



Committee of the Whole Report For the Meeting of June 7, 2018

To: Committee of the Whole **Date:** May 30, 2018
From: Jocelyn Jenkyns, A/City Manager
Subject: Q1 2018 Operational Plan Progress Report

RECOMMENDATION

That Council receive this report for information.

EXECUTIVE SUMMARY

The following report and attachments detail the City of Victoria's activities and accomplishments on major projects, initiatives, and programs contained in the 2015-2018 Strategic Plan and the 2018 Financial Plan for the period of January 1 – March 31, 2018.

Quarterly Report Improvements for 2018

In February 2018, staff brought forward the 2018 Operational Plan which forms the foundation for the City's quarterly progress reports. The first quarter progress report continues to include a synopsis of major "key initiatives" across all areas of the organization, including transportation and neighbourhood planning, public realm and open space enhancements, citizen engagement, economic development, legislative services and policy. Additionally, the project listing for 2018 now also includes capital projects that are highly visible to the public, such as the Belleville Street improvements, Dallas Road Seawall rehabilitation, and the Gate of Harmonious Interest Design and Funding Strategy.

New in 2018 is an expanded scope of reporting to include major capital programs. The inclusion of these programs to the operational plan is intended to provide greater transparency and visibility on capital spending by capturing approximately 70% of the capital budget (compared to approximately 10% in 2017) within the quarterly report dashboard. These capital programs are:

- Waterworks
- Sewer and Stormwater
- Local and Major Street Rehabilitation
- Pedestrian Master Plan
- Bike Master Plan
- Vehicle and Heavy Equipment Replacement

Q1 Key Initiatives, Projects and Program Status

For 2018, the quarterly progress reports are tracking 52 projects and programs (as compared to 92 in 2017). The lower number of projects is a reflection of a refinement of project definitions to be included in the progress reports and the amalgamation of some projects (such as Wharf Street bike

lane and Wharf Street Revitalization). The breakdown of the status of the 52 projects at the end of the first quarter is as follows:

- On Track = 43
- Some Challenges = 6
- Major Challenges = 2
- Complete = 1

At the end of the first quarter, one project - the NACO Western Regional Angel Summit was completed. Of the eight projects/programs experiencing minor challenges, the cause for the challenge in all cases is a delay in meeting a major milestone that was previously noted in the Operational Plan that was presented to Council in February 2018 and include:

- Accessibility Framework
- Cecelia Park Improvement Plan
- Inclusionary Policy
- Local Area Planning
- Stormwater Main Replacement Program
- Sewer Main Replacement Program
- Sustainable Mobility Strategy
- Bike Master Plan

More detailed information on the nature of the individual project or program challenge are contained in Attachment A).

Operational Accomplishments and Highlights

In addition to project individual project status, major accomplishments to deliver on the thirteen 2015-2018 Strategic Plan objectives is also contained in Appendix A. These accomplishments range include completion of significant public engagement events, progress toward individual project milestones and major decisions and/or direction received from Council, such as the allocation of funds for the purchase of a new Fire Hall.

Trends and Performance Metrics Highlights

Continuing with the City's commitment to introduce, track and report on trends and improved performance metrics, additional measures have been added to the Quarterly Operational Plan Progress report. The expansion of these measures will continue throughout 2018. Highlights of some of the performance indicators and trends include:

- Work days lost (during the year of injury) was significantly lower in Q1 2018 as compared to Q1 2017 with 99 days lost compared to 802 in the previous year.
- Almost 8000 people were engaged through in person attendance at events, email and surveys in Q1 2018 through 8 events compared to 2100 in 2017 through 29 events. 2018 includes 4,300 votes in the Participatory Budgeting initiative and reflects a significant increase in outreach to residents.
- Compared to Q1 2017, the total combined social media audience (Twitter, Facebook, Instagram) increased by 13,500 (18%) in 2018.

- Both parkade and Park Victoria app transactions increased significantly in Q1 2018 over 2017, by 36,000 (10%) and 43,000 (23%) respectively. Street parking transactions experienced a slight decline of 20,000 (3%).
- During Q1, the City's Strategic Real Estate negotiated a lease renewal resulting in an annual increase in revenue of \$20,953 compared to the prior year.
- Delegate days at the Victoria Conference Centre in Q1 2018 increased by 17,000 over Q1 2017.
- The Business Hub had 109 inquiries (63 related to starting a new business). Home-based business inquiries were the most common at 34%, followed by a mix of innovative entrepreneurial ideas, retail, and restaurants. 45% of inquiries related to business licensing.
- The City launched a new registration and reservation software system. Online registration increased by 10%, to nearly 30% of total registrations, compared to last year.
- Total volume of waste has been slowly increasing over the past few years, however, in Q1 the total volume of residential waste was 345 tons less than 2017.
- As of the end of the quarter, there were over 59,000 Vic Alert subscribers, an increase of over 52,000 subscribers since Q4 of 2017. This is primarily the result of the tsunami warning which occurred on Jan 23, 2018 and activation of Vic-Alert to notify residents and activation of the City's Emergency Operations Centre.
- In Q1 2018, there were 154 fewer calls for emergency service than 2017.

Budget Update

As noted in Attachment B, as of March 31, 2018, the overall operating revenues and expenditures/transfers are 8% and 18% respectively, of the annual budgeted amount. This compares to 9% and 17% to the prior fiscal period.

