

**MINUTES OF THE
SPECIAL GOVERNANCE & PRIORITIES COMMITTEE MEETING
HELD THURSDAY, OCTOBER 10, 2013, 9:00 a.m.**

1. THE CHAIR CALLED THE MEETING TO ORDER AT 9:04 A.M.

Committee Members Present: Mayor Fortin in the Chair; Councillors Alto, Coleman, Gudgeon, Helps, Madoff, Thornton-Joe and Young.

Absent for a Portion of the Meeting: Councillor Isitt.

Staff Present: J. Jenkyns – Acting City Manager; R. Woodland – Director of Legislative & Regulatory Services; C. Havelka – Recording Secretary.

Staff Present for a Portion of the Meeting: P. Bruce – Acting Fire Chief; K. Friars – Director of Parks, Recreation & Culture; K. Hamilton – Director of Communications and Civic Engagement; T. Harrison – Director of Human Resources; D. Kalynchuk – Director of Engineering & Public Works; B. Warner – Director of Finance; A. Meyer – Acting Director of Sustainable Development & Community Development; J. Schmidt – Manager of Corporate Planning & Policy.

2. APPROVAL OF THE AGENDA

Action: Councillor Helps moved that the Agenda of the October 10, 2013, Special Governance and Priorities Committee meeting be approved.

CARRIED UNANIMOUSLY 13/GPC507

Action: Councillor Coleman moved that Governance & Priorities Committee convene a Closed meeting that excludes the public under Section 12(6) of the *Council Bylaw* for the reason that the following agenda items deal with matters specified in the following sections of the *Council Bylaw*:
Section 12 (3) (c) – Labour relations or employee relations

CARRIED UNANIMOUSLY 13/GPC508

3. CLOSED MEETING AT 9:06 A.M.

Committee Members Present: Acting Mayor Helps in the Chair; Councillors Alto, Coleman, Gudgeon, Madoff, Thornton-Joe and Young.

Absent for a Portion of the Meeting: Mayor Fortin, Councillor Isitt.

Staff Present: J. Jenkyns – City Manager; R. Woodland – Director of Legislative & Regulatory Services; D. Schaffer – Manager of Legislative Services; C. Havelka – Recording Secretary.

3.1 Employee Relations

The City Manager provided Committee with information regarding employee relations.

Mayor Fortin joined the meeting at 9:07 a.m. and assumed the Chair.

Councillor Isitt joined the meeting at 9:08 a.m.

The discussion was recorded and kept confidential.

Rise and Report

Action: Councillor Alto moved that Committee thank the City Manager for providing Committee with an update on the relationship between Council and staff who continue to work together to serve the public.

CARRIED UNANIMOUSLY 13/GPC509

4. ADJOURNMENT OF CLOSED MEETING

Action: Councillor Coleman moved that Committee adjourn the closed meeting at 9:30 a.m.

CARRIED UNANIMOUSLY 13/GPC510

5. OPEN MEETING – PRESENTATION

5.1 2013 – 2015 Strategic Plan and Priorities Check-In

Committee received a report dated October 7, 2013 from the City Manager regarding the 2013 -2015 Strategic Plan and Priorities Check-In as it relates to the City's three-year planning cycle. Council approved its new Strategic Plan for 2013 to 2015 in the fall of 2012. Approximately one year has elapsed since the approval of the Strategic Plan and this special "check-in" meeting has been scheduled as an opportunity for Council to review and confirm the direction outlined in that plan. Staff spoke to a PowerPoint Presentation that highlighted the following:

- Overview
- What has been achieved
- Strategic Priorities and City Services
- Communications and Civic Engagement
- 2015 – 2015 Key Initiatives
- Implement Customer Service Plan
- Continuous Improvements to Governance
- Delegation of Authority
- Organizational Structure
- Increase Revenue
- Review Parking Services
- Open Government Initiatives
- Negotiate Fortis Agreement
- Manage 120 Gorge Housing Project
- Finalize Official Community Plan
- Public Transportation Options
- Rental Housing and Ownership
- Future Options for Crystal Pool
- Renovate/Replace Fire Hall # 1
- Policing Agreement
- Economic Development Strategy
- Replace Johnson Street Bridge
- Dallas Road Bluffs Study
- Beacon Hill Park Traffic Management
- Cycling Path on Dallas Road
- Asset Management Framework
- Park Plan for 'S-curve' lands
- Unfunded Official Community Plan actions
- 2014 City Highlights
- Next steps

