

TO:	CHAIR AND MEMBERS COMMUNITY AND PROTECTIVE SERVICES COMMITTEE MEETING OF AUGUST 12, 2020
FROM:	LYNNE LIVINGSTONE CITY MANAGER AND CHERYL SMITH MANAGING DIRECTOR, NEIGHBOURHOOD, CHILDREN AND FIRE SERVICES AND KEVIN DICKINS ACTING MANAGING DIRECTOR, HOUSING, SOCIAL SERVICES AND DEARNESS HOME
SUBJECT	STRATEGIC PLAN PROGRESS VARIANCE

RECOMMENDATION

That, on the recommendation of the City Manager, the Managing Director of Neighbourhood, Children and Fire Services, and the Acting Managing Director, Housing, Social Services and Dearness Home, the following report on the Strategic Plan Progress Variance **BE RECEIVED** for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

- Strategic Priorities and Policy Committee (SPPC): November 25, 2019, June 23, 2020.

BACKGROUND

On April 23, 2019, Council set the 2019-2023 Strategic Plan for the City of London. This is a critical document that identifies Council’s vision, mission, and the strategic areas of focus for 2019-2023. It identifies the specific outcomes, expected results and strategies that Council and Civic Administration will deliver on together over the next four years.

The Strategic Plan also includes a commitment to report regularly to Londoners on the implementation of the Strategic Plan, demonstrating progress being made and how this work is having an impact in the community.

As part of the Strategic Plan reporting cycle, variance reports are completed for any actions identified as ‘caution’ or ‘below’ plan in the Semi-Annual Progress Report. These reports are submitted to the appropriate Standing Committee following the tabling of the May and November Progress Reports.

DISCUSSION

This report outlines the actions corresponding to the Community and Protective Services Committee that, as of May 2020 that were identified as caution or below plan. This report covers 6 milestones that were flagged as caution.

Overall Strategic Plan Progress

As of May 2020, 462 (88.0%) of all actions are complete or on target. 46 (7.9%) actions were marked as ‘caution’ (actions behind by one quarter or three months or actions that are in progress or not yet started that are flagged as possibly not being completed by the target end date). There were no actions that were noted as below plan.

Variance Explanations

 Strengthening Our Community – Caution

Strategy	Action	Rationale & Implications	New Timeline
<p>Outcome: Londoners have access to the supports they need to be successful. Expected Result: Increase opportunities for individuals and families.</p>			
<p>Work collectively with community partners to improve outcomes and integrated responses for children, youth, families, and older adults.</p>	<p>Implement the Age Friendly London Action Plan 2017-2020. Action owner: NCFS End date: 12/31/20</p>	<p>Due to COVID-19, some activities planned for 2020 have been cancelled or delayed. The revised end date will allow the Age Friendly London (AFL) Network to fulfil Action Plan strategies and align the AFL evaluation with upcoming evaluations for other community plans.</p> <p>In response to the AFL activities that have been cancelled or delayed in 2020, Civic Administration has implemented alternative activities responsive to COVID-19 restrictions.</p>	<p>The new target end date is 12/31/21.</p>
<p>Outcome: Londoners have access to the services and supports that promote well-being, health, and safety in their neighbourhoods and across the city. Expected Result: Increase neighbourhood safety.</p>			
<p>Develop and implement a Community Safety and Well-Being Plan.</p>	<p>Develop and finalize Community Safety and Well-Being Plan and Metrics. Action owner: NCFS End date: 12/31/20</p>	<p>Due to COVID-19, the Province of Ontario has extended to deadline for municipalities to develop a Community Safety and Well-Being Plan.</p> <p>The revised end date allows additional time to complete the plan and presents an opportunity to remain responsive to emerging community priorities.</p>	<p>New target end date: 12/31/21.</p>
<p>Develop and implement an enhanced Public Awareness Program to educate the public on their roles and responsibilities during emergency situations.</p>	<p>Deliver Training on the Program. Action owner: CMO End date: 12/31/23</p>	<p>Current COVID-19 response may impact the implementation of public education programs in schools.</p> <p>There are no implications. Significant public information and awareness has been shared throughout COVID.</p>	<p>New end date: 12/31/23.</p>

Growing our Economy - Caution

Strategy	Action	Rationale & Implications	New Timeline
<p>Outcome: London will develop a top quality workforce. Expected Result: Increase access employers have to the talent they require.</p>			
Increase Ontario Works client participation within employment activities.	<p>Monitor and report to Council on caseload trends as part of the Ontario Works Participant and Service Delivery Profile report.</p> <p>Action owner: HSSDH End date: 6/30/20</p>	<p>Ontario Works Participant and Service Delivery Profile report has been distorted by COVID-19. A delayed report will provide a more accurate reflection of caseload trends and will factor in the longer term impacts of COVID-19.</p> <p>There are no implications as Ontario Works Services continue, including monitoring of caseloads. Ontario Works employment services will expand during Phase 3 of the re-opening of the economy.</p>	The new end date for this action is 12/31/20.

Creating a Safe London for Women and Girls - Caution

Strategy	Action	Rationale & Implications	New Timeline
<p>Outcome: London has enhanced the potential for women and girls to live safe lives. Expected Result: Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment.</p>			
<p>Support community-based initiatives and organizations committed to ending male violence against women including but not limited to Anova (UN Safe Cities); Atlohsa Family Healing Services; the London Abused Women's Centre/Youth Opportunities Unlimited/Salvation Army Correctional and Justice Services (Phoenix and Choices Programs); and London Police Services (DV Unit and HT Unit).</p>	<p>Support Anova to complete the UN Safe Cities Interim Report</p> <p>Action owner: CMO End date: 3/31/20</p>	<p>Anova, the City of London and numerous community partners have worked collaboratively to complete the UN Safe Cities Interim Report. This report was scheduled to go to the March 31, 2020 Community and Protective Services Committee, however, due to COVID-19, this report was delayed.</p> <p>There are no implications as work on this initiative continues.</p>	The new end date for this action is 9/30/20.
	<p>Support Anova in completion of final draft scoping study and next steps to Council for consideration.</p> <p>Action owner: CMO End date: 6/30/20</p>	<p>Due to the impacts of COVID-19, it is anticipated that this action will be delayed.</p> <p>There are no implications as work on this initiative continues.</p>	New target end date: 12/31/20.

CONCLUSION

The Semi-Annual Progress Report is an important tool that allows the community, Council and Administration to track progress and monitor the implementation of Council's Strategic Plan. In some cases actions 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.

RECOMMENDED BY:	RECOMMENDED BY:
KEVIN DICKINS ACTING MANAGING DIRECTOR HOUSING, SOCIAL SERVICES AND DEARNESS HOME	CHERYL SMITH MANAGING DIRECTOR NEIGHBOURHOOD, CHILDREN AND FIRE SERVICES
RECOMMENDED BY:	
LYNNE LIVINGSTONE CITY MANAGER	

- cc. Strategic Leadership Team
- Strategic Thinkers Table