



Council's Strategic Plan 2023-2027

Strategic Priorities and Policy Committee

February 7, 2023



Outline

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



London
CANADA

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.

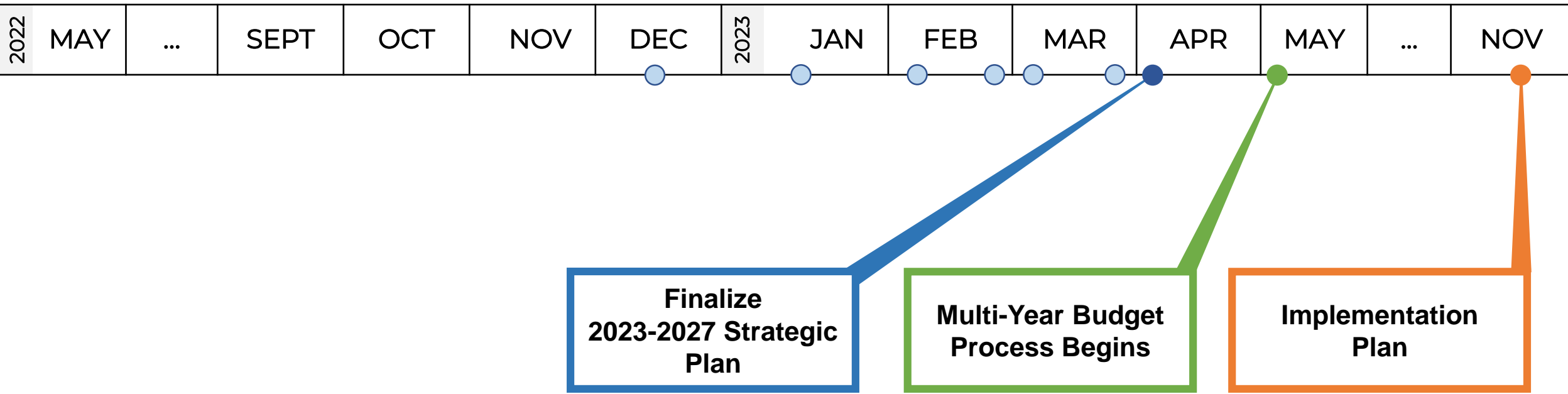


Strategic Plan Development Timeline

Municipal Election

Open Public Engagement

Direct Engagement – ABCs / Community Partners / Service Areas





Strategic Plan Development Timeline

Open Public Engagement

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	February 7 SPPC Set vision, mission, values, areas of focus; Revisit outcomes, expected results; Table Draft Strategies	March 8 SPPC Public Participation Meeting Finalize direction on Plan	April 4 Council 2023-2027 Strategic Plan Approval
January 23 SPPC Begin setting Strategic Areas of Focus, Outcomes, Expected Results	February 28 SPPC Review order of magnitude costing, draft metrics Further direction re: Strategies	March 28 SPPC Final Draft Plan	



