



**AMENDED AGENDA  
GOVERNANCE & PRIORITIES COMMITTEE  
MEETING OF SEPTEMBER 3, 2015, AT 9:00 A.M.  
COUNCIL CHAMBERS  
CITY HALL, 1 CENTENNIAL SQUARE**

Page

**CALL TO ORDER**

**APPROVAL OF THE AGENDA**

**CONSENT AGENDA**

**ADOPTION OF MINUTES**

1. Minutes from the Meeting held August 20, 2015

**DECISION REQUESTS**

2. Update on Implementation of new Municipal Service - Parking Ambassador Program 5 - 6  
--K. Hamilton, Director of Citizen Engagement & Strategic Planning

*A report updating Council on the progress towards introducing Victoria's new Parking Ambassador program in January 2016.*

3. Pilot Boulevard Community Garden, Pandora Parkway (900 Block Pandora) 7 - 28  
--T. Soulliere, Director of Parks & Recreation

**Late Item:** Presentation

*A report seeking Council approval to enter into a License of Occupation with Lifecycles Project Society for a pilot boulevard community garden on Pandora Parkway.*

[Addenda]

4. Relocation of the Neighbourhood Garden of All Sorts (formerly Michigan Street Community Garden) to MacDonald Park 29 - 83  
--T. Soulliere, Director of Parks & Recreation

**Late Item:** Presentation

*A report seeking Council approval for the relocation of the Neighbourhood*

*Garden of All Sorts to MacDonald Park.*

[Addenda]

5. Socially Responsible Investments and Pension Funds 85 - 138  
--S. Thompson, Director of Finance

*A report responding to Council's request for information regarding options to align the City's investment portfolio with socially responsible investing.*

6. Lessons Learned from the 2014 Municipal Election and Proposed Improvements for 2018 139 - 160  
--R. Woodland, Director of Legislative & Regulatory Services

*A report outlining lessons learned in conducting the 2014 Municipal Election, and making recommendations to improve the municipal election process.*

## **NEW BUSINESS**

7. Intergovernmental Correspondence - Response Oil Spill Preparedness 161 - 162

*A letter from Minister Polak in response to Council's request for the Province to audit its current state of oil spill preparedness.*

8. Intermunicipal Correspondence - Letter from the City of Hamilton regarding Mailboxes 163 - 168

*A letter from the City of Hamilton requesting a financial contribution for their case before the Ontario Court of Appeal to apply protective standards to community mailboxes.*

- 8A. **Late Item:** Conference Attendance Request 169 - 171  
--Councillors Isitt and Loveday

*A report requesting approval for Councillors Isitt and Loveday to attend the UBCM Conference.*

[Addenda]

## **MOTION TO CLOSE THE SEPTEMBER 3, 2015 GOVERNANCE & PRIORITIES COMMITTEE MEETING TO THE PUBLIC**

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 Sections 12(3) and/or (4) of the Council Bylaw, namely:

- Section 12(3)(c) Labour relations or employee relations
- Section 12(3)(i) The receipt of advice that is subject to solicitor-client privilege including communications necessary for that purpose.
- Section 12(4)(b) the consideration of information received and held in confidence relating to negotiations between the City and a Provincial government or the Federal government or both, or between a Provincial government or the federal

government or both and a third party;

## **CLOSED MEETING**

## **CONSENT AGENDA - CLOSED MEETING**

## **ADOPTION OF THE CLOSED MINUTES**

9. Minutes from the Regular Closed Meeting held August 20, 2015  
**Late Item:** Minutes

## **DECISION REQUESTS**

10. Legal / Mediation Update (Verbal)  
*--J. Huggett, Project Director, Johnson Street Bridge Replacement Project*
11. Intergovernmental Relations  
*--T. Zworski, City Solicitor*
12. Employee Relations (Verbal)  
*--J. Johnson, City Manager*  
*--Mayor Helps*
13. **Late Item:**  
Land / New Lease  
*--J. Jenkyns, Deputy City Manager*

## **CONSIDERATION TO RISE & REPORT**

## **ADJOURNMENT**







## Governance and Priorities Committee Report

### For the Meeting of September 3, 2015

---

**To:** Governance and Priorities Committee      **Date:** August 26, 2015  
**From:** Katie Hamilton, Director of Citizen Engagement and Strategic Planning  
**Subject:** Update on Implementation of new Municipal Service –  
 Parking Ambassador Program

---

#### EXECUTIVE SUMMARY

The purpose of this report is to update Council on the progress towards introducing the City of Victoria's new Parking Ambassador program in January 2016. A new on-street Parking Ambassador model was developed in early May, bringing what has traditionally been a contracted enforcement model in-house.

Parking availability and a positive parking experience is essential to supporting a safe, active and vibrant downtown. An in-house model provides the City greater ability to offer a parking experience consistent with customer service objectives and stakeholder needs, while still regulating parking to ensure there is high turnover of parking spaces downtown. Parking Ambassadors will be customer-focused City representatives and advocates for encouraging high parking turnover to support downtown businesses, at the same time providing directions, answering questions and providing additional eyes and ears on the street.

Recruitment for approximately 13 full-time and six part-time positions Parking Ambassador positions will start in early September. Positions are being finalized based on scheduling model and remain within the approved budget of \$1.16 million for 2016. By bringing the parking service in-house a number of efficiencies have been identified including streamlined processes for enquiries and concerns, integration of the review function, and modifying shifts to add greater capacity to higher demand areas at peak afternoon hours.

Parking Ambassadors will be unionized staff, represented by the Local 50 Chapter of the Canadian Union of Public employees. The Parking Ambassador positions will be advertised the first week of September. The recruitment will take place over a two-week period and the City will host a Job Fair during that period. The Job Fair, is a new recruitment strategy that provides an opportunity for applicants to gain a better understanding of the positions, and for staff to meet potential candidates. The City has had high interest in the upcoming recruitment.

To increase awareness of the recruitment and update on progress towards this change, the City will outreach to City staff, the Commissionaires, the Victoria Youth Council, the Downtown Victoria Business Association, the Greater Victoria Chamber of Commerce and Tourism Victoria, to help establish broad awareness about the Parking Ambassador



recruitment.

While recruitment will take place in September, the positions will not start until late November/early December. A comprehensive training program, with involvement from community partners and downtown businesses, is in development to equip Ambassadors with the knowledge and awareness they need to represent Victoria and the City, and educate, advocate and regulate safe and high parking turnover. It will also include extensive on-street orientation to familiarize staff with downtown businesses, neighbourhoods, City infrastructure and Victoria streets and landmarks.

Vehicles, equipment and uniforms, are being procured and will be in place for December 1, 2015. The new uniforms will be less formal than those currently worn currently by parking enforcement officers, and will be designed to increase the visibility and approachability of the new Ambassadors.

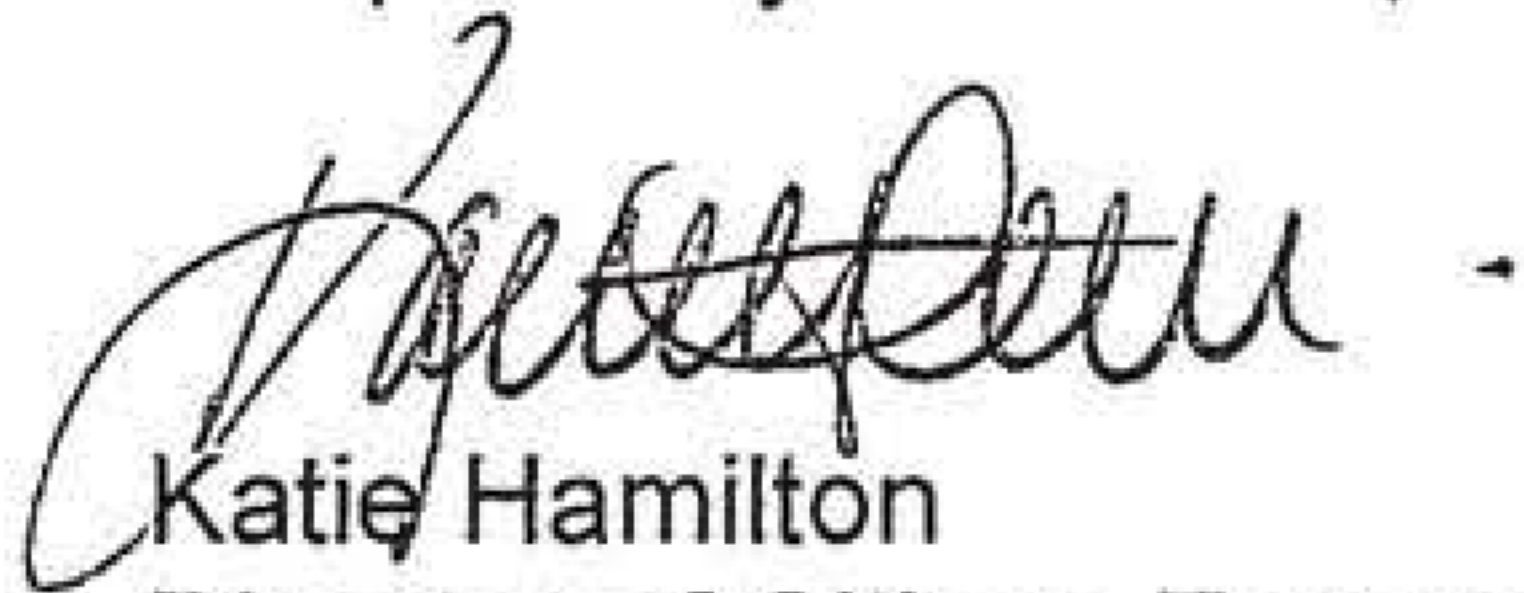
Also, effective January 1, 2016, the Parking Review Office will move into City Hall, providing a more integrated customer service experience, and making it easier for customers to pay tickets or have tickets reviewed.

The introduction of this new municipal service, provides a unique opportunity to refine the City's general orientation program and test the Job Fair format for seasonal hiring in the spring 2016. Improved orientation and training programs help reinforce the City's 2015-2018 action to support an organizational culture of collaboration, continuous learning and employee empowerment.

#### **RECOMMENDATION:**

That City Council receive this report for information.

Respectfully submitted,



Katie Hamilton  
Director of Citizen Engagement and Strategic Planning

Report accepted and recommended by the City Manager:



Date:

August 28, 2015





## Governance and Priorities Committee Report For the Meeting of September 3, 2015

---

**To:** Governance and Priorities Committee      **Date:** August 27, 2015  
**From:** Thomas Soulliere, Director, Parks and Recreation  
**Subject:** Pilot Boulevard Community Garden, Pandora Parkway (900 Block Pandora)

---

### RECOMMENDATION

That Council:

1. Authorize the Mayor and Corporate Administrator to execute a new License of Occupation with the Lifecycles Project Society for a pilot boulevard community garden on Pandora Parkway (900 Block Pandora Avenue) for a period of one year, at an annual consideration of \$1.00, in a form satisfactory to staff, and subject to the publication of the statutory notices required by the *Community Charter*, and,
2. Direct staff to report back to Council within one year on the outcomes related to pilot garden.

### EXECUTIVE SUMMARY

The purpose of this report is to seek Council approval to enter into a License of Occupation with the Lifecycles Project Society for a pilot boulevard community garden on Pandora Parkway (900 Block Pandora Avenue).

This pilot project is being led by the Lifecycles Project Society and Greater Victoria Placemaking Network, as a representative of the Pandora Taskforce. The Pandora Taskforce is a Mayor and Councillor-led initiative to improve relationships between the Victoria Conservatory of Music and Our Place Society. The small pilot garden is to be developed and maintained primarily by the Lifecycles Project Society, the Greater Victoria Placemaking Network and Our Place Society, with support from surrounding businesses.

The collaborative, holistic approach taken by the applicants, consistent with the identified outcomes in the City's 2015 Strategic Plan, included consulting with fellow business and property owners on the block, and City staff.



## PURPOSE

The purpose of this report is to seek Council approval to enter into a License of Occupation with the Lifecycles Project Society for a pilot boulevard community garden on Pandora Parkway (900 Block Pandora Avenue).

## BACKGROUND

The Pandora Taskforce was formed in 2015 as an initiative to improve relationships amongst resident agencies and businesses on the 900 Block of Pandora Avenue. The Pandora Taskforce includes representatives from City Council, VicPD, Victoria Conservatory of Music, Our Place Society, and the Greater Victoria Placemaking Network.

One of the projects that the Pandora Taskforce has agreed to pursue is a small pilot community garden, located on Pandora Parkway. This project is being led by the Greater Victoria Placemaking Network in collaboration with the Lifecycles Project Society. During project planning, the Greater Victoria Placemaking Network and the gardening group consulted with neighbours on the block and across Pandora Avenue to ensure the pilot project was supported by the immediate community. Participants in these meetings included representatives from the Victoria Conservatory of Music, Shatterbox Coffee Bar, Body Logic, Our Place Society, Relish Food and Coffee, and Island Health.

The applicants have identified a grassy area on the north side of Pandora Green (shown below), between the sidewalk and Pandora Avenue, as the initial site for this pilot project. The group selected this site based on its proximity to Our Place Society and the family members who have offered to help care for the garden plots. The location is also central to the workplaces and residences of the gardeners who have expressed interest in the project.





## ISSUES & ANALYSIS

### Construction details / Configuration

The design for the pilot project includes four 1.2m square cedar planter boxes, for a total area of approximately 9 sq.m. (100 sq.ft.). Each box has a raised floor to allow it to be easily moved by forklift. The planter boxes will be placed over the existing turf, on a 45 degree angle as recommended by VicPD. Garden boxes will be set back a minimum of one meter (3ft) from the curb on Pandora Avenue, and 30cm (1ft) from the sidewalk for safety and accessibility. Plantings will not exceed one meter (3ft) in height to preserve site lines for motorists along Pandora Avenue. There will be no ground disturbance, such as stakes or edging that could present tripping hazards. Planter boxes will be placed outside of existing tree driplines to avoid damage to boulevard trees.

The applicants have advised that the following materials and support will be donated by local and regional organizations:

- Food, flower plantings (Buckerfields)
- Box Construction (Digger Dale Contracting)
- Organic fertilizer (Flo n' Live Greens, Organic Farm)
- Project Facilitation (Greater Victoria Placemaking Network)
- Soil (Michell Excavating Ltd.)
- Design Services (Volunteer Architect)
- Wood for raised beds (Wenstob Timber)

City staff have worked with the applicants to determine appropriate siting and setbacks for the pilot project.

All garden beds in this pilot project will be hand watered from a water source supplied by Our Place Society.

### Maintenance

The gardening group will be responsible for all maintenance on the site for the duration of the pilot project, including cutting the grass and weeding between and under the garden beds as required. A garden contact will be appointed to provide a single point of contact for the project, who will be responsible for overseeing regular maintenance of the site, including:

- Providing and storing community garden tools;
- Arranging for regular watering of garden plots;
- Arranging for the removal of garden waste for composting;
- Twice-weekly site inspections.

Contact information for the garden contact will be posted at the site. The garden contact will report to the Lifecycles Project Society.

### Ownership and Risk

The gardening group will be facilitating this pilot project under the auspices of the Lifecycles Project Society. The Lifecycles Project Society will be the legal entity responsible for the garden, and will provide the required general liability insurance and standard indemnity provision, to the satisfaction of the City.

Any expenses required for the installation and operation of the pilot project will be funded by the Greater Victoria Placemaking Network. If required, the Greater Victoria Placemaking Network will be responsible for dismantling the garden. All costs associated with dismantling and removing the



garden facilities, including any costs associated with restoring the turf on the site, will be borne by the Greater Victoria Placemaking Network.

#### Evaluation/Monitoring

The duration of this pilot project is one year. Prior to the conclusion of the pilot term, City staff and the proponents will conduct a review of the success of the project and potential post-pilot options for the garden space. If deemed necessary prior to the end of the one-year evaluation period, either the Lifecycles Project Society or the City of Victoria may terminate the license agreement by providing 30 days written notice; a standard condition of such arrangements

The applicant has identified conditions under which they would suggest for concluding the project:

- The garden will be removed by the Greater Victoria Placemaking Network at the end of the pilot period if there is no initiative to continue the effort.
- The garden will be removed by the Greater Victoria Placemaking Network if it has been abandoned at any time and no one has indicated an interest in maintaining the initiative.
- The garden will be removed by the Greater Victoria Placemaking Network if the garden has persistent negative impacts on land use or neighbours.

If the garden is deemed to be successful at the end of the one-year evaluation period, the gardeners intend to seek a new license of occupation from the City. Staff will report back to Council prior to the expiry of the pilot term on the outcomes of the pilot and potential next steps.

#### **OPTIONS & IMPACTS**

Staff have identified two options for Council to consider regarding this application.

##### **Option 1**

**Endorse the pilot boulevard community garden project on Pandora Parkway, and enter into a license agreement (Recommended).**

The Greater Victoria Placemaking Network have solicited considerable support for this pilot project, including donations of material and labour, as well as ongoing garden coordination and maintenance.

The City is currently exploring ways to expand community gardening, through the "Growing in the City" initiative. This pilot project will assist in determining community response to boulevard community gardens on major thoroughfares.

The staff resources required to execute a new License Agreement for this project are minimal.

##### **Option 2**

**Decline to enter into a new agreement.**

The City has the option not to enter into a new agreement for this project. Locating a pilot community garden project on this major thoroughfare will have an impact on the look and feel of Pandora Parkway, which may be undesirable.

#### *2015 – 2018 Strategic Plan*

Staff recommend Option 1. This course of action complies with two objectives of the 2015 – 2018 Strategic Plan:

- Objective #2: Engage and Empower the Community.
- Objective #8: Enhance and Steward Public Spaces, Green Spaces and Food Systems.

*Impacts to 2015 – 2018 Financial Plan*

There is no impact on the 2015-2018 Financial Plan. All costs associated with this project will be borne by the applicants. The agreement will be for a nominal sum of \$1.00 per year.

*Official Community Plan Consistency Statement*

The recommended course of action is consistent with Goal #17(B) of the OCP that "Victorians have access to skills, knowledge and resources to produce and process their own food in urban areas".

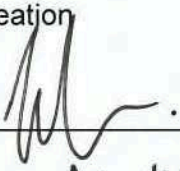
Respectfully submitted,

  
Alla Johnson  
Senior Parks Planner

  
Thomas Souffiere  
Director, Parks and Recreation

Report accepted and recommended by the City Manager:

Date:

  
August 20, 2015

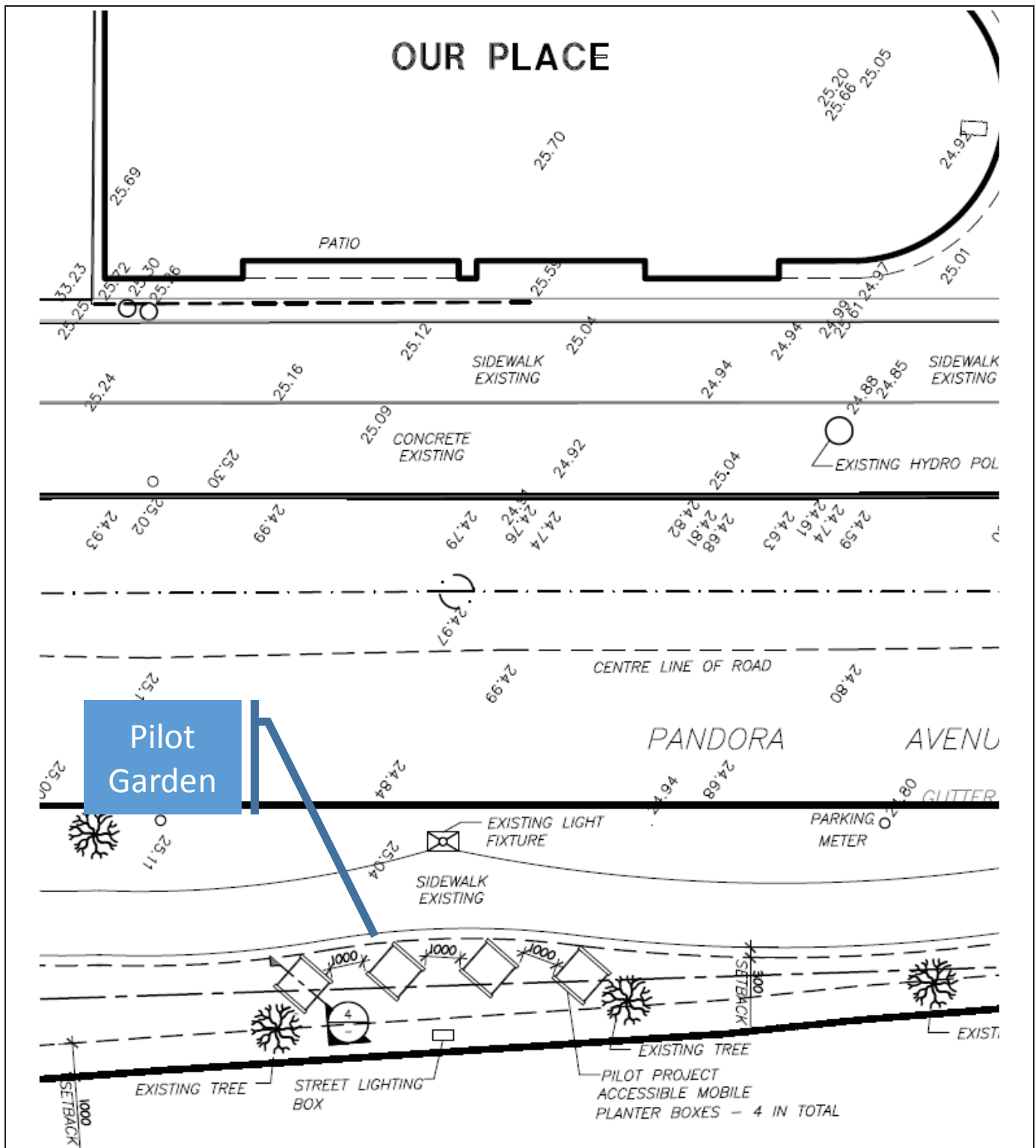
**List of Attachments**

Appendix A – Proposed Garden Layout

Appendix B - Project Proposal: Pilot Boulevard Community Garden on Pandora Avenue









## Project Description

### Pilot Community Garden on Pandora Avenue

Prepared for Pandora Neighbours by the Greater Victoria Placemaking Network  
Comments please to Jim LaMorte, [jlamorte@telus.net](mailto:jlamorte@telus.net)

August 27, 2015

#### Background

On June 3, 2015, Mayor Lisa Helps and the Pandora Task Force identified several projects that could help the community in the 900 block of Pandora Avenue. One project called for a small pilot garden to be developed and maintained by the neighbours.

A community garden offers several potential benefits:

- It provides an opportunity for residents and workers on Pandora Avenue to meet and work together on a common effort, adding to the sense of community.
- A community garden and signage identifying the participants would help enhance a sense of place for this block of Pandora.
- A garden would beautify Pandora Avenue, and may result in slower traffic.
- A garden that includes vegetables would help feed those in need.
- Gardening relieves stress for the participants and fosters a reconnection with nature.

The City of Victoria encourages and supports community gardens through policies and guidelines managed by the Parks, Recreation and Culture Department.

Under the Community Gardens Policy (rev. 2009), the City of Victoria will:

*“...offer Victoria-owned land as new community garden sites, such as undeveloped parcels, closed road rights of way, marginal park land and along Greenways as part of a Green Streets program.”*

The City of Victoria recognizes that community gardening contributes to health and well-being, positive social interaction, community development, environmental education, connection to nature, protection and use of open space and economical, nutritious food production and food security.

This Pilot Community Garden project meets all of these objectives and complies with all requirements of the Community Gardens Policy for the City of Victoria.

## Vision

As a pilot project, we intend to start with a small garden and allow it to develop according to the wishes of the participants. The garden will use raised and moveable beds with imported soil to prevent damage to tree roots and to facilitate gardening.

The initial vision for the garden area anticipates no more than 9 square metres (100 sq ft), equivalent to 3 metres by 3 metres (10 ft by 10 ft). If there is enough interest, the site may be expanded to accommodate a larger area with approval from City Parks. In addition, other community interests, such as an art display or sitting area, may be added to the garden area in the future.

The eventual size and location of the garden will be determined by the participants and the City, within the boulevard area on the south side of the 900 Block of Pandora Avenue. The project will not result in the removal of existing sidewalk or parking spaces. There will be no need for plumbing or electrical services to the site. No trees will be removed or harmed throughout the project.

## Mission Statement

While the pilot Pandora Community Garden project may be small, we have based our mission on a vital concept:

*People who garden together, grow together.*

Our mission is to share a garden as a way of growing community relationships, and to have fun doing so.

## Guiding Principles (Core Values)

In developing the Pilot Community Garden at the Pandora Avenue location, we are guided by the following principles:

1. Build Relationships, Build Community – Through this shared project, we intend to learn more about others on our block and to hear their stories. Our main wish is that we continue to build a strong neighbourhood.
2. Share Responsibility – In joining the group, participants agree to share responsibility for the project. All neighbours are invited to participate in the development and maintenance as part of the group.
3. Focus on Urban Gardening – We intend to promote the benefits of gardening, especially for people who may not be regular gardeners.
4. Make it Useful, Aesthetically Pleasing, and Accessible – The garden should be used to grow practical items, such as healthy food and flowers that can be cut and brought inside. The garden should be accessible and build friendships.

## Sunset Clause

This initiative is a pilot project with a one-year evaluation period. If the pilot is successful, the gardeners will seek an additional licence to operate from the Director of Parks, Recreation and Culture. We have also made provisions for closing the project under the following conditions:

- End of Project Period. The garden will be removed at the end of the pilot period if there is no initiative to continue the effort.
- Lack of Interest. If the garden has been abandoned at any time and no one has indicated an interest in maintaining the initiative, the pilot project will have served its purpose.
- Persistent Negative Impacts on Surrounding Neighbours or Land Uses. A neighbourhood initiative that benefits some at the expense of others is not sustainable. We will consider any ongoing impacts of the garden and its consequences on others in the 900 Block, and remove the garden if other attempts to reduce adverse effects are not successful.

The Greater Victoria Placemaking Network will be responsible for dismantling and removing the garden facilities if the project is closed.

## Participants and Support

Figure 1 lists the current and potential individual participants in the pilot garden.

*Figure 1. Potential Participants in Community Garden*

Pandora Address	Name	Workplace or Residence
900	Individual staff and students (tbd).	Victoria Conservatory of Music
916	Kalen Harris	Shatterbox Coffee Bar
	Tony Mathews	Body Logic
919	Laszlo Lyle Pete Gould Ken Greenlees Andrew MacPherson Patricia O'Byrne Karen Wilkinson	Our Place Society
920	Jamie Cummins	Relish Food and Coffee
941	Trudy Chyzowski Kelly Hanna Michelle McEwan Individual clients (tbd)	Island Health

Due to the open nature of community gardening, participants may come and go according to their individual preferences. There will always be a Garden Contact to maintain a current list of members and a waiting list using a first-come, first-served system.

The Pilot Community Garden participants have received substantial support from a number of local and regional organizations to date. Each of the organizations identified in Figure 2 have contributed to the project in specific ways.

*Figure 2. Support for Pandora Community Garden*

Organization	Contact	Support
Parks, Recreation and Culture City of Victoria	Alia Johnson	Interpretation of policy and guidelines
Citizen Engagement and Strategic Planning – Downtown Coordination City of Victoria	Mike Hill	Assistance with city agreements
Risk Management City of Victoria	Graham Fisher	Potential hazards and safety features
Buckerfields	Travis Young	Food, flower plantings
Digger Dale Contracting	Dale Welch	Box construction
Flo n' Live Greens, Organic Farm	Frank O'Brien	Organic fertilizer
Greater Victoria Placemaking Network	Jim LaMorte	Facilitation
Michell Excavating Ltd.	Darrel Michell	Soil
reFUSE	Neil Hodge	Garden waste composting
Volunteer Architect	Ian Welsh	Garden design and layout
Wenstob Timber	Kevin Wenstob	Wood for raised beds

## Design

As a pilot project, the initial design will minimize use of the boulevard area on Pandora Avenue and maximize flexibility. The design incorporates safety elements from both the Community Garden Policy and Boulevard Garden Guidelines adopted by the City of Victoria. Figure 3 below lists the design features for the Pilot Garden:

*Figure 3. Design Features of the Pilot Garden*

### Box Design

- Total area of approximately 9 sq m (100 sq ft)
- A single box must not exceed 8 m (26 ft) in length
- Moveable by forklift
- Non-toxic wood (not pressure treated)

#### Garden Area Design

- Close to Our Place to facilitate watering
- Outside the dripline of existing trees
- At least 30 cm (1 ft) from sidewalk
- At least 1 m (3 ft) from curb on Pandora Ave side
- At least 1 m (3 ft) between boxes

#### Ground Treatment around Boxes

- Retain grass for the present (may be wood chips in future)
- Consider ease of cutting grass around boxes
- No stakes in the ground or other tripping hazards

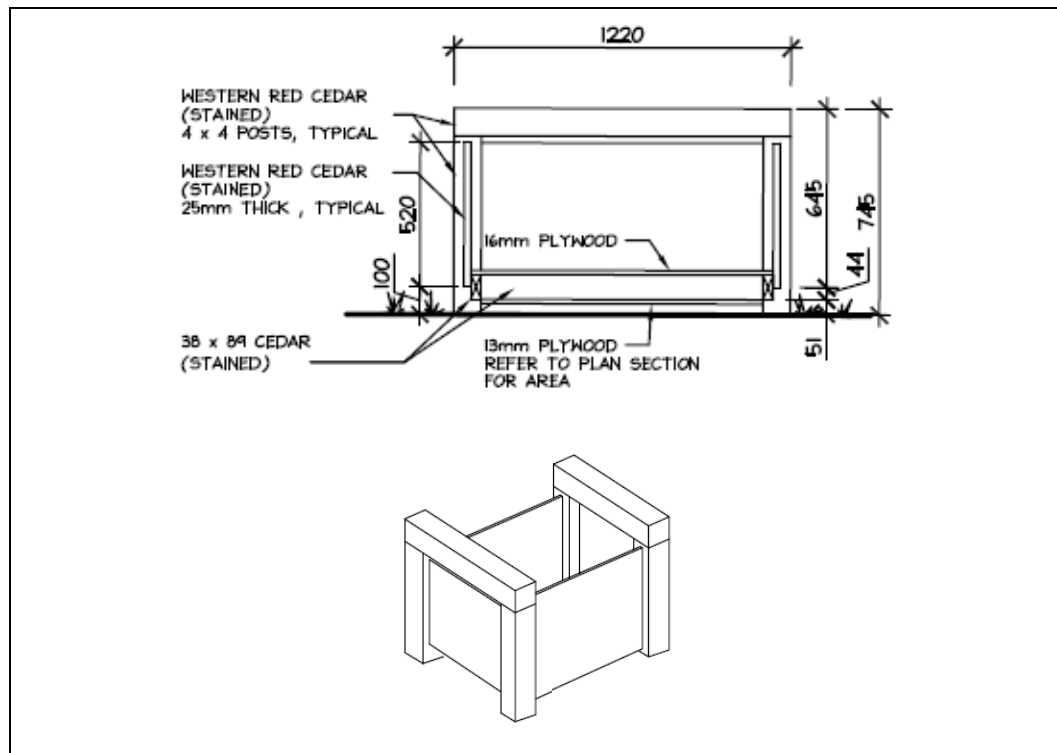
#### Plant Design

- Plants not taller than 1 m (3 ft) from ground level
- No trees

The initial design for this Pilot Garden calls for a series of four small boxes, each about 1.2 m square (4 ft x 4 ft) in dimension. Each box will have a raised floor to allow it to be easily moved by forklift.

Plantings will not exceed one meter (3 ft) in height to preserve sight lines for motorists along Pandora Avenue. There will be no ground disturbance, such as stakes or edging that could present tripping hazards. Figure 4 presents a tentative sketch of the proposed design of the garden boxes.

