



## 2020 to 2023 Business Plan

### Service: Strategic Communications and Government Relations

**\$0.02**

Cost per day for the average rate payer (2020 to 2023)

**0.23%**

Percentage of the 2020 to 2023 City of London Net Property Tax Supported Budget

#### Who we are:

- This team provides strategic advice to all Service Areas, focused on reaching key audiences and stakeholders by developing and executing strategies to inform and engage the community about key City initiatives, and advocating on behalf of the City to advance London's perspectives and interests regionally, provincially, nationally and internationally.
- This team is responsible for ensuring accurate, timely and relevant information is provided to residents, customers, and businesses within London, as well as to neighbouring communities and other levels of government.
- A wide range of communication channels and tools are developed and managed by this team, including all forms of print media, digital engagement, social media platforms, videos, surveys, e-newsletters, advertising, media releases, website, media conferences, and public events and announcements.

#### What we do:

- Strategic Communications, Government Relations and Community Engagement informs and engages residents on civic and Council projects and initiatives and acts as a sounding board for community responses and feedback. In doing so, they help promote transparency, openness and community engagement.
- Government Relations also works with Service Areas to build relationships with provincial and federal decision makers, pursue funding opportunities and coordinate submissions, provide advice and counsel to staff and Council.

## Why we do it:

- **Traditional** - All of the selected comparator municipalities maintain a corporate/strategic communications function.

The following table provides an overview of the budget for this service:

Budget Summary (\$000's)	2020	2021	2022	2023	2020 to 2023 TOTAL
Gross Operating Expenditures	\$1,612	\$1,623	\$1,648	\$1,659	<b>\$6,542</b>
Other Revenues	-\$78	-\$80	-\$81	-\$82	<b>-\$321</b>
<b>Net Tax Levy Supported Operating Budget</b>	<b>\$1,534</b>	<b>\$1,543</b>	<b>\$1,567</b>	<b>\$1,577</b>	<b>\$6,221</b>
Total Capital Expenditures	\$0	\$0	\$0	\$0	<b>\$0</b>
Full-Time Equivalents (FTE's)	12	12	12	12	N/A

Reflects 2020 to 2023 Council Approved Budget - January 12, 2021.

The following section provides an overview of the key activities the service plans to undertake from 2020 to 2023 to implement the Corporation's 2019 to 2023 Strategic Plan, as well as an overview of the risks and challenges the service is anticipated to experience during this period:

## Service Highlights 2020 to 2023

There are a number of key service deliverables that fall under Strategic Communications, Government Relations and Community Engagement in the Strategic Plan. At a high level, work done by this team supports Strengthening Our Community, Leading in Public Service and Creating a Safe London for Women and Girls. Highlights of the work identified for 2020 to 2023 include the following:

- Develop and deliver a corporate communications strategy that will lay the foundation for enhanced communications and community engagement, including the delivery of staff training and tools;
- Hire an Indigenous Relations Specialist, and support building relationships that are respectful, transparent, responsive, and accountable with Indigenous peoples;
- Establish an advocacy framework that better positions the City to promote London's intergovernmental priorities and to advocate on behalf of the municipality;
- Build stronger relationships with our post-secondary institutions, and external, community-based organizations;
- Enhance collaboration among Service Areas and community stakeholders to assist residents to access services and deliver effective communications to achieve corporate goals;

- Lead the development of a new City website that will service all of the community and create a new “front door” for City Hall.

