



Governance and Priorities Committee Report

For the Meeting of August 28, 2014

To: Governance and Priorities Committee
From: Jason Johnson, City Manager
Subject: Quarterly Reporting to Council – Quarter 2

Date: August 15, 2014

Purpose

Quarterly reports are prepared to update the City Council and the community on the progress being made towards the Strategic Plan. This reporting process facilitates an important dialogue between City Council and staff on projects and issues of importance to the organization and community.

Background

1) Continuous improvements to Quarterly Reporting Process

Over the past months a number of changes to the quarterly report have occurred, and the process will be reviewed in its entirety, timed with the new Council and development of a new Strategic Plan. This quarterly report includes the Quarterly Report on Strategic Priorities, Quarterly Operational Plan, and for the first time, Departmental Highlights Reports. The departmental reports are intended to provide a greater overview of the emerging issues and operational progress being made within each department. Many items and services fall outside of the strategic priorities of Council, however are essential to the quality of life and satisfaction of Victoria citizens and businesses. The departmental reports over time, and corresponding to a new strategic planning process in the New Year, will routinely report on indicators and metrics aligned with the performance measures within the strategic plan.

The implementation of the strategic plan will continue to occur as follows:

Report Content	Comments	GPC Date
Q2 Report – April to June		July
Quarterly Report on Strategic Priorities Quarterly Report on Operational Plan		
Introduction to Quarterly Departmental Highlight Reports	Draft for Council's information and feedback	
Q3 Report – July to September		October
Quarterly Report on Strategic Priorities Quarterly Report on Operational Plan Quarterly Departmental Highlight Reports		
Q4 Report – October to December		January

Quarterly Report on Strategic Priorities Quarterly Report on Operational Plan Quarterly Departmental Highlight Reports		
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2) Quarter 2 Report on Strategic Initiatives – April 1 – June 30

Much was accomplished to deliver on Council's strategic priorities during this quarter; however, the report to Council was delayed by one meeting due to an ambitious agenda at the last Governance and Priorities meeting in July.

Highlights on strategic initiatives within the last quarter include extensive community engagement on a variety of topics:

- The Bicycle Master Plan engaged 1,500 people through a variety of channels and built stronger relationships within the community around the City's future cycling network. The comprehensive public input directly influenced the new cycling network developed for Council consideration, and will continue to inform the update to the overall cycling master plan.
- Over 1,100 people provided feedback on proposed changes to the parking services model resulting in a series of strategies to create greater turnover on-street, and make parkades more welcoming and attractive for downtown visitors seeking long term parking. Changes are already underway and rate changes will be introduced September 15.
- An extensive process also occurred to develop guiding principles for advancing future development on three sites within the inner harbour. An open house, a Harbour Dialogue forum, and a technical workshop were conducted with local stakeholders to identify future opportunities and guiding principles for Ship Point, Lower Wharf, and Belleville Terminal.
- After a lengthy negotiation, Victoria and Esquimalt finalized a policing agreement for the two communities with VicPd.
- Progress has been made on the transfer of the Siem Lelum property at 120 Gorge Road. Negotiations have concluded with BC Housing and Victoria Native Friendship Centre (VNFC) regarding the Housing Agreement that will go on title. The agreement will come to Council as a bylaw for approval. This is anticipated to occur in September. If all the agreements are finalized by September, title to 120 Gorge should be transferred to VNFC before the end of the year.
- Customer service improvements have advanced in City Hall with new free 15 minute customer parking, a City Hall customer service ambassador, and continued physical renovations to the public service areas in City Hall and Human Resources. Free Wi-Fi in City Hall will soon be launched, and the City introduced a new blog and Have Your Say consultation portal online to facilitate greater information sharing with the community. Further to the customer service improvements, the Citizen Engagement and Strategic Planning Department was created, aligning civic engagement, communications, customer service, strategic planning and executive administration under one department for greater effectiveness and alignment of citizen input with service enhancements.

