

Strategic Plan 2011-2014

- Committee of the Whole met on July 27, 2011 to work on Council's Strategic Plan
- Today we are bringing back a draft Strategic Plan for your review, as well as the other action items directed to Administration

Our Agenda

2:00 – 3:00	Strategic Planning
	Presentation of draft Strategic Plan 2011-2014
	Reporting Progress
3:00 – 4:00	Other Action Items from July 27 Meeting
	Community Survey
	City Logo & Brand
	Big Ticket Items
	Council Values

Strategic Plan 2011-2014

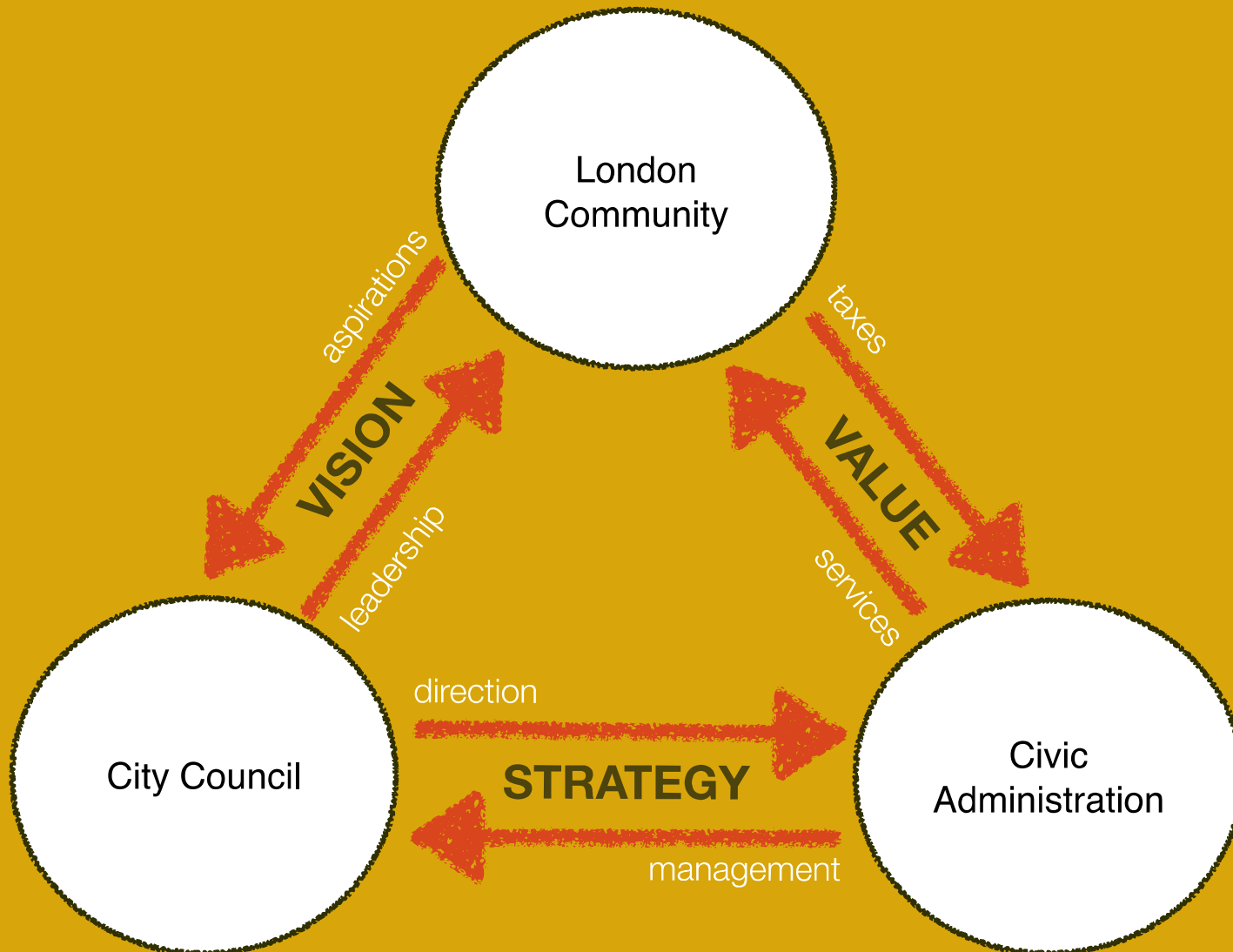
What you asked us to do:

