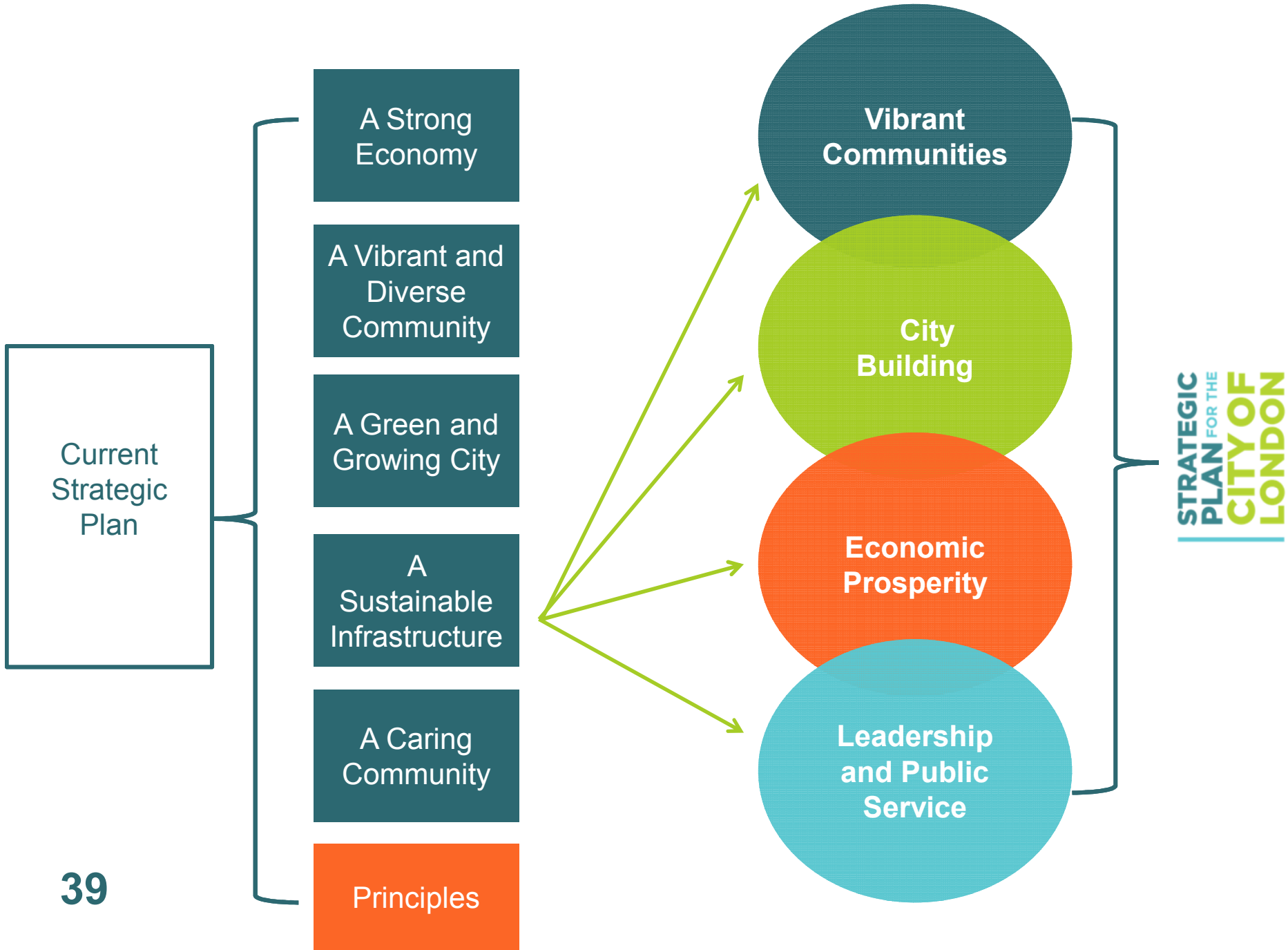
- Open and transparent
- Organizational excellence
- Financial stability
- Strong governance
- Excellent service delivery

