

Council's Strategic Plan 2023-2027

Proposed Approach and Context Setting



Outline

1. Purpose, Principles, and Planning Assumptions
2. Proposed Approach and Timelines
3. Setting the Context: Background Information

Purpose, Principles, and Planning Assumptions



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.



Council's Strategic Plan

2022 2023 2024 2025 2026 2027 2028 2029 2030 2031 2032 2033 2034 2035

The London Plan

Climate Emergency Action Plan

Corporate Asset Management Plan

Mobility Master Plan

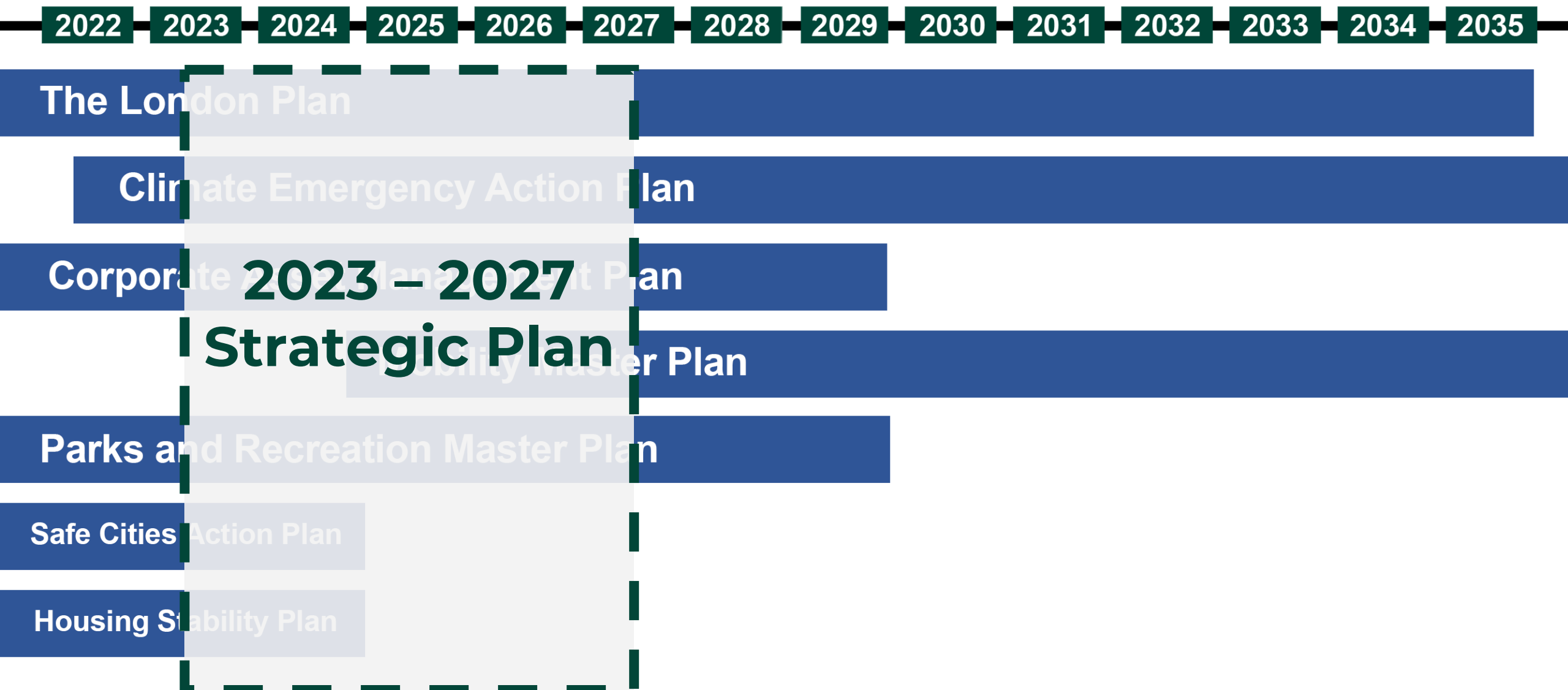
Parks and Recreation Master Plan

Safe Cities Action Plan

Housing Stability Plan



Council's Strategic Plan



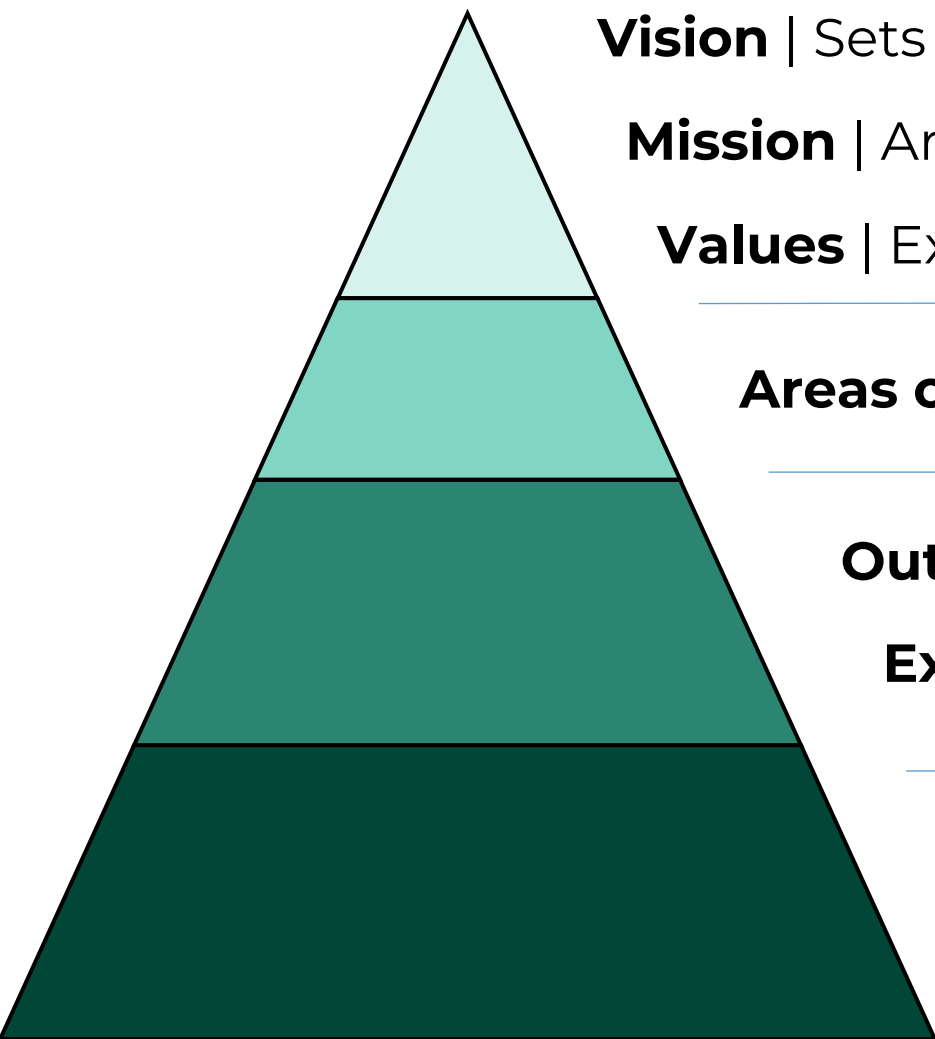


Guiding Principles

- 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.