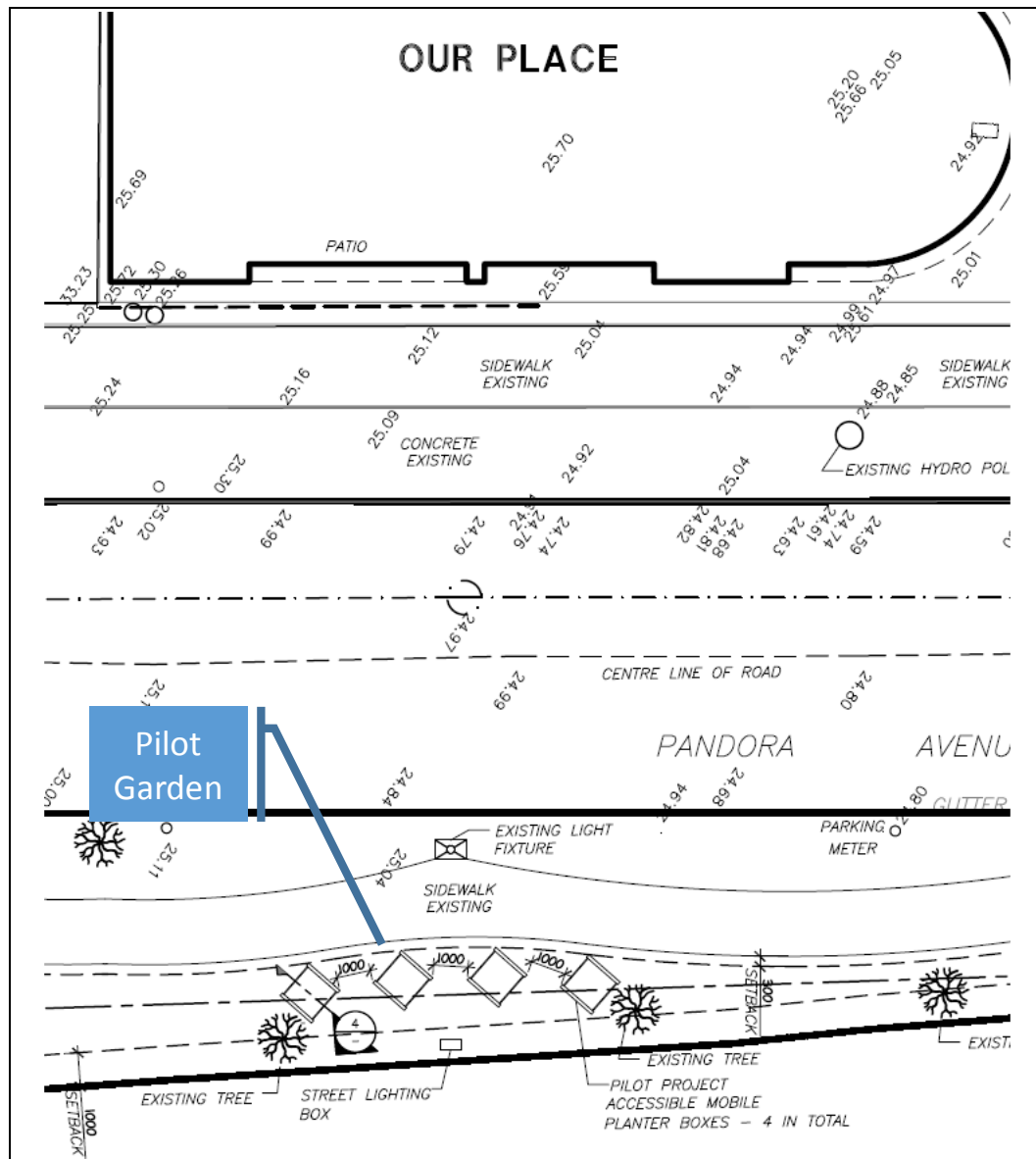
*Figure 4. Sketch of Proposed Community Garden Boxes*



A site for the Pilot Community Garden has been selected to encourage use and maintenance. One of the grass areas adjacent to the sidewalk on the south boulevard in the 900 block of Pandora Avenue has been selected by the gardeners for the initial site. This is close to Our Place Society and the family members who have offered to provide water for the garden plots.

The location is also central to the workplaces and residences of the gardeners who have expressed interest in the project. Figure 5 shows the intended location and layout of the Pilot Community Garden.

*Figure 5. Location and Layout of Pilot Community Garden on Pandora Avenue*





## Operations

The primary purpose of a community garden on Pandora Avenue is to bring individuals from the neighbourhood closer together through a shared activity, one that minimizes stress and enhances relationships.

The daily operations of our garden relies on individual action, with frequent opportunities for interaction. Gardeners will plant, weed, and harvest at their own schedule, supplemented with regular social gatherings. Figure 6 outlines the core responsibilities of the gardeners.

*Figure 6. Member Gardener Responsibilities*

Members of the Pandora Community Garden are required to:

1. Register their interest with the Garden Contact.
2. Maintain their portion of the garden to keep the appearance orderly. Use the garden waste receptacle provided.
3. Do not use pesticides or herbicides.
4. Look for and remove hazards, such as tools left on the ground.
5. Permit access to the garden plot by the general public.
6. Do not sell produce or flowers for private profit. Excess produce may be donated.

A Garden Contact will be appointed to provide a single point of contact for the project, to advise on good gardening practices, and to ensure all gardeners know and follow safety precautions.

Figure 7 lists the primary responsibilities of the Garden Contact.

*Figure 7. Garden Contact Responsibilities*

The Garden Contact will:

1. Maintain an up-to-date list of gardeners, including names and how to contact them.
2. Maintain a waiting list of potential new gardeners by date of registration.
3. Advise gardeners on effective gardening practices, including plant selection and maintenance.
4. Ensure any community garden tools are properly stored, and make them accessible to gardeners.
5. Arrange for regular watering of garden plots.
6. Arrange for the removal of garden waste for composting.
7. Inspect site for safety at least twice a week.

8. Instruct all gardeners on potential hazards and safe practices, such as removing tripping hazards.
9. Monitor activities and serve as a point of contact.

The Garden Contact position may be rotated among the members. Contact information for the Garden Contact will be posted at the site to encourage neighbourhood participation and to support positive relationships.

## Safety

A sustainable community activity must be a safe one. While the initial Pilot Community Garden project is small and short-term, we intend to adopt safe practices that will serve the gardeners and community if and when the garden continues and expands.

Figure 8 identifies the primary safety concerns and the features that have been added to the design and operation of the Pandora Community Garden.

*Figure 8. Potential Safety Concerns and Features*

Potential Safety Concern	Safety Features
Member of the general public or a gardener might trip and fall due to a feature of the garden.	<ul style="list-style-type: none"> <li>• Instruct all gardeners to continuously eliminate all tripping hazards.</li> <li>• Design boxes to stand alone on existing grass with minimal site disturbance.</li> </ul>
Gardeners may injure themselves by lifting heavy objects.	<ul style="list-style-type: none"> <li>• Assign a Garden Contact to instruct gardeners in safe practices.</li> </ul>
Consumers may ingest produce contaminated with pesticides or herbicides.	<ul style="list-style-type: none"> <li>• Prohibit pesticides and herbicides.</li> <li>• Ensure all produce is organically grown.</li> </ul>
The garden may obscure the vision of a motorist on Pandora Avenue as a person steps into the traffic lane.	<ul style="list-style-type: none"> <li>• Install garden boxes more than one meter (3 ft) from south curb of Pandora Avenue.</li> <li>• Design boxes to be easily moved by forklift if problems are noted with the location.</li> <li>• Limit height of vegetation to 1 m to preserve motorist sight lines.</li> </ul>

## **Sponsor**

The City's Community Garden Policy requires gardeners to partner with an existing non-profit organization, one that can provide liability insurance coverage. The gardeners have received an offer of sponsorship from the LifeCycles Project Society.

Over the last 18 years, the LifeCycles Project has worked to connect people with the food they eat and the land it comes from. The Lifecycles Urban Agriculture program aims to build the capacity of the Greater Victoria community to grow our own food and develop a network of community resilience through the Urban Agriculture Workshop Series and Garden Creation programs.

LifeCycles is a great match for the Pandora Community Garden and we are grateful for their participation and support.



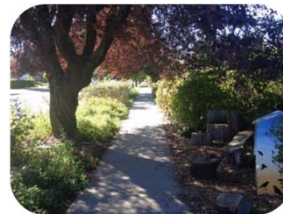
## Pilot Boulevard Community Garden

Pandora Parkway (900 Block Pandora)



### Purpose

Seeking Council approval to enter into a License Agreement with the Lifecycles Project Society for a one-year pilot boulevard community garden on Pandora Parkway (900 Block Pandora Avenue)



## Project Summary



- Project led by Lifecycles Project Society and Greater Victoria Placemaking Network, as a representative of the Pandora Taskforce
- Garden to be developed and maintained by the Lifecycles Project Society, Greater Victoria Placemaking Network and Our Place Society, with support from surrounding businesses
- Proponents consulted with neighbours on the block and across Pandora Avenue to ensure support from the immediate community.



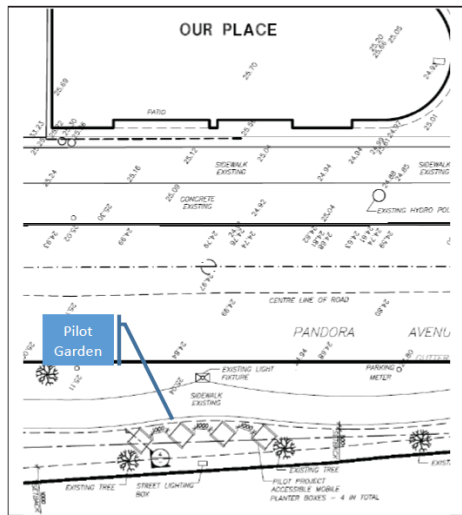
## Project Location



- Proximity to Our Place Society and family members who have offered to care for the garden
- Central to the workplaces and residences of the gardeners who have expressed interest in the project



## Project Details



- Four 1.2 metre square cedar planter boxes placed at 45 degree angle
- Staff have worked with the applicant to determine appropriate siting and setbacks
- Beds will be hand watered from a water source supplied by Our Place Society
- Gardening group is responsible for all maintenance of the site, for dismantling the garden, as well as all costs associated with restoring the site



## Project Evaluation

- During the initial term either Lifecycles Project Society or the City may terminate the license agreement with 30 days written notice
- Prior to the end of the one year term, staff and proponents will conduct a review of the project
- Staff will report back to Council prior to the expiry of the pilot term on the outcomes of the pilot and potential next steps



## Strategic Alignment

### 2015-2018 Strategic Plan:

- Objective #2: *Engage and empower the community*
- Objective #8: *Enhance and steward public spaces, green spaces and food systems*

### 2015-2018 Financial Plan:

- All costs associated with this project will be borne by the applicants
- The agreement will be for a nominal sum of \$1.00 per year

### Official Community Plan:

- Project is consistent with Goal 17B; *"Victorians have access to skills, knowledge and resources to produce and process their own food in urban areas."*



## Recommendation

That Council:

1. Authorize the Mayor and Corporate Administrator to execute a new License of Occupation with Lifecycles Project Society for a pilot boulevard community garden on Pandora Parkway (900 Block Pandora Avenue) for a period of one year, at an annual consideration of \$1.00, in a form satisfactory to staff and subject to the publication of the statutory notices required by the Community Charter; and,
2. Direct staff to report back to Council within one year on the outcomes related to the pilot garden.







## Governance and Priorities Committee Report

For the Meeting of September 3, 2015

---

**To:** Governance and Priorities Committee      **Date:** August 27, 2015  
**From:** Thomas Soulliere, Director of Parks & Recreation  
**Subject:** Relocation of the Neighbourhood Garden of All Sorts (*formerly Michigan Street Community Garden*) to MacDonald Park

---

### RECOMMENDATION

That Council:

- (1) Approve the proposal for a community garden at MacDonald Park, and
- (2) Authorize the Mayor and Corporate Administrator to execute a new License of Occupation with Lifecycles Project Society, for a community garden at MacDonald Park for a period of three years, at an annual consideration of \$1.00, in a form satisfactory to staff, subject to the publication of the statutory notices required by the *Community Charter*.

### EXECUTIVE SUMMARY

The purpose of this report is to seek Council approval for the relocation of the Neighbourhood Garden of All Sorts (formerly Michigan Street Community Garden) to MacDonald Park, adjacent to Niagara Street.

The original Michigan Street Community Garden was opened in partnership with the Lifecycles Project Society on provincially owned lands in 1999. In 2013, the Province agreed to the sale of a portion of this land, and the lot is currently being redeveloped as part of the Capital Park project.

Following the sale of the lands, the garden group approached the City to discuss options for relocating the garden within the James Bay neighbourhood. Staff has been working with the garden group, James Bay Neighbourhood Association, Lifecycles Project Society, and other interested parties since 2014, to identify and evaluate a potential new site for the garden.

The activities of the past year represent a community-driven effort to identify a location and operating plan that is viable and supported by the local neighbourhood. The new location will provide an opportunity for another community asset to further complement the existing activities at this popular park.

## PURPOSE

The purpose of this report is to seek Council approval for the relocation of the Neighbourhood Garden of All Sorts (formerly Michigan Street Community Garden) to Macdonald Park, adjacent to Niagara Street.

## BACKGROUND

As outlined in the current Community Gardens Policy, the City supports the creation of community gardens and will assist organizations in locating new garden sites where available land exists, where neighbours have been consulted and are supportive, and where a gardening group demonstrates an interest and commitment. The Community Garden Policy supports the use of marginal park land for community gardens on a case-by-case basis following consultation with the affected community and subject to Council approval.

In 1999, the community worked with Lifecycles Project Society to develop a community allotment garden on Michigan Street in the James Bay neighbourhood on provincially owned lands, known as the South Block. This community allotment garden was approximately 560 sq.m. in size, with 22 garden plots (two of which were accessible) and a cob storage shed. In 2013, the Province agreed to the sale of a portion of the South Block for development purposes. A location for the existing community garden was not in the redevelopment plans.

Following the sale of the land, the garden group approached the City to discuss options for relocation within the James Bay neighbourhood. In order to identify potential sites, staff looked at various park and boulevard areas with the garden group and other interested parties in early 2014. An initial recommendation to relocate the garden to South Park was recommended and approved by Council in July 2014, subject to consultation. Upon further consultation with the community, the garden group and the School District, it became evident that South Park would not be a suitable site for a community garden.

## ISSUES & ANALYSIS

To assist the community representatives with the review of potential locations, staff provided information on all City-owned lands in James Bay. Each site was assessed with community representatives through a criteria that included available land area, potential growing conditions, environmental considerations, site access, associated costs, and other land use considerations (including existing trusts, covenants, and references to each site in long-term planning documents), as shown in Appendix A.

Following numerous discussions between representatives of the garden group and the James Bay Neighbourhood Association, the Niagara Street frontage of MacDonald Park was identified as the preferred site. A location map is attached as Appendix B. In July 2015, the garden group partnered with the Lifecycles Project Society and submitted a proposal for review (Appendix C).

The design includes 18 garden plots (3 of which are accessible), four composters, fencing along two sides of the area, and a tool shed. A Garden Design is attached as Appendix D. Staff will work with the garden group to select an appropriate shed for this site, pending approval of the proposal.



As outlined in the Community Garden Policy, the City will install a water hook-up next to the garden. The garden group has also requested chain-link fencing on both the north and south sides of the garden, which could be provided through existing City resources.

While the proposal documentation references a potential need to remove two trees in order to accommodate the garden, subsequent discussions amongst the garden group, James Bay Neighbourhood Association, the Lifecycles Project Society and City staff, resulted in a slightly altered site plan whereby no trees will be impacted.

As per the Community Garden Policy, it is the responsibility of the garden group to conduct public consultation and outreach for the proposed garden site. Engagement by the garden group on this location has included:

- Multiple meetings with representatives of the James Bay Neighbourhood Association;
- Canvassing with letters to surrounding neighbours on Montreal, Niagara, and Dock Streets;
- Meeting with James Bay Community School Coordinator;
- Meeting with representatives of the James Bay Garden Association;
- Meeting with representatives from White Eagle Hall;
- Contacting the James Bay Athletic Club;
- Various letters of support; and,
- Community outreach with an information table at the James Bay Community Market.

Attached as Appendix E is a record of correspondence on this file. This includes a letter from James Bay Neighbourhood Association; email correspondence from members of the public following a public meeting; and, one letter of opposition to the project.

On August 17, 2015 City staff arranged a follow-up meeting with members of the James Bay Neighbourhood Association, representatives of the garden group and Lifecycles Society. The meeting provided an opportunity for a thorough review of key aspects of the proposal to ensure all parties were supportive of advancing the proposal for the MacDonald Park location.

In order for the community garden to proceed, a License of Occupation is required between the City and the Lifecycles Project Society, the legal entity responsible for developing and maintaining the community garden.

## OPTIONS & IMPACTS

Staff have identified two options for Council to consider regarding this application.

### Option 1

**Approve the proposal for a community garden and enter into a new license agreement for Macdonald Park. (Recommended)**

The garden group, James Bay Neighbourhood Association and Lifecycles Society have conducted a thorough outreach to the community over the past year. The proposal meets the existing policy and when operational the garden is expected to add to the vibrancy and engagement within this community. The location adjacent to Niagara Street will have a negligible impact on existing uses of this area of the park. The staff resources required to execute a new agreement for this project and assist with the garden start-up are minimal.

## Option 2

**Decline this proposal, and direct staff to continue working with the garden group to explore alternate sites for the garden relocation.**

The City has the option to not enter into an agreement for this location and to request that the community continue exploring locations, with assistance from City staff.

## 2015 – 2018 Strategic Plan

Staff recommend Option 1. This proposal supports the objectives of the Strategic Plan:

- Objective 2: Engage and Empower the Community
- Objective 8: Enhance and Steward Public Spaces, Green Spaces and Food Systems

## Impacts to 2015 – 2018 Financial Plan

The costs for provision of a water hook-up and some fencing will be provided by the City within the approved operating budget. The garden will be maintained by the applicants as such, there are no operational impacts to the City. The agreement will be for a nominal sum of \$1.00 per year.

## Official Community Plan Consistency Statement

The recommendation is consistent with Goal #17 of the City's Official Community Plan (OCP), that "Victorians have access to skills, knowledge and resources to produce and process their own food in urban areas".

The OCP supports increasing the number of allotment gardens, commons gardens, edible landscapes, food-bearing trees and other types of food production activities, on both public and private lands.

## CONCLUSIONS

The proposed relocation of the Neighbourhood Garden of All Sorts (former Michigan Street Community Garden) to the Macdonald Park location represents a community-driven effort to address an unanticipated situation. The proposal is consistent with existing policy, the Official Community Plan, the 2015-2018 Strategic Plan, and is supported by the James Bay Neighbourhood Association and local community.


Respectfully submitted,

  
Alla Johnson  
Senior Parks Planner

  
Thomas Soulliere  
Director, Parks and Recreation

Report accepted and recommended by the City Manager:

Date:

  
August 28, 2015

### List of Attachments

Appendix A – James Bay Site Review Matrix  
Appendix B – Proposed Garden Location Map  
Appendix C – Community Garden Proposal  
Appendix D – Proposed Garden Design  
Appendix E – Record of Correspondence





Michigan Street Community Garden Relocation: Study of City-owned Parcels

	Location	Available Land Area (Existing Site = 560 sq.m.)	Growing conditions	Environmental Impacts	Site Access	Proximity to existing garden	Land Issues	Costs	Other comments
1	Irving Park	835 sq.m. (Larger than existing community garden site)	1. Some shading adjacent building and tree canopy; 2. Potential acidic needle fall from trees to north	None.	Adjacent to Seniors Activity Center, On-street parking available	135m	None	Low	Some re-grading required; On-site public washrooms
2	Belleville Street Green / Centennial Park	419 sq.m. (Belleville Green) 121 sq.m. (Centennial Park) (Smaller than existing community garden)	1. North facing sloping site 2. Heavy shading from tree canopy	Requires tree removal	On-street parking available	6.4 blocks	May conflict with future redevelopment of ferry terminal	Medium	Site is secluded - no 'eyes on the garden'
3	Fisherman's Wharf Park	Size could vary - Larger than existing community garden site	Sunny, south facing	None.	On-street parking and pay lot available	4.5 blocks	None	Low	Potential for community garden in this location was explored during public consultation for development of Management Plan and ruled out.
4	Holland Point Park	Size could vary - Larger than existing community garden site	South facing, subject to wind and salt spray	Natural areas site	On-street pull in parking	4.5 blocks	None	Low	On-site public washroom
5	Lewis Park	445 sq.m. (Smaller than existing community garden site)	Shading from large tree	Potential tree removal	Limited on-street parking	6.5 blocks	None	High	Requires relocation of existing children's play lot
6	Rithet Street	Extra wide ROW could be reconfigured	1. South facing, good exposure; 2. Minimal shading from trees or adjacent buildings	None.	No parking available	4 blocks	Bylaws prohibit structures in Boulevards, therefore this location couldn't accommodate tool sheds or other garden structures.	High - would require costly road redesign	Multiple utilities run under this ROW (gas, sewer, storm on north side, water on south side) - maintenance issues or upgrades to these utilities in the future would require removal of the gardens.
7	South Park	Larger than existing community garden site	1. South facing, good exposure; 2. Some shading from tree canopy;	None.	On-street parking available	6.5 blocks	Leased by School District 61	Low	School District currently maintains this park space, and is not supportive of locating a garden here
8	Macdonald Park - Niagara Street Frontage	Extra wide grass boulevard adjacent to playing fields could be reconfigured	1. Heavy shading from existing tree canopy; 2. Acidic needle drop and soil conditions from cedar trees; 3. Numerous shallow tree roots	1. Building gardens on shallow tree roots could damage trees or garden boxes; 2. Potential tree removal	On-street parking available		This block of Niagara is identified in the Pedestrian Master Plan for a future sidewalk - sidewalk will be located in 1.75m of greenspace that is currently in ROW, leaving minimal garden space.	Medium - could require tree pruning sidewalk redesign	During rugby games or other events at Macdonald Park, this frontage is quite busy; a community garden in this location would conflict with these current uses
9	Todd Playlot	850 sq.m. (Larger than existing community garden site)	1. Some shading from large tree located on site	None.	On-street parking available		In contravention of land trust for this site.	High - would require relocation of existing playground equipment	Very close to existing James Bay Allotment Garden
10	Beacon Hill Park - all weather fields	Size could vary - Larger than existing community garden site	1. Minimal shading, good exposure	None.			Challenges in relation to the Park Trust	Low	All-weather fields host year-round athletic programming that will conflict with community garden use: North all-weather field was used for 335 hours in 2014 (soccer and rugby) South all-weather field was used for 294 hours in 2014 (soccer) Ball diamond was used for 63.45 hours in 2014 (slo pitch)
11	Laurel Point Park	685 sq.m. (Larger than existing community garden site)	1. North facing sloping site; 2. Shading from tree canopies; 3. Site is subject to wind and salt spray	Potential tree removal	Difficult to access point along Harbour Pathway - no parking available		None	Medium - would require tree pruning and construction of terraced beds	Site is secluded - no 'eyes on the garden'
12	Charles Redfern Park	1,500 sq.m. (Larger than existing community garden site)	Shading from tree canopies	Potential tree removal	1. On-street parking available; 2. Adjacent pay parking lot	6 blocks	None	Medium - could require tree pruning	
13	Quadra Park	395 sq.m. (Smaller than existing community garden site)	Shading from tree canopies	Requires removal of horticulture beds and trees	1. On-street parking available	5.5 blocks	None	Medium - would require removal of existing trees and horticulture beds	

2015.01.30

Relocation of the Neighbourhood Garden of All Sorts (former...



Legend

- Neighbourhood Boundaries
- City Owned Parcels

Sites Considered for Community Gardens

- Irving Park
- Belleville Street Green / Centennial Park
- Fisherman's Wharf Park
- Holland Point Park
- Lewis Park
- Rithet Street
- South Park
- Macdonald Park - Niagara St Frontage
- Todd Playlot
- Beacon Hill Park - all-weather fields
- Laurel Point Park
- Charles Redfern Park
- Quadra Park

1: 8,000



Notes

This map is a user generated static output from an Internet mapping site and is for reference only.  
Data layers that appear on this map may or may not be accurate, current, or otherwise reliable.  
Public domain: can be freely printed, copied and distributed without permission.  
THIS MAP IS NOT TO BE USED FOR NAVIGATION



# 1. Irving Park



Red dashed line delineates approximate size of current Michigan Street Community Garden





## 2. Belleville Street Green / Centennial Park



--- Red dashed line delineates approximate size of current Michigan Street Community Garden





### 3. Fisherman's Wharf Park



--- Red dashed line delineates approximate size of current Michigan Street Community Garden





## 4. Holland Point Park

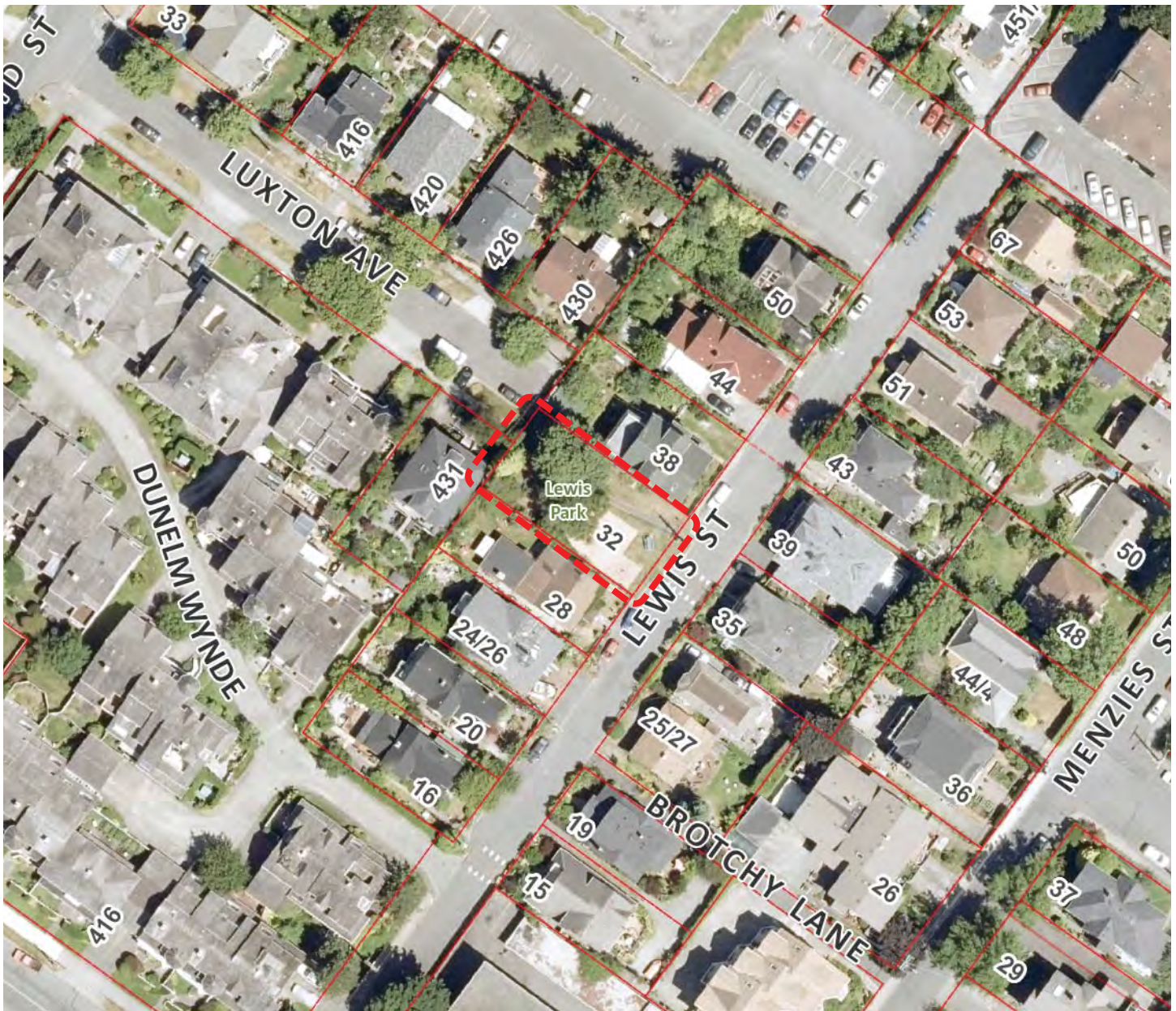


Red dashed line delineates approximate size of current Michigan Street Community Garden





## 5. Lewis Park



--- Red dashed line delineates approximate size of current Michigan Street Community Garden





## 6. Rithet Street





## 7. South Park



--- Red dashed line delineates approximate size of current Michigan Street Community Garden





## 8. Macdonald Park - Niagara Street Frontage

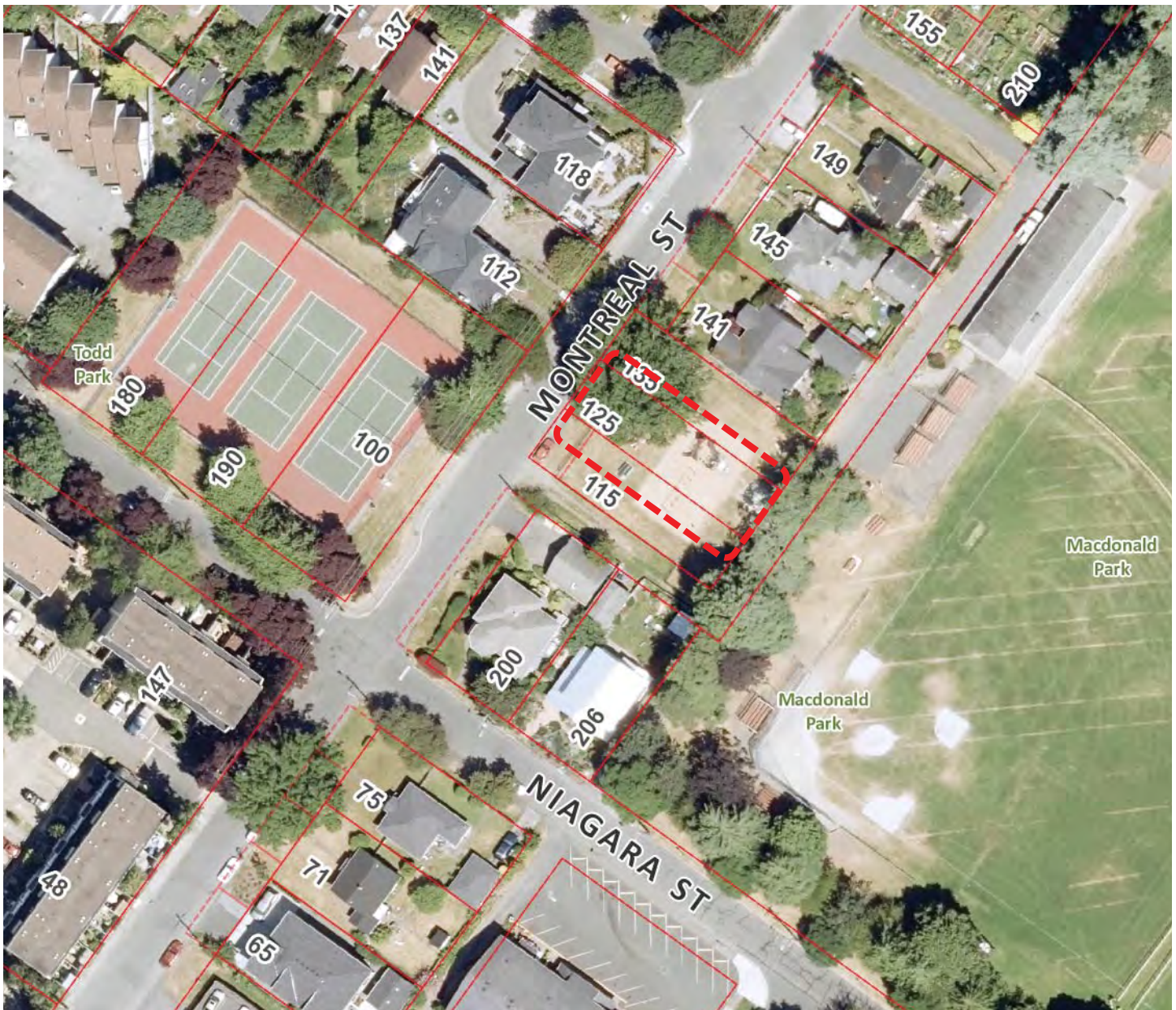


Red dashed line delineates approximate size of current Michigan Street Community Garden





## 9. Todd Playlot



Red dashed line delineates approximate size of current Michigan Street Community Garden





## 10. Beacon Hill Park - all-weather fields



Red dashed line delineates approximate size of current Michigan Street Community Garden





## 11. Laurel Point Park



Red dashed line delineates approximate size of current Michigan Street Community Garden





## 12. Charles Redfern Park



Red dashed line delineates approximate size of current Michigan Street Community Garden





## 13. Quadra Park



Red dashed line delineates approximate size of current Michigan Street Community Garden







08/28/2015

# Proposed Garden Location



## Legend

Victoria Parcels



1: 1,993



## Notes

0 51 101 Meters

WAD\_1983\_CSRS\_UTM\_Zone\_10N

Public domain: can be freely printed, copied and distributed without permission.

