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19

**STRATEGIC
PLAN** FOR THE
**CITY OF
LONDON**
2 0 1 5 • 2 0 1 9

SPPC | December 18, 2015



London
CANADA

Process Overview

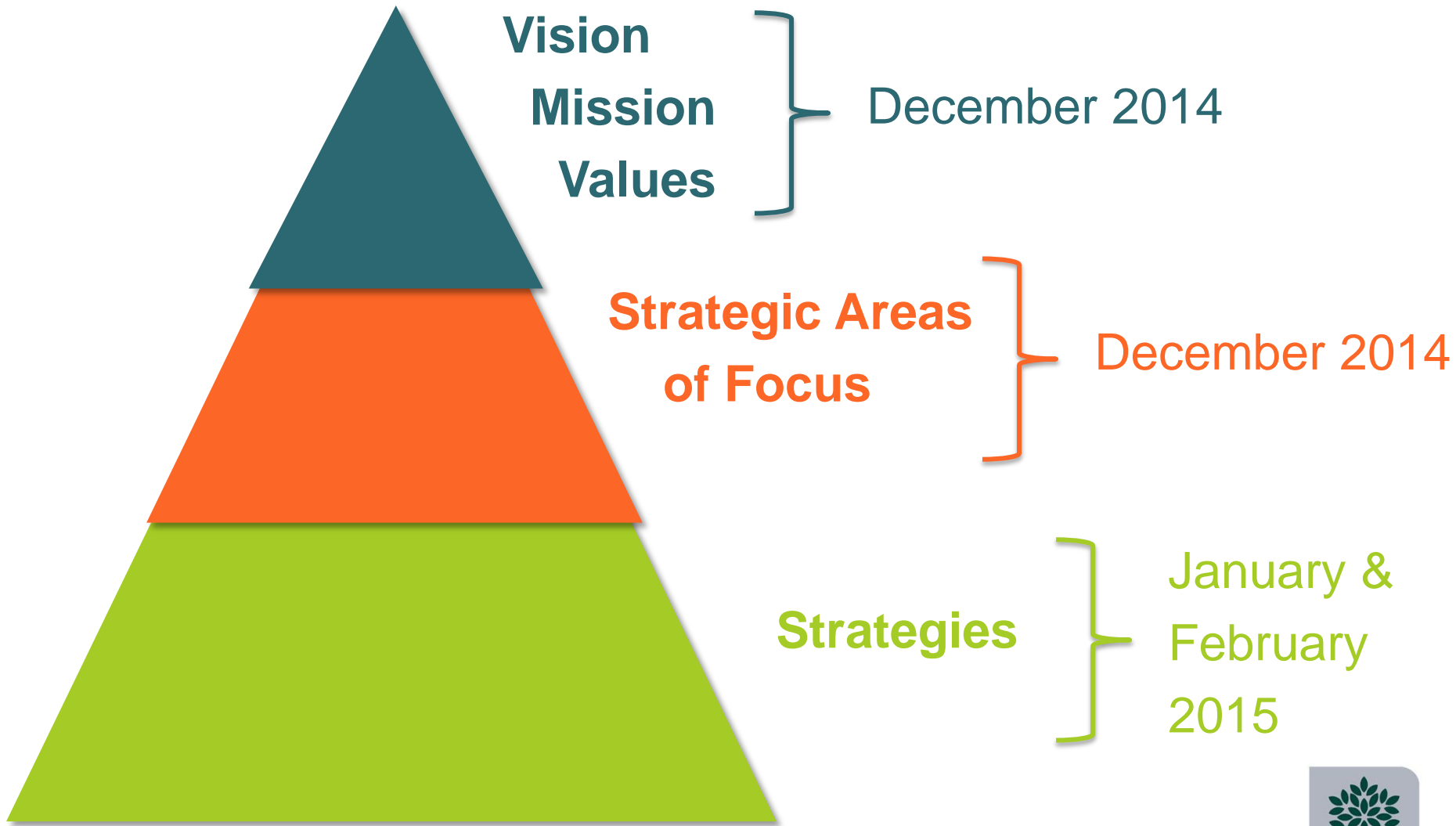
- ✓ **December 3** | Council discussion about vision, mission, values & strategic areas of focus
- **December 18** | Council sets vision, mission, values & strategic areas of focus
- **January 12** | Tabling of strategies
- **January 14 & 17** | First public consultation on strategies (Q: what's missing?)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



