

# Agenda

## Strategic Priorities and Policy Committee

7th Meeting of the Strategic Priorities and Policy Committee - Special Meeting

January 23, 2023

4:00 PM

Council Chambers - Please check the City website for additional meeting detail information. Meetings can be viewed via live-streaming on YouTube and the City Website.

The City of London is situated on the traditional lands of the Anishinaabek (AUh-nish-in-ah-bek), Haudenosaunee (Ho-den-no-show-nee), Lūnaapéewak (Len-ah-pay-wuk) and Attawandaron (Add-a-won-da-run).

We honour and respect the history, languages and culture of the diverse Indigenous people who call this territory home. The City of London is currently home to many First Nations, Metis and Inuit people today.

As representatives of the people of the City of London, we are grateful to have the opportunity to work and live in this territory.

### Members

Mayor J. Morgan (Chair), Councillors H. McAlister, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, S. Trosow, C. Rahman, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Franke, E. Pelozza, D. Ferreira, S. Hillier

The City of London is committed to making every effort to provide alternate formats and communication supports for meetings upon request. To make a request specific to this meeting, please contact [SPPC@london.ca](mailto:SPPC@london.ca) or 519-661-2489 ext. 2425.

Pages

1. **Disclosures of Pecuniary Interest**
2. **Consent**
3. **Scheduled Items**
4. **Items for Direction** 2
  - 4.1 Developing the 2023-2027 Strategic Plan: Setting the Strategic Areas of Focus, Outcomes and Expected Results
    - a. Staff Presentation 14
5. **Deferred Matters/Additional Business**
6. **Adjournment**

## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members  
Strategic Priorities and Policy Committee

**From:** Lynne Livingstone, City Manager

**Subject:** Developing the 2023-2027 Strategic Plan: Strategic Areas of Focus, Outcomes, and Expected Results

**Date:** January 23, 2023

## Recommendation

That, on the recommendation of the City Manager, the following actions be taken with respect to developing the 2023-2027 Strategic Plan:

- a) The report, entitled “Developing the 2023-2027 Strategic Plan: Strategic Areas of Focus, Outcomes, and Expected Results” BE RECEIVED for information; and,
- b) Municipal Council BE REQUESTED to provide the Civic Administration with initial direction on the strategic areas of focus, outcomes, and expected results for the 2023-2027 Strategic Plan.

## Executive Summary

The City of London’s Strategic Plan identifies a shared vision, mission, values, and strategic areas of focus to guide the work of Council and Administration for the next four years and identifies the strategic direction that will drive financial and business decisions through the Multi-Year Budget and Technology Investment Strategy.

At the January 23, 2023, meeting of the Strategic Priorities and Policy Committee, Council will continue to set key elements of the 2023-2027 Strategic Plan, including the strategic areas of focus, outcomes, and expected results. Based on Council’s feedback and direction, community engagement opportunities will be updated to reflect the progress made on these elements.

## Linkage to the Corporate Strategic Plan

Council’s Strategic Plan is a foundational document that guides the work of Council and Administration over the next four years. It identifies the strategic direction over a four-year period and drives financial and business decisions through the Multi-Year Budget and Technology Investment Strategy.

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

##### **2019-2023 Strategic Plan:**

Strategic Priorities and Policy Committee (SPPC): December 17, 2018, January 14, 2019, January 25, 2019, March 4, 2019, April 1, 2019, November 25, 2019, June 23, 2020, October 20, 2020, November 17, 2020, July 28, 2021, November 30, 2021, June 22, 2022, December 12, 2022.