- Refine the vision statement to be more visionary, future-focused, concise and dynamic
- Report back on suggested priority listing based on comments from Council
- Focus on economic prosperity, quality of life, opportunity, inclusiveness, sustainability, neighbourhoods and emphasizing London's strengths

Strategic Plan 2011-2014

What we did:

- ✓ Defined a new vision based on the concept of opportunities and the pioneering spirit that historically has defined London's development
- ✓ Re-aligned the work that had been done under the previous strategic priorities to a more concise list with simpler language
- ✓ Aligned our service-based model to the priorities for clearer linkages between the Strategic Plan, business plans and performance plans
- ✓ Introduced a new accountability framework that is focused on results – each priority is stated as a result and supported by composite indicators



population



RESULTS

INDICATORS

STRATEGIES

MEASURES



performance

Governance Principles

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

Priority Results

- A Strong Economy
- A Vibrant and Diverse Community
- A Green and Growing City
- A Reliable Infrastructure
- A Safe City

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: what would a strong economy in London look like?

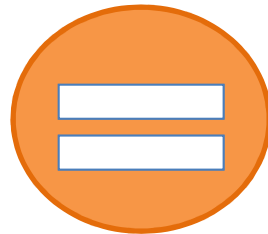
Increased
Economic Output



GETTING BETTER.

London's GDP dipped in 2008 and 2009 but has improved since 2010 and is forecast to continue to improve.

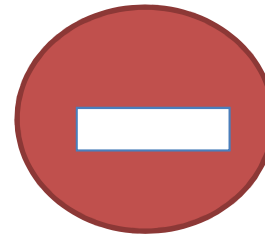
More Jobs



STAYED THE SAME.

London's unemployment rate hit a peak of 9.1% in July of 2011, but is expected to level off over the next several months.

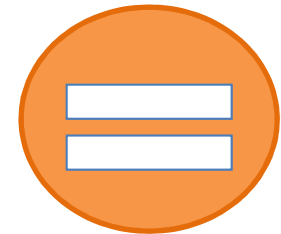
Strong Sectors



GETTING WORSE.

Goods producing sector has been in a state of decline since 2003 and services producing sector is slowing.

