



City of Port Moody

Report/Recommendation to Council

Date: April 14, 2021
Submitted by: City Manager
Subject: Strategic Plan 2021 Q1 Review and Update

Purpose

To provide an update on Strategic Plan projects as of the end of the first quarter of 2021 and to present new projects for Strategic Plan consideration as part of the quarterly review process.

Recommended Resolution(s)

THAT the report dated April 14, 2021 from the City Manager regarding Strategic Plan 2021 Q1 Review and Update be received for information.

Background

On January 26, 2021, Council approved a new quarterly review process for the Strategic Plan, described as follows:

Quarterly Project Review Process

In order to ensure that staff are working on the projects that are Council's highest priority, staff propose the following Quarterly Project Review process:

1. Staff keep track of new projects that arise through Council direction (resolutions), staff direction, legislative requirements, capital requirements, or other sources.
2. Staff draft a project proposal summary to facilitate a common understanding of the scope, deliverables, timeline, and resources required to complete the project.
3. Staff submit the project proposals to Council on a pre-determined quarterly schedule for review. If a project is particularly urgent and high priority, Council can request the project proposal earlier than scheduled. A scheduled review will allow for a more complete look at the projects within the context of existing project priorities.
4. At the quarterly review, Council can:
 - a. provide approval of a project proposal, leading to:
 - i. Formal initiation of the project
 - ii. Tracking and reporting through Envisio (and therefore project becomes part of the quarterly Strategic Plan reporting)

- iii. Determination of priority level (1, 2, or 3) and any necessary priority shifting of other projects
 - b. request an amendment to the project proposal to change any element of the project (e.g., scope, budget, timeline). If the change is significant enough, Council can request a re-submission of the charter.
 - c. request a deferral or removal of the project if it does not align with Council's vision or if it will negatively impact progress on other projects of higher priority given a finite amount of staff and financial resources.
5. Any project that has gone through the quarterly project review process will be removed from the Outstanding Business List and will instead be tracked within the Strategic Plan reporting process.

The quarterly review process involves Council assigning projects a priority level, as defined in the January 26, 2021 staff presentation:

Priority Level 1

- Council Must Do's
- Highest priority and urgency
- Detailed updates provided to Council quarterly

Priority Level 2

- High priority and urgency

Priority Level 3

- Medium priority and urgency
- Work progresses as time and resources allow

Discussion

Quarterly Review – 2021 Q1

Since January 26, 2021, three projects have been identified to go through the Strategic Plan quarterly review process:

Project	Motion Date	Council Motion	Quarterly Review Date
Mass Timber Research and Options	March 9, 2021	<u>RC21/124</u> THAT staff report back to Council with options on how best to: a) prioritize and incentivize Mass Timber (Cross-Laminated Timber (CLT)) construction for buildings over six storeys in height; and b) discourage the use of concrete as the main component of buildings over six storeys in height.	Q1 (April 27, 2021)

Project	Motion Date	Council Motion	Quarterly Review Date
Moray Street Traffic Calming Study and Design	April 6, 2021	<u>FC21/032</u> THAT the budget of up to \$33,000 for Moray Street traffic calming be funded from the Asset Reserve as recommended in the memo dated March 23, 2021 from the Finance and Technology Department – Financial Services Division regarding Funding Source – Moray Street Traffic Concerns and Proposed Traffic Calming Initiative Approach.	Q1 (April 27, 2021)
Food Production	April 6, 2021	<u>FC21/035</u> THAT the budget of up to \$62,000 to establish two new satellite community gardens be funded from Accumulated Surplus as recommended in the memo dated March 24, 2021 from the Finance and Technology Department – Financial Services Division regarding Funding Source – Food Security – Food Production in Parks.	Q2 (July 2021)

The following project proposals are included in this package for Council consideration and decision on priority level:

- Mass Timber Research and Options; and
- Moray Street Traffic Calming Study and Design

Attachment 1 – Strategic Plan Priorities at a Glance is included as part of this package to provide Council with the overall picture of Strategic Plan projects and their priority levels. Council may consider re-prioritizing existing projects to make space for any new projects given finite staff capacity.

