

<b>TO:</b>	<b>CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING OF FEBRUARY 12, 2018</b>
<b>FROM:</b>	<b>MARTIN HAYWARD CITY MANAGER</b>
<b>SUBJECT</b>	<b>STRATEGIC PLAN PROGRESS VARIANCE</b>

<b>RECOMMENDATION</b>
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That, on the recommendation of the City Manager, with the concurrence of the Managing Director of Planning and City Planner and the Managing Director of Corporate Services, City Treasurer and Chief Financial Officer, the following report on the Strategic Plan Progress Variance **BE RECEIVED** for information.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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- Strategic Priorities and Policy Committee, Strategic Plan: Semi-Annual Progress Report And 2017 Report To The Community, November 22, 2017
- Strategic Priorities and Policy Committee, Strategic Plan Progress Variance, July 24, 2017
- Strategic Priorities and Policy Committee, Strategic Plan: Semi-Annual Progress Report, May 29, 2017
- Strategic Priorities and Policy Committee, Strategic Plan Variance, February 13, 2017

<b>BACKGROUND</b>
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On March 10<sup>th</sup>, 2015 City Council approved the *2015-2019 Strategic Plan* for the City of London, establishing a vision, mission, areas of focus and numerous strategies for this term of Council. In December 2015, Council directed administration to prepare semi-annual Progress Reports (every May and November). The Progress reports identify a status for each milestone: complete, on target, caution, or below plan.

On November 23, 2016, Council resolved that, on the recommendation of the City Manager, the following action be taken with respect to Council's 2015-2019 Strategic Plan:

*c) the Civic Administration BE DIRECTED to refer strategic plan milestones that are "caution" or "below plan" to meetings of the appropriate Standing Committee, following the tabling of the May and November update reports on the Strategic Plan;*

Council re-confirmed this direction at the November 22, 2017 Strategic Priorities and Policy Committee meeting.

## DISCUSSION

This report outlines the milestones corresponding to the Strategic Priorities and Policy Committee that, as of November 2017, were identified as caution or below plan. This report covers 4 milestones that were flagged as caution.

### Overall Strategic Plan Progress

As of November 22, 2017, 472 milestones were complete, 497 milestones were on target, 53 milestones were caution and 2 milestones were below plan in the entire strategic plan. As indicated in the chart below, 46.1% of milestones are complete, 48.5% are on target, 5.2% of milestones are caution and 0.2% of milestones are below plan.



### Variance Explanations

■ Growing Our Economy - Caution

Milestone	What	Why	Implications
<b>What are we doing?</b> Promote culture as a key part of economic growth and quality of life			
<b>How are we doing it?</b> Cultural Prosperity Plan (CMO)			
Review the ongoing activities, track and report on the progress of the Cultural Prosperity Plan. This will require the receipt of annual reports from funded cultural organizations	Civic Administration will be providing an update on the Cultural Prosperity Plan, which will coincide with annual reports from funded cultural organizations.	The date for the report was extended to accommodate emerging priorities.	No foreseen implications. The target date for London's Cultural Prosperity Plan Update Report is now 2018 Q1.
<b>End Date: 9/30/17</b>			
<b>What are we doing?</b> Use new and emerging technology to improve quality of life and grow London's economy.			
<b>How are we doing it?</b> Smart Cities Strategy (Planning)			
Develop business case for	Business cases will be prepared to	Public engagement component of the	No significant implications. The

Milestone	What	Why	Implications
consideration by Council for funding and implementation of strategy  <b>End Date: 12/31/17</b>	coincide with the next multi-year budget process.	project was extended, requiring an extension of the project completion date.	delay now aligns this project with the timing of the federal government's Smart Cities Challenge.

 Leading in Public Service - Caution

Milestone	What	Why	Implications
<b>What are we doing?</b> Deliver great customer experiences to residents, businesses, and visitors with innovative service delivery models, improved access through web, phone, and in person, and innovative technology <b>How are we doing it?</b> Smart Cities Strategy (Planning)			
Develop business case for consideration by Council for funding and implementation of strategy  <b>End Date: 12/31/17</b>	Business cases will be prepared to coincide with the next multi-year budget process.	Public engagement component of the project was extended, requiring an extension of the project completion date.	No significant implications. The delay now aligns this project with the timing of the federal government's Smart Cities Challenge.
<b>What are we doing?</b> Make sure that finances are well-planned to keep costs as low as possible and look to limit the burden on current and future rate payers <b>How are we doing it?</b> Strategic Financial Plan (F&CS)			
Evaluate multi-year budget process and offer recommendations to be included in the next iteration - 2020-2023  <b>End Date: 10/16/17</b>	Civic Administration conducted a survey to get feedback on the multi-year budget process. Based on the limited responses to the survey, Civic Administration determined it was necessary to provide an extension in order to allow more time for stakeholders to provide recommendations on how to improve the multi-year budget process. Following the extension of the survey deadline provided to the stakeholders, Civic Administration did not observe an increase in the amount of responses to the survey.	Based on the limited responses to the survey, Civic Administration is planning on issuing a new survey in early 2018 to engage the stakeholders. To increase the responses to the survey, Civic Administration is developing a survey that will be used to evaluate the process for both the Strategic Plan and Multi-Year Budget. A report with the results of the survey and recommended changes to the multi-year budget process will be brought forward in Q2 2018.	Although this milestone is past the originally anticipated end date, a revised end date of Q2 2018 will still allow plenty of time to make any required changes in time for the next Multi-Year Budget.  Revised End Date: Q2 2018.

<b>CONCLUSION</b>
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The Semi-Annual Progress Report tracks nearly 1000 milestones. This tool allows Council and Administration to track progress and monitor implementation of the 2015-19 Strategic Plan for the City of London. In some cases milestones have been delayed due to shifting priorities or emerging circumstances. The Strategic Plan Variance Reports are intended to provide Council with a more in-depth analysis of these delays. Information included in this report can support Council in strategic decision making and inform the work of Civic Administration.

<b>CONCURRED BY:</b>	<b>CONCURRED BY:</b>
<b>JOHN FLEMING MANAGING DIRECTOR PLANNING AND CITY PLANNER</b>	<b>ANNA LISA BARBON MANAGING DIRECTOR CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER</b>

<b>RECOMMENDED BY:</b>
<b>MARTIN HAYWARD CITY MANAGER</b>

cc. Strategic Management Team  
Strategic Thinkers Table