- In May, an open data licence was developed and adopted by Council. This provides a greater foundation for data sharing and a principled commitment by the City to make data available in raw formats for the public to use.
- Discussions on the naming rights for the Victoria Conference Centre continued, facilitated by further market research and Council adoption of philanthropic guidelines for potential naming right opportunities.
- Work to create priority bus and bike lanes on Douglas Street was completed by City crews, enabling BC Transit to introduce incoming priority lanes between 6 a.m. and 9 a.m. and outgoing lanes between 3 p.m. and 6 p.m.

Although all projects have progressed, the timelines have changed for the following:

- The Crystal Pool Capital Investment Strategy will come forward early in the New Year. The consultant requires the draining of the pool to complete a full assessment of the condition and options for future. The consultant's report will be reviewed by staff and accompany a staff report outlining estimates and options for Council consideration in January 2015.
- An asset management strategy is being drafted and will come to Council this fall. An asset management software program is being tested to ensure full integration with City systems. Testing and final internal review of the strategy are the last steps before coming to City Council shortly.

3) Operational Plan and Departmental Highlights

This is the second quarter that departments have included an operational plan to denote the many activities underway. It provides greater context for where resources and priority are being placed. Where timelines have changed or milestones reached since last reporting, it has been noted. Within the new strategic planning process, the operational plan will be modified to align with strategic priorities and objectives of Council.

This is the first time a Departmental Highlights Report has been included. This is an endeavour to provide additional information about metrics, trends and seasonal changes within departments, and a sense of how as a whole, the operations are structured for greatest effectiveness. As the strategic and financial planning processes are adapted in coming months, these departmental highlights will be enhanced. Regular reporting will include metrics of process and progress.

Recently a number of structural changes were introduced:

- In an effort to align key areas and reflect the City's strategic commitment to continuous improvement informed by community dialogue, the communications and engagement department was renamed the Citizen Engagement and Strategic Planning department, and aligns customer service, civic engagement, strategic planning and executive administration in one department. The City Correspondence function will sit within this department as well, increasing tracking and support for Council and City correspondence.
- In June, the economic development function was moved under the leadership of Jocelyn Jenkyns, General Manager of the Victoria Conference Centre, reducing the

number of direct reports to the City Manager and building capacity to support the recent transfer of the Crystal Garden from the Province of BC to the City.

- The Legislative Services and Policy divisions have recently been consolidated in one area for greater capacity and support to the organization for policy development, bylaw reviews and report writing.
- Recent retirements in the Fire Department has enabled succession planning in a number of positions. Paul Bruce was recently appointed Fire Chief, followed by the recent appointment of Deputy Royle. Two members of the succession planning program within the department were provided opportunity to be assigned to the administration division to supplement their educational component.

From a day-to-day human resources perspective, the spring season is a busy one with the recruitment of seasonal employees. 130 competitions were completed and a new spareboard approach was introduced to provide greater flexibility and effectiveness for front-line service areas needing casual or temporary resources.

A number of changes in the Human Resources Department are underway. A new organizational chart has been introduced to better reflect the community's role in the City's reporting structure. It is now available on the City's website and is an on-going reminder to staff of the community's role in determining priorities and needs. The reception area is also being updated to reflect the City's professionalism and commitment to customer service.

The City has recently concluded collective bargaining through the Greater Victoria Labour Relations Association with Canadian Union of Public Employees, the City's largest membership union, and the agreement is expected to be ratified in early September.

In April, prior to approval of the budget, the Finance and Citizen Engagement staff hosted a budget open house at City Hall. This was the first non-council meeting to be webcast, and the first time the City has solicited budget questions via twitter, using the hashtag #yyjbudget. Since that time a new Finance Director has been appointed by promoting within, and a new financial planning process has been introduced. Staff across the organization have been interviewed and the new plan will outline service levels and metrics to assist with improved planning and budget allocations based on trends and demands.

To support customers during tax time, while City Hall was under renovation, staff across the organization rotated as ambassadors in the foyer to answer questions, guide and accompany visitors to their destination within City Hall.

A number of technological improvements have been made this quarter with the introduction of electronic billing, and an ambitious IT workplan is underway to improve technology for staff effectiveness and pilot new technology for broader use and flexibility.

A new document library has been created on the City's website to support the routine posting of confidential Council decisions that Council has publically disclosed; and in future, Freedom of Information requests.

