



## Committee of the Whole Report For the Meeting of February 4, 2019

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**To:** Committee of the Whole **Date:** February 1, 2019  
**From:** Jocelyn Jenkyns, City Manager  
**Subject:** Draft 2019-22 Strategic Plan - Assessment of Resource Requirements

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### RECOMMENDATION

That Council receive this report for information.

### EXECUTIVE SUMMARY

On December 18, 2019, City Council released the draft 2019-2022 Strategic Plan which will set priorities for new key initiatives over the next four years for the City of Victoria. Based on the draft Strategic Plan, two concurrent streams of input are being sought by Council prior to its anticipated adoption in early 2019: (1) public engagement through a community “summit” held on January 20, 2019; and (2) staff assessment of human and financial resources required to achieve the actions and objectives of the Plan. The following report focuses on the results of the latter stream (resource assessment).

The draft 2019-2022 Strategic Plan is organized into eight Strategic Objectives with over 160 associated Actions that are to be completed over the next four years. Many of the Actions identified are complementary to work that is already underway and/or planned through the 2019 Financial Plan and align with recent Council direction. Examples of this alignment to the new Strategic Plan Objectives include, but are not limited to:

- *Objective 1: Good Governance* – Continuous improvement of open government initiatives to improve transparency
- *Objective 2: Reconciliation and Indigenous Relations* – City Family and Protocol Office Operations
- *Objective 3: Affordable Housing* – Housing Strategy Implementation, Market Rental Revitalization
- *Objective 4: Prosperity and Economic Inclusion* – Living Wage Policy, Business Hub operations
- *Objective 5: Health, Well Being and a Welcoming City* – Accessibility Framework, Youth Strategy
- *Objective 6: Climate Leadership and Environmental Stewardship* – Climate Leadership Plan, Parks and Open Spaces Master Plan, Waste Management Strategy
- *Objective 7: Sustainable Transportation* – Sustainable Mobility Strategy, Bike Master Plan Implementation

- *Objective 8: Strong Livable Neighbourhoods* – Create Victoria (Arts and Culture Master Plan), Local Area Planning

Over 100 staff were involved in the assessment of human and financial resource impacts of all Action items over a four-week time period, while maintaining current programs and services. Principles for this assessment included:

- Actions are to be assessed for additional human and financial resource requirements over and above those contained in the 2019 Financial Plan
- No assumptions of trade-offs or decreasing existing service levels to accommodate new Actions for 2019-2022 are to be included, to align with Council's direction for 2019 financial planning (maintain all current services at current service levels)
- Where there are known options for an approach or scope of an Action item, these will be provided for information to receive further direction from Council
- In cases where staff require more time to scope the Action item(s), note that and follow up report to Council is to be provided and approximate timing
- Where there is a lack of clarity of the Action and intended outcomes, indicate additional direction is requested from Council
- If there are legal or authority concerns, these are to be flagged for Council

Given the number of items that required assessment, best efforts were made by staff over the allotted time period, to provide Council with the most accurate information and analysis possible to inform decisions. In several cases, additional time and effort would be required to complete analysis of proposed initiatives; in other cases, staff are seeking further clarity from Council on the scope and desired outcomes.

Additionally, this report contains responses to all of the Financial Plan motions that were forwarded to the Strategic Plan discussions, some of which are directly linked to the draft Strategic Plan.

## **PURPOSE**

The purpose of this report is to provide Council with a preliminary assessment of additional human and financial resources that will be required to undertake Actions identified in the draft 2019-2022 Strategic Plan, as well as identify those areas where staff require more time to assess Actions and/or require clarification from Council.

## **BACKGROUND**

On September 6, 2018, Council received the Second Quarter Operational Plan Progress report, which included an update on the progress toward the 2015-2018 Strategic Objectives. At that time, it was noted by staff that almost 30% of the previous Council priorities had not been completed and would be carrying forward into 2019. As part of that report, staff also noted limited staff resources to complete projects within the timeframes indicated, as well as external pressures that are impacting operations.

On November 17, 2019, Council received the draft 2019 Financial Plan for consideration. The Financial Plan includes all current programs and services provided by the City, and as directed by Council, maintains all existing service levels.

From November 26 to December 12, 2019, five Council Workshops were facilitated by the Mayor to develop the draft 2019-2022 Strategic Plan. The Plan includes over 160 Action to be undertaken over a four-year period which are aligned to eight overarching strategic objectives.

## ISSUES & ANALYSIS

Given lessons learned from the previous strategic planning cycle, staff developed a rapid-assessment methodology and process for conducting a more fulsome assessment of the draft 2019-2022 Strategic Plan. To support Council’s decision making, the assessment provides financial and human resource requirements to undertake the Actions. Principles for this assessment include:

- Actions are to be assessed for additional human and financial resource requirements over and above those contained in the 2019 Financial Plan
- No assumptions of trade-offs or decreasing existing service levels to accommodate new Actions for the 2019-2022 cycle are to be included to align with given Council’s direction for 2019 financial planning direction (to maintain current services at current service levels)
- Where there are known options for approach or scope of an Action item, these will be provided for information and further direction from Council
- In cases where staff require more time to scope the Action items, these will be provided in a follow up report to Council along with an approximate report back timeframe, where possible
- Where there is a lack of clarity of the Action, staff will indicate additional direction is requested from Council
- If there are legal or authority concerns, these are to be flagged for Council

Some Actions have been “clustered” for staff assessment efficiency and given a “Topic” name for reference purposes. In a limited number of cases, Actions that have been clustered and may fall under two separate objectives, but similar in nature – these have been highlighted in the Attachments to this report.