Strategic Plan Engagement Timeline

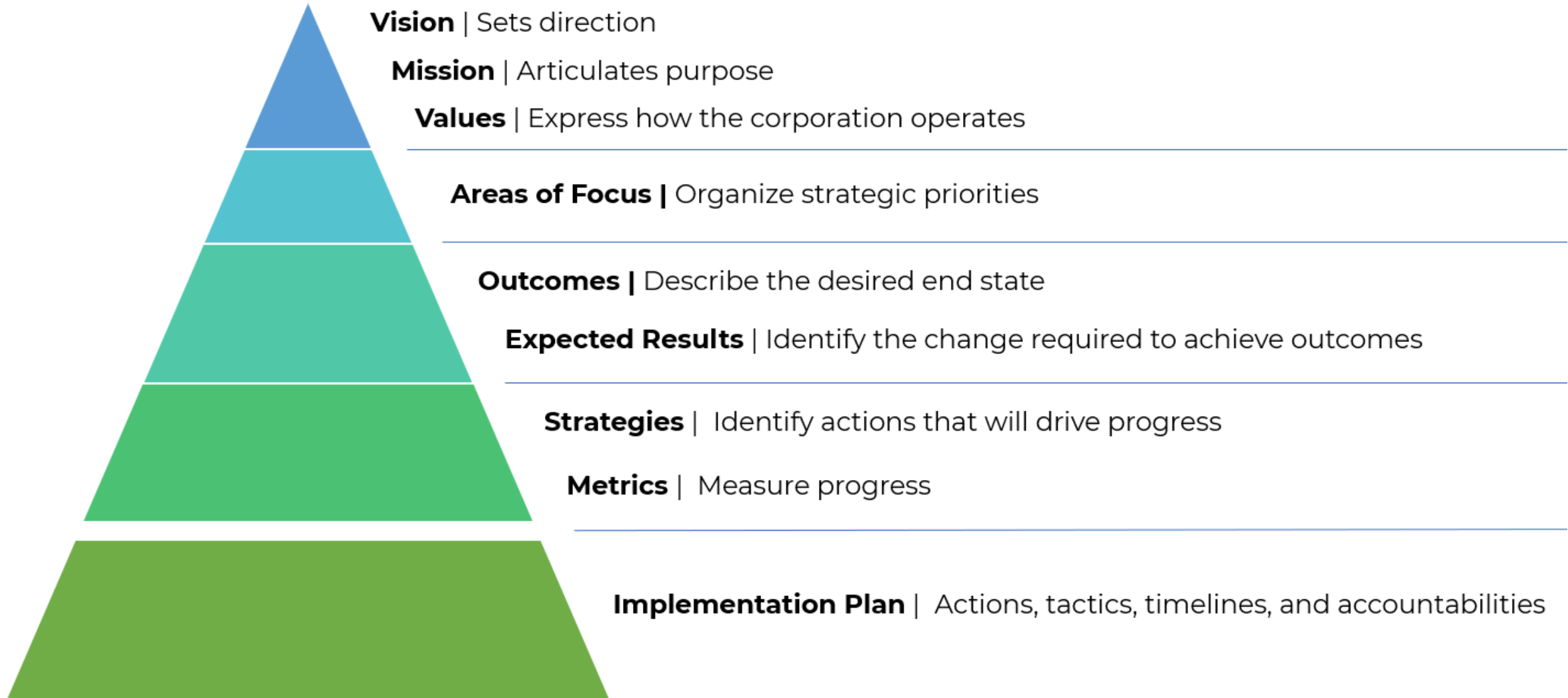
Open Public Engagement			
2019-2023 Vision, Mission, Values; Priorities; Context	Vision, Mission, Values, Strategic Areas of Focus, Outcomes, Expected Results	Strategies, Metrics	Revisit Plan, PPM

