



## Committee of the Whole Report For the Meeting of September 5, 2019

**To:** Committee of the Whole  
**From:** Jocelyn Jenkyns, City Manager  
**Subject:** Second Quarter Accountability Report

**Date:** August 30, 2019

### RECOMMENDATION

That Council receive this report for information.

### EXECUTIVE SUMMARY

The following report provides a summary of major achievements, accomplishment and highlights for the period of April 1, 2019 to June 30, 2019. It includes a summary of work undertaken in the second quarter of 2019 included in the Strategic Plan and Financial Plan, as well and other information that Council has directed staff to include in quarterly updates starting this year.

#### Strategic Plan Progress Report – Attachment A

A progress report on the 2019-2022 Strategic Plan is contained in Attachment A. This Attachment provides a listing of all Strategic Plan action items assigned to staff to be initiate in 2019 and organized by Strategic Objective. New in Q2 is the re-introduction of the Project Status Dashboard:

- Green = On Track
- Yellow = Some Challenges (initiative delayed by a quarter)
- Red = Major Challenges (initiative delayed by more than one quarter)
- Blue = Complete
- Black = Initiation in Future Quarters

At the end of Q2 2019, 43 of the 63 Strategic Plan initiatives were on track as planned earlier this year (68%), with an additional 5 action items being completed or in operational sustainment mode (8%). Two initiatives are experiencing minor challenges, due to a delays in meeting the original project schedules (3%). Thirteen initiatives and action items contained in the Strategic Plan had not yet been initiated at the end of June 2019, largely related to affordable housing, because of a dependency on hiring new staff in Q3 to initiate this work. A summary of project status is below.



### Operational Highlights, Accomplishments and Metrics – Attachment B

Major operational accomplishments and metrics are contained in Appendix B and organized by department. These accomplishments include on-going arts and cultural events and supports, support to small businesses, town halls, and a number of major capital project improvements. Major projects completed in the second quarter include the grand opening of the Cecelia Ravine Park, opening of the Johnson Street Bridget underpass, and adoption of the Inclusionary Housing and Community Amenity Policy.

Also included in Attachment B are some emerging issues and challenges – these include on-going vacancies and recruitment delays for specialized positions, aging facilities and infrastructure, construction coordination with private development and utility providers on right-of-ways, as well as changes in winter weather patterns.

### Core Service Delivery Work Plan – Attachment C

The City of Victoria provides over 200 services to citizens. Attachment C is a new addition to the quarterly update report that was introduced in the first quarter of 2019 to highlight some of the main service and program areas, as well as key activities that will be undertaken throughout the year.

### Council Motions (Q2) – Attachment D

In addition to the work that is underway to initiate new actions in the 2019-2022 Strategic Plan and deliver on-going daily service delivery contained in the Financial Plan, Attachment D provides a summary of Motions that were approved by Council in Q2. These Motions are being provided to Council through the quarterly update for information have been categorized as into three groups as follows:

- (1) Council Added
- (2) Operational
- (3) Strategic Plan

### Budget Update – Attachment E

An update of the operating and capital budget for the first quarter is contained in Attachment E. As of June 30, 2019, the overall operating revenues and expenditures/transfers are 73% and 35% respectively, of the annual budgeted amount. This compares to 76% and 36% to the prior fiscal period.

Revenues are expected to meet or exceed budget; revenues from short term rentals, permits and inspections and rezoning are trending higher than expected for the second quarter. 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 June 30, 2019. Seasonal impacts are reflected in Parks, Recreation, Sustainable Planning and Community Development and Corporate budgets due to work programs that will commence in the third and fourth quarters such as the Parks Boulevard program, summer recreation programs, Official Community Plan, Downtown Area Core Plan Canada Day celebrations.

As of June 30, 2019, the actual capital expenditures are at 18% spent of total budgeted expenditures for the year, compared to 13% in the prior year. Capital projects have varying



schedules and the majority of the work planned for 2019 is scheduled to start in Q2 and Q3.