The resource assessment included every Action item in the draft 2019-2022 Strategic Plan, excluding those that are to be solely led by Council. A list of these Council-Led actions are contained in Attachment A. In some cases, staff involvement could be required later in 2019 or beyond; this has not been analysed or scoped.

The staff assessment was conducted in a short four-week time period and included well over 100 staff. In some cases, partial staff responses or background information has been provided given the limited amount of time. The Strategic Plan is highly “front loaded” in that approximately 75% of the Actions are to be achieved in the first two years (by the end of 2020). Other key challenges and limitations of the assessment include:

- Budget estimates have been made on assumptions of the expected deliverables
- The order of magnitude or cumulative impact on support departments has not been assessed and major impacts for enabling service operations are expected as outlined in the table below:

Support Service	Types of Impacts
Engagement	Contracting additional support for engagement planning, strategy development and event coordination.
Facilities	Funding to address space requirements through redesign of existing office space, relocation or lease(s).

Support Service	Types of Impacts
Human Resources	Development of new job descriptions for classification and recruitment (6-8 month process). Advertisement and recruitment of existing position types (3-4 months).
Information Technology	Purchase and roll-out of new hardware and software licences for additional staff; provision of ongoing Helpdesk support.
Legal Services	Contracting additional support for legal services and advice to support new key initiatives.
Supply Management Services	Advertisement and management of competitions for Requests for Proposals, tenders and bids.

External pressures and trends are continuing to impact day to day City operations, including limited or no responses to RFPs, high development activity, lack of qualified candidates or long recruitment times due to a competitive labour market for talent, and cost escalations given market conditions.

Staff have not considered what services could be reduced or re-prioritized to accommodate new initiatives given Council's previous direction for the Financial Plan to maintain current services at current service levels. Should Council choose to look at trade-off with existing programs, services and initiatives to fund new Council priorities, staff request Council direction on areas to focus on to ensure effort is not spent on services or programs Council would not consider shifting.