Proposed Strategic Planning Process and Timelines

Strategic Plan Structure



Vision | Sets direction

Mission | Articulates purpose

Values | Express how the corporation operates

Areas of Focus | Organize strategic priorities

Outcomes | Describe the desired end state

Expected Results | Identify the change required to achieve outcomes

Strategies | Identify actions that will drive progress

Metrics | Measure progress



Strategic Plan Development Timeline

December 2022 – April 2023

Gathering Input – Public Engagement

Set Process,
Timeline,
and Context

Set Vision , Mission, Values,
Outcomes and Expected
Results

Set Strategies,
Outcomes; Order
of Magnitude

PPM, Revisit Plan

Approval of 2023-
2027 Strategic Plan

2022

December

2023

January

February

March

April

SPPC
December 12

SPPC
January 11

SPPC
February 7

SPPC
March 8

Council
April 4

Revisit V/M/V/O/ER;
Strategies

Public Participation
Meeting

2023-2027 Strategic
Plan Approval

SPPC
February 28

SPPC
March 28

Revisit Strategies, order of
magnitude costing, metrics

Final Draft Plan



Proposed Engagement Approach

Phase One: December 14, 2022, to January 4, 2023

- Launch community engagement on development of the 2023-2027 Strategic Plan.
- Information gathered through public engagement in this phase will be presented at the January 11, 2023, meeting to help inform the discussion.

Phase Two: January 4 to February 7, 2023

- Engagement will continue to the vision, mission, and values. This will include the opportunity to provide feedback about Council's proposed version(s) of the vision, mission, and values coming out of the January 11, 2023, meeting.
- Launch engagement on the strategic areas of focus, outcomes and expected results on January 4, 2023, in alignment with when these materials will be available to Council.
- Community engagement gathered throughout this phase will be presented at the February 7, 2023, Strategic Priorities and Policy Committee meeting.



Proposed Engagement Approach

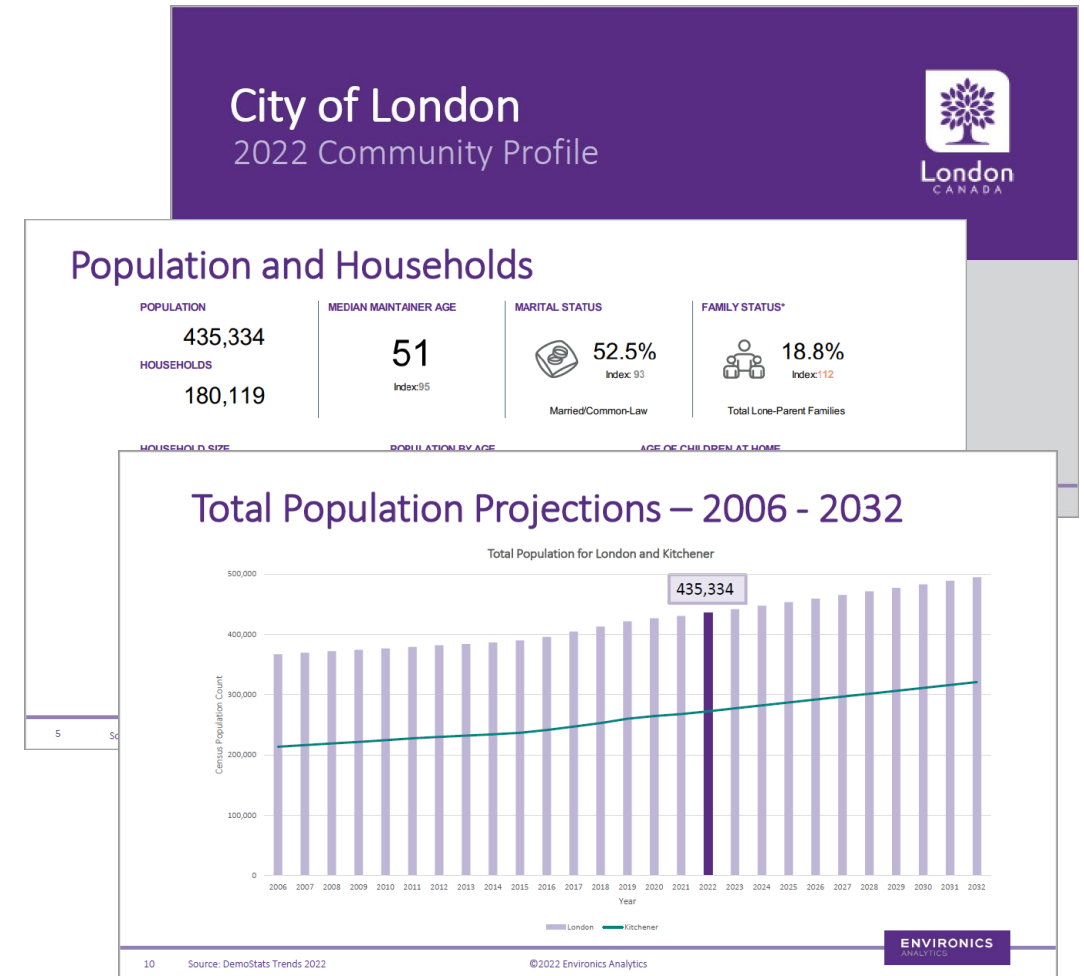
Phase Three: February 8 to March 8, 2023

