



CITY OF LONDON
STRATEGIC PLAN 2011-2014



imagine the opportunities

When Lieutenant Governor John Simcoe Graves arrived at the Fork of the Thames in 1793, he saw opportunity. He saw a place with a key strategic location for trade and commerce. He saw a place rich in natural beauty.

He saw opportunity to build a great city and a prosperous future.

Over 215 years later, we have become that great city. Our quality of life is second to none. Our natural heritage makes us proud. We have world-class institutions and are recognized as a place of innovation. Our people are diverse, talented and engaged.

Today the City of London is a place of opportunity. That's what this Strategic Plan is about - looking into the future and seeing the opportunities we have ahead.

Together we are
making a difference
in our community.

Message from the Mayor

On behalf of City Council and the City of London, I am proud to present our Strategic Plan for 2011-2014.

On October 25, 2010, Londoners elected a new City Council to govern our city. Since that time, we have made several changes to enhance the way that we operate, and ensure that we deliver value and results for the citizens of London.

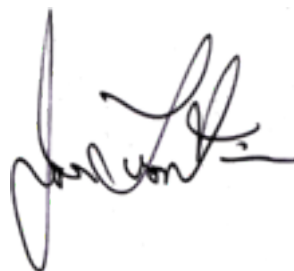
Over the last year, we have worked hard to define the vision for our community, and establish new priorities to focus our work. These priorities reflect the things that citizens are most concerned about in our city, and focus the work of Administration on the areas that will have the greatest results for the community.

The structure of the organization has changed to reflect our current mandate. On December 1, 2011 we will be rolling out a new governance model. We have implemented several phases of organizational changes as well, aiming for a new structure that is simpler, more streamlined and easy to understand for citizens. We have made changes to how we budget, plan our work and report our progress based on our service-based approach.

All of these initiatives represent progress. Today we are among the top rank of Canadian municipalities. Macleans magazine recognized us as the best managed municipality in Ontario. Most of our services outperform those in our peer municipalities. We are regarded as an innovative, creative and high-performing organization.

We have made great progress, but this is just the beginning. This Plan lays out how we are going to continue to raise the bar over the next four years.

I am so proud of our plans for the future, and our vision for a better London. Together we are making a difference in our community.



The Honourable Joe Fontana
Mayor
City of London

vision

direction

focus

+

performance

results

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Our Mandate

The Corporation of the City of London exists to serve the London community. Londoners elect a City Council every four years to pursue their collective hopes, dreams and aspirations for our city.

The *Municipal Act, 2001* defines the duties and responsibilities of municipalities in Ontario. The Corporation is entrusted with providing a range of services that enhance London's quality of life. The *Act* defines broad spheres of jurisdiction as well as specific services that municipalities are responsible to provide.



Our Vision

Imagine the opportunities.

London will be a place where people can reach their full potential. A safe and supportive place for children to grow up. A place where families thrive. A place that welcomes newcomers and celebrates diversity. A place where students come to get a world class education, and stay to build a successful career. A place where people can enjoy a healthy and happy retirement.

London will be a city where businesses prosper. A city of invention. A city of ideas. A city where talent and imagination transform into technology and innovation. A city that is open for business.

If you can dream it, you can achieve it in London.



Our Governance Principles

1. Community Engagement

Fostering an environment that invites and encourages citizens to be engaged.

2. Good Government

A well managed organization that is open, accessible and accountable to the community we serve.

3. Respect and Integrity

Respecting everyone in our community, treating people fairly and with integrity.

4. Fiscal Responsibility

Investing wisely to achieve results for the community while maintaining a healthy financial position.

5. Supportive Workplace

Attracting, engaging, developing and celebrating exceptional people in public service.

At your service: a respected and

Values & Behaviours

Individual Responsibility, Collective Accountability

In a supportive workplace, we are all responsible for our own behaviours (Individual Responsibility) and we are accountable as a team to the community and each other for the outcomes we achieve (Collective Accountability). How we do the work and interact with one another is as important as the work we do.

Trust, Pride and Standing Together

A supportive workplace means that we Trust the people we work with, take Pride in what we do, and support one another by Standing Together. Our employees feel engaged, valued and proud, and understand how their work contributes to our goal of delivering excellent service to the citizens of London. Employees will be provided with the same concern, respect and caring attitude within the organization that they are expected to share with every London resident, business and visitor.

inspired public service partner.

Strategic Direction

We strive to achieve effectiveness, economy and efficiency in all things that we do. Citizens expect value for their tax dollars, and Council is responsible to ensure that we make the best use of the resources entrusted to us. As a Corporation we define the “three Es” as follows:

Effectiveness

Provide a better service and/or getting better value for the same expense, time or effort.

