

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 28, 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 28, 2023, meeting of the Strategic Priorities and Policy Committee, Council will continue to deliberate key elements of the 2023-2027 Strategic Plan. This will include discussion and deliberation on the draft strategies and draft metrics.

This report provides a summary of themes identified through the community engagement that has taken place between February 8 and February 24, 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.

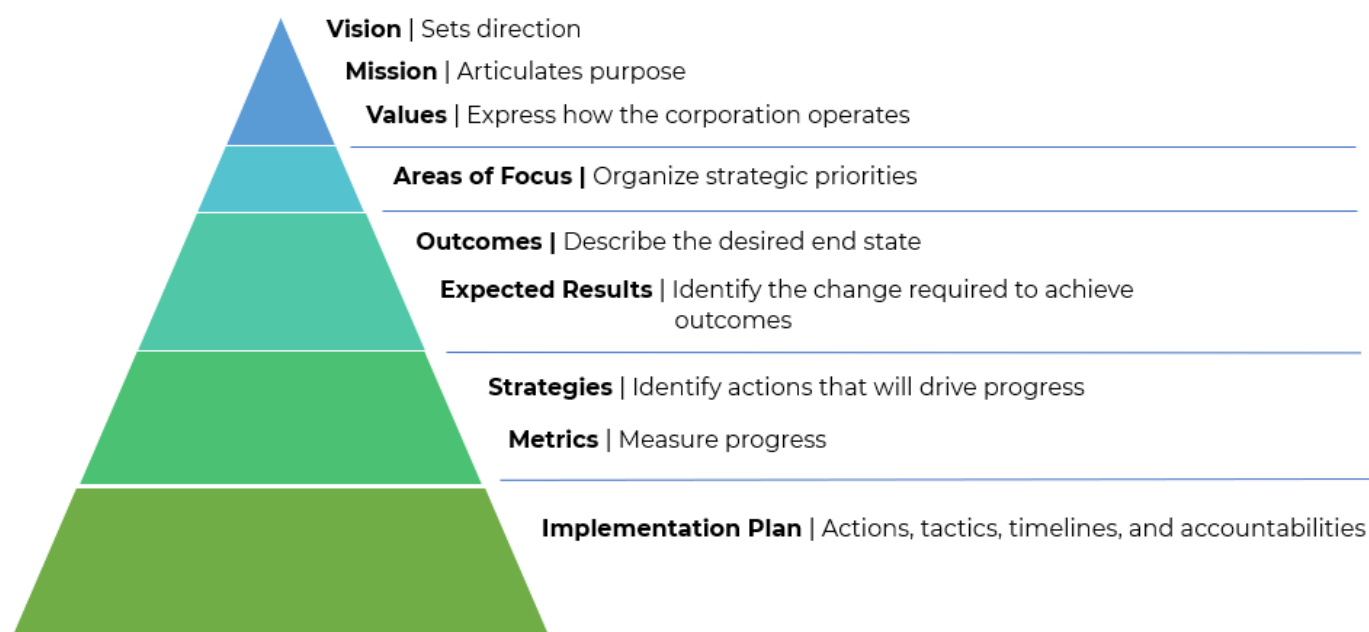
2023-2027 Strategic Plan:

Strategic Priorities and Policy Committee (SPPC): December 12, 2022; January 11, 2023; January 23, 2023; February 7, 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 28, 2023, SPPC: Continuing to Set Key Elements of the Strategic Plan

The February 28, 2023, SPPC meeting will build on the work and direction provided at the previous SPPC meetings regarding the Strategic Plan. This will include discussion and deliberation on the draft strategies and draft metrics.

2.2 Community Engagement Update

At the February 7, 2023, meeting of the SPPC, Council provided direction on the draft vision, mission, values, strategic areas of focus, outcomes and expected results. Draft strategies (actions that will drive progress) were also tabled. Further direction on the draft set of values was provided at the February 14 Council meeting.

