

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: Continuing to Set Key Elements of the Strategic Plan

Date: February 7, 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: Continuing to Set Key Elements of the Strategic Plan” BE RECEIVED for information; and,
- b) Municipal Council BE REQUESTED to provide the Civic Administration with direction to set 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, 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 February 7, 2023, meeting of the Strategic Priorities and Policy Committee, Council will continue to deliberate on key elements of the 2023-2027 Strategic Plan. This will include providing direction to set the vision, mission, values, strategic areas of focus, outcomes, and expected results. As well, at this meeting, the draft strategies will be tabled.

Following this meeting, the City’s engagement platform, Get Involved, will be updated to reflect progress made by Council. This will also kick off the third phase of community engagement on Council’s Strategic Plan. This phase will see community engagement on all draft elements of the Plan and will conclude with a Public Participation Meeting on March 8, 2023. Feedback gathered during this phase will be themed and provided to Council.

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.

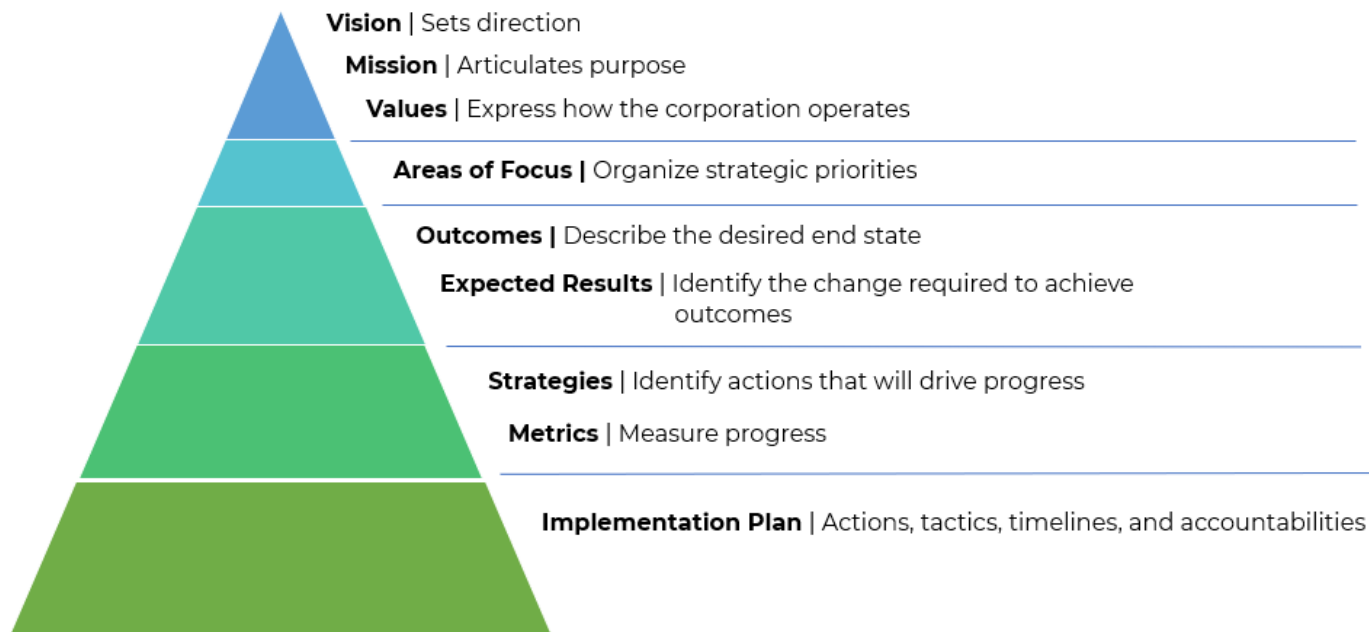
2023-2027 Strategic Plan:

Strategic Priorities and Policy Committee (SPPC): December 12, 2022; January 11, 2023; January 23, 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 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 provides direction to set the vision, mission, values, strategic areas of focus, outcomes, and expected results.
 - The draft proposed strategies will be tabled.
- **February 28, 2023: Revisit Strategies and Review Order of Magnitude Costs**
 - Council debates and provides direction on the strategies.
 - 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.
 - Launch of community conversation toolkit and engagement with Community Advisory Committees.
 - 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 and March 8, 2023, SPPC meetings.