Committee discussed the following:

- The usefulness of the departmental handouts and options for distributing them; including a sheet on Council's work.
- The pathway along Dallas Road and ensuring it meets the CRD timeline approvals related to the sewage project;
 - Staff will be bringing a report to Council next month on this topic.
 - Providing to Council information on the cycling pathway that was presented to the James Bay Neighbourhood Association.
- Details regarding the lease arrangement with Point Hope Ship Yard land;
 - This is in reference to the lands at 203 Harbour Road and an option agreement that has expired.
- Details regarding the online public engagement platform that's planned;
 - Reviewing a number of service options including a blog.
- Details regarding housing innovation pilot projects;
 - The restructuring of the social housing function and reviewing how to best use those resources.
- Details regarding the new zones for the Central Business District;

- Reviewing the Central Business District to pick up on policy direction related to Bonus Density.
- Details regarding engagement support during construction;
 - Enhancing how residents are alerted regarding upcoming construction and having follow-up surveys.
- Demonstrating what each department is providing in terms of tax dollars delivered.
- Discussing possible shifts within the Capital Plan to accommodate unresourced initiatives; reviewing and consultation with respect to items of highest priority;
 - The extensive consultation done with respect to the *Official Community Plan*.
 - *The Citizen and Business Survey* as a resource.
 - Noting that every key initiative has been informed by public engagement of some sort; closing the loop by advising the public how that feedback was operationalized.

The City Manager advised that the Strategic Plan and Priorities Review provides context in terms of Council's decision making and will help inform decisions Council will want to make at their next strategic planning session. The Director of Communications and Civic Engagement advised Committee that staff expect to bring back a complete list of achievements for Committee's review and discussion.

6. ADJOURNMENT

Action: Councillor Helps moved that Committee adjourn the Special meeting of October 10, 2013 at 10:38 a.m.

CARRIED UNANIMOUSLY 13/GPC511

Mayor Fortin, Chair



Governance and Priorities Committee Report

Date: October 7, 2013

From: Jocelyn Jenkyns, Acting City Manager

Subject: Review of 2013-2015 Strategic Plan and Priorities

Executive Summary

The City operates on a three-year planning cycle. Every three years the City starts a new planning process with Council workshops that identify priorities for the next three years. A series of workshops were held for this purpose in the summer and fall of 2012, culminating in Council approval of a new Strategic Plan for 2013 to 2015. These workshops also identified a number of initiatives that were immediate priorities and scheduled for completion by the end of 2012. Approximately one year has elapsed since the approval of the Strategic Plan. This special "check-in" meeting has been scheduled as an opportunity for Council to review and confirm the direction outlined in that plan.

The majority of the City's financial and staff resources are dedicated to the provision of core services. Departmental work plans and capital and operating budgets for 2013 to 2015 were developed and approved last year based on available resources for the three year period. Key Initiatives for 2013 to 2015 formed the foundation of work plans and budgets and were given priority over other identified work. Through reallocation of resources staff can initiate work in 2014-2015 on four of the unfunded Five-Year Actions identified in the Official Community Plan Implementation Strategy.

Staff have already made significant progress on the Key Initiatives for 2013 to 2015. If Council wishes to consider adding any other new initiatives to departmental work plans for 2014 and 2015, it is recommended that staff perform a capacity assessment of each proposed initiative and report back to Council on the results of that assessment at the next review session, scheduled for October 22, 2013.

Recommendation

That Council confirm the Key Initiatives for 2013 to 2015 outlined in the current Strategic Plan as its priority initiatives for 2014 and 2015.

Respectfully submitted,


Jocelyn Jenkyns
Acting City Manager

Purpose

Approximately one year has elapsed since the approval of the City's 2013 to 2015 Strategic Plan. This special "check-in" meeting has been scheduled as an opportunity for Council to review and confirm the direction outlined in that plan. To facilitate this exercise, this report:

- reviews progress on Council's priorities and key initiatives over the past year
- describes the work that staff will be engaged in during 2014 and 2015, and
- assesses the City's financial and staff capacity to incorporate new initiatives into budgets and work plans for 2014 and 2015.