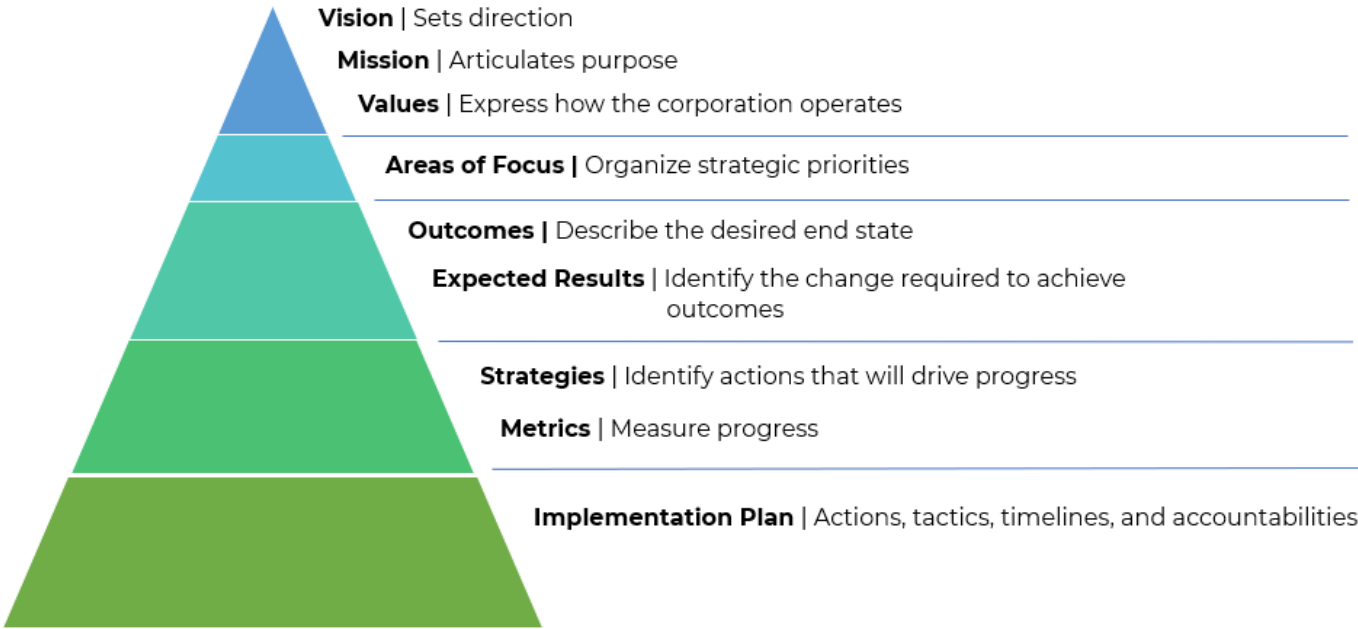
##### **2023-2027 Strategic Plan:**

Strategic Priorities and Policy Committee (SPPC): December 12, 2022; January 11, 2023.

## 1.2 Overview: 2023-2027 Strategic Plan Development Process

### Structure of Council’s 2023-2027 Strategic Plan

The 2023-2027 Strategic Plan will be prepared using the following structure:



The approval of the 2023-2027 Strategic Plan will be immediately followed by the kick-off of the 2024-2027 Multi-Year Budget. Civic Administration will also work to build an Implementation Plan which identifies the key actions, tactics, timelines, and accountabilities required to deliver on the strategies of the Strategic Plan.

It is through the Multi-Year Budget process that Council will determine the allocation of resources that will set the pace of implementation for the Strategic Plan over the next four years. Upon approval of the Multi-Year Budget, the Strategic Plan metrics, targets, and actions may need to be adjusted to reflect the decisions made during the budgeting process.

### Accountability and Transparency

As part of our commitment to accountability and transparency, there are a number of mechanisms used to report on the implementation of Council’s Strategic Plan.

Once the Implementation Plan has been developed, Council and the community will receive regular updates on the progress being made to advance the actions and tactics through Semi-Annual Progress Reports each May and November. These reports include the areas responsible for each action and tactic, target end dates, and accomplishments and variances in relation to each action action and tactic.

Annual Performance Reports are provided to Council and the community every May, beginning in the year following Council’s approval of the Multi-Year Budget. Performance Reports answer the question, “Did we do what we set out to do?” Performance is tracked by comparing the difference between the actual and target for each metric, as well as qualitative information about successes, challenges, solutions, and data limitations experienced. It also serves as the foundation for the Impact Assessment.

At the end of the life of the Plan an Impact Assessment will be completed. The Impact Assessment answers the question “How has London changed as a result of the implementation of the Strategic Plan?” It analyzes the performance data across all years, reporting on the change over time and therefore the impact of the Strategic Plan over the life of the Plan.

## Timelines and Key Deliverables

A series of meetings have been scheduled to advance the development of Council's 2023-2027 Strategic Plan. A summary of meeting dates and objectives is below:

- **January 11, 2023: Setting Key Elements of the Strategic Plan**
  - Council begins to set the vision, mission, values, strategic areas of focus, outcomes, and expected results.
- **January 23, 2023: Continuing to Set Key Elements of the Strategic Plan**
  - Council reviews, deliberates, and provides direction on the strategic areas of focus, outcomes, and expected results.
- **February 7, 2023: Continuing to Set Key Elements of the Strategic Plan**
  - Council reviews and debates updates arising from the previous meeting and sets the vision, mission, values, and areas of focus.
  - Council confirms the outcomes and expected results and reviews draft proposed strategies.
- **February 28, 2023: Revisit Strategies and Review Order of Magnitude Costs**
  - Council debates updates to strategies based on direction from the previous meeting.
  - Civic Administration tables draft metrics and order of magnitude costing for the Strategic Plan.
- **March 8, 2023: Public Participation Meeting**
  - Council receives public delegations responding to the proposed Strategic Plan as discussed at the previous meetings.
  - Council provides direction on any additional changes to Strategic Plan.
- **March 28, 2023: Finalizing the 2023-2027 Strategic Plan**
  - Council debates any final changes to the 2023-2027 Strategic Plan.
- **April 4, 2023: Council – 2023-2027 Strategic Plan**
  - Council approves the 2023-2027 Strategic Plan.
- **\*April 17, 2023: Council – 2023-2027 Strategic Plan (If Needed)**
- **May 2023: 2024-2027 Multi-Year Budget Development Process**
- **November 2023: Implementation Plan presented to Council**

