



London
CANADA



Council's Strategic Plan 2019-2023

March 4th, 2019 SPPC

london.ca



London
CANADA

Agenda

- **Key Timelines and Deliverables**
- **Vision, Mission, and Values**
 - Community Feedback
 - Council sets the Vision, Mission, and Values
- **Outcomes, Expected Results, and Strategies**
 - Community Feedback
 - Council sets the Outcomes, Expected Results, and Strategies by Strategic Area of Focus
- **Next Steps**

london.ca

2



London
CANADA

Strategic Plan 2019-2023: Timelines and Deliverables

2019 Budget
Approved

MYB Development

Community Engagement

Set Vision, Mission,
Values; DRAFT
Outcomes, Expected
Results, Strategies,
and Metrics Tabled

Set Strategies,
Outcomes,
Expected Results

Debate Changes,
Endorse Plan

2018

January

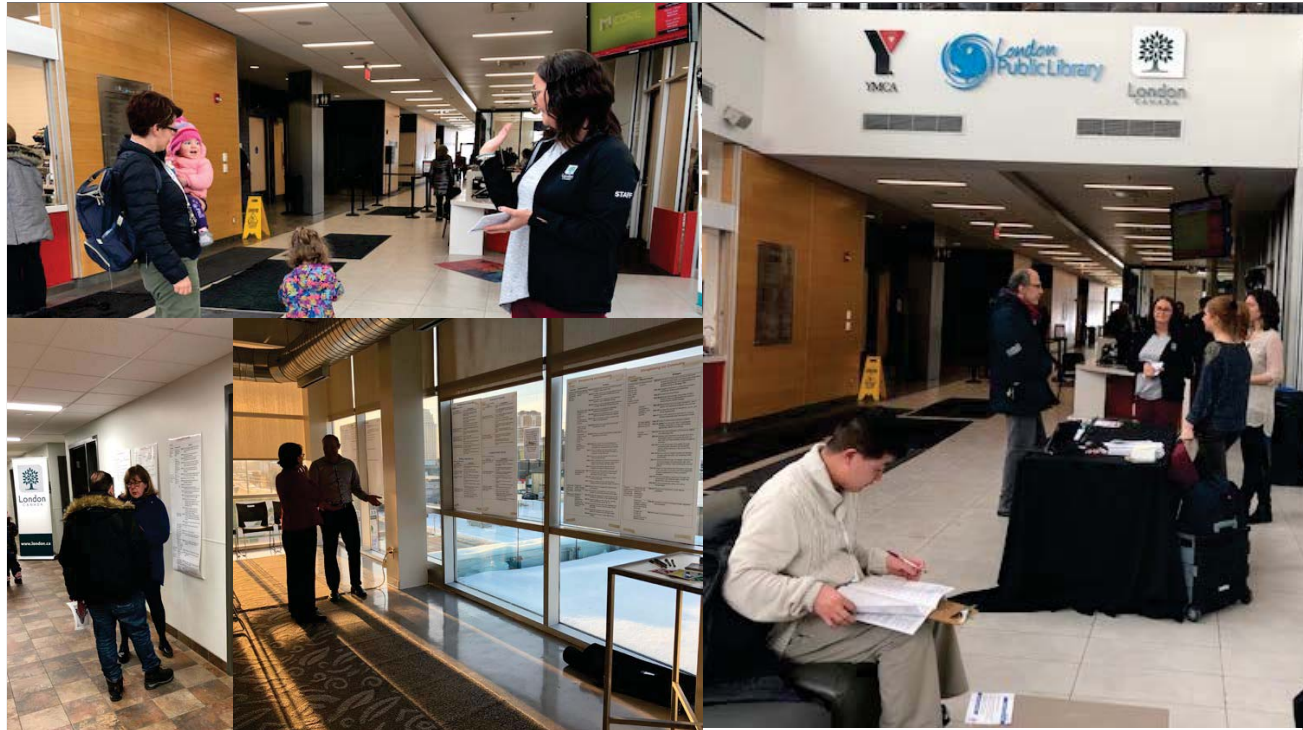
February

March

April

YOU ARE
HERE

● SPPC Meeting





Community Engagement



Throughout the month of February, Londoners were asked to provide their feedback on Council's Strategic Plan both online and in person through the following opportunities:

