## Report to Strategic Planning and Policy Committee

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

**From:** Lynne Livingstone, City Manager

**Subject:** Developing the 2023-2027 Strategic Plan: Proposed Approach and Setting the Context

**Date:** December 12, 2022

## Recommendation

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

a) The report, entitled "Developing the 2023-2027 Strategic Plan: Proposed Approach and Setting the Context" BE RECEIVED for information; and,

b) That the proposed approach and timelines for developing the 2023-2027 Strategic Plan, as outlined in the staff report dated December 12, 2022, BE ENDORSED.

## Executive Summary

The City of London's Strategic Plan identifies a shared vision, mission, and strategic areas of focus to guide the work of Council and Administration for the next four years. Based on initial review, consultation, and planning undertaken by Civic Administration since January 2022, a process for developing the 2023-2027 Strategic Plan is proposed.

The proposed approach builds from the 2019-2023 Strategic Plan, maintaining the existing structure while making targeted improvements to both the process and engagement approach. A timeline for the process is provided, with Council meetings scheduled to work through the Strategic Plan beginning January 11, 2023. It is proposed that the final 2023-2027 Strategic Plan would be approved by Council on April 4, 2023.

In order to assist Council with their preparation for the strategic planning process, a series of background resources are attached to this report. These resources include a community profile (demographic information, current and projected population data, etc.); relevant information from the City's annual Resident Satisfaction Survey; consolidated themes and priorities identified through post-election interviews with Council members; a summary of a Political, Economic, Social, Technological (PEST) Analysis; as well as other relevant reports related to the monitoring of the 2019-2023 Strategic Plan.

## Linkage to the Corporate Strategic Plan

Council's Strategic Plan is a foundational document that guides the work of the 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

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.

### 2.0 Discussion and Considerations

#### 2.1 Purpose

The City of London undertakes a strategic planning process every four years, aligned with the municipal election cycle. The resulting Strategic Plan identifies a shared vision, mission, values, and strategic areas of focus, outcomes, expected results, and strategies to guide the work of Council and Administration. This report lays out the proposed process, timelines, and context for developing the 2023-2027 Strategic Plan.

#### 2.2 Proposed Strategic Plan Development Process and Timelines

Preparation for the 2023-2027 strategic planning process has been ongoing since January 2022. In that time, Civic Administration has been working to mobilize internal teams and collect data to lay the groundwork for Council's strategic planning process. This work informs the current report, and includes:

- Reviewing progress and lessons learned from the 2019-2023 Strategic Plan.

- Establishing guiding principles for the 2023-2027 strategic planning process.

- Gathering input from the City's agencies, boards and commissions (ABCs) and other key organizational and community partners.

- Contextual/environmental data collection and analysis.

In addition, regular meetings have been held with the Enterprise-Wide Leadership Team (comprised of directors from across the Corporation) and leaders from the City's agencies, boards, and commissions. This team has been working to assemble administrative recommendations based on progress made in the 2019-2023 Strategic Plan, along with current business plans, directions, and environmental considerations. This work will continue to be developed and updated through Council's deliberation process and will be an essential input to identify specific recommended actions to support Council's direction on strategic priorities.

**Guiding Principles for the 2023-2027 Strategic Plan Process**

Civic Administration has established and followed a number of guiding principles and considerations in planning the process for the 2023-2027 Strategic Plan, including:

- The 2023-2027 Strategic Plan will build from the 2019-2023 Strategic Plan, while adapting to the current context and continuously improving wherever possible.

- The Strategic Plan will be deliberately connected to the 2024-2027 Multi-Year Budget and the Technology Investment Strategy.

- The Strategic Plan will reflect all the services the City provides, but specifically identifies the strategic direction for the next four years.

- Both the planning process and the resulting Strategic Plan will uphold our commitments to equity and inclusion, fiscal stewardship and sustainability, and evidence informed decision-making.

**Structure of Council's 2023-2027 Strategic Plan**

Civic Administration is recommending that the structure for the 2023-2027 Strategic Plan carry over from the 2019-2023 Strategic Plan. This structure is visualized below:



**Timelines and Key Deliverables**

Civic Administration is recommending that 2023-2027 Strategic Plan process target final approval by Council on April 4, 2023. This timeline provides a balance of Council deliberation, engagement, and input while ensuring the Strategic Plan is complete prior to the start of the next Multi-Year Budget process, scheduled to begin in May 2023.