Project Updates – 2021 Q1

Since Council received the 2020 Q4 update provided on February 16, 2021, the following projects have been completed:

- Fleet Policy;
- Bear Management Strategy;
- Beaver Management Plan;
- Public Art Master Plan;
- Parks and recreation System replacement (Perfect Mind);
- Review and improve Annual 5 year financial plan consultation; and
- Strategic Plan Creation and Implementation.

Attachment 2 – Strategic Plan 2021 Q1 Project Report shows the status of each project. The report indicates the start and end dates which have been updated since the Council prioritization process that spanned December 2020 to March 2021.

Two projects have been discontinued. The first was replaced by several more specific projects, and the second is being removed from the Strategic Plan due to its operational nature:

Discontinued Project	Rationale
Affordable Housing Initiative	This project has been replaced with Family Friendly Policy, Inclusionary Zoning, Affordable Housing Reserve Fund Guidelines Update, and consideration of housing partnerships.
Social Planning Partnerships	This project is operational in nature. The City's Social Planner attends regular meetings such as Tri-Cities Homelessness and Housing Task Group, Tri Cities Healthier Communities Partnership, Tri Cities Food Council, Metro Van Housing and Social Issues Subcommittees, and SD43 Child Care Task Group. Consideration of partnerships with housing providers is ongoing. Since this is an ongoing, operational assignment, it is not well suited as a Strategic Plan project.

Staff will provide a presentation showing project highlights over the last quarter.

Other Option(s)

1. THAT the Mass Timber Research and Options project proposal, with its assigned priority level, submitted to the April 27, 2021 Regular Council meeting be approved.
2. THAT the Mass Timber Research and Options budget request be referred to the Finance Committee.
3. THAT the Moray Street Traffic Calming Study and Design project proposal, with its assigned priority level, submitted to the April 27, 2021 Regular Council meeting be approved.
4. THAT select Strategic Plan projects be re-prioritized to allow for the addition of new projects.

Financial Implications

Due to finite staff resources, every project has an opportunity cost – other work that could be accomplished. The prioritization process that Council has taken part in ensures that staff resources are allocated efficiently and effectively to focus effort towards Council's highest priorities.

The Mass Timber Research and Options project requires new funding in order to be completed within the defined scope and, as such, will need to be referred to the Finance Committee if approved to go ahead.

Communications and Civic Engagement Initiatives

Staff share progress on the Council Strategic Plan on a quarterly basis at Council meetings.

Council Strategic Plan Objectives

The project proposals reflect Council's priorities as defined in the Council Strategic Plan.

Attachment(s)

1. Strategic Plan Priorities at a Glance.
2. Strategic Plan 2021 Q1 Project Report.
3. Strategic Plan 2021 Q1 Objectives Report.
4. Project Proposal – Mass Timber Research and Options.
5. Project Proposal – Moray Street Traffic Calming Study and Design.

Report Author

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City Manager

Report Approval Details

Document Title:	Strategic Plan 2021 Q1 Review and Update.docx
Attachments:	<ul style="list-style-type: none">- Attachment 1 - Strategic Plan Priorities at a Glance.pdf- Attachment 2 - Strategic Plan 2021 Q1 Project Report.pdf- Attachment 3 - Strategic Plan 2021 Q1 Objectives Report.pdf- Attachment 4 - Project Proposal - Mass Timber Research and Options.pdf- Attachment 5 - Project Proposal - Moray Street Traffic Calming Study and Design.pdf
Final Approval Date:	Apr 19, 2021

This report and all of its attachments were approved and signed as outlined below:

Dorothy Shermer, Corporate Officer - Apr 19, 2021 - 4:10 PM

Tim Savoie, City Manager - Apr 19, 2021 - 4:27 PM