

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee

From: Lynne Livingstone, City Manager

Subject: Developing Council's 2023-2027 Strategic Plan: Community Engagement Update

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: Community Engagement Update" BE RECEIVED for information.

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.

This report provides a summary of themes identified through the community engagement that has taken place between January 13 and February 3, 2023.

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.

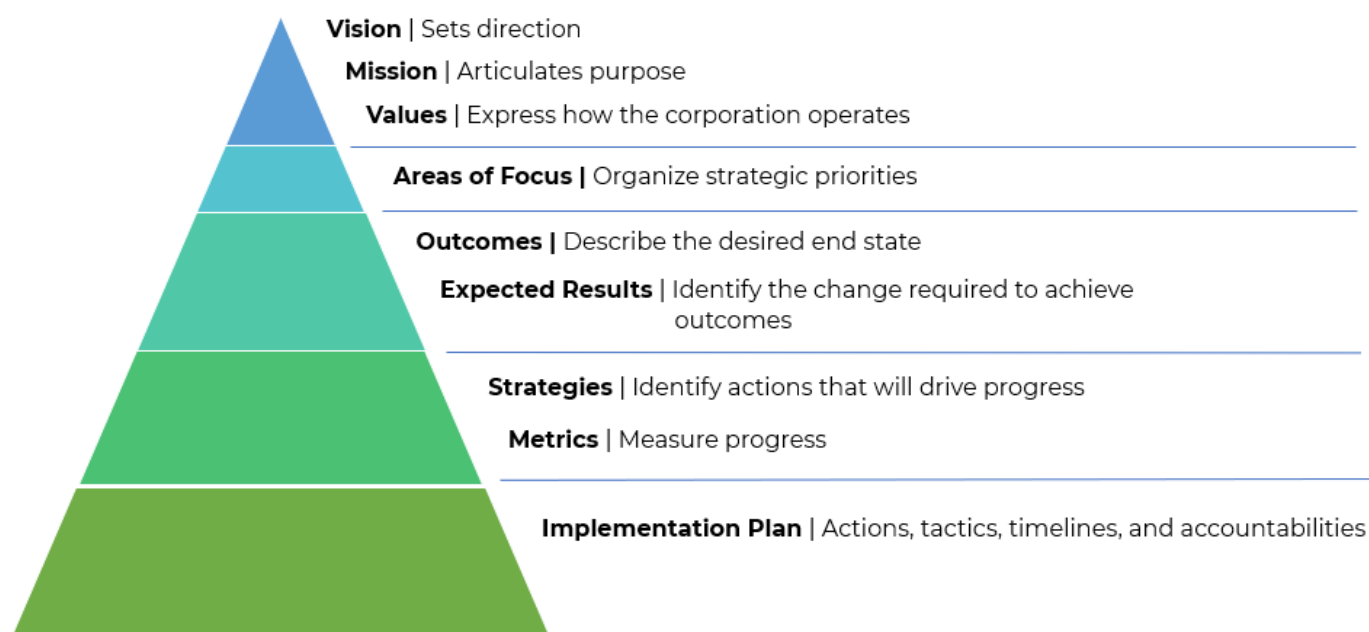
2023-2027 Strategic Plan:

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:



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.

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.

The draft vision, mission, and values statements were posted for community feedback on the City's [Get Involved](#) site on January 13, 2023. Community feedback on the draft versions of the vision, mission, and values has been themed and is attached as **Appendix A**.

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. Community feedback on the draft strategic areas of focus, outcomes, and expected results is attached as **Appendix B**.

2.3 Next Steps

This will kick-off the third phase of engagement on Council's 2023-2027 Strategic Plan. 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.

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

Community Feedback on Vision, Mission, and Values

This appendix contains feedback gathered from the community about the draft versions of the Vision, Mission, and Values that were set by Council at the January 11, 2023, meeting of the Strategic Priorities and Policy Committee. This includes community engagement results from January 13 to February 3, 2023.

1. Vision

Londoners were asked to tell us which Vision statement resonated with them the most by ranking the statements in order from one to three. The results are noted below. Rankings reflect the overall preference of survey respondents where a ranking of ‘1’ represents the statement that was most often ranked first.

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.

Londoners were also asked to indicate if there are any words or ideas that are important to them that were not captured. A thematic analysis of all feedback gathered was conducted. In many cases, Londoners also noted what they would like to see emphasized. This has also been included in the results.