### **Risks and Challenges Anticipated in 2020 to 2023**

Effective and strategic communications, government and external relations and community engagement contributes to an informed public and clear and constant focus on advocating for London and for London’s priorities. Risks and challenges that could impact this include:

- As communities become more sophisticated in how they receive information and channels continue to fragment, there could be difficulty reaching the public with the information required to receive, participate in and/or influence City services and initiatives;
- This could also pose challenges in ensuring the community is aware of and not engaged in civic decision making;
- Missed funding opportunities if we are not actively advocating on behalf of London and proactively seeking opportunities to submit applications for funding from other level of governments;
- An inability to meet the expectations of the community. As technology evolves and municipalities learn more about reaching and engaging their communities, expectations are increased. In the absence of work done by this team, the City would not be able to meet those expectations;
- Even more difficulty reaching community groups that are at risk;
- Damage to the City of London’s reputation, which in turn has economic impacts such as difficult attracting, retaining and recruiting businesses, talent and residents in the City.

The service directly supports the following components of the Corporation’s 2019 to 2023 Strategic Plan:

### **Strengthening Our Community**

Londoners are engaged and have a sense of belonging in their neighbourhoods and community.

**Expected Result:** Strengthen relationships with post-secondary institutions that promote positive, proactive and meaningful dialogue.

**Strategy:**

- Create opportunities for regular dialogue with post-secondary institutional partners. (SOC-NEW)

Metric	2019	2020	2021	2022	2023
# of meetings promoting positive, proactive and meaningful dialogue.	TBD	TBD	TBD	TBD	TBD
# of shared initiatives.	TBD	TBD	TBD	TBD	TBD
# of joint advocacy submissions.	TBD	TBD	TBD	TBD	TBD

### Creating a Safe London for Women and Girls

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.

**Strategy:**

- Ensure women and girls with lived experience, including but not exclusive to Indigenous and newcomer women and girls, are included in the development of policies, by-laws and programs that affect them. (SLWG-2)

Metric	2019	2020	2021	2022	2023
Metrics to be developed based on development of action plan.	TBD	TBD	TBD	TBD	TBD

### Leading in Public Service

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

**Expected Result:** Increase opportunities for Londoners 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. (LPS-01)

Metric	2019	2020	2021	2022	2023
% of planning process and plan that is complete.	30%	100%	0%	0%	0%
% of metrics identified through the strategy that have been successfully achieved.	0	0	75%	80%	90%
19 media relations training sessions offered.	3	4	4	4	4
20 Public Engagement Forum meetings.	4	4	4	4	4
90% resident public engagement satisfaction score.	80%	85%	90%	90%	90%

**Expected Result:** Build relationships with Indigenous peoples that are respectful, transparent, responsive and accountable.

**Strategy:**

- This strategy must be developed in partnership with Indigenous peoples, including local First Nations. (LPS-04)

Metric	2019	2020	2021	2022	2023
Indigenous Relations position filled.	TBD	TBD	TBD	TBD	TBD
# of initiatives supporting reconciliation implemented.	TBD	TBD	TBD	TBD	TBD

**Expected Result:** Increase the effectiveness of London’s strategic advocacy.

**Strategy:**

- Promote London’s intergovernmental priorities through Municipal Associations. (LPS-NEW)

Metric	2019	2020	2021	2022	2023
# of times London policy and advocacy priorities reflected in municipal association submissions to government (i.e. releases, committee testimonials, etc.).	TBD	TBD	TBD	TBD	TBD

**Strategy:**

- Increase the awareness of, and support of, Council’s strategic advocacy priorities. (LPS-NEW)

Metric	2019	2020	2021	2022	2023
# of advocacy engagements with other levels of government.	TBD	TBD	TBD	TBD	TBD
# of update reports on the Strategic Advocacy Framework.	TBD	TBD	TBD	TBD	TBD
% of metrics identified and successfully implemented.	TBD	TBD	TBD	TBD	TBD

Londoners experience exceptional and valued customer service.

**Expected Result:** Reduce barriers to access City services and information.

**Strategy:**

- Implement ways to improve access to services and information. (LPS-16)

Metric	2019	2020	2021	2022	2023
5 new tools and resources available in multiple languages.	1	1	1	1	1
# of City message campaigns advertised on digital billboards	Actuals	TBD	TBD	TBD	TBD

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