



Governance and Priorities Committee Report

Date: April 29, 2014 **From:** Jason Johnson, City Manager
Subject: Quarterly Reporting to Council – Q1

Purpose

A formal quarterly reporting process has been established by the City of Victoria to provide Council and the community with and update on progress towards the Strategic Plan, this report provides the first quarter update. This report also includes proposed improvements to the quarterly reporting process and a draft 2014 Operational Plan for Council's feedback. Establishing and maintaining an effective quarterly reporting process is a key priority to ensure Council is apprised of the organization's progress.

Background

1) Proposed 2014 Quarterly Reporting Process

This section of the report outlines to Council the proposed quarterly reporting process for the remainder of 2014. It is proposed that each quarterly report include an update on Strategic Initiatives (as outlined in the Strategic Plan), an update on the Operational Plan (presented later in this report) and departmental updates. Departmental updates will highlight trends and emerging items within each department. Departmental reports will be produced by all City departments and will include a report from the Victoria Police Department and the Economic Development function of the organization.

In addition to being informative, the quarterly reports will be an important tool for managing resources and competing priorities within the organization to ensure the City is delivering expected outcomes and communicating progress and challenges to Council and the public. Essentially, the reporting process is designed to ensure organizational accountability in a transparent manner.

With the City Manager starting on February 11, half way through the first quarter, the implementation of the 2014 quarterly reporting process will be implemented as follows:

Report Content	Comments	GPC Date
Q1 Report – January to March		May 8
Quarterly Report on Strategic Initiatives		
Introduction to Operational Plan	Draft for Council's information and feedback	
Q2 Report – April to June		July
Quarterly Report on Strategic Priorities		
Quarterly Report on Operational Plan		
Introduction to Quarterly Departmental 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 Reports		
Q4 Report – October to December			January
	Quarterly Report on Strategic Priorities Quarterly Report on Operational Plan Quarterly Departmental Reports		

The reporting process and format will be subject to continuous improvement as required and the reporting process for each year will be outlined to council annually.

2) Quarter 1 Report on Strategic Initiatives – January to March

For the City Manager's office, much of Q1 has been exploratory in terms of seeking an understanding of the City of Victoria, identifying areas for improvements, establishing relationships and attention to some emergent issues such as the provincial land exchange and Johnson Street Bridge.

Attached to this report is the Quarterly Progress Report on Strategic Initiatives for Q1. The following are highlights from the report:

- In February, an unprecedented land exchange occurred between the City and the Province of BC, exchanging three City properties on Harbour Road for Crystal Garden and four provincially-owned Inner Harbour properties. This exchange creates opportunities for new investment and job creation at Point Hope Maritime, in industry critical to Victoria's economy. The four Inner Harbour properties given to the City are key to Inner Harbour revitalization and advancing the City's harbour pathway from Rock Bay to Ogden Point.
- In February, a project charter for revitalization of the inner harbour was approved and much work has occurred since to prepare for public consultation and analysis for potential of three strategic sites at Ship Point, Lower Wharf, and Belleville Terminal.
- Council approved a host of recommendations to improve the downtown parking experience, and initiated consultation with the community to seek feedback on the proposed changes.
- The City held a very successful open house, with over 240 people in attendance, to collect feedback on proposed zoning regulations for the Central Business District. The changes to zoning regulations are designed to facilitate the City's growth anticipated over the next 30 years.
- Progress continues to be made on improving the City's governance model. This quarter, a successful process inviting members of the public to serve on standing committees was completed, resulting in the highest application response to date.

Progress continues on all strategic priorities however some completion dates have shifted to allow for additional work to occur. Council has been advised of the changes to these timelines at other meetings. Timelines have shifted on the following:

- Pursue Naming Rights for Victoria Conference Centre – conclusion of a naming rights process is now anticipated in September 2014.
- Review Parking Services – additional time was needed to refine draft recommendations and consult with stakeholders. Once approved, recommendations will be implemented in September.

- Manage Siem Lelum a Supportive Housing Project at 120 Gorge Road– the date for title transfer continues to be unknown.
- Update Bicycle Master Plan – an expansion of project scope means that in addition to establishing a new bicycle network for the next five years, a new Bicycle Master Plan will be developed informed by public input, and presented to Council in February 2015.
- Renovate or Replace Fire Hall #1 – external planning resources are being sought to explore detailed options for project delivery. An update on options will presented to Council in September.

Please note that several third party reports commissioned during Quarter 4 of 2013 were inadvertently omitted from the third party report list previously provided to Mayor and Council. As a result, an addendum to the Third Party Report List for October 1 to December 31, 2013, is also attached.

3) Introduction to Operational Plan

An Operational Plan has been produced which outlines the planned output of the organization by department for 2014. This plan outlines work on organizational initiatives above and beyond the daily responsibilities and services of each department. Appendix C outlines the draft 2014 Operational Plan.

The Operational Plan helps Council, staff and the community see where resources are allocated within the organization and what improvements/service enhancements are coming forward as a result. The Operational Plan outlines what each department is responsible for to support the delivery of organizational initiatives and facilitates a team approach.

The plan establishes timelines for each initiative which enables the City to measure organizational performance and understand when initiatives are set for completion or coming forward for Council's consideration. As new priorities arise, the Operational Plan must be adjusted to respect the capacity of the organization.

Recommendation

That Council receive this report.

Respectfully submitted,



Jason Johnson
City Manager