What words or ideas are missing or require emphasis?

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

2. Mission

Londoners were asked to tell us which Mission statement resonated with them the most by ranking the statements in order from one to three. The results are noted below. Rankings reflect the overall preference of survey respondents where a ranking of ‘1’ represents the statement that was most often ranked first.

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.

Londoners were also asked to indicate if there are any words or ideas that are important to them that were not captured. A thematic analysis of all feedback gathered was conducted. In many cases, Londoners also noted what they would like to see emphasized. This has also been included in the results.

What words or ideas are missing or require emphasis?

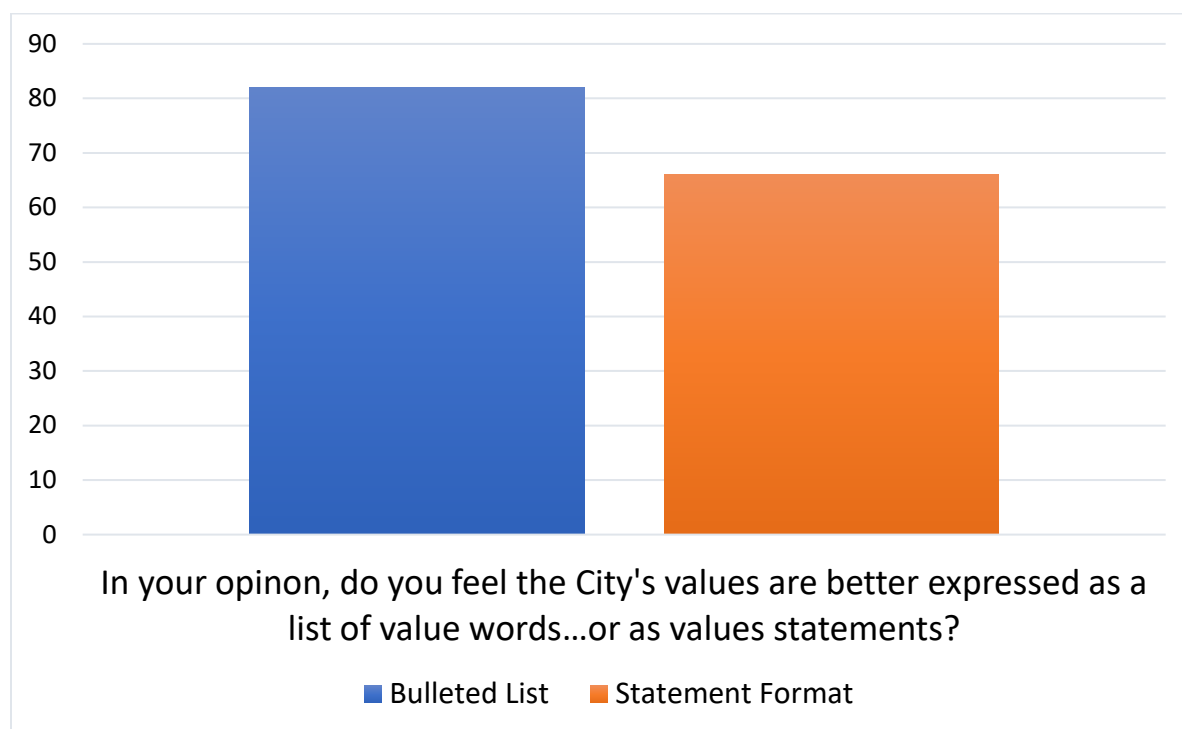
- Proactive
- Accountable
- Safety
- Equity and inclusion
- Collaborative
- Responsive
- Bold

3. Values

Londoners were asked to tell us which set of Values statements resonated with them the most by ranking the statements in order from one to three. The results are noted below. Rankings reflect the overall preference of survey respondents where a ranking of '1' represents the statement that was most often ranked first.

Ranking	Draft Values Statements
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

In relation to the draft Values statements, Londoners were asked if the City's values are better expressed as a list of value words or as values statements. The chart below shows the results.



Londoners were also asked to indicate if there are any words or ideas that are important to them that were not captured. A thematic analysis of all feedback gathered was conducted. In many cases, Londoners also noted what they would like to see emphasized. This has also been included in the results.

What is missing or requires emphasis?