Revenues are expected to meet or exceed budget; revenues from parking, permits and inspections and rezoning are trending higher than expected for the first quarter. The overall low percentage of actual to budgeted revenue is directly related to the property tax and payment in lieu of tax payments that are generally collected in the latter half of the year. Conversely, dog licences and business licenses are collected in the first half of the year resulting in a higher percentage of actual to budgeted revenue in those departments.

Expenditures/transfers are expected to be within budget. Seasonal variations in municipal operations and accounting processes that occur outside the quarterly basis affect the proportion of revenues received or expenditures incurred to March 31, 2018. Seasonal impacts are reflected in Parks, Recreation, Sustainable Planning and Community Development and Corporate budgets due to work programs that will commence in the second and third quarter such as the Parks Boulevard program, summer recreation programs, Official Community Plan, Downtown Area Core Plan, Conference and Canada Day celebrations.

As of March 31, 2018, the actual capital expenditures are at 6% spent of total budgeted expenditures for the year, compared to 5% in the prior year. Capital projects have varying schedules and the majority of the work planned for 2018 is scheduled to start in Q2 and Q3 with the exception of the Crystal Pool Replacement project that will span over multiple years.

An update on grant application activity up to the end of Q1 is Attachment C. This includes a list of grant applications that have been awarded, rejected or pending approval.

Motions/Resolutions Referred to the Quarterly Report Update

Since January 2018, City Council has referred three motions to the Q1 Progress Report update. The responses to these motions contained below.

City Role in Childcare Solutions

On February 22, 2018 Council passed the following motion:

“...Direct staff to report back at the next quarterly update on what work would be required to expedite the rezoning process for childcare spaces and/or to amend the Zoning Bylaw to include childcare for up to a certain number of spaces in all zones unless specifically noted otherwise....”

Island Health, under the *Community Care Facility Act*, may authorize a daycare for up to 8 children within a residential unit, regardless of whether the use is permitted within the *Zoning Regulation Bylaw*. There are numerous other requirements related to the physical structure as well as special building code requirements that are considered and regulated by Island Health as part of the licensing process, which are outside of the City’s jurisdiction.

The *Zoning Regulation Bylaw* also allows larger scale daycares (no limit on number of children) in:

- Most commercial zones;
- Accessory usage in association with public buildings (schools, community centres, churches, libraries, etc.); and
- Through the House Conversion Regulations (under the category of kindergarten) which apply in most low density residential zones.

If Council adopts the proposed Schedule C – Off Street Parking, the parking requirements for daycare uses will be reduced from the current rate which would decrease the likelihood of parking variances being triggered. With regard to Council’s enquiry regarding, “what work would be required to expedite the rezoning process for childcare spaces and/or amend the Zoning Bylaw to include childcare for up to a certain number of spaces in all zones unless specifically noted otherwise,” given that the Zoning Regulation Bylaw rarely regulates the number of children permitted, updating Schedule C to reduce the parking requirement may be the best solution. If Council feels additional measures are warranted, they may wish to pass a resolution directing staff to prioritize the processing of daycare applications.

Right of Way Improvements on Greenways

On February 22, 2018, City Council passed the following resolution:

“That staff report to Council with the following information at the next Quarterly Update:

- 1. A list of city blocks and laneways that do not currently have curbs and gutters installed;*
- 2. A proposed process moving forward for right-of-way improvements arising from land use and development applications on these city blocks and laneways.”*

Attachment D contains a listing of all city blocks and laneways that do not have curbs and gutter installed as of March 31, 2018. The City of Victoria currently has an established processes for

working with land use and development applicants on right of way improvement for any location of the City, including those included in Appendix D. If Council would like a review of alternative options to the current process, additional resources will be required through the 2019 Financial Plan to undertake this work in the coming year and/or a re-allocation of existing resources could be undertaken later this year, which would result in a deferral of other projects and initiatives.

Back-Up Beepers in the Downtown

On April 19, 2018, City Council passed the following resolution on the resources needed to explore what other cities are doing in terms of replacing their fleets' back up beepers with new technologies due to noise concerns:

“... direct staff to report at the next quarterly update on the resources needed to explore what other cities are doing, whether there are policies that the City can implement and whether there are other costs needed to have this considered.”

Staff will provide an update on the status of this motion passed in Q2 as part of the second quarter Operational Plan Progress Report in early September.

CONCLUSIONS

City staff are continuing work outlined contained in the 2015-2018 Strategic Plan; a number of items are carrying forward to 2019-2022. A status report of these actions will be included in the next Quarterly Operational Plan Progress Report in September 2018.

Within the Operational Plan for 2018, all staff resources are fully committed and any new additional work plan items or emerging needs may be accommodated pending trade-off discussions with Council on deferring existing work plan items. The City of Victoria remains committed to transparency and accountability through the provision of quarterly reports to ensure that citizens receive value for tax dollars.

Respectfully submitted,



Jocelyn Jenkyns
A/City Manager

List of Attachments

- A. Operational Plan Progress Report Q1 2018
- B. Budget Update Q1 2018
- C. Grants Update
- D. List of Streets and Lanes without Curbs and Gutters
- E. Victoria Police Department Q1 Report
- F. Victoria Police Department Q1 Presentation
- G. Q1 2018 Operational Progress Report Presentation