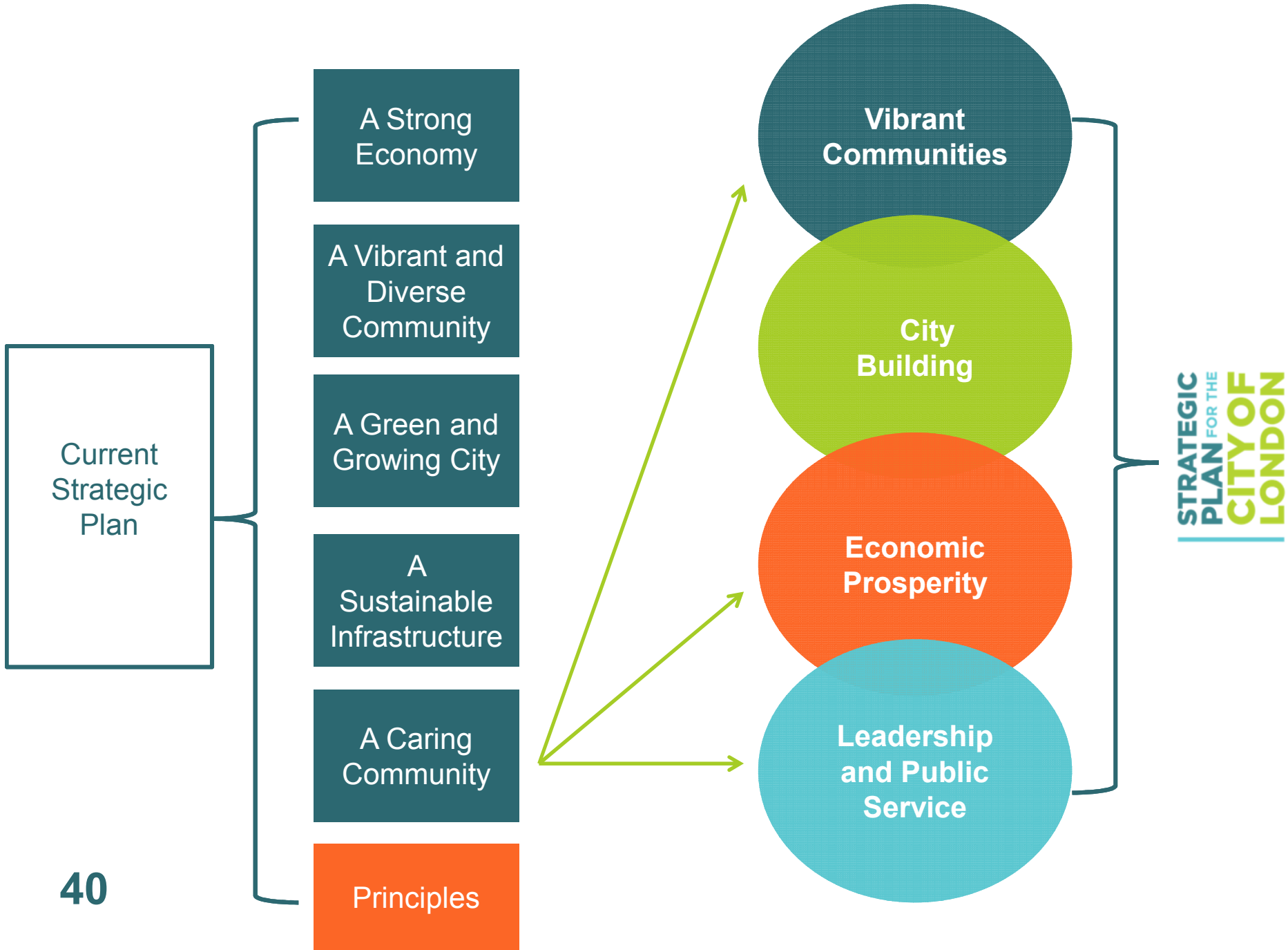
**Leadership and
Public Service**

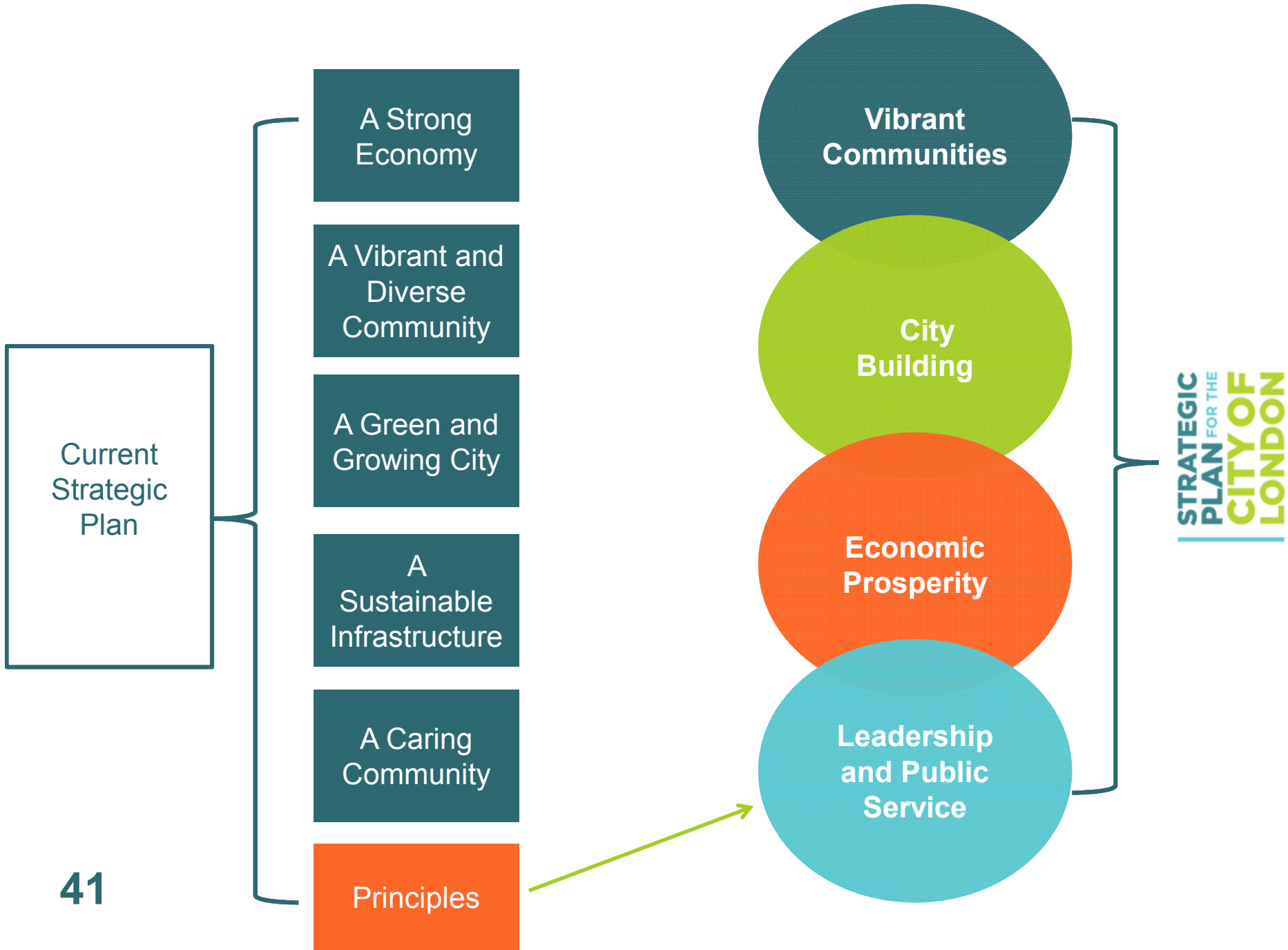


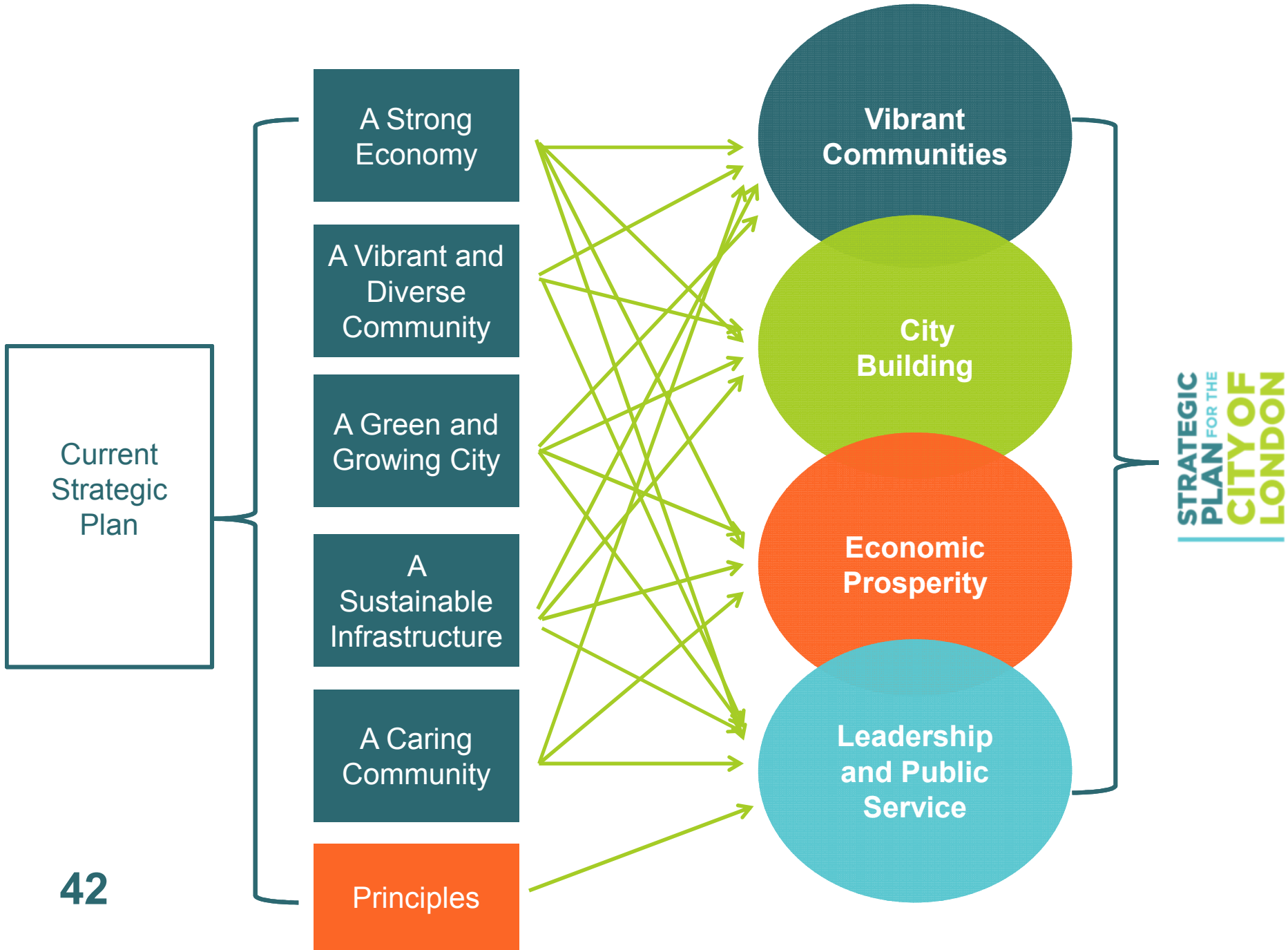












December 2014

January / February 2015



Neighbourhoods
Diversity / Belonging
Healthy and Safe
Caring / Supportive
Culture

Strategy #1
Strategy #2
Strategy #3



Infrastructure
Mobility
Environment / green
Quality of place
Responsible growth

Strategy #1
Strategy #2
Strategy #3



Economy
Urban regeneration
Innovation
Employment /
partnerships

Strategy #1
Strategy #2
Strategy #3



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

Strategy #1
Strategy #2
Strategy #3.

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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- **February 26** | SPPC - draft Strategic Plan
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Wrap Up

Next Steps

December 18th 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!