Report to Strategic Priorities and Policy Committee

To: **Chair and Members**
Strategic Priorities and Policy Committee

From: **Lynne Livingstone, City Manager**

Subject: **Developing the 2023-2027 Strategic Plan: Setting the Vision, Mission, Values, Strategic Areas of Focus, Outcomes, and Expected Results**

Date: **January 11, 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: Setting the Vision, Mission, Values, Strategic Areas of Focus, Outcomes, and Expected Results" BE RECEIVED for information; and,

b) Municipal Council BE REQUESTED to provide the Civic Administration with initial direction on the vision, mission, values, strategic areas of focus, outcomes, and expected results for the 2023-2027 Strategic Plan.

Executive Summary

The City of London's Strategic Plan identifies a shared vision, mission, 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 January 11, 2023, meeting of the Strategic Priorities and Policy Committee, Council will begin to set key elements of the 2023-2027 Strategic Plan, including the vision, mission, values, strategic areas of focus, outcomes, and expected results. Based on Council's feedback and direction, community engagement opportunities will be updated to reflect the progress made on these key elements.

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.

1.2 Overview: 2023-2027 Strategic Plan Development Process

Structure of Council's 2023-2027 Strategic Plan

As outlined in the December 12, 2022, report to the Strategic Priorities and Policy Committee entitled "Developing the 2023-2027 Strategic Plan: Proposed Approach and Setting the Context," the 2023-2027 Strategic Plan will be prepared using the following structure:



Timelines and Key Deliverables

A series of meetings have been scheduled to advance the development of Council's 2023-2027 Strategic Plan. A summary of meeting dates and objectives is below:

- **January 11, 2023: Setting Key Elements of the Strategic Plan**
  - Council begins to set the vision, mission, values, strategic areas of focus, outcomes, and expected results.

- **February 7, 2023: Continuing to Set Key Elements of the Strategic Plan**
  - Council reviews and debates updates arising from the previous meeting and sets the vision, mission, values, and areas of focus.
  - Council confirms the outcomes and expected results and reviews draft proposed strategies.

- **February 28, 2023: Revisit Strategies and Review Order of Magnitude Costs**
  - Council debates updates to strategies based on direction from the previous meeting.
  - Civic Administration tables draft metrics and order of magnitude costing for the Strategic Plan.

- **March 8, 2023: Public Participation Meeting**
  - Council receives public delegations responding to the proposed Strategic Plan as discussed at the previous meetings.
  - Council provides direction on any additional changes to Strategic Plan.

- **March 28, 2023: Finalizing the 2023-2027 Strategic Plan**
  - Council debates any final changes to the 2023-2027 Strategic Plan.

- **April 4, 2023: Council – 2023-2027 Strategic Plan**
  - Council approves the 2023-2027 Strategic Plan.

- ***April 17, 2023: Council – 2023-2027 Strategic Plan** (If Needed)

- **May 2023: 2024-2027 Multi-Year Budget Development Process**

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 is provided on the added agenda for 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, 2023, SPPC meeting.
    - Community engagement gathered through this phase will be presented at the February 7, 2023, Strategic Priorities and Policy Committee 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.
    - 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, 2023, meeting of the Strategic Priorities and Policy Committee meeting.

2.0 Discussion and Considerations

2.1 January 11, 2023, SPPC: Setting Key Elements of the Strategic Plan

At the January 11, 2023, meeting of the SPPC, Council will begin to set key elements of the 2023-2027 Strategic Plan, including the vision, mission, values, strategic areas of focus, outcomes, and expected results. It is anticipated that at the end of this meeting, Council will have developed the proposed version(s) of the vision, mission, and values, noting there may be more than one option for each of the elements. It is also anticipated that Council will provide initial feedback and direction on the strategic areas of focus, outcomes, and expected results.

As outlined in the community engagement approach, engagement will continue and content will be updated based on Council's progress on the vision, mission, and values, strategic areas of focus, outcomes, and expected results. Feedback gathered during this next phase will be presented at the February 7, 2023, SPPC meeting.

2.2 Vision, Mission, and Values

<u>Vision and Mission</u>

The vision sets direction and is an aspirational, future-focused statement that sets direction. The mission articulates our purpose as an organization.

The vision and mission from the 2019-2023 Strategic Plan are noted below and can be used as a starting point for Council to begin to set the vision and mission.

- 2019-2023 Vision: A leader in commerce, culture and innovation – our region's connection to the world.
- 2019-2023 Mission: A responsive and modern public service partner that fosters change to build a better London for all.

Values

Values are the core principles and ideals that inform the individual and collective work of an organization.

The 2019-2023 Strategic Plan included the following values:

- Good Governance
- Driven by Community
- Acting with Compassion
- Moving Forward through Innovation

Draft values are attached in Appendix A for Council's consideration. These values are an evolution of the 2019-2023 values and were developed based on themes identified during council-elect engagement conversations, recent engagements that have taken place across the community, a scan of other municipal strategic plans, and input from Civic Administration and the City's Agencies, Boards, and Commissions.

Community engagement to date on vision, mission, and values will be included on the January 9, 2023, SPPC Added Agenda.

2.3 Strategic Areas of Focus, Outcomes, and Expected Results

Strategic Areas of Focus

Strategic areas of focus articulate the priority areas that Council will focus on over the next your years. The 2019-2023 Strategic Plan included the following strategic areas of focus:

- Strengthening our Community
- Building a Sustainable City
- Growing our Economy
- Creating a Safe London for Women and Girls
- Leading in Public Service
- Anti-Racism and Anti-Oppression

The draft 2023-2027 strategic areas of focus are attached in Appendix B for Council's consideration. Each area of focus includes a brief description which outlines the intent of the priority.

Outcomes and Expected Results

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 outcome.

The draft 2023-2027 strategic areas of focus, outcomes, and expected results have been developed based on the following inputs:

- Council-elect engagement conversations which identified key priorities identified by Londoners during the election period

- Recent engagement on specific initiatives and plans (Mobility Master Plan, Core Area Action Plan, Action Plan to Disrupt Islamophobia, Climate Emergency Action Plan, etc.), as well as service specific data and feedback collected by Service Areas
- Priorities, trends, and themes identified in the 2022 Community Profile, 2022 Annual Resident Satisfaction Survey, and the 2022 City of London Political, Economic, Social, Technological (PEST) Analysis
- 2019-2023 Strategic Plan progress, performance, and impact reports
- Targeted individual outreach to institutional partners, organizations with service delivery relationships, and other key stakeholders
- Engagement and inputs from Civic Administration, and the City's Agencies, Boards and Commissions.

The draft 2023-2027 outcomes and expected results are attached in Appendix C for Council's consideration.

2.4 Next Steps

Following this meeting the City's engagement platform – GetInvolved – will be updated to reflect Council's progress and direction on the vision, mission, values, strategic areas of focus, outcomes, and expected results. This will include the proposed version(s) of the vision, mission, and values.

Based on Council's direction, Civic Administration will also work to revise and update as required the draft strategic areas of focus, outcomes, and expected results. Council will review and debate the updates arising from this meeting at the February 7, 2023, SPPC meeting. Staff will also provide an update on community engagement to date at this meeting.

Conclusion

The City of London's Strategic Plan defines the mission, vision, 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**