As part of the third phase of community engagement, the City's Get Involved engagement platform was updated to reflect the progress made by Council on all draft elements of the Strategic Plan as well as the draft strategies that were tabled. A Community Conversation Toolkit was launched to support Londoners to host a conversation on the Strategic Plan and engagement with Community Advisory Committees began. Additionally, there were numerous community events held throughout the month of February including Council-led engagement opportunities, a community open house, and numerous community pop-ups throughout the city.

Throughout this phase, Londoners have had the opportunity to weigh in on all aspects of the draft Strategic Plan, sharing what resonates with them, what is missing, and any other feedback they wished to share.

Feedback gathered between February 8 and February 24 has been themed and the results are attached as **Appendix A**.

2.3 Next Steps

The third phase of engagement will continue and will include the following:

- Londoners will continue to be able to share their thoughts and feedback on the draft Strategic Plan until March 3. All feedback gathered between February 25 and March 3 will be themed and presented to Council at the March 8 SPPC meeting.
- This phase of engagement will conclude with the Public Participation Meeting that will be held on March 8 where Londoners can share their feedback on all aspects of the draft 2023-2027 Strategic Plan.

Engagement opportunities will continue to be promoted through social media, digital billboard signage, radio ads, hardcopy materials in community spaces, and community pop-ups.

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.

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Submitted by: Rosanna Wilcox, Director, Strategy and Innovation
Recommended by: Lynne Livingstone, City Manager



London
CANADA

Appendix A

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 has included meetings with Community Advisory Committees, Get Involved, Community Conversation Toolkits, open houses, Council-led engagement, pop-ups, etc.
- 250+ Londoners shared their thoughts on the draft vision, mission, values, strategic areas of focus, outcomes, expected results, and strategies between February 8 – February 24.
- N= is used to identify the number of times a response was provided across all data collection methods.



Vision, Mission, Values

What We Heard... About Vision, Mission, and Values

- Consider including additional words (n=43)
 - Words suggested included: Respect, Efficient, Resourceful, Continuous Improvement, Proactive, Flourish, Innovation, Sustainability, Affordability, Civility, Fiscal Responsibility, Nature, Creativity, Arts, Sports, Culture, Accountability, Trust, Learning, Inclusivity, Vibrancy, Diversity, Environment
- More clarity and specificity is required in the Vision and Mission (n=9)
- The Vision, Mission, and Values have improved (n=8)



Strategic Areas of Focus

What We Heard... About What is Missing from the Strategic Areas of Focus

- Add arts and culture as a separate Area of Focus (n=17)
- Include definitions and clarify terms (n=6)
- Include affordability (n=5)
- Include planning and development (n=4)
- Focus on environment and green spaces (n=4)
- Add learning and education (n=4)



Strategic Areas of Focus

What We Heard... Overall About the Strategic Areas of Focus

- There are too many Areas of Focus (n=9)
- Consider the order of the Areas of Focus (n=8)
- There is agreement with the Areas of Focus (n=5)
- Further revise the Areas of Focus for consistency and redundancy (n=4)
- Consider referencing other plans (n=3)



Reconciliation, Equity, Inclusion

What We Heard... About What Could Be Added

- Definitions for this Area of Focus are required (n=16)
- Include Accessibility and Anti-Ableism (n=7)
- Be inclusive of all culturally diverse communities (n=6)
- Consider broadening the strategies to include all Londoners (n=4)



Reconciliation, Equity, Inclusion

What We Heard... Overall About This Area of Focus

- Engage Londoners in the implementation of this work (n=6)
- Agreement with the Area of Focus (n=3)



Housing and Homelessness

What We Heard... About What Could Be Added

- Add strategies related to a variety and continuum of housing options, including mixed-use and higher density (n=13)
- Revise and clarify language used in some strategies (n=8)
- Provide definitions and use clear language (n=7)
- Focus on affordability of housing (n=6)
- Add a strategy related to accessible/supportive housing (n=5)



