

## 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:** March 8, 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 March 8, 2023, meeting of the Strategic Priorities and Policy Committee, Council will hear from Londoners through a Public Participation Meeting on the draft 2023-2027 Strategic Plan. Council will also provide final direction on the draft 2023-2027 Strategic Plan.

This report provides a summary of themes identified through the community engagement that has taken place between February 8 and March 3, 2023, as well as recent results of the Core Area Strategy engagement.

## 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.

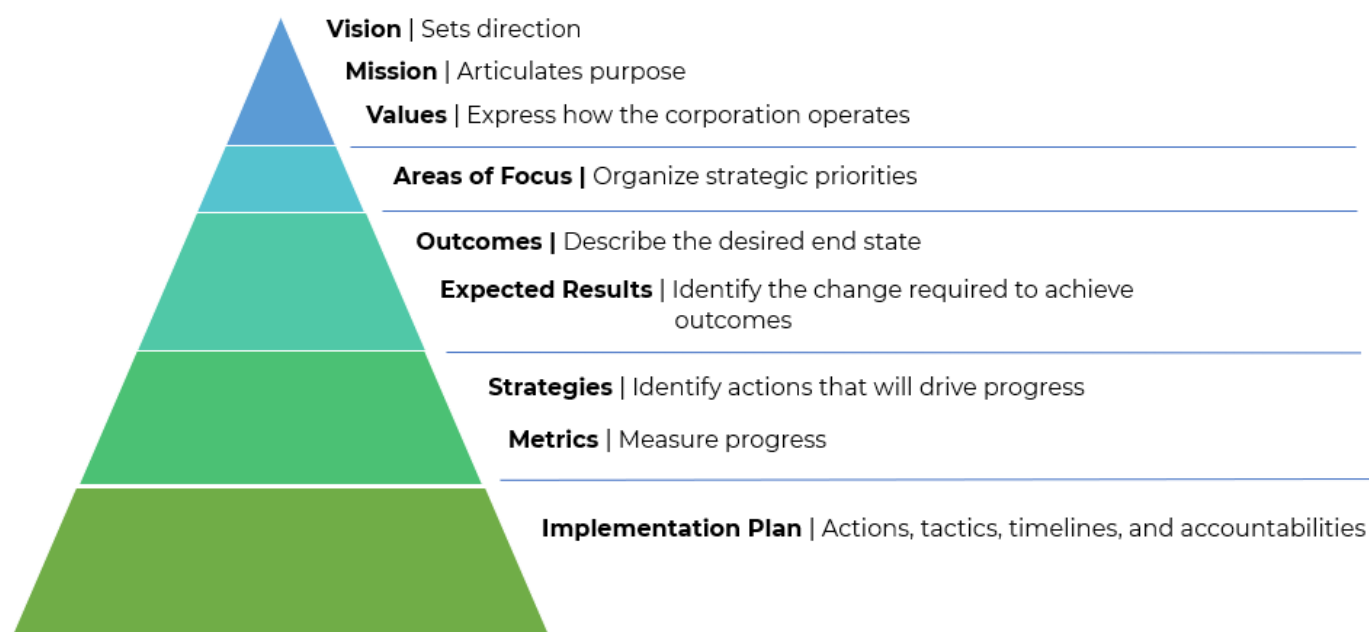
##### **2023-2027 Strategic Plan:**

Strategic Priorities and Policy Committee (SPPC): December 12, 2022; January 11, 2023; January 23, 2023; February 7, 2023; February 28, 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 March 8, 2023, SPPC: Providing Direction to Set the 2023-2027 Strategic Plan

The March 8, 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 provide final direction on the draft 2023-2027 Strategic Plan.

### 2.2 Community Engagement Update

As part of the third phase of community engagement, Londoners have had the opportunity to weigh in on all aspects of the draft Strategic Plan, sharing what resonated with them, what is missing, and any other feedback they wished to share. This phase has included engagement through the City's Get Involved platform, a Community Conversation Toolkit, engagement with Community Advisory Committees, Council-led engagement opportunities, a community open house, and numerous community pop-ups throughout the city.

Engagement opportunities have been promoted through social media, digital billboard signage, radio ads, hardcopy materials in community spaces, and community pop-ups.

