



London  
CANADA

# Council's Strategic Plan 2023-2027

Strategic Priorities and Policy Committee

February 28, 2023



# Outline

1. Review of Purpose, Approach, and Timelines
2. Community Engagement Update
3. Draft Strategies and Order of Magnitude Costing
4. Draft Metrics
5. 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.

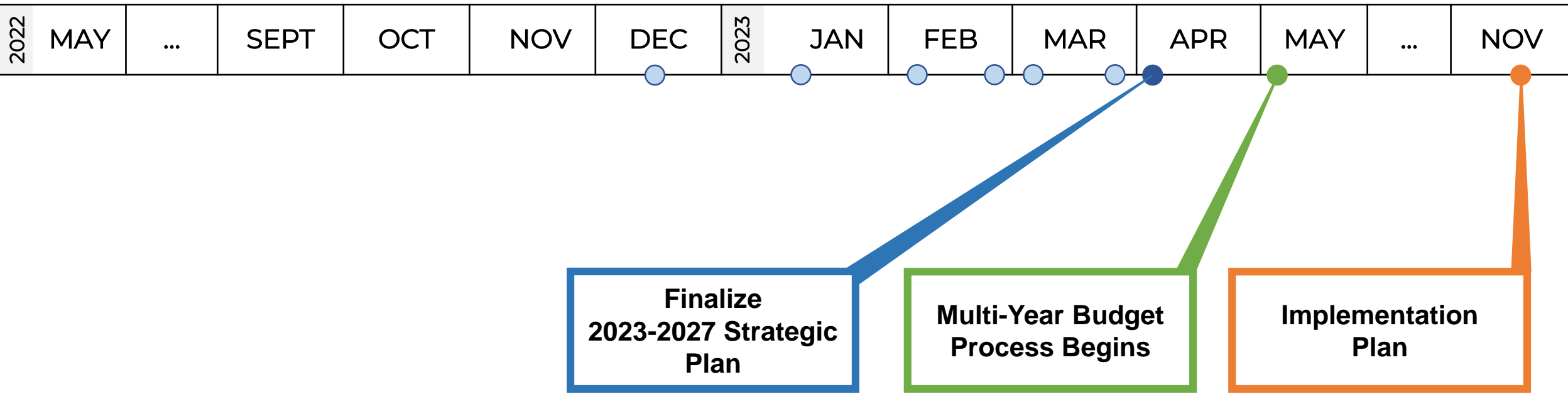


# Strategic Plan Development Timeline

**Municipal Election**

**Open Public Engagement**

**Direct Engagement – ABCs / Community Partners / Service Areas**





# Strategic Plan Development Timeline

## Open Public Engagement

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 and provide direction on draft Strategies  
Review and provide direction on draft Metrics