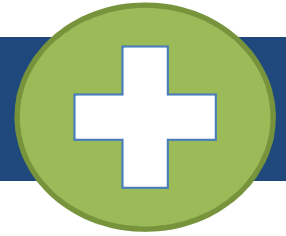
Increase in
Personal Income



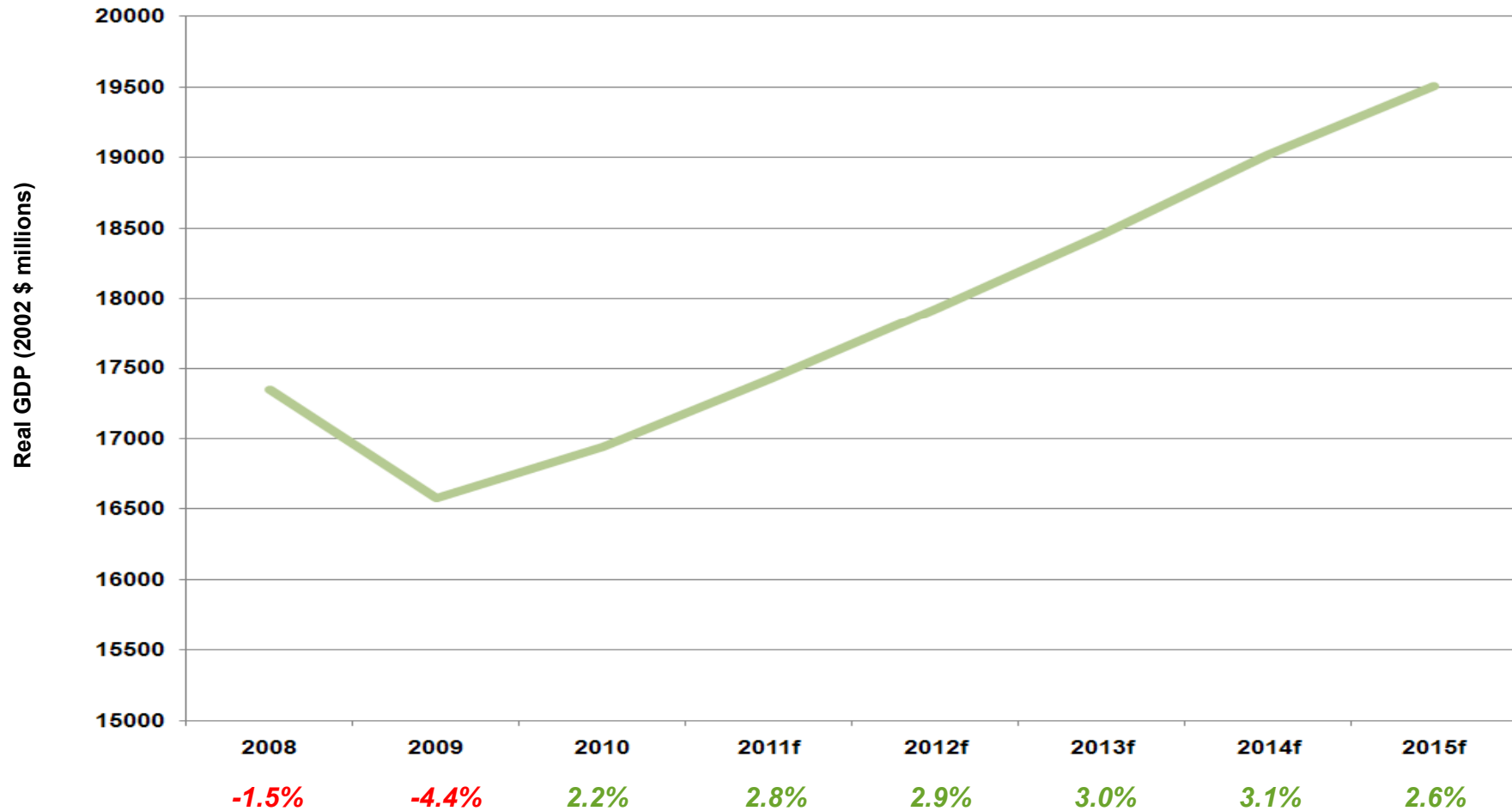
STAYED THE SAME.

Personal and family income continue to rise steadily in London, but are still lower than Canada and Ontario averages.