Process Overview

- **January 26** | Public consultation input shared
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- **February 23** | SPPC sets Strategic Plan
- **March 10** | Council sets Strategic Plan

Timing



Today's Task

- Adopt a **vision**
- Adopt **strategic areas of focus**
- Receive information on the January **public consultation plans**





Vision



What We Heard

SPPC Input (December 3)



- vibrant, industrious
- London: where you want to be
- diversity, inclusivity, progressive, quality of life
- A place where you can come to live, come to study, come to work, start a business.
- Welcome: tomorrow and future
- leading and innovative, vibrant, engaged, diverse, collaborative
- ambitious, audacious, brazen, leading, regional hub, destiny
- heart of southwestern Ontario
- format: statement that is action oriented, not static, like the London Plan (period after each word)
- forward looking, connected,
- city of the future
- locally driven, globally connected
- world class, proud



SPPC Input (December 3)

- Need to show we are willing to get there, not just words: ambitious, focused, determined, connection to our local things, locally and internationally (locally driven, globally connected)
- inclusive, dynamic, changing and influx, compassionate, affordability
- synergy and diversity
- put London on the map
- community engagement
- synergy, be the first at a lot of things, be the first at something, rampant innovation, self-financing
- London: a small big town
- London: a big small town
- give the perspective that we are diverse and open or inclusive
- sustainability – are we going to get there?
- poverty, housing

Public Input

Feedback received:

- **344** tweets from 153 users
- **6** emails
- **0** phone messages



Public Input

Frequent descriptive words:

- Community (24)
- Accessible (23)
- Connect (23)
- Innovative (17)
- Excite (17)
- Build (15)
- Create (12)
- Exceptional (11)
- Connection (11)
- Digital (10)
- Focus (10)
- Open (10)
- Opportunity (9)
- Accountable (9)
- Resident (8)
- Diverse (8)
- Stronger (8)
- Inclusive (8)



Vision Statements

Vision Statements

We have 5 vision statements to share with you:

- 3 developed by staff, based on your input during the December 3 SPPC discussion and the public input
- 1 suggested at the December 3 SPPC
- 1 submitted via Twitter



Vision Statements

Option #1

**London: strongly rooted, diversely connected,
dynamically growing.**



Vision Statements

Option #2

Thriving. Leading. Connected.



Vision Statements

Option #3

We are an exceptional city that is prosperous, innovative, and connected.



Vision Statements

Option #4

London: where you want to be.



Vision Statements

Option #5

London – driven by talent, committed to innovation.



Vision Statements

1. London: strongly rooted, diversely connected, dynamically growing.
2. Thriving. Leading. Connected.
3. We are an exceptional city that is prosperous, innovative, and connected.
4. London: where you want to be.
5. London – driven by talent, committed to innovation.



Vision Statements

In small groups:

1. Rank the vision statements from the one you like best (1) to the one you like least (5)
2. From the list, identify the words that resonate the most with you and circle them

Recommendation

That the vision statement of [*insert statement here*] **BE ADOPTED** for Council's 2015-2019 Strategic Plan, subject to any revisions desired as a result of the Strategic Plan development process.



Strategic Areas of Focus

What we presented on December 3



Vibrant Communities



What We Presented:

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

What We Heard from SPPC:

- Emphasis on connectedness and respect for neighbourhoods
- Some activities missing – local culture events, being active, parks and recreation, local community events
- Missing words like: vibrant, collaboration, innovation, responsiveness, accessibility
- Engagement is important

Recommended Revision:

Strengthening our Community

- Vibrant, connected and engaged neighbourhoods
- Diverse, inclusive and welcoming community
- Caring and compassionate services
- Amazing arts, culture and recreation experiences
- Healthy, safe and accessible city

City Building



What We Presented:

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

What We Heard from SPPC:

- Need to incorporate heritage assets into concept of city building
- Placemaking, smart city building, and being forward thinking are key
- Important words include sustainability, aging in place, inclusive and diverse
- Needs to be plain language