Background

The City is in the second year of a three-year planning cycle. Every three years a new planning process begins with Council workshops that identify priorities for the next three years. A series of workshops were held for this purpose in the summer and fall of 2012, culminating in Council approval of a new Strategic Plan for 2013 to 2015. These workshops also identified a number of initiatives that were immediate priorities and scheduled for completion by the end of 2012.

"Our Bright Future," Victoria's Strategic Plan for 2013 to 2015, establishes the following five broad organizational priorities for 2013 to 2015:

- Enhancing community well-being
- Improving financial sustainability
- Strengthening the economy
- Enhancing customer service, and
- Fostering informed and open decision-making.

The Strategic Plan also identifies a series of Key Initiatives for 2013 to 2015, which are the tangible actions that the organization will undertake over the next three years to advance these priorities. These priorities and key initiatives are integrated with the Financial Plan and aligned with the Official Community Plan and the Victoria Sustainability Framework.

This means that any change in strategic direction may impact the City's ability to deliver on the Key Initiatives or to meet budget forecasts for 2014 and 2015. As described during the recent budget update to the Governance and Priorities Committee, a significant amount of work has gone into developing budgets to the end of 2015 that meet Council's direction of a maximum 3.25% tax increase. The 2014 and 2015 budgets are projected to be balanced if the City continues on the planned course. During the update it was noted that one of the risks to achieving balanced budgets would be the introduction of new projects or priorities that impact current work plans or resources.

To help manage this risk, a capacity assessment process has been developed. In future, Council can expect that a capacity assessment will be conducted, before new projects will be added to departmental work plans.

Issues and Analysis

1. Strategic Plan Progress

The City is making steady progress on the Strategic Plan priorities and key initiatives. Many of these initiatives have been completed, while others have seen significant progress. The tables included in Appendix A describe what has been achieved. Completed projects include:

- Fisherman's Wharf Park Improvements, which transformed an underused sports field to a "natural" park with a broad range of amenities for residents and visitors to enjoy
- Renovations to Queens Manor, a supportive housing complex that includes 36 units of

- "low barrier" housing
- Implementation of the new Solid Waste Collection Service, which has resulted in a 37% diversion rate for organic waste
- Development of Budget Reduction Strategies, which were used to develop a three-year budget that limits the annual tax increase to a maximum of 3.25%
- Implementation of the Organizational Review, which has helped align the organization to deliver on the priorities outlined in the Strategic Plan
- Approval of the Official Community Plan Implementation Strategy, which sets the direction for implementation of the Official Community Plan (OCP) over the next 30 years

Appendix A highlights major milestones and planned achievements that staff will focus on for the remainder of this year and in 2014-2015.

2. Capacity Assessment

The majority of the City's financial and staff resources are dedicated to the provision of core services. The list of Key Initiatives for 2013 to 2015 developed in 2012 reflected the best estimate of the organization's available staff and financial capacity until the end of 2015. Several initiatives which were identified as possible priorities, including local area plans for Rock Bay and the Douglas Street Corridor, were ultimately not included on this list because of capacity constraints.

In addition to work on the initiatives listed in Appendix A, and core operational activities, staff have also been engaged over the past year in various other work directed by Council. Some of this work was not initially contemplated during the 2012 capacity assessment exercise. Projects that have consumed significant staff and financial resources over the past year include:

- Public engagement on the proposed Stormwater Utility
- Development of concept plans for David Foster Way
- Reporting on individual crosswalk projects, crosswalk prioritization processes and capital budgets for crosswalk improvements
- Development of proposed portable signs regulations, and
- Revisions to the City's Permissive Tax Exemption Policy.

Unresourced Initiatives

Other projects will require significant staff and financial resources to see to completion. There is currently no provision within budgets or 2013-2015 departmental work plans for further work on:

- Investigating the feasibility of ownership or operation of the Victoria Harbour Water Aerodrome
- Investigating the feasibility of implementing a management scheme for Selkirk Water Northwest of the Selkirk Trestle, and
- Developing and implementing neighbourhood pilot projects to reduce speed limits.

The following items were referred by Council for discussion at the Strategic Plan review meeting:

- Sustainable procurement
- Food carts/trucks
- Follow up to 2013 Citizen and Business Surveys, and
- Pedestrian controlled crosswalks on Hillside Avenue.