Housing and Homelessness

What We Heard... Overall About This Area of Focus

- Address the issue of homelessness (n=13)
- Take action on this Area of Focus (n=8)
- Set clear goals in this Area of Focus (n=6)
- Target the root cause of the issues (n=4)
- Agreement with this Area of Focus (n=4)



Wellbeing and Safety

What We Heard... About What Could Be Added

- Address issues related to safety (n=11)
- Focus on mental health and addiction supports (n=10)
- Include financial well-being and affordability (n=5)
- Include a strategy related to animal welfare (n=4)
- Add a strategy related to street lights (n=3)



Wellbeing and Safety

What We Heard... Overall About This Area of Focus

- Create recreation, arts, and cultural events and opportunities for all (n=8)
- Ensure services and life standards are equitable (n=8)
- Agreement with the Area of Focus (n=7)
- Consider alternative solutions to policing (n=5)
- Ensure that implementation is a collaborative effort (n=3)



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

What We Heard... About What Could Be Added

- Include additional populations in this Area of Focus (n=9)



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

What We Heard... Overall About This Area of Focus

- Expand this Area of Focus to include everyone (n=14)
- Collaborate with experts and individuals with lived and living experience (n=6)
- Appreciation for the definition of terms (n=3)



Economic Growth, Culture, and Prosperity

What We Heard... About What Could Be Added

- Revise and clarify language used in some strategies (n=18)
- Add a strategy related to keeping people in London (n=9)
- Include a strategy related to creative placemaking (n=5)
- Focus on safety (n=4)
- Expand focus beyond small businesses (n=4)
- Include a strategy about making it easy to do business in London (n=4)



Economic Growth, Culture, and Prosperity

What We Heard... About What Could Be Added

- Add a strategy related to vacancy in the core area (n=3)
- Include non-profits in this Area of Focus (n=3)
- Add language that is inclusive (n=3)
- Expand strategies to be inclusive of recreation, sport, tourism, and culture (n=3)



Economic Growth, Culture, and Prosperity

What We Heard... Overall About This Area of Focus

- Focus on collaboration during implementation (n=7)
- Continue to invest in and develop the core area (n=6)
- Ensure access to more arts and culture activities (n=4)
- Don't focus solely on the core area (n=3)
- Consider the role and training of police (n=3)



Mobility and Transportation

What We Heard... About What Could Be Added

- Add strategies to reduce traffic congestion (n=19)
- Include road safety strategies (n=12)
- Include strategies to improve the efficiency and access to public transit (n=11)
- Ensure there are strategies related to cycling (n=9)
- Focus on winter maintenance/snow removal (n=7)
- Expand and create better connections with public transit (n=7)



Mobility and Transportation

What We Heard... About What Could Be Added

- Include accessible transit / Paratransit strategies (n=7)
- Add strategies to improve public transit infrastructure (n=6)
- Build in strategies related to walkability (n=5)
- Add strategies related to regional transit (n=5)



Mobility and Transportation

What We Heard... Overall About This Area of Focus

- Consider how funding affects public transportation (n=5)
- Make active transportation a priority (n=5)



Climate Action and Sustainable Growth

What We Heard... About What Could Be Added

- Clarify language and provide definitions (n=10)
- Add a strategy related to infrastructure and development (n=4)
- Add strategies related to naturalization (n=4)
- Include strategies related to planting (n=3)



Climate Action and Sustainable Growth

What We Heard... Overall About This Area of Focus

- Agreement with this Area of Focus (n=4)
- Be more specific on how this will be implemented (n=3)



Well-Run City

What We Heard... About What Could Be Added

- Add a strategy related to communications and engagement (n=9)
- Include definitions and clarify terms (n=8)



Well-Run City

What We Heard... Overall About This Area of Focus

- Agreement with this Area of Focus (n=5)
- Recognize the importance and impact of this work (n=3)