

Report to Community and Protective Services Committee

To: Chair and Members
Community and Protective Services Committee
From: Cheryl Smith, Deputy City Manager, Neighbourhood and
Community-Wide Services and Lynne Livingstone, City
Manager
Subject: Strategic Plan Variance Report
Date: January 11, 2022

Recommendation

That, on the recommendation of the Deputy City Manager, Neighbourhood and Community-Wide Services 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 Community and Protective 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, November 30, 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.

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.

2.2 Discussion

This report outlines the actions corresponding to the Community and Protective Services Committee that, as of November 2021 that were identified as 'caution' or 'below plan'. This report covers four milestones that were flagged as 'caution'.

Overall Strategic Plan Progress

As of November 2021, 542 (92.1%) 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: Londoners have access to services and supports that promote well-being, health, and safety in their neighbourhoods and across the city.

Expected Result: Increase neighbourhood safety.

Strategy: Improve emergency response through the development and implementation of the Fire Master Plan and new technology.

Action: Develop and finalize Community Risk Assessment and Fire Master Plan

- Current End Date: 6/30/21
- Revised End Date: 12/31/22
- Rationale and Implications:
 - The Community Fire Risk Assessment and the Community Risk Mitigation Strategy documents have been completed. These documents will help to inform the development of the Fire Master Plan which is intended to be brought forward to Council in March 2022.
 - CAD upgrade project start-up was delayed due to COVID. This work is ongoing and expected to be back on track and completed by the end of 2022.
 - Xalt, call management software, needs the new CAD upgrade to be completed and also ITS support. This project is on the ITS implementation plan where they are able to action it.

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: Apply a three pillared framework (legislation, public awareness, and funded services) in policy and by-law development.

Action: Develop a three pillared framework (legislation, public awareness, and funded services) through research, consultation, and engagement

- Current End Date: 9/30/21
- Revised End Date: 12/31/23
- Rationale and Implications: The City of London and the London Coordinating Committee to End Woman Abuse (LCCEWA) continue to collaborate on this action. The establishment of the defined Three Pillared Framework is foundational to the overall 'Creating a Safe London for Women and Girls' area of focus. The work of revising the City's Gender Equity Lens will be done in collaboration with the Anti-Racism and Anti-Oppression Division in alignment with the development of the new Anti-Racism and Anti-Oppression Framework. The Gender Equity Framework will continue to ensure a level of specificity regarding gender equity and gender equality for women and girls while considering the intersection of other inequalities and oppressions (e.g. sexuality, gender identity, ethnicity, Indigeneity, immigration status, disability, etc.).

3. 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: Apply a three pillared framework (legislation, public awareness, and funded services) in policy and by-law development.

Action: Present draft three pillared framework to Council.

- Current End Date: 9/30/21
- Revised End Date: 12/31/23
- Rationale and Implications: The work of revising the City's Gender Equity Lens will be done in collaboration with the Anti-Racism and Anti-Oppression Division in alignment with the development of the new Anti-Racism and Anti-Oppression Framework. The Gender Equity Framework will continue to ensure a level of specificity regarding gender equity and gender equality for women and girls while considering the intersection of other inequalities and oppressions (e.g. sexuality, gender identity, ethnicity, Indigeneity, immigration status, disability, etc.). Implementation of the updated Gender Equity Framework will include training and will be an ongoing, annual activity thereafter. The current Gender Equity Lens continues to be used to support a focus on gender equity in our work and staff continue to identify new opportunities to deepen this commitment.

4. 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: Apply a three pillared framework (legislation, public awareness, and funded services) in policy and by-law development.

Action: Implement three pillared framework for public awareness.

- Current End Date: 9/30/21
- Revised End Date: 12/31/23
- Rationale and Implications: Implementation of the updated framework will begin once the Gender Equity Framework and the Anti-Racism and Anti-Oppression Framework are complete. This will include training and will be an ongoing annual activity. The current Gender Equity Lens continues to be used to support a focus on gender equity in our work and staff continue to identify new opportunities to deepen this commitment.

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, emerging circumstances, or the ongoing impacts of the COVID-19 pandemic. 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: Cheryl Smith, Deputy City Manager, Neighbourhood and Community-Wide Services

Recommended by: Lynne Livingstone, City Manager

cc. Senior Leadership Team
Strategic Thinkers Table