

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

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

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

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

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

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

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.