Council will have a series of meetings of the Strategic Priorities and Policy Committee that will be focused on the development of the 2023-2027 Strategic Plan. The proposed timelines and key deliverables for each meeting are identified below:

- **December 12, 2022: Proposed Approach to Developing the 2023-2027 Strategic Plan and Setting the Context**
    o Civic Administration provides a proposed approach and timeline for developing the 2023-2027 Strategic Plan as well as background materials that establish the context for Council's development of the Plan.
    o Public engagement on the Strategic Plan will kick-off following this meeting.

- **January 11, 2023: Setting Key Elements of the Strategic Plan**
    o Council begins to set the vision, mission, values, strategic areas of focus, outcomes, and expected results through a mix of small group discussions and debate.
    o Community engagement on key elements of the Plan continues and results to date will be shared.

- **February 7, 2023: Continuing to Set Key Elements of the Strategic Plan**
    o Council reviews and debates updates arising from the previous meeting and sets the vision, mission, values, and strategic areas of focus.
    o Council confirms the outcomes and expected results and Civic Administration will table the draft proposed strategies (specific actions that will be taken to achieve the outcomes and expected results).
    o Community engagement continues and results to-date will be shared.

- **February 28, 2023: Revisit Strategies and Review Order of Magnitude Costs**
    o Council debates updates to strategies based on direction from the previous meeting.
    o Civic Administration tables draft metrics and initial order of magnitude costing for the Strategic Plan as well as updates on community feedback received through the engagement process to date.

- **March 8, 2023: Public Participation Meeting**
  - Council will receive 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**
  - Following approval of the Strategic Plan, the development of the 2024-2027 Multi-Year Budget process will begin.

\*Note: Recognizing the importance of launching the Multi-Year Budgeting process in May, an additional meeting time has been reserved in April, if needed.

**Proposed Engagement Approach**

Initial engagement to support the development of the 2023-2027 Strategic Plan has been ongoing since the very start of the process. The review of the 2019-2023 Strategic Plan development process highlighted some key learnings and opportunities to improve the overall engagement approach. These include:

- Greater recognition of the both the quality and volume of direct input from residents that is received by members of Council through the election process.

- Undertaking targeted individual outreach to institutional partners, organizations with service delivery relationships, and other key stakeholders early in the process.

- Engaging the Enterprise-Wide Leadership Team (ELT) and leaders of Agencies, Boards, and Commissions (ABCs) together in regular discussions to support the development of administrative recommendations.

- More deliberately considering existing input channels, including recent engagement on specific initiatives and plans (Master Mobility Plan, Core Area Action Plan, Action Plan to Disrupt Islamophobia, Climate Emergency Action Plan, etc.), as well as through service specific data and feedback collected by Service Areas.

- More deliberately engaging leaders from across the organization to engage their networks and community partners in the development of the Plan.

In addition to the above-noted efforts and considerations, there will be ongoing opportunities for public input through the City's various channels and GetInvolved – the City's online engagement platform. This broader engagement will mirror Council's process, providing an opportunity for all City staff and members of the public to provide specific feedback at each stage of the strategic planning process.

Toolkits and assets will also be available to Members of Council to share information about engagement opportunities or host a Ward or community meeting should they wish to do so. Community-focused resources will also be available throughout the process.

The following provides a brief overview of planned engagement through each phase of strategic planning. Additional details about each phase will be provided to Council throughout the process.

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

  - Launch community engagement on development of the 2023-2027 Strategic Plan seeking input on the vision, mission, and values.

  - 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 on 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.

- **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.

## 2.6 Setting the Context

Several key background resources have been provided as part of this report to support Council's deliberations on the 2023-2027 Strategic Plan. These resources are described on the following page, and attached as appendices. Additional contextual information, including community engagement feedback, will be provided to Municipal Council throughout the process as it becomes available.

### Community Profile – Environics (Appendix A)

This report, prepared by Environics Analytics, provides population-level insights into the current and projected state of demographic, economic, and social trends in London. This includes information about demographics, housing, income, education, employment, demographics, population projections, discrimination and safety, post-COVID recovery, and businesses in London.