Since the last quarterly update, the City held a development summit to hear from community partners, development community and staff on ways to improve relationships and processes to help grow the city and manage development thoughtfully and effectively. A summary of input is now complete and has been shared with all participants. Staff are actively working on

an action plan that will come to Council in September.

Additional staff resources have been added to development services to assist with expedited processing of major development applications, as well as for affordable housing. Additional resources for major projects will enable an ability to maintain existing turnaround times for routine applications.

Meanwhile, new turnaround times for complete permit and inspection applications were established this quarter. Progress towards meeting these targets is being made, in particular as we enter the third quarter of the year, and while the number of permits has increased.

Engineering and Public Works continues to deliver the capital workplan and planning for future capital projects. Planning for Fire Hall #1 continues and Council will be updated in September on progress to date.

A number of pedestrian improvements were made with a new crosswalk at Pembroke and Douglas, a sidewalk upgrade on King Street from Graham to Blackwood, and asphalt repair on Glasgow, near Topaz Park.

This past quarter, priority bus and bike lanes were introduced on Douglas Street facilitating expedited travel by transit and cyclists during morning and evening commutes; and the first phase of the Dallas Road Seawall repair was completed with the next phases planned from August to October.

The second quarter of the year is always a busy one for the parks, recreation and culture areas. The City is seeing a marked increase in summer camp registrations this year and the final phase of an online recreation registration system as finalized to assist continued growth of programs.

A number of capital improvements continue at Royal Athletic Park. New seating was installed this spring and parking lot lighting and field improvements will be complete by November.

From a policy and planning perspective, there is a lot of work underway planning for the engagement on the S-curve lands adjacent to the Johnson Street Bridge, as well as the public realm and plaza areas as part of the project. Staff are also working with a consultant on the design options for the Heron Cove and Raymur pedestrian bridges, key connection points along the David Foster Way. Finalizing bridge designs based on public input early in the New Year will enable the City to apply for senior level capital funding.

Legislative and Regulatory Services is working closely with Sustainable Planning & Community and Development to enact regulations that will improve the management of nuisance and pollution impacts arising from vessels anchored in the Gorge Waterway. A public hearing is upcoming.

In regard to the park regulation bylaw, increased coordination between the City and VicPd and expanded bylaw coverage to seven days per week has increased monitoring and education about the parks regulation bylaw as it relates to temporary shelter in parks.

In the area of licencing, the City has also seen a notable increase in food truck licences issued this year, increasing to 50 active licences, up from 26 last year.

Regulation of portable signs for businesses came into effect this quarter starting with outreach and education provided to businesses about the new regulations. To date, 192 portable signs have been licensed and efforts continue to monitor compliance and promote licensing. In the downtown area, the regulations have reduced visual clutter at intersections and reduced sidewalk obstructions for pedestrians.

The City had three major fires this quarter including View Towers, 2321 Cook Street, and Chatham Street. Victoria Fire Department responded to 1,464 calls this quarter, which included 38 structure fires, 76 motor vehicle accidents, 172 automated alarm responses, 18 public assist calls, and 900 first responder medical calls. The fire at View Towers that required intensive support and collaboration within and outside of the department.

In terms of economic development and impact, the Victoria Conference Centre took on a greater role with the economic development function and building on the unprecedented land swap negotiated by the Economic Development Director in the first quarter. Extensive work to operationalize and transfer properties, including the Crystal Garden, was a focus in Quarter 2.

Conference Centre Delegate days are expected to be comparable with 2013, however the spring bookings are lower than 2014, as April 2013 noted was exceptionally busy. Room bookings are expected to be about 21,000 in 2014.

Staff welcome Council's feedback on the Departmental Highlights Report.

4) Additional Attachments

- a. City of Victoria - Operating Budget Revenues (Appendix A)
- b. City of Victoria - Operating Budget Expenditures (Appendix A)
- c. Capital Budget Expenditures (Appendix B)
- d. Single Source Report (Memo)
- e. List of Third Party Reports

Recommendations

That Council receive this report for information.

Respectfully submitted,


Jason Johnson
City Manager