Recommended Revision:

Building a Sustainable London

- Supportable infrastructure
- Convenient and connected mobility choices
- Strong and healthy environment
- Beautiful places and spaces
- Responsible growth
- Embraced heritage

Economic Prosperity



What We Presented:

London is a city of innovation. We create an environment where 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

What We Heard from SPPC:

- Too generic
- Diverse and resilient economy
- Global innovators – need to think about the world
- Well tuned – a city that functions
- Connectivity in economic prosperity

Recommended Revision

Growing Our Economy

- Diverse and resilient economy
- Urban revitalization
- Local, regional and global innovation
- Strategic, collaborative partnerships
- Diverse employment opportunities

Leadership & Public Service



What We Presented:

The City of London provides nearly 100 services that Londoners rely on every day. We believe that good governance, organizational excellence and financial stability allows for leadership 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

What We Heard from SPPC:

- Key concepts to add include responsiveness, customer service and innovation
- Collaboration is important
- Challenged understanding of public service
- Engagement is key

Recommended Revision

Leading in Public Service

- Open, accountable and responsive government
- Innovative and supportive organizational practices
- Proactive financial management
- Collaborative, engaged leadership
- Excellent service delivery

This ...



becomes:



Question for SPPC:

- Do the revised Strategic Areas of Focus reflect your discussion on December 3?
- Any further changes?

Original



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

Revised



- Vibrant, connected and engaged neighbourhoods
- Diverse, inclusive and welcoming community
- Caring and compassionate services
- Amazing arts, culture and recreation experiences
- Healthy, safe and accessible city

Original



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

Revised



- Supportable infrastructure
- Convenient and connected mobility choices
- Strong and healthy environment
- Beautiful places and spaces
- Responsible growth
- Embraced heritage

Original



- Economy
- Urban regeneration
- Innovation
- Employment / partnerships

Revised



- Diverse and resilient economy
- Urban revitalization
- Local, regional and global innovation
- Strategic, collaborative partnerships
- Diverse employment opportunities

Original



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

Revised



- Open, accountable and responsive government
- Innovative and supportive organizational practices
- Proactive financial management
- Collaborative, engaged leadership
- Excellent service delivery

Strategic Areas of Focus



Recommendation

That the strategic areas of focus of [*insert strategic areas of focus here*] **BE ADOPTED** for Council's 2015-2019 Strategic Plan, subject to any revisions desired as a result of the Strategic Plan development process.





Public Consultation

Consultation – Part I

January 14-17, 2015

Objectives:

- Communicate (1) vision and (2) strategic areas of focus to the public
- Seek public input on the list of strategies, and ask core question: **what's missing?**

Method:

- In person sessions
- Input via social media and email

Consultation – Part II

January 27-February 4, 2015

Objectives:

- Based on the list of strategies, ask core question: **What's most important over the next 4 years? What should the city be investing its resources on over the next 4 years?**

Method:

- Online input tool (launch on January 27)
- 'Conversation-in-a-box' opportunities for Council members to use in wards





Process Update

December 2014

Jan & Feb 2015

**Strengthening
Our
Community**

- Vibrant, connected and engaged neighbourhoods
- Diverse, inclusive and welcoming community
- Caring and compassionate services
- Amazing arts, culture and recreation experiences
- Healthy, safe and accessible city

Strategy #1
Strategy #2
Strategy #3

**Building a
Sustainable
London**

- Supportable infrastructure
- Convenient and connected mobility choices
- Strong and healthy environment
- Beautiful places and spaces
- Responsible growth
- Embraced heritage

Strategy #1
Strategy #2
Strategy #3

**Growing our
Economy**

- Diverse and resilient economy
- Urban revitalization
- Local, regional and global innovation
- Strategic, collaborative partnerships
- Diverse employment opportunities

Strategy #1
Strategy #2
Strategy #3

**Leading in
Public Service**

- Open, accountable and responsive government
- Innovative and supportive organizational practices
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Strategy #1
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Wrap Up

Next Steps

January 12th SPPC:

- Administration will table strategies under each Strategic Area of Focus for public consultation on January 14 and 17



Thank you!