December	January	February	March
----------	---------	----------	-------

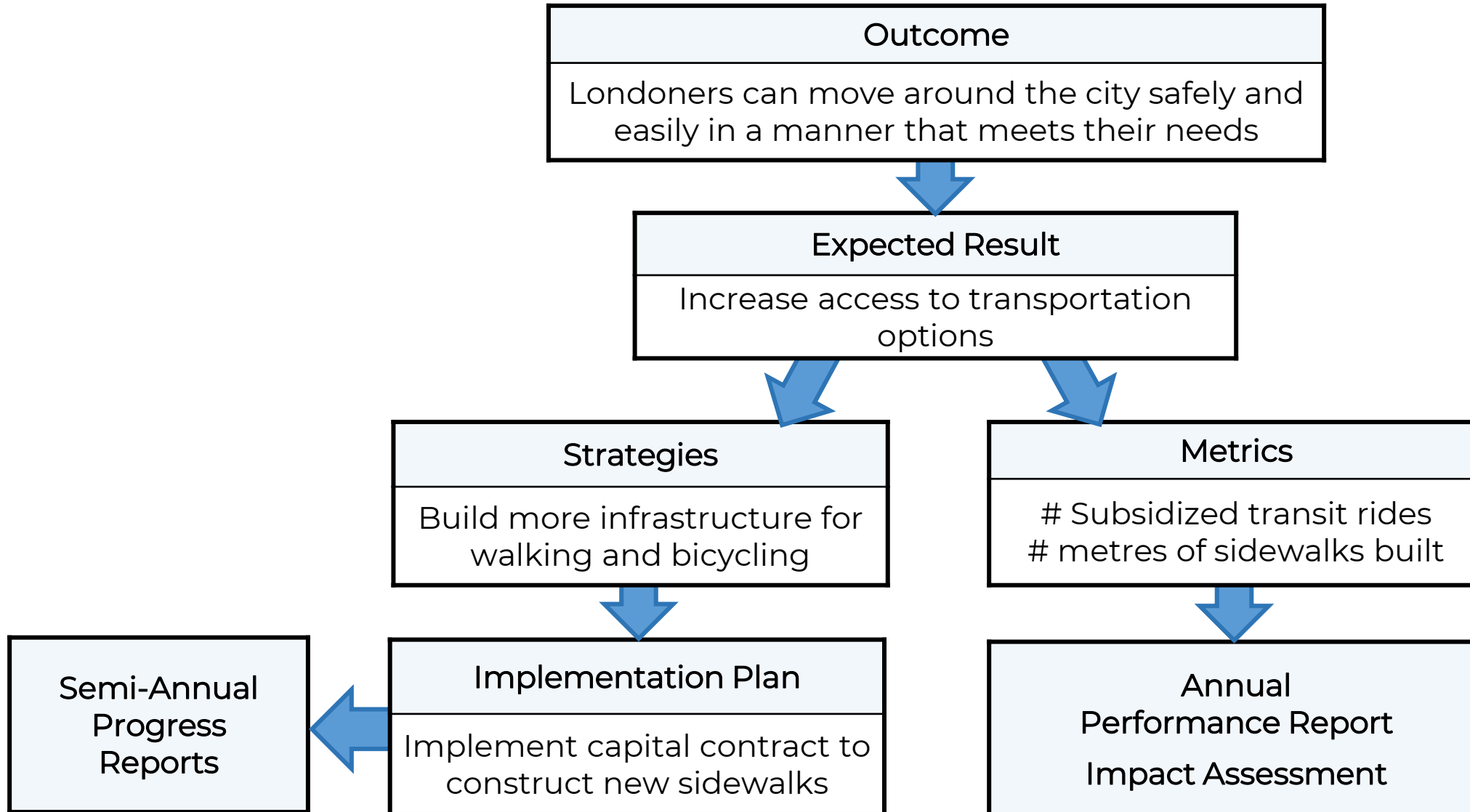
Phase 1: Dec 14 – Jan 4	Phase 2: Jan 4 - Feb 7	Phase 3: Feb 8 - Mar 8
<p>GetInvolved launches; stakeholder meetings continue.</p> <p><u>Feedback focus:</u></p> <ul style="list-style-type: none"> Existing vision, mission, and values. 	<p>GetInvolved site updated; stakeholder meetings continue.</p> <p><u>Feedback focus:</u></p> <ul style="list-style-type: none"> 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. 	<p>GetInvolved site updated; stakeholder meetings continue; Ward meetings; Public Participation Meeting.</p> <p><u>Feedback focus:</u></p> <ul style="list-style-type: none"> All strategic plan elements (vision, mission, values, areas of focus, outcomes, expected results), including strategies. Drafts updated following SPPC meetings.



Strategic Plan Structure



Strategic Plan Structure - Example





London
CANADA

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 has continued across various channels (GetInvolved, billboards, radio ads, socials, etc.).
- 152 Londoners shared their thoughts on the draft versions of the vision, mission, and values developed by Council (January 13 – February 3).
- 86 Londoners shared their thoughts on the draft strategic areas of focus, outcomes, and expected results developed by Council (January 24 – February 3).



Vision Statement

Tell us which vision statement resonates with you the most by ranking them in order from 1 to 3.

Ranking	Draft Vision Statements
1	London is a sustainable city within a thriving region, committed to innovation and overcoming challenges to provide a safe, affordable, welcoming, and healthy future for today and for the next generation.
2	London – a welcoming and safe place, home to a thriving, inclusive community that boldly embraces innovation and opportunity for all.
3	London is a safe, thriving, inclusive community that boldly embraces innovation, where challenges are overcome and opportunities are seized.



Vision Statement

Words or ideas that are missing or require emphasis

- Safe/Safety
- Sustainable
- Inclusive
- Innovative
- Culture
- Accessible
- Affordable
- Reconciliation



Mission Statement

Tell us which mission statement resonates with you the most by ranking them in order from 1 to 3.

Ranking	Draft Mission Statements
1	The mission of the City of London is to improve quality of life through bold, proactive, responsive, and accountable public services and administration.
2	Local, collaborative government that builds a strong and vibrant community for people to live, work, and play.
3	A proactive public service leader that creates conditions for present and future generations to thrive.



