

## 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: Strategic Areas of Focus, Outcomes, and Expected Results

**Date:** January 23, 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: 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 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, values, 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 23, 2023, meeting of the Strategic Priorities and Policy Committee, Council will continue to set key elements of the 2023-2027 Strategic Plan, including the 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 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.

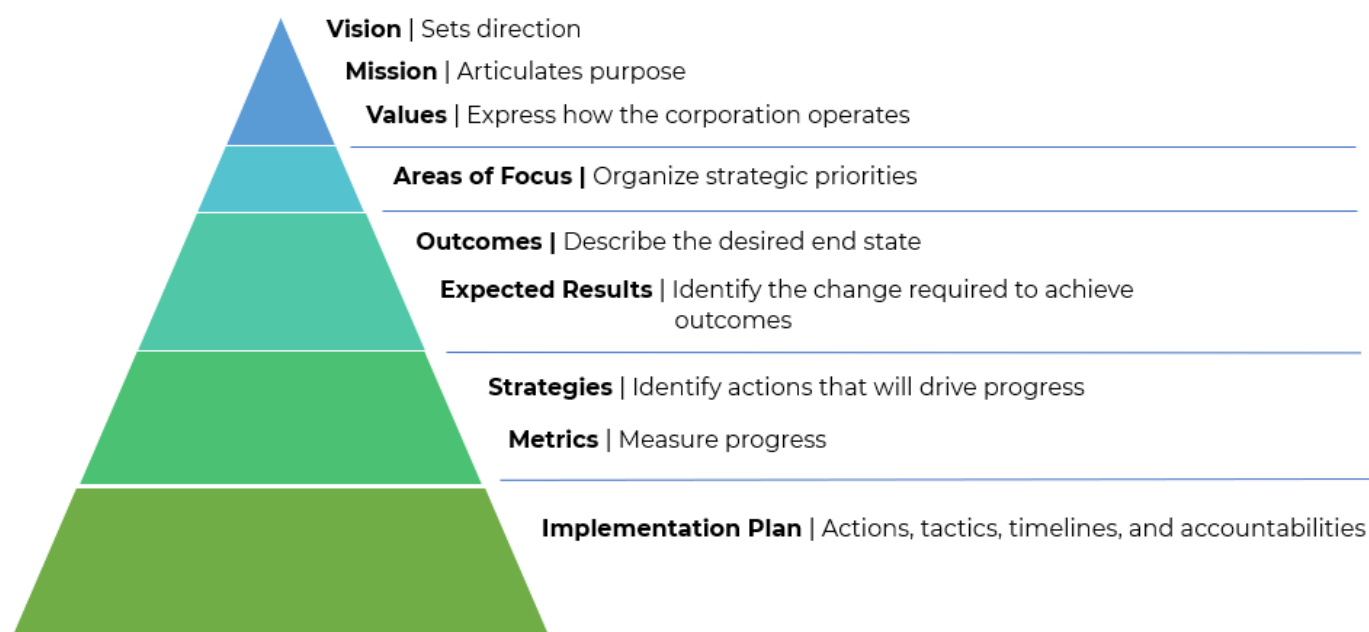
##### **2023-2027 Strategic Plan:**

Strategic Priorities and Policy Committee (SPPC): December 12, 2022; January 11, 2023.

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

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

The 2023-2027 Strategic Plan will be prepared using the following structure:



The approval of the 2023-2027 Strategic Plan will be immediately followed by the kick-off of the 2024-2027 Multi-Year Budget. Civic Administration will also work to build an Implementation Plan which identifies the key actions, tactics, timelines, and accountabilities required to deliver on the strategies of the Strategic Plan.

It is through the Multi-Year Budget process that Council will determine the allocation of resources that will set the pace of implementation for the Strategic Plan over the next four years. Upon approval of the Multi-Year Budget, the Strategic Plan metrics, targets, and actions may need to be adjusted to reflect the decisions made during the budgeting process.

### Accountability and Transparency

As part of our commitment to accountability and transparency, there are a number of mechanisms used to report on the implementation of Council's Strategic Plan.

Once the Implementation Plan has been developed, Council and the community will receive regular updates on the progress being made to advance the actions and tactics through Semi-Annual Progress Reports each May and November. These reports include the areas responsible for each action and tactic, target end dates, and accomplishments and variances in relation to each action and tactic.

Annual Performance Reports are provided to Council and the community every May, beginning in the year following Council's approval of the Multi-Year Budget. Performance Reports answer the question, "Did we do what we set out to do?" 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. It also serves as the foundation for the Impact Assessment.

At the end of the life of the Plan an Impact Assessment will be completed. The Impact Assessment answers the question "How has London changed as a result of the implementation of the Strategic Plan?" It analyzes the performance data across all years, reporting on the change over time and therefore the impact of the Strategic Plan over the life of the Plan.

## 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.
- **January 23, 2023: Continuing to Set Key Elements of the Strategic Plan**
  - Council reviews, deliberates, and provides direction on the 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**
- **November 2023: Implementation Plan presented to Council**

## 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 was provided at 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 and January 23, 2023, SPPC meetings.
  - Community engagement gathered through this phase will be presented at the February 7, 2023, SPPC 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, SPPC meeting.

## **2.0 Discussion and Considerations**

### **2.1 January 23, 2023, SPPC: Strategic Areas of Focus, Outcomes, Expected Results**

Continuing from the January 11, 2023, meeting of the SPPC, Council will continue to set key elements of the 2023-2027 Strategic Plan, focusing on the strategic areas of focus, outcomes, and expected results. It is anticipated that at the end of this meeting, Council will provide initial feedback and direction on the strategic areas of focus, outcomes, and expected results.

### **2.2 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 A 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 engagements 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 as Appendix B for Council's consideration.**

### **2.3 Next Steps**

Community engagement continues on the draft vision, mission, and values statements developed by Council at the January 11, 2023, meeting of the SPPC through the City's engagement platform – GetInvolved.

Following this meeting GetInvolved will be updated to reflect Council's progress and direction on the strategic areas of focus, outcomes, and expected results. All feedback gathered during this time will be presented at the February 7, 2023, SPPC meeting.

## **Conclusion**

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