Result: A Strong Economy

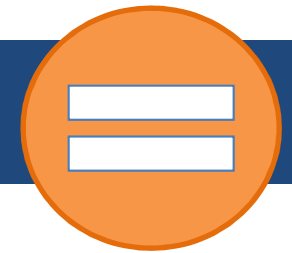


Indicator #1: Economic Output

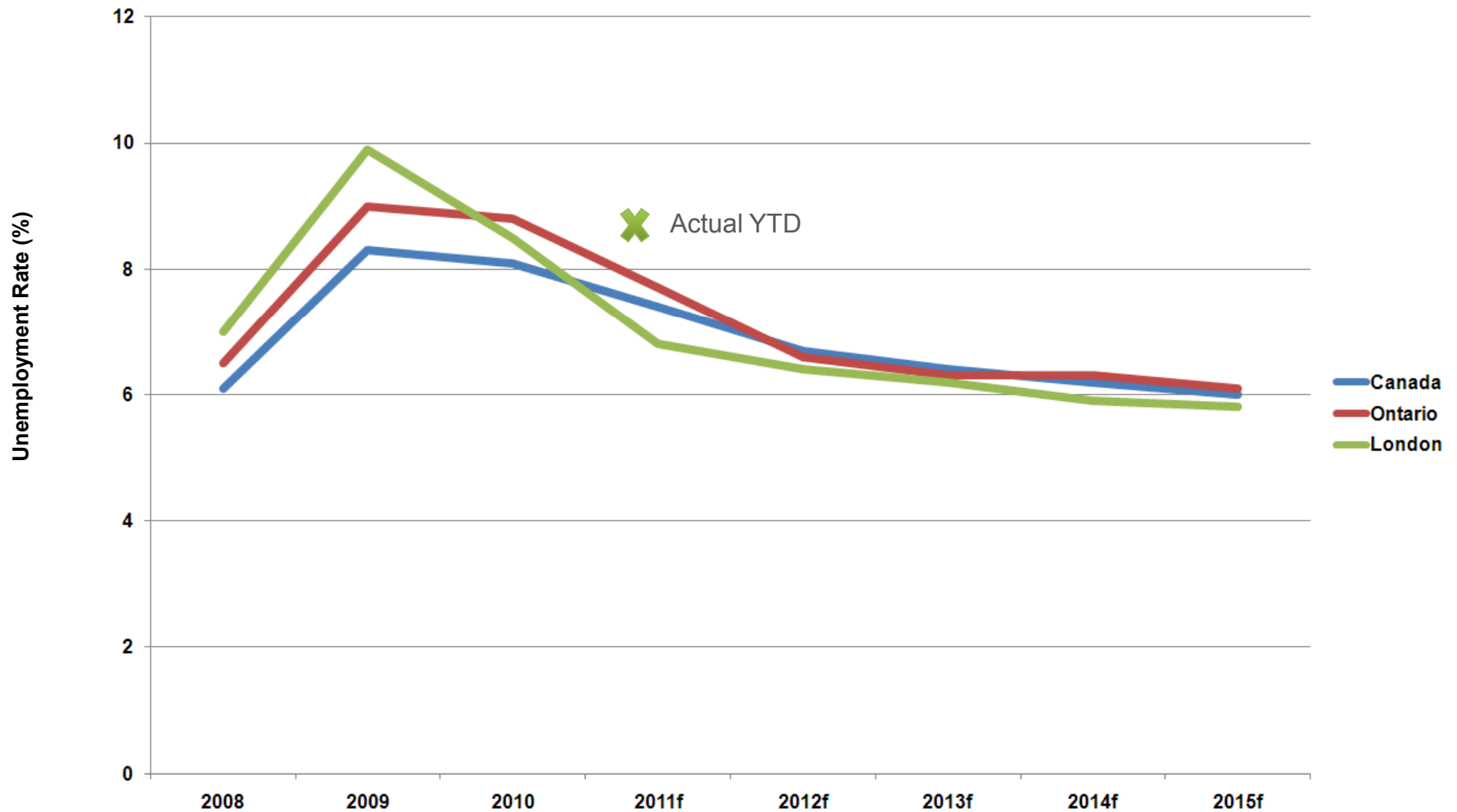


Source: Conference Board of Canada Metropolitan Outlook, Winter 2011

Result: A Strong Economy

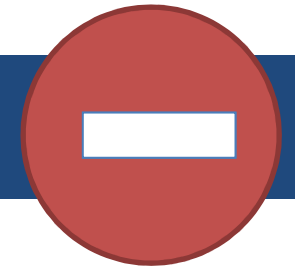