Mission Statement

Words or ideas that are missing or require emphasis

- Proactive
- Accountable
- Safety
- Equity and Inclusion
- Collaborative
- Responsive
- Bold



Values Statement

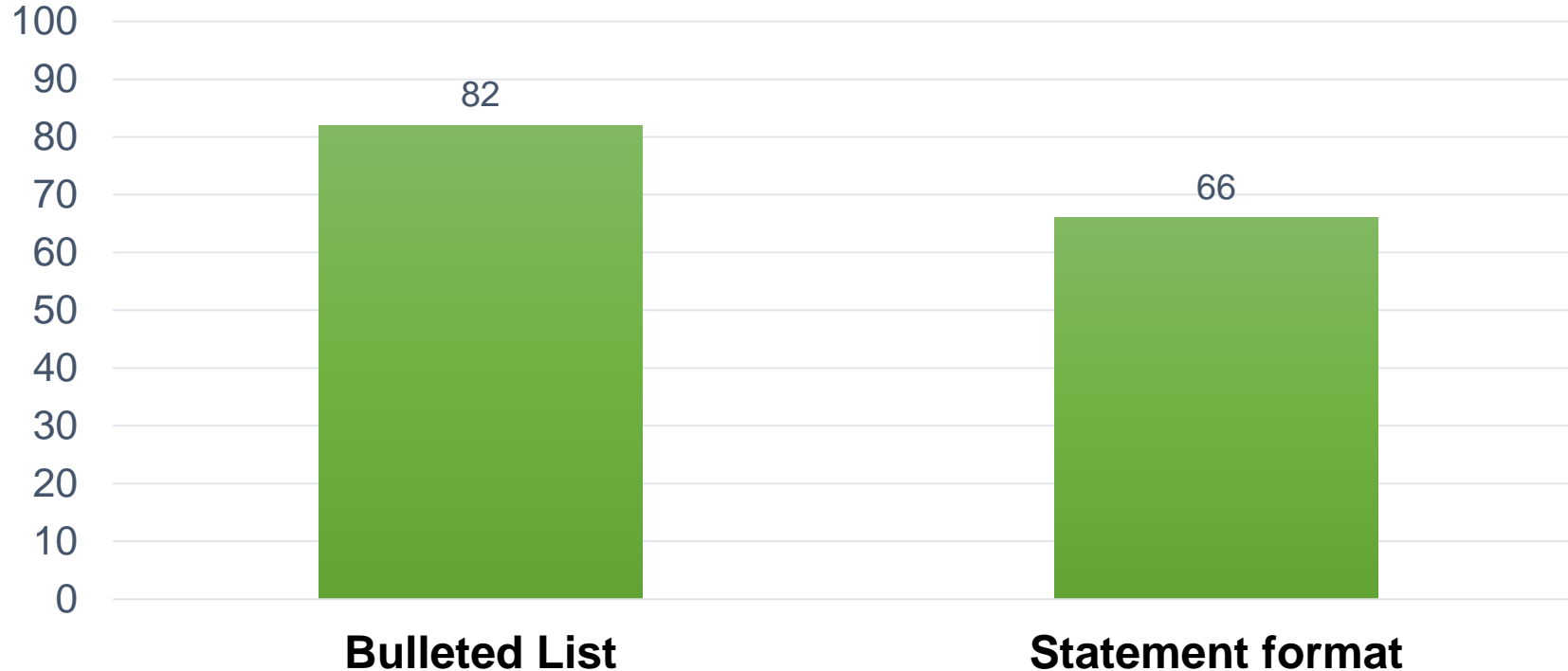
Tell us which draft set of values resonates with you the most by ranking them in order from 1 to 3.

Ranking	Statement
1	<ul style="list-style-type: none">• An affordable, prosperous, inclusive and healthy city for all Londoners.• Sustainable and forward thinking through positive collaborations.• Open and transparent decision making in the public interest to foster trust.
2	<ul style="list-style-type: none">• Inclusive and Respectful• Accountability and Trust• Compassion• Teamwork• Committed and Driven• Learning
3	<ul style="list-style-type: none">• Reconciliation, Equity, and Inclusion• Sustainability and Affordability• Collaborative Partnerships• Accountability and Trust• Innovative service delivery• Financial stewardship



Values Statement

In your opinion, do you feel the City's values are better expressed as a list of value words or as values statements?





