



London  
CANADA

# Council's Strategic Plan 2023-2027

Ecological Community Advisory Committee

February 16, 2023



# Outline

1. Council's Strategic Plan – Introduction
2. Progress Update
3. Review Current Draft
4. Engagement on Council's Strategic Plan
5. Discussion
6. Next Steps



London  
CANADA

# Council's Strategic Plan Introduction



# 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.

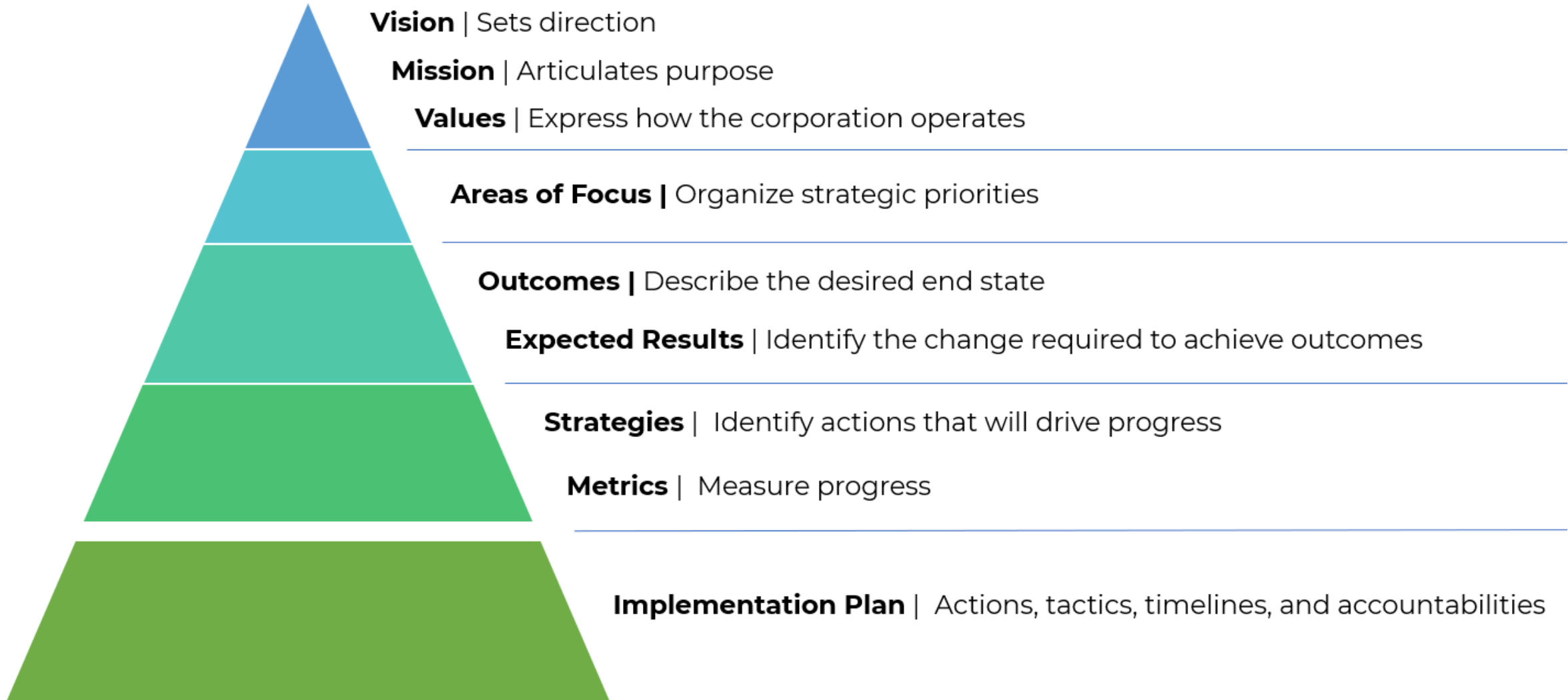


# Guiding Principles

- 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 Structure





# Strategic Plan Development Timeline

**Municipal Election**

**Open Public Engagement**

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



**Finalize  
2023-2027 Strategic  
Plan**

**Multi-Year Budget  
Process Begins**

**Implementation  
Plan**



London  
CANADA

# 2023-2027 Strategic Plan Progress Update





# 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, draft metrics  
Further direction re: Strategies

**March 28**

**SPPC**

Final Draft Plan



# 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>



London  
CANADA

# Current Draft



# Draft 2023-2027 Vision

## 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.

## Draft 2023-2027 Vision Statement

London is a sustainable city within a thriving region, committed to innovation and providing a safe, affordable, welcoming, and healthy future for today and for the next generation.