## Community Engagement

The following provides a summary of planned community engagement through each phase of the strategic planning process:

- **Phase One: December 14, 2022, to January 4, 2023**
  - The first phase of open community engagement on the 2023-2027 Strategic Plan began on December 14, 2022. An update on input received in Phase One was provided at the January 11, 2023, SPPC meeting.
- **Phase Two: January 4 to February 7, 2023**
  - Engagement will continue based on Council's progress on the vision, mission, values, strategic areas of focus, outcomes, and expected results coming out of the January 11 and January 23, 2023, SPPC meetings.
  - Community engagement gathered through this phase will be presented at the February 7, 2023, SPPC meeting.

- **Phase Three: February 8 to March 8, 2023**
  - The final phase of engagement will continue to seek feedback on the strategic areas of focus, outcomes, expected results, as well as strategies. Past experience has been that Council-led engagement (e.g., ward meetings, townhalls, etc.) has been most valuable during this phase.
  - A Public Participation Meeting (PPM) will be held on March 8, 2023, where Council will receive public delegations responding to the draft Strategic Plan.
  - Community input gathered through this phase will be presented to Council at the February 28, 2023, SPPC meeting.

## **2.0 Discussion and Considerations**

### **2.1 January 23, 2023, SPPC: Strategic Areas of Focus, Outcomes, Expected Results**

Continuing from the January 11, 2023, meeting of the SPPC, Council will continue to set key elements of the 2023-2027 Strategic Plan, focusing on the strategic areas of focus, outcomes, and expected results. It is anticipated that at the end of this meeting, Council will provide initial feedback and direction on the strategic areas of focus, outcomes, and expected results.

### **2.2 Strategic Areas of Focus, Outcomes, and Expected Results**

#### Strategic Areas of Focus

Strategic areas of focus articulate the priority areas that Council will focus on over the next four years. The 2019-2023 Strategic Plan included the following strategic areas of focus:

- Strengthening our Community
- Building a Sustainable City
- Growing our Economy
- Creating a Safe London for Women and Girls
- Leading in Public Service
- Anti-Racism and Anti-Oppression

**The draft 2023-2027 strategic areas of focus are attached in Appendix A for Council’s consideration.** Each area of focus includes a brief description which outlines the intent of the priority.

#### Outcomes and Expected Results

Outcomes describe the desired end state (change in the lives of individuals, families, organizations, or community to be accomplished through the implementation of the Strategic Plan). Expected Results identify the change required to achieve the outcome.

The draft 2023-2027 strategic areas of focus, outcomes, and expected results have been developed based on the following inputs:

- Council-elect engagement conversations which identified key priorities identified by Londoners during the election period
- Recent engagements on specific initiatives and plans (Mobility Master Plan, Core Area Action Plan, Action Plan to Disrupt Islamophobia, Climate Emergency)

Action Plan, etc.), as well as service specific data and feedback collected by Service Areas

- Priorities, trends, and themes identified in the 2022 Community Profile, 2022 Annual Resident Satisfaction Survey, and the 2022 City of London Political, Economic, Social, Technological (PEST) Analysis
- 2019-2023 Strategic Plan progress, performance, and impact reports
- Targeted individual outreach to institutional partners, organizations with service delivery relationships, and other key stakeholders
- Engagement and inputs from Civic Administration, and the City's Agencies, Boards and Commissions.

**The draft 2023-2027 outcomes and expected results are attached as Appendix B for Council's consideration.**

### **2.3 Next Steps**

Community engagement continues on the draft vision, mission, and values statements developed by Council at the January 11, 2023, meeting of the SPPC through the City's engagement platform – GetInvolved.

Following this meeting GetInvolved will be updated to reflect Council's progress and direction on the strategic areas of focus, outcomes, and expected results. All feedback gathered during this time will be presented at the February 7, 2023, SPPC meeting.

## **Conclusion**

The City of London's Strategic Plan defines the vision, mission, values, and priorities that will guide the work of Council and Civic Administration for the next four years. It will drive decision-making through the Multi-Year Budget and Technology Investment Strategy. Most importantly, it is a statement of commitment to the community; a reflection of the priorities of Londoners.

The 2023-2027 Strategic Plan will set London's course for the future, building on progress made through the City's current and past Strategic Plans, while recognizing and adapting to a very different global context.

**Prepared by: Nick Steinburg, Specialist, Strategy and Innovation**

**Submitted by: Rosanna Wilcox, Director, Strategy and Innovation**

**Recommended by: Lynne Livingstone, City Manager**

## Appendix A

### Council's 2023-2027 Strategic Plan

#### Purpose

This document is intended to support Council's discussions on the Strategic Areas of Focus for the 2023-2027 Strategic Plan. It includes definitions of each component, as well as the corresponding statements from the 2019-2023 Strategic Plan.

#### Strategic Areas of Focus

##### Definition/Purpose:

Strategic Areas of Focus articulate where we will focus over the next four years and organize the functional elements of the plan.