Appendix B is intended to facilitate this discussion by providing an assessment of

- the need for, and priority of, further work in each of these areas, and
- the organization's capacity to add work in each of these areas to departmental work plans and budgets for 2013 to 2015.

Funding Options for Unresourced OCP Five-Year Actions

2014 to 2015

Council also directed staff to bring forward a report that outlines funding options for the eleven unfunded Five-Year Actions identified in the Official Community Plan Implementation Strategy. Two capital items from that list (Implementation of recommendations for Fire Hall #1 and Crystal Pool) will be addressed during the Asset Management Update scheduled for the October 3, 2013 Governance and Priorities Committee meeting, so are not described here.

Of the remaining unfunded OCP actions, four can be funded through reallocation of the 2014 and 2015 corporate consulting budgets. The following four initiatives will be added to departmental work plans for 2014 – 2015:

- Updating Schedule C of the Zoning Regulation Bylaw (related to parking standards and requirements)
- Establishing a Disaster Debris Removal Policy and Plan
- Conducting a Citywide Building and Infrastructure Condition Assessment Study (for public and private property)
- Developing a Policy for Post-Seismic Standards for Civic Buildings and Infrastructure.

The initiative “Creating a Post-Disaster Recovery Plan” is reliant on the findings of the Condition Assessment Study planned for 2014, and therefore should not be commenced until that project is sufficiently advanced. The Recovery Plan requires the involvement of most City departments and there is limited capacity within the organization as a whole to engage in this planning process in the next two years, or sufficient funding. It is recommended that this initiative be considered when establishing priorities, departmental work plans and budgets for the next 3-year planning cycle (2016 to 2018).

The initiative “Assessment of the Social and Housing Needs of Victoria’s Population as it Ages” can proceed in 2014 if grant funding of \$20,000 is secured. A grant application will be submitted to the UBCM Seniors Housing and Supports Initiatives Program to fund the first phase of this initiative, which would likely include a high-level needs assessment and gap analysis. If additional grant opportunities do not arise, future phases can be considered when establishing departmental work plans and budgets for 2016 and beyond.

2016 and Beyond

It is premature to consider funding the three remaining unfunded actions noted below, as the scope and nature of the work that may be required is currently unknown. It is recommended that these three initiatives be considered when establishing departmental work plans and budgets for 2016 and beyond:

- Any potential expansion of incentives to support seismic upgrades that might be recommended as a result of the Citywide Building and Infrastructure Condition Assessment
- Any other potential actions that might be recommended as a result of the Citywide Building and Infrastructure Condition Assessment
- Implementation of Economic Development Strategy actions beyond 2015

Conclusions

The majority of the City’s financial and staff resources are dedicated to the provision of core services. Departmental work plans and capital and operating budgets for 2013 to 2015 were

developed and approved last year based upon a capacity assessment that considered available staff and financial capacity for the three year period. The Key Initiatives for 2013 to 2015 formed the foundation of these plans and budgets. Through reallocation of resources staff can initiate work over the next two years on four of the unfunded Five-Year Actions identified in the Official Community Plan Implementation Strategy.

Staff are making significant progress on the Key Initiatives for 2013 to 2015. Any new initiatives for 2014 and 2015 would be determined after conducting a capacity assessment of each proposed initiative. Staff will report back to Council on the results of that assessment at the next review session, scheduled for October 22, 2013.

Recommendation

That Council confirm the Key Initiatives for 2013 to 2015 outlined in the current Strategic Plan as its priority initiatives for 2014 and 2015.

Appendix A – Strategic Plan Progress

1) *Initiatives Identified for Completion in 2012*

	Initiative Name	Status
1.	Approval of Official Community Plan	Completed
2.	Assess and Prioritize Bylaw and Administrative Policy Updates	Completed – Listing of bylaw work planned for 2013 to 2015 is attached as Appendix C
3.	Coordinate Victoria 150 th Anniversary Celebrations	Completed
4.	Develop and Implement Customer Service Standards	Completed
5.	Implement New Residential Solid Waste Collection Service	Completed
6.	Manage 710 Queens Avenue Affordable Housing Project	Completed
7.	Redevelop Fisherman's Wharf Park: Ph 2 - Construction	Completed
8.	Update Desktop Technology	Completed
9.	Update Telephone System	Completed
10.	Update Subdivision Bylaw	Completed
11.	Finalize Lease Arrangements for Point Hope Shipyard Lands (linked to JSB project)	Lease negotiations discontinued
12.	Implement Cook St. Playground Project	Completed
13.	Develop Budget Reduction Strategy	Completed
14.	Conduct Initial Scoping and Determine Approach for Waterfront Local Area Plan	Underway. Project Charter will be coming to Council for approval in Quarter 4 of 2013.
15.	Explore Opportunities to Enhance Public Access to Government Information	Assessment Completed. Initiatives will be introduced in 2013 and beyond, as noted in the following table.