This map is a user generated static output from an Internet mapping site and is for reference only. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable.

THIS MAP IS NOT TO BE USED FOR NAVIGATION









## THE NEIGHBOURHOOD GARDEN OF ALL SORTS

(Formerly Michigan Street Community Garden)

**Lifecycles Project Society's Proposal to the City of Victoria for the Relocation of the Neighbourhood Garden of All Sorts to the north boulevard on Niagara St. adjacent to MacDonald Park**

**July 2015**



1A - 625 Hillside Ave. Victoria, BC V8T 1Z1 (250) 383-5800

[LIFECYCLESPROJECT.CA](http://LIFECYCLESPROJECT.CA)

# Background:

The Neighbourhood Garden of All Sorts (NGAS) was created 15 years ago with the help and support of LifeCycles Project Society. It was created to meet the pressing need for edible garden space in the James Bay neighbourhood, to help develop local food resilience, and to create a place where residents could gather, learn, and share.

LifeCycles is a registered, not-for-profit society in good standing with a 21 year history in Victoria. LifeCycles' mission is to cultivate community health from the ground up by connecting people, the food they eat and the land it comes from. LifeCycles support people in gaining knowledge skills and resources they need to access or grow their own food in a way that fosters biodiversity and enhances our urban environment.

The NGAS is a LifeCycles project with a Garden Coordinator handling the management of the proposed community garden.

For 15 years NGAS has enhanced the social and ecological well-being of the James Bay community through educational outreach, accessibility and positive interactions with residents and tourists. It's been a refuge for threatened bird and bee populations, and recreational therapy to promote a healthy lifestyle for community members. Photographers and artists frequented the garden as did those seeking a place to meditate and rest. NGAS has a long history of sharing garden produce with local community organizations. James Bay is the most densely populated neighbourhood in the city and many residents have no space for gardens. Community interest in accessing garden plots is in high demand and growing. The Montreal Street Allotment Garden and NGAS have waiting lists of over 100 people in James Bay looking for a space to garden.

Members of the NGAS Committee approached its City Council Liaison, Chris Coleman in June of 2013 for assistance. In June of 2014, Council recommended relocation of the garden to the southwest corner of parkland across from South Park Elementary School pending consultation with and approval from community members and School District 61. After consultation with the local community, it was clear that there was sufficient opposition to this site to indicate the need to look for an alternative. The City Parks Department has assisted in identifying another possible site along the north boulevard on Niagara St. adjacent to MacDonald Park.

1A - 625 Hillside Ave. Victoria, BC V8T 1Z1 (250) 383-5800

[LIFECYCLESPROJECT.CA](http://LIFECYCLESPROJECT.CA)

# MANAGEMENT/GOVERNANCE OF THE GARDEN

## How will the Garden be Managed/Governed?

LifeCycles will appoint a Garden Coordinator and Alternate for NGAS on an annual basis. The current Coordinator is MaryLynne Rimer and her alternate is Candis Elliott.

## How will residents of the City learn about the Community Garden?

1. A sign will be posted on the NGAS Tool Shed giving contact information for those interested in gardening.
2. NGAS news and contact information will be posted on LifeCycles website, on social media and from time to time in their newsletter.
3. In order to get in the waitlist, interested parties will contact the coordinator at the garden email address with the subject line "Waitlist for Garden".

## Selection criteria for the new Gardeners

Priority will go to James Bay residents: (2 former gardeners from the Michigan St. garden, who live outside of James Bay, will be "grandparented" into the new site.)

1. Lack access to gardening space equivalent in size and quality to a plot at the NGAS.
2. Have no other household member with access to a garden plot.
3. Agree to sign and abide by a Plot Holders Agreement (PHA) and pay an annual fee.

### Plot Holders Agreement includes:

- Address and contact information
- Confirmation of residency
- Confirmation of commitments including: serving on a garden committee (membership and finance, grounds maintenance and communications)
- Confirmation of commitment to organic growing and grounds policies
- Attendance at 4 out of the 7 work parties during the growing season
- Confirmation of commitment to personally and actively plant and tend the allocated plot including mowing and weeding between plots
- Agreement to and an understanding of the review process that may lead to suspension of the use of an NGAS plot.

1A - 625 Hillside Ave. Victoria, BC V8T 1Z1 (250) 383-5800

[LIFECYCLESPROJECT.CA](http://LIFECYCLESPROJECT.CA)

### Review Process

Each fall the Garden Coordinator and Alternate will assess whether gardeners have lived up to their commitments outlined in the PHA. If necessary, a gardener may be issued a letter of suspension giving reasons for suspension.

The gardener may request a reconsideration of this decision. The Director of LifeCycles will reconsider if the gardener can reasonably explain their lack of commitment to the PHA and reconfirm their commitment for the following year.

The Director's decision is final.

A yearly Plot Holders Report will be submitted to the LifeCycles' Board of Directors.

### **How will finances be handled?**

Plot Holders will pay an annual fee for the use of a plot. The fees will be paid to the Garden Coordinator who will be one of two signatories on the NGAS account. The second signatory will be the Director of LifeCycles.

LifeCycles will hold and manage all funds and pay costs associated with the garden through a designated NGAS account.

A yearly financial report will be submitted to LifeCycles' Board of Directors.

### **How will Plots be Re-Allocated?**

An interested gardener list will be maintained and up-dated annually.

1A - 625 Hillside Ave. Victoria, BC V8T 1Z1 (250) 383-5800

[LIFECYCLESPROJECT.CA](http://LIFECYCLESPROJECT.CA)



# Community Consultation:

Since learning of the sale of the property on Michigan St., in early 2014, NGAS Coordinators have been doing outreach, gaining support for relocation of the garden and consulting with the community. In late March, 2015, City staff identified site on Niagara St. adjacent to MacDonald Park as a potential site. Since that time we have been actively gaining support from the community for the new site.

## Consultation activities included:

- James Bay Neighbourhood Association: Consultation with President Marg Gardiner and Secretary Laura Neil re: site planning and consultation planning; presentation at Land Use Committee (June 14) and General Meeting (July 8)
- Canvass of surrounding residents (May 16)
- White Eagle Hall - Adolf Literowicz
- Meeting with James Bay Community School –Darcy Topinka, Community School Coordinator (June 2)
- Meeting with James Bay Garden Association (April 20) – Tatiana Montgomery, President
- Proposal sent to James Bay Athletic Club – Adam Bate, Executive member responded with questions regarding any expansion of the area, and timing of going before Council.
- James Bay Community Market (May 23)

## Attached are:

Consultation Summary – Appendix A

Letters of support:

James Bay Community Project

James Bay Community School Society

James Bay New Horizons

James Bay Community Market

Signatures from local residents

1A - 625 Hillside Ave. Victoria, BC V8T 1Z1 (250) 383-5800

[LIFECYCLESPROJECT.CA](http://LIFECYCLESPROJECT.CA)

# Garden Location

• Accessibility - Can the garden be reached by people of diverse ages and abilities? Is there sufficient car parking, bike parking, and transit? Is there room to bring in supplies such as lumber, soil, and plants?

The site is walker and cyclist friendly. Those using walkers and wheelchairs can best access the site on the west end; off Montreal St. Alley. Most of the gardeners walk or cycle to the garden. There is a small parking lot on Montreal St. Alley that would allow for delivery of large items. There is also parking on Oswego and Dock Streets.

• Location & Size - Is the land centrally located in the James Bay neighbourhood? Can the space accommodate a community garden in addition to other activities that residents currently enjoy? The location is not centrally located in James Bay but is very walkable from much of the community. MacDonald Park is used by many sports clubs, residents and James Bay School. The garden is situated across from White Eagle Hall and Dock/Niagara St. intersection. It will not interfere with any other uses of the park or obstruct residences views.

• Collaboration - Are there potential partners nearby with whom we can share the resources and upkeep of the garden, such as a school, community association, market, recreation centre, or youth centre? Do local businesses support the project?

Consultation meetings have been held with James Bay Neighbourhood Association and the James Bay Community School Society. The James Bay Garden Association on Montreal Street is adjacent to the Niagara St. site. The Garden Coordinator and President are talking about sharing ideas and special events. We are actively soliciting business support by asking for in kind donations and we will continue to seek other partnerships with community associations.

• Mixed Use - What are the current uses of the space? Will a garden interfere with the recreational activities taking place?

The space is on the boulevard adjacent to MacDonald Park which is currently used by most heavily used by walkers. The conceptual plan for the garden includes the addition of a chip path that will allow walkers to stroll past the garden.

• Security - Can the garden be a secure and safe place for those who use it, and for the neighbours who live nearby?

The site is secure because of the active use of MacDonald Park and the open site lines from the street.

• Site-specific Considerations - Are there environmental concerns that need to be addressed, such as sensitive ecosystems, rare plants, noise issues, or other existing landscape features?

There is heavy tree branch cover of the site and two trees which will seriously affect the access to plots and amount of light available for gardening. We are asking the city to trim trees and remove 2 Honey Locust trees in the garden area. The cedar trees that begin at Dock St. going east on the site aren't compatible for growing vegetables so there is no option to add additional plots along the boulevard.

1A - 625 Hillside Ave. Victoria, BC V8T 1Z1 (250) 383-5800

[LIFECYCLESPROJECT.CA](http://LIFECYCLESPROJECT.CA)



# FAQs

Here are some of the most common questions we have received about the relocation of the Community Garden to the proposed new location on Niagara St.

Q. What are the most common concerns raised about the garden?

Some residents are concerned about spoiling the boulevard by raising the canopy, cutting down trees and making the area look cluttered. Even those who are supportive of the site, expressed concern that the climate isn't suitable for gardening. One neighbour also wanted to see more access to community gardening instead of more condos, thought part of the rugby field would make a better garden area and would like to see gardening allowed in front of apartments/condos.

Q. Will children have access to the garden?

A. Yes, all are welcome to visit the garden. Some gardeners bring their children to tend their plot and enjoy the produce. We hope to work with James Bay School to develop a program that will involve students in gardening activities. One resident was pleased that we are interested in working with children from the school.

Q. Will the trees be protected?

A. We are asking the city to raise the canopy which is very much needed for the health of the trees, for sun exposure and to improve access for walkers and to the plots. There are two honey locust trees in the garden site that we are asking be removed.

Q. How do I get a plot?

A. The plots are available to James Bay residents only who don't have access to another space for gardening. You can contact the garden coordinator and if there are plots available you will be asked to fill out a Plot Holders Agreement and pay an annual fee. If no plot is available, you will be put on a waitlist. We aim to have attrition of one garden plot per year beginning in 2018.

1A - 625 Hillside Ave. Victoria, BC V8T 1Z1 (250) 383-5800

[LIFECYCLESPROJECT.CA](http://LIFECYCLESPROJECT.CA)

# Garden Design

The NGAS is proposing 18 garden plots; 15 at 5' x 10' x 12" and 3 at 3' x 10' x 30" for disabled gardeners with just over 30" in between the standard plots and about 42" between the plots for disabled access. This will allow ample access to plots and for mowing and weeding.

The attached base plan locates the plots at 9' from the curb for required set back and possible fence and are perpendicular to the road for best light exposure. It also shows the two trees to be have removed, the site for the tool shed and indicates the tree trimming/ thinning and removal of lower limbs to 5 m. from curb.

# Budget

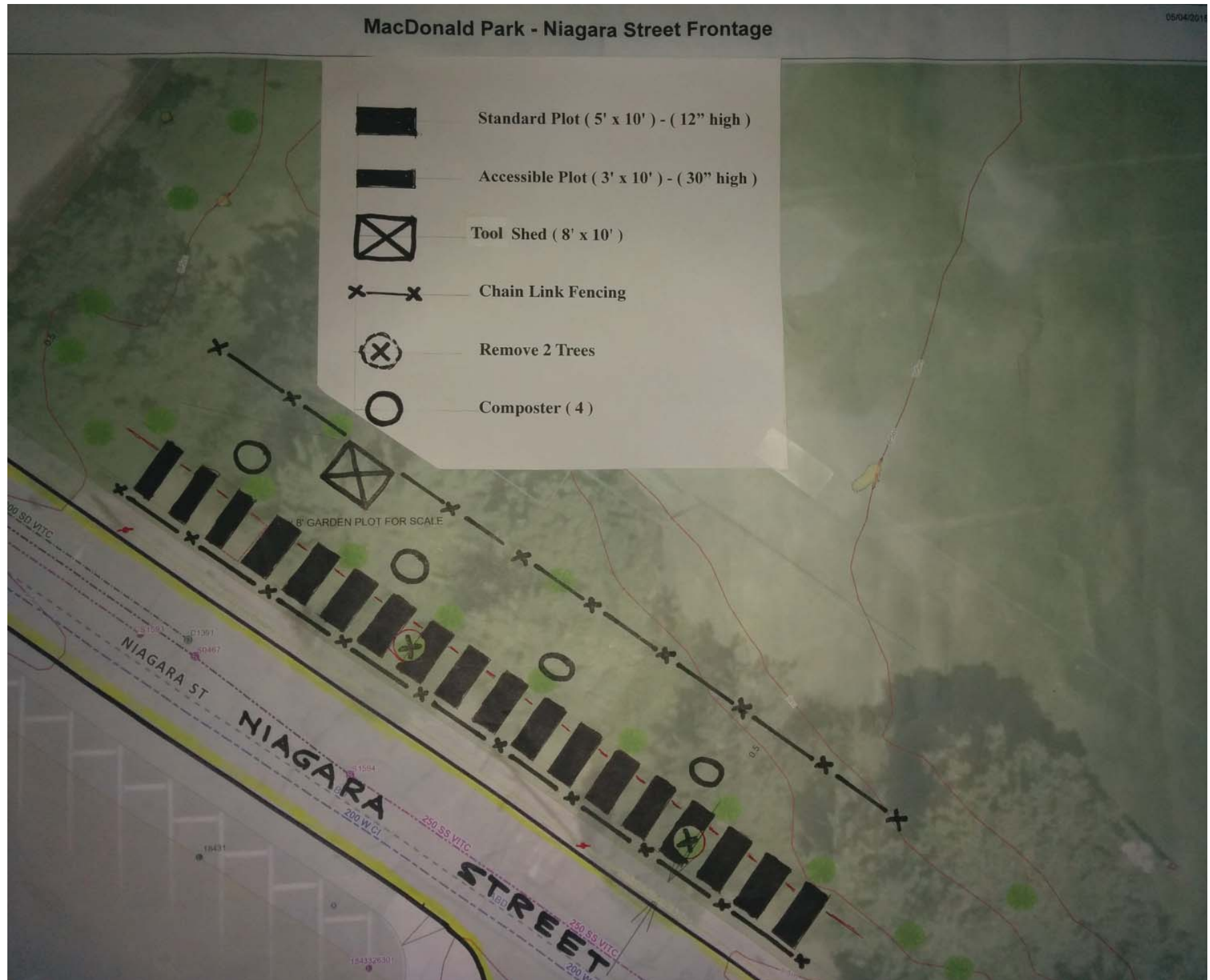
The 2015 budget includes one-time capital costs for a garden shed, compost bins, lumber and soil. The operating costs will be significantly higher than at the previous location due to the higher cost of insurance and the requirement to pay for water.

We anticipate covering costs by utilizing cash donations some of which we have already received, applying for City of Victoria grants under its new policy and calling on local businesses and organizations for donations in kind.

1A - 625 Hillside Ave. Victoria, BC V8T 1Z1 (250) 383-5800

[LIFECYCLESPROJECT.CA](http://LIFECYCLESPROJECT.CA)

## Neighbourhood "Garden of All Sorts": Garden Diagram



# Neighbourhood Garden of All Sorts

## BUDGET PROPOSAL

For 10 months: July 1, 2015 – April 1, 2016

REVENUE	2015-2016 (Budget)	Confirmed	Pending
Plot Fees Income (\$50 x 18 plots)	\$900.00	\$500.00	\$400.00
Cash donations	\$500.00	\$500.00	
In-kind donations (Home Lumber, Home Depot and Gravel Mart)	\$2500.00		\$2500.00
Grants – City of Victoria and others	\$6000.00		\$6000.00
<b>Total Revenue</b>	<b>\$9900.00</b>		

EXPENDITURES	2015-2016 (Budget)
<i>Operating:</i>	
Office/rental/legal	\$75.00
Maintenance/Repairs	\$100.00
Supplies and Tools	\$100.00
Water	\$500.00
Insurance	\$400.00
<b>Total operating:</b>	<b>\$1750.00</b>
<i>Capital:</i>	
Lumber and brackets for 15-5'x10'x12" and 3-5'x10'x30"	\$4000.00
Soil @ \$40 a yard; 3 yards per box	\$2160.00
3 Composters @ \$100 each	\$300.00
Vinyl Tool shed from Home Depot – 8' x 10' plus 4 concrete footings (see photo and description attached)	\$1500.00
<b>Total capital:</b>	<b>\$7960.00</b>
<b>Total expenditures:</b>	<b>\$9710.00</b>

NET ASSETS	2015-2016 (Budget)
Balance Forward	\$1500.00

1A - 625 Hillside Ave. Victoria, BC V8T 1Z1 (250) 383-5800

[LIFECYCLESPROJECT.CA](http://LIFECYCLESPROJECT.CA)

# Vinyl Tool shed



The Vinyl Milford storage shed combines 467 cu. ft. of storage and a height of more than 7 ft. for ample storage space to work in and store large equipment. With an attractive horizontal siding, combined with a vinyl coating, this shed is manufactured to be a strong, durable solution for all your storage needs – all year round. Designed to protect your possessions from the elements, this 10' x 8' shed is perfect for adding storage space to your home and freeing up extra space in your garage or basement.

- 467 cu. ft. of storage space
- Premium vinyl-coated steel design offers year-round protection
- Over 7' tall for plenty of space to work in or hang tools
- Five times thicker than standard wall finishes protects against elements
- 10'x8'

1A - 625 Hillside Ave. Victoria, BC V8T 1Z1 (250) 383-5800

[LIFECYCLESPROJECT.CA](http://LIFECYCLESPROJECT.CA)

# PLANTING STRATEGY

We plan to plant herbs, vegetables and fruit in the garden. The following list of plants have been grown at the site on Michigan St. and would be appropriate for the Niagara St. location.

## Artichoke

Asparagus	Elderberry	Radish
Alum	Fennel	Raspberry
Asian greens	Fava	Rosemary
Basil	Gladiola	Rhubarb
Bee balm	Iris	Rose
Beet	Jerusalem artichoke	Sage
Bean	Kale	Strawberry
Borage	Lavender	Sunflower
Broccoli	Leek	Snapdragon
Brussels Sprout	Lettuce	Sweet Pea
Cabbage	Mallow	Scarlet Runner
Chard	Mint	Squash
Chives	Nasturtium	Spinach
Chamomile	Nigelia	Sage
Carrots	Parsley	Tomato
Clematis	Parsnip	Tulip
Calendula	Pea	Tarragon
Cilantro	Pansy	Thyme
Cucumber	Potato	Viola
Day lily	Poppy	Violet
Daffodil	Parsnip	
Dahlia	Pepper	
Delphinium	Pumpkin	

1A - 625 Hillside Ave. Victoria, BC V8T 1Z1 (250) 383-5800

[LIFECYCLESPROJECT.CA](http://LIFECYCLESPROJECT.CA)



# Project Timeline

“The City of Victoria recognizes community gardening as a valuable recreational activity that contributes to health and well-being, positive social interaction, community development, environmental education, connection to nature, protection and use of open space, food security, and economical, nutritious food production.” -City of Victoria Community Gardening Policy

## June 2014

- Council decision regarding South Park as a possible site for the relocation of the Neighbourhood Garden of All Sorts.

## April 2015

- Agreement with City Parks Staff on the new proposed site for relocation at MacDonald Park on Niagara St.

## April-August 2015

- Development of a new proposal.
- Consultation with community on Niagara St. location.
- Search for grant opportunities and solicit donations.

## July 2015

- Submit grant application to the City.
- Submission of the new proposal to Victoria City Council.

## Assuming the site is approved by Council and grants/donations can be secured

## Fall 2015

- Recruit gardeners, as needed.
- Prepare site including trees trimmed and removed.
- Purchase shed, lumber, soil, composters.
- Construct plots.

## Spring 2016

- Garden opening celebration
- Active planting

## Request of the City:

Partnership between the City of Victoria, LifeCycles, and the Garden Coordinator is essential to the success of this project. The collective work efforts of the City and members of the community in the creation, construction and maintenance of the gardens would optimize resources, and keep lines of communication clear.

We ask that the City install water access at no cost to the gardeners and a fence to provide a break from the street and ball diamond.

The need to have set back from the curb and avoid underground gas lines means that the plots are situated about 9' from the curb. The current heavy tree cover will significantly affect the success of gardening in this area. We ask the City raise the canopy on existing trees and remove two trees along the boulevard in the garden area to optimize sun exposure and access.

Provision of in-kind support such as delivery of leaf mulch would be much appreciated.

## Next Steps:

The community has shown support for the relocation of the Neighbourhood Garden of All Sorts on Niagara Street on the boulevard adjacent to MacDonald Park. We have addressed, and continue to address, the concerns of those who have questions about the Garden. The review of this LifeCycles proposal by the City is required to advance this project. Input as a result of these reviews will be incorporated into the Garden plan, just as the results of our community consultations have been incorporated in our modifications to the Garden Design and planning process.

## USER AGREEMENT WITH THE CITY OF VICTORIA

As outlined in the Victoria Community Garden Policy, a User Agreement between LifeCycles and the City of Victoria would be developed to define the terms of use and clarify the role of LifeCycles and the Garden Coordinator. Part the purpose of community gardens is community building and joint stewardship of the land, tasks such as ground breaking, planting and maintenance activities will involve community volunteers and future plot holders, who will be given opportunities to participate in all aspects of the garden creation. As community education is significant for the Garden, transfer of knowledge will occur through workshops and scheduled work parties, which will also provide the garden maintenance service, and fulfill gardening needs.

We believe this proposal, and the steps outlined fulfill the requirements of the Policy and, therefore would conclude the necessary consultation process, moving it forward for final approval from Council. As we wish to solicit further funding and begin soil preparation work on the Garden, a timely response and follow up to the proposal would be appreciated. The Coordinator will continue with ongoing consultation and outreach with the community as the proposal moves forward.

**Thank-you for your consideration,**

MaryLynne Rimer, Garden Coordinator  
Tel: 250-479-9605 [marylynne.rimer@shaw.ca](mailto:marylynne.rimer@shaw.ca)



Maurita Prato, Director  
LifeCycles Project Society  
1A-625 Hillside Ave Victoria, BC V8T 1Z1  
Tel: 250-383-5800 [info@lifecyclesproject.ca](mailto:info@lifecyclesproject.ca)



## APPENDIX A

### CONSULTATION SUMMARY

#### 1. James Bay Neighbourhood Association

- Meeting with President Marg Gardiner and Secretary Laura Neil regarding site and consultation planning on April 23 where we looked at the site and confirmed the consultation plan with the Association. We agreed to have a draft proposal ready for initial review in May anticipating a Land Use Committee presentation by the end of May and presentation at the general meeting in June. Both Marg and Laura expressed strong support for the Niagara St. location.
- Meeting at City Hall with Marg Gardiner and Laura Neil along with city staff to review the draft proposal on May 22<sup>nd</sup>. Issues arising at this meeting included insuring administrative fairness in the review process, attrition of gardeners to allow access to more residents of James Bay, grandfathering of Michigan Street gardeners who aren't residents, the type of shed that would be appropriate and whether fencing was needed.
- Presentation at Land Use Committee on June 14 where Committee members expressed support for the garden being relocated to Niagara Street except for one member who is against any encroachment on city parks. They asked that the wording about eligibility be exclusive to James Bay residents with the exception of 2 gardeners who would be "grand parented" due to their involvement in the Michigan Street garden, that there be an attrition rate established and no subletting allowed.
- General Meeting presentation on July 8 where 46 people attended. Fourteen people spoke all of whom were supportive of the garden being relocated in James Bay. Issues raised were that the Niagara site isn't suitable for gardening due to climate issues, the need to disturb the current trees and encroachment on a city park, concern the JBNA and the City didn't come up with a better spot for gardening, i.e. the grassy area adjacent to the Montreal Street Garden or Irving Park and access to plots for James Bay residents.

#### 2. Canvass of surrounding residents

- On May 16, two gardeners took letters to neighbours who live in close proximity to the proposed site including Montreal, Niagara and Dock Streets explaining the proposed move and providing contact information should they have comments or questions. They were able to speak to a couple of people. One neighbour is concerned about spoiling the boulevard where they walk their dogs, tree trimming, the climate being unsuitable for gardening and the garden making the area look cluttered. This neighbour also wants to see more access to community gardening instead of more condos, thinks the part of the rugby field would be a better spot for gardening and wants to see gardening on the lawns of apartment and condo buildings. Two neighbours are concerned about taking trees out.

#### 3. James Bay Community School

15

1A - 625 Hillside Ave. Victoria, BC V8T 1Z1 (250) 383-5800

[LIFECYCLESPROJECT.CA](http://LIFECYCLESPROJECT.CA)

- Meeting with Darcy Topinka, James Bay Community School Coordinator on June 2 where the location and proposed garden were discussed. He is very supportive of the garden and sees potential for the school and gardeners to partner and provide gardening opportunities for students at James Bay School. Also, approached Janice Matthews, the Chair of the Community School Board of Directors for a letter of support.
- 4. James Bay Garden Association
  - Meeting with Tatiana Montgomery on April 20. She is currently the president of the Montreal Street garden around the corner from the proposed site on Niagara. She is in favour of more gardening spaces in James Bay and wants to see our group and theirs share expertise and events.
- 5. White Eagle Hall
  - Spoke with Adolf Literowicz at White Eagle Hall who is supportive of the relocation of the garden to Niagara Street.
- 6. James Bay Athletic Club (JBAC)
  - Sent a proposal to Adam Bate, executive member of JBAC. Adam responded with questions regarding any plans to expand of the garden area, and timing of going before Council.
- 7. James Bay Community Market
  - Gardeners set up an information table at James Bay Community Market on May 23 and asked people to comment on the relocation to Niagara Street. We received about 50 comments, of which, about 90% were from James Bay residents, and all were supportive.





MacDonald Park - Niagara Street Frontage

Standard Plot ( 5' x 10' ) - ( 12" high )

Accessible Plot ( 3' x 10' ) - ( 30" high )

Tool Shed ( 8' x 10' )

Chain Link Fencing

Remove 2 Trees

Composter ( 4 )

8' GARDEN PLOT FOR SCALE

NIAGARA ST

STREET

200 S.D. VTC

200 W.C.I

250 S.S. VTC

250 S.S. VTC

250 S.S. VTC

200 M

19431

19432

19433

19434

19435

19436

19437

19438

19439

19440

19441

19442

19443

19444

19445

19446

19447

19448

19449

19450

19451

19452

19453

19454

19455

19456

19457

19458

19459

19460

19461

19462

19463

19464

19465

19466

19467

19468

19469

19470

19471

19472

19473

19474

19475

19476

19477

19478

19479

19480

19481

19482

19483

19484

19485

19486

19487

19488

19489

19490

19491

19492

19493

19494

19495

19496

19497

19498

19499

19500

19501

19502

19503

19504

19505

19506

19507

19508

19509

19510

19511

19512

19513

19514

19515

19516

19517

19518

19519

19520

19521

19522

19523

19524

19525

19526

19527

19528

19529

19530

19531

19532

19533

19534

19535

19536

19537

19538

19539

19540

19541

19542

19543

19544

19545

19546

19547

19548

19549

19550

19551

19552

19553

19554

19555

19556

19557

19558

19559

19560

19561

19562

19563

19564

19565

19566

19567

19568

19569

19570

19571

19572

19573

19574

19575

19576

19577

19578

19579

19580

19581

19582

19583

19584

19585

19586

19587

19588

19589

19590

19591

19592

19593

19594

19595

19596

19597

19598

19599

19600

19601

19602

19603

19604

19605

19606

19607

19608

19609

19610

19611

19612

19613

19614

19615

19616

19617

19618

19619

19620

19621

19622

19623

19624

19625

19626

19627

19628

19629

19630

19631

19632

19633

19634

19635

19636

19637

19638

19639

19640

19641

19642

19643

19644

19645

19646

19647

19648

19649

19650

19651

19652

19653

19654

19655

19656

19657

19658

19659

19660

19661

19662

19663

19664

19665

19666

19667

19668

19669

19670

19671

19672

19673

19674

19675

19676

19677

19678

19679

19680

19681

19682

19683

19684

19685

19686

19687

19688

19689

19690

19691

19692

19693

19694

19695

19696

19697

19698

19699

19700

19701

19702

19703

19704

19705

19706

19707

19708

19709

19710

19711

19712

19713

19714

19715

19716

19717

19718

19719

19720

19721

19722

19723

19724

19725

19726

19727

19728

19729

19730

19731

19732

19733

19734

19735

19736

19737

19738

19739

19740

19741

19742

19743

19744

19745

19746

19747

19748

19749

19750

19751

19752

19753

19754

19755

19756

19757

19758

19759

19760

19761

19762

19763

19764

19765

19766

19767

19768

19769

19770

19771

19772

19773

19774

19775

19776

19777

19778

19779

19780

19781

19782

19783

19784

19785

19786

19787

19788

19789

19790

19791

19792

19793

19794

19795

19796

19797

19798

19799

19800

19801

19802

19803







## James Bay Neighbourhood Association

234 Menzies St  
Victoria, B.C.  
V8V 2G7

[www.jbna.org](http://www.jbna.org)

July 10<sup>th</sup>, 2015

Mayor and Council  
City of Victoria

### Re: Niagara Boulevard Garden (relocation of Michigan Street Garden)

After 22 months, relocation plans for the Michigan Street Garden have been submitted. It has been an arduous journey, but an important and 'fruitful' journey. The **Garden of All Sorts** proposal was reviewed by the internal CALUC on June 14<sup>th</sup> and at the open JBNA General Meeting of July 8<sup>th</sup>, which I chaired.

In 2011, JBNA proposed to the City that two sites be explored to create more allotment and searched for alternate garden locations in James Bay. This search was unrelated to the Capital Park development. Two locations were identified, measured and proposed to Parks staff. The Niagara Boulevard was one of the locations.

We are pleased that the Niagara strip of land will find a productive use while assuaging the need to relocate the Michigan Street Garden.

Observations, considerations, and problems brought forward at the June 14<sup>th</sup> and July 8<sup>th</sup> meetings include the following:

- There is general agreement that the proposed site has some challenges such as wind and sunlight as well as size. Some of these can be mitigated by the proposed configuration and adjacent improvements such as removal of trees and raising the canopy. While some suggestions of alternate sites were made at the July 18<sup>th</sup> meeting, these had all been considered in the process to date and there seemed to be general agreement that the current proposal is the best option available at this time.
- Garden membership should be restricted to residents of James Bay. This was/is a condition of gardens as people leaving a neighbourhood gave up plots. At the June 14<sup>th</sup> meeting one individual who has been with the garden since its inception was identified as no longer living in James Bay and it was agreed she would be the one exception. At the July 8<sup>th</sup> JBNA General meeting, the proposal included two exceptions rather than the one; the second exception must also be a current active member as well as a long-time member of the Michigan Garden.