Economy

Careful use of resources to save expense, time or effort.

Efficiency

Deliver the same level of service for less expense, time or effort.

Governance Model

Our governance model describes the relationship between the London Community, City Council and Civic Administration.

The relationship between the community and Council is defined by vision. The community entrusts Council with its hopes, dreams and aspirations. Council in turn provides leadership to the community.

The relationship between City Council and Administration is defined by strategy. Council provides direction to Administration and Administration develops a strategy to implement that direction.

The relationship between the community and Administration is defined by value. The community pays taxes and other fees, and Administration delivers valued services to the community.





Priority Results

Council identified five priority results that are important to our community. These are things that have an impact on the overall quality of life in London, and where Council plays a leadership role in delivering results. These are the areas that will be focused on over this term of Council:

A Strong Economy

A Vibrant and Diverse Community

A Green and Growing City

A Reliable Infrastructure

A Safe City

Each of these areas have an impact on the overall **prosperity, sustainability** and **quality of life** in London.

Accountability

We use the *Results Based Accountability* framework to ensure that we are achieving results. In this framework, there are two types of accountability:

Population Accountability - the big picture things that impact the quality of life in London. Council plays a leadership role in these areas, but results require the efforts of many partners including municipal government. We use indicators to tell us if we are delivering results.

Performance Accountability - the business of government and how we do our work. We are fully accountable for the strategies we put in place, and leadership rests with Civic Administration. We use measures to tell us if our strategies are working.

Council has identified five priority results to achieve during the 2011-2014 Council term. For each of these areas, we have indicators which tell us how we are doing. In most cases these indicators are based on external, credible and independent data sources to tell us how we are doing. We also have a number of strategies in each area that we track using performance measures.

population



RESULTS

INDICATORS

STRATEGIES

MEASURES



performance



Result:

A Strong Economy

The economy is the engine of a community. It provides jobs, supports families, encourages innovation, and enables individuals and businesses to prosper. A successful economy is one that is stable, diverse, resilient and where the public, private and nonprofit sectors collaborate to achieve common goals.

INDICATORS

Economic output - gross domestic product value (\$), change over time (%)

Jobs - unemployment rate (%), net jobs created (#)

Sectors - percentage change in each sector (%), change over time (%)

Income - average family income relative to other jurisdictions (\$), change over time (%)

Our Strategies:

1. Achieve a stable **financial position**
2. Promote **affordable taxes**
3. Invest in **infrastructure**
4. Maintain competitive **utility rates**
5. Invest in **public facilities**
6. Establish a focused strategy for the **downtown**
7. Build on the **industrial land strategy**
8. Strengthen **regional cooperation**



Result:

A Vibrant and Diverse Community

A city is a place; a community is the people. London's greatest strength is our citizens. We are a talented, engaged and inclusive community. A diverse community is one where we celebrate our unique ethnicity, gender, language, age, sexual orientation, religion, socioeconomic status, physical and mental ability, thinking styles, opinions and life experiences. A vibrant community is a place where people know their neighbours, and community based social supports ensure that no one is left behind. It is a place where the health and well-being of individuals and families is ensured for all.

INDICATORS

Happiness - citizens who are happy and satisfied with life in London (%)

Health - citizens in good health (%)

Diversity - overall increase in cultural, social, economic and all other aspects of diversity (%)

Overall livability - community affordability (%), accessibility (%)

Our Strategies:

1. Increase the **health** and **well-being** of all citizens
2. Invest in **neighbourhoods**
3. Strengthen London's **diversity** and **cultural identity**
4. Ensure **affordability** and **accessibility** in all areas
5. Support individuals at all **stages of life**, from newborns to the elderly
6. Effective and integrated community based **social and housing supports**



Result:

A Green and Growing City

London is a green community. As ‘the Forest City’ we value our trees, parks, natural areas and river. We are also a growing community. We implement a strategic approach that preserves and protects our natural environment while facilitating growth. Simply put, we want a greener, growing London. We ensure overall community prosperity, sustainability and quality of life in all decisions that we make for today and for tomorrow.

