



London
CANADA

Council's Strategic Plan 2023-2027

January 11, 2023, SPPC



Outline

1. Review of Purpose, Approach, and Timelines
2. Community Engagement Update
3. Vision, Mission, and Values
4. Strategic Areas of Focus, Outcomes, Expected Results
5. Next Steps



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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 (First Progress Report)



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, Areas of Focus, Outcomes, Expected Results

February 7

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

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April 4

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2023-2027 Strategic Plan Approval

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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 mission, vision, 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.

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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

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

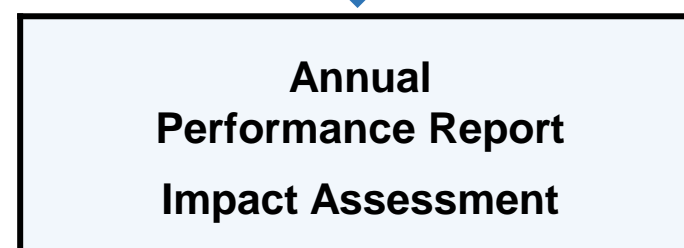
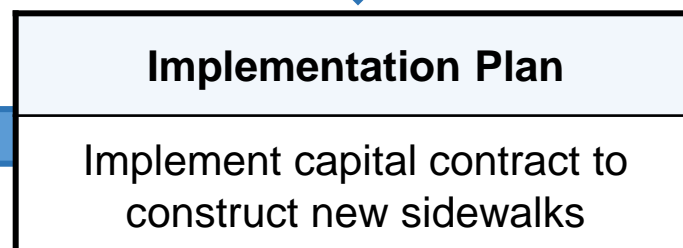
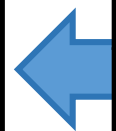
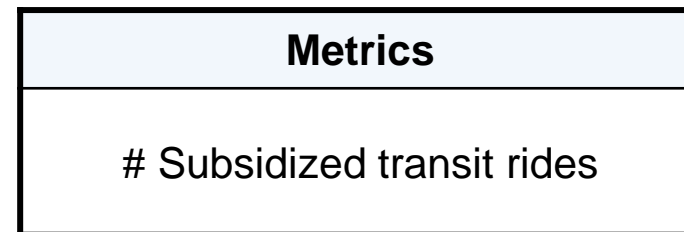
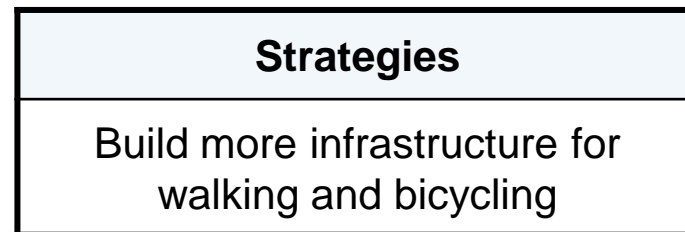
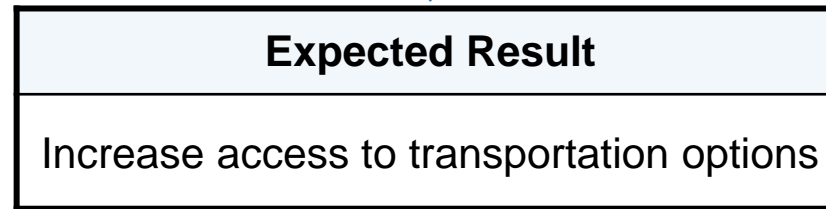
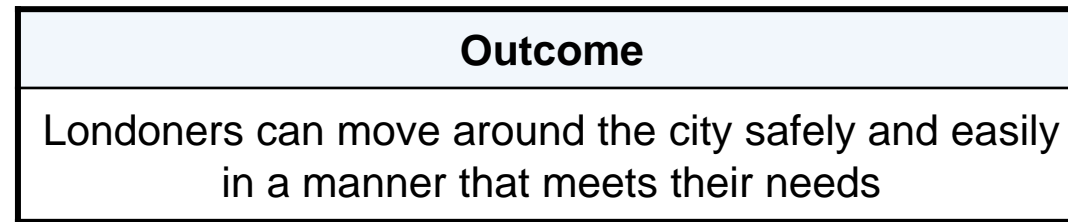
Metrics | Measure progress

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Strategic Plan Structure - Example





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Community Engagement Update



Community Engagement Update

- Gathering input from the City's agencies, boards, commissions and other key organizational and community partners has continued.
- Engagement on the 2023-2027 Strategic Plan launched on December 14 across various channels (GetInvolved, billboards, radio ads, socials, etc.).
- Through this first phase of community engagement, Londoners were asked to weigh in on the 2019-2023 vision, mission, and values through our GetInvolved platform.
- 51 survey responses received through GetInvolved between December 14 and January 6 and key themes were identified.



Community Engagement Update

Vision

- Nearly half of the 51 respondents on GetInvolved stated that the 2019-2023 vision statement is still relevant.
- Comments from respondents who said the vision statement is not still relevant focused mostly on the following themes:
 - More local focus – addressing local challenges first; leading locally, nationally, rather than globally
 - Needs more focus on people
 - Missing anti-racism, equity, inclusion
 - Missing sustainability, environmental stewardship
 - Statement should be more unique and more relevant



Community Engagement Update

Mission

- The majority of respondents (42) on GetInvolved felt that the 2019-2023 mission is still relevant.
- Of those who felt that it is no longer relevant, key themes identified included:
 - Not just responsive, be proactive
 - City should be a leader, not just a partner
 - Prioritize evidence-based solutions
 - Ensure that residents can understand and connect with the statement



Community Engagement Update

Values

- The majority of respondents (35) on GetInvolved felt that the 2019-2023 values are still relevant.
- Of those who felt that it is no longer relevant, key themes identified included:
 - Leadership
 - Sustainability – environmental and fiscal
 - Equity
 - Values need to be inspirational and resonate with Londoners



Community Engagement Update

Community Priorities

- Many respondents on GetInvolved also identified community priorities as part of their responses. These included:
 - Housing affordability
 - Homelessness, mental health, and addictions
 - Equity and inclusion
 - Community safety
 - Infrastructure and municipal services

Other

- Make document links easier to find
- Have more focused survey questions

Council's 2023-2027 Strategic Plan

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



Approach for today

- **Vision** – small group discussions (30 minutes)
- **Mission, Values** – small group discussions (30-45 minutes)
- **Strategic Areas of Focus, Outcomes, Expected Results** – full group discussion, deliberation and direction



Vision Statement

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.



Vision Statement

Working Session (30 minutes)

- Council breaks into three small groups of 4 to 5
- Each group develops proposed version(s) of the vision
- Each group shares their proposed version(s)
- Council determines direction on preliminary version(s) of the vision



Mission Statement

Definition/Purpose:

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

2019-2023 Mission Statement:

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



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
- Collaborative Partnerships
- Accountability and Trust
- Sustainability and Affordability
- Continuous Improvement and Transformation

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.



Mission Statement and Values

Working Session (30-45 minutes)

- Council breaks into three small groups of 4 to 5
- Each group develops proposed version(s) of the mission and values
- Each group shares their proposed version(s)
- Council determines direction on preliminary version(s) of the mission and values



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

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Thank You

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