We Are Here





# 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
----------	---------	----------	-------

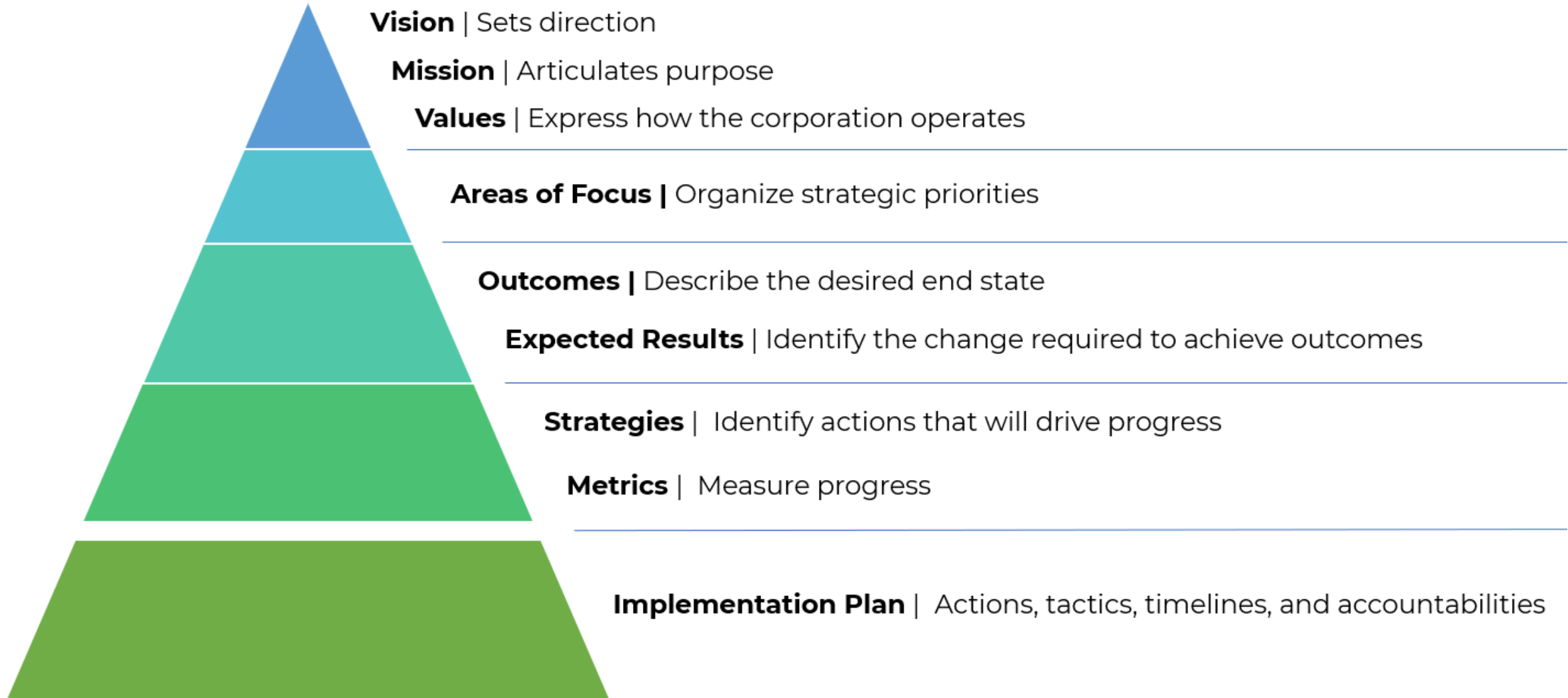
Phase 1: Dec 14 – Jan 4	Phase 2: Jan 4 - Feb 7	Phase 3: Feb 8 - Mar 8
<p>GetInvolved launches; stakeholder meetings continue.</p> <p><u>Feedback focus:</u></p> <ul style="list-style-type: none"> <li>Existing vision, mission, and values.</li> </ul>	<p>GetInvolved site updated; stakeholder meetings continue.</p> <p><u>Feedback focus:</u></p> <ul style="list-style-type: none"> <li>Draft version(s) of 2023-2027 vision, mission, and values (updated following Jan. 11 SPPC meeting).</li> <li>Draft strategic areas of focus, outcomes and expected results.</li> </ul>	<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"> <li>All strategic plan elements (vision, mission, values, areas of focus, outcomes, expected results), including strategies.</li> <li>Drafts updated following SPPC meetings.</li> </ul>



