

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON JANUARY 28, 2019
FROM:	MARTIN HAYWARD CITY MANAGER
SUBJECT:	COUNCIL’S STRATEGIC PLAN 2019-2023: DRAFT OUTCOMES, EXPECTED RESULTS, STRATEGIES, AND METRICS

RECOMMENDATIONS

That, on the recommendation of the City Manager, the following report **BE RECEIVED** for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

- Strategic Priorities and Policy Committee (SPPC): December 17, 2018, January 14, 2019

BACKGROUND

On December 18, 2018, Council resolved that Council’s Strategic Plan 2019-2023: Setting the Context be received including the proposed approach, process, timelines, and key deliverables to develop the Strategic Plan.

The purpose of this report is two-fold:

- a) to update Council on the early community feedback on the preliminary Vision, Mission, and Value statements; and,
- b) to table the proposed, draft Outcomes, Expected Results, Strategies, and Metrics for Council’s Strategic Plan 2019-2023.

**Early Community Feedback on the Preliminary Vision, Mission and Value Statements**

On January 16, 2019, Londoners were invited to provide feedback on the preliminary Vision, Mission, and Value statements drafted by Council at the January 14, 2019 Strategic Priorities and Policy Committee (SPPC) meeting. Community input received from January 16 to 24, 2019 will be presented at the January 28, 2019 SPPC meeting. Any additional community input received after that date will be presented at the March 4, 2019 SPPC meeting to assist Council in the debate and finalization of the vision, mission, and value statements for Council’s Strategic Plan 2019-2023.