- 5 Pop-Up Events
- 2 Open Houses
- 3 Ward meetings (representing 5 Wards)
- 2 Advisory Committees
- 4 focus groups/organization-hosted meetings
- Wall charts posted at Innovation Works



Community Engagement

1,407 total contributions (online and paper)

www.getinvolved.London.ca

- **4,606** page views
- **3,354** visits
- **2,418** visitors

In Person

- Minimum **433** total attendance at pop-ups, ward meetings, open houses, and organization-hosted focus groups



Strategic Plan Approach

Vision | Sets direction **Mission** | Articulates purpose

Values | Expresses how the corporation operates

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

Outcomes | Identifies the intended change to be accomplished

Expected Results | Identifies the required change to achieve the outcome

Strategies | Identifies the specific actions to take in order to achieve the expected result and outcome

Metrics | Identifies the aggregate, quantifiable measure(s) that is used to track performance, process, or behaviour



Vision, Mission, and Values



Current Vision, Mission, and Values

Vision (sets direction)

“A leader in commerce, culture, and innovation — our region’s connection to the World.”

Mission (articulates purpose)

“At Your Service —a respected and inspired public service partner, building a better city for all.”

Values (expresses how the corporation operates)

- Individual Responsibility
- Collaboration
- Collective Accountability
- Innovation



Preliminary Vision Statements

1. Our region’s capital, advancing commerce and connecting people through culture, entertainment, and sport as the heart of Southwestern Ontario.
2. A bold leader in fostering an innovative, prosperous, and liveable city connected to the world.
3. A diverse community of neighbours building for a prosperous future.
4. A city of unlimited potential where enterprise is valued and dreams are realized.
5. A resilient community where all are welcomed and valued, building for a prosperous future.



Community Engagement: Vision

Most Important

- Community
- Livable
- Connection
- Prosperous
- Diverse
- Welcoming
- Valued
- Resilience
- Neighbours
- Innovation
- Culture
- Commerce
- Leader
- World

Suggested Additions

- Livable
- Sustainability
- Innovative
- Diversity
- Community
- Environment
- Compassion
- Neighbourhoods



Community Engagement: Vision

If you were to write a Vision statement for the City of London, what would it say?

1. London aspires to model a socially, environmentally, and economically sustainable community - where quality of life is enhanced for all.
2. Recognizing climate change & citizens' needs, London aspires to lead in adopting green tech to achieve a livable city for all to thrive.
3. Welcoming neighbourhoods leading in innovation, enterprise, compassion and community connected to the world.
4. A City that people enjoy living in.



London
CANADA

Community Engagement: Vision

If you were to write a **Vision** statement for the City of London, what would it say? (continued)

5. Leader in fostering an innovative, prosperous, & liveable city connected to SW Ontario & to the World, through Health, Environment & Culture
6. Environmental sustainability through adoption of green tech. Enhancing livability for all, including fellow Londoners with greater needs.
7. A bold leader in fostering an innovative, prosperous, sustainable, resilient, and liveable city connecting our region to the world.



London
CANADA

Community Engagement: Vision

If you were to write a **Vision** statement for the City of London, what would it say? (continued)

8. Beauty, Respect for heritage, Unique, Recovery, Strength, Trust in our Police services, better management of money spent on projects.
9. A diverse community of connected neighbours engaged with leaders to building for a prosperous future.
10. A city of potential for prosperity and innovation shared justly among all for a sustainable future.
11. A resilient and bold city that fosters diversity and innovation.
12. An inquiring community, collaborating with neighbours throughout Ontario to learn & fulfill our potential.



London
CANADA

Vision: Proposed Statement(s)

Council sets Vision

Vision: sets direction



London
CANADA

Current Vision, Mission, and Values

Vision (sets direction)

“A leader in commerce, culture, and innovation — our region’s connection to the World.”