Values Statement

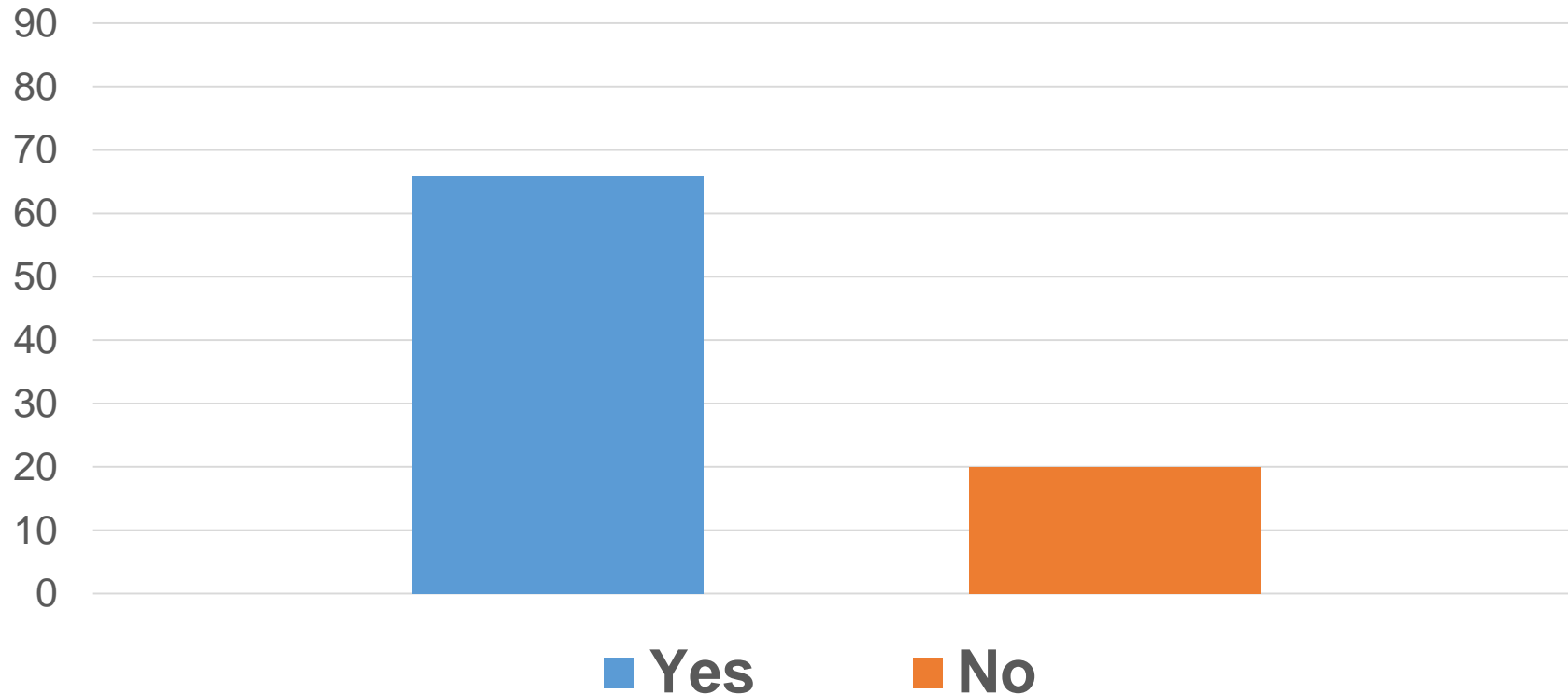
Words or ideas that are missing or require emphasis

- Safe/Safety
- Climate Action and Sustainability
- Reconciliation, Equity, Inclusion
- Innovation
- Accessible
- Compassion
- Teamwork, Collaboration



Strategic Areas of Focus

Do you agree that the following eight Strategic Areas of Focus are where Council should focus their efforts over the next four years?





Strategic Areas of Focus

In what order of importance would you rank the Strategic Areas of Focus for the 2023-2027 Strategic Plan?

1. Housing and Homelessness
2. Wellbeing and Safety
3. Mobility
4. Economic Growth, Culture and Prosperity
5. Climate Action and Sustainable Growth
6. Safe London for Women, Girls, Gender-Diverse and Trans People
7. Well-Run City
8. Reconciliation, Equity, and Inclusion



Reconciliation, Equity, and Inclusion

What is missing or requires emphasis?