2) *Key Initiatives for 2013 to 2015*

	Initiative Name	Est. Timing (start-end)	Current Status & 2013 Next Steps	2014-2015 Deliverables
Our City Government				
1.	Implement Customer Service Action Plan	Ongoing	Underway. Customer service training for all staff currently in progress.	<ul style="list-style-type: none"> • Redevelopment of first floor Public Service Counter • New online services • New employee orientation program
	• Renovate City Hall	2011-2013	Completed	
	• Implement Enhanced Land Development Business Processes	2012-2014	Underway	Improved processing of land development applications
	• Implement Enhanced Permits and Inspection Business Processes	2012-ongoing	Underway	<ul style="list-style-type: none"> • Improved information on permit requirements for new houses • Digital submission of electrical and plumbing permits • Online inspection requests
	• Improve Business Licensing Process and Update Bylaw	2012-2016	Underway. Process improvements implemented.	Updated Business Licence Bylaw effective January 1, 2016
2.	Make Continuous Improvements to Governance	2012-ongoing	Underway	<ul style="list-style-type: none"> • Governance structure changes implemented • New Council orientation program
3.	Investigate Delegation of Authority to Issue Development Permits and Heritage Alteration Permits	2012-2013	Underway. Report to Council expected by end of year.	Bylaw amendments, the nature of which will be determined by Council direction
4.	Review Organizational Structure	2012-2013	Completed	Ongoing business improvements resulting from service reviews
5.	Increase Revenue			
	• Pursue Sale of Naming Rights for Victoria Conference Centre	2012-2014	Underway	Feasibility study with opportunities will be presented to Council in January 2014

	Initiative Name	Est. Timing (start-end)	Current Status & 2013 Next Steps	2014-2015 Deliverables
	<ul style="list-style-type: none"> Other initiatives (Portable sign regulations, others TBD based on Council direction) 	2012-ongoing	Underway. Portable sign regulations are being drafted. Communications program begins in November.	Revenue of approx. \$130,000/year anticipated from portable sign fees, starting in 2014
6.	Review Parking Services	2012-2014	Underway. Report will be presented to Council in November 2013.	Changes to parking services implemented
7.	Introduce Open Government Initiatives			
	<ul style="list-style-type: none"> Webcasting of meetings 	2012-2013	Completed	
	<ul style="list-style-type: none"> Other initiatives 	Ongoing	Underway. Open data catalogue and public webmap have been launched.	<ul style="list-style-type: none"> Online consultation platform/portal Open data licence for third party users of City data Open government webpage Open Meeting Policy
8.	Negotiate FortisBC Operating Agreement	2012-2014	Underway. Agreement currently being drafted for review in late fall.	Signed agreement
Our Community				
9.	Manage 120 Gorge Road Affordable Housing Project	2009-TBD	Underway. Will be completed after partners have completed their legal review of contracts	Ownership transfer to Victoria Native Friendship Centre
10.	Finalize Official Community Plan and Local Area Planning Implementation Strategy	2012-2013	Completed	Implementation Actions initiated as outlined in the Strategy
11.	Examine and Improve Public Transportation Options			
	<ul style="list-style-type: none"> Transit 	2012 - ongoing	Underway	Douglas Street Corridor improvements from Herald St. to Hillside Ave.