- We understand that the Michigan Garden does not currently have a wait-list. If all Niagara Boulevard plots are not taken up by Michigan Street 2014 gardeners, those on the waitlist of the Montreal Street Garden should be offered a plot before any other residents are given the opportunity.
- Going forward, within a set period during which the garden is established, a turn-over target should be created (i.e. limit terms if turn-over does not meet a target of say, 10% per year over a set number of years). The proposal indicates a turnover rate of 1 member annually beginning in 2018 based on the rationale of there being only 18 allotments which is seen as the minimum number for the project to be viable.
- It is important that the garden be visually open and inviting to all residents as the Montreal Garden is. To this end, the creation of a pathway, or openings in any fencing, through the garden is encouraged.
- To create more openness, fencing should not be placed on the garden's north edge. Sports fans stay near to the sports field fence and would not be expected to interfere with the garden in any way greater than experienced by the Montreal garden.
- There was one objection, by a resident near the site, to the loss of any trees or change to the park at it is presently. The possibility of lifting of the tree canopy and removal of the honey locust trees is understood and accepted. (Note: JBNA has a project which, if approved, may require the planting of two trees nearby, compensating in a small way for the loss of the honey locust trees.)
- While acknowledging that the proposed Niagara Garden site is a viable solution to the immediate need for relocating the Michigan Street Garden, the situation and solution has raised questions regarding the use of public parkland and street boulevards for private allotment garden use. At the public meeting, there were strong diverging opinions on both sides of public land use issue, but general agreement that the City of Victoria needs to establish a clear vision and operational policy to guide future decisions.

Should Parks staff and/or Council wish to discuss the matter further, JBNA would be pleased to meet with you.

Yours truly,

Wayne Shillington,  
Treasurer, JBNA  
for JBNA CALUC

Cc: Julie MacDougall, Parks  
Jim Handy, Planning



May 25, 2015

To Leigh Sifton,

Hello. This letter is a response to the proposed boulevard gardening along Niagara Street at Mac Donald Park. **Personal information**, I feel very strongly about the park and the environs next to me and I would like to register my voice as a “no” vote to this proposal.

I have heard a lot about people’s desire to garden to grow their own food, the need for food security and the city’s intent to provide spaces for those activities. I do understand that this has been a difficult process. I understand that the city is beholden to replacing these 15-18 garden plots from the former Michigan Street gardens. I am not sure how that all came to be but it sure has me concerned about this whole process and future endeavors.

If the City of Victoria holds as a priority community gardens and food security and the active living inclusiveness of such deals, then a proper, cohesive plan really should be the first step. This appears to be a simple land grab. If it is this hard to find space to re-allocate these 15-18 plots then how on earth will city council grow this food futures program?

Here are my objections:

1. The beauty of this tree boulevard will be ruined by possible tree removal, limbing up for light and interference of nesting and foraging sites for resident birds, bats and pollenating insects
2. I worked my **Personal information** - it is too damn cold here to adequately grow food crops
3. If it is too cold, wrap it in plastic – imagine how lovely that would look for our residents and let’s not forget our tourists
4. A representative from the Michigan street gardens mentioned chain link fencing around plots to protect the gardeners’ interest. One word – ugly.
5. There is a lack of cohesiveness of space. The community garden down on Montreal St. makes sense visually whereas this will look meagre; a project without a vision

Speaking of vision, this is a large issue and I do not underestimate the difficulty that your department faces in addressing it. But that is the crux of it. The changing desires of urban dwellers are posing challenging to sacrosanct institutions such as sports fields, rights of way, private property usage, the roles of development and evolving aesthetics.

If the city really wants to encourage sustainability and elevate food security, then it will have to negotiate hard to hold developers accountable to land use provisions. Changing the building code would need to consider:

1. Requiring sporting clubs, schools, parks and other fields to share space
2. For apartment buildings/blocks to provide space for their own tenants (the only people who ever seem to use these vast tracts of land are the lawn cutting crews), perhaps with incentives of tax rebates
3. To consider multi-generational ideas such as seniors' facilities that can accommodate community gardening

I urge the city to be very mindful in deliberating this proposal. Too many times a very good idea or intention can be lost with bad implementation. If people in the community feel railroaded by this proposal it will create distaste and resistance to future projects. Real plans do not look like grasping for straws. I look forward to any feedback you may have and I would like to attend the City Parks Master Plan Forum if it is open to the public. Do not hesitate to get in touch if you have any further questions for me.

Sincerely,

Personal information



Good Morning,

I want to discuss this in relation to Strategic Plan Objective 8, Enhance and Stewart Public Spaces, Green spaces and Food Systems.

I am a new resident to Jmaes Bay and I live at **Personal information**. The community's proximity to the open water as well as its human scale attracted me. Last November I 'discovered' the Michigan Street Allotment Garden oasis in the heart of James Bay. I've witnessed its dismantling as the Jawl group embarks on it Capital Park Development. When I became aware that last evening's (July 08, 2015) JBNA meeting had the reconstituted gardening group on the agenda I decided to attend.

Mary Lynne Rimer, spokesperson for the Neighbourhood Garden of All Sorts, presented well and clearly demonstrated that her group is working diligently to meet the requisites steps to gain approval for the location offered by the City's Parks Department. There was a lively discussion period that without exception offered support for community gardens yet repeatedly echoed the statement, "The JBNA and City has failed in this attempt to provide a new site on the Niagara Street boulevard of MacDonald Park".

I am a walker and the Niagara Street corridor is one of my routes. This morning as I walked the neighbourhood my vision was more keenly focused. Mayor Helps I ask you to explain this choice of MacDonald Park as an alternative to the Michigan Street Allotment Garden. The site is under the canopy of coniferous and deciduous trees, is in complete shade during summer months, is in the wind tunnel north-south street and is literally at the street's edge and adjacent to an established baseball park. Does this meet with the laudable outcomes of Objective 8 of the Strategic Plan?

As well there was a second echo during the post presentation discussion. Why isn't Irving Park the new site? I understand process and protocol. As a newcomer I am certain there is much I've missed in the City's process. Yet, if you and your council truly believe in the Strategic Plan, why are you offering marginal land when there is better to offer; and why are you asking your electorate and citizens to go through your process to put their best efforts into a site that is far from the City's best offer.

--  
**Personal information**

**Personal information**

**From:**

**Email**

**Reference :** **Personal information**

**Daytime Phone :**

**Re: Relocation of the Michigan St. allotment garden.**

***Earlier this week I attended the JBNA meeting at JB New Horizons. I was pleasantly surprised to see that the Parks Department has approved the installation of a small fenced apiary on the edge of Irving Park, adjacent to the New Horizons building. At this meeting we heard a presentation***

*from the Michigan St. allotment garden folks, telling about their search for a new location. The spot that was offered them by the Parks Dept. is on Niagara Street on the edge of MacDonald Park. The gardeners said it is not their preferred option, but the only one that Parks came up with. The immediate neighbours were not supportive, and reported that it is a difficult spot to grow anything, as it is in a wind corridor. The most preferred option would be in Irving Park, which is protected from the wind and has good sun. I support the location of the garden in Irving Park. The park is large enough to accommodate this use.*

*It would be visually attractive and will contribute to food security as well as providing pro-social activity in an area that is "home" to challenging street people.*

*It seems to me that a precedent has been set by allowing the apiary to be located in this spot. A garden would be a good addition as well.*



## Relocation of the *Neighbourhood Garden of All Sorts*

(Formerly *Michigan Street Community Garden*)



### Purpose

Seeking Council approval for the relocation of the Neighbourhood Garden of All Sorts (formerly Michigan Street Community Garden) to MacDonald Park, adjacent to Niagara Street



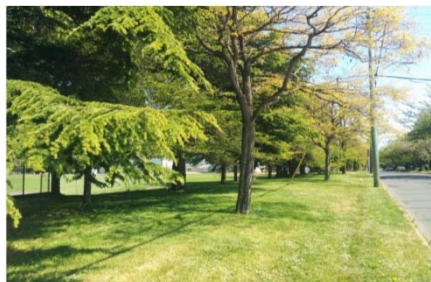
## Garden Background

- Original garden opened in partnership with Lifecycles Project Society on provincially-owned lands in 1999
- In 2013, the Province agreed to the sale of a portion of this land and the lot is currently being redeveloped as part of the Capital Park Project
- Staff assisted the garden group, James Bay Neighbourhood Association, Lifecycles Project Society and other interested parties to identify potential new sites
- In July 2014, Council approved a recommendation to relocate the garden to South Park, subject to consultation
- Upon further consultation, became evident that South Park would not be a suitable



## Site Selection

- In early 2015, staff prepared information for all City-owned lands in James Bay, including available land area, potential growing conditions, environmental considerations, site access, associated costs and other land use considerations
- Niagara Street frontage of MacDonald Park identified as preferred site





## Proposed Garden Design



### Features:

- 15 standard plots
- 3 accessible plots
- 1 tool shed
- 4 composters
- Fencing on 2 sides



## Community Consultation

- Garden group responsible for consultation on the proposed garden. Public engagement activities included:
  - James Bay Neighbourhood Association
  - James Bay Community School
  - James Bay Garden Association
  - White Eagle Hall
  - James Bay Athletic Club
  - Nearby residents on Montreal, Niagara and Dock Streets
  - Community outreach at the James Bay Community Market



## Strategic Alignment

### 2015-2018 Strategic Plan:

- Objective #2: Engage and empower the community
- Objective #8: Enhance and steward public spaces, green spaces and food systems.

### 2015-2018 Financial Plan:

- Cost for water hook-up and some fencing will be provided by City within the approved budget
- Garden will be maintained by the applicants. The agreement will be for a nominal sum of \$1.00 per year.

### Official Community Plan:

- Project is consistent with Goal 17B, "*Victorians have access to skills, knowledge and resources to produce and process their own food in urban areas.*"



## Summary

- Relocation of the Neighbourhood Garden of All Sorts (formerly Michigan Street Community Garden) to MacDonald Park represents a community-driven response to an unanticipated situation
- Proposal is consistent with existing policy, the Official Community Plan, the 2015-Strategic Plan, and is supported by the James Bay Neighbourhood Association and the local community





## Recommendation

---

That Council:

1. Approve the proposal for a community garden at MacDonald Park; and,
2. Authorize the Mayor and Corporate Administrator to execute a new License of Occupation with Lifecycles Project Society for a community garden at MacDonald Park for a period of three years, at an annual consideration of \$1.00, in a form satisfactory to staff and subject to the publication of the statutory notices required by the Community Charter.







## Governance and Priorities Committee Report

For the Meeting of September 3, 2015

---

**To:** Governance and Priorities Committee **Date:** August 28, 2015

**From:** Susanne Thompson, Director of Finance

**Subject:** Socially Responsible Investments and Pension Funds

---

### RECOMMENDATION

That Council receive this report for information.

### EXECUTIVE SUMMARY

This report responds to Council's request for information regarding options to align City of Victoria investment portfolio with the socially responsible investing objective of the City's investment policy, particularly with regard to fossil fuel divestment.

The City is legislated by the Community Charter regarding types of allowable investments, which is incorporated into the City's Investment Policy along with other financial criteria such as preservation of capital (diversification and credit rating), liquidity, rate of return, and social responsibility. The City does not directly invest in fossil fuels. The majority of City of Victoria investments are held in BC Credit Unions and MFA Money Market investments. In both of these situations the City's funds are pooled and it is therefore not possible to determine where City funds are used. MFA investment policy is governed by their Board of Directors which consists of Regional District Directors selected from local government elected officials.

Through discussions with BC credit unions and brokers, staff have determined that currently in Canada options for fossil fuel free investments are limited to mutual funds and other equities, which the City is prohibited from investing in under the Community Charter.

City employees participate in the Municipal Pension Plan (MPP), however the City has no oversight over the investments of this organization. These investments are managed by BC Investment Management Corporation (BCIMC), which is legislated to use a strategy which results in the best financial interests of the plan members.

Due to restrictions imposed by legislated guidelines for investments, opportunities to divest from fossil fuels are currently limited. Options for Council's consideration include requesting that the MFA Board amend its investment policy; seeking amendments to the Community Charter to increase the options for municipal investments; seeking legislative change for pension plan investing; amending the City's policy to reduce diversification requirements; and directing staff to continue working with financial institutions



and brokers to identify investment opportunities that align with the City's policy objective of socially responsible investment.

## PURPOSE

The purpose of this report is to respond to Council's request to provide information regarding the option to align City of Victoria investment portfolio with objective number 5 of the City's investment policy (Socially Responsible Investing) particularly with regard to fossil fuel divestment.

## BACKGROUND

### Council Direction

At the July 16, 2015 Governance and Priorities Committee meeting, the following motion was passed:  
Refer this item to the next Strategic Plan Quarterly Update on August 20, 2015 and at that time request a report from staff on the implications of adding this Action Item to the strategic Plan:

Report on the current distribution of the City of Victoria's investment portfolio and pension funds, and consistency with objective 5 of the Investment Policy (Socially Responsible Investing), and in particular, to report on the percentage and dollar amount of investments currently held in fossil fuel-related companies, and provide advice on options for increasing Socially Responsible Investing.

### Legislation

Municipalities are bound by the Community Charter regulations for investing municipal funds:

#### Section 183 Investment of Municipal Funds

183 Money held by a municipality that is not immediately required may only be invested or reinvested in one or more of the following: (a) securities of the Municipal Finance Authority;  
(b) pooled investment funds under section 16 of the Municipal Finance Authority Act;  
(c) securities of Canada or of a province;  
(d) securities guaranteed for principal and interest by Canada or by a province;  
(e) securities of a municipality, regional district or greater board;  
(f) investments guaranteed by a chartered bank;  
(g) deposits in a savings institution, or non-equity or membership shares of a credit union; (h) other investments specifically authorized under this or another Act.

### Policy

The City's investment policy (Appendix A) follows the Community Charter regulations and also addresses the following additional financial criteria: ○ Preservation of Capital (diversification and credit rating) ○ Liquidity ○ Rate of Return  
○ Socially Responsible Investing

A competitive process is used for each investment purchase which requires obtaining rates from a minimum of three sources. The City does not restrict who is able to submit rates in this process.

The City's policy restricts the amount of investments held with each issuer to meet the diversification criteria intended to safeguard the City assets by limiting the City's exposure to risk should any one issuer be exposed to increased risk.

Item 5 of the policy describes Socially Responsible Investing as selecting investments in a portfolio based on social and/or environmental criteria with the objective of excluding companies that have a negative social and/or environmental impact, and selecting companies that make positive contributions to society and/or the environment.

### Summary of Investments

In recent years the greatest yields have been found in BC Credit Unions, which by their nature being owned by their members, have social and community values incorporated in their business model.

Of the City's total investment portfolio at August 28, 2015 (Appendix B) 46% of investments were held in Credit Unions; 40% of funds were invested in MFA Money Market Fund; with the remaining 14% of investments held by Canadian Schedule I or II banks. Investments held in Credit Unions are near the maximum limit of total investment portfolio share as identified in the policy.

With the short-term investments (GIC and bond) at various financial institutions and MFA Money Market Fund, the City's funds are pooled and it is not possible to determine where the City's funds are used. From staff discussions with BC Credit Unions, there is not yet a short term investment instrument available that meets the allowable investment criteria as legislated by the Community Charter that would allow the City to direct where the investment funds are to be used.

## ISSUES & ANALYSIS

### 1. Limited Availability of Fossil Fuel Free Investments

The issue of Socially Responsible Investments has been developing for some time now resulting in a number of financial institutions and investment organizations that have developed mission statements and mandates in this area. Fossil Fuel divestment is however an emerging issue and the investment market has not yet developed instruments in this area that are compliant with legislation governing municipal investments.

### 2. MFA Investments

The investment policy and strategy for MFA is governed by the Board of Trustees who are Directors of Regional Districts of BC.

Table 1 displays the fossil fuel investments included in the MFA Money Market, as per the MFA Investment Funds Report at December 31, 2014 (Appendix C), which represents 13% of the total MFA Money Market Investment Portfolio.

Table 1. MFA Money Market Fossil Fuel Investments

MFA Money Market Fossil Fuel Investments		Market Value at December 31, 2014
From Schedule 1 of 2014 Pooled Investments Report (Appendix C)		
Oil and Gas:	Husky	36,490,655
Pipelines:	Enbridge Group	36,179,751
	GAZ Metro	6,993,903
	Interpipeline	32,085,922
	TransCanada Pipeline	8,922,122
Power Generation:	Nova Scotia Power	35,901,711
		156,574,064
Total Money Market Investment Portfolio		1,236,105,448
% of Money Market invested in Fossil Fuel		13%



Staff at MFA have advised that there will be a meeting in September 2015 of the Advisory Committee for pooled funds to discuss the pros and cons of fossil fuel divestment.

### 3. Municipal Pension Plan

Municipal employee pension is held by the Municipal Pension Plan (MPP), whose investments are managed by the BC Investment Management Corp (BCIMC). The Board of Trustees for the MPP set the investment policy (Appendix D) and framework within which BCIMC operates. The Pension Benefits Standards Act sets out the responsibility of the MPP and BCIMC to use an investment strategy which results in the best financial interests of plan members.

## OPTIONS & IMPACTS

### 1. Work with Investment Service Providers Under Existing Legislation

Continue to work with brokers and financial institutions to identify opportunities for socially responsible investment. The interest in this area is growing and although no current opportunities exist, providers are looking at ways for developing options.

### 2. Legislative Change

- a. Seek Community Charter legislation change to allow for investments in equities and mutual funds as there are currently SRI options available in these financial instruments. These instruments have a greater risk exposure, therefore this option has the potential to negatively impact the municipalities' ability to safeguard assets.
- b. Request that the MFA Board amend its investment policy. This may impact the rate of return on the pooled investment funds.
- c. Request that the Province amend BCIMC legislation for pension plan investing. This may impact the rate of return on the pooled investment funds.

### 3. City Policy Change

Change the policy to focus on investments in credit unions as they generally have social and community values incorporated in their business models.

- a. Invest only in credit unions. The policy would require the removal of both the per-issuer restriction and the limit of total portfolio share held in credit unions. The impact would be an increase in risk resulting from the reduction of diversification controls in place to safeguard the City's assets.
- b. Increase the portfolio proportion for credit unions, but leave the per issuer limit. This puts more of the portfolio in one sector of investment service provider, reducing the diversification controls and resulting in increased risk, however it would retain the diversification among individual issuers in that sector and therefore is less risky than option



*2015 – 2018 Strategic Plan*

The request for information by Council is aligned with the City's Strategic Plan (Objective #12) to Plan for Emergencies Including Climate Change Short and Long-Term.

*Impacts to 2015 – 2018 Financial Plan*

A policy change may impact the City's investment income earned, and if diversification is reduced, the risk exposure to the City is increased.

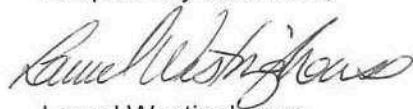
*Official Community Plan Consistency Statement*

No impact to Official Community Plan.

**CONCLUSIONS**


Under current legislation there are limited options for the City to divest from fossil fuels since the City does not directly control the pooled investment opportunities available. The brokers and financial institutions that the City deals with are aware of the City's policy and continue to look for opportunities that fit within current legislation and policy.

Respectfully submitted,

  
Laurel Westinghouse  
Manager – Accounting

  
Susanne Thompson  
Director of Finance

Report accepted and recommended by the City Manager: \_\_\_\_\_

Date:  \_\_\_\_\_  
August 27, 2015

**List of Attachments** (if relevant)

Appendix A - City of Victoria Investment Policy  
Appendix B - City of Victoria Investment Summary at August 28, 2015  
Appendix C - MFA Investment Funds Report 2014  
Appendix D - MPP Statement of Investment Policies and Procedures

## Appendix A

City of Victoria Investment Policy	
Prepared by: Department of Finance	Date of issue: June 2006 Reissued: April 2014

TABLE OF CONTENTS

<b>POLICY .....</b>	<b>2</b>
<b>SCOPE .....</b>	<b>2</b>
<b>STANDARDS .....</b>	<b>2</b>
<b>OBJECTIVES .....</b>	<b>2</b>
1. ADHERENCE TO STATUTORY REQUIREMENTS .....	2
2. PRESERVATION OF CAPITAL .....	2
3. LIQUIDITY .....	3
4. RATE OF RETURN .....	3
5. SOCIALLY RESPONSIBLE INVESTING .....	3
<b>GUARDIANSHIP .....</b>	<b>3</b>
1. ETHICS AND CONFLICTS OF INTEREST .....	3
2. RESPONSIBILITY & DELEGATION OF AUTHORITY .....	3
3. CUSTODY .....	3
<b>INVESTMENT PARAMETERS .....</b>	<b>3</b>
1. APPROVED INVESTMENTS .....	3
2. CREDIT RATINGS .....	3
3. DIVERSIFICATION .....	4
4. COMPETITIVE SELECTION .....	4
5. MATURITIES .....	4
6. INVESTING LIMITS .....	4
<b>PERFORMANCE STANDARDS .....</b>	<b>4</b>
<b>INVESTMENT PROCEDURES .....</b>	<b>4</b>
1. AUTHORIZATION .....	4
2. REPORTING .....	4
<b>APPENDIX A - DEFINITIONS .....</b>	<b>6</b>
<b>APPENDIX B – APPROVED INVESTMENTS, DIVERSIFICATIONS &amp; RATINGS .....</b>	<b>7</b>
<b>APPENDIX C – INVESTMENT PURCHASE AUTHORIZATION .....</b>	<b>8</b>
<b>APPENDIX D – CHARTERED BANKS BY SCHEDULE .....</b>	<b>9</b>

## **POLICY**

It is the policy of the City of Victoria to invest public funds in a prudent manner within prescribed limits which will provide the highest investment returns while meeting cash flow demands and conforming to all statutory requirements.

## **SCOPE**

The City of Victoria investment policy applies to all investment activities involving the financial assets of the City. These funds are accounted for in the City's Annual Report and include:

- i. General Operating Funds
- ii. Capital Funds
- iii. Reserve Funds
- iv. Trust Funds

## **STANDARDS**

Investments shall be made with judgment and care, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

Investment officers exercising due diligence and acting in accordance with this investment policy shall be relieved of personal responsibility for credit risk or market price changes of a certain investment, provided that appropriate action is taken to control adverse developments and that such developments are reported in a timely manner.

## **OBJECTIVES**

### **1. Adherence to Statutory Requirements**

Investment guidelines for municipal funds are provided in Section 183 of the Community Charter. This section states that "a municipality may invest money that is not immediately required in one or more of the following:

- a. Securities of the Municipal Finance Authority
- b. Pooled investment funds under section 16 of the Municipal Finance Authority Act;
- c. Securities of Canada or of a province
- d. Securities guaranteed for principal and interest by Canada or by a province;
- e. Securities of a municipality, regional district or greater board;
- f. Investments guaranteed by a chartered bank;
- g. Deposits in a savings institution, or non-equity or membership shares of a credit union
- h. Other investments specifically authorized under this or another act."

### **2. Preservation of Capital**

The prime investment objective of the investment program is to ensure the safety of principal. Therefore, investments shall be selected in a manner that seeks to ensure the preservation of capital. To attain this objective, the City will mitigate credit risk and interest rate risk as follows:

- a. **Credit Risk:** The city will minimize credit risk, the risk of loss due to the failure of the security issue or backer, by:
  - Limiting investments to securities of high credit worthiness
  - Diversifying the investment portfolio to minimize potential losses
- b. **Interest Rate Risk:** The city will minimize interest rate risk, the risk that market values or yields will fall, by:
  - Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities prior to maturity
  - Investing operating funds primarily in shorter-term investments



**3. Liquidity**

The investment portfolio shall remain sufficiently liquid to meet all operating and reasonably anticipated cash flow requirements. This will be accomplished by selecting maturity dates that correspond to cash flow requirements and by choosing investments where the principal amount is easily redeemable and that have an active secondary market.

**4. Rate of Return**

The rate of return of the investment portfolio shall be maximized without compromising any of the other objectives.

**5. Socially Responsible Investing**

Where possible, socially responsible investing (SRI) criteria will be applied to the selection of investments. SRI strategies and criteria are established by the Social Investment Organization (SIO), a national non-profit association for the socially responsible investment industry in Canada. SRI screening involves selecting investments in a portfolio based on social and/or environmental criteria with the objective of excluding companies that have a negative social and/or environmental impact, and selecting companies that make positive contributions to society and/or the environment. The City's investment program shall invest in SRI products in consideration of the adherence to statutory requirements.

## **GUARDIANSHIP**

**1. Ethics and Conflicts of Interest**

Employees involved in the investment process shall refrain from personal business activity that could impair their decisions or affect the performance of the investment portfolio. Any material interest or position in a financial institution or investment that could affect the performance of the investment portfolio shall be disclosed.

**2. Responsibility & Delegation of Authority**

The Accounting Manager is responsible for the control, administration and management of the City's investment program in accordance with this investment policy. The Accounting Manager has the authority to delegate authority to manage and implement the City's investment program. The designate shall act in accordance within the established procedures and internal controls of this policy. No person engaging investment transactions are exempt from the terms of this policy.

**3. Custody**

All investments shall be held in the name of the City by approved institutions. Confirmation of investments will be maintained in the appropriate investment file at City Hall, 1 Centennial Square, Victoria, BC.

## **INVESTMENT PARAMETERS**

**1. Approved Investments**

Only investments that are issued or guaranteed by a financial institution that belongs to a classification of securities detailed in Section 183 of the Community Charter will be approved. In Appendix B, column one sets out these approved classifications.

**2. Credit Ratings**

To avoid investing in securities that have higher credit risks, each investment must achieve a credit quality rating in its respective security class that is considered high grade prime credit. Columns two and three in Appendix B set out the minimum acceptable credit rating of each class as determined by the major ratings agencies.

**3. Diversification**

Each approved classification of security will be limited to ensure diversification by avoiding over-concentration in a specific classification. Column 4 sets out the maximum allowable exposure for each classification of security as a percentage of the total portfolio. The portfolio share of each class of investment will vary depending on the prevailing and forecasted interest rates. At specific times, the portfolio parameters may be exceeded as a result of timing issues. Column 5 sets out the maximum allowable exposure for each specific issuer or guarantor in a security class. Where a specific limit per issuer is not specified, the City shall diversify its investments to the best of its ability.

**4. Competitive Selection**

The purchase and sale of securities shall be transacted through a competitive process with financial institutions.

**5. Maturities**

To the extent possible, the City will attempt to match its investments with anticipated cash flow needs. Unless matched to a specific cash flow need, the City shall limit its short-term investments to securities maturing within 1 year from the date of purchase.

**6. Investing Limits**

Long-term investments should not exceed 75% of prior year's total reserves. As well, investments should not be made in securities maturing more than ten years from the date of purchase.

**PERFORMANCE STANDARDS**

The investment portfolio will be designed with the objective of obtaining a rate of return throughout budgetary and economic cycles, commensurate with the investment risk constraints and cash flow requirements. The investment portfolio will be managed in accordance with the parameters specified within this policy. The rate given by the City's bank for cash balances will be used as the measure of performance.

**INVESTMENT PROCEDURES**

The following procedures have been established to ensure that the implementation of the investment program is consistent with this policy.

**1. Authorization**

The authorization process is accomplished by completing an "Investment Purchase Authorization" form (Appendix C). All transactions to purchase investments require an authorizing signature from the Accounting Manager, Assistant Director, or Director of Finance. In their absence, authorization can be obtained by any Finance departmental manager. In addition to the appropriate signature, the form requires the following documentation:

- A minimum of three quotations obtained for each short-term transaction
- A reasonable number of quotations obtained for each long-term transaction, considering the existing market conditions, prior to placement
- If the lowest priced security (highest yield) was not selected for purchase, an explanation describing the rationale shall be included.

**2. Reporting**

The investment portfolio is to be reported monthly to the Director of Finance or their delegate to provide a clear picture of the status of the current investment portfolio and recent investment activities.

The short-term investment report will include the following:

- A listing of current holdings by investment type held at the end of the reporting period by cost & market value;
- The investment term in days and rate of returns of matured investments;
- Description, date and amount of each security transaction during the month;
- Percentage of the total portfolio which each type of investment class represents;
- Institutional holdings of all investments

The long-term investment report will include the following:

- A listing of current holdings by investment type held at the end of the reporting period by cost & market value;
- A detailed listing of bonds held, including investment cost, market value, interest realized YTD and maturity date
- Description, date and amount of each security transaction during the month



## **Appendix A - Definitions**

**City:** The City of Victoria

**Banker's Acceptance:** this instrument is essentially a commercial draft drawn by a borrower for payment on a specified date and accepted, or guaranteed by the borrower's bank. These instruments are actively and openly traded in the money markets and as a result are extremely liquid.

**Commercial Paper:** an unsecured short-term promissory note issued by corporations, with maturities ranging from 2 to 270 days.

**Credit Quality:** the measurement of the financial strength of a debt issuer. Credit quality ratings are provided by nationally recognized ratings agencies such as the Dominion Bond Rating Service (DBRS), Moody's Investors Service (Moody's) and Standard and Poor's (S&P).

**Diversification:** a process of investing assets among a variety of security types by sector, maturity and quality.

**Guaranteed Investment Certificates (GIC's):** A term deposit with a specific term to maturity issued by a bank. They are often negotiable and issued at face value and pay interest at maturity.

**Liquidity:** an asset that can be converted easily and quickly into cash.

**Long Term Investments:** investments with a maturity greater than one year. These include bonds, bond funds, intermediate funds, and guaranteed investment certificates (GICs) over 12 months.

**Market Risk:** the risk that the value of a security will rise or fall as a result of changes in market conditions.

**Market Value:** the current market price of a security.

**Safekeeping:** a service to customers rendered by banks for a fee whereby securities and valuables are held in the bank's vaults for protection.

**Schedule I Bank:** a domestic bank authorized under the *Bank Act* to accept deposits.

**Schedule II Bank:** a foreign bank subsidiary authorized under the *Bank Act* to accept deposits. These subsidiaries are controlled by eligible foreign institutions and may be wholly owned by non-residents.

**Short Term Investments:** investments that mature within 12 months and whose principal amount may be redeemed immediately. These include money market funds, banker's acceptances, GICs, etc. Investments with a maturity of greater than one year, but that are expected to be called by the issuer within one year may also be included in this category.

**Yield:** the rate of annual income return on an investment, expressed as a percentage.

**Appendix B – Approved Investments, Diversifications & Ratings**

Approved Classifications of Security:	Minimum Rating: Short-term debt & Commercial paper	Minimum Rating: Long-term debt & Bonds	Maximum Portfolio share (%)	Institutional Limit per Issuer (% of total portfolio)
Pooled investments or securities of the Municipal Finance Authority	None required	None required	100%	N/A
The Government of Canada	None required	None required	50%	N/A
Provincial governments of Canada	R-1 (mid) or equiv.	AA or equiv.	50%	10% per province
Securities of a municipality, regional district or greater board	R-1 (mid) or equiv.	AA or equiv.	25%	10%
Schedule I Banks (Appendix D)	R-1 (mid) or equiv.	AA or equiv.	50%	10%
Fully-insured Canadian Credit Unions <sup>2,3</sup>	None required	None required	50%	10%

<sup>1</sup> Registered under federal or provincial legislation such as the Trust and Loan Companies Act (federal) or the Financial Institutions Act (BC).

<sup>2</sup> Registered under the Credit Unions and Caisses Populaires Act


<sup>3</sup> 100% Guaranteed by provincial deposit insurance programs such as The Credit Union Deposit Insurance Corporation <http://www.cudicbc.ca/> or The Credit Union Deposit Guarantee Corporation <http://www.cudgc.ab.ca/>. As of January 2014, deposits held in BC, AB, SK and MB credit unions are 100% guaranteed.

