

Report to Corporate Services Committee

To: Chair and Members
Corporate Services Committee
From: Jacqueline Davison, Deputy City Manager, Enterprise
Supports and Lynne Livingstone, City Manager
Subject: Strategic Plan Variance Report
Date: August 30, 2021

Recommendation

That, on the recommendation of the Deputy City Manager, Enterprise Supports and the City Manager, the following report on the Strategic Plan Progress Variance **BE RECEIVED** for information.

Executive Summary

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. This report provides an overview of the actions relating to the Corporate Services Committee.

Linkage to the Corporate Strategic Plan

Council's 2019-2023 Strategic Plan includes the Strategic Area of Focus 'Leading in Public Service.' This includes the Expected Result 'The City of London is trusted, open, and accountable in service of our community' and the Strategy 'Improve public accountability and transparency in decision making.'

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

Strategic Priorities and Policy Committee (SPPC): November 25, 2019, June 23, 2020, November 17, 2020, July 28, 2021.

2.0 Discussion and Considerations

2.1 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.

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2.2 Discussion

This report outlines the actions corresponding to the Corporate Services Committee that, as of May 2021 that were identified as 'caution' or 'below plan'. This report covers three milestones that were flagged as 'caution'.

Overall Strategic Plan Progress

As of May 2021, 565 (96.1%) of all actions are complete or on target. 17 (2.9%) 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

1. Strategic Area of Focus: Creating a Safe London for Women and Girls

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.

Strategy: Increase the number of women in senior management positions and other positions of power.

Action: Develop a Mentorship Program for Women

- Current End Date: 3/31/21
- Revised End Date: 12/31/21
- Rationale and Implications: The development of a Mentorship Program for women is in progress, however, the completion date has been extended to December 2021. This extension will allow for the opportunity to link to the review and update of the Succession Plan with a gender equity lens as well as to provide for collaboration with the new Anti-Racism and Anti-Oppression Division.

2. Strategic Area of Focus: Creating a Safe London for Women and Girls

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.

Strategy: Investigate signing the Global Every Woman Treaty and encourage other provincial associations, the governments of each province and the federal government to do the same.

Action: Develop advocacy strategies regarding Global Every Woman Treaty

- Current End Date: 12/31/20
- Revised End Date: 3/31/2022
- Rationale and Implications: Additional time is required to work with the sector to create a new advocacy strategy for the Global Every Woman Treaty. Civic Administration continues to actively work to integrate a focus on creating a safe London for women and girls into all advocacy opportunities, including through the implementation of the Strategic Advocacy Framework.

3. Strategic Area of Focus: Leading in Public Service

Outcome: The City of London is trusted, open, and accountable in service of our community.

Expected Result: Increase opportunities for residents to be informed and participate in local government.

Strategy: Develop and deliver a corporate communications strategy, including staff training and tools to enhance communications and public engagement.

Action: Develop a comprehensive Corporate Communications Strategy through research, consultation, and engagement.

- Current End Date: 6/30/21
- Revised End Date: 12/31/21
- Rationale and Implications: The development of a Corporate Communications Strategy is in progress. Staff have created a framework for this, and are on track to launch a public engagement process in the fall, with the goal of

bringing a draft strategy forward by the end of the 2021. The completion of the Corporate Communications Strategy has been delayed due to the impacts of COVID-19 and the additional requirements for ongoing communications throughout the pandemic.

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: **Jacqueline Davison, Deputy City Manager, Enterprise Supports**

Recommended by: **Lynne Livingstone, City Manager**

cc. Strategic Leadership Team
Strategic Thinkers Table