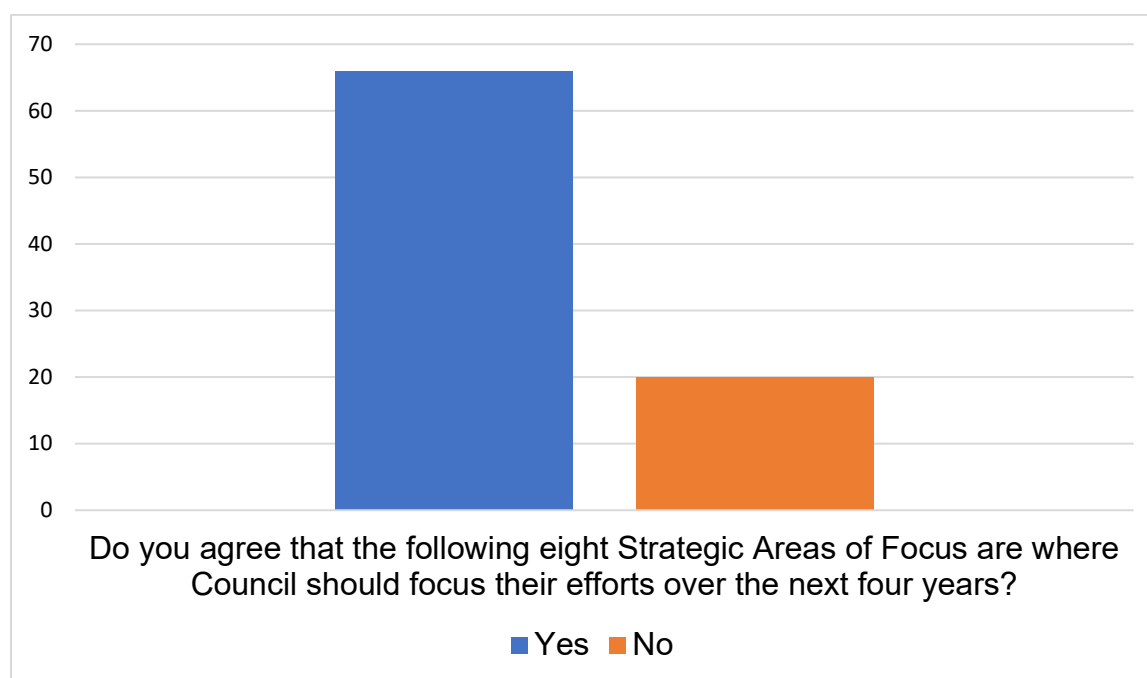
- Safe/Safety
- Climate Action and Sustainability
- Reconciliation, Equity, Inclusion
- Innovation
- Accessible
- Compassion
- Teamwork, Collaboration

Community Feedback on Strategic Areas of Focus, Outcomes, and Expected Results

This appendix contains early feedback gathered from the community about the draft Strategic Areas of Focus, Outcomes, and Expected Results that were developed by Council at the January 23, 2023, meeting of the Strategic Priorities and Policy Committee. This includes community engagement results from January 24 to February 3, 2023.

Strategic Areas of Focus

Londoners were asked if the eight Strategic Areas of Focus are where Council should focus their efforts over the next four years. The results are listed below.



Londoners were asked to rank the Strategic Areas of Focus in order of importance for the 2023-2027 Strategic Plan. The results below are listed in descending order, beginning with the Strategic Area of Focus that was most often ranked first.

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

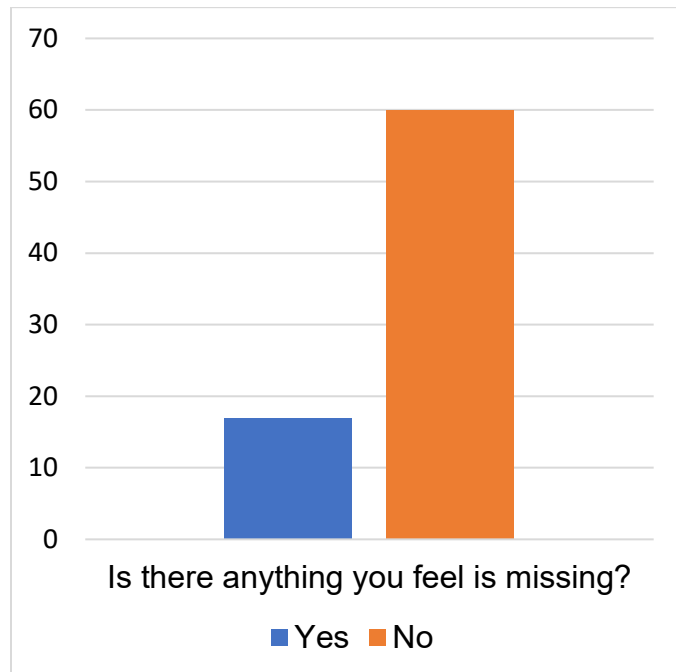
Strategic Areas of Focus, Outcomes, and Expected Results