**DRAFT Outcomes, Expected Results, Strategies and Metrics for Council’s Strategic Plan 2019-2023**

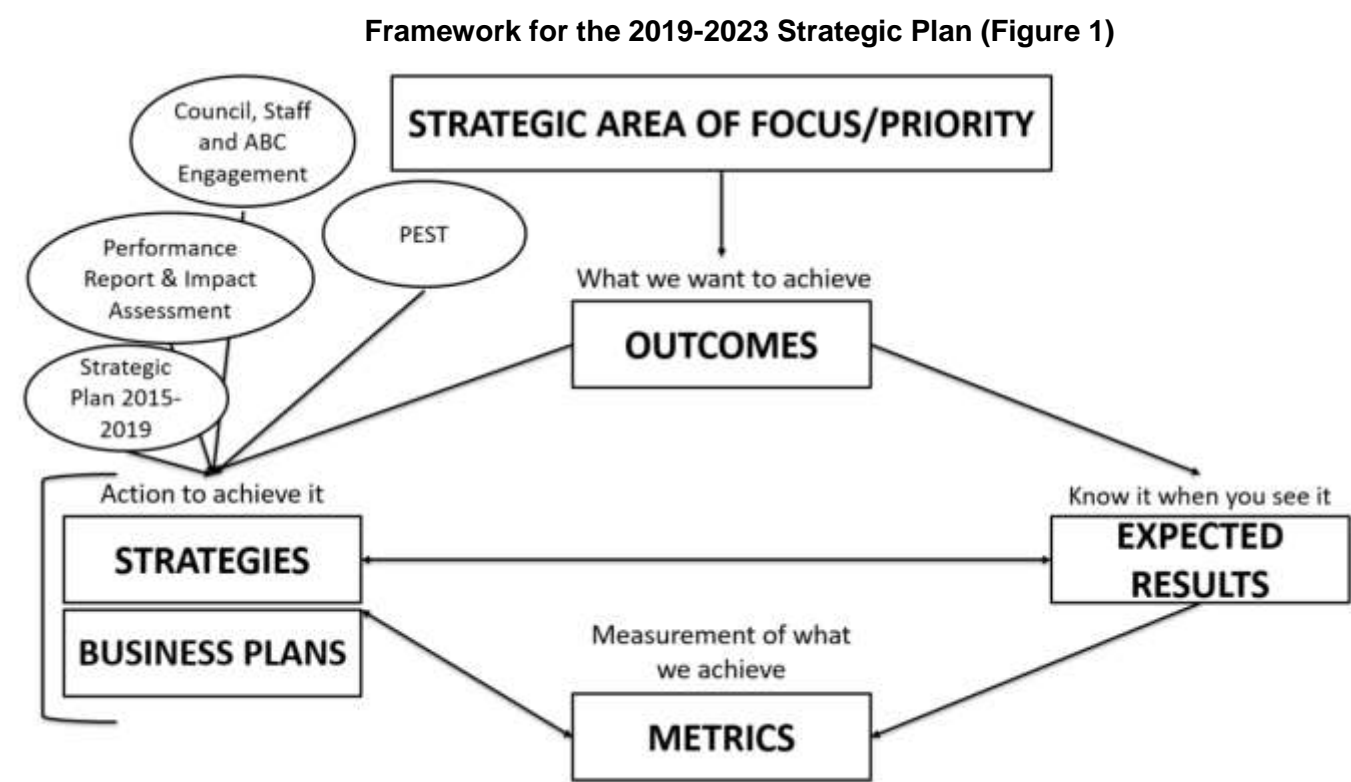
Process for Development

Civic Administration, agencies, boards, and commissions undertook a number of steps to develop the proposed draft Outcomes, Expected Results, Strategies, and Metrics to be considered by Council for the Strategic Plan 2019-2023. These steps are as follows:

1. As part of the last strategic planning process, a review was undertaken to help inform the next planning process. Key lessons from this review informed the process and the key components for the new Strategic Plan. These included:
  - **Build on** the current plan, don’t start from scratch;
  - Consider how to **measure** the plan in the beginning of the process. Be **clear** about the outcomes and expected results;
  - Be **focused** and **comprehensive** with strategies at a higher level;
  - Build on the **broad engagement** of the current plan, including staff engagement; and,
  - Continue to have an **easy to read** document.
2. Given these lessons, Civic Administration developed the following framework to guide the development of strategies for the 2019-2023 Strategic Plan:
  - a. Use the same four strategic areas of focus from the 2015-2019 Strategic Plan: Strengthening our Community; Building a Sustainable City; Growing our Economy; and, Leading in Public Service;

- b. Establish outcomes and expected results to be achieved for each strategic area of focus;
- c. Develop strategies that will achieve the outcomes and expected results. Carry forward strategies that were not completed within, or had a longer time horizon than the 2015-2019 Strategic Plan;
- d. Identify metrics that measure achievement of the strategies, expected results, and ultimately the outcomes; and,
- e. Draft outcomes, expected results, and strategies will be informed by the following inputs:
  - i. The 2015-2019 Strategic Plan Impact Assessment (provided in the Dec 2018 SPPC report);
  - ii. The PEST, a 2018 City of London Political, Economic, Social, Technological (PEST) Analysis identifying external factors that are affecting London (provided in the Dec 2018 SPPC report);
  - iii. Themes of feedback Councillors heard from Londoners during the election campaign (provided in the Dec 2018 SPPC report);
  - iv. Engagement with staff - Civic Administration from all Service Areas undertook an engagement process with City staff in an effort to assist in informing strategies and metrics for each Service Area; and,
  - v. Engagement with, and input from the agencies, boards, and commissions (ABCs).

Figure 1 is a visual depiction of the above approach.



Draft Outcomes, Expected Results, Strategies and Metrics

As noted above, building on the structure of the 2015-2019 Strategic Plan, the four Strategic Areas of Focus (Strengthening our Community; Building a Sustainable City; Growing our Economy; and Leading in Public Service) were used as the framework to develop the draft Outcomes, Expected Results, Strategies, and Metrics.