2.0 Discussion and Considerations

2.1 February 7, 2023, SPPC: Continuing to Set Key Elements of the Strategic Plan

The February 7, 2023, SPPC meeting will build on the work and direction provided at the previous SPPC meetings regarding the Strategic Plan. At this meeting, Council will receive an update on the community engagement feedback results to date and provide direction to set the vision, mission, values, strategic areas of focus, outcomes, and expected results. The draft strategies will also be tabled at this meeting. Council will debate and provide direction on the draft strategies at the February 28 SPPC meeting.

An overview of each of these components is provided below.

2.2 Community Engagement Update

At the January 11, 2023, meeting of the SPPC, Council began deliberation on the 2023-2027 Strategic Plan and developed several draft versions of the vision, mission, and values (attached as **Appendix A**).

The draft vision, mission, and values statements were posted for community feedback on the City’s Get Involved site on January 13, 2023. Residents will be able to share their feedback on these draft statements until February 3.

Following the January 23, 2023, SPPC meeting, Get Involved was updated to reflect the progress made by Council on the strategies areas of focus, outcomes, and expected results. Residents will be able to share their feedback on these statements until February 3.

Feedback on these elements will be themed and provided to Council through the Added Agenda on February 6, 2023.

2.3 Vision, Mission, and Values

At the January 11, 2023, meeting of the SPPC, Council began deliberation on the 2023-2027 Strategic Plan. The draft versions of the vision, mission, and values are attached as **Appendix A**.

2.4 Strategic Areas of Focus, Outcomes, and Expected Results

At the January 23, 2023, meeting of the SPPC, Council began deliberation on the strategic areas of focus, outcomes, and expected results.

The following draft strategic areas of focus were set:

- Reconciliation, Equity, and Inclusion
- Housing and Homelessness
- Wellbeing and Safety
- Safe London for Women, Girls, Gender-Diverse and Trans People
- Economic Growth, Culture, and Prosperity
- Mobility
- Climate Action and Sustainable Growth
- Well-Run City

The draft strategic areas of focus and associated outcomes (desired end state) and expected results (identify the change required to achieve outcomes) are attached as **Appendix B**.

2.3 Tabling Draft Strategies

Strategies identify the actions that will drive progress towards achieving the outcomes and expected results identified in the 2023-2027 Strategic Plan.

Draft strategies (to be provided through the Added Agenda on February 6, 2023) have been developed based on the draft strategic areas of focus, outcomes, and expected results set by Council at the January 23, 2023, SPPC meeting.

Strategies are intended to reflect the key actions that will be taken to deliver on Council's 2023-2027 Strategic Plan and specifically achieve the outcomes (desired end state) and expected results (change required to achieve the outcomes) as set out in the draft Plan.

The strategies (actions that will drive progress) are a core component of the third phase of community engagement that will kick-off following the February 7 SPPC meeting. Londoners will have an opportunity to weigh in on these strategies as well as all other components of the draft 2023-2027 Strategic Plan.

Once the Strategic Plan has been set, Civic Administration will develop the Multi-Year Budget that sets the pacing and targets for implementation along with a detailed implementation plan that outlines the actions, tactics, timelines, and accountabilities associated with the delivery of Council's Strategic Plan.

2.3 Next Steps

Following this meeting Get Involved will be updated to reflect Council's progress and direction on the vision, mission, values, strategic areas of focus, outcomes, expected results, and strategies.

Londoners will have the opportunity to weigh in on all aspects of the draft 2023-2027 Strategic Plan, sharing what resonates with them, what is missing, and any other feedback they wish to provide.

As part of the third phase of engagement, opportunities will continue to be promoted through social media, digital billboard signage, radio ads, and hardcopy materials in community spaces. A community conversation toolkit will be launched that will support community members and organizations to host a conversation on the draft Strategic

Plan and submit their feedback. Other engagement mechanisms during this phase include ward/townhall meetings, and engagement with the City's Community Advisory Committees.

This phase of engagement will conclude with the Public Participation Meeting that will be held on March 8, 2023.

All feedback gathered during this time will be themed and presented to Council at the February 28 and March 8, 2023, SPPC meetings.

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

Appendix A

Council's 2023-2027 Strategic Plan Drafts for Consultation from SPPC Meeting January 11, 2023

The following reflects the draft vision, mission, and values statements that were developed by Council at the January 11, 2023, meeting of the Strategic Priorities and Policy Committee.

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.

Vision Statement Drafts for Consideration:**Statement 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.

Statement 2:

London – a welcoming and safe place, home to a thriving, inclusive community that boldly embraces innovation and opportunity for all.

Statement 3:

London is a safe, thriving, inclusive community that boldly embraces innovation, where challenges are overcome and opportunities are seized.