In reviewing each Strategic Area of Focus and related Outcomes and Expected Results, Londoners were asked to provide comments if they felt anything was missing.

For the comments that were received about what might be missing from the draft Outcomes and Expected Results, a thematic analysis was conducted, and comments were aligned to common themes. These comments are organized by Strategic Area of Focus. In some cases, Londoners provided feedback on items or theming that should be emphasized. These have also been noted below.

Reconciliation, Equity and Inclusion

In relation to the Reconciliation, Equity and Inclusion Strategic Area of Focus, Londoners were asked if anything was missing. The results are noted in the chart below.

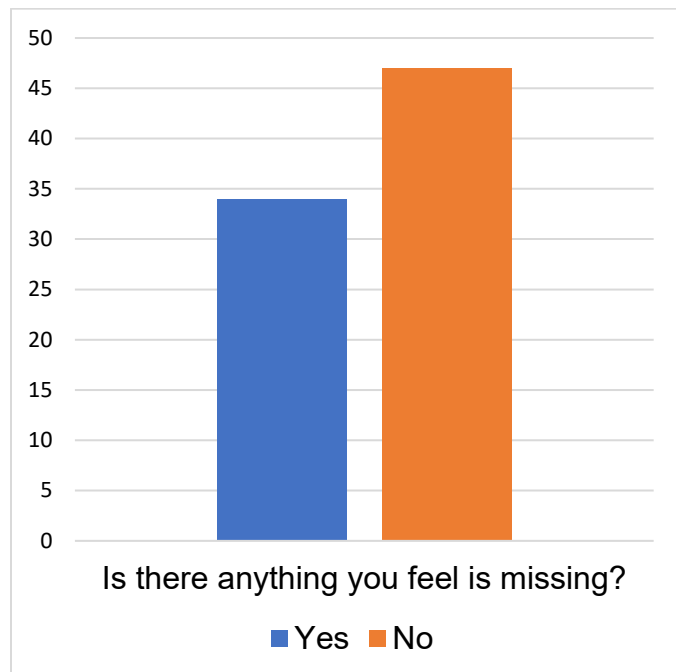


What is missing or requires emphasis?

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

Housing and Homelessness

In relation to the Housing and Homelessness Strategic Area of Focus, Londoners were asked if anything was missing. The results are noted in the chart below.



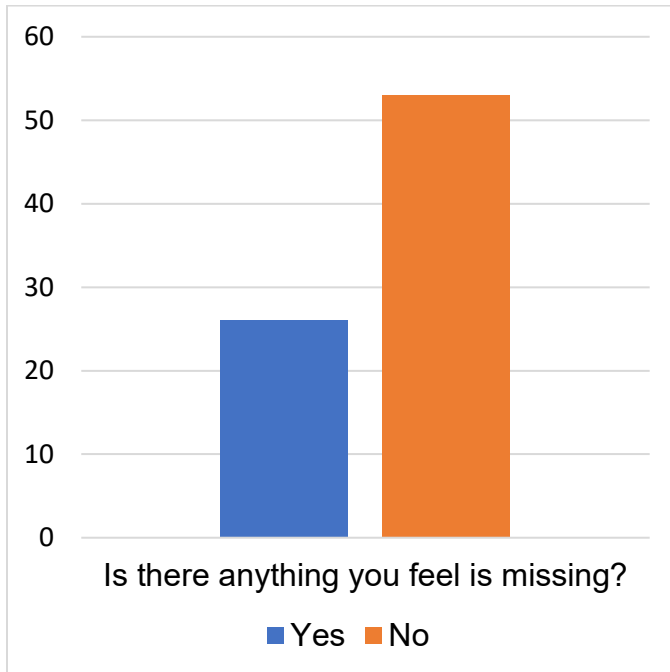
What is missing or requires emphasis?