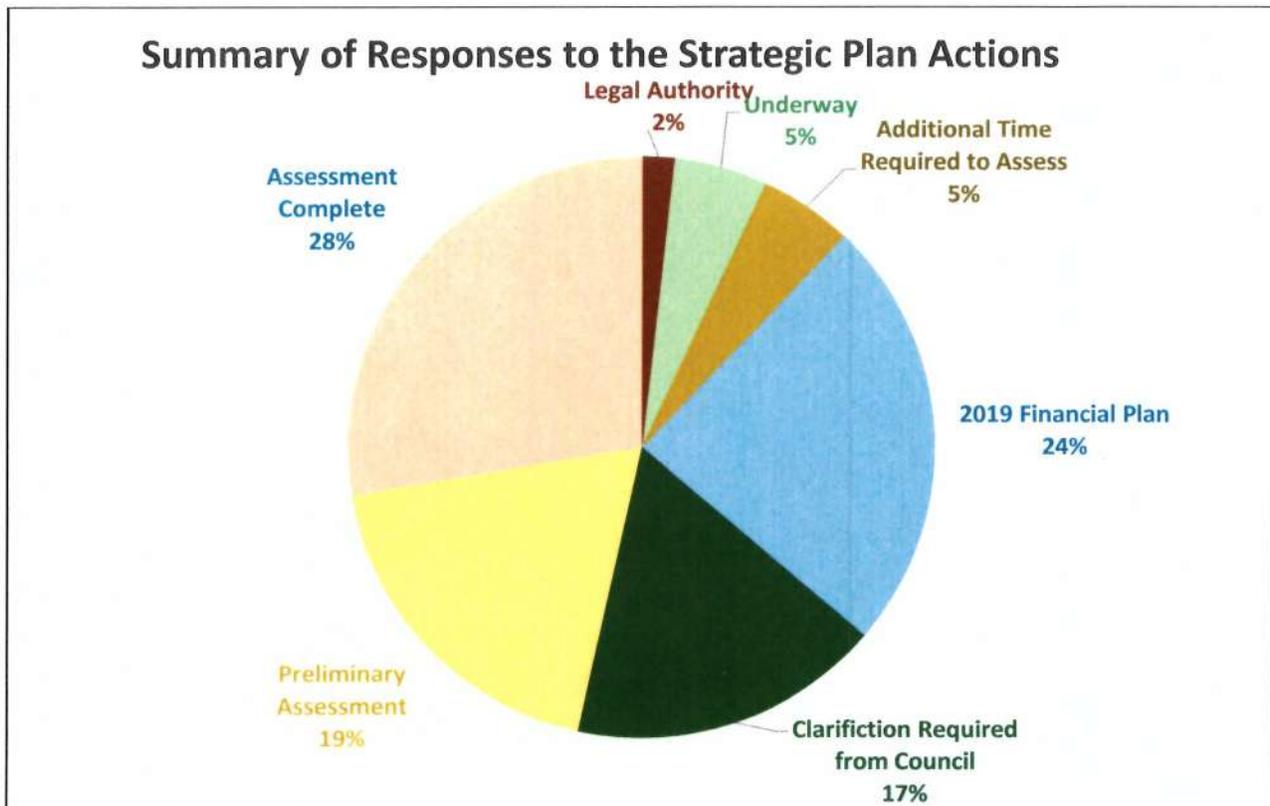
#### OPTIONS & IMPACTS

Based on the findings of the preliminary staff assessment of the 2019-2022 Strategic Plan, Attachment B provides a listing of each of the Topics [Action] Items organized into the following general categories:

Category Name	Description	Examples
Currently Underway	Proposed Action is already underway within the City's operational work plan and no further resources are required. <i>Should Council choose to keep these items in the Strategic Plan, it is suggested that these items be flagged as continuing from previous years for transparency to the public.</i>	Sport Equipment Library, Play Streets
2019 Financial Plan	Actions can be accommodated within the draft 2019 Financial Plan. <i>In some cases, a corresponding Council Motion from the Financial Plan discussions has directed staff to include the funding.</i>	Youth Strategy, Council Expenses, Car Share
Preliminary Assessment	Staff have identified initial resource requirements for 2019-20 to complete an initial review, pilot or phase of the deliverables, but not a full scope of the initiative. Based on the results of these initial phases or pilots, additional funding is likely needed in future years.	Energy Utility, Municipal Housing Service
Complete Assessment	Staff have completed the assessment and staff and cost estimate have been provided. Staff require confirmation of the direction provided, including sources of funding to undertake the new work.	Reconciliation Training, Urban Forest Initiatives.

Category Name	Description	Examples
Clarification of Scope	Staff are requesting Council provide additional information and direction on the scope of the Action and the intended outcomes.	Technology Advisory Committee
Additional Time Required	Given the complexity of some of the action items and/or capacity to assess the action item, staff were unable to assess Action in the allotted timeframe. In some cases, partial information has been provided, where possible, with an estimated timing for a report back to Council.	Welcoming Strategy
Legal or Authority Issues	Proposed Action is contrary to existing legislation under the Community Charter or other legislation, or overlaps with other juridical authority. It is recommended that these items be removed from the Plan.	Tax Exemptions for Business

Attachment B is a reference to each of the Action items and the level of assessment that was undertaken, as well as the applicable resource impacts where known. Overall, staff were able to assess approximately 70% of the Strategic Plan in some detail (Preliminary, Complete or Included in the Financial Plan), with another 17% requiring further clarification from Council and 5% requiring more time to assess due to staff capacity or complexity of the initiative, as depicted in the chart below.



Attachment C includes a detailed listing of the staff assessment and is broken down into "Topic" for the Action items that were assessed and includes information in the following fields:

1. Expected Outcomes and Impacts – Interpretation of staff on the deliverables that are expected to be achieved.
2. Staff Assessment Response – Indication of which category the Action primarily falls within, including additional background information where applicable and the type of work required.
3. Risks, Dependencies and Assumptions – Additional information on issues or unintended impacts for Council's information.
4. Estimated budget impact – In addition to existing resources that are committed.

For the estimated budget impacts, these are over and above existing resources. Should Council include these Actions in the Final 2019-2022 Strategic Plan, a revenue source will need to be identified and included within the Financial Plan. Council could consider funding one-time items through surplus or reserves (if an appropriate reserve with sufficient funding exists), and ongoing items through new property tax revenue from new development, reallocation of funding by reducing an existing service, or a tax increase. Depending on the approved scope and timing for the Actions, tax increases are likely required.

In addition to the staff assessment, Appendix D contains responses to all of the Financial Plan Motions. Where applicable, these are cross-referenced with Strategic Plan Action responses in Appendix C where they are connected, or of the same Topic area.

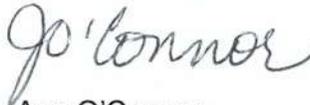
### CONCLUSIONS

Well over 100 staff have been involved in the assessment since the conclusion of the Council Strategic Planning Workshops in mid-December with best efforts made to provide Council and citizens with the initial assessment findings. The City remains committed to continued transparency and accountability of tax dollars while achieving the City's Strategic Objectives.

Respectfully submitted,



Mandi Sandhu  
Corporate Initiatives Head



Jo-Ann O'Connor  
Deputy Director of Finance



Suanne Thompson  
Deputy City Manager / Chief Financial Officer

Report accepted and recommended by the City Manager:

Date:



Feb 1, 2019

**List of Attachments**

Attachment A: Council Led Action Items

Attachment B: Consolidated List of Action Items by Assessment

Attachment C: Detailed Resource Assessment

Attachment D: 2019 Financial Plan Motions