Prior to developing Strategies, Civic Administration developed draft Outcomes (identify the intended change in the lives of individuals, families, organizations, or community to be accomplished through the implementation of the strategic plan) and Expected Results (identify the required change to achieve the associated outcome) that are measurable. These draft Outcomes and Expected Results reflect both the sub Strategic Areas of Focus from the 2015-2019 Strategic Plan, information from the PEST, themes from Londoners, and staff and ABC engagement. Please see Appendix A for the Strategic Areas of Focus, draft Outcomes, and Expected Results.

Following the development of the draft Outcomes and Expected Results, draft Strategies (identify the specific actions to be taken in order to achieve the associated expected result and outcome), and draft Metrics (identify the aggregate, quantifiable measure(s) that are used to track performance, process or behaviour) were developed to achieve the proposed draft Outcomes and Expected Results. Please see Appendix B for the draft Outcomes, Expected Results, Strategies and Metrics for each Strategic Area of Focus.

The last step in developing Strategies and Metrics is for Civic Administration and ABCs to identify targets and the magnitude of resources required to implement each strategy over the duration of the Strategic Plan. These elements will be presented at the March 4, 2019 SPPC meeting to assist Council in the deliberations.

Civic Administration is tabling two documents (Appendix A and B) for Council's consideration in preparation for debate commencing at the March 4, 2019 SPPC meeting. Community feedback will be sought during the month of February to assist Council to finalize Outcomes, Expected Results, Strategies, and Metrics.

## NEXT STEPS

Below are the timelines and key deliverables to be accomplished over the next four months to support Council's development of the Strategic Plan 2019-2023 by April 30, 2019. This allows more time for debate and community engagement. It also completes the development of the Strategic Plan in time to provide direction for the Multi-Year Budget process.

### January 28, 2019: Continuing to Set the Vision, Mission, and Values

- Council receives early feedback on the preliminary Vision, Mission, and Values statements
- Civic Administration tables the proposed draft Outcomes, Expected Results, Strategies, and Metrics

### February 1 – 28, 2019: Community Engagement

- Community Engagement – engage with the community in multiple ways (online, in person, and by phone) regarding the proposed draft outcomes, expected results, strategies, metrics, and preliminary vision, mission, and value statements
- Civic Administration will share information through multiple channels following the meeting to inform the community members of the multiple ways they can provide feedback
- The community will be informed throughout the month of February, identifying all the opportunities to participate online and in person (in their neighbourhoods and wards)
- Information and communication assets will be shared with Council and Civic Administration so that they can share these opportunities with their networks and constituents
- Civic Administration will be available to support Councillors if they choose to hold Ward meetings and/or community meetings to seek feedback from Londoners
- Community input gathered through this phase of community engagement will be presented to Council at the March 4, 2019 SPPC meeting to help inform the discussion

### March 4, 2019: Tabling the Community Engagement Results and Setting Vision, Mission, Values

- Council receives the results from the community engagement process and has time to consider the results prior to the next SPPC meeting
- Council debates the vision, mission, values, and possibly the strategies and metrics

### March 25, 2019: Setting the Strategies

- Council debates the strategies, outcomes, and expected results (and vision, mission, and values if needed)

### April 8, 2019: Finalizing the Strategic Plan

- Council debates any final changes to the Strategic Plan

### April 23, 2019 (Special SPPC Meeting prior to Council): Receiving and Approving the Strategic Plan

- Council receives and approves the Strategic Plan

### April 23, 2019 Council Meeting: Approving the Strategic Plan

- Council approves the Strategic Plan 2019-2023

### May 2019: Development of the 2020-2023 Multi-Year Budget

- Development of the 2020-2023 Multi-Year Budget begins

<b>CONCLUSION</b>
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The Strategic Plan identifies Council's vision, mission, values and strategic areas of focus for 2019-2023. It also identifies the specific outcomes and strategies that Council and Civic Administration will deliver on together over the next four years. The Strategic Plan sets the direction for the future, and guides the City's Multi-Year Budget. It is through the Multi-Year Budget process that Council's Strategic Plan will be put into action, adding further detail to each strategy about accountability, pacing and resourcing.

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                      Strategic Thinkers Table