Mission (articulates purpose)

“At Your Service —a respected and inspired public service partner, building a better city for all.”

Values (expresses how the corporation operates)

- Individual Responsibility
- Collective Accountability
- Collaboration
- Innovation



London
CANADA

Preliminary Mission Statements

1. A responsive and modern public service partner that fosters change to build a better London for all.
2. Engaged and responsible public servants building a better city for all.
3. Delivering opportunity with respect, compassion, and accountability.
4. Serving in partnership with respect, equity, and inclusion to build a better city for all.
5. To help Londoners prosper and grow in an inclusive and connected community.



London
CANADA

Community Engagement: Mission

Most Important

- Responsive
- Respect
- Inclusive
- Engaged
- Service
- Partner

Suggested Additions

- Citizens
- Community
- Respected
- Diversity
- Modern
- Inspiring
- Transparent / accountable
- Responsive
- Service
- Reasonable



London
CANADA

Community Engagement: Mission

If you were to write a **Mission** statement for the City of London, what would it say?

1. To deliver services to citizens at a reasonable price in a reasonable time.
2. London's citizens are engaged in its environmental progress and empathetic, compassionate service to and for each other so all may thrive.
3. To maintain a city which respects all kinds of people: e.g. the old and the young, liberals and conservatives, not just "change" advocates.
4. Empowering citizens to contribute to dynamic, diverse communities under optimized municipal conditions.



London
CANADA

Community Engagement: Mission

If you were to write a **Mission** statement for the City of London, what would it say? (continued)

5. Building sustainability today, for the London of tomorrow.
6. To help Londoners prosper and grow in an inclusive and connected community by delivering opportunity with respect, compassion and accountability.
7. An engaged and innovative public service partner that fosters change to build a better London for all.
8. Delivering responsive and inclusive public services with respect, compassion and accountability.



London
CANADA

Community Engagement: Mission

If you were to write a **Mission** statement for the City of London, what would it say? (continued)

9. We work to learn about empower less heard voices. WE move forward with words and action which liberate and promote peace.
10. Working with community to serve community.
11. Working together for a safe, secure, modern, environmentally kind and culture rich city.



London
CANADA

Mission: Proposed Statement(s)

Council sets Mission

Mission: articulates purpose



London
CANADA

Current Vision, Mission, and Values

Vision (sets direction)

“A leader in commerce, culture, and innovation — our region’s connection to the World.”

Mission (articulates purpose)

“At Your Service —a respected and inspired public service partner, building a better city for all.”

Values (expresses how the corporation operates)

- Individual Responsibility
- Collective Accountability
- Collaboration
- Innovation



London
CANADA

Preliminary Values Statements

1. Good governance, driven by community, acting with compassion, moving forward through innovation.*
2. Results focused
Collective accountability
Serving a diverse community
3. Initiative
Integrity
Compassion
Inclusivity
Accountability



Preliminary Value Statements cont'd

* To be considered:

(energetic collaboration, clear and lateral thinking, calculated risk taking, strong ROI and SOI, value for money, rapid advancement, technological innovation, economic vitality, individual sustainability, municipal self-sufficiency, personal productivity)



Community Engagement: Values

Most Important

- Compassion
- Innovation
- Diversity
- Moving forward
- Accountability
- Community
- Sustainability

Suggested Additions

- Caring/Compassion
- Diversity & Inclusion
- Stewardship
- Equity & Equality
- Integrity
- Accountability



Community Engagement: Values

If you were to develop **Values** for the City of London, what would they be?

1. Good governance and excellent staff provide the best possible services to residents.
2. Accountable governance, driven by community, acting with compassion, moving forward through innovation and calculated risk-taking.
3. Everyone working together so all may thrive in a safe, clean, dynamic city.



Community Engagement: Values

If you were to develop **Values** for the City of London, what would they be? (continued)

4. Integrity, inclusiveness, innovation.
5. Be good stewards of our taxes, Real Integrity with accountability, Truthful service to all.
6. People's well being.
7. Caring and tending to our city: land, water, people, infrastructure, and rich cultures/diversity with respect and strategic planning.
8. Innovation, Leadership, Accountable.