**Rating Agencies (DBRS, Moody's, S&P) provide ratings on institutional credit quality as follows:**

Commercial Paper & Short-Term Debt <sup>1</sup> :	Bond & Long-Term Debt:	Credit Quality
Symbol:	Symbol:	
R-1(high), P-1, A-1+	AAA, Aaa, AAA	Prime
R-1(mid), P-1, A-1+	AA, Aa2, AA	High Grade
R-1(low), P-1, A-1	A, A2, A	Upper Medium Grade
R-2(high), P-2, A-2	BBB, Baa2, BBB	Lower Medium Grade

**<sup>1</sup> Caution must be exercised when using Moody's short-term rating (P-1) as this rating covers the top 3 rating levels (Prime, High Grade, and Upper Medium Grade). If relying upon this short-term rating, and other agency ratings are not available, then the long-term equivalent rating for that issuer should also be assessed.**

Appendix C – Investment Purchase Authorization

 <b>CITY OF VICTORIA</b>	<h2>Investment purchase authorization Form</h2>		
<b>QUOTES</b>	<b>#1</b>	<b>#2</b>	<b>#3</b>
Brokerage House			
Investment Type			
Institution Issuer / Guarantor			
Current Institution Holdings			
Rating and Rating Agency			
Quantity (\$)			
Term in Days			
Annual Yield (%)			
<p>Date: _____</p> <p>Investment Officer Signature: _____</p> <p>Authorization Signature: _____</p>			



**Appendix D – Chartered Banks by Schedule**

Schedule I Banks:

Refer to the Canadian Bankers Association (CBA) current listing of Schedule I Banks:

<http://www.cba.ca/en/banks-in-canada/61-banks-operating-in-canada/110-schedule-i-banks>

Or <http://www.cba.ca/en>

## Appendix B

## Appendix B

City of Victoria  
Investment Summary  
August 28, 2015

	Maturity	Rate %	Cost \$
<b>Short-Term Investments</b>			
Bank of Montreal - GIC	1/22/2016	1.76%	5,900,000
Bank of Montreal - Bond	7/17/2016	1.80%	6,000,000
Blue Shore Financial Credit Union - GIC	12/24/2015	2.05%	3,000,000
Blue Shore Financial Credit Union - GIC	2/5/2016	1.90%	3,000,000
Blue Shore Financial Credit Union - GIC	2/25/2016	1.85%	3,000,000
Blue Shore Financial Credit Union - GIC	4/21/2016	1.85%	3,000,000
Coast Capital Savings Credit Union - GIC	12/8/2015	1.94%	3,000,000
Coast Capital Savings Credit Union - GIC	3/30/2016	1.85%	6,000,000
Coast Capital Savings Credit Union - GIC	4/25/2016	1.85%	3,000,000
First Calgary Credit Union - GIC	2/4/2016	1.70%	2,000,000
First Calgary Credit Union - GIC	6/29/2016	1.80%	3,000,000
First West Credit Union - GIC	9/8/2015	2.00%	3,000,000
First West Credit Union - GIC	12/8/2015	1.90%	3,000,000
First West Credit Union - GIC	7/13/2016	1.75%	3,000,000
Island Savings Credit Union - GIC	11/5/2015	2.00%	3,000,000
Manulife Bank - GIC	7/22/2016	1.45%	3,000,000
Prospera Credit Union - GIC	9/14/2015	1.90%	3,000,000
Prospera Credit Union - GIC	10/21/2015	1.90%	3,000,000
Prospera Credit Union - GIC	4/28/2016	1.63%	3,000,000
Prospera Credit Union - GIC	7/15/2016	1.65%	3,000,000
Royal Bank of Canada - GIC	7/13/2016	1.63%	2,000,000
Tangerine Bank - GIC	1/21/2016	1.86%	6,000,000
Van City Credit Union - GIC	5/25/2016	1.73%	5,800,000
Van City Credit Union - GIC	6/16/2016	1.63%	3,000,000
Van City Credit Union - GIC	11/11/2015	1.25%	3,000,000
Westminster Savings Credit Union - GIC	11/24/2015	1.94%	3,000,000
Westminster Savings Credit Union - GIC	12/24/2015	1.98%	6,000,000
Westminster Savings Credit Union - GIC	3/7/2016	1.79%	3,000,000
MFA BC Money Market Fund		1.07%	66,846,512
	Subtotal		166,546,512
<b>Long-Term Investments</b>			
No long-term investments			-
	Subtotal		-
	Total		166,546,512
<b>Portfolio Breakdown</b>			
Credit Unions	76,800,000		46%
MFA Money Market Fund	66,846,512		40%
Schedule I Banks	22,900,000		14%
	166,546,512		100%



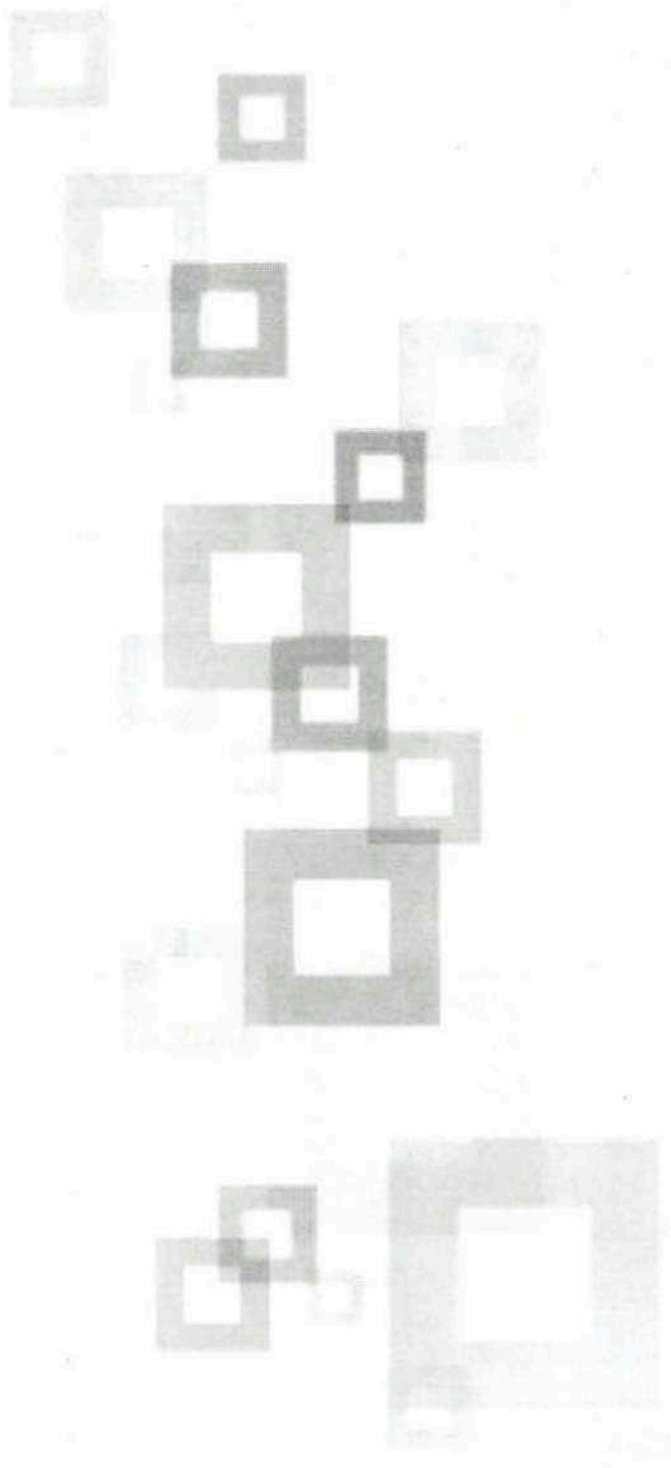
Appendix C

2014  
POOLED  
INVESTMENT  
FUNDS



**MFA BC**  
Municipal Finance Authority of BC





## Financial Statements

Statements of Net Assets	2
Statements of Operations and Unitholders' Equity	3
Statements of Changes in Net Assets	4
Notes to Financial Statements	5
Schedules of Investments:	
Money Market	7
Intermediate	10
Bond	11
Participants in Pooled Investment Funds	15

# Statements of Net Assets

DECEMBER 31, 2014 AND 2013

THOUSANDS OF DOLLARS								
	Money Market		Intermediate		Bond		Total	
	2014	2013	2014	2013	2014	2013	2014	2013
<b>Assets</b>								
Cash	\$ 27	17	11	12	-	3	38	32
Unitholder receivable	200	-	95	178	2,582	-	2,877	178
Receivable for investments sold	-	-	-	-	-	577	-	577
Investments (Schedules 1, 2 & 3)	1,236,105	1,188,964	328,253	341,002	617,435	615,688	2,181,793	2,145,654
	1,236,332	1,188,981	328,359	341,192	620,017	616,268	2,184,708	2,146,441
<b>Liabilities</b>								
Accrued management fees	173	160	61	60	110	112	344	332
Unitholder payable	2,311	2,400	-	-	-	-	2,311	2,400
	2,484	2,560	60	60	110	112	2,655	2,732
<b>Net Assets and Unitholders' Equity</b>	<b>\$ 1,233,848</b>	<b>1,186,421</b>	<b>328,298</b>	<b>341,132</b>	<b>619,907</b>	<b>616,156</b>	<b>2,182,053</b>	<b>2,143,709</b>

See Accompanying Notes to Financial Statements



# Statements of Operations and Unitholders' Equity

YEARS ENDING DECEMBER 31, 2014 AND 2013

THOUSANDS OF DOLLARS								
	Money Market		Intermediate		Bond		Total	
	2014	2013	2014	2013	2014	2013	2014	2013
<b>Investment Income</b>								
Interest income	\$ 15,274	13,502	10,842	10,573	16,873	17,772	42,989	41,847
Less management fees	1,918	1,688	726	678	1,299	1,365	3,943	3,731
	13,356	11,814	10,116	9,895	15,574	16,407	39,046	38,116
<b>Gain (Loss) on Investments</b>								
Net realized gain (loss)	-	-	(5,489)	(6,674)	2,745	(3,167)	(2,744)	(9,841)
Net unrealized gain (loss)	-	-	(153)	1,530	1,041	(2,371)	888	(841)
Net gain (loss) on investments	-	-	(5,642)	(5,144)	3,786	(5,538)	(1,856)	(10,682)
<b>Net Earnings Distributed</b>	\$ 13,356	11,814	4,474	4,751	19,360	10,869	37,190	27,434
<b>Unitholders' Equity</b>								
Units outstanding, beginning of the year	\$1,186,421	1,145,064	341,132	309,031	616,156	624,072	2,143,709	2,078,167
Units subscribed	1,812,088	2,033,828	180,467	188,083	100,755	121,907	2,093,310	2,343,818
Distributions reinvested	13,356	11,814	4,474	4,751	19,360	10,869	37,190	27,434
Units redeemed	(1,778,017)	(2,004,285)	(197,775)	(160,733)	(116,364)	(140,692)	(2,092,156)	(2,305,710)
<b>Units Outstanding, end of the year</b>	\$1,233,848	1,186,421	328,298	341,132	619,907	616,156	2,182,053	2,143,709

See Accompanying Notes to Financial Statements

# Statements of Changes in Net Assets

YEARS ENDING DECEMBER 31, 2014 AND 2013

THOUSANDS OF DOLLARS								
	Money Market		Intermediate		Bond		Total	
	2014	2013	2014	2013	2014	2013	2014	2013
<b>Net Assets, beginning of the year</b>	<b>\$1,186,421</b>	<b>1,145,064</b>	<b>341,132</b>	<b>309,031</b>	<b>616,156</b>	<b>624,072</b>	<b>2,143,709</b>	<b>2,078,167</b>
Changes during the year due to:								
Operations:								
Net investment income	13,356	11,814	10,116	9,895	15,574	16,407	39,046	38,116
Net gain (loss) on investments	-	-	(5,642)	(5,144)	3,786	(5,538)	(1,856)	(10,682)
	13,356	11,814	4,474	4,751	19,360	10,869	37,190	27,434
Unit transaction:								
Subscriptions	1,812,088	2,033,828	180,467	188,083	100,755	121,907	2,093,310	2,343,818
Redemptions	(1,778,017)	(2,004,285)	(197,775)	(160,733)	(116,364)	(140,692)	(2,092,156)	(2,305,710)
	34,071	29,543	(17,308)	27,350	(15,609)	(18,785)	1,154	38,108
Distributions to unitholders:								
Investment income	(13,356)	(11,814)	(10,116)	(9,895)	(15,574)	(16,407)	(39,046)	(38,116)
(Gain) loss on investments	-	-	5,642	5,144	(3,786)	5,538	1,856	10,682
Distributions reinvested	13,356	11,814	4,474	4,751	19,360	10,869	37,190	27,434
<b>Net Assets, end of the year</b>	<b>\$1,233,848</b>	<b>1,186,421</b>	<b>328,298</b>	<b>341,132</b>	<b>619,907</b>	<b>616,156</b>	<b>2,182,053</b>	<b>2,143,709</b>

See Accompanying Notes to Financial Statements

# Notes to Financial Statements

YEARS ENDING DECEMBER 31, 2014 AND 2013

## 1. Significant accounting policies

### *Basis of presentation*

The Pooled Investment Funds are established by and operate under Section 16 of the *Municipal Finance Authority Act*.

Three funds are maintained:

- (a) Money Market Fund which commenced operations on May 1, 1989;
- (b) Intermediate Fund which commenced operations on March 25, 1994;
- (c) Bond Fund which commenced operations on May 10, 1989.

These funds are authorized to issue an unlimited number of units, each of which represents an equal undivided interest in the net assets of the respective funds *pro rata* with all other units from time to time issued and outstanding. Units are issued or redeemed at \$10 per unit.

Under Section 149 (1) (c) of the *Income Tax Act* the funds are exempt from income taxes.

### MONEY MARKET FUND

- (a) Investments are carried at market value.
- (b) Interest income is recognized as earned.
- (c) Management fees are accrued daily at the rate of 0.15 percent per annum of the net assets of the fund and are paid monthly.
- (d) Net earnings from operations are distributed to unitholders daily as additional units of the fund.

### INTERMEDIATE FUND & BOND FUND

- (a) Investments are carried at market value.
- (b) Investment transactions are accounted for on the trade date and gains/losses from such transactions are calculated on an average cost basis.
- (c) Interest income is recognized as earned.
- (d) Management fees are accrued daily at the rate of 0.20 percent per annum of the net assets of the fund and are paid monthly.
- (e) Net earnings from operations are distributed to unitholders daily as additional units of the fund.
- (f) Accretion of discounts and premiums are amortized on a straightline basis over the term of the investment.

## 2. Financial instruments

All unitholder receivables, receivables for investments sold, accrued management fees, and unitholder payables have been classified as loans and receivables or other liabilities and are recorded at amortized cost using the effective-yield basis.

Transaction costs are expensed and included in the Statements of Operations and Unitholders' Equity in the period incurred.

Investments are designated as held for trading and recorded at market value measured at mid-market prices which approximate bid values.



# Notes to Financial Statements continued

YEARS ENDING DECEMBER 31, 2014 AND 2013

## 3. Financial instruments risk

### a. Risk management

Risk management is achieved through segregation of duties whereby the investment management decisions are undertaken by a professional fund manager (Phillips, Hager & North Investment Management Ltd.), custody of the assets and accounting functions undertaken by a professional custodian (CIBC Mellon Trust Company), and overall governance of the funds monitored by the Investment Advisory Committee comprised of Trustees of the Municipal Finance Authority of BC. The Investment Advisory Committee establishes the investing guidelines, reviews the fund manager's compliance, and assesses performance in comparison to the DEX 91-Day Treasury Bill Index, the DEX 365-Day Treasury Bill Index, and the DEX Short Term Index.

### b. Liquidity risk

Liquidity risk is the risk that a portfolio may not be able to settle or meet its obligation on time or at a reasonable price.

Each portfolio is exposed to daily cash redemptions of units at the current Net Assets Value per unit at the option of the unitholder. The funds invest the majority of their assets in securities that are traded in an active market and can be readily disposed of. In addition each Fund retains sufficient cash and cash-equivalent positions to maintain liquidity.

As of December 31, 2014 the duration of each of the funds was as follows: 65 days for Money Market Fund, 365 days for the Intermediate Fund, and 2.7 years for the Bond Fund.

### c. Interest rate risk

Interest rate risk arises from the possibility that changes in interest rates will affect future cash flows or fair values of financial instruments.

The funds invest primarily in interest-bearing securities and are therefore susceptible to market rate fluctuations. The short duration of the investments lessens the effect of changes in interest rates.

### d. Credit risk

Credit risk is the risk that a counterparty to a financial instrument will fail to discharge its obligation or commitment.

The fund manager moderates risk through a conservative selection of securities and diversification within the parameters of the investment policy. The investment portfolio is carried at fair value and represents the maximum credit risk exposure as at December 31, 2014.

### e. Currency risk

The funds are not subject to currency risk. The functional currency is the Canadian dollar and all transactions are denominated in Canadian dollars.

(Schedule 1)

# Money Market - Schedule of Investments

DECEMBER 31, 2014

	MATURITY DATE	PAR	MARKET	% OF TOTAL
<b>Short-term Investments</b>				
Bankers Acceptance				
Canadian Imperial Bank of Commerce	March 23, 2015	30,000,000	29,917,249	
HSBC Bank Canada	January 5, 2015	22,800,000	22,796,940	
HSBC Bank Canada	January 13, 2015	23,000,000	22,990,746	
HSBC Bank Canada	January 28, 2015	10,000,000	9,990,876	
National Bank of Canada	February 19, 2015	23,640,000	23,602,289	
		109,440,000	109,298,100	8.84%
Discount Commercial Paper				
AltaLink L.P.	January 29, 2015	15,165,000	15,150,413	
Bank of Nova Scotia Bearer	February 24, 2015	1,500,000	1,497,242	
Bank of Nova Scotia Bearer	February 25, 2015	31,000,000	30,941,955	
Bank of Nova Scotia Bearer	February 26, 2015	46,150,000	46,062,017	
Bank of Nova Scotia Bearer	March 5, 2015	22,000,000	21,952,815	
Banner Trust	February 4, 2015	4,000,000	3,995,462	
Banner Trust	June 3, 2015	15,000,000	14,919,361	
Banner Trust	June 5, 2015	22,000,000	21,880,184	
Banner Trust	June 10, 2015	11,000,000	10,938,160	
Bay Street Funding Trust	January 5, 2015	5,200,000	5,199,318	
Bay Street Funding Trust	February 5, 2015	13,250,000	13,233,961	
Bay Street Funding Trust	March 5, 2015	23,445,000	23,393,916	
Bay Street Funding Trust	March 23, 2015	14,000,000	13,961,245	
Bell Canada	January 26, 2015	13,500,000	13,488,632	
Bell Canada	January 27, 2015	12,200,000	12,189,294	
Bell Canada	February 26, 2015	7,000,000	6,986,827	
Brookfield Asset Management Inc.	January 16, 2015	14,000,000	13,991,720	
Brookfield Asset Management Inc.	March 3, 2015	2,500,000	2,494,002	
Canadian Master Trust	January 5, 2015	8,800,000	8,798,783	
Canadian Master Trust	February 2, 2015	20,000,000	19,978,719	
Canadian Master Trust	March 25, 2015	21,315,000	21,254,259	
Central 1 Credit Union	March 5, 2015	2,500,000	2,494,638	
Central 1 Credit Union	March 10, 2015	8,500,000	8,480,323	
Central 1 Credit Union	March 13, 2015	5,500,000	5,486,706	
Central 1 Credit Union	March 18, 2015	7,000,000	6,981,889	
Central 1 Credit Union	March 19, 2015	16,000,000	15,958,058	
Central 1 Credit Union	April 8, 2015	5,000,000	4,983,212	
Central 1 Credit Union	April 22, 2015	10,000,000	9,961,908	
Central 1 Credit Union	May 11, 2015	4,000,000	3,982,147	
Central 1 Credit Union	May 26, 2015	3,000,000	2,985,072	
Clarity Trust Class 'A'	March 30, 2015	20,000,000	19,939,573	
Clarity Trust Class 'A'	June 17, 2015	10,000,000	9,941,319	
Darwin Receivables Trust Senior	January 8, 2015	10,000,000	9,997,706	
Darwin Receivables Trust Senior	June 4, 2015	13,715,000	13,640,788	
Darwin Receivables Trust Senior	June 5, 2015	18,650,000	18,548,429	
Enbridge Gas Distribution Inc.	January 6, 2015	4,000,000	3,999,297	
Enbridge Gas Distribution Inc.	January 7, 2015	16,000,000	15,996,497	
Enbridge Gas Distribution Inc.	January 9, 2015	4,000,000	3,998,837	
Enbridge Gas Distribution Inc.	January 14, 2015	4,000,000	3,998,113	
Enbridge Inc.	February 11, 2015	5,750,000	5,741,630	
Enbridge Inc.	February 24, 2015	2,450,000	2,445,377	

[Schedule 1]

# Money Market - Schedule of Investments

DECEMBER 31, 2014

	MATURITY DATE	PAR	MARKET	% OF TOTAL
Fusion Trust Class 'A'	January 23, 2015	14,000,000	13,989,722	
Fusion Trust Class 'A'	June 12, 2015	21,000,000	20,880,465	
Gaz Métro Inc.	January 27, 2015	7,000,000	6,993,903	
Husky Energy Inc.	January 14, 2015	19,000,000	18,991,757	
Husky Energy Inc.	January 20, 2015	17,510,000	17,498,898	
Inter Pipeline (Corridor) Inc.	January 8, 2015	13,500,000	13,496,902	
Inter Pipeline (Corridor) Inc.	January 14, 2015	10,000,000	9,995,365	
Inter Pipeline (Corridor) Inc.	January 15, 2015	2,600,000	2,598,796	
Inter Pipeline (Corridor) Inc.	January 22, 2015	2,000,000	1,998,598	
Inter Pipeline (Corridor) Inc.	January 29, 2015	4,000,000	3,996,261	
King Street Funding Trust	January 29, 2015	5,000,000	4,995,158	
King Street Funding Trust	February 26, 2015	14,745,000	14,716,438	
King Street Funding Trust	March 6, 2015	9,740,000	9,718,438	
King Street Funding Trust	March 11, 2015	3,380,000	3,371,933	
King Street Funding Trust	March 12, 2015	12,000,000	11,970,944	
King Street Funding Trust	March 13, 2015	6,400,000	6,384,282	
King Street Funding Trust	March 23, 2015	5,000,000	4,986,159	
King Street Funding Trust	April 1, 2015	2,570,000	2,562,000	
Merit Trust Senior	January 16, 2015	18,200,000	18,191,038	
Merit Trust Senior	January 30, 2015	10,500,000	10,489,839	
Merit Trust Senior	June 10, 2015	12,000,000	11,932,538	
Nissan Canada Financial Services Inc.	January 5, 2015	8,000,000	7,998,928	
Nissan Canada Financial Services Inc.	January 7, 2015	8,000,000	7,998,407	
Nissan Canada Financial Services Inc.	January 9, 2015	20,000,000	19,994,688	
Nova Scotia Power Corp.	January 13, 2015	8,000,000	7,996,760	
Nova Scotia Power Corp.	January 20, 2015	7,600,000	7,595,116	
Nova Scotia Power Corp.	January 21, 2015	3,325,000	3,322,751	
Nova Scotia Power Corp.	January 23, 2015	10,000,000	9,992,520	
Nova Scotia Power Corp.	January 28, 2015	7,000,000	6,993,564	
Plaza Trust	March 30, 2015	13,600,000	13,555,831	
Prime Trust Senior	January 16, 2015	14,000,000	13,993,107	
Prime Trust Senior	January 22, 2015	7,500,000	7,494,768	
Prime Trust Senior	June 8, 2015	3,215,000	3,197,152	
Prime Trust Senior	July 2, 2015	20,000,000	19,872,108	
Ridge Trust	January 5, 2015	52,990,000	52,982,675	
Safe Trust	January 16, 2015	5,000,000	4,997,387	
Safe Trust	February 23, 2015	6,660,000	6,647,693	
Safe Trust	May 8, 2015	2,540,000	2,528,754	
Safe Trust	May 12, 2015	4,500,000	4,479,448	
Safe Trust	May 22, 2015	30,000,000	29,852,647	
Safe Trust	June 12, 2015	10,000,000	9,943,079	
SOUND Trust	January 16, 2015	10,000,000	9,994,775	
SOUND Trust	January 20, 2015	3,900,000	3,897,417	
SOUND Trust	February 19, 2015	21,000,000	20,964,126	
SOUND Trust	March 5, 2015	7,750,000	7,732,978	
SOUND Trust	May 19, 2015	2,525,000	2,512,862	
SOUND Trust	May 21, 2015	10,000,000	9,951,231	
Storm King Funding	February 5, 2015	3,000,000	2,996,340	
TMX Group Ltd.	January 22, 2015	10,000,000	9,992,787	
TMX Group Ltd.	January 28, 2015	7,500,000	7,493,121	
Toronto Hydro Corporation	January 6, 2015	2,500,000	2,499,589	



[Schedule 1]

## Money Market - Schedule of Investments

DECEMBER 31, 2014

	MATURITY DATE	PAR	MARKET	% OF TOTAL
TransCanada PipeLines Ltd.	January 6, 2015	6,925,000	6,923,820	
TransCanada PipeLines Ltd.	January 26, 2015	2,000,000	1,998,302	
Zeus Receivables Trust Senior	January 20, 2015	10,000,000	9,993,660	
Zeus Receivables Trust Senior	June 9, 2015	12,500,000	12,430,166	
		1,054,765,000	1,052,447,795	85.14%
<hr/>				
Total Short-term Investments		1,164,205,000	1,161,745,895	93.98%
<hr/>				
<b>Canadian Bonds</b>				
Corporate Bonds				
Bank of Montreal	April 27, 2015	26,875,000	27,281,907	
Bank of Nova Scotia	May 8, 2015	13,500,000	13,584,702	
Bank of Nova Scotia	January 9, 2015	8,000,000	8,006,944	
Canadian Imperial Bank of Commerce	March 2, 2015	18,200,000	18,438,064	
National Bank of Canada	October 15, 2015	7,000,000	7,047,936	
		73,575,000	74,359,553	6.02%
<hr/>				
Total Investment Portfolio		\$ 1,237,780,000	1,236,105,448	100.00%

[Schedule 2]

## Intermediate - Schedule of Investments

DECEMBER 31, 2014

	MATURITY DATE	PAR	MARKET	% OF TOTAL
<b>Short-term Investments</b>				
Treasury Bills				
Province of Ontario	January 14, 2015	12,260,000	12,255,463	
Province of Ontario	February 18, 2015	5,106,000	5,099,106	
Province of Ontario	April 15, 2015	10,000,000	9,969,528	
Province of Ontario	April 29, 2015	19,550,000	19,482,150	
<b>Total Short-term Investments</b>		<b>49,916,000</b>	<b>46,806,247</b>	<b>14.26%</b>
<b>Canadian Bonds</b>				
Provincial Bonds				
Province of Ontario	March 8, 2015	17,695,000	18,049,098	
Province of Ontario	September 8, 2015	6,315,000	6,465,355	
Province of Quebec	December 1, 2015	26,440,000	27,472,265	
		<b>50,450,000</b>	<b>51,986,718</b>	<b>15.84%</b>
Corporate Bonds				
407 International Inc.	June 16, 2015	9,745,000	9,868,236	
Bank of Montreal	June 10, 2016	5,250,000	5,396,971	
Bank of Montreal	August 2, 2016	9,700,000	10,012,514	
Bank of Nova Scotia	November 8, 2016	15,325,000	15,478,215	
Brookfield Asset Management Inc.	September 8, 2016	2,100,000	2,239,647	
Canadian Credit Card Trust	September 24, 2015	1,500,000	1,507,420	
Canadian Imperial Bank of Commerce	November 8, 2016	15,100,000	15,417,825	
Cards II Trust	January 15, 2016	16,900,000	17,128,652	
Eagle Credit Card Trust	December 17, 2015	16,525,000	16,837,072	
Golden Credit Card Trust	May 15, 2016	16,605,000	17,108,682	
Hollis Receivables Term Trust II	September 26, 2016	16,875,000	17,132,316	
HSBC Bank Canada	November 23, 2015	16,930,000	17,122,557	
John Deere Credit Inc.	September 16, 2015	15,315,000	15,978,005	
Master Credit Card Trust	May 21, 2016	16,630,000	17,113,745	
National Bank of Canada	January 11, 2016	15,185,000	15,404,634	
Rogers Communications Inc.	May 26, 2016	2,110,000	2,234,812	
Royal Bank of Canada	January 11, 2016	14,930,000	15,437,593	
TELUS Corp.	May 25, 2016	2,125,000	2,186,611	
Wells Fargo Financial Canada Corp.	March 30, 2016	15,320,000	15,854,851	
		<b>224,170,000</b>	<b>229,460,358</b>	<b>69.90%</b>
<b>Total Canadian Bonds</b>		<b>274,620,000</b>	<b>281,447,076</b>	<b>85.74%</b>
<b>Total Investment Portfolio</b>		<b>\$ 321,536,000</b>	<b>328,253,323</b>	<b>100.00%</b>

[Schedule 3]

## Bond - Schedule of Investments

DECEMBER 31, 2014

	MATURITY DATE	P.A.R.	MARKET	% OF TOTAL
<b>Short-term Investments</b>				
Pooled Funds				
Phillips, Hager & North Institutional S.T.I.F.		37,464,503	37,464,503	
<b>Total Short-term Investments</b>		<b>37,464,503</b>	<b>37,464,503</b>	<b>6.07%</b>
<b>Canadian Bonds</b>				
Federal Bonds				
Canada Housing Trust No. 1	June 15, 2016	54,532,000	55,878,236	
Canada Housing Trust No. 1	June 15, 2017	34,938,000	35,646,675	
Canada Housing Trust No. 1	December 15, 2018	6,569,000	7,234,550	
Canada Housing Trust No. 1	December 15, 2018	14,421,000	14,907,293	
Canada Housing Trust No. 1	June 15, 2019	12,542,000	12,753,735	
Canada Housing Trust No. 1	December 15, 2019	6,073,000	6,174,277	
Canada Housing Trust No. 1	December 15, 2019	13,990,000	14,221,676	
Government of Canada	December 1, 2015	2,060,000	2,102,022	
Government of Canada	February 1, 2017	7,219,000	7,336,329	
Government of Canada	September 1, 2017	1,109,000	1,126,874	
Government of Canada	March 1, 2018	901,000	907,844	
Government of Canada	June 1, 2018	2,263,000	2,505,414	
Government of Canada	September 1, 2018	367,000	369,410	
Government of Canada	March 1, 2019	453,000	464,864	
Government of Canada	September 1, 2019	23,521,000	24,091,416	
Government of Canada	June 1, 2020	1,779,000	1,979,692	
		182,737,000	187,700,307	30.40%
Provincial Bonds				
Province of Ontario	September 8, 2018	13,204,000	13,552,371	
Province of Ontario	June 2, 2019	17,707,000	19,796,970	
Province of Ontario	September 8, 2019	10,138,000	10,359,210	
		41,049,000	43,708,551	7.08%
Corporate Bonds				
407 International Inc. (callable)	November 24, 2017	2,341,000	2,476,219	
AltaLink Investments L.P. (callable)	June 5, 2019	981,000	1,037,240	
AltaLink Investments L.P. (callable)	June 5, 2020	695,000	719,186	
AltaLink L.P.	September 17, 2020	765,000	825,799	
Anheuser-Busch InBev Finance Inc. (callable)	January 25, 2018	1,545,000	1,573,991	
AT&T Inc.	November 25, 2020	3,095,000	3,249,361	
Bank of America Corp. (callable)	June 1, 2016	3,414,000	3,408,694	
Bank of Montreal	December 11, 2017	1,308,000	1,322,243	
Bank of Montreal	September 19, 2024	3,681,000	3,769,898	
Bank of Montreal (callable)	June 10, 2016	4,216,000	4,334,025	
Bank of Montreal (callable)	August 2, 2016	8,998,000	9,287,898	
Bank of Montreal (callable)	April 22, 2020	2,580,000	2,628,046	
Bank of Montreal (callable)	April 21, 2021	1,020,000	1,071,876	
Bank of Nova Scotia	November 8, 2016	7,363,000	7,436,613	
Bank of Nova Scotia	December 1, 2016	7,111,000	7,260,945	
Bank of Nova Scotia	June 8, 2017	5,017,000	5,304,637	
Bank of Nova Scotia	October 28, 2019	849,000	858,287	
Bank of Nova Scotia	January 11, 2021	1,520,000	1,613,744	