Indicator #2: Jobs

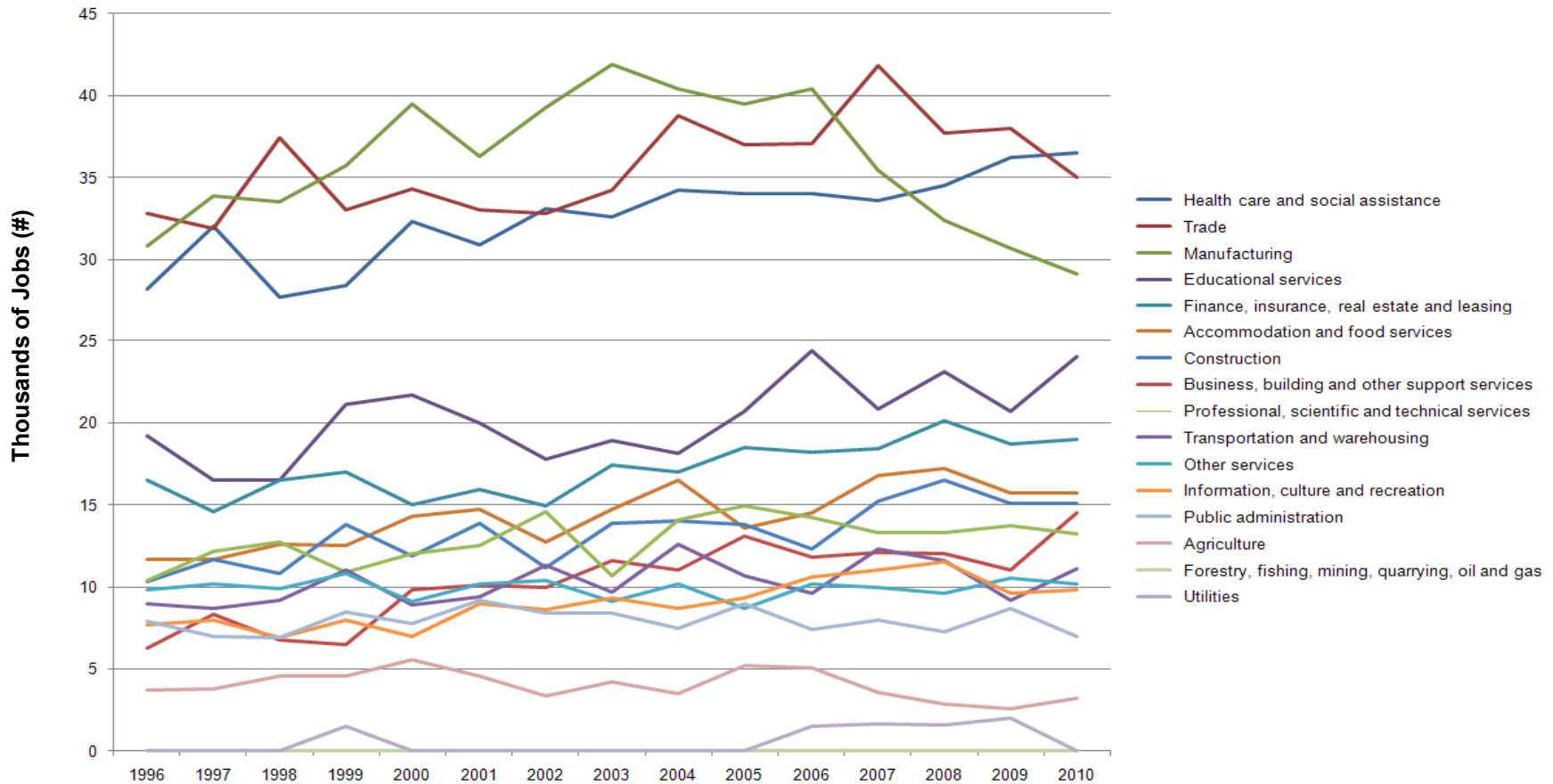


Source: Conference Board of Canada Metropolitan Outlook, Winter 2011

Result: A Strong Economy

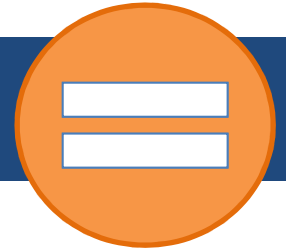


Indicator #3: Sector Strength

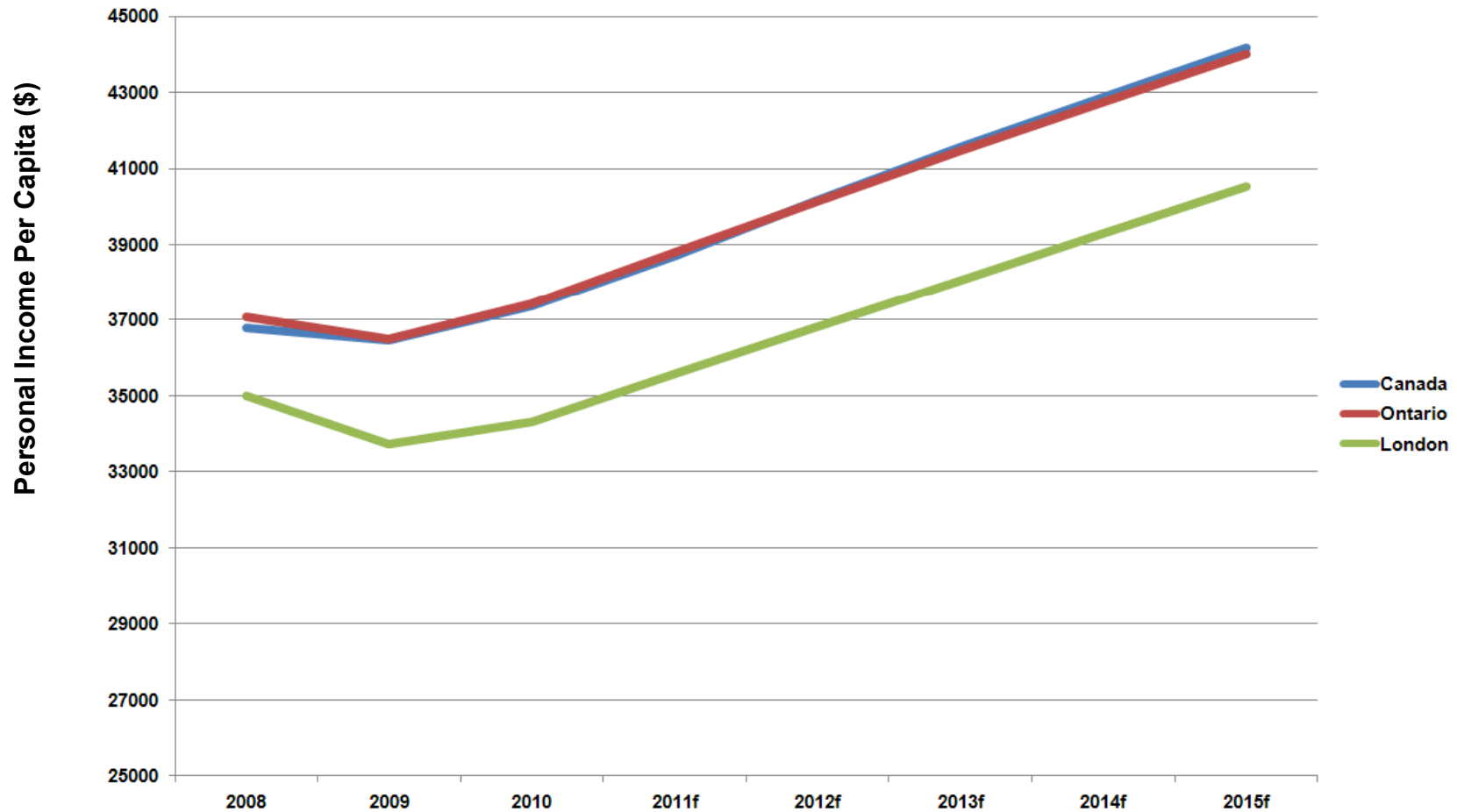


Source: Statistics Canada Labour Force Survey

Result: A Strong Economy



Indicator #4: Income



Source: Conference Board of Canada Metropolitan Outlook, Winter 2011

Result: A Strong Economy

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.