Values: Proposed Statement(s)

Council sets Values

Values: expresses how the corporation operates



Outcomes, Expected Results, and Strategies



Strategic Plan Approach

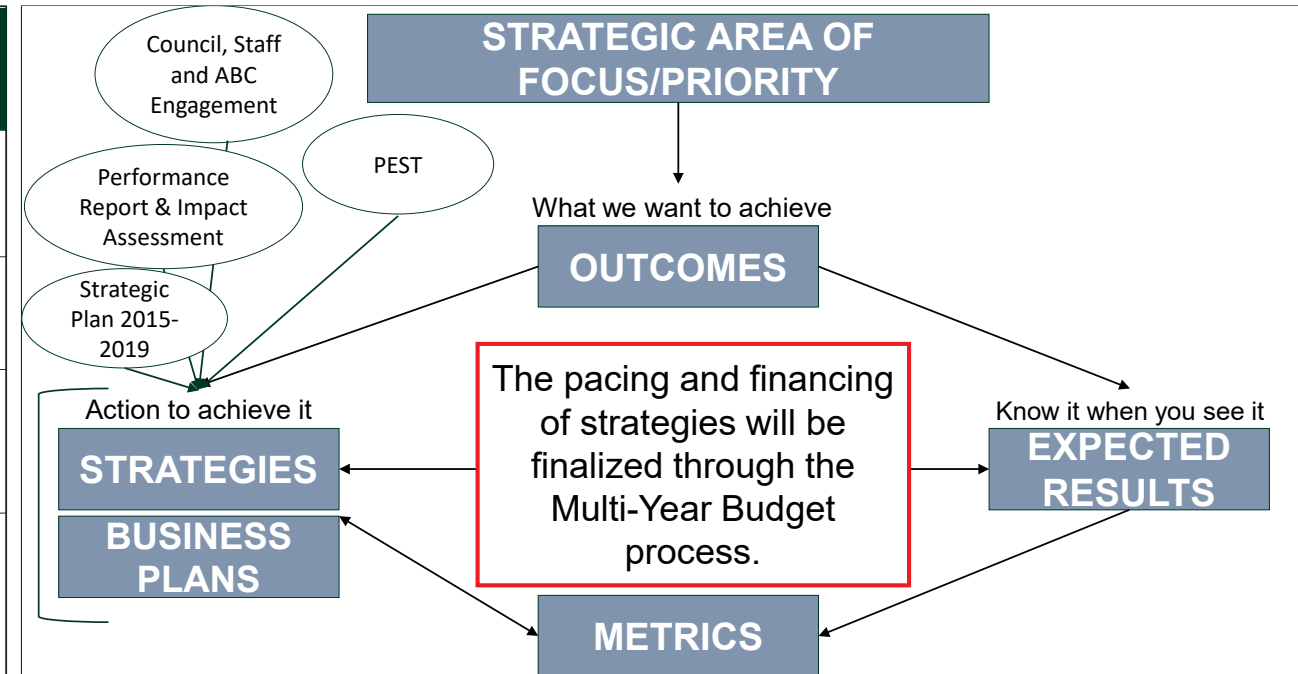
Vision | Sets direction **Mission** | Articulates purpose ✓
Values | Expresses how the corporation operates

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

Outcomes | Identifies the intended change to be accomplished
Expected Results | Identifies the required change to achieve the outcome

Strategies | Identifies the specific actions to take in order to achieve the expected result and outcome

Metrics | Identifies the aggregate, quantifiable measure(s) that is used to track performance, process, or behaviour





Process to Set Outcomes, Expected Results, and Strategies

Step 1: Community engagement will be presented by each Strategic Area of Focus:

- **Outcomes** are listed in order of importance
- **Expected Results** are organized by Outcome, listed in order of importance
- **Strategies** are listed by the top ten most mentioned
- **Anything Missing** has been organized into themes based on comments provided by the public about what may be missing from the Strategic Plan