SOCIALLY RESPONSIBLE INVESTMENTS AND PENSION FUNDS --S. THOMSON



[Schedule 3]

## Bond - Schedule of Investments

DECEMBER 31, 2014

	MATURITY DATE	PAR	MARKET	% OF TOTAL
BC Gas Utility Ltd.	September 30, 2015	1,161,000	1,280,192	
bclMC Realty Corp. [callable]	June 29, 2017	1,861,000	1,902,841	
Bell Canada	February 15, 2017	80,000	86,596	
Bell Canada	September 10, 2018	2,160,000	2,278,936	
Bell Canada	June 12, 2020	265,000	277,822	
Bell Canada [callable]	April 22, 2016	415,000	417,055	
Brookfield Asset Management Inc. [callable]	April 9, 2019	1,030,000	1,090,202	
Brookfield Asset Management Inc. [callable]	March 1, 2021	2,510,000	2,839,130	
Canadian Credit Card Trust	April 24, 2015	8,000,000	8,056,309	
Canadian Credit Card Trust	September 24, 2015	2,020,000	2,029,992	
Canadian Imperial Bank of Commerce	June 1, 2016	5,855,000	5,873,761	
Canadian Imperial Bank of Commerce	November 8, 2016	3,347,000	3,417,448	
Canadian Imperial Bank of Commerce	July 14, 2017	2,342,000	2,507,679	
Canadian Imperial Bank of Commerce	October 18, 2017	1,458,000	1,483,449	
Canadian Imperial Bank of Commerce	April 30, 2020	9,554,000	9,693,311	
Canadian Imperial Bank of Commerce	October 28, 2024	3,105,000	3,153,556	
Cards II Trust	September 15, 2015	1,656,000	1,688,969	
Cards II Trust	January 15, 2016	6,394,000	6,480,509	
Caterpillar Financial Services Ltd.	November 25, 2016	775,000	782,262	
Caterpillar Financial Services Ltd.	June 1, 2018	1,754,000	1,773,562	
Choice Properties L.P. [callable]	April 20, 2016	1,501,000	1,525,770	
Choice Properties L.P.	April 20, 2020	2,805,000	2,924,406	
Choice Properties REIT	February 8, 2021	1,490,000	1,550,098	
Crombie REIT	October 31, 2018	930,000	972,962	
Cominar REIT	June 21, 2019	675,000	684,692	
Cominar REIT [callable]	July 27, 2020	783,000	849,379	
Crombie REIT	June 1, 2021	41,000	42,351	
Cominar REIT	December 8, 2021	535,000	541,525	
Eagle Credit Card Trust	October 17, 2018	2,740,000	2,836,154	
Emera Inc. [callable]	December 13, 2016	4,500,000	4,593,706	
Enbridge Gas Distribution Inc.	April 24, 2017	1,750,000	1,762,217	
Enbridge Gas Distribution Inc. [callable]	December 4, 2017	1,530,000	1,680,029	
Enbridge Inc. [callable]	May 19, 2016	3,155,000	3,314,370	
Enbridge Inc. [callable]	September 2, 2019	1,035,000	1,150,777	
Enbridge Inc. [callable]	February 1, 2021	415,000	454,722	
Enbridge Inc.	March 13, 2017	875,000	874,231	
Enbridge Income Fund Holdings Inc.	December 14, 2017	1,210,000	1,233,104	
Enbridge Pipelines Inc. [callable]	November 19, 2018	1,055,000	1,239,801	
Enmax Corp. [callable]	June 19, 2018	1,600,000	1,791,429	
Epcor Utilities Inc. [callable]	March 22, 2016	40,000	43,153	
First Capital Realty Inc. [callable]	April 30, 2020	235,000	267,521	
First Capital Realty Inc.	March 1, 2021	306,000	334,499	
Genesis Trust II	February 15, 2017	3,253,000	3,321,283	
Genesis Trust II	May 15, 2026	1,474,000	1,499,215	
Golden Credit Card Trust	May 16, 2016	1,586,000	1,634,109	
Granite REIT Holdings L.P. [callable]	July 5, 2021	750,000	780,952	
Heathrow Funding Ltd.	June 17, 2023	885,000	902,283	
Hollis Receivables Term Trust II	September 26, 2016	3,069,000	3,115,798	
Hollis Receivables Term Trust II	June 26, 2019	1,970,000	1,993,213	
HSBC Bank Canada	November 23, 2015	2,756,000	2,787,346	
HSBC Bank Canada	January 13, 2017	7,308,000	7,568,388	

(Schedule 3)

**Bond - Schedule of Investments**

DECEMBER 31, 2014

	MATURITY DATE	PAR	MARKET	% OF TOTAL
HSBC Bank Canada	January 14, 2020	100,000	104,208	
HSBC Bank Canada	September 29, 2021	2,525,000	2,589,715	
Hydro One Inc. (callable)	October 18, 2017	1,175,000	1,297,539	
Hydro One Inc. (callable)	October 9, 2018	1,547,000	1,607,687	
Inter Pipeline Ltd. (callable)	May 30, 2017	1,695,000	1,694,463	
Inter Pipeline Ltd. (callable)	July 20, 2020	1,151,000	1,207,828	
John Deere Canada Funding Inc.	January 14, 2016	704,000	713,024	
John Deere Canada Funding Inc.	April 12, 2017	5,000	5,044	
John Deere Canada Funding Inc.	January 17, 2018	1,195,000	1,220,283	
John Deere Canada Funding Inc.	July 16, 2018	1,060,000	1,096,091	
John Deere Canada Funding Inc.	June 24, 2019	655,000	660,526	
Loblaw Cos. Ltd. (callable)	March 12, 2019	2,790,000	2,972,440	
Lower Mattagami Energy L.P.	October 23, 2017	755,000	766,735	
Manitoba Telecom Services Inc.	October 1, 2018	789,000	856,640	
National Bank of Canada	January 11, 2016	982,000	996,204	
National Bank of Canada	April 26, 2016	721,000	743,731	
National Bank of Canada	April 13, 2017	1,617,000	1,632,011	
National Bank of Canada	October 28, 2019	2,320,000	2,342,636	
National Bank of Canada (callable)	November 2, 2020	3,128,000	3,225,463	
National Grid Electricity Transmission PLC	November 26, 2019	4,500,000	4,636,428	
NOVA Gas Transmission Ltd.	February 28, 2016	1,031,000	1,191,532	
Omers Realty Corp.	June 5, 2018	1,649,000	1,682,431	
Omers Realty Corp.	November 12, 2019	915,000	925,746	
Omers Realty Corp.	July 24, 2020	840,000	888,590	
Omers Realty Corp. (callable)	April 5, 2021	990,000	1,026,974	
Rogers Communications Inc. (callable)	May 26, 2016	1,830,000	1,938,250	
Rogers Communications Inc. (callable)	June 6, 2017	883,000	905,938	
Rogers Communications Inc.	March 13, 2019	2,680,000	2,748,345	
Rogers Communications Inc. (callable)	September 29, 2020	285,000	317,693	
Royal Bank of Canada	December 8, 2016	11,065,000	11,281,099	
Royal Bank of Canada	January 25, 2017	380,000	400,457	
Royal Bank of Canada	April 13, 2017	7,503,000	7,676,822	
Royal Bank of Canada	March 12, 2018	3,403,000	3,455,685	
Royal Bank of Canada	July 12, 2018	890,000	926,299	
Royal Bank of Canada	December 11, 2018	1,261,000	1,294,594	
Royal Bank of Canada	December 9, 2019	2,540,000	2,551,853	
Royal Bank of Canada (callable)	September 29, 2026	875,000	901,640	
Shaw Communications Inc.	February 1, 2016	865,000	869,473	
Shaw Communications Inc. (callable)	March 2, 2017	1,213,000	1,329,366	
Shaw Communications Inc. (callable)	October 1, 2019	2,708,000	3,105,591	
Sobeys Inc.	August 8, 2018	1,871,000	1,960,391	
TELUS Communications Inc.	November 22, 2015	1,695,000	1,864,165	
TELUS Corp.	May 25, 2016	838,000	862,297	
TELUS Corp. (callable)	July 23, 2020	846,000	969,026	
Teranet Holdings L.P.	December 16, 2015	4,595,000	4,668,446	
Terasen Gas Inc. (callable)	September 30, 2016	869,000	1,014,785	
Thomson Reuters Corp.	May 23, 2019	4,090,000	4,245,335	
Thomson Reuters Corp. (callable)	November 12, 2021	1,140,000	1,159,393	
Tim Hortons Inc. (callable)	June 1, 2017	2,090,000	2,116,924	
Tim Hortons Inc. (callable)	April 1, 2019	525,000	533,268	
TMX Group Ltd.	October 3, 2016	490,000	493,969	

(Schedule 3)

**Bond - Schedule of Investments**

DECEMBER 31, 2014

	MATURITY DATE	PAR	MARKET	% OF TOTAL
TMX Group Ltd.	October 3, 2018	2,680,000	2,801,837	
Toronto-Dominion Bank	August 2, 2016	2,779,000	2,868,781	
Toronto-Dominion Bank	April 3, 2017	11,373,000	11,443,860	
Toronto-Dominion Bank	August 15, 2017	1,686,000	1,727,006	
Toronto-Dominion Bank (callable)	April 2, 2020	3,976,000	4,065,610	
Toronto-Dominion Bank	December 22, 2021	1,100,000	1,102,476	
TransCanada PipeLines Ltd.	October 3, 2016	500,000	530,496	
TransCanada PipeLines Ltd.	March 20, 2018	1,620,000	2,008,665	
Union Gas Ltd.	August 28, 2015	1,930,000	2,124,836	
Union Gas Ltd.	November 6, 2017	1,152,000	1,406,960	
Union Gas Ltd. (callable)	June 2, 2021	705,000	718,872	
Westcoast Energy Inc.	November 23, 2015	647,000	689,766	
Westcoast Energy Inc.	January 16, 2019	2,123,000	2,437,378	
Westcoast Energy Inc. (callable)	July 2, 2020	502,000	562,478	
		289,540,000	299,725,860	48.54%
<hr/>				
Total Canadian Bonds		513,326,000	531,134,718	86.02%
<hr/>				
<b>Mortgages</b>				
NHA Insured Mortgages				
Bank of Nova Scotia	August 1, 2016	308,144	307,711	
Bank of Nova Scotia	September 1, 2017	2,174,878	2,178,468	
Equitable Bank	November 1, 2019	1,773,956	1,784,196	
First National Financial Corp.	November 1, 2019	2,040,000	2,044,976	
First National Financial Corp.	August 1, 2019	3,656,928	3,667,768	
Home Trust Co.	December 1, 2019	1,350,000	1,351,821	
Home Trust Co.	September 1, 2019	2,764,866	2,792,968	
Merrill Lynch Canada Inc.	March 1, 2016	714	714	
Penmor Loan #3881-1V	September 1, 2019	918,817	946,075	
Penmor Loan #4184-0J	January 1, 2017	1,459,685	1,541,246	
Penmor Loan #4357-0F	June 5, 2015	256,435	257,202	
Penmor Loan #4437-0C	June 1, 2017	838,040	890,534	
Royal Bank of Canada	November 1, 2015	1,054,888	1,068,040	
Toronto-Dominion Bank	January 1, 2015	4,088,443	4,094,443	
Toronto-Dominion Bank	June 1, 2015	2,688,361	2,702,117	
Toronto-Dominion Bank	September 1, 2015	2,249,190	2,258,705	
Toronto-Dominion Bank	June 1, 2016	1,876,831	1,863,493	
Toronto-Dominion Bank	September 1, 2016	1,295,568	1,298,973	
Toronto-Dominion Bank	December 1, 2016	1,936,298	1,942,544	
Toronto-Dominion Bank	August 1, 2017	3,347,207	3,368,534	
Toronto-Dominion Bank	December 1, 2017	1,533,202	1,536,194	
Toronto-Dominion Bank	December 1, 2017	3,293,133	3,310,769	
Toronto-Dominion Bank	December 1, 2017	2,031,909	2,020,652	
Toronto-Dominion Bank	April 1, 2018	3,341,263	3,354,565	
Toronto-Dominion Bank	March 1, 2019	2,252,480	2,253,485	
<hr/>				
Total Mortgage Investments		48,531,237	48,836,193	7.91%
<hr/>				
Total Investment Portfolio		\$ 565,599,236	617,435,414	100.00%



## Participants in Pooled Investment Funds

### MUNICIPALITIES

100 Mile House	Gold River	North Vancouver District	Spallumcheen
Abbotsford	Golden	Oak Bay	Sparwood
Alert Bay	Granisle	Oliver	Squamish
Anmore	Hazelton	Peachland	Stewart
Armstrong	Highlands	Pemberton	Summerland
Ashcroft	Hope	Penticton	Sun Peaks
Barriere	Houston	Pitt Meadows	Surrey
Belcarra	Kamloops	Port Alberni	Tahsis
Bowen Island	Kaslo	Port Alice	Taylor
Burnaby	Kelowna	Port Clements	Telkwa
Burns Lake	Kent	Port Coquitlam	Terrace
Cache Creek	Keremeos	Port Edward	Tofino
Campbell River	Kimberley	Port Hardy	Trail
Canal Flats	Kitimat	Port McNeill	Tumbler Ridge
Castlegar	Ladysmith	Pouce Coupe	Ucluelet
Central Saanich	Lake Country	Powell River	Valemount
Chase	Lake Cowichan	Prince George	Vernon
Chetwynd	Lantzville	Prince Rupert	Victoria
Chilliwack	Lillooet	Princeton	View Royal
Clearwater	Logan Lake	Qualicum Beach	Warfield
Clinton	Mackenzie	Queen Charlotte	West Kelowna
Coldstream	Masset	Quesnel	West Vancouver
Colwood	McBride	Radium Hot Springs	Whistler
Comox	Merritt	Revelstoke	White Rock
Coquitlam	Metchosin	Richmond	Williams Lake
Courtenay	Midway	Roseland	Zeballos
Creston	Mission	Saanich	
Cumberland	Montrose	Salmo	
Dawson Creek	Nakusp	Salmon Arm	
Duncan	Nanaimo	Sayward	
Enderby	Nelson	Sechelt	
Esquimalt	New Denver	Sidney	
Fernie	New Hazelton	Silverton	
Fort St. James	New Westminster	Slocan	
Fraser Lake	North Cowichan	Smithers	
Gibsons	North Saanich	Sooke	

### REGIONAL DISTRICTS

Bulkley-Nechako	Comox Valley	Mount Waddington	Squamish-Lillooet
Capital	Cowichan Valley	Nanaimo	Strathcona
Cariboo	East Kootenay	North Okanagan	Sunshine Coast
Central Coast	Fraser Valley	Okanagan-Similkameen	Thompson-Nicola
Central Kootenay	Fraser-Fort George	Peace River	
Central Okanagan	Kitimat-Stikine	Powell River	
Columbia Shuswap	Kootenay-Boundary	Skeena-Queen Charlotte	

## Participants in Pooled Investment Funds continued

### REGIONAL HOSPITAL DISTRICTS

Alberni-Clayoquot	Fraser Valley	Peace River	Thompson-Nicola
Capital	Fraser-Fort George	Sea to Sky	West Kootenay-Boundary
Cariboo	Kootenay East	Squamish-Lillooet	
Central Coast	Mount Waddington	Stuart-Nechako	
Central Okanagan	Nanaimo	Sunshine Coast	
Comox-Strathcona	Okanagan-Similkameen	Thompson	

### FIRST NATIONS

Adams Lake	Kamloops	Seabird Island	T'it'q'et
Bonaparte	Kwaw-kwaw-Apilt	Shxwha	Tsawwassen
Chawathil	Kwikwetlem	Slammon	Tzeachten
Chemainus	Lower Kootenay	Songhees	Uchucklesaht
Chi-ihl-kway-uhk	Matsqui	St. Mary's	Westbank
Cowichan	Millbrook	Stó:lō	Waabnoong Bemjiwang
First Nations Finance Authority	Namgis	Tale'awtxw	Association

### OTHER ORGANIZATIONS

Association of Kootenay Boundary Local Governments	Municipal Insurance Association of BC
Association of Yukon Communities	Nootka Sound Economic Development Corporation
Barriere Improvement District	North Central Local Government Association
Board of Cemetery Trustees of Greater Victoria	North Island-Coast Development Initiative Trust
Capital Region Emergency Services Telecommunications	North Peace Airport Society
Capital Region Housing Corporation	Okanagan-Kootenay Sterile Insect Release Board
Carmacks, Yukon	Old Massett Village Council
CivicInfo BC	Oliver Parks and Recreation
College of the Rockies	Port Alberni Harbour Commission
Comox Fire Protection Improvement District	Prince George Public Library
Cultus Lake Park	Queen Charlotte School District
Fraser Basin Council	Razor Point Improvement District
Fraser Valley Library	Seven Generations Environmental Services
Government Finance Officers Association of BC	Shawnigan Improvement District
Government Finance Officers Association of Western Canada	South Coast British Columbia Transportation Authority
Integrated Cadastral Information Society	South East Kelowna Irrigation District
Islands Trust	Southern Interior Local Government Association
Kaleden Recreation	Union of BC Municipalities
Kelowna General Hospital Foundation	University of Northern BC
Local Government Management Association of BC	Valemount Community Forest
Lower Mainland Municipal Government Association	Vancouver Island Library
Mission School District	Vancouver Island Local Government Management Association
Mount Parke Estates Improvement District	Victoria Public Library
Municipal Finance Authority of BC	

## Appendix D



# Municipal Pension Plan

### STATEMENT OF INVESTMENT POLICIES AND PROCEDURES

As Amended: June 24, 2015



## TABLE OF CONTENTS

Section 1: Overview / Purpose .....	2
Section 2: Plan Structure and Funding / Plan Description .....	3
Section 3: Plan Governance .....	4
Section 4: Investment Beliefs .....	6
Section 5: Asset Allocation .....	7
Section 6: Performance Objectives .....	9
Section 7: Asset Class Policies .....	11
Section 8: Use of Derivative Instruments .....	13
Section 9: Performance Reporting .....	14
Section 10: Risk Management .....	16
Section 11: Valuation of Assets .....	16
Section 12: Responsible Investing and Voting Rights .....	17
Section 13: Conflict of Interest and Code of Ethics .....	18
Section 14: Implementation .....	18
APPENDICES	
Appendix A: Participating Pooled Funds	
Appendix B: Asset Class Policies-Legislative Constraints	

## Section 1: Overview / Purpose

- 1.1 The purposes of this Statement of Investment Policies and Procedures (the "Statement" or "SIPP") are:
  - (i) To ensure compliance with the British Columbia *Pension Benefits Standards Act*, as amended from time to time or replaced ("PBSA"), the *Pension Benefits Standards Regulation* ("PBSR"), which requires a written statement of investment policies and procedures, as well as the *Income Tax Act*.
  - (ii) To set investment guidelines and direction for the British Columbia Investment Management Corporation ("bcIMC") that are consistent with the investment policies and objectives established by the Municipal Pension Board of Trustees (the "Board") for the Municipal Pension Plan (the "Plan").
  - (iii) To provide objectives, policies and principles for the management of the assets of the Municipal Pension Fund (the "Fund").
  - (iv) To set forth investment performance objectives and other criteria to be used by the Board to review and evaluate the investment results of the Fund.
- 1.2 The Plan is continued and maintained under the Municipal Pension Plan Joint Trust Agreement ("JTA") and the Municipal Pension Plan Rules (the "Rules"). The purpose of the Plan is to provide pension benefits to eligible employees of a local government, hospital or other health employer, school district, college, social service agency or other employer in British Columbia.
- 1.3 The Board is responsible for the administration of the Plan and of this Statement. The members of the Board are the trustees of the Fund.
- 1.4 The Board is responsible for ensuring that all investments of the Fund are managed prudently and in accordance with the PBSA, the PBSR, the *Income Tax Act* and this Statement.
- 1.5 The Board has adopted this Statement after considering the benefits obligations of the Plan and a risk profile that the Board believes to be appropriate.
- 1.6 The Board shall review and confirm or amend this Statement at least annually, as required by the PBSA or PBSR, but it can be amended at any time by a Board resolution.

- 1.7 bcIMC is required to have more detailed investment policies and procedures that detail their specific mandate, and they shall acknowledge that these policies and procedures conform to this Statement.

## **Section 2: Plan Structure and Funding / Plan Description**

- 2.1 The Plan is a hybrid of a contributory defined benefit final average earnings pension plan and negotiated cost arrangements for providing contingent inflation adjustments. It is funded by Plan member and employer contributions. Benefit entitlement is based on the provisions of the JTA and the Rules.

Normal retirement age is 65 for all members except police officers, firefighters and a closed group of female members (last contribution prior to April 1, 1971) who have a normal retirement age of 60.

The unreduced lifetime monthly pension payable to a member who terminated employment after April 1, 2000, in the form of a single life annuity with no guarantee, is calculated as the sum of:

- a) 2% of the member's highest average salary (five-year average) multiplied by the number of years of pensionable service accrued before January 1, 1966,
  - b) 1.3% of the lesser of:
    - i) the member's highest average salary, and
    - ii) 1/12 of the Year's Maximum Pensionable Earnings ("YMPE") for the calendar year immediately before the effective date of the pension,

multiplied by the number of years of pensionable service accrued on and after January 1, 1966 not exceeding 35 years, and
  - c) 2% of the excess of the member's highest average salary over the amount determined under paragraph (b) (ii), multiplied by the number of year's of pensionable service accrued on and after January 1, 1966 not exceeding 35 years.
- 2.2 For the purposes of the calculation referred to in section 2.1, in respect of any period of pensionable service for which contributions have been made at the rate applicable for group 5, the percentage referred to in subsection b) shall be 1.63% and the percentage referred to in subsection c) shall be 2.33%.



- 
- 2.3 The Plan is not subject to solvency tests but is required to meet the going concern funding requirements of the PBSA or PBSR.
  - 2.4 The Rules establish three accounts for the Plan: a Basic Account, an Inflation Adjustment Account, and a Supplemental Benefits Account.
    - 2.4.1 The "Basic Account" provides the non-indexed portion of the pension and any cost of living increases that have been granted, based on the provisions in the JTA and the Rules.
    - 2.4.2 The "Inflation Adjustment Account" was established in 1982 and provides cost of living increases for retired members. The Inflation Adjustment Account is funded through a portion of ongoing contributions from employers and members, from investment income earned on its own assets, and from excess interest earnings in the Basic Account. Since its inception, the Inflation Adjustment Account has provided full indexing of members' pensions. However, this is not a guaranteed benefit. The increases may not exceed the annual increase in the Consumer Price Index ("CPI") as at the previous September 30, and are subject to availability of funds in the Inflation Adjustment Account.
    - 2.4.3 The "Supplemental Benefits Account" does not hold any investment funds.
    - 2.4.4 Effective January 1, 2010, the Basic Account and Inflation Adjustment Account are managed as a single account for investment purposes. However, separate accounting records will continue to record the balances and transactions in each account.

### **Section 3: Plan Governance**

- 3.1 In accordance with the JTA, the Board has 16 members with equal representation from Plan members and the employers. The parties required by section 4.1 of the JTA to appoint Trustees may also appoint an alternate Trustee for each member of the Board.
- 3.2 The Board is responsible for the management of the Fund and the establishment of the investment policies. The Board has a legal obligation to act in the best financial interest of the beneficiaries of the trust and exercise a high standard of care in protecting the Fund and its assets. This must override all other considerations.
- 3.3 bcIMC and the Plan Administrative Agent (British Columbia Pension Corporation) are agents of the Board. They must act in accordance with the

direction and policies of the Board, subject to their fiduciary duty to the Plan beneficiaries and in the case of bclMC, other pooled funds participants.

- 3.4 The Fund is managed by bclMC and other investment management firms contracted through bclMC. In all cases, bclMC and other investment managers shall comply with this Statement, their internal policies, as well as the relevant laws and regulations governing pension fund management in the respective jurisdiction.

- 3.5 The following outlines the roles and responsibilities of parties involved with the Plan:

bclMC:

- is an agent of the Board, and is responsible for day-to-day investment management of the Fund;
- ensures that the Fund is managed in accordance with this Statement and the directions of the Board;
- hires and manages contract arrangements with the Custodian and other external providers of related services (e.g., external managers, data service providers, etc.) on behalf of the Board;
- is responsible for fulfilling all reporting requirements outlined in section 8 of the Statement; and
- has a role that goes beyond that of a typical fund manager, effectively functioning as the Board's internal investment staff. This is set out in greater detail in the Board's Funds Investment and Management Agreement with bclMC.

Custodian:

- is responsible for fulfilling all their duties as outlined in their service agreement with bclMC;
- fulfills the regular duties of a Custodian as required by law.

Auditor:

- audits the Plan's assets to produce audited financial statements reporting on the Plan's finances.

Actuary:

- is responsible for assessing the financial status of the Plan, including the adequacy of contribution rates;
- fulfills the regular duties of an Actuary as required by law.

British Columbia Pension Corporation ("Pension Corporation"):

- is an agent of the Board and is responsible for ensuring that contributions and payments are made in accordance with the Plan rules;
- prepares financial statements, annual reports and other Plan documents;



- maintains accounting records for the Basic Account and the Inflation Adjustment Account;
- establishes and manages contracts with external administrative service providers on behalf of the Board; and
- has a role that goes beyond that of a typical administrative agent, effectively functioning as the Board's internal staff. This is set out in greater detail in the Board's Service Agreement with Pension Corporation.

#### **Section 4: Investment Beliefs**

- 4.1 The purpose of investing the Fund is to grow the asset base and to generate a cash flow to help satisfy the Plan's current and future payment obligations. In setting asset mix, risk management relative to the Plan liabilities is a key consideration. As such, understanding the nature and variability of the Plan's liabilities is critical to devising an appropriate investment strategy. In doing so, the asset mix decision is viewed through a different lens; it will be influenced by the nature of the obligations being funded, the time horizon, and the current funded status of the Plan.
- 4.2 The Plan has a long-term investment time horizon and the Fund is managed accordingly. It is extremely difficult to forecast short-term investment returns. However, over the long-term, capital markets are more predictable and investors should receive additional compensation for taking investment risks. Therefore, it is expected that, over the long term, equities (including public equities, real estate, private placements and infrastructure as referred to in 6.3) will outperform debt instruments.
- 4.3 Diversification within and across asset classes, both domestically and internationally, can reduce risk over the long term without compromising expected returns and is a prerequisite to prudent fund management.
- 4.4 Investing in active strategies can provide downside protection and can potentially add value.
- 4.5 Exposure to foreign currencies as a result of foreign investments in public equity markets can provide diversification benefits and should not generally be hedged. Exceptions to this general approach may occur when considering the potential impact that adverse foreign currency fluctuations may have on the risk/return profile of specific investments. Under such circumstances defensive hedging may be appropriate.

Foreign currency denominated investments, other than public equities, may present a unique and complex set of considerations. Given these considerations vary from investment to investment, hedging foreign currency exposure may be appropriate on a case-by-case basis.



- 
- 4.6 The Board recognizes the Fund's strategic asset mix as the primary determinant of the risk and return of its investments.
  - 4.7 In addition to Section 4.6, the Board believes that tactical asset allocation, which focuses on short term market conditions, can increase risk-adjusted investment returns through opportunistic shifts in the portfolio's asset class weighting within the Board's approved policy ranges.
  - 4.8 The Board believes that companies that take environmental, social and governance (ESG) matters into account have less risk and generate long-term value for investors compared to companies with less robust practices. By applying these principles, the Board recognizes that effective research, analysis and evaluation of ESG issues are fundamental to assessing the value and performance of an investment over the long-term..
  - 4.9 In general, higher risk-adjusted returns can be achieved by holding less liquid investments. For a Fund with low liquidity requirements, some exposure to less liquid investments is appropriate.
  - 4.10 Costs matter and need to be effectively managed so that a greater proportion of investment returns passes through to the Plan and enhances its long term sustainability.

### **Section 5: Asset Allocation**

- 5.1 Meeting the pension benefits promise is the primary objective of the Board. Managing the volatility of contribution rates and providing non-guaranteed benefits are additional objectives of the Board. To achieve these objectives, the Board has adopted the following long-term asset mix and allowable ranges shown in Section 5.3.
  - 5.1.1 Policy asset allocation is set by the Board and establishes the general framework for managing the Fund. This includes determining ranges for the debt and equity portions of the portfolio, as well as general ranges for individual asset classes (e.g., bonds). Policy asset allocation also establishes the amount of discretion provided to bcIMC and establishes the total fund market benchmark
  - 5.1.2 Tactical asset allocation focuses on short-term conditions and attempts to increase investment return through opportunistic shifts in the portfolio's asset class weighting. Tactical asset allocation decisions depend on shorter term market conditions, and, as such, are delegated to bcIMC. However, these asset allocation shifts must be within the policy ranges specified by the Board in this Statement.

## Municipal Pension Plan SIPP

June 24, 2015

- 5.2 The Board believes that bcIMC is in the best position to make the decision on the weightings between active and passive strategies and has delegated this decision to bcIMC.
- 5.3 Policy asset mix and policy ranges for the Fund, effective June 25, 2014, are:

Asset Class <sup>1</sup>	Policy Range		Policy Asset Mix
	Minimum	Maximum	
Short Term	0	10	2
Mortgages	0	11	6
Nominal Bonds	5	20	12
Real Return Bonds	0	10	5
Fixed Income Sub-total	15	35	25
Canadian Equities	6	20	13
Global Equities <sup>2</sup>	10	35	17
Emerging Markets Equities <sup>3</sup>	3	15	10
Public Equity Sub-total	30	60	40
Real Estate <sup>4</sup>	10	25	18
Real Estate Sub-total	10	25	18
Private Placements <sup>4, 5</sup>	1	13	7
Infrastructure and Renewable Resources <sup>4</sup>	2	16	10
Sub-total	5	24	17
Other <sup>6</sup>	0	5	0

1 Refer to Eligible Pooled Funds table (Appendix A) for asset classification by pool.

2 Global equities may include some exposure to Canada and emerging markets

3 Emerging Market Equities may include some exposure to developed markets.

4 Due to the illiquid nature of these assets, the upper limit may be exceeded on a temporary basis. bcIMC shall use cashflow to rebalance as soon as is practical and shall continue to report any breach of the policy ranges in the quarterly compliance report.

5 Private Placements may be either debt or equity.

6 Other" includes strategies or investments specifically approved by the Board that do not correspond to the listed asset classes. Refer to Appendix A.

- 5.4 The Board recognizes that an appropriate implementation period is required to transition to the new policy asset mix identified in section 5.3. This implementation timeframe is reflected in section 6.3 for the purpose of the performance measurement framework.
- 5.5 The Fund may be invested in the pooled funds listed in Appendix A, segregated funds, mutual funds, unit trusts, limited partnerships and similar vehicles, provided that they conform to this Statement. Despite any other provision of this SIPP, the Board agrees to participate in the All Weather Fund.
- 5.6 The Fund may loan its securities, or participate in pooled funds that lend securities provided that:
- as a minimum, the market value of collateral must be equal to 105 percent of the market value of the lent securities;



- the loan and collateral are valued daily on a “mark-to-market” basis;
- the collateral consists of highly liquid and marketable securities; and both the collateral and borrowers have been approved by bclMC.