The report also includes "index" scores that measure how similar or different the London data is when compared to Ontario overall, where an index score of 100 indicates that London and Ontario are equal. Scores above or below 100 illustrate whether a particular statistic in London is higher or lower than the provincial average, respectively.

### Resident Satisfaction Survey – Data on Community Priorities (Appendix B)

The City's annual Resident Satisfaction Survey provides Londoners with an opportunity to share their perspectives and perceptions of key issues in our community. It covers a

wide range of topics including top of mind issues, priorities over the next four years, quality of life, value for tax dollars, satisfaction with municipal services and experiences with City staff, and welcoming and belonging.

For reference, the results from the "Most Important Issues" and "Four Year Priorities" questions are attached to this report. The full results of the Resident Satisfaction Survey are available through a report under separate title, *2022 Annual Resident Satisfaction Survey, SPPC Report, December 12, 2022.*

**Council-Elect Engagement Conversations – Summary of Themes (Appendix C)**

Civic Administration spoke individually to City Council members following the 2022 Municipal Election, gathering input on what Londoners told them through conversations during the election period. Council members were asked the following three questions:

- What were the top three to five priorities you heard while engaging with Londoners over the last few months (door-to-door, social media, meetings, etc.)?

- What was the "single" most important message you heard talking to Londoners over the last few months?

- What do you think Council should achieve over the next 4 years?

Feedback received through these interviews have been compiled into themes and attached as reference.

**2022 City of London Political, Economic, Social, Technological (PEST) Analysis (Appendix D)**

The purpose of a PEST analysis is to develop an understanding of the external factors that affect an organization. The PEST provides items to consider during decision making and strategic plan development. PEST definitions are as follows:

- **Political**: refers to the external political factors that may help or hinder the business and services that the City of London provides. Examples include employment regulations, other levels of government priorities and mandates.

- **Economic**: refers to the external economic factors that may help or hinder the business and services that the City of London provides. Examples include interest rates, inflation, Foreign Direct Investment.

- **Social**: refers to the external social factors that may help or hinder the business and services that the City of London provides. Examples include attitudes and behaviours, consumer trends, social and demographic trend research, health and wellbeing, and quality of life.

- **Technological**: refers to the external technology factors that may help or hinder the business and services that the City of London provides. Examples include artificial intelligence, cyber security, remote work.

Civic administration, agencies, boards, and commissions worked together to identify the key external political, economic, social, and technological factors impacting the City of London in 2022.

**Additional Context – Other Reports**

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

As part of Council's commitment to accountability and transparency in decision-making, the Strategic Plan reporting cycle includes a number of reports that measure progress, performance, and impact of the work being done to support the implementation of the

2019-2023 Strategic Plan. Specific reports that are relevant to the 2023-2027 Strategic Plan discussions include the:

1. **Semi-Annual Progress Report**: The Semi-Annual Progress Report (released every May and November) tracks progress and monitors implementation of Council's Strategic Plan. The November 2022 Progress Report, available through a report under separate title provides an update on the actions taken over the second and third quarters of 2022.

2. **Annual Performance Report**: The Annual Performance Report answers the question 'Did we do what we set out to do?' It is a tool to measure the annual performance of the Strategic Plan by assigning metrics (aggregate, quantifiable measures) to each strategy, expected result, and outcome in the Strategic Plan. 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. Performance Reports were completed for 2020 and 2021.

3. **Impact Assessment**: The Impact Assessment answers the question 'How has London changed as a result of the implementation of the Strategic Plan?' Completed every four years, it analyzes the performance data across all years, reporting on the change over time and therefore the impact over the life of the Plan. The 2020-2022 Impact Assessment examines individual results from all service areas, agencies, boards, and commissions based on performance data gathered between 2020-2022. Using 2020 as the baseline reporting year, the data reported was analyzed to understand the cumulative change across all three years. In addition to quantitative data, qualitative data was also examined.

Each of these reports serve a distinct purpose and can be used to help inform the development of the 2023-2027 Strategic Plan. The November 2022 Semi-Annual Progress Report and 2020-2022 Impact Assessment are available through a report under a separate title, *November 2022 Semi-Annual Progress Report and 2020-2022 Impact Assessment, SPPC Report, December 12, 2022*.

## Conclusion

The City of London's Strategic Plan defines the mission, vision, 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**