Step 2: Council will set Outcomes, Expected Results, and Strategies line by line, for each Strategic Area of Focus

33



Strengthening our Community

london.ca

34



Community Engagement: Outcomes

Outcomes (in order of importance)

- **Outcome 3)** Londoners have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city
- **Outcome 2)** Londoners are engaged and have a sense of belonging in their neighbourhoods and community
- **Outcome 1)** Londoners have access to the supports they need to be successful
- **Outcome 4)** London's neighbourhoods have a strong character and sense of place

35

london.ca

STRENGTHENING OUR COMMUNITY



Community Engagement: Expected Results

Outcome 1) Londoners have access to the supports they need to be successful

Expected Results (in order of importance)

- b) Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless
- c) Support improved access to mental health and addictions services
- a) Increase affordable and quality housing options
- d) Decrease the number of London residents experiencing poverty
- f) Improve the health and well-being of Londoners
- e) Increase opportunities for individuals and families

36

STRENGTHENING OUR COMMUNITY



Community Engagement: Outcomes

Outcome 2) Londoners are engaged and have a sense of belonging in their neighbourhoods and community

Expected Results (in order of importance)

- b) Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community
- a) Increase the number of residents who feel welcomed and included



Community Engagement: Expected Results

Outcome 3) Londoners have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city

Expected Results (in order of importance)

- c) Increase resident use of community gathering spaces
- d) Increase neighbourhood safety
- b) Increase participation in recreation, sport, and leisure activities
- a) Continue to invest in culture



Community Engagement: Expected Results

Outcome 4) London's neighbourhoods have a strong character and sense of place

Expected Results (in order of importance)

- a) Ensure that new development fits within and enhances its surrounding community
- c) Increase the number of community gathering spaces in neighbourhoods
- b) Continue to conserve London's heritage properties and archaeological resources



Community Engagement: Strategies

Strategies (top 10 most mentioned)

SOC-05 Create more purpose-built, sustainable, affordable housing stock in London.

SOC-08 Strengthen and support the mental health and addictions system.

SOC-06 Implement coordinated access to mental health and addictions services and supports.

SOC-15 Continue to provide access to planned and managed pathway systems and nature trails within parks and open spaces.

SOC-03 Strengthen the support for individuals and families in need of affordable housing.



London

Community Engagement: Strategies

Strategies (top 10 most mentioned)

SOC-02 Increase supportive and specialized housing options for households experiencing chronic homelessness.

SOC-29 Remove barriers to access recreation, sport, leisure, and leadership programs and services.

SOC-09 Continue to support and develop collaborative approaches to

SOC-04 Utilize innovative regulations and investment to facilitate affordable housing development.

SOC-21 Support neighbourhood festivals, cultural events, and activities across the city.



London
CANADA

Community Engagement

Anything Missing – Major Themes

- Affordable Housing & Homelessness
- Poverty
- Neighbourhoods & Engagement
- Mental Health & Addictions
- Diversity & Inclusion
- Arts & Culture
- Safety & Supports for Women & Girls



London
CANADA

Council Sets Outcomes, Expected Results, and Strategies

- Council to review Outcomes, Expected Results, and Strategies line by line for Strengthening our Community



London
CANADA

Building a Sustainable City



Community Engagement: Outcomes

Outcomes (in order of importance)

- **Outcome 4)** Londoners can move around the city safely and easily in a manner that meets their needs
- **Outcome 1)** London's infrastructure is built, maintained, and operated to meet the long-term needs of our community
- **Outcome 2)** London's growth and development is well planned and sustainable over the long term
- **Outcome 3)** London has a strong and healthy environment



Community Engagement: Expected Results

Outcome 1) London's infrastructure is built, maintained, and operated to meet the long-term needs of our community

Expected Results (in order of importance)

- b) Build infrastructure to support future development and protect the environment
- a) Maintain or increase current levels of service
- c) Manage the infrastructure gap for all assets