# Draft 2023-2027 Mission

## Definition/Purpose

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

## Draft 2023-2027 Mission Statement

Our mission is to improve quality of life and build a strong and vibrant community through bold, proactive, and accountable City services.



# Draft 2023-2027 Values Statements\*

## 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.

\*Referred to February 14, 2023, Council meeting for further consideration.



# Draft 2023-2027 Values Statements\*

## Draft Vision Statements

- 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.

- |  |  |
|--|--|
| <ul style="list-style-type: none"><li>• Inclusive and Respectful</li><li>• Accountability and Trust</li><li>• Compassion</li></ul> | <ul style="list-style-type: none"><li>• Teamwork</li><li>• Committed and Driven</li><li>• Learning</li></ul> |
|--|--|

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>• Reconciliation, Equity, and Inclusion</li><li>• Sustainability and Affordability</li><li>• Collaborative Partnerships</li></ul> | <ul style="list-style-type: none"><li>• Accountability and Trust</li><li>• Innovative service delivery</li><li>• Financial stewardship</li></ul> |
|---|--|



# Draft 2023-2027 Areas of Focus

1. Reconciliation, Equity and Inclusion
2. Housing and Homelessness
3. Wellbeing and Safety
4. Safe London for Women, Girls, Gender-Diverse and Trans People
5. Economic Growth, Culture and Prosperity
6. Mobility
7. Climate Action and Sustainable Growth
8. Well-Run City





# Strategic Plan Components

- **Strategic Areas of Focus** articulate where we will focus over the next four years and organize the functional elements of the plan.
- **Outcomes** describe the desired end state (change in the lives of individuals, families, organizations, or community to be accomplished through the implementation of the Strategic Plan).
- **Expected Results** identify the change required to achieve the outcomes.
- **Strategies** identify the actions that will drive progress toward achieving the outcomes and expected results identified in the 2023-2027 Strategic Plan.

# Walk-through of Community Conversation Toolkit (refer to attachment)



London  
CANADA

# Engagement on Council's Strategic Plan



# How Community Feedback Will Be Used

- As part of the third phase of engagement, from February 8 to March 3 feedback on the draft Strategic Plan will be collected.
- All feedback gathered will be compiled, themed, and shared with Council at the February 28 and March 8 Strategic Priorities and Policy Committee Meetings to support Council's deliberation on the various components of the Strategic Plan.



# Share Your Feedback

- Visit the City's engagement platform and complete a survey ([www.getinvolved.london.ca/strategicplan](http://www.getinvolved.london.ca/strategicplan)).
- Complete a hardcopy of the survey and submit to the Strategic Plan team.
- Host or participate in a discussion using the Community Conversation Toolkit and submit your results (to be provided).
- Email your feedback to [stratplan@london.ca](mailto:stratplan@london.ca).
- Community Advisory Committees Open House (February 16)



London  
CANADA

# Discussion



London  
CANADA

# Next Steps



# Strategic Plan Development Timeline

## Open Public Engagement

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
<b>January 11</b> <b>SPPC</b> Begin setting Vision, Mission, Values	<b>February 7</b> <b>SPPC</b> Set vision, mission, values, areas of focus; Revisit outcomes, expected results; Table Draft Strategies	<b>March 8</b> <b>SPPC</b> Public Participation Meeting Finalize direction on Plan	<b>April 4</b> <b>Council</b> 2023-2027 Strategic Plan Approval
<b>January 23</b> <b>SPPC</b> Begin setting Strategic Areas of Focus, Outcomes, Expected Results	<b>February 28</b> <b>SPPC</b> Review order of magnitude costing, draft metrics Further direction re: Strategies	<b>March 28</b> <b>SPPC</b> Final Draft Plan	





# Get Involved



<https://getinvolved.london.ca/strategicplan>



London  
CANADA

**Thank You**

[london.ca](http://london.ca)