#### Council Member Expenses – Attachment F

Attachment F contains all expenses submitted by members of Council for reimbursement during the second quarter. This is a new attachment to the quarterly report that was introduced at the start of 2019 and fulfils the strategic plan objective to more openly report on expenses.

Starting this Quarter, the carbon pricing is being added for airline travel in the Council expense report in attachment F to capture the full cost of travel. These costs will be transferred to the Climate Action Reserve.

#### Grant Update – Attachment G

Attachment G contains an update on the grant activity in Q 2019. A major achievement during the quarter was the award of a federal grant funding of \$15.3 million from the Disaster Mitigation and Adaptation Fund for upgrades to water, sanitary sewer and storm drain infrastructure.

#### Awarded Contracts – Attachment H

On March 14, 2019, Council passed a motion that directed staff to report back at quarterly updates on new contracts awarded for external procurement of goods and services where the total anticipated purchase amount exceeds \$50,000. These purchases may extend over several years and are contained Appendix H.

#### New Position Recruitment

Through the 2019 financial planning process, Victoria City Council approved 41 new positions to support advancement of strategic objectives and actions starting in 2019 identified in the 2019-2022 Strategic Plan. A summary of the status of retaining staff related to the Strategic Plan is below.

Status	Description	Number
Filled	Position has been filled or no recruitment was required	17
Active	Currently in active competition (includes advertisement, shortlisting, interviews and offer)	9
Planning	Development of a job description and/or job evaluation currently underway	15
Total		41

*\*As of August 30, 2019*

#### 2018 Statement of Financial Information – Attachment I

The 2018 Statement of Financial Information is contained in Attachment I.

#### Council Motions referred to Quarterly Update

Through the normal deliberations of Council, the following motion was forwarded to the quarterly update on May 23, 2019.

*“That Council refers the following resolution to the next Quarterly Update, with staff providing information on the resource implications of proceeding with the action outlined:*

- 1. That Council amends the Strategic Plan 2019-2022 to include the new 2020 action: “Develop regulations to phase out commercial horse-drawn carriage operations on city streets by 2023, providing adequate notice to operators, employees and members of the public.”*
- 2. The Council encourages collaboration between industry, the City and provincial regulators to pursue innovation in electric-powered vehicles for*

*hire, to provide ongoing and enhanced opportunities for experiential tourism, employment and economic development.*

3. *That Council refers the recommendations in the letter received by Council on May 28, 2018 and July 25, 2018, to staff to inform revisions to regulations and policies between now and 2023.*

**Motion to Refer:**

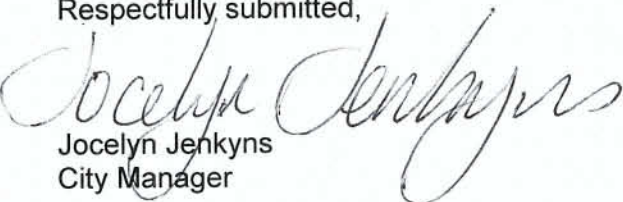
*Refer this item back to COTW pending a delegation from the BCSPCA to the COTW meeting.*

As of August 30, 2019, the meeting date has not yet been finalized, and as such, this item will be brought forward through the Third Quarter Accountability Report.

**CONCLUSIONS**

City staff are continuing work outlined contained in the 2019-2022 Strategic Plan. Within the Service Delivery Work Plan for 2019, 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 value for tax dollars.

Respectfully submitted,



Jocelyn Jenkyns  
City Manager

**List of Attachments**

- A. Strategic Plan Progress Report
- B. Operational Plan Highlights, Achievements and Metrics
- C. Core Service Delivery Work Plan
- D. Council Motions (Q2)
- E. Budget Update
- F. Council Member Expenses
- G. Grant Update
- H. Contracts Awarded (Q2 2019)
- I. Statement of Financial Information (2018)