Community Engagement: Expected Results

Outcome 2) London's growth and development is well planned and sustainable over the long term

Expected Results (in order of importance)

- b) Direct growth and intensification to strategic locations
- a) Improve London's resiliency to respond to potential future challenges



Community Engagement: Expected Results

Outcome 3) London has a strong and healthy environment

Expected Results (in order of importance)

- d) Conserve energy and increase actions to respond to climate change and severe weather
- c) Protect and enhance waterways, wetlands and natural areas
- a) Increase waste reduction, diversion and resource recovery
- b) Increase community knowledge and action to support the environment

London
CANADA

Community Engagement: Expected Results

Outcome 4) Londoners can move around the city safely and easily in a manner that meets their needs

Expected Results (in order of importance)

- a) Increase access to transportation options
- d) Improve the quality of pedestrian environments to support healthy and active lifestyles
- b) Manage congestion and travel times
- c) Improve safety for all modes of transportation

London
CANADA

Community Engagement: Strategies

Strategies (top 10 most mentioned)

- BSC-12** Prepare detailed plans for strategic locations.
- BSC-13** Revitalize London's downtown and urban areas.
- BSC-05** Work with multi-sectors to finalize the Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure.
- BSC-15** Work with residents and organizations to implement the 60% Waste Diversion Action Plan.
- BSC-19** Improve water quality in the Thames River.

London
CANADA

Community Engagement: Strategies

Strategies (top 10 most mentioned)

- BSC-10** Advance sustainability and resiliency strategies
- BSC-37** Plant more trees to increase the city's tree canopy cover.
- BSC-03** Regenerate and revitalize LMHC/Community Housing sites.
- BSC-26** Build more infrastructure for walking and bicycling.
- BSC-32** Implement a rapid transit system to improve the reliability and capacity of existing transit service and support London Plan city building.

London
CANADA

Community Engagement

Anything Missing – Major Themes

- Infrastructure
- Transportation
- Environment
- Community Involvement



Council Sets Outcomes, Expected Results, and Strategies

- Council to review Outcomes, Expected Results, and Strategies line by line for Building a Sustainable City



Growing our Economy



Community Engagement: Outcomes

Outcomes (in order of importance)

- **Outcome 3)** London creates a supportive environment where entrepreneurs, businesses and talent can thrive
- **Outcome 2)** London is a leader in Ontario for attracting new jobs and investments
- **Outcome 1)** London will develop a top quality workforce



Community Engagement: Expected Results

Outcome 1) London will develop a top quality workforce

Expected Results (in order of importance)

- b) Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies
- a) Increase access employers have to the talent they require



London
CANADA

Community Engagement: Expected Results

GROWING OUR ECONOMY

Outcome 2) London is a leader in Ontario for attracting new jobs and investments

Expected Results (in order of importance)

- a) Increase partnerships that promote collaboration, innovation and investment
- e) Maintain foreign investment attraction, local retention and growth and entrepreneurship support programs
- d) Increase public and private investment in amenities that attract visitors, a talented workforce, and investment
- c) Increase public and private investment in strategic locations
- b) Maintain viability in key global markets

57



London
CANADA

Community Engagement: Strategies

GROWING OUR ECONOMY

Strategies (top 10 most mentioned)

- GOE-01** Increase employers' access to resources to help achieve best practices in talent recruitment and retention.
- GOE-04** Increase the number of connections between employers, post-secondary students, newcomers, and other employment and training agencies.
- GOE-05** Attract, retain, and integrate international students, and newcomer skilled workers, and entrepreneurs.
- GOE-03** Increase the number of local internship opportunities.

london.ca

59



London
CANADA

Community Engagement: Expected Results

GROWING OUR ECONOMY

Outcome 3) London creates a supportive environment where entrepreneurs, businesses and talent can thrive

Expected Results (in order of importance)

- a) Increase access to supports for entrepreneurs, small businesses, and community economic development
- c) Increase the availability of serviced land in strategic locations
- b) Increase efficiency and consistency for administrative and regulatory processes

london.ca

58



London

Community Engagement: Strategies

GROWING OUR ECONOMY

Strategies (top 10 most mentioned)

- GOE-09** Plan for High Speed Rail.
- GOE-07** Implement the Smart City Strategy.
- GOE-20** Ensure job growth through attraction of new capital from a diverse range of markets and industries.
- GOE-08** Seek out and develop new partnerships and opportunities for collaboration.
- GOE-02** Increase Ontario Works client participation within employment activities.
- GOE-06** Expand opportunities and activities through the London Waste to Resources Innovation Centre.