- 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 proposed Strategic Plan.
- Community input gathered through this phase will be presented to Council at the February 28, 2023, meeting of the Strategic Priorities and Policy Committee meeting.

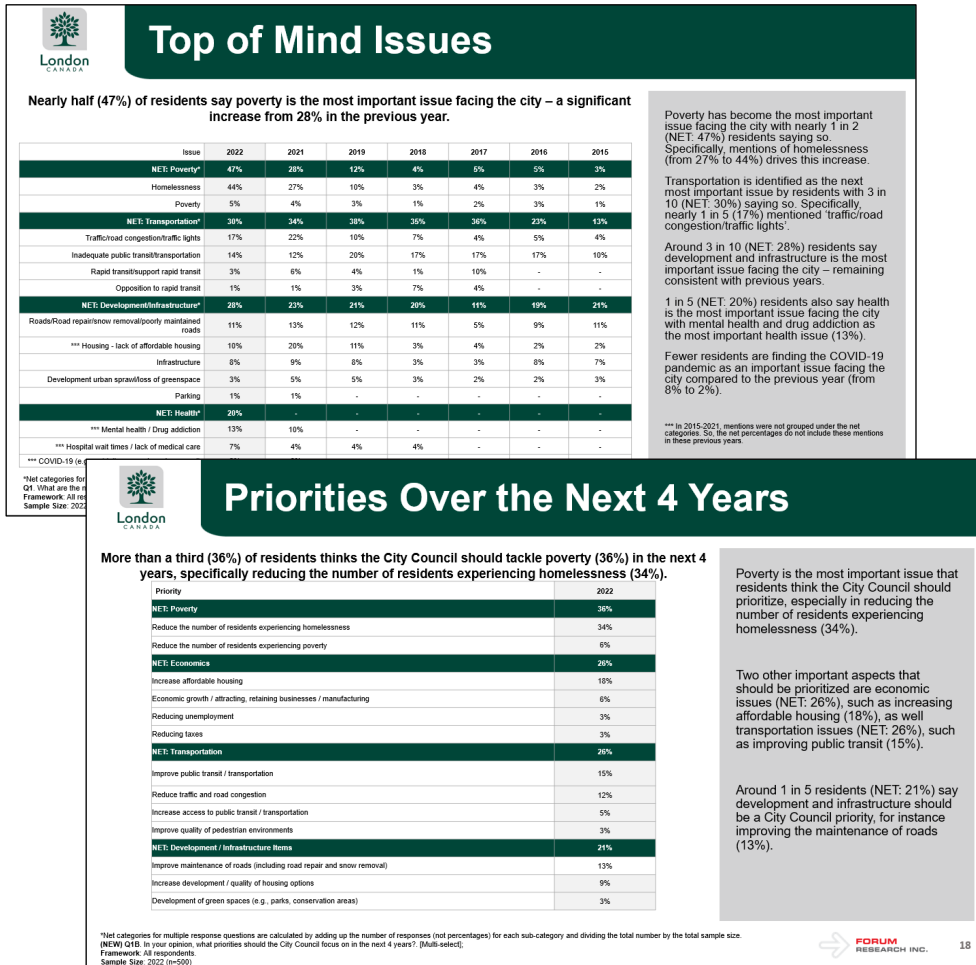
Setting the Context: Background Resources