Feedback gathered between February 8 and March 3 has been themed and the results are attached as **Appendix A**. This report builds upon the community engagement update provided to Council at the February 28 SPPC meeting and incorporates additional feedback received between February 25 and March 3.

Additionally, the results of the Core Area Strategy engagement have been included. While this engagement was completed outside of Council's Strategic Plan engagement process and the data is specific to the core area, these results also include priorities identified by residents and businesses, collected into themes. It has been included as another data point to support Council's discussions and deliberations.

### 2.3 Next Steps

This concludes the final phase of community engagement on Council's draft 2023-2027 Strategic Plan. While feedback surveys on the draft Strategic Plan are now closed, Londoners can continue to access information about the Plan through Get Involved.

## 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



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# 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.
- 350+ Londoners shared their thoughts on the draft vision, mission, values, strategic areas of focus, outcomes, expected results, and strategies between February 8 – March 3.
- 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=71)
  - 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
- The Vision, Mission, and Values have improved (n=15)
- More clarity and specificity is required in the Vision and Mission (n=14)



# 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=23)
- Include definitions and clarify terms (n=6)
- Include affordability (n=6)
- Focus on environment and green spaces (n=5)
- Include older adults (n=5)
- Include planning and development (n=4)
- Add learning and education (n=4)
- Emphasize ensuring safety and protection of Londoners (n=4)



# Strategic Areas of Focus

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

- There are too many Areas of Focus (n=11)
- Consider the order of the Areas of Focus (n=8)
- There is agreement with the Areas of Focus (n=7)
- Further revise the Areas of Focus for consistency and redundancy (n=4)
- There should be a focus on how to do this work (n=4)
- Consider referencing other plans (n=4)





# Reconciliation, Equity, Inclusion

## What We Heard... About What Could Be Added

- Definitions for this Area of Focus are required (n=22)
- Consider broadening the strategies to include all Londoners (n=10)
- Be inclusive of all culturally diverse communities (n=10)
- Include Accessibility and Anti-Ableism (n=8)
- Add a strategy related to education (n=3)



# Reconciliation, Equity, Inclusion

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

- Engage Londoners in the implementation of this work (n=7)
- Action needs to be taken (n=4)
- Agreement with the Area of Focus (n=3)



# Housing and Homelessness

## What We Heard... About What Could Be Added

- Focus on affordability of housing (n=17)
- Add strategies related to a variety and continuum of housing options, including mixed-use and higher density (n=16)
- Revise and clarify language used in some strategies (n=11)
- Provide definitions and use clear language (n=7)
- Add a strategy related to accessible/supportive housing (n=5)
- Include a strategy to improve planning of neighbourhoods (n=4)



# Housing and Homelessness

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

- Address the issue of homelessness (n=16)
- 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=5)
- 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=16)
- Focus on mental health and addiction supports (n=14)
- Include financial well-being and affordability (n=6)
- Include a strategy related to animal welfare (n=5)
- Implement wayfinding programs beyond a pilot (n=5)
- Address healthcare system challenges (n=4)
- Add a strategy related to street lights (n=4)



# Wellbeing and Safety

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

- Ensure services and life standards are equitable (n=10)
- Create recreation, arts, and cultural events and opportunities for all (n=9)
- Agreement with the Area of Focus (n=7)
- Consider alternative solutions to policing (n=5)
- Clarify language being used (n=4)
- 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)
- Add a strategy related to educating the community (n=3)



# 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=23)
- Collaborate with experts and individuals with lived and living experience (n=8)
- 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

- Expand strategies to be inclusive of recreation, sport, tourism, and culture (n=6)
- Include non-profits in this Area of Focus (n=5)
- Include a strategy to improve parking in the downtown (n=4)
- Add a strategy related to vacancy in the core area (n=3)
- Add language that is inclusive (n=3)



# Economic Growth, Culture, and Prosperity

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

- Ensure access to more and diverse arts and culture activities (n=12)
- Focus on collaboration during implementation (n=7)
- Continue to invest in and develop the core area (n=6)
- Consider the role and training of police (n=5)
- Don't focus solely on the core area (n=4)