60



London
CANADA

Community Engagement Results

GROWING OUR ECONOMY

Anything Missing – Major Themes

- Jobs, Industry, and the Economy
 - Attracting talent
 - Local retention
 - Support for small and local business



London
CANADA

Council Sets Outcomes, Expected Results, and Strategies

GROWING OUR ECONOMY

- Council to review Outcomes, Expected Results, and Strategies line by line for Growing our Economy



London
CANADA

Leading in Public Service



London
CANADA

Community Engagement: Outcomes

LEADING IN PUBLIC SERVICE

Outcomes (in order of importance)

- **Outcome 1)** The City of London is trusted, open and accountable in service of our community
- **Outcome 3)** The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service
- **Outcome 2)** Londoners experience exceptional and valued customer service

London
CANADA

Community Engagement: Expected Results

Outcome 1) The City of London is trusted, open and accountable in service of our community

Expected Results (in order of importance)

- a) Increase opportunities for residents to be informed and participate in local government
- b) Improve public accountability and transparency in decision making
- c) Build relationships with Indigenous peoples that are respectful, transparent, responsive and accountable

london.ca

65

London
CANADA

Community Engagement: Expected Results

Outcome 2) Londoners experience exceptional and valued customer service

Expected Results (in order of importance)

- d) Reduce barriers to access city services and information
- c) Increase efficiency and effectiveness of service delivery
- e) Increase the use of technology to improve service delivery
- a) Increase community and resident satisfaction of their service experience with the City
- b) Increase responsiveness to our customers

london.ca

66

London
CANADA

Community Engagement: Expected Results

Outcome 3) The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service

Expected Results (in order of importance)

- d) Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term
- e) Enhance the ability to respond to new and emerging technologies and best practices
- c) Maintain a safe and healthy workplace
- b) Attract and retain a talented workforce
- a) Increase the diversity of the city's workforce

67

London
CANADA

Community Engagement: Strategies

Strategies (top 10 most mentioned)

- LPS-01** Develop and deliver a corporate communications strategy, including staff training and tools to enhance communications and public engagement.
- LPS-03** Increase access to information to support community decision making.
- LPS-04** This strategy must be developed in partnership with Indigenous peoples, including local First Nations.
- LPS-07** Streamline customer intake and follow-up across the corporation.
- LPS-06** Research and respond to emerging planning trends and issues.

68

Community Engagement: Strategies



Strategies (top 10 most mentioned)

- LPS-10** Promote and strengthen continuous improvement practices.
- LPS-05** Create new and/or enhance opportunities for residents and neighbourhood groups to engage on program and service needs.
- LPS-11** Demonstrate leadership and accountability in the management and provision of quality programs, and services.
- LPS-12** Accommodate long-term space needs for the City of London and optimize service delivery locations.
- LPS-08** Implement customer service standards.

Community Engagement



London
CANADA

Anything Missing – Major Themes

- Partnerships, Accountability & Community Involvement
 - Community relationships and engagement opportunities
 - Implementation of municipal best practices

Council Sets Outcomes, Expected Results, and Strategies



London
CANADA

- Council to review Outcomes, Expected Results, and Strategies line by line for Leading in Public Service

Next Steps



London
CANADA

March 25, 2019 SPPC Meeting:

- Council continues to set the Strategic Plan

April 8, 2019 SPPC Meeting:

- Council debates any final changes to the Strategic Plan

April 23, 2019 SPPC Meeting:

- Council approves the Strategic Plan 2019-2023



London
CANADA

Thank You!