Mission Statement

Definition/Purpose:

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

Mission Statement Drafts for Consideration:**Statement 1:**

A proactive public service leader that creates conditions for present and future generations to thrive.

Statement 2:

Local, collaborative government that builds a strong and vibrant community for people to live, work, and play.

Statement 3:

The mission of the City of London is to improve quality of life through bold, proactive, responsive, and accountable public services and administration.

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.

Draft 2023-2027 Values

Values Set 1:

Inclusive and Respectful
Accountability and Trust
Compassion
Teamwork
Committed and Driven
Learning

Values Set 2:

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.

Values Set 3:

Reconciliation, Equity, and Inclusion
Sustainability and Affordability
Collaborative Partnerships
Accountability and Trust
Innovative service delivery
Financial stewardship

Appendix B

Draft Strategic Areas of Focus for Consultation

- Reconciliation, Equity, and Inclusion
- Housing and Homelessness
- Wellbeing and Safety
- Safe London for Women, Girls, Gender-Diverse and Trans People
- Economic Growth, Culture, and Prosperity
- Mobility
- Climate Action and Sustainable Growth
- Well-Run City

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.

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 and employment opportunities for equity-denied groups.

Housing and Homelessness

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, policies, procedures and bylaws 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.
- b) Improved quality and safety in social housing
- c) Improved safety in shelter system

Outcome 3:

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/streamlined approvals and increasing the supply of housing with a focus on achieving our intensification targets.

Wellbeing and Safety

Outcome 1:

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 safe access to public spaces, services, and supports that increase their wellbeing and quality of life.
- d) Improved emergency services response time and reporting
- e) Improved traffic safety, traffic calming
- f) Improved park maintenance and garbage collection
- g) Improved boulevard and bus shelter maintenance and garbage collection
- h) Improved wayfinding and walkability

Outcome 2:

London is an affordable and supportive community for individuals and families.

Expected Results:

- a) Housing in London is affordable and attainable.
- b) Londoners have timely/faster access to quality, affordable services.
- c) Londoners have access to key services and supports to enhance their wellbeing and resilience.

Safe London for Women, Girls, 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 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.

Economic Growth, Culture, and Prosperity

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 proactively attracts talent, business, and investment.

Outcome 2:

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) Continued growth of London's film industry.

Outcome 3:

London encourages the growth of local artistic and musical talent.

Expected Results:

- a) Londoners have more opportunities to engage in diverse arts and music events.
- b) Increased opportunities for performances or displays.
- c) Increased use of municipal and cultural spaces for local talent.

Outcome 4:

London's core area is a vibrant neighbourhood and destination of choice.

Expected Results:

- a) Increased economic activity from our core
- b) Increased residential occupancy and livability in the core area
- c) Increased commercial occupancy in the core area
- d) More cultural activities and events
- e) Increased safety in the core area

Mobility

Outcome 1:

Londoners of all identities, abilities and means can move throughout the city safely and efficiently.

Expected Results:

- a) Improved reliability, quality and safety of all modes of mobility.
- b) Increased access to sustainable mobility options.
- c) More equitable access to reliable public transportation options for people with disabilities including paratransit.
- d) Improved ridership and rider satisfaction
- e) Better connected active transportation network serving persons of all ages and abilities
- f) Public transit that better meets the needs of our workforce
- g) Improved intercity transit connections with neighbouring communities

Climate Action and Sustainable Growth

Outcome 1:

London has a strong and healthy environment.

Expected Results:

- a) London is moving towards a circular economy, including greater waste reduction and diversion.
- b) Waterways, wetlands, watersheds, and natural areas are appropriately protected and enhanced.
- c) Increased tree canopy.

Outcome 2:

London is a model for climate action and sustainability, in alignment with the Council-declared climate emergency and the Climate Emergency Action Plan.

Expected Results:

- a) London is on track to hit our 2027 emission reduction targets, 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 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.

Well-Run City

Outcome 1:

The City of London is trusted, open, and accountable in service of our community.

Expected Results:

- a) Londoners have trust and confidence in their local government.
- b) Londoners are aware of the municipal services available to them
- c) Reduced barriers to public participation in local government.
- d) Improved governance processes

Outcome 2:

Londoners experience good stewardship, exceptional and valued service.

Expected Results:

- a) Resident/business satisfaction with our services is high.
- b) Our services are designed and delivered putting the resident/business 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.
- d) London's finances are maintained in a transparent, sustainable, and well-planned manner, incorporating intergenerational equity, affordability and environmental, social, and governance considerations.

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) The City of London has effective facilities and infrastructure management.