# Mobility and Transportation

## What We Heard... About What Could Be Added

- Add strategies to reduce traffic congestion (n=22)
- Include road safety strategies (n=14)
- Include strategies to improve the efficiency and access to public transit (n=16)
- Ensure there are strategies related to cycling (n=11)
- Include accessible transit / Paratransit strategies (n=11)
- Focus on winter maintenance / snow removal (n=11)



# Mobility and Transportation

## What We Heard... About What Could Be Added

- Add strategies to improve public transit infrastructure (n=9)
- Build in strategies related to walkability (n=8)
- Expand and create better connections with public transit (n=7)
- Add strategies related to regional transit (n=5)
- Promote public transportation to encourage ridership (n=4)



# 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)
- Include a strategy to launch a green bin program (n=8)
- Focus on cleaning up the Thames River (n=6)
- Add strategies related to naturalization (n=5)
- Add a strategy related to infrastructure and development (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)
- Focus on building trust with residents (n=4)



# Well-Run City

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

- Agreement with this Area of Focus (n=5)
- This area of focus needs more refinement (n=4)
- Recognize the importance and impact of this work (n=3)

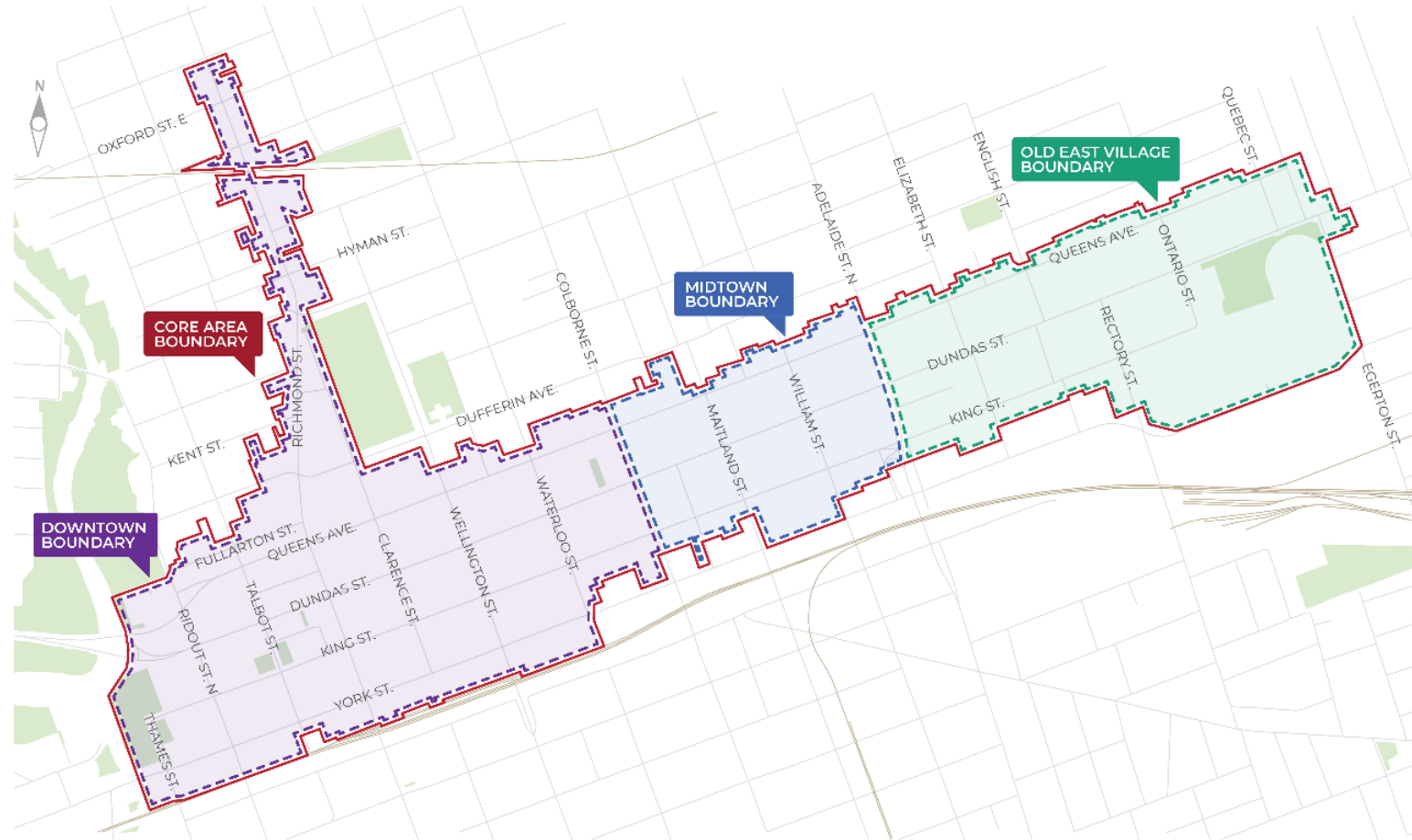


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# Core Area Strategy Engagement Update

# Core Area Engagement

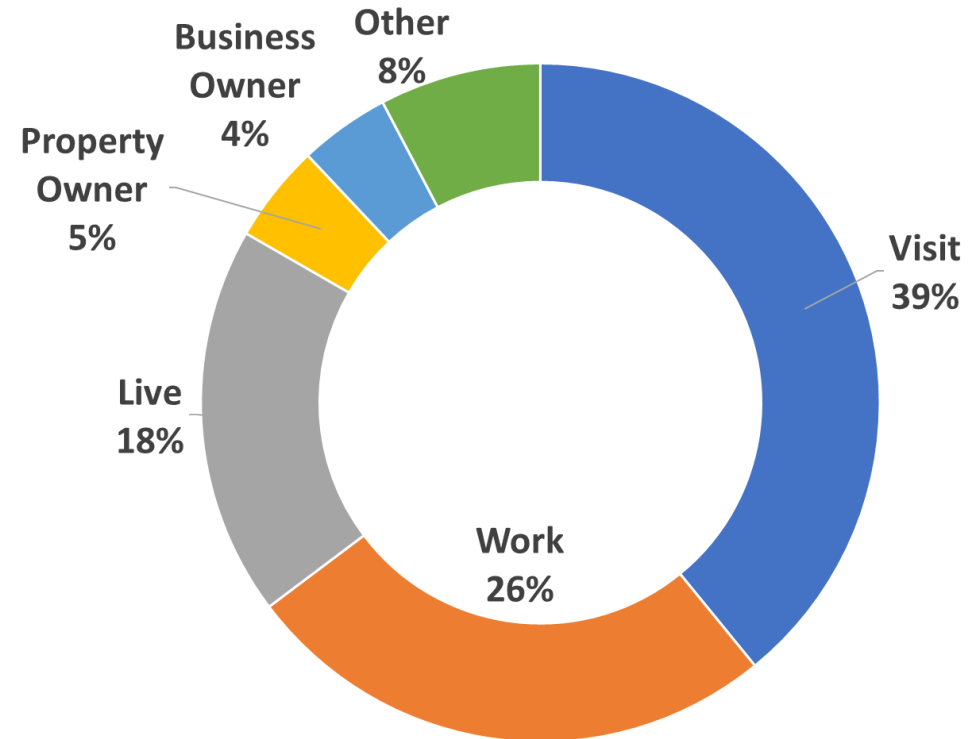
The Core Area is made up of several unique neighbourhoods, including Downtown, Old East Village, and Midtown.



# Preliminary Consultation Results

- 875 responses to the online survey
- 323 responses from personal interviews from the Community Connectors
- Total of approximately 1200 responses

Connection to the Core



# What issues or challenges does Downtown London face?

1. Homelessness
2. Mental Health and Addictions
3. Safety and Security
4. Parking
5. Violence and Crime
6. Construction Projects
7. Garbage and Waste
8. Traffic
9. Vacant Buildings
10. Public Transit



# What issues or challenges does OEV face?

1. Homelessness
2. Mental Health and Addictions
3. Safety and Security
4. Violence and Crime
5. Vacant Buildings
6. Parking
7. Garbage and Waste
8. Police
9. Traffic
10. Construction Projects



# What issues or challenges does Midtown face?

1. Homelessness
2. Mental Health and Addictions
3. Safety and Security
4. Violence and Crime
5. Lack of Destinations (Shopping and Businesses)
6. Parking
7. Construction Projects
8. Garbage and Waste
9. Traffic
10. Lack of Affordable Housing