INDICATORS

Green culture - Londoners making environmentally friendly choices (%)

Consumption - waste diversion (%), energy conserved (%), greenhouse gas emissions (#)

Nature protection - leaf cover (%), watershed health (score), green space and biodiversity (%)

Responsible growth - population and housing density (#), community walkability (%)

Our Strategies:

1. Protect our **natural heritage** and **environment**
2. Promote a **green culture** and the fundamentals of **conservation**
3. Reduce **carbon footprint** through wise actions that benefit our local, regional and global environment
4. Develop **walkable, connected communities** with **great public spaces**
5. **Facilitate, plan and manage growth** for the greatest long-term benefit of all
6. Demonstrate **environmental leadership** in all municipal operations



Result:

A Reliable Infrastructure

We all depend every day on our infrastructure. Our roads and transportation networks allow us to get from A to B. Our health relies on the safety of our water, sewer and storm water systems. We all benefit from our parks, recreation centres and other community infrastructure. A reliable infrastructure supports all other aspects of our city including our economy, our safety, our health and our neighbourhoods.

INDICATORS

Reliability - days per year with full service (#), overall reliability by infrastructure system (%)

Condition - overall infrastructure rated in good condition or better (%)

Operation - efficiency in operation relative to other municipalities (rank), capacity utilization (%)

Affordability - value for rates or fees paid relative to other municipalities (rank)

Our Strategies:

1. Invest in strong, safe, modern and efficient **infrastructure networks**
2. Deliver safe and high quality **drinking water**
3. Construct safe and comfortable **roads** and **transportation systems**
4. Invest in **community infrastructure** such as parks and recreation centres
5. Ensure **affordability** for users
6. Achieve **effectiveness, economy** and **efficiency** in operations



Result:

A Safe City

We all like to feel safe. We like to know that we live in a community where people look out for one another, where a helping hand is never far away, and where we are protected from harm no matter where we are or the time of day. We invest in highly skilled, committed fire and police services to ensure that our community is safe and peaceful.

INDICATORS

Feelings of safety - Londoners who feel safe in their neighbourhood (%)

Response - emergency fire and police calls per capita (#), change over time (%)

Outreach - citizen contacts through safety programs (#), change over time (%)

Our Strategies:

1. Invest in efficient and effective **public safety services**
2. Engage **businesses, residents** and **community groups** in keeping our city safe
3. Promote safety in all **neighbourhoods**
4. Implement comprehensive **public education** programs
5. Promote public awareness through **prevention** programs

How We Report Progress

We have two kinds of accountability - population accountability where Council provides leadership to achieve quality of life results for the community, and performance accountability where we are responsible for specific strategies that are put in place to achieve the desired results.

Our Strategic Plan provides our priority results for this term of Council. We report progress through an annual report to the community which provides a pulse check on the indicators we have identified in the Strategic Plan.

We also prepare Business Plans for each of our services. These annual plans track whether our strategies are working, and identify numerous performance measures. We track over 500 measures over a 10 year period. The Business Plans are a part of our annual budget cycle, and are made available to the public every year.

Additionally, employees prepare performance and work plans indicating how their work contributes to the overall strategies and results we are trying to achieve. We have five objectives in our performance management system: clear objectives, regular reporting and evaluation, supportive performance appraisals, fair compensation and recognition, and personal and professional development.

All of these pieces fit together to ensure that what we do is making a difference in our community.



QUICK GUIDE TO OUR ACCOUNTABILITY FRAMEWORK

	POPULATION	PERFORMANCE
What	Population is the area or group that we are accountable to	Performance is the team, policies or programs we are accountable for
Why	We identify the results that we are trying to achieve to improve the quality of life in London	We identify the strategies that we are putting in place to achieve our desired results
How	We track progress using indicators that tell us if we are achieving our results and improving the quality of life in London	We track progress using measures that tells us if our strategies are working or not
Who	Council provides leadership, but achieving results requires many partners in the community	Administration provides leadership, and may partner with other organizations
When	Population results are established for the four-year term of Council, and indicators are measured annually	Performance improvement strategies are set annually, and performance measures are tracked on a regular basis (monthly, quarterly, annually)
Where	Population results are set in the Strategic Plan in consultation with the community, and are reported annually through a Community Report	Performance improvement strategies are set in the Business Plans by service, and measures are reported annually through the budget cycle and through performance measurement programs such as the Ontario Municipal Benchmarking Initiative

London City Council 2011-2014



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Mayor



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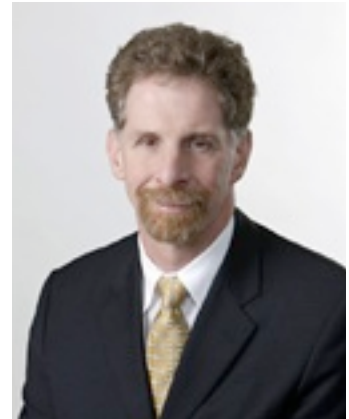
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