- Mental Health and Addictions
- Rental Affordability
- Poverty
- Provincial Advocacy
- Broader housing supply/affordability

- Intensification
- Immediate/Interim Actions on Homelessness

Wellbeing and Safety

In relation to the Wellbeing and Safety Strategic Area of Focus, Londoners were asked if anything was missing. The results are noted in the chart below.

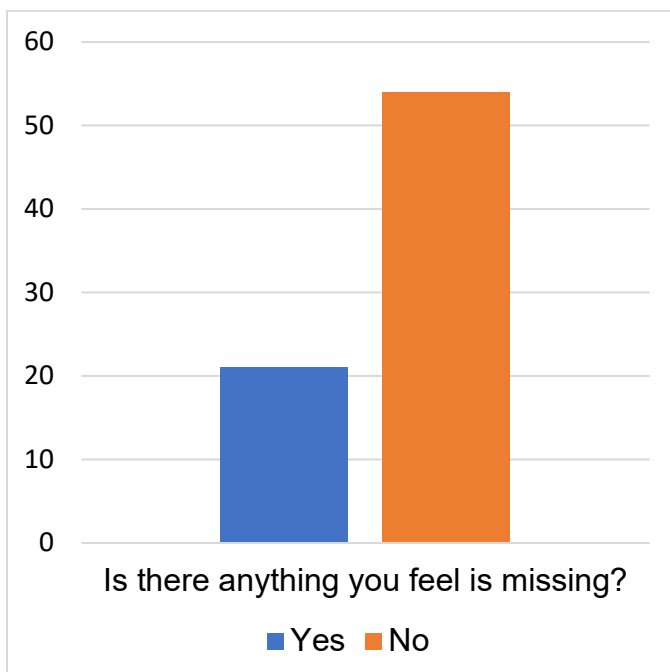


What is missing or requires emphasis?

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

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

In relation to the Safe London for Women, Girls, Gender-Diverse and Trans People Strategic Area of Focus, Londoners were asked if anything was missing. The results are noted in the chart below.

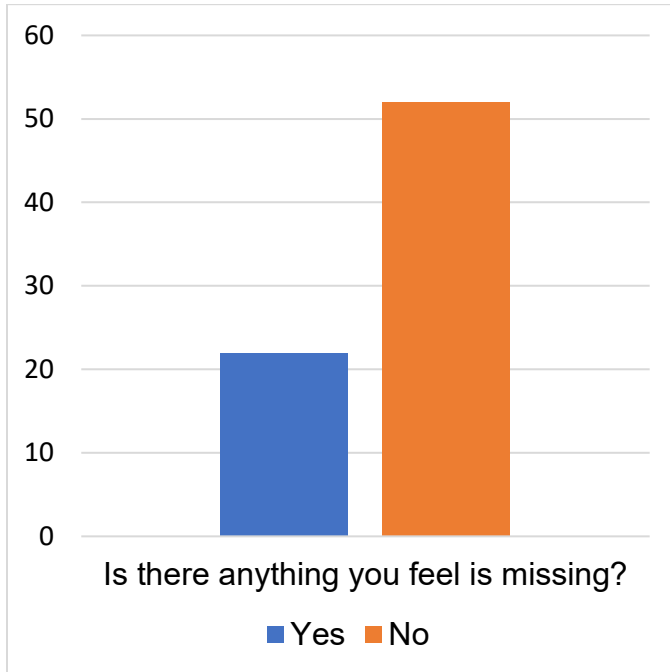


What is missing or requires emphasis?

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

Economic Growth, Culture and Prosperity

In relation to the Economic Growth, Culture and Prosperity Strategic Area of Focus, Londoners were asked if anything was missing. The results are noted in the chart below.

