

TO:	CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING OF JULY 17, 2018
FROM:	MARTIN HAYWARD CITY MANAGER
SUBJECT	STRATEGIC PLAN PROGRESS VARIANCE

RECOMMENDATION

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

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- Strategic Priorities and Policy Committee, Strategic Plan: Semi-Annual Progress Report, May 7, 2018
- Corporate Services Committee, Strategic Plan Progress Variance, February 6, 2017
- Strategic Priorities and Policy Committee, Strategic Plan: Semi-Annual Progress Report And 2017 Report To The Community, November 22, 2017
- Corporate Services Committee, Strategic Plan Progress Variance, July 18, 2017
- Strategic Priorities and Policy Committee, Strategic Plan: Semi-Annual Progress Report, May 29, 2017
- Corporate Services Committee, Strategic Plan Progress Variance, February 21, 2017

BACKGROUND

On March 10, 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;

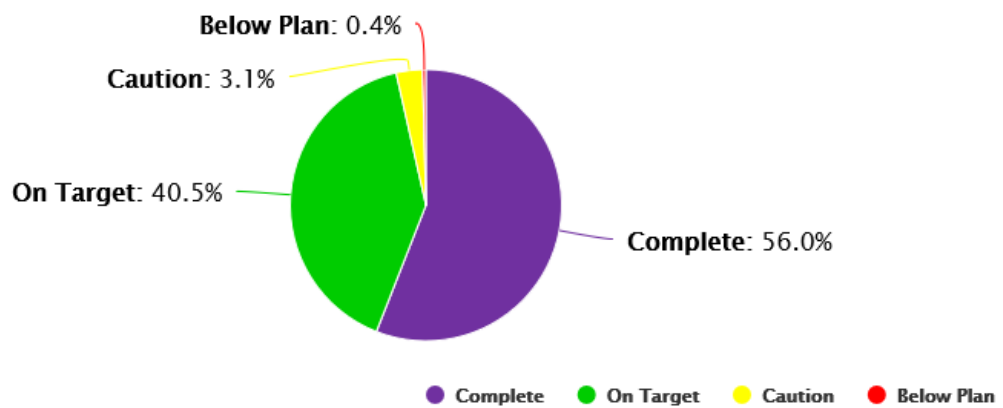
Council re-confirmed this direction at the May 7, 2018 Strategic Priorities and Policy Committee meeting.

DISCUSSION

This report outlines the milestones corresponding to the Corporate Services Committee that, as of May 2018, were identified as caution or below plan. This report covers 1 milestone that was flagged as caution.

Overall Strategic Plan Progress

As of May 7, 2018, 573 milestones were complete, 415 milestones were on target, 32 milestones were caution and 4 milestones were below plan in the entire Strategic Plan. As indicated in the chart below, 56.0% of milestones are complete, 40.5% are on target, 3.1% of milestones are caution and 0.4% of milestones are below plan.



Variance Explanations

 Building a Sustainable City - Caution

Milestone	What	Why	Implications
<p>What are we doing? Address and manage the infrastructure gap to maintain what we have now and reduce the tax burden on future generations. This includes everything from roads to parks to buildings</p> <p>How are we doing it? State of the Infrastructure Report (F&CS)</p>			
<p>Implement the system across the city</p> <p>End Date: 12/31/19</p>	<p>Civic Administration acquired a new asset management software system (Assetic) to help manage City owned assets and support development of the asset management program. Currently, implementation is underway for both Transportation and Park & Recreation services. However, the implementation of the system will be prolonged as result of the introduction of the new Ontario Regulation 588/17 that came into effect on January 1, 2018.</p>	<p>Ontario Regulation 588/17 sets out new requirements for municipal asset management planning and phases of implementation. Council received an information report in January 2018 that provided an overview of the requirements from the new Regulation. As a result of the new Regulation, the originally anticipated milestone end date needs to be updated to integrate and align with the requirements and phases of implementation that are provided by the new Regulation.</p>	<p>The adjustment to the milestone end date will result in deferral of achieving Asset Management values across all services (e.g. optimized decision making, automation and data analytics). However, there are benefits in delaying system implementation to make sure asset management processes are well established, and integrated in the day to day activities of each service area. This fits with the new Regulation recommendation to allow ample time to implement Asset Management practices across the City.</p> <p>Revised End Date: Q3 2023</p>

CONCLUSION

The Semi-Annual Progress Report tracks nearly 1000 milestones. This tool allows Council and Administration to track progress and monitor implementation of the 2015-2019 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.

CONCURRED BY:	RECOMMENDED BY:
ANNA LISA BARBON, CPA, CGA MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER	MARTIN HAYWARD, CPA, CGA CITY MANAGER

- cc. Strategic Management Team
- Strategic Thinkers Table