##### 2019-2023 Strategic Plan Areas of Focus:

- Strengthening our Community
- Building a Sustainable City
- Growing our Economy
- Creating a Safe London for Women and Girls
- Leading in Public Service
- Anti-Racism and Anti-Oppression

##### Draft 2023-2027 Strategic Plan Areas of Focus

##### Reconciliation, Equity, and Inclusion

London is a city committed to taking meaningful steps towards reconciliation and building an equitable and inclusive city for all.

##### Wellbeing and Safety

London is a healthy and safe city with vibrant neighbourhoods, affordable housing, and a strong quality of life for all.

##### Safe London for Women, Girls, Gender-Diverse and Trans People

London is a city that strives to eliminate all forms of violence against women and girls, gender-based violence, and sexual violence.

##### Prosperity and Affordability

London is an economic, social, and cultural centre with opportunities for all Londoners.

##### Climate, Environment, and Infrastructure

London is a city working together to address climate change and build a sustainable and connected community.

##### Well-Run City

The City of London delivers trusted, valued, and exceptional services to our community.

## Appendix B

### Council's 2023-2027 Strategic Plan

#### Purpose

Note: This document is intended to support Council's discussions on the Strategic Areas of Focus, Outcomes, and Expected Results for the 2023-2027 Strategic Plan. It includes definitions of each component.

#### Strategic Areas of Focus, Outcomes, and Expected Results

##### Definitions/Purpose:

Strategic Areas of Focus: articulate where we will focus over the next four years and organize the functional elements of the plan.

Outcomes: describe the desired end state

Expected Results: identify the change required to achieve the outcomes

##### Strategic Area of Focus:

#### Reconciliation, Equity, and Inclusion

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##### Outcome 1:

The City of London enhances the confidence of Indigenous Peoples by furthering truth and reconciliation efforts.

##### Expected Results:

- a) Establishment of new and strengthening current relationships with local First Nation and urban Indigenous communities and Indigenous-serving organizations.
  - b) Enhanced understanding of the Truth and Reconciliation Commission Calls to Action and how to best implement them.
- 

##### Outcome 2:

The City of London is a leader in becoming an equitable and inclusive community.

##### Expected Results:

- a) Meaningful relationships and partnerships with equity-denied groups and with organizations led by, for, and with equity-denied communities.
  - b) Equity-denied groups come to London and choose to stay in our community.
  - c) Our services are informed and delivered by the communities we serve.
- 

##### Outcome 3:

All Londoners have opportunities to participate in civic engagement.

##### Expected Results:

- a) Increased access to and participation of equity-denied groups in civic engagement.
- b) Increased participation in City of London internship programs for equity-denied groups.



Strategic Area of Focus:  
**Wellbeing and Safety**

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**Outcome 1:**

The City of London demonstrates leadership and builds partnerships to increase quality, affordable, and supportive housing options.

**Expected Results:**

- a) Increased access to a range of quality, affordable, and supportive housing options that meet the unique needs of individuals and families.
- 

**Outcome 2:**

London has a robust community system of health, homelessness, and housing stability services in place to support individuals and families at risk of or experiencing homelessness.

**Expected Results:**

- a) Decreased number of individuals and families at risk of or experiencing homelessness.
- 

**Outcome 3:**

London has safe, vibrant, and healthy neighbourhoods and communities.

**Expected Results:**

- a) Londoners feel safe across the city, in the core, and in their neighbourhoods and communities.
- b) Londoners have a strong sense of belonging and sense of place.
- c) Londoners have access to spaces, services, and supports that increase their wellbeing and quality of life.

## Strategic Area of Focus:

### **Safe London for Women, Girls, and Gender-Diverse and Trans People**

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#### **Outcome 1:**

The City of London demonstrates leadership by taking meaningful actions to address and eliminate all forms of violence against women and girls, gender-based violence\*, and sexual violence\*\*.

#### **Expected Results:**

- a) Increased capacity to recognize, address, and prevent all forms of violence against women and girls and gender-based violence.
- b) Increased capacity to recognize, address, and prevent sexual exploitation and trafficking.
- c) London is a safe city where women, girls, nonbinary and trans individuals, and survivors access public spaces and freely participate in public life without fear or experience of sexual violence.

\*Gender-Based Violence: umbrella term for a range of violence perpetrated against an individual because of their gender, gender identity, or gender expression. Forms of violence include, but are not limited to, sexual harassment, sexual assault, domestic violence.

\*\*Sexual Violence: a form of gender-based violence and is a broad term that describes any violence, physical or psychological, carried out through sexual means or by targeting sexuality.

Strategic Area of Focus:  
**Prosperity and Affordability**

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**Outcome 1:**

London encourages economic growth and diversification.

**Expected Results:**

- a) Small and growing businesses and entrepreneurs are supported to be successful.
  - b) Increased economic activity from our core and the greater community.
  - c) London has a sufficient supply of serviced lands in strategic locations.
  - d) London is a regional center that attracts talent, business, and investment.
- 

**Outcome 2:**

A well planned and growing community.

**Expected Results:**

- a) London's growth and development is well-planned and considers use, intensity, and form.
  - b) The City of London supports faster approvals and increasing the supply of housing.
- 

**Outcome 3:**

London is a destination of choice.

**Expected Results:**

- a) London is a UNESCO City of Music and is recognized as a centre for arts, sport, and culture.
  - b) London's core area is a destination for Londoners, visitors, and businesses.
- 

**Outcome 4:**

London is an affordable and supportive community for individuals and families.

**Expected Results:**

- a) Housing in London is affordable and attainable.
- b) Londoners have access to quality, affordable services.
- c) Londoners have access to key services and supports to enhance their wellbeing and resilience.

Strategic Area of Focus:  
**Climate, Environment, and Infrastructure**

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**Outcome 1:**

London is a model for climate action and sustainability.

**Expected Results:**

- a) London is on track to be a net zero community by 2050.
  - b) Improved community capacity and resilience to be ready for current and future changes to the climate and its impacts.
- 

**Outcome 2:**

London has a strong and healthy environment.

**Expected Results:**

- a) London is moving towards a circular economy\*.
  - b) Waterways, wetlands, watersheds, and natural areas are appropriately protected and enhanced.
- 

**Outcome 3:**

London's infrastructure and systems are built, maintained, and operated to meet the long-term needs of our community.

**Expected Results:**

- a) The infrastructure gap is managed for all assets.
  - b) Infrastructure is built, maintained, and secured to support future growth and protect the environment.
- 

**Outcome 4:**

Londoners of all identities, abilities and means can move throughout the city safely and efficiently.

**Expected Results:**

- a) Improved quality and safety of all modes of mobility.
- b) Increased access to sustainable mobility options.

\*Circular economy: The circular economy is regenerative where everything is valued, resources are more efficiently used, nothing is wasted, and everything is a resource that can be fed back into the beginning of production cycles in a closed-loop system.

Strategic Area of Focus:  
**Well-Run City**

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**Outcome 1:**

The City of London is trusted, open, and accountable in service of our community.

**Expected Results:**

- a) Londoners find it easy to be informed and participate in local government.
  - b) Londoners have trust and confidence in their local government.
- 

**Outcome 2:**

Londoners experience exceptional and valued service.

**Expected Results:**

- a) Customer satisfaction with our services is high.
  - b) Our services are designed and delivered putting the customer at the centre and using innovative approaches and continuously improving to meet the needs of Londoners.
  - c) The City of London's regional and community relationships support the delivery of exceptional and valued service.
- 

**Outcome 3:**

The City of London is a leader in public service.

**Expected Results:**

- a) The City of London is recognized as an employer of choice.
- b) The City of London is a safe, respectful, and healthy workplace.
- c) London's finances are maintained in a transparent, sustainable, and well-planned manner, incorporating intergenerational equity, affordability and environmental, social, and governance considerations.

# Council's Strategic Plan 2023-2027

January 23, 2023, SPPC



# Outline

1. Review of Purpose, Approach, and Timelines
2. Strategic Areas of Focus, Outcomes, Expected Results
3. Next Steps



London  
CANADA

# Review of Purpose, Approach, and Timelines





# Council's Strategic Plan

- Identifies a **shared vision, mission, and strategic areas of focus** to guide the work of Council and Administration.
- Is **deliberately connected** with the 2024-2027 Multi-Year Budget and Technology Investment Strategy.



# Guiding Principles

- Build from the existing Strategic Plan, with a continuous improvement mindset.
- Reflect all the services the City provides, but specifically identify strategic direction, focus, and priorities for the next four years.
- Uphold commitments to equity and inclusion, fiscal stewardship and sustainability, and evidence informed decision-making.
- Drive decision-making through the Multi-Year Budget and the Technology Investment Strategy.



# Strategic Plan Development Timeline

Municipal Election

Open Public Engagement

Direct Engagement – ABCs / Community Partners / Service Areas



Finalize 2023-2027 Strategic Plan


Multi-Year Budget Process Begins

Implementation Plan



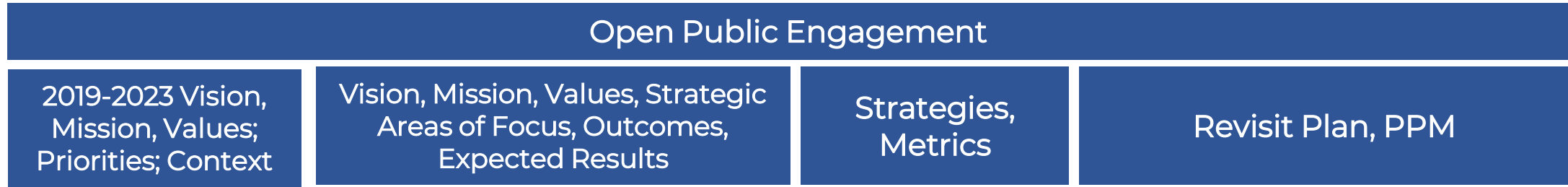
# Strategic Plan Development Timeline

## Open Public Engagement

Vision, Mission, Values, Strategic Areas of Focus, Outcomes, Expected Results		Strategies, Metrics		Revisit Plan, PPM		Approval of 2023-2027 Strategic Plan	
January		February		March		April	
January 11		February 7		March 8		April 4	
SPPC Begin setting Vision, Mission, Values		SPPC Set vision, mission, values, areas of focus; Revisit outcomes, expected results; Table Draft Strategies		SPPC Public Participation Meeting Finalize direction on Plan		Council 2023-2027 Strategic Plan Approval	
January 23 		February 28		March 28			
SPPC Begin setting Strategic Areas of Focus, Outcomes, Expected Results		SPPC Review order of magnitude costing, draft metrics Further direction re: Strategies 20		SPPC Final Draft Plan			



# Strategic Plan Engagement Timeline



December	January	February	March
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Phase 1: Dec 14 – Jan 4	Phase 2: Jan 4 - Feb 7	Phase 3: Feb 8 - Mar 8
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GetInvolved launches; stakeholder meetings continue.

Feedback focus:


- Existing vision, mission, and values.

GetInvolved site updated; stakeholder meetings continue.

Feedback focus:

- Draft version(s) of 2023-2027 vision, mission, and values (updated following Jan. 11 SPPC meeting).
- Draft strategic areas of focus, outcomes and expected results.

**We Are Here**



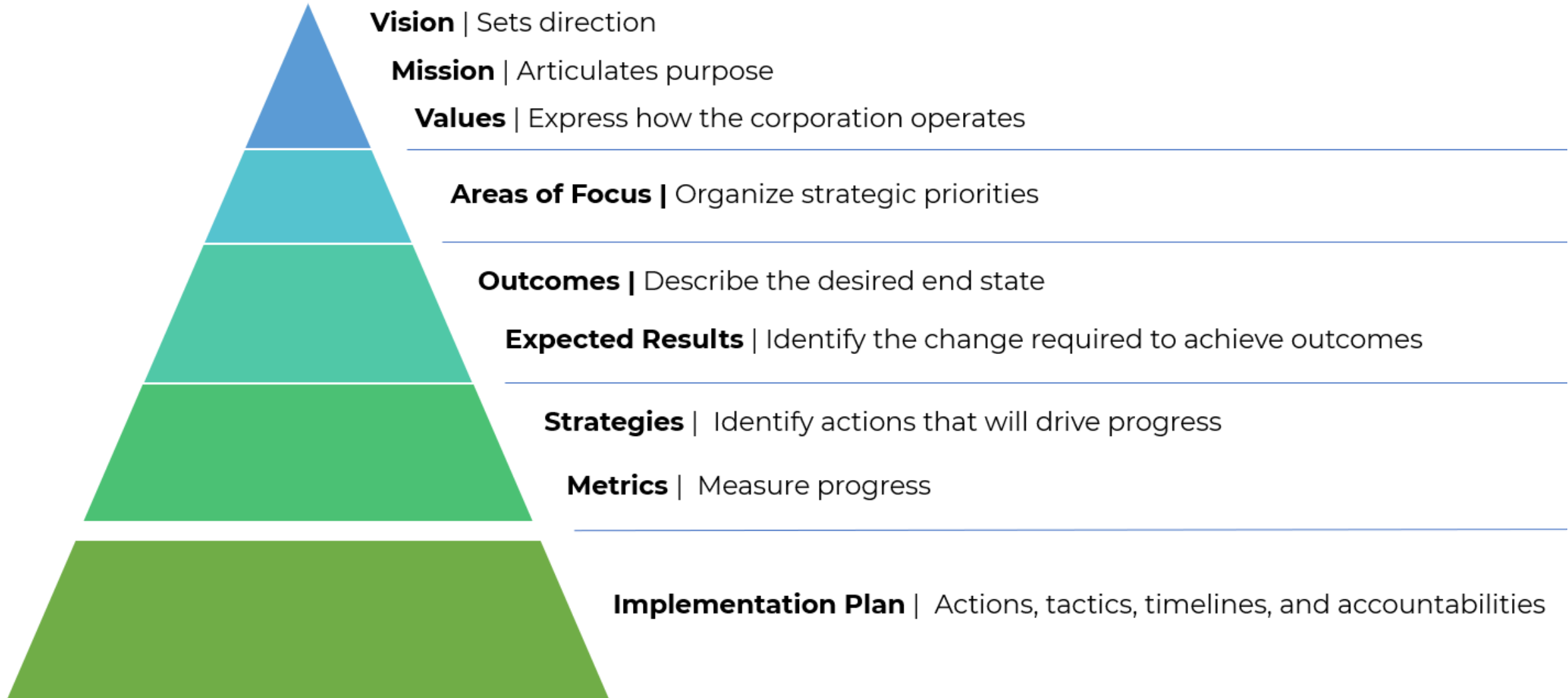
GetInvolved site updated; stakeholder meetings continue; Ward meetings; Public Participation Meeting.

Feedback focus:

- All strategic plan elements (vision, mission, values, areas of focus, outcomes, expected results), including strategies.
- Drafts updated following SPPC meetings.



# Strategic Plan Structure



# Strategic Plan Structure - Example

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



Expected Result
Increase access to transportation options



Strategies
Build more infrastructure for walking and bicycling



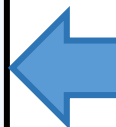
Metrics
# Subsidized transit rides # metres of sidewalks built



Implementation Plan
Implement capital contract to construct new sidewalks



Annual Performance Report Impact Assessment
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Semi-Annual Progress Reports
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# Council's 2023-2027 Strategic Plan

## Strategic Areas of Focus, Outcomes, and Expected Results





# Approach for today

- **Strategic Areas of Focus** – full group discussion, deliberation and direction on the draft Strategic Areas of Focus
- **Outcomes, Expected Results** – full group discussion, deliberation and direction on each Strategic Area of Focus and the associated draft Outcomes and Expected Results



# Strategic Areas of Focus

## Definition/Purpose:

- Strategic Areas of Focus articulate where we will focus over the next four years and organize the functional elements of the plan.

## 2019-2023 Strategic Areas of Focus:

- Strengthening our Community
- Building a Sustainable City
- Growing our Economy
- Creating a Safe London for Women and Girls
- Leading in Public Service
- Anti-Racism and Anti-Oppression

## Draft 2023-2027 Strategic Areas of Focus:

- Reconciliation, Equity, and Inclusion
- Wellbeing and Safety
- Safe London for Women, Girls, Gender-Diverse and Trans People
- Prosperity and Affordability
- Climate, Environment, and Infrastructure
- Well-Run City



# Outcomes, Expected Results

## Definition/Purpose:

- Outcomes describe the desired end state (change in the lives of individuals, families, organizations, or community to be accomplished through the implementation of the Strategic Plan)
- Expected Results identify the change required to achieve the outcomes



## Strategic Area of Focus:

# Reconciliation, Equity, and Inclusion

London is a city committed to taking meaningful steps towards reconciliation and building an equitable and inclusive city for all.

### Outcome 1:

The City of London enhances the confidence of Indigenous Peoples by furthering truth and reconciliation efforts.

#### Expected Results:

- a) Establishment of new and strengthening current relationships with local First Nation and urban Indigenous communities and Indigenous-serving organizations.
- b) Enhanced understanding of the Truth and Reconciliation Commission Calls to Action and how to best implement them.

### Outcome 2:

The City of London is a leader in becoming an equitable and inclusive community.

#### Expected Results:

- a) Meaningful relationships and partnerships with equity-denied groups and with organizations led by, for, and with equity-denied communities.
- b) Equity-denied groups come to London and choose to stay in our community.
- c) Our services are informed and delivered by the communities we serve.

### Outcome 3:

All Londoners have opportunities to participate in civic engagement.

#### Expected Results:

- a) Increased access to and participation of equity-denied groups in civic engagement.
- b) Increased participation in City of London internship programs for equity-denied groups.



## Strategic Area of Focus:

# Wellbeing and Safety

London is a healthy and safe city with vibrant neighbourhoods, affordable housing, and a strong quality of life for all.

### Outcome 1:

The City of London demonstrates leadership and builds partnerships to increase quality, affordable, and supportive housing options.

#### Expected Results:

- a) Increased access to a range of quality, affordable, and supportive housing options that meet the unique needs of individuals and families.

### Outcome 2:

London has a robust community system of health, homelessness, and housing stability services in place to support individuals and families at risk of or experiencing homelessness.

#### Expected Results:

- a) Decreased number of individuals and families at risk of or experiencing homelessness.

### Outcome 3:

London has safe, vibrant, and healthy neighbourhoods and communities.

#### Expected Results:

- a) Londoners feel safe across the city, in the core, and in their neighbourhoods and communities.
- b) Londoners have a strong sense of belonging and sense of place.
- c) Londoners have access to spaces, services, and supports that increase their wellbeing and quality of life.



Strategic Area of Focus:

# Safe London for Women, Girls, and Gender-Diverse and Trans People

London is a city that strives to eliminate all forms of violence against women and girls, gender-based violence, and sexual violence.

## Outcome 1:

The City of London demonstrates leadership by taking meaningful actions to address and eliminate all forms of violence against women and girls, gender-based violence\*, and sexual violence\*\*.

## Expected Results:

- a) Increased capacity to recognize, address, and prevent all forms violence against women and girls and gender-based violence.
- b) Increased capacity to recognize, address, and prevent sexual exploitation and trafficking.
- c) London is a safe city where women, girls, nonbinary and trans individuals, and survivors access public spaces and freely participate in public life without fear or experience of sexual violence.



## Strategic Area of Focus:

# Prosperity and Affordability

London is an economic, social, and cultural centre with opportunities for all Londoners.

### Outcome 1:

London encourages economic growth and diversification.

#### Expected Results:

- a) Small and growing businesses and entrepreneurs are supported to be successful.
- b) Increased economic activity from our core and the greater community.
- c) London has a sufficient supply of serviced lands in strategic locations.
- d) London is a regional center that attracts talent, business, and investment.

### Outcome 2:

A well planned and growing community.

#### Expected Results:

- a) London's growth and development is well-planned and considers use, intensity, and form.
- b) The City of London supports faster approvals and increasing the supply of housing.

### Outcome 3:

London is a destination of choice.

#### Expected Results:

- a) London is a UNESCO City of Music and is recognized as a centre for arts, sport, and culture.
- b) London's core area is a destination for Londoners, visitors, and businesses.

### Outcome 4:

London is an affordable and supportive community for individuals and families.

#### Expected Results:

- a) Housing in London is affordable and attainable.
- b) Londoners have access to quality, affordable services.
- c) Londoners have access to key services and supports to enhance their wellbeing and resilience.



## Strategic Area of Focus:

# Climate, Environment, and Infrastructure

London is a city working together to address climate change and build a sustainable and connected community.

### Outcome 1:

London is a model for climate action and sustainability.

#### Expected Results:

- a) London is on track to be a net zero community by 2050.
- b) Improved community capacity and resilience to be ready for current and future changes to the climate and its impacts.

### Outcome 2:

London has a strong and healthy environment.

#### Expected Results:

- a) London is moving towards a circular economy\*.
- b) Waterways, wetlands, watersheds, and natural areas are appropriately protected and enhanced.

### Outcome 3:

London's infrastructure and systems are built, maintained, and operated to meet the long-term needs of our community.

#### Expected Results:

- a) The infrastructure gap is managed for all assets.
- b) Infrastructure is built, maintained, and secured to support future growth and protect the environment.

### Outcome 4:

Londoners of all identities, abilities and means can move throughout the city safely and efficiently.

#### Expected Results:

- a) Improved quality and safety of all modes of mobility.
- b) Increased access to sustainable mobility options.





## Strategic Area of Focus: **Well-Run City**

The City of London delivers trusted, valued, and exceptional services to our community.

### **Outcome 1:**

The City of London is trusted, open, and accountable in service of our community.

#### **Expected Results:**

- a) Londoners find it easy to be informed and participate in local government.
- b) Londoners have trust and confidence in their local government.

### **Outcome 2:**

Londoners experience exceptional and valued service.

#### **Expected Results:**

- a) Customer satisfaction with our services is high.
- b) Our services are designed and delivered putting the customer at the centre and using innovative approaches and continuously improving to meet the needs of Londoners.
- c) The City of London's regional and community relationships support the delivery of exceptional and valued service.

### **Outcome 3:**

The City of London is a leader in public service.

#### **Expected Results:**

- a) The City of London is recognized as an employer of choice.
- b) The City of London is a safe, respectful, and healthy workplace.
- c) London's finances are maintained in a transparent, sustainable, and well-planned manner, incorporating intergenerational equity, affordability and environmental, social, and governance considerations.



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# Next Steps



# Strategic Plan Development Timeline

## Open Public Engagement

Vision, Mission, Values, Strategic Areas of Focus, Outcomes, Expected Results

Strategies, Metrics

Revisit Plan, PPM

Approval of 2023-2027 Strategic Plan

January

February

March

April

January 11

SPPC  
Begin setting Vision, Mission, Values

We Are Here



January 23

SPPC  
Begin setting Strategic Areas of Focus, Outcomes, Expected Results

February 7

SPPC  
Set vision, mission, values, areas of focus; Revisit outcomes, expected results; Table Draft Strategies

February 28

SPPC  
Review order of magnitude costing, draft metrics  
Further direction re: Strategies 35

March 8

SPPC  
Public Participation Meeting  
Finalize direction on Plan

March 28

SPPC  
Final Draft Plan

April 4

Council  
2023-2027 Strategic Plan Approval



# Strategic Plan Engagement Timeline



December	January	February	March
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Phase 1: Dec 14 – Jan 4	Phase 2: Jan 4 - Feb 7	Phase 3: Feb 8 - Mar 8
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GetInvolved launches; stakeholder meetings continue.

Feedback focus:


- Existing vision, mission, and values.

GetInvolved site updated; stakeholder meetings continue.

Feedback focus:

- Draft version(s) of 2023-2027 vision, mission, and values (updated following Jan. 11 SPPC meeting).
- Draft strategic areas of focus, outcomes and expected results.

**We Are Here**



GetInvolved site updated; stakeholder meetings continue; Ward meetings; Public Participation Meeting.

Feedback focus:

- All strategic plan elements (vision, mission, values, areas of focus, outcomes, expected results), including strategies.
- Drafts updated following SPPC meetings.



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# Thank You