

Special Meeting of Committee of the Whole For the Meeting of July 2, 2019

To:

Committee of the Whole

Date:

June 26, 2019

From:

Jocelyn Jenkyns, City Manager

Subject:

2019-2022 Strategic Plan Update

RECOMMENDATION

That Council:

1. Receive for information, the approved 2019-2022 Strategic Plan (Attachment A);

- 2. Provide direction and/or clarification to staff on select new Strategic Plan Actions to be initiated in 2020, 2021 and 2022 (Attachment B); and
- 3. Receive for information, a listing of expected timelines for major Committee of the Whole reports related to Strategic Plan initiatives in 2019 (Attachment C).

EXECUTIVE SUMMARY

The following report is seeking Council direction and/or clarification on select future Strategic Plan Actions in order to inform the 2020 Financial Plan development, as well as longer-term project and operational planning.

Background

In December of 2018, Victoria City Council adopted a draft four-year Strategic Plan. Following the draft Plan's adoption, City staff undertook an assessment of the human and financial resources, both operating and capital, that would be required to deliver on the Council direction. Starting in February 2019, Council provided clarity to staff on the scope of a number of 2019 Actions that have started or are to start later this year, and the required resources were budgeted through the 2019 Financial Plan discussions. At that time, resource implications for future years [2020, 2021, and 2022] were deferred to this Special Meeting of Committee of the Whole.

City of Victoria 2019-2022 Strategic Plan - Attachment A

The 2019-2022 Strategic Plan, as approved by Council on March 14, 2019, contains eight Strategic Objectives, over 60 Measurable Outcomes, and numerous Actions (including an amendment from the June 13, 2019 Council meeting on Objective #4 around the *Jobs for 2041 Action Plan*). The Strategic Plan sets the foundation and direction for new priorities outside of maintaining on-going operations, programs and service delivery.

New 2020 Strategic Plan Actions Requiring Direction – Attachment B

Attachment B includes a listing of new Actions for 2020 where staff are looking for greater clarity in terms of scope, intended outcomes, and deliverables. This listing only includes those areas where staff have specific questions for Council. Based on further direction and clarification, staff will begin

to assess the resources that will be required to undertake these new initiatives in future years, and include these costs for consideration in the financial planning process.

Timelines for Council Reports on 2019 Actions - Attachment C

Attachment C provides a tentative timeline of future Committee of the Whole reports for the remainder of 2019 related to Strategic Plan Objectives. Since that the Strategic Plan was adopted toward the end of Q1 in mid-March 2019, staff are continuing to further develop and refine project plans and schedules. These refined plans and schedules will be included in the second quarter report update to Council in early September of 2019.

CONCLUSIONS

The City is committed to continuing to improve on the short and long-term program and project planning using the Project Management Framework, including estimating resource needs to deliver on Council direction and community priorities.

Respectfully submitted,

Jocelyn Jenkyns

List of Attachments

- A. 2019-2022 Strategic Plan
- B. List of Strategic Plan Actions Requiring Council Direction
- C. Timeline of Future Strategic Plan Council Reports for 2019