### **Section 6: Performance Objectives**

- 6.1 The long-term (10 years) investment objective of the total fund is to meet or exceed, net of all expenses incurred in the investment process:
- (i) the annual rates of return used in the actuarial report (CPI + 3.5 percent and 6.5 percent nominal); and
  - (ii) the rate of return that would have been achieved if the Fund had held its policy asset mix and each asset class had earned the return of their respective market index as outlined in Table 1 below.
- 6.2 The short-term investment objective (5 years) is to earn the rate of return, net of all expenses incurred in the investment process, for the liquid assets (i.e., excluding real estate, private placements, infrastructure, and renewable resources), assuming that each liquid asset class had earned the return of its respective market index as outlined in Table 1 below.
- 6.3 The primary investment return objective of individual asset classes is for the rate of return, net of all expenses incurred in the investment process, to meet or exceed the respective market indices over 5-year periods. However, certain asset classes such as real estate, private placements, infrastructure and renewable resources do not lend themselves to good market indices, and it is more appropriate to evaluate their performance over longer periods such as 10 years. The benchmarks (indices) used for each asset class are listed in Table 1 that follows.



Table 1

Asset Classes	October 1, 2012		October 1, 2013		October 1, 2014 <sup>2</sup>		October 1, 2016		October 1, 2017		October 1, 2018		Benchmarks
	Total Fund	Liquid Asset Classes	Total Fund	Liquid Asset Classes	Total Fund	Liquid Asset Classes	Total Fund	Liquid Asset Classes	Total Fund	Liquid Asset Classes	Total Fund	Liquid Asset Classes	
Short Term	2	2.7	2	2.8	2	2.9	2	3.0	2	3.0	2	3.1	FTSE TMX Canada 91 Day T-Bill Index
Mortgages Fixed Term	4	5.3	5	6.9	5	7.2	5	7.5	5	7.6	5	7.7	FTSE TMX Canada Short Term Overall Bond Index + 100 bps
Mortgages Construction	1	1.3	1	1.4	1	1.4	1	1.5	1	1.5	1	1.5	FTSE TMX Canada 365 Day T-Bill Index + 100 bps
Nominal Bonds	16	21.3	14	19.5	12	17.1	12	17.9	12	18.2	12	18.5	FTSE TMX Canada Universe Bond Index
Real Return Bonds	5	6.7	5	6.9	5	7.1	5	7.5	5	7.6	5	7.7	FTSE TMX Canada Real Return Bond Index
Canadian Equities	15	20.0	13	18.1	13	18.6	13	19.4	13	19.7	13	20.0	S&P / TSX Composite Index
Global Equities	26	34.7	24	33.3	22	31.4	19	28.3	18	27.3	17	26.1	Morgan Stanley Capital International (MSCI) World ex-Canada Net Index
Emerging Markets	6	8.0	8	11.1	10	14.3	10	14.9	10	15.1	10	15.4	MSCI Emerging Markets Net Index
Real Estate	15	0	16	0	17	0	18	0	18	0	18	0	CPI plus 4%
Private Placements	5	0	6	0	6	0	7	0	7	0	7	0	MSCI All Country World Net Index plus 2%
Infrastructure and Renewable Resources	5	0	6	0	7	0	8	0	9	0	10	0	8% nominal return
Other <sup>1</sup>	0	0	0	0	0	0	0	0	0	0	0	0	Not Applicable

1. "Other" includes strategies or investments specifically approved by the Board that do not correspond to the listed asset classes. Refer to Appendix A.  
 2. Benchmark weighting for October 1, 2015 will remain the same as for October 1, 2014.

## **Section 7: Asset Class Policies**

The following asset classes are permitted to be held in the Fund, subject to the investment policies established below for each asset class and any applicable legal constraints, including the constraints imposed by the PBSA, the PBSR and the *Income Tax Act*, as outlined in Appendix B.

### **7.1 Money Market Short-Term Policies**

- 7.1.1. Short-term holdings include money market instruments and bonds with a term to maturity of 15 months or less.
- 7.1.2. Corporate money market securities should be rated A-1(Low) or better by Standard & Poor's ("S&P") or have an equivalent rating from another credit rating agency.
- 7.1.3. Short term corporate bonds should be rated A- or higher by S&P or have an equivalent rating from another credit rating agency.
- 7.1.4. Not more than 10 percent of the total short term holdings shall be in the money market instruments and bonds of any one corporation unless the corporation is a Schedule One bank.
- 7.1.5. Up to 1 percent of short-term holdings can be in non-rated debt issued by financial institutions (e.g., credit unions).

### **7.2 Mortgage Policies**

- 7.2.1. The portfolio shall consist of a broad range of mortgage products, diversified by geographic location, type of mortgage, size of mortgage, and type of real estate. It may include direct mortgage loans and mortgage instruments (e.g., mortgage bonds). All mortgage loans must be eligible investments under the PBSA and PBSR.

### **7.3 Fixed Income/Bond Policies**

- 7.3.1. Fixed income portfolios shall consist of international and domestic corporate bonds, convertible bonds, preferred shares, asset-backed commercial paper and securities, government debt securities, exchange traded funds, and fixed income derivatives (e.g., futures, options, swaps). Equity securities derived from the conversion of fixed income securities or related derivatives are permissible investments and will immediately be reviewed to determine whether to sell the security immediately or hold to sell at a more appropriate time.



- 7.3.2. Publicly traded fixed income securities from issuers, other than securities issued by governments within Canada and securities held within the High Yield Bond Fund when purchased must be rated BBB- or higher by S&P or have an equivalent credit rating from another credit rating agency. If any holdings are downgraded to below a BBB- rating, bclMC shall immediately review the downgraded security and determine whether to sell this security immediately or hold to sell at a more appropriate time.
- 7.3.3. Not more than 10 percent of the total fixed income holdings shall be in the debt securities of any one corporation.
- 7.3.4. Other than real return bonds and bonds within the High Yield Bond Fund, individual bond portfolios, must be managed within  $\pm$  20 percent of the duration of their respective performance benchmark.
- 7.3.5. Investments in private placements (as part of the bond allocation) are permitted provided they meet the same credit quality standards imposed on other bond investments, and are expected to be readily marketable within six months.
- 7.3.6. Illiquid private placements, in addition to 7.3.5, are permitted within the limits of the policy set out in 5.3.

#### **7.4 Equity Policies**

- 7.4.1. Equity investments consist of common and preferred shares, common stock equivalents (such as, convertible debentures, convertible preferred shares, installment receipts, equity warrants, and share rights), income trusts, exchange traded funds, depository receipts, and equity derivatives (e.g., futures, options, equity swaps).
- 7.4.2. Not more than 10 percent of the total equity holdings shall be in the shares of any one corporation or its related companies.
- 7.4.3. Equity private placements are permitted within the limits set out in the policy as specified in 6.3.

#### **7.5 Real Estate Policies**

- 7.5.1. Real estate investments consist of direct real estate holdings, units in real estate pooled funds, and real estate securities including trust units, shares in real estate companies, and debt.



- 7.5.2. Not more than 20 percent of the real estate portfolio by appraised value shall be invested outside of Canada.
- 7.5.3. Real estate investments shall be well diversified by property type, property location, and property risk.
- 7.5.4. No debt shall be assumed or created if, as a result, it causes the debt to market value of the overall real estate portfolio to exceed 25 percent. However, another 5 percent is allowed for the assumption or renewal of existing debt.
- 7.5.5. No direct investment in real estate shall be made without the benefit of a professional opinion regarding known or possible environmental contamination of the property.

#### **7.6 *Private Placement Policies***

- 7.6.1. Private placement investments are long-term debt or equity investments that are made primarily outside of the public market. Investments may be made directly by bclMC or indirectly through external managers. These are long-term commitments made on behalf of the Fund.

#### **7.7 *Infrastructure and Renewable Resources Policies***

- 7.7.1. Infrastructure and Renewable Resource investments are tangible long-life assets with potential for strong cash flows and favourable risk-return characteristics that provide an attractive match with pension liabilities. Infrastructure investments typically include physical assets that provide essential services such as utilities and transportation systems. Renewable Resource investments typically include timberland, farmland, and energy production assets such as wind and solar.

### ***Section 8: Use of Derivative Instruments***

- 8.1 The use of derivatives is only permitted for the following purposes:
  - (i) Synthetic Indexing - Passively investing in an attempt to replicate the returns of an index.
  - (ii) Risk Control - Managing interest rate, equity, credit, currency, legal or tax risk through the use of hedging strategies.

- 
- (iii) Lower Transaction Costs and Liquidity Management- Reducing the transaction costs on trading, custody and brokerage costs through use of index futures. Substituting one combination of securities for another with the same net exposure to market variables for the purposes of exploiting pricing inefficiencies.
  - (iv) Asset Mix Shifts - Reduce market movement and transaction costs of shifting asset weights or rebalancing by allowing instantaneous implementation of the shift through derivatives.
  - (v) Their use through participation in the All Weather Fund.
- 8.2 All derivative uses are to be structured to ensure that the aggregate amount of market exposure of the Fund does not increase as a result of derivative transactions.
- 8.3 Derivatives include: forward contracts, futures, options, and swaps. The above derivatives can have equities, fixed income, interest rates, and currencies as underlying instruments.
- 8.4 When a swap or an option contract is entered into with an external counterparty (e.g. a financial institution), the counterparty shall have at least an A- credit rating by S&P or an equivalent credit rating from another credit rating agency, unless otherwise approved by the Board. Forward contracts are restricted to financial institutions having a credit rating of A- or higher by S&P or an equivalent credit rating from another credit rating agency.
- 8.5 bclMC may use derivatives to hedge the Plan's exposure to a specific foreign currency for defensive purposes.
- 8.6 The use of any additional derivative products other than that stated above shall require the prior written consent of the Board.

### ***Section 9: Performance Reporting***

9.1 bclMC shall provide the Board with periodic<sup>1</sup> reports on the performance of the Fund. These periodic reports shall include the following information:

- net cash flows;
- Fund values;
- investment returns for the total Fund and individual pooled funds as well as all stated benchmarks;

---

<sup>1</sup> For the purpose of section 9.1, "periodic" means not less than twice each year.

- signed compliance certificate confirming compliance with this Statement;
- key changes in investment personnel;
- investment strategy for the next quarter; and
- investment management fees (including external manager fees, custodial, legal, and audit fees).

The compliance certificate shall report any breaches of this Statement as well as any material breaches of bclMC's internal pooled fund policies.

- 9.2 The returns of the Fund are calculated using market values derived from independent pricing sources. Returns are time-weighted so that cash flows have a minimal effect on return numbers. All income is included on an accrued basis. Return calculations are in accordance with industry standards. This includes using internal rates of return for private placements and similar type investments.
- 9.3 The return from foreign indices or benchmarks applicable to asset classes shall be calculated in Canadian dollar terms on an unhedged basis.
- 9.4 The Board shall compare the pooled fund's investment performance relative to the appropriate index return, and where appropriate shall compare actively managed asset classes to a universe of managers with similar mandates, at least once a year. It is recognized that manager universe comparisons must be interpreted with caution as there can be key differences in the nature of the portfolios (e.g., size) included in the universe. bclMC shall advise the Board periodically<sup>2</sup> of the portion of total public equities and of each equity asset class that are managed under active, indexed, and enhanced indexed strategies. bclMC shall advise the Board periodically of the return of each equity asset class relative to its policy benchmark.
- 9.5 Once a year, bclMC shall provide the Board with a more comprehensive report outlining the performance of the Fund. This annual review shall include an attribution analysis. Attribution analysis quantifies the impact of specific active management decisions (including security selection and tactical asset allocation) for the liquid assets relative to the liquid asset benchmark.
- 9.6 bclMC shall advise the Board periodically of the diversification of the mortgage, real estate and private placement pools in which the Fund participates.

---

<sup>2</sup> For the purpose of section 9.4, "periodically" means not less than twice each year.



- 
- 9.7 Real Estate is valued less frequently than liquid assets due to cost and complexity of valuation. At least once a year, bcIMC shall provide the Board with a report on the domestic and international real estate programs in which the Fund participates.
  - 9.8 Private Placements, Infrastructure, and Renewable Resources investment programs are valued less frequently than liquid assets due to cost and complexity of valuation. At least once a year, bcIMC shall provide the Board with a report examining the performance of the pools in which the Fund participates.
  - 9.9 bcIMC shall inform the Board of any substantial change in the investment policy underlying any pooled fund in which the Plan is invested.
  - 9.10 bcIMC shall report to the Board annually on whether its securities lending policies adhere to the Office of the Superintendent of Financial Institutions guidelines and whether it has made any changes to its securities lending policies.

### ***Section 10: Risk Management***

- 10.1 Managing investment risks is just as important as generating returns. Maintaining a well-diversified portfolio is the cornerstone of the Fund's risk management program.
- 10.2 The Fund may not sell short or borrow securities or purchase securities on margin.
- 10.3 The Board, or Pension Corporation, shall inform bcIMC at least annually of anticipated liquidity requirements. The Fund shall maintain sufficient liquidity to meet its financial obligations as they come due. In the event of unanticipated withdrawals or cashflows, bcIMC may run a temporary overdraft, rather than liquidate investments, if it is considered to be in the best financial interest of the Fund.

### ***Section 11: Valuation of Assets***

- 11.1 As a general rule, all investments should be priced based on external sources on an ongoing basis. However, in some cases, obtaining ongoing market pricing may be prohibitively expensive (e.g., certain illiquid investments such as real estate and private placements). These assets shall be valued less frequently, but at a minimum, at least once a year.
  - 11.2 Any assets that cannot be marked-to-market on a regular basis (e.g., real estate and private placements) shall have their value determined in accordance with the valuation policies established by the external
-

managers, in accordance with standard industry practices. These values shall be reviewed by bcIMC.

## **Section 12: Responsible Investing and Voting Rights**

- 12.1 At all times, this policy shall be conducted within the framework of fiduciary responsibility. It shall therefore be implemented in a manner which does not interfere with the efficient investment of the Fund's assets to achieve investment return objectives, which are in the best financial interests of the Plan's current and future beneficiaries.
- 12.2 Pursuant to Section 4.8 and subject to Section 12.1, favourable consideration is to be given by bcIMC and its investment managers to investment opportunities in corporations that meet or exceed all environmental regulations and aspire to reduce the impact of their operations on the environment, apply best practices for corporate governance, adopt good standards of safety and employee welfare, and be responsible in their operations by effectively managing relationships with suppliers, customers and communities.
- 12.3 In keeping with the Board's fiduciary responsibilities and framework, the Board believes that environmental, social, and corporate governance ("ESG") issues can affect investment performance to varying degrees across companies, sectors, regions, asset classes and through time. In this regard, the Board supports the UN-supported Principles for Responsible Investment, introduced in April 2006 (<http://www.unpri.org/principles/>). By applying these principles, the Board recognizes that effective research, analysis and evaluation of ESG issues is a fundamental part of assessing the value and performance of an investment over the long-term.
- 12.4 The Board delegates its voting rights to bcIMC and instructs bcIMC to act in the best financial interests of the Fund. In addition to proxy voting, bcIMC uses shareholder engagement to encourage companies to focus on long-term value creation by effectively managing ESG risks that may emerge over time and materially affect the valuation of the company and/or asset. The Board believes that engagement is a more effective tool for seeking to initiate change to and influence corporate practices than divesting. As an active and engaged investor, bcIMC expects and encourages the companies within its portfolio to apply good corporate governance practices, effectively manage their business relationships, and be responsible in their operations. bcIMC's engagement activities are based on strategic ESG priorities and, as a result, ESG matters are addressed to the extent that they influence risk and return of the Fund.



- 12.5 bclMC shall provide the Board with copies of its corporate governance guidelines and at least once a year the Board shall review bclMC's voting record.

### ***Section 13: Conflict of Interest and Code of Ethics***

- 13.1 Members of the Board (whether appointed as a Trustee or as an Alternate Trustee) are subject to the Municipal Pension Plan Trustee Code of Conduct, including the conflict of interest provisions contained in part V of the Code.

- 13.2 Because bclMC and its investment managers are involved in the ongoing management of the Fund, they are required to have a more comprehensive and thorough conflict of interest policy, which shall meet or exceed the standards established for the investment industry by the CFA Institute. bclMC shall make disclosure in accordance with section 12.3 if any of its employees or agents materially breach their internal conflict of interest guidelines.

- 13.3 Procedure on Disclosure of Conflict of Interest

Members of the Board shall disclose the nature and extent of their actual or perceived conflict of interest in accordance with part V of the Municipal Pension Plan Trustee Code of Conduct.

bclMC shall disclose any conflict of interest in accordance with the provisions of its service agreement with the Board and its own conflict of interest policy referred to in section 13.2.

### ***Section 14: Implementation***

The Board has decided to implement the investment policy through investments managed by bclMC, in accordance with section 5. The pooled funds in which the Board has agreed to participate are listed in the attached Appendix A. By participating in a particular pooled fund, the Board acknowledges that it has reviewed the pooled fund's internal investment policy and finds it acceptable. If bclMC makes any material change to the investment policy of a particular internal pooled fund listed in Appendix A, they shall disclose the change to the Board and, subject to the pooled portfolio rules, the Board shall decide whether it wishes to remain invested in that pooled fund.



**Appendix A**  
**Eligible Pooled Funds – Effective June 24, 2015**

<b>Asset Class Categories Under Section 5.2</b>	<b>Eligible Pooled Funds</b>	<b>Benchmarks</b>
<b>Short Term</b>	<i>Canadian Money Market Fund (ST1)</i>	<i>FTSE TMX Canada 30 Day T-Bill Index</i>
	<i>Canadian Money Market Fund (ST2)</i>	<i>FTSE TMX Canada 91 Day T-Bill Index</i>
	<i>US Dollar Money Market Fund (ST3)</i>	<i>Citigroup 30 Day Treasury Bill Index</i>
	<i>Short Term Bond Fund</i>	<i>FTSE TMX Canada Short Term Government Bond Index</i>
<b>Mortgages</b>	<i>Fixed Term Mortgage Fund</i>	<i>FTSE TMX Canada Short Term Overall Bond Index + 100 bps</i>
	<i>Construction Mortgage Fund</i>	<i>FTSE TMX Canada 365 Day T-Bill Index + 100 bps</i>
	<i>Mezzanine Mortgage Fund</i>	<i>FTSE TMX Canada 365 Day T-Bill Index + 250 bps</i>
<b>Nominal Bonds</b>	<i>Indexed Government Bond Fund</i>	<i>FTSE TMX Canada All Government Bond Index</i>
	<i>Long Term Bond Fund</i>	<i>FTSE TMX Canada Long Term Government Bond Index</i>
	<i>Canadian Universe Bond Fund</i>	<i>FTSE TMX Canada Universe Bond Index</i>
	<i>Global Government Bond Fund</i>	<i>JP Morgan Global Investment Grade Government Bond Index (GBI) (Hedged CAD)</i>
	<i>High Yield Bond Fund</i>	<i>Bank of America Merrill Lynch BB-B US Cash Pay High Yield Constrained Index</i>
<b>Real Return Bonds</b>	<i>Canadian Real Return Bond Fund</i>	<i>FTSE TMX Canada Real Return Bond Index</i>
<b>Canadian Equities</b>	<i>Indexed Canadian Equity Fund</i>	<i>S&amp;P / TSX Composite Index</i>
	<i>TSX Ex Equity Fund</i>	<i>S&amp;P/TSX Composite Index less the return of any excluded companies</i>
	<i>Enhanced Indexed Canadian Equity Fund</i>	<i>S&amp;P / TSX Capped Composite Index</i>
	<i>Active Canadian Equity Fund</i>	<i>S&amp;P / TSX Capped Composite Index</i>
	<i>Active Canadian Small Cap Equity Fund</i>	<i>S&amp;P / TSX Small Cap Index</i>
<b>Global Equities</b>	<i>Indexed US Equity Fund</i>	<i>S&amp;P 500 Total Return Index</i>
	<i>Enhanced Indexed US Equity Fund</i>	<i>S&amp;P 500 Total Return Index</i>
	<i>Active US Equity Fund</i>	<i>Russell 1000 Total Return Index</i>
	<i>Active US Small Cap Equity Fund</i>	<i>Russell 2000 Total Return Index</i>
	<i>Indexed European Equity Fund</i>	<i>MSCI Europe Net Index</i>
	<i>Active European Equity Fund</i>	<i>MSCI Europe Net Index</i>
	<i>Indexed Asian Equity Fund</i>	<i>MSCI Pacific Net Index</i>
	<i>Active Asian Equity Fund</i>	<i>MSCI All Country Asia Pacific ex-Japan Net Index</i>
	<i>Indexed Global Equity Fund</i>	<i>MSCI World ex-Canada Net Index</i>
	<i>Indexed Global ESG Equity Fund</i>	<i>MSCI World ESG Net Index</i>
	<i>Enhanced Indexed Global Equity Fund</i>	<i>MSCI World ex-Canada Net Index</i>
	<i>Active Global Equity Fund</i>	<i>MSCI World ex-Canada Net Index</i>
<b>Emerging Markets Equities</b>	<i>Thematic Public Equity Fund</i>	<i>MSCI World ex-Canada Net Index</i>
	<i>Indexed Emerging Markets Equity Fund</i>	<i>MSCI Emerging Markets Net Index</i>
<b>Real Estate</b>	<i>Active Emerging Markets Equity Fund</i>	<i>MSCI Emerging Markets Net Index</i>
	<i>Realpool Investment Fund</i>	<i>CPI plus 4 %</i>
<b>Private Placements</b>	<i>Realpool Global</i>	<i>7% nominal return (primary), CPI plus 4 % (secondary)</i>
	<i>Private Placement Vintage Funds</i>	<i>MSCI All Country World Net Index plus 2%</i>
<b>Infrastructure and Renewable Resources</b>	<i>Infrastructure Funds</i>	<i>8% nominal return</i>
	<i>Renewable Resource Investment Funds</i>	<i>7% nominal return</i>
<b>Other</b>	<i>Currency Hedging Funds</i>	<i>Not applicable</i>
	<i>All Weather Fund</i>	<i>Nominal 6.5% return in US Dollar Terms</i>

Product Descriptions for each of the eligible pooled funds above are available upon request.

## APPENDIX B

### Asset Class Policies – Legislative Constraints

#### **Federal Pension Benefits Standards Act, 1985 Constraints**

The PBSR requires investments to be made in accordance with the federal *Pension Benefits Standards Regulations, 1985*, which include the following quantitative rules:

- |    |  |                                   |
|----|--|-----------------------------------|
| 1. | Maximum investment in one company's securities         | 10% of the book value of the Fund |
| 2. | Maximum proportion of the voting shares of any company | 30%                               |

#### **Income Tax Act and Canada Revenue Agency Constraints**

1. No money is to be borrowed by the Fund, except for the purpose of acquiring real property or occasionally for 90 days or less as provided in *Income Tax Regulation* 8502(i).
2. No prohibited investment (see *Income Tax Regulation* 8514) may be purchased, such as the securities of a participating employer, if the shares of that employer are not listed on one of the stock exchanges prescribed in *Income Tax Regulations* 3200 or 3201.





## Governance and Priorities Committee Report For the Meeting of September 3, 2015

---

**To:** Governance and Priorities Committee **Date:** August 26, 2015  
**From:** Robert Woodland, Director, Legislative and Regulatory Services  
**Subject:** Lessons Learned from the 2014 Municipal Election and Proposed Improvements for 2018

---

### RECOMMENDATION:

That Council

- a) Receive this report for information,
- b) Provide feedback and any additional suggested improvements for consideration,
- c) Direct staff to
  - a. Write to the Provincial government requesting that the *Local Government Act* be amended to increase the amount of time between the end of the nomination period and the start of the advance election dates, and prepare a Council Resolution to submit to AVICC recommending this action, and
  - b. Bring forward amendments to the *Election Procedures Bylaw* by December 31, 2015.

### EXECUTIVE SUMMARY

The purpose of this report is to outline lessons learned in conducting the 2014 Municipal Election, identify changes anticipated for the next election in 2018, and offer Council an opportunity to provide suggestions for improvements based on their own participation and feedback from voters.

Despite voting places being significantly busier than past elections, with an unprecedented voter turnout, the 2014 municipal election ran smoothly, capitalizing on new initiatives in a number of areas. The most notable enhancements were expanded citizen engagement and the use of technology to streamline previously manual processes.

Cumulatively, an increased awareness of the election, greater access to voting, and simplified voting process for both voters and election staff, contributed to the substantial increase in voter turnout. The issues and candidates in any election also have a significant influence on voter turnout.

The 2014 Municipal Election presented an opportunity to move from a statutory approach to communicating election activities and requirements, to one that resonated more with voters. It removed barriers and built relationships not only between City departments in support of the election, but also with staff across neighbouring municipalities, and with new facilities and associations.



Inspired to increase voter turnout, build positive relationships between the municipality and current and future voters, and remove barriers to voting, a suite of improvements were introduced. Victoria, Saanich, Oak Bay and Esquimalt municipalities collaborated on a creative approach to motivate voters, resulting in a bold full wrap of the daily newspaper to maximize voter reach and budgets to support General Election Day. It included a map and could be simply removed and used by voter throughout day. Many voters appeared at the polls with the wrap in hand.

For the first time, polls were located outside of the municipal borders on the Uvic campus, as well as at Our Place, an inner city community centre. This assisted in reaching Victoria's largest age demographic, renters, and vulnerable citizens who are traditionally less likely to vote.

A Councillor Candidate Guide created a one-stop location for candidate information, responsive to consistent feedback from voters during previous elections.

Studies indicate that those who vote once are more likely to vote again, so creating a positive opportunity could encourage greater desire and understanding when eligible to vote. A "Future Voter" program was a simple and cost effective way to engage younger demographics in the election by encouraging parents to bring children to polls. Children received a "future voter" sticker to wear proudly alongside their parents "I voted" sticker. This is a long term strategy to engage youth in the elections process and remove barriers for parents on voting day. A colouring contest with a prize of "Mayor for the Day" provided opportunity for winners to learn about local government services.

A creative social media strategy was initiated to encourage voters to share their experience with peers, and reach broader demographics. The simple "I voted" sticker created a cost effective visual cue that was promoted as the "must have accessory on voting day". Voters were encouraged to share their pictures and experiences. Hundreds of voters shared photos and videos of stickers on jackets, hats, bike helmets, car bumpers and pets.

For the first time, webcasting of results at the close of polls, occurred. However the technology was less than satisfactory and will need to be improved for 2018 election.

Overall, the important lessons learned included:

- Innovative public engagement activities can significantly improve voter turnout and build long term relationships
- Cooperation between municipalities in publicizing and administering municipal voting improves the voting experience for people; and
- The use of new technology can improve the voting experience and streamline voting administration. Technology is also a critical risk in the elections process.

Election administration is an area of continuous improvement. Opportunities for further improvement in the next election have been examined for each of the following areas:

1. Voting Locations and signage
2. Additional Voting Opportunities
3. New Technology (Electronic Voter Check-in) and improved webcasting
4. Voter Engagement
5. Budget
6. Campaign Signage
7. Issues to Raise with Province and Elections BC
8. Proposed *Election Procedures Bylaw* Amendments
9. Additional Changes Proposed for 2018



A summary of issues and recommendations related to each area is included in the report. These will be further reviewed, along with Council's suggestions, while preparing the budget in 2017 for the 2018 municipal election.

## PURPOSE

The purpose of this report is to outline the lessons learned in conducting the 2014 Municipal Election, identify key changes anticipated for the 2018 election, and invite Council to offer suggestions for improvements based on their own election participation and feedback from voters.

## BACKGROUND

The City of Victoria Municipal Election held November 15, 2014 saw a 39% voter turnout, an increase of 43% from the 2011 election (26% turnout). A total of 24,665 voters cast ballots, over 7,000 more than in 2011. This is a significant increase and appears to be the largest turnout ever recorded in a Victoria election. Voter participation was high across the region, with the District of Saanich recording 35% turnout, the District of Oak Bay 43% and the Township of Esquimalt 30%.

Twelve voting places were in operation on General Voting Day. Four advance voting opportunities were held – two at City Hall (November 5 and 10), one at the University of Victoria, in partnership with Oak Bay and Saanich (November 6), and one at Our Place Society (November 7). The total number of ballots cast during advance voting was 3,144, an increase of 1,400, or 80%, from the two advance polls held in the 2011 municipal election.

Voters were also offered the opportunity to cast a mail ballot if they were unable to vote at an advance voting location or on General Voting Day, either due to mobility issues or absence from the municipality. A total of 266 mail ballots were cast, more than double the 2011 total of 111.

The conduct of the election is regulated by the *Election Procedures Bylaw* and is administered under the authority of the Chief Election Officer (CEO), appointed prior to every municipal election.

Recent legislative changes have set the next municipal election for October 2018.

## ISSUES & ANALYSIS

A comprehensive voter engagement strategy that included process improvements and improved information and tools, was introduced to support the 2014 municipal election.

As part of the post-election evaluation, staff met with the Presiding Election Officials from each of the voting places to receive feedback on their experience and gather ideas for future improvements. Many of the comments related to methods for further improving traffic flow and faster processing of voters in the voting places generally, while others were unique to specific locations or related to the impacts of the unprecedented voter turnout. These improvements have been noted and will be incorporated into planning for 2018. Election management staff have also participated in post-election debriefings with other municipalities and election service providers and anticipate a number of valuable new tools and services to be introduced for the next election.

Specific examples of changes or improvements made in 2014, and opportunities noted for further development in 2018, are outlined below.

### 1. Voting Locations



The City typically uses the same voting locations for each election, these being a combination of community centres, church halls and schools. Of the 12 voting places, two were new locations that replaced schools that were either permanently closed or temporarily unavailable. The St. Barnabas Church Hall replaced the recently shut down Sundance Elementary School, and Vic High was used in place of George Jay Elementary, which was closed for seismic repairs in 2014. The majority of locations appeared to be suitable in terms of size, layout and parking, but all will be reviewed before the final determination of voting places is made. Signage denoting voting places will be improved in future for both wayfinding and quality.



Appendix A – Voting Locations and Ballots Cast

Voting Location	Ballots Cast	
	#	%
Advance City Hall 1	1,033	4%
Advance City Hall 2	1,260	5%
Advance UVic	268	1%
Advance Our Place Society	583	2%
Burnside Campus	934	4%
Mail ballots	266	1%
Central Baptist Church	1,637	7%
Cook Street Village Activity Centre	2,568	10%
James Bay Community School	1,546	6%



James Bay New Horizons	2,086	8%
Margaret Jenkins School	1,882	8%
Oaklands School	2,407	10%
Quadra Elementary School	1,513	6%
St. Barnabas Church	937	4%
Sir James Douglas School	2,194	9%
Victoria High School	1,604	7%
Victoria West School	1,947	8%

**Total ballots cast = 24,665 100%**

#### Additional Voting Opportunities

The City has administered various types of voting opportunities in the past and will be expanding upon this in 2018. The following additional voting opportunities accounted for 13% of total voter turnout.

##### *a) Special Voting (1% of voter turnout)*

Special voting opportunities are enabled to accommodate specific groups, for example, residents of long term care facilities or hospitals. In 2014 there was a great demand from seniors' care homes for the City to establish specific voting opportunities at their institutions for the convenience of their residents, instead of relying on the mail ballot process. A bylaw amendment is required to enable short term voting opportunities at larger institutions, at the discretion of the CEO. Some Lower Mainland municipalities offer special voting opportunities in shopping malls or other locations frequented by large groups of people. Staff will examine the feasibility of including this type of voting. Additional special voting opportunities beyond what is currently offered would incur greater cost as additional staff and materials are required. This will be reviewed in 2017 and incorporated in the 2018 Election budget request.

##### *b) Advance Voting (11% of voter turnout)*

Two advance voting opportunities are mandated by the *Local Government Act*. The Chief Election Officer has discretion to establish additional advance voting polls. Given the success of the two extra advance polls offered in 2014, staff will be seeking to expand advance voting in the next election. Costs to administer additional advance voting places will be included in the 2018 budget request.

##### *c) Mail Ballots (1% of voter turnout)*

Mail balloting was introduced in Victoria to ensure that residents who could not leave their homes or lived in long-term care facilities were still given the opportunity to vote. The City has administered a mail ballot process for three elections. Eligible voters are provided with the option to vote by mail if they are unable to attend in person at a voting place due to a physical disability, illness or injury, or are absent from the municipality on General Voting Day and at the times of all advance voting opportunities. There was great take-up of this process in 2014 and it will be offered again for the next election. A few issues were experienced with respect to the mail ballot program, notably that the deadline for the nomination period was too close to the beginning of the voting period, making it difficult to provide ballots early enough to voters who would be away during voting. Staff recommend that the provincial government amend legislation to establish an earlier nomination period that would enable mail ballots to be made available earlier.