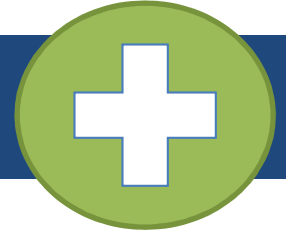


7. Build on the industrial land strategy.



8. Strengthen regional cooperation.

Result: A Strong Economy



Strategy #1: Achieve a stable financial position.

What have we accomplished?

- Improved the Corporation's equity position by \$170 million
- Reduced debt by more than \$500 per household
- Increased reserves by \$200 million over the last 5 years
- Achieved a AAA credit rating

How does this benefit the citizens of London?

- A stable financial position supports the delivery of all of the City's services to citizens, and reduces the variation year to year on the tax bill

Result: A Strong Economy



Strategy #2: Promote affordable taxes.

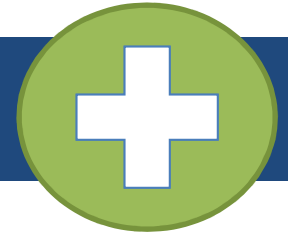
What have we accomplished?

- Stabilized taxes, making property tax bill more predictable from year to year
- Achieved a 0% tax increase for 2011

How does this benefit the citizens of London?

- Affordable taxes keep London competitive with other municipalities, and benefits the overall financial position of households in London

Result: A Strong Economy



Strategy #3: Invest in infrastructure.

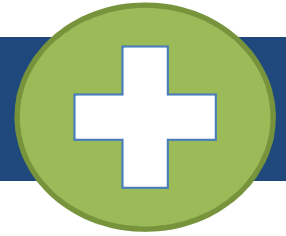
What have we accomplished?

- Significantly increased capital funding for infrastructure projects from senior level government contributions
- Closing the infrastructure gap

How does this benefit the citizens of London?

- Investing in infrastructure is the foundation for overall economic growth and competitiveness in London
- Citizens rely on infrastructure networks every day

Result: A Strong Economy



Strategy #4: Maintain competitive utility rates.

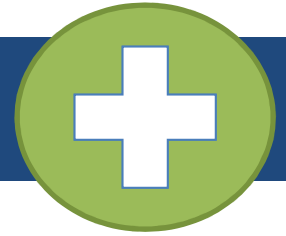
What have we accomplished?

- Achieved competitive water, sewer, solid waste and hydro rates

How does this benefit the citizens of London?

- Competitive pricing keeps London competitive and makes utilities more affordable for Londoners

Result: A Strong Economy



Strategy #5: Invest in public facilities.

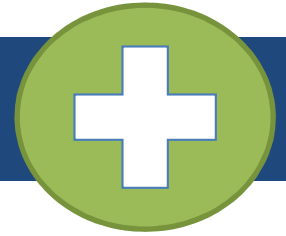
What have we accomplished?

- Completed numerous major capital projects over the past two decades including the John Labatt Centre, the Convention Centre, the Downtown Library, the Western Fair, Stoney Creek YMCA and Community Centre, and the new Police Headquarters
- Generated significant increase in high density residential development and private sector investment

How does this benefit the citizens of London?

- Public facilities build a strong London brand and generate business activity
- Public facilities contribute to the overall community vibrancy of London

Result: A Strong Economy



Strategy #6: Establish a focused strategy for the downtown.

What have we accomplished?

- Strengthened residential growth as well as cultural and entertainment vitality
- Improved assessment growth
- Increased building activity
- Reduced street level vacancies

How does this benefit the citizens of London?

- A vibrant downtown supports businesses and contributes to the quality of life in London

Result: A Strong Economy



Strategy #7: Build on the industrial land strategy.

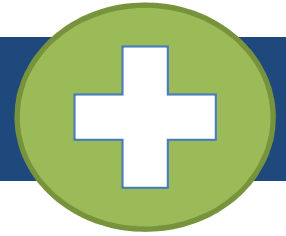
What have we accomplished?

- Expanded capacity by approximately 670 acres net since 2001 with 36% absorption to date
- Developed advanced manufacturing and research park in partnership with UWO and Fanshawe College

How does this benefit the citizens of London?

- Industrial land attracts jobs and investment to London

Result: A Strong Economy



Strategy #8: Strengthen regional cooperation.