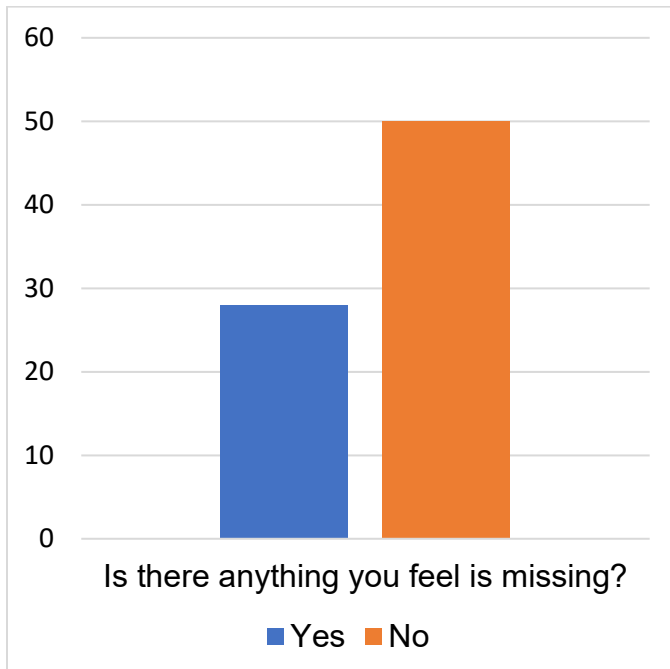


What is missing or requires emphasis?

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

Mobility

In relation to the Mobility Strategic Area of Focus, Londoners were asked if anything was missing. The results are noted in the chart below.



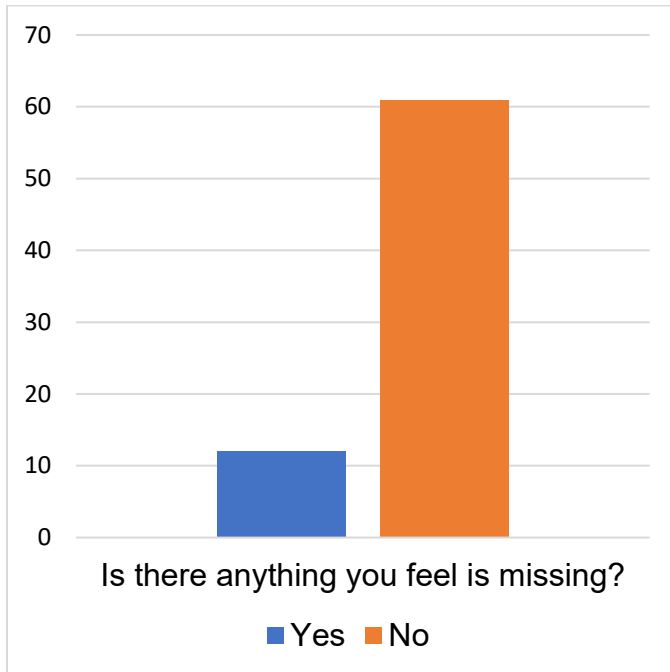
What is missing or requires emphasis?

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

- Accessibility

Climate Action and Sustainable Growth

In relation to the Climate Action and Sustainable Growth Strategic Area of Focus, Londoners were asked if anything was missing. The results are noted in the chart below.

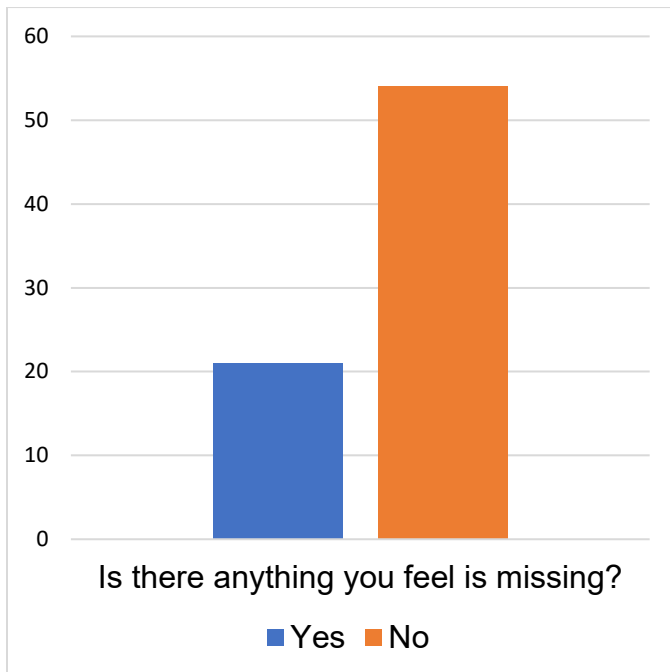


What is missing or requires emphasis?

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

Well-Run City

In relation to the Well-Run City Strategic Area of Focus, Londoners were asked if anything was missing. The results are noted in the chart below.



What is missing or requires emphasis?

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

Other/General Comments

Londoners also provided more general comments across the plan. The common themes are identified below.

- 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