## 2. New Technology – Electronic Voter Check-in

The use of electronic voter check-in technology for the first time in 2014 proved very successful in streamlining the check-in process for 99% of voters. A manual voter registration process is required for mail ballot voting.

Two laptops and a bar code scanner were deployed to each location. Individuals presenting voter cards had their name checked off an electronic voters list, which enabled them to move directly to a separate station to sign the voting book and receive a ballot. Electors without cards were manually checked in using the digital voters list and their identification. This type of electronic check-in is common in other large municipalities, including Vancouver, Burnaby, Surrey and several Okanagan municipalities.

Electronic voter check-in has many benefits, including:

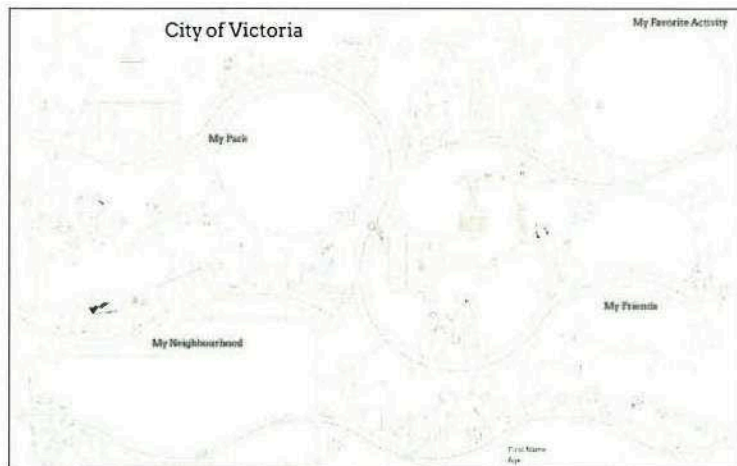
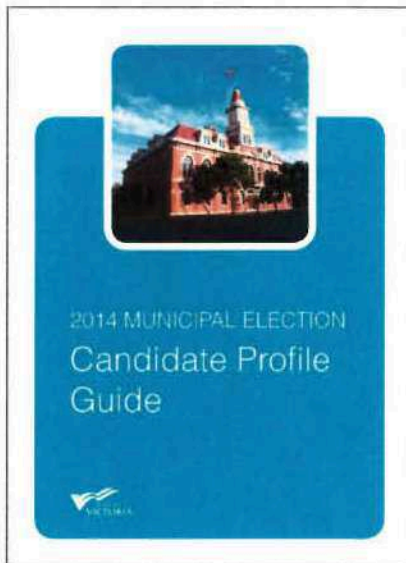
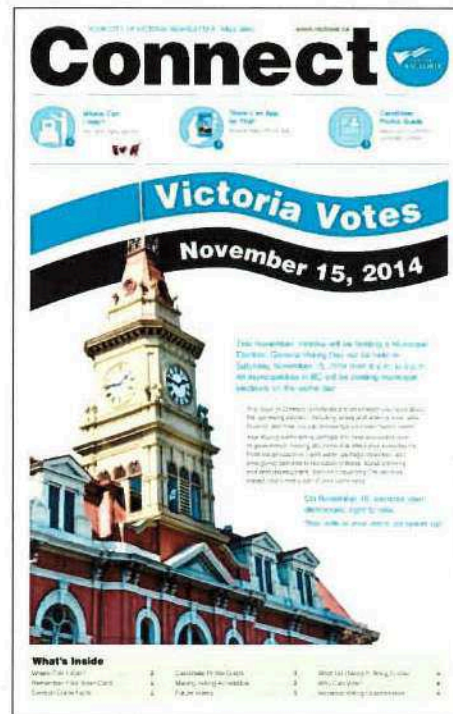
- faster and more streamlined check-in process
- ability to update the voters list after advance voting
- simple way to audit the voters list post-election
- ability to monitor if an elector has tried to vote more than once
- secrecy of the ballot is protected as there is no way to connect the elector information on the bar code to a ballot
- ability to produce a set of voter demographics based on the participation of registered voters (e.g., age, gender by voting place, time of attendance at voting places). The information collected will assist in selecting voting places, determining staffing levels and focusing engagement activities for the next election.

The use of this technology facilitates a “vote anywhere” model, as opposed to one based on designated voting locations. This is more convenient for voters and eliminates the need for voting divisions.

## 3. Voter Engagement

With a view to engaging potential voters, the City designed and implemented a number of outreach and informational campaigns.





New engagement activities in 2014 included:

- Candidate Profile Guide on website, with bios and contact information provided by candidates
- "Future Voter Program", including "Future Voter" stickers and a colouring contest. Three participants were selected through a draw to visit City Hall as "Mayors for the Day" in February
- Full-page wrap in the Times Colonist on the Thursday before the election, in coordination with Esquimalt, Oak Bay and Saanich. It included a map and could be simply removed and used by voter throughout day. Many voters appeared at the polls with the wrap in hand.
- Use of electronic billboard outside of Save-On-Foods Memorial Arena to promote voting, leading up to election day



- Blog post on election day encouraging voters to show off their "I Voted" stickers
- Live webcasting of results at the conclusion of voting

Other well-received initiatives were continued:

- "I Voted" sticker for voters
- Elections issue of the Connect newsletter
- Awareness information on parking kiosks
- Strong social media presence leading up to and on voting day on both Facebook and Twitter
- iPhone App
- Continually updated website, including a listing of candidates' meetings
- Additional printed material, including rack cards

The wide-ranging awareness activities were well-received and generated a lot of interest. The significant increase in voter turnout can likely be attributed to the expanded range of awareness initiatives and increased access to information.

Most of the feedback staff received was related to the Times Colonist wrap and the Candidate Profile Guide, both of which were viewed very favourably.

In the lead-up to Election Day traffic was high on all of the election webpages, with the City's highest ever one day visitor count occurring on Election Day. This was specifically directed at the Candidate Profile Guide, suggesting that many voters accessed this information shortly before voting. In addition, viewership of the live election results webcast was substantially higher than for any previous event.

The Candidate Guide was an important learning experience in terms of trying ways to make information about candidates more accessible for voters. It has initially been planned for online only, but was soon recognized that print versions were necessary for those without computers.

The new "Future Voter" program proved very popular with families and offers great potential for expansion. This program made the voting experience more welcoming for families and provided an opportunity for parents to talk about and model the importance of voting. Staff underestimated the popularity of this initiatives and some voting places ran out of stickers and colouring posters early in the day. More stickers and posters will be ordered next election.

In terms of traditional means of communicating the election information, the City has historically been very been cautious in approach. There was some initial reluctance among staff to be too creative or use social media broadly in communicating elections activities. It was felt there was risk to the election process and that the specific legal requirements of the election might be lost. There was extensive dialogue internally to address concerns and agree to a new approach.

It was also recognized that in the Capital Region, with 13 municipalities, there was duplication of not only effort to reach voters, but costs. At the same time, there are consistent requirements for elements like voter identification and voting times.

With a shared desire to see increased voter turnout in all municipalities and recognizing that some municipalities do not have the same staff or tools available to communicate, Victoria proposed collaborating on the creative approach to engaging voters as well as advertising costs. Esquimalt, Saanich and Oak Bay partnered with the City.

Although other regional municipalities – outside of those noted- did not formally participate in joint efforts, it was felt that it was in the interest of all residents of the Region to benefit from shared

information. In the spirit of regional partnership, information for all municipalities was available in the advertising.

Live webcasting of the polling results, was offered for the first time. This resulted in the highest website and webcasting visitation the City has experienced. However, the quality was less than satisfactory and significant improvements to the reporting technology and webcasting integration will be required.

#### 4. Budget

The budget allocation for the 2014 election was \$267,500. This included an additional \$25,000 from contingency that was approved by Council in June 2014 to fund electronic voter check-in technology and the administration of additional advance voting opportunities.

The primary expenditures in 2014 were for:

- Election personnel (including advance and election days, support staff): \$108,000
- Contracted services (voter cards, electronic check-in software/hardware, etc.): \$92,000
- Communications (including statutory notices, awareness materials, etc.): \$27,000

The expenditure for the 2014 municipal election was \$247,000. Historically, the City has administered voting for the Greater Victoria School District (SD61) School Trustee election and included that race on the ballot. For this service, the City charges the school district up to one-third of the costs of voting administration. In 2014, this amounted to about \$49,000.

After recovery of the school district portion the net cost to administer the election was approximately \$198,000. This does not include staff time for the Chief Election Officer and two Deputies, or City departments who assumed additional work to support election requirements in the months leading up to and following the election.

#### 5. Campaign Signs

Signs are a primary communication tool used by candidates during the election period and are frequently put up in City rights of way and boulevards. To protect public safety and public amenities, the City provides candidates with a list of specific locations where election signs are not allowed.

During the election period, and on Voting Day, election officials received numerous complaints from the public and from candidates about campaign signs being placed in inappropriate and unauthorized locations. City staff respond to these complaints by contacting the applicable campaign office to relocate the sign within 24 hours. If there is an immediate safety concern or damage is being caused to City property, the City will impound the sign and then contact the campaign office to retrieve it. Other signs not relocated by the campaign office within 24 hours are impounded by the City for pick-up by campaign workers.

Regulations are required to manage the impacts of these signs on traffic and pedestrian safety, and mitigate damage to underground infrastructure, trees and plantings, as well as traffic control signs and devices. Amendments to the current provisions are proposed to provide greater clarity about the rules. Signage requirements will also be proactively communicated more broadly early in the election process to assist candidates and the community in understanding the regulations.



## 6. Issues to Raise with Province and Elections BC

The provincial Ministry of Community Sport and Cultural Development administers the *Local Government Act*, which governs municipal elections, and Elections BC administers the financial disclosure rules for municipal elections under the *Local Elections Campaign Financing Act* (LECFA).

During the 2014 election period issues arose relating to access to the voters list and voting information. Some candidates' agents had experience with these matters during provincial or federal elections and made some assumptions about what is allowed in municipal elections. Several municipalities reported problems with agents pursuing this access aggressively, with some citing incidences of hacking or attempted hacking of election records.

While enabled under the *Elections Act* for provincial elections, clarification is needed from the Province as to whether the *Local Government Act* authorizes the following activities:

- Scrutineers recording and transmitting elector information from voting places,
- Candidates receiving updated voters' lists showing who had voted during Advance Voting,
- Candidates receiving access to real-time voter check-in info online.

The *Local Government Act* (LGA) does not authorize access to voters' personal information in the same manner as provincial legislation. The Act requires that election records created during election proceedings be kept secure and provided for inspection only after the declaration of official results.

In 2014, the *Local Elections Campaign Financing Act* was adopted, assigning responsibility for the financial disclosure process for municipal elections to Elections BC. The information provided to candidates and their representatives on the new requirements and correct submission processes appeared to be unclear or inconsistent to many candidates and their agents. City election officials experienced some challenges in providing advice on the process and legislation, and engaged frequently with Ministry of Community, Sport and Cultural Development or Elections BC staff to understand the interpretation and application of LECFA.

## 7. Proposed Election Procedures Bylaw Amendments

At the December 18, 2014 Council meeting, Council directed staff to "bring forward for Council's consideration proposed amendments to the City's *Election Procedures Bylaw* that would improve future elections." With a view to continuously enhancing the election process and improving service to voters and candidates, the following bylaw amendments are proposed:

- **Additional Voting Opportunities:** Staff will bring forward bylaw amendments needed to expand special and advance voting opportunities at the discretion of the Chief Election Officer. The City would seek to expand special voting in a manner that balances cost and the availability of mail ballots. Some Lower Mainland municipalities offer advance voting opportunities in shopping malls or other locations attended by large groups of people.
- **Mail Ballots and Special Voting:** It is proposed that mail ballots be used for individuals and smaller nursing and care facilities and that special voting be conducted at facilities with a larger (i.e., 50+) number of residents.
- **Voting Divisions:** Security of the voting process and voter convenience are best enabled through electronic voter check-in technology that facilitates a "vote anywhere" model. Consequently, there is no longer a need to assign voters to a particular voting location to



reduce the likelihood that a voter casts more than one ballot, so the bylaw section related to voting divisions can be repealed.

- Campaign Signage: Bylaw amendments will be proposed to specifically regulate election signage. The amendments will prescribe where election signs are permitted, required setbacks from intersections, how they can be erected on public property, the penalties for not removing the signs, including those within 100m of voting locations, and the procedures for removing signs following the election.

Other bylaw amendments will likely be identified as staff work through the bylaw update, and these will be highlighted for Council when the bylaw comes forward for first reading.

#### 8. Additional Lessons Learned for 2018

In addition to the bylaw amendments proposed, staff also suggest the following updates be made to election administration procedures in 2018:

- While most voting locations will likely be retained, all locations will be re-evaluated before the next election.
- Pre-scored ballots will be ordered for the mail ballot program to avoid the issues with the electronic reading of folded ballots that were encountered in 2014.
- Staff will examine the feasibility of extending advance voting opportunities to different types of locations (e.g., shopping malls) in advance of the 2018 municipal election, and will discuss further partnership opportunities with neighbouring municipalities.
- It is anticipated that electronic check-in would continue, with the potential for more equipment at each location. For example, the higher volume voting places should have a third laptop and additional scanner to process voters more quickly. The use of additional check-in software features such as electronic registration would also assist in processing voters more efficiently.
- Staff participate in a network comprised of election officials from other jurisdictions and election service providers to stay involved in discussions of proposed enhancements for future elections. One subject staff will be investigating is an improved option for the reporting of results and live streaming on election night. With webcasting of election results in 2014 for the first time, it was noted that the software currently offered by the City's elections support company is cumbersome and outdated, does not provide users the ability to customize reports and does not lend itself well to live streaming.
- There may be an opportunity to take advantage of other technological advances in the intervening four years, if enabled by Provincial legislation. These include digital signature capture, electronic voter cards, and allowing online access to the voters list by candidates and their representatives.
- A similar approach will be taken with the voter engagement program in 2018. Many initiatives will continue and new concepts are likely to emerge. The mobile App will be redesigned for greater effectiveness and the City will continue to take advantage of low cost, wide reaching technological and social media tools, including those that emerge over the next four years.



- Improved webcasting and reporting of electronic results at City Hall at the close of the polls will be explored in preparation for the election in 2018.
- Staff will liaise with the following organizations to provide and obtain information:
  - Elections BC - to seek clarification on the financial disclosure rules and recommend clarification of their candidate materials to facilitate a candidate's completion of the required documents.
  - Ministry of Community, Sport and Cultural Development - to seek clarification on providing access to the voters list during voting.
  - Ministry of Community Sport and Cultural Development and AVICC/UBCM - to recommend legislative changes that would allow more time between the end of the nomination period and the beginning of the election period, to facilitate the administration of the mail ballot process.

## OPTIONS & IMPACTS

Staff recommended amendment of the *Election Procedures Bylaw* to enable voting process improvements and to expand the opportunities for voting. Other service improvements, including enhanced engagement activities can be implemented without bylaw amendments.

The *Election Procedures Bylaw* lays out many of the specific authorities that are used to administer an election. Bylaw regulations must be consistent with the provincial authority found in the *Local Government Act*. Amendments to the *Election Procedures Bylaw* and other consequential bylaw amendments will be presented to Council by December 2015, including:

- Allowing for special voting opportunities at locations with a large number of voters who may have difficulty attending a regular voting opportunity, such as assisted living/care facilities and hospitals
- Enabling technological solutions such as electronic signature capture and online access to the voters list during voting opportunities, as enabled by legislation, and
- Changes to regulations respecting election signage.

An updated bylaw would ensure that the rules governing how an election is conducted are clear to candidates, their representatives and voters.

A draft budget for the 2018 election will be developed once the technological and other support needs are known; however the next budget can be expected to increase by at least the \$25,000 to provide the same level of service as the 2014 election. This would be directed to additional electronic integration, an increase in supplies, and costs to support expanded special voting and additional advance voting opportunities.

## CONCLUSIONS

A number of new tools and processes were introduced during the 2014 election period and important experience gained with new technology, a broader voter engagement program and the implementation of additional voting opportunities. From a high-level viewpoint, the important lessons learned included:

- Innovative public engagement activities can significantly improve voter turnout and build long term relationships
- Cooperation between municipalities in publicizing and administering municipal voting improves the voting experience for people; and



- The use of new technology can improve the voting experience and streamline voting administration.

City Staff will build on these successes in preparation of the next election, and seek opportunities for further improvements in 2018. These will be outlined when the proposed election budget is presented to Council in 2017 as part of the annual financial planning process.

Respectfully submitted



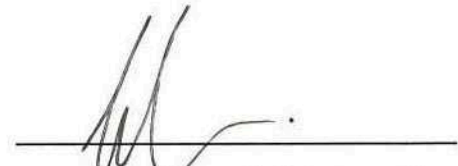
Robert Woodland  
Director, Legislative and Regulatory Services



Katie Hamilton  
Director, Citizen Engagement and Strategic Planning

Report accepted and recommended by the City Manager:

Date:

  
August 28, 2015







## Lessons Learned from the 2014 Municipal Election and Proposed Improvements for 2018



### Municipal Voting Process

- Four advance voting opportunities
- Advance mail ballot voting
- Twelve Voting Places on Election Day
- 24,665 ballots cast (up 43% over 2011)
- Electronic check-in and vote counting



## New Voting Initiatives

- Electronic voter registration and check-in
- Advance voting – Our Place
- Advance voting – UVic
- Increased mail ballot use



Lessons Learned from the 2014 Municipal Election and Proposed Improvements for 2018

## Voting Process Improvement

- Expand special voting opportunities
- Expand advance voting opportunities
- Expand use of electronic voter check-in
- Evaluate Voting Place facilities
- Create new signs for Voting Places



Lessons Learned from the 2014 Municipal Election and Proposed Improvements for 2018



## Election Improvements

Follow-up with Provincial Officials to:

- Advocate for earlier nomination period
- Clarify scrutineers' role in Voting Places
- Improve candidate financial disclosures



Lessons Learned from the 2014 Municipal Election and Proposed Improvements for 2018

## Voter Engagement Strategy

Increase turnout in municipal elections by:

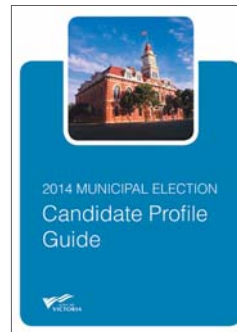
- Building voter interest and awareness
- Improving access to candidate information
- Supporting ongoing dialogue on the election



Lessons Learned from the 2014 Municipal Election and Proposed Improvements for 2018

## New Engagement Tools

- Candidate Profile Guide
- "Future Voter Program"
- Newspaper wrap with municipal partners
- Electronic billboard at Save-On-Foods Memorial Centre
- Blog post on Election Day to support voting
- Live webcast of election results



Lessons Learned from the 2014 Municipal Election and Proposed Improvements for 2018

## Engagement Impacts

- Highest Victoria voter turnout (39%)
- Most positive public feedback on:
  - Candidate Profile Guide
  - Times Colonist election wrap
- Future Voter program a hit with families



Lessons Learned from the 2014 Municipal Election and Proposed Improvements for 2018



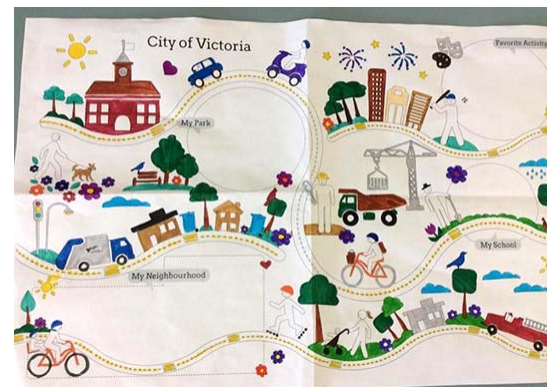
## Engagement Impacts

- Increased social media engagement



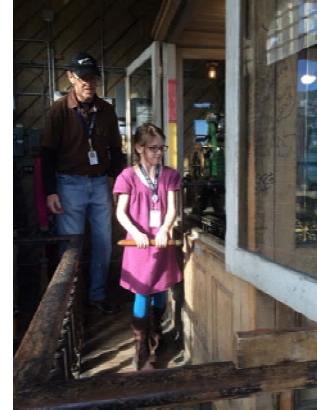
Lessons Learned from the 2014 Municipal Election and Proposed Improvements for 2018

## Mayor for a Day



Lessons Learned from the 2014 Municipal Election and Proposed Improvements for 2018

## Mayor for a Day



Lessons Learned from the 2014 Municipal Election and Proposed Improvements for 2018

## Mayor for a Day



<http://vancouverisland.ctvnews.ca/mobile/video?clipId=556103>



Lessons Learned from the 2014 Municipal Election and Proposed Improvements for 2018

## Lessons Learned

- Voters valued having more information
- Voter awareness supported higher turnout
- Cooperation with other municipalities valued
- Multiple engagement strategies effective
- More consistent amenities at Voting Places



Lessons Learned from the 2014 Municipal Election and Proposed Improvements for 2018

## Lessons Learned

- Tailor voting opportunities to voter needs
- Use new technology to improve voter experience and Voting Place efficiency
- Use new strategies to encourage turnout
- Increase cooperation with municipal partners
- New format for election results webcast



Lessons Learned from the 2014 Municipal Election and Proposed Improvements for 2018



## Councillor Feedback

- How can the City improve voter engagement?
- How can the City improve the voting process?
- How can the Province improve the municipal election process?





Reference: 284928

August 4, 2015

Her Worship Mayor Lisa Helps  
and Councillors  
1 Centennial Square  
Victoria BC V8W 1P6

Dear Mayor Helps and Council:

Thank you for your letter of June 1, 2015, which was also sent to the Honourable Christy Clark, Premier, requesting an independent review audit of the current state of oil spill preparedness and response in British Columbia (BC). I apologize for the delay in responding.

The Ministry of Environment's Environmental Emergency Program holds a shared responsibility when responding to spills of hazardous materials and harmful substances and holds a common interest to your concern involving a need for spill response readiness to protect community shorelines from the impacts of oil spills.

In the spring of 2013, the Province contracted a third party consultant, Nuka Research & Planning Group, LLC, to examine the existing state of marine spill preparedness and response in BC. This West Coast Spill Response Study included an initial assessment and gap analysis of the existing marine spill prevention and response regime in place for BC and an analysis identifying international best practices and elements required for establishing a world-class marine spill preparedness and response regime.

This information is publicly available on the Environmental Emergency Programs website, which you can find by visiting <http://www2.gov.bc.ca/en/index.page> and entering "policy review and consultation" in the search bar. Currently, Nuka Research is conducting a follow-up study to specifically identify world leading laws, regulations and practices that coincide with the eleven elements identified in the 2013 study. We expect this study to be completed this fall.

We continue to work on enhancing our Environmental Emergency Program as well as collaborating with our federal partners on improvements to marine spill response. Recognizing that what happens in the marine environment can often impact the terrestrial environment, and vice versa, on June 15, 2015, I was pleased to announce the Province's commitment to establish a world-leading terrestrial spill regime for British Columbia. The Province will ensure local communities, First Nations, federal partners and industry are fully engaged with helping to design this regime.

...2

Ministry of  
Environment

Office of the  
Minister

Mailing Address:  
Parliament Buildings  
Victoria BC V8V 1X4

Telephone: 250 387-1187  
Facsimile: 250 387-1356

- 2 -

Thank you again for writing.

Sincerely,

A handwritten signature in black ink, appearing to read "Mary Polak". The signature is fluid and cursive, with the first name "Mary" and last name "Polak" clearly distinguishable.

Mary Polak  
Minister

cc: Honourable Christy Clark, Premier





July 16<sup>th</sup>, 2015

**Mayor Lisa Helps**  
**1 Centennial Square**  
**Victoria, BC V8W 1P6**

To the Mayor and Members of Council:

As you may know, on 15 April 2015, the City of Hamilton passed a Roads–Equipment Installation By-law regulating the installation of equipment on, in and under its road allowance, including the community mailboxes being installed by Canada Post as it eliminates home delivery.

Canada Post's challenge to the By-law, an application to Ontario's Superior Court, has been successful. On 24 June 2015, the City's Council recommended that this decision be appealed to the Ontario Court of Appeal. In making their recommendation, they considered an opinion provided by the Honourable Ian Binnie, which is attached to this email. Mr. Binnie's firm of Lenczner Slaght has been retained.

The City of Hamilton's position, in short, is that municipalities have the authority to reasonably regulate their road allowance, and can apply minimum standards to the community mailboxes which ensure the protection of persons and property without conflicting with Canada Post's authority to determine how the mail is delivered.

On 25 June 2015, the Federation of Canadian Municipalities decided to seek intervenor status on the appeal. In doing so, FCM states that it is not questioning Canada Post's policy decision to eliminate door-to-door mail delivery, but is supporting municipalities' rights and duties to manage the road allowance for the benefit of all users.

We are asking for your support in this appeal by means of a financial contribution.

Any questions you have should be directed to Janice Atwood-Petkovski, City Solicitor, 905-546-2424 ext.4636, [Janice.Atwood-Petkovski@hamilton.ca](mailto:Janice.Atwood-Petkovski@hamilton.ca). We would appreciate your early response. Thank you for your serious consideration of this matter.

Sincerely,

Fred Eisenberger  
Mayor

*Attachments*

*Hamilton Roads – Equipment Installation By-Law*

<http://www2.hamilton.ca/NR/rdonlyres/89365AF5-8ECE-4DC5-B26C-3FD45B8F0B37/0/15091.pdf>

*Ontario Superior Court Decision*

<https://www.canlii.org/en/on/onsc/doc/2015/2015onsc3615/2015onsc3615.html?searchUrlHash=AAAAQAUY2FuYWwRhIHvc3QqaGFtaWx0b24AAAAAAQ&resultIndex=1>



Authority: Item 3.1, Motion  
CM: April 15, 2015

To Regulate the Installation of Equipment on Roads and to Delete portions of The Corporation of the City of Hamilton By-law No. 86-77 and The Regional Municipality of Hamilton-Wentworth By-law No. 77-109

Page 2 of 13

Bill No. 091

CITY OF HAMILTON

BY-LAW NO. 15-091

To Regulate the Installation of Equipment on Roads and to Delete portions of The Corporation of the City of Hamilton By-law No. 86-77 and The Regional Municipality of Hamilton-Wentworth By-law No. R77-109.

WHEREAS sections 8, 9 and 10 of the *Municipal Act, 2001* authorize the City of Hamilton to pass by-laws necessary or desirable for municipal purposes, and in particular, paragraphs 4, 5, 6, 8 and 10 of subsection 10(2) authorize by-laws respecting public assets of the municipality, the economic, social and environmental well-being of City, the safety and well-being of persons, the protection of persons and property and structures;

AND WHEREAS the City of Hamilton is responsible for ensuring that:

- persons are protected from injury;
- property is protected from damage; and
- disruption is minimized for those using the road as well as for abutting properties,

when work is carried out and equipment is installed on, in or under its roads;

AND WHEREAS the *Municipal Act, 2001* authorizes the City of Hamilton, amongst other things, to delegate its authority, to impose fees or charges on persons for services or activities provided or done by or on behalf of it, to provide for inspections and inspection orders, and to make orders to discontinue activity or to do work;

NOW THEREFORE the Council of the City of Hamilton enacts as follows:

PART 1 - DEFINITIONS

1.1 In this By-law:

"City" means the municipality of the City of Hamilton or the geographic area of the City of Hamilton as the context requires;  
"Director" means the Director of Engineering Services of the Public Works Department for the City and his or her designate or successor;

"emergency work" means work on existing equipment required to reduce or eliminate a situation or an impending situation that constitutes a danger that could result in serious harm to persons or substantial damage to property, including the loss of an essential service or damage to other infrastructure/equipment;

"equipment" includes underground conduits and pipes, cabinets, poles, towers, anchors, guy wires, brackets, cross arms, insulators, foundations, overhead and underground conductors, wires, lines, cables and transformers, access nodes, ancillary appliances and fittings and reasonably required associated protective installations;

"Officer" means a person appointed by Council, by the Director, or under this By-law, to administer or enforce this By-law and includes a person employed by the City whose duties are to enforce this By-law;

"permit" means a permit issued under Part 4 of this By-law to do work as set out in Appendix M of the Roads – Equipment Installation Manual;

"Permit Application Office" means an office set out in Appendix A of the Roads – Equipment Installation Manual;

"permit holder" means a person to whom a permit has been issued and includes persons doing work on behalf of the permit holder;

"person" includes any individual, firm, association, partnership, corporation, company or organization of any kind;

"road" means a road under the jurisdiction of the City and includes a common and public highway, street, avenue, parkway, driveway, square, place, bridge, viaduct or trestle, any part of which is intended for or used by the general public for the passage of vehicles and includes the area between the lateral property lines thereof;

"Roads – Equipment Installation Manual" means the Roads – Equipment Installation Manual as approved by the Director from time to time; and

"work" means work on equipment that affects any road and includes any excavation, or installation, repair, replacement or extension of equipment on, in or under or a road;

To Regulate the Installation of Equipment on Roads and to Delete portions of The Corporation of the City of Hamilton By-law No. 86-77 and The Regional Municipality of Hamilton-Wentworth By-law No. 77-109

Page 3 of 13

PART 2 - APPLICATION OF BY-LAW

- 2.1 This By-law applies to all roads.
- 2.2 This By-law does not apply to any work which is carried out by the City, its employees, agents or contractors.
- 2.3 The Director may waive the application of all or part of this By-law if he or she is satisfied that the work is adequately regulated by an agreement with the City or another form of approval given by the City.
- 2.4 Nothing in this By-law is to be construed as permitting anything which is prohibited under federal or provincial legislation, and where there is a conflict in this respect between federal or provincial legislation and this By-law, the federal or provincial legislation prevails.

PART 3 - GENERAL PROHIBITIONS

- 3.1(1) No person shall undertake any work without first obtaining a permit in accordance with this By-law and the Roads – Equipment Installation Manual.  
(2) Despite subsection 3.1(1), emergency work may be undertaken without first obtaining a permit if the Permit Application Office is notified no later than 48 hours after the emergency work is commenced and a permit is applied for as soon as possible after the Permit Application Office is notified.
- 3.2 No permit holder shall carry out or permit the carrying of work that is not in compliance with this By-law, the Roads – Equipment Installation Manual and all conditions of any permit issued under this By-law.
- 3.3 When undertaking work, the permit holder shall produce a copy of the permit to the Director or an Officer upon request.
- 3.4 Every person undertaking work shall comply with all applicable statutes, regulations, standards, codes, by-laws, rules and similar requirements.
- 3.5 No person shall hinder or obstruct, or attempt to hinder or obstruct, any person who is exercising a power or performing a duty under this By-law or the Roads – Equipment Installation Manual.
- 3.6 No person shall provide false or inaccurate information in an application for a permit issued under this By-law or in any document or thing required to be submitted by this By-law or the Roads – Equipment Installation Manual.

To Regulate the Installation of Equipment on Roads and to Delete portions of The Corporation of the City of Hamilton By-law No. 86-77 and The Regional Municipality of Hamilton-Wentworth By-law No. 77-109

Page 4 of 13

PART 4 - MORATORIUM - EQUIPMENT ACCESSED BY THE PUBLIC

- 4.1 The purpose of Part 4 is to temporarily stop work with respect to the installation of equipment accessed by the public (community mailboxes and any similar equipment) while the Director develops appropriate standards to be added to the Roads – Equipment Installation Manual and takes all other necessary steps for the processing of these permits.  
Temporarily stopping this work will ensure that the installation of large numbers of community mailboxes by Canada Post Corporation in established neighbourhoods is regulated in accordance with appropriate standards.
- 4.2 From the date this By-law comes into force until 120 days after the day on which Canada Post Corporation pays for the first 500 permits for community mailboxes:
  - (a) no person shall undertake any work to install community mailboxes;
  - (b) the Director shall not consider an application or issue a permit with respect to the installation of community mailboxes.
- 4.3 Paragraph 4.2(b) applies even if an application with respect to the installation of community mailboxes was made before this By-law came into force