What have we accomplished?

- Built strong alliances with provincial agencies and regional municipalities to promote industrial and business expansion, attraction and investment in Southwestern Ontario through SWEA and FedDev

How does this benefit the citizens of London?

- Economic growth in Southwestern Ontario directly benefits London citizens and businesses

Reporting Progress

How we will report progress to the community:

1. **Community report** that provides an overview of activities for the past year and planned work for the year ahead – first report for release December 2011 to provide an update on Year 1 of Council's term
2. **New website** that allows citizens to interact with the strategic plan – either by priority or by service – to be launched in January 2012 and updated regularly throughout the year
3. **Priority Report Cards** to provide a one-page quantitative assessment of how we are doing in each priority area – to be released on a regular basis throughout the year

Strategic Plan 2011-2014

- Did we hear you?
- Any questions? Concerns? Changes?
- Can we go forward with finalizing the Strategic Plan – design, finalizing the objectives and measures?

Community Survey

What you asked us to do:

- Report back with proposed budget for undertaking a community survey

Community Survey

What we did:

- ✓ We developed a community survey, focused on both satisfaction levels with current services as well as overall citizen satisfaction with living in London
- ✓ Many business plans for 2012 already identify survey work as a part of their upcoming next steps
- ✓ We have had preliminary discussions with other municipalities who have undertaken community values research to tell us more about the hopes, dreams and aspirations of our community
- ✓ We are exploring potential partnership opportunities with other organizations and will report back at a later date

City Logo & Brand

What you asked us to do:

- Undertake civic engagement process to update City logo
- Brand elements should focus on sustainability, opportunity, health, diversity and growing

City Logo & Brand

What we did:

- ✓ Research how other communities have implemented new logo and rebranding exercises
- ✓ Preliminary examination, including costs, of what would be required to implement a new logo

City Logo & Brand

Example from Cambridge, Ontario

- Decided to rebrand a “tired, 30-year old logo” to better align with the City’s objectives, economic development goals, and instill civic pride
- Major undertaking involving surveys, workshops, focus groups, etc. that focused on redefining the community’s identity
- The logo was one of the last steps in the process after this work had been done



Cambridge Process



Brand is a promise kept.

Many people confuse a brand with a logo

- A logo supports a brand
- A brand is a much larger concept
- It's who you are and defines how you want to be perceived—first impression to the lasting experience

You can't just put the promise on the package, you have to consistently deliver the goods

Developing a city brand is about understanding the shared views of the people who work, live and invest in that place

What is brand?



City Logo

What else we have learned:

- Since the initial media coverage about a potential logo change, there has been a positive public response about our current logo, as well as concern expressed about a potential change
- Implementation of a new logo is estimated to cost over \$800,000

City Logo

For discussion:

- Is there value in redesigning the logo at this time?
- Is there value in a branding exercise at this time?



Big Ticket Items

What you asked us to do:

- Package the “big ticket items” identified as the priority short list as follows, and report back with financing plans:
 1. **Downtown Investments:** new City Hall, Performing Arts Centre, downtown presence for UWO
 2. **London Gateways:** bus rapid transit expansion/initiatives, Transportation Master Plan, Veterans Memorial Parkway lands with servicing, Veterans Memorial Parkway / Bradley Avenue interchange, Highway #401 / Colonel Talbot land, overpass
 3. **Economic Initiatives:** Southwest Area Plan, food innovation strategy, digital media
 4. **Community Programs:** SOHO Community Plan, Ontario Works in the Community, green bin program, 311

Big Ticket Items

What we are doing:

- Administration is investigating these projects
- We have reported to Council on some initiatives already, and others will be reported on over the next several months

Council Values

What you asked us to do:

- Arrange a facilitated session with Kelly Petrock to focus on defining Council's values, improve team interaction and decision making, and exploring the roles and legislative duties of Council members

Council Values

What we are doing:

- Meeting is scheduled for October 25 from 2-6pm
- Administration is working with Kelly Petrock to develop a program that meets Council's objectives