	Initiative Name	Est. Timing (start-end)	Current Status & 2013 Next Steps	2014-2015 Deliverables
	<ul style="list-style-type: none"> Cycling 	2013 - ongoing	Planning underway. Cycling Task Force convened. Project Charter under development	Updated Bicycle Master Plan
12.	Develop and Implement Policies and Initiatives to Facilitate Affordable Rental Housing and Home Ownership	2012-2015	Underway	<ul style="list-style-type: none"> Rental housing policies Monitoring tools and targets Housing innovation pilot projects
13.	Examine Range of Options re: Crystal Pool Operations and Partnership Possibilities	2013-2014	Underway	<ul style="list-style-type: none"> Options and recommendations for Council consideration in June 2014 Council decision on future of Crystal Pool
14.	Renovate / Replace Fire Hall #1	2012-TBD	Planning underway. Options and recommendations will be presented to Governance and Priorities Committee in Quarter 4 of 2013.	Decision regarding renovation or replacement of Fire Hall
15.	Implement Esquimalt Policing Decision	2012-TBD	Negotiations underway	A new agreement with Esquimalt and Police Board
Our Economy				
16.	Implement Economic Development Strategy	Ongoing	Underway	
	<ul style="list-style-type: none"> Develop Feasibility Study and Business Case for Harbour Waterfront Revitalization 	2012-TBD	Planning underway. Project Charter will be coming to Council for approval in Quarter 4 of 2013.	Deliverables are TBD based upon Project Charter
	<ul style="list-style-type: none"> Renew Victoria Accord Lands Agreement 	2013-2014	Underway	Outcomes TBD based on discussions with provincial government
	<ul style="list-style-type: none"> Establish New Downtown Zones and Integrate Density Bonus System 	2012-TBD	Underway	New Zones for Central Business District
Our Environment				
17.	Replace Johnson Street Bridge	2011-2016	Underway	New bridge and underground and road works

	Initiative Name	Est. Timing (start-end)	Current Status & 2013 Next Steps	2014-2015 Deliverables
18.	Implement Dallas Bluffs Study	2013-ongoing	Planning underway	The Implementation Strategy going to GPC for approval in Quarter 4 of 2013 will set out future deliverables
19.	Conduct and Evaluate Beacon Hill Park Transportation Management Plan Pilot	2012-2014	Underway. Pilot project concluded September 2013 and evaluation scheduled for completion in October 2013.	Deliverables TBD based on evaluation of pilot project
20.	Maximize Infrastructure and Transportation Improvement Opportunities Resulting from Sewage Treatment Construction on Dallas Road	2012-TBD	Underway	Final concept plan for Council approval in May 2014. Actual construction depends upon CRD timing
21.	Complete Asset Management Framework and Develop Implementation Plan	2010-2014	Underway	<ul style="list-style-type: none"> • Asset Management Implementation Plan • Asset Management software acquisition and implementation
22.	Develop Park Management Plan for Johnson Street Bridge S-curve Lands	2013-2016	Planning underway. A Project Charter will be presented to GPC for approval by the end of 2013.	<ul style="list-style-type: none"> • Public consultation • Park Management Plan

Appendix B – Capacity Assessment of Items Referred by Council for Discussion

	Topic	Analysis	Recommendation
1.	Sustainable procurement	Sustainable municipal procurement is a process by which organizations consider best value and total costs of their procurements. It allows them to evaluate products based on price, lifecycle, quality and sustainability features.	No specific new sustainable procurement initiatives are required or recommended at this time as sustainable procurement practices have been operationalized and will continue to be enhanced through ongoing business improvement processes.
2.	Food carts/trucks	Mayor Fortin has expressed interest in conducting a pilot project for food carts. Apart from 5 grandfathered vending carts that date back to the early 1990's, and several food carts participating in the Late Night Great Night initiative, Victoria currently does not allow food carts or food trucks on City property, except during special events. The City allows food carts and food trucks on private property if the proposal meets zoning, health and any other applicable safety requirements. A food cart pilot project is not currently identified in departmental work plans and budgets for 2013 to 2015. The recently-approved OCP Implementation Strategy identified exploration of expanded street food vending opportunities as a medium-term implementation action.	In keeping with the OCP Implementation Strategy, consider any further expansion of food carts and food trucks on public property as an initiative when establishing departmental work plans and budgets for 2018 and beyond.
3.	Follow up to 2013 Citizen and Business Surveys	Every three years, the City conducts a survey of residents and businesses. The surveys give Council an opportunity to hear from a wide cross-section of taxpayers on a variety of issues. The 2013 Citizen Survey results stayed largely consistent with 2010. The 2013 Business Survey results showed a decline in overall satisfaction, although services, staff and operations received high marks. City departments routinely use the results of the surveys to identify areas for improvement. For example, the City's Customer Service Action Plan identifies a number of service delivery improvements that are currently underway.	No specific new initiatives to address issues from the 2013 Citizen and Business Surveys have been identified at this time. Departments will continue to use the results of the surveys to inform planning and policy development, and to improve service delivery on an ongoing basis.