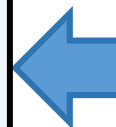
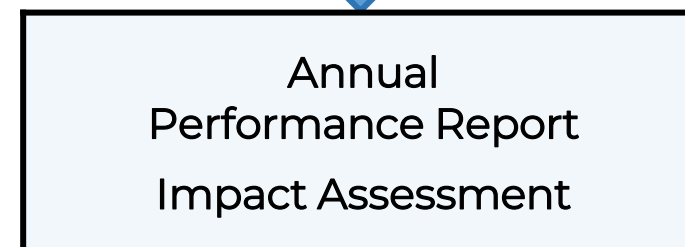
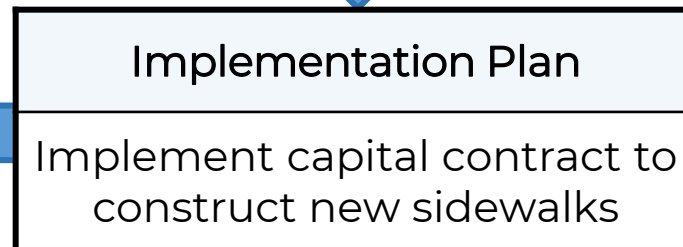
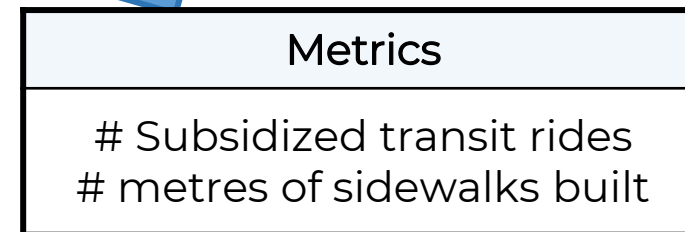
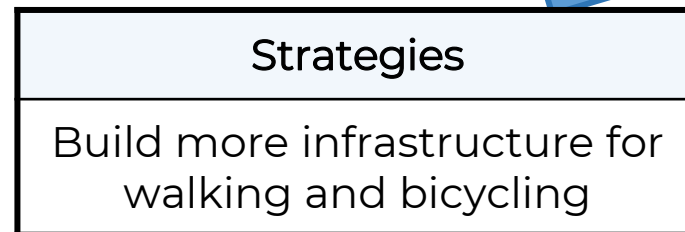
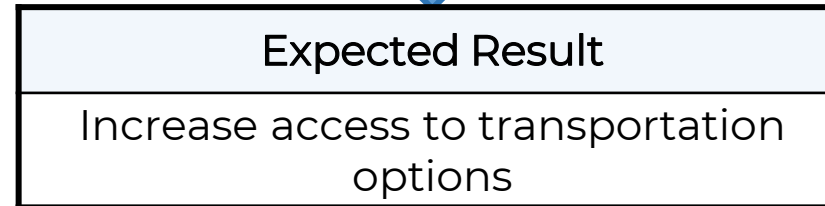
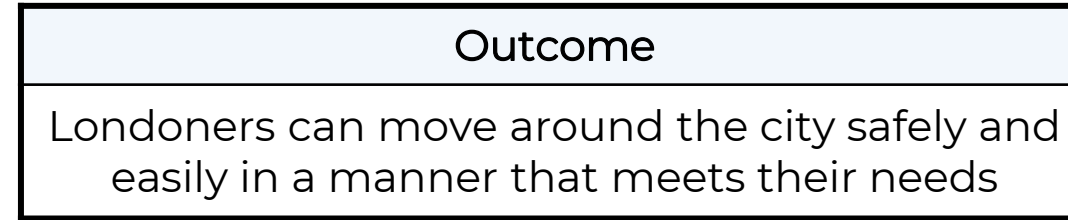




# Strategic Plan Structure



# 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 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)

# Developing Council's 2023-2027 Strategic Plan



# Approach for today

- **Providing direction on draft strategies** – full group discussion, deliberation and direction on the draft strategies. To support Council’s deliberation on the draft strategies, order of magnitude costing has been tabled for any strategies requiring new investment.
- **Providing direction on draft metrics** – full group discussion, deliberation and direction on the draft metrics.



London  
CANADA

# Next Steps



# What is Ahead

## Engagement Activities

- Phase 3 continues (ward/townhall meetings, engagement with Community Advisory Committees, Community Conversation Toolkit, Get Involved, pop-ups, etc.). All feedback received by March 3 will be themed and presented to Council at the March 8 SPPC.

## March 8 SPPC Meeting

- Public Participation Meeting
- Community engagement update
- Provide final direction on the draft Strategic Plan



# Strategic Plan Development Timeline

## 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 and provide direction on draft Strategies  
Review and provide direction on draft Metrics

We Are Here





# 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

GetInvolved launches; stakeholder meetings continue.

Feedback focus:

- Existing vision, mission, and values.

GetInvolved site updated; stakeholder meetings continue.

Feedback focus:

- 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.

GetInvolved site updated; stakeholder meetings continue; Ward meetings; Public Participation Meeting.

Feedback focus:

- 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](http://london.ca)