

## 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: Setting the Vision, Mission, Values, Strategic Areas of Focus, Outcomes, and Expected Results

**Date:** January 11, 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: Setting the Vision, Mission, Values, 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 vision, mission, values, 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, 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 11, 2023, meeting of the Strategic Priorities and Policy Committee, Council will begin to set key elements of the 2023-2027 Strategic Plan, including the vision, mission, values, 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 key 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.

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

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

As outlined in the December 12, 2022, report to the Strategic Priorities and Policy Committee entitled “Developing the 2023-2027 Strategic Plan: Proposed Approach and Setting the Context,” the 2023-2027 Strategic Plan will be prepared using the following structure:



### 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.
- **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**

## 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 is provided on the added agenda for 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, 2023, SPPC meeting.
  - Community engagement gathered through 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 draft 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.

## 2.0 Discussion and Considerations

### 2.1 January 11, 2023, SPPC: Setting Key Elements of the Strategic Plan

At the January 11, 2023, meeting of the SPPC, Council will begin to set key elements of the 2023-2027 Strategic Plan, including the vision, mission, values, strategic areas of focus, outcomes, and expected results. It is anticipated that at the end of this meeting, Council will have developed the proposed version(s) of the vision, mission, and values, noting there may be more than one option for each of the elements. It is also anticipated that Council will provide initial feedback and direction on the strategic areas of focus, outcomes, and expected results.

As outlined in the community engagement approach, engagement will continue and content will be updated based on Council's progress on the vision, mission, and values, strategic areas of focus, outcomes, and expected results. Feedback gathered during this next phase will be presented at the February 7, 2023, SPPC meeting.

### 2.2 Vision, Mission, and Values

#### Vision and Mission

The vision sets direction and is an aspirational, future-focused statement that sets direction. The mission articulates our purpose as an organization.

The vision and mission from the 2019-2023 Strategic Plan are noted below and can be used as a starting point for Council to begin to set the vision and mission.

- 2019-2023 Vision: A leader in commerce, culture and innovation – our region’s connection to the world.
- 2019-2023 Mission: A responsive and modern public service partner that fosters change to build a better London for all.

## Values

Values are the core principles and ideals that inform the individual and collective work of an organization.

The 2019-2023 Strategic Plan included the following values:

- Good Governance
- Driven by Community
- Acting with Compassion
- Moving Forward through Innovation

**Draft values are attached in Appendix A for Council’s consideration.** These values are an evolution of the 2019-2023 values and were developed based on themes identified during council-elect engagement conversations, recent engagements that have taken place across the community, a scan of other municipal strategic plans, and input from Civic Administration and the City’s Agencies, Boards, and Commissions.

Community engagement to date on vision, mission, and values will be included on the January 9, 2023, SPPC Added Agenda.

## **2.3 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 B 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 engagement 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 in Appendix C for Council's consideration.**

## **2.4 Next Steps**

Following this meeting the City's engagement platform – GetInvolved – will be updated to reflect Council's progress and direction on the vision, mission, values, strategic areas of focus, outcomes, and expected results. This will include the proposed version(s) of the vision, mission, and values.

Based on Council's direction, Civic Administration will also work to revise and update as required the draft strategic areas of focus, outcomes, and expected results. Council will review and debate the updates arising from this meeting at the February 7, 2023, SPPC meeting. Staff will also provide an update on community engagement to date at this meeting.

## **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

## Appendix A

### Council's 2023-2027 Strategic Plan

#### Purpose

This document is intended to support Council's discussions on the Vision, Mission, and Values for the 2023-2027 Strategic Plan. It includes definitions of each component, as well as the corresponding statements from the 2019-2023 Strategic Plan. Draft Values have been provided for consideration.

Spacing/page breaks have been included to simplify reference during Committee work.

#### Vision, Mission, and Values

##### 1. Vision

###### Definition/Purpose:

The Vision is an aspirational, future-focused statement that sets direction and serves as the foundation for decisions made throughout the life of the plan.

###### 2019-2023 Vision Statement:

A leader in commerce, culture, and innovation – our region's connection to the World.

##### 2. Mission

###### Definition/Purpose:

The Mission communicates our purpose as an organization – who we are, what we do, and who we do it for.

###### 2019-2023 Vision Statement:

A responsive and modern public service partner that fosters change to build a better London for all.

### **3. Values**

#### **Definition/Purpose:**

Our values are the core principles and ideals that inform everything we do. They set the standards of behaviour, serving as a touchstone against which any decision or action can be assessed.

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

Good Governance  
Driven by Community  
Acting with Compassion  
Moving Forward through Innovation

#### **Draft 2023-2027 Strategic Plan Values**

##### **Reconciliation, Equity, and Inclusion**

We acknowledge that systemic racism and oppression exist within our corporation and our community. As public servants, we are committed to the ongoing process of learning, unlearning, and critical self-reflection required to ensure our work reflects the needs of all Londoners.

##### **Collaborative Partnerships**

We recognize that we cannot achieve our goals alone, and that effective partnerships with residents, community organizations, institutions, neighbourhoods, business groups, other governments, unions, and associations are essential to advancing our shared priorities. We commit to building collaborative, mutually beneficial relationships to deliver results for the people we serve.

##### **Accountability and Trust**

As public servants we are accountable to the community we serve and recognize that trust is earned. We are committed to providing efficient and effective services and supporting two-way communication with the community to measure our performance and identify areas for improvement.

##### **Sustainability and Affordability**

We recognize our essential role in planning for London's long-term future. We are committed to thinking and acting to support the sustainability of all aspects of our community – including the social, financial, environmental, economic, and overall wellbeing of Londoners. We also recognize the importance of affordability in quality of life and use any levers in our control to support a more affordable and equitable community.

##### **Continuous Improvement and Transformation**

We strive to do better every day. We engage in continuous learning and reflection, collect, and consider feedback, and act on opportunities for incremental improvements to deliver better outcomes for Londoners.

## Appendix B

### 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 C

### 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.
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##### 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.
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##### 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.
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**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.
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**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 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 inter-personal violence including, but not limited to, sexual harassment, sexual assault, domestic violence, sexual exploitation, and human trafficking.

\*\*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.
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**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.
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**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.
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**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.
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**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.
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**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.
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**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.
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**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.
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**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.