	Topic	Analysis	Recommendation
4.	Pedestrian controlled crosswalks on Hillside Avenue	Council has been provided with information regarding City processes for evaluating, planning and prioritizing crosswalk projects. Annual funding available for crosswalk projects through to the end of 2015 has already been approved by Council in the Capital Plan. In 2014-2015 crosswalks will be upgraded or installed at the following locations: Bay/Forbes; Bay/Chambers; mid-500 block Pandora; mid-800 block Yates; Finlayson/Yew.	That crosswalk projects continue as prioritized and funded within the approved Capital Plan.

Appendix C – Bylaw Work Planned for 2013 to 2015

An exercise to prioritize bylaw-related work was completed in early 2013. The table below summarizes the bylaw work that is planned for the period from 2013 to 2015.

Please note that the bylaws are numbered for reference purposes only and don't reflect relative priority.

Most of these bylaws are high priorities because they are linked to the Key Initiatives for 2013-2015 or have been the subject of previous Council direction. Others are necessary to address emergent or critical business issues. This work has been incorporated into departmental work plans for 2013 to 2015.

	Bylaw	Outcome	Timing	Status
New Bylaws				
1.	Chattel Impoundment Bylaw	Will standardize the chattel impounding process and management system, currently varied and in 6 different bylaws, with benefits to both staff and the public	2013 to 2014	Underway
2.	Boulevard Maintenance Bylaw	May be required to implement results of Boulevard Program review.	2014 to 2015	Not started. Requires Council direction regarding future of Boulevard Program.
3.	Bylaw Respecting Regulation of City Land	Will allow the City to more effectively address political demonstrations, political signs, etc.	2014 to 2015	Not started
4.	Delegation Bylaw	Will result in more efficient use of Council and staff time and more streamlined processes for applicants. Part of Governance Review.	TBD	Not started. Requires Council direction.
Comprehensive Reviews of Existing Bylaws				
5.	Business Licence Bylaw (and other business-related bylaws)	Will improve management and delivery of the Business Licensing Program.	2013 to 2015, with new bylaw in place January 1, 2016	Planning underway
6.	Building Bylaw	Will address liability concerns and service approach.	2013 to 2014	Underway
7.	Storm Water Bylaw	Required for new storm water utility service.	2013, with new bylaw in place for 2014	Underway

	Bylaw	Outcome	Timing	Status
8.	Fire Inspection Bylaw	Will modernize provisions and allow recovery of costs associated with fire inspections.	2013 to 2014	Underway
9.	Sidewalk Café Regulation Bylaw	Will formalize and standardize sidewalk café conditions and align with Guiding Principles for Use of Public Space.	2013 to 2014	Underway
10.	(Land Use) Procedures Bylaw	Will standardize procedures for land use-related applications and reduce inclusion of procedures in individual bylaws.	TBD	Not started. Requires Council direction.
Amendments to Existing Bylaws to Reflect New Policy or Practice				
11.	Sign Bylaw (Minor changes)	Will make bylaw more user-friendly, add some administrative clarification and formalize current processes.	2013	Underway
12.	Highway Access Bylaw	Will align with new Subdivision Bylaw for consistency (driveway widths and dimensions) and address several additional issues.	2013	Underway
13.	Parks Regulation Bylaw (Special event permits)	Will align bylaw with current practice and policy and clarify authorities to issue and enforce special events permits.	2013 to 2014	Underway
14.	Zoning Regulation Bylaw (Grade and Parking Requirements)	Will clarify and rationalize regulations respecting grade and parking requirements.	Grade – 2014 Parking – 2014 to 2015	Underway
15.	Inspection Bylaw	Will better reflect the expanded mandate of Bylaw Officers.	2014	Underway
16.	Electrical (Safety Regulation) Bylaw	Will modernize provisions and review the inspection framework.	2015	Not started
17.	Ross Bay Cemetery Bylaw	Changes may be required in order to implement a new Ross Bay Cemetery Business Plan.	TBD	Not started. Requires Council direction regarding Ross Bay Cemetery Business Plan.