

Report to Planning and Environment Committee

To: Chair and Members
Planning and Environment Committee
From: George Kotsifas, P. Eng., Deputy City Manager, Planning and Economic Development
Subject: Strategic Plan Variance Report
Date: August 30, 2021

Recommendation

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, 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 Planning and Environment 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 Planning and Environment Committee that, as of May 2021 that were identified as 'caution' or 'below plan'. This report covers five 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: Strengthening our Community
Outcome: London's neighbourhoods have a strong character and sense of place.
Expected Result: Ensure that new development fits within and enhances its surrounding community.
Strategy: Prepare and implement urban design guidelines.
Action: Complete City-wide Urban Design Guidelines
 - Current End Date: 3/31/21
 - Revised End Date: 6/30/22.
 - Rationale and Implications: Resources have been redeployed to higher priority initiatives related to business support and pandemic recovery. Additional studies are also being undertaken, including a tree health inventory.

2. Strategic Area of Focus: Building a Sustainable City
Outcome: London's growth and development is well planned and sustainable over the long term.
Expected Result: Improve London's resiliency to respond to potential future challenges.
Strategy: Advance sustainability and resiliency strategies.
Action: Complete Green City Strategy
 - Current End Date: 12/31/20
 - Revised End Date: 9/30/21
 - Rationale and Implications: The Green City Strategy is taking the form of our Climate Emergency Action Plan, however, the limited ability to engage with the public due to COVID-19 has extended the end date to Q3 2021.

3. Strategic Area of Focus: Building a Sustainable City
Outcome: London's growth and development is well planned and sustainable over the long term.
Expected Result: Direct growth and intensification to strategic locations.
Strategy: Advance the growth and development policies of the London Plan through enhanced implementation tools and investments in infrastructure.
Action: Update Environmental Management Guidelines
 - Current End Date: 12/31/20
 - Revised End Date: 9/30/21
 - Rationale and Implications: The limited ability to engage with stakeholders as well as resource reallocation due to COVID-19 has pushed this timeline to Q3 2021.

4. Strategic Area of Focus: Building a Sustainable City
Outcome: London's growth and development is well planned and sustainable over the long term.
Expected Result: Direct growth and intensification to strategic locations.
Strategy: Prepare detailed plans for strategic locations.
Action: Complete Victoria Park Secondary Plan
 - Current End Date: 12/31/20
 - Revised End Date: 6/30/22

- Rationale and Implications: The Secondary Plan was brought forward for adoption in February 2020 and was referred back to staff for additional study and consultation. Staff are continuing to consult with stakeholders and undertaking important background studies related to shadowing, heritage and tree health, amongst other things. Additionally, resources have been redeployed to higher priority initiatives related to business support and pandemic recovery.
5. Strategic Area of Focus: Building a Sustainable City
 Outcome: London has a strong and healthy environment.
 Expected Result: Protect and enhance waterways, wetlands, and natural areas.
 Strategy: Implement strategies, policies, and programs to conserve natural areas and features.
 Action: Update Environmental Management Guidelines
- Current End Date: 12/31/20
 - Revised End Date: 9/30/21
 - Rationale and Implications: The limited ability to engage with stakeholders as well as resources reallocation due to COVID-19 has pushed this timeline to Q3 2021.

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: **George Kotsifas, P. Eng.**
Deputy City Manager, Planning and Economic
Development

cc. Lynne Livingstone, City Manager
 Strategic Leadership Team
 Strategic Thinkers Table