- Cultural visibility/appreciation
- Indigenous-led action
- Representative workforce
- Structural change
- Education and training



Housing and Homelessness

What is missing or requires emphasis?

- Mental Health and Addictions
- Rental Affordability
- Poverty
- Provincial Advocacy
- Broader housing supply/affordability
- Intensification
- Immediate/Interim Actions on Homelessness



Wellbeing and Safety

What is missing or requires emphasis?

- Pedestrian infrastructure (sidewalks, street lighting, etc.)
- Crime prevention
- Affordability
- Active transportation



Safe London for Women, Girls, Gender-Diverse and Trans People

What is missing or requires emphasis?

- Other populations
- Accountability/reporting
- Sex Trafficking
- Equity and inclusion lens



Economic Growth, Culture, Prosperity

What is missing or requires emphasis?

- Intensification
- Affordability
- Support for small businesses
- Arts and culture
- Crime prevention and safety



Mobility

What is missing or requires emphasis?

- Sidewalk safety/repair
- Traffic safety
- Bus system improvements
- Active transportation
- Intercity transportation
- Accessibility



Climate Action and Sustainable Growth

What is missing or requires emphasis?

- Waste reduction and diversion
- Protecting natural areas/greenspace
- Sustainable development



Well-Run City

What is missing or requires emphasis?

- Council conduct/accountability
- Financial accountability
- Talent attraction and retention



Other / General Comments

Other feedback received

- Too many areas of focus, and/or the potential to combine different areas of focus
- Need to be more specific
- Use more direct/plain language

Developing Council's 2023-2027 Strategic Plan



Approach for today

- **Providing direction to set Vision, Mission, Values** – full group discussion, deliberation and direction on the vision, mission, values
- **Revisiting Strategic Areas of Focus, Outcomes, Expected Results** – full group discussion, deliberation and direction on each Strategic Area of Focus and the associated draft Outcomes and Expected Results
- **Tabling Draft Strategies** - tabling for Council today; community engagement through to March 3; deliberation and direction at the February 28, SPPC meeting



London
CANADA

Next Steps



What is Ahead

Engagement Activities

- Kick-off phase 3 of engagement (ward/townhall meetings, engagement with Community Advisory Committees, launch of Community Conversation Toolkit, etc.)

February 28 SPPC Meeting

- Community engagement update
- Order of Magnitude costing
- Deliberate and provide direction on the draft Strategies
- Review draft metrics (how we will measure progress)



Strategic Plan Development Timeline

Open Public Engagement

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
<p>January 11</p> <p>SPPC Begin setting Vision, Mission, Values</p>	<p>February 7</p> <p>SPPC Set vision, mission, values, areas of focus; Revisit outcomes, expected results; Table Draft Strategies</p>	<p>March 8</p> <p>SPPC Public Participation Meeting Finalize direction on Plan</p>	<p>April 4</p> <p>Council 2023-2027 Strategic Plan Approval</p>
<p>January 23</p> <p>SPPC Begin setting Strategic Areas of Focus, Outcomes, Expected Results</p>	<p>February 28</p> <p>SPPC Review order of magnitude costing, draft metrics Further direction re: Strategies</p>	<p>March 28</p> <p>SPPC Final Draft Plan</p>	



Strategic Plan Engagement Timeline

Open Public Engagement			
2019-2023 Vision, Mission, Values; Priorities; Context	Vision, Mission, Values, Strategic Areas of Focus, Outcomes, Expected Results	Strategies, Metrics	Revisit Plan, PPM

December	January	February	March
----------	---------	----------	-------

Phase 1: Dec 14 – Jan 4	Phase 2: Jan 4 - Feb 7	Phase 3: Feb 8 - Mar 8
<p>GetInvolved launches; stakeholder meetings continue.</p> <p><u>Feedback focus:</u></p> <ul style="list-style-type: none"> Existing vision, mission, and values. 	<p>GetInvolved site updated; stakeholder meetings continue.</p> <p><u>Feedback focus:</u></p> <ul style="list-style-type: none"> 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. 	<p>GetInvolved site updated; stakeholder meetings continue; Ward meetings; Public Participation Meeting.</p> <p><u>Feedback focus:</u></p> <ul style="list-style-type: none"> All strategic plan elements (vision, mission, values, areas of focus, outcomes, expected results), including strategies. Drafts updated following SPPC meetings.



London
CANADA

Thank You

london.ca