Community Profile

- Population-level data on demographic, economic, and social trends in London.
- Indexed measure of how London statistics compare to provincial averages.



Resident Satisfaction Survey



- “Top of Mind Issues” and “Four Year Priorities” data from the annual Resident Satisfaction Survey attached for reference.
- Full survey results are available under separate title on the SPPC Agenda for December 12, 2022.



Council-Elect Engagement Conversations: Summary of Themes

- Summary of recurring election engagement themes and Council member goals for the 2022-2026 Council term.



PEST Analysis

- Analysis of external factors that affect the City of London, including:
 - **P**olitical
 - **E**conomic
 - **S**ocial
 - **T**echnological

City of London Political, Economic, Social, Technological (PEST) Analysis

Introduction

Civic administration, agencies, boards, and commissions undertook a 2022 PEST analysis to develop an understanding of the external factors that affect the City of London. The PEST provides items to consider during decision making and strategic plan development.

Political

External political factors that may help or hinder the business and services that the City of London provides

- Provincial and federal funding programs and regulations
 - New and/or changing priorities and legislation being introduced that have significant impacts on municipalities
 - Governments less focused on initiatives targeted for mid-sized cities
 - Adjustments to change in policy direction on issues such as affordable housing, climate change and environmental protection, early learning and child care
- Council directives – new municipal Council
- Ongoing relationships with community partners
- Global political unrest and conflict
- Ongoing impacts of COVID-19 pandemic

Economic

External economic factors that may help or hinder the business and services that the City of London provides

- Elevated and persistent inflation levels and increasing cost of living
- Interest rates that are rising faster and to a higher level than seen in recent history
- Move toward more restrictive monetary policies necessary to bring down inflation and inflation expectations
- Corresponding deceleration in overall economic growth, with the risk of potential recession
- Continuing global supply chain issues and the impact on end markets, municipal infrastructure project costs and timing
- Expected deceleration in both import and export growth
- Global conflict impacting world economy
- Challenging insurance market resulting in increasing premiums and limitations on coverage
- Budget pressures and funding priorities of other levels of government
- Pace of growth and development
- Increasing land values, including industrial land values
- Ongoing challenges of high vacancy rates in the downtown
- Housing affordability and availability
- Income disparities
- Continued economic impacts of the COVID-19 pandemic and ongoing recovery efforts
- Access to and retention of talent (i.e., health care workers)
- Workforce's access to affordable child care, transportation and connection to job opportunities

Social

External social factors that may help or hinder the business and services that the City of London provides

- High quality of life in London and relatively high resident satisfaction with City services
- Increasing population growth and changing demographics
- Commitment to equity and dismantling systems of racism and oppression
- Newcomers are an important element of the community fabric
- Increasing challenges for vulnerable populations
 - Underemployment and precarious employment



2019-2023 Strategic Plan Reports: Progress, Performance, and Impact

Three reports on the SPPC Agenda for December 12, 2022:

- 1. Semi-Annual Progress Report:** Tracks progress and monitors implementation of Council's Strategic Plan.
- 2. Annual Performance Report:** Measures annual performance on Strategic Plan goals through quantifiable metrics.
- 3. Impact Assessment:** Analyzes performance data across all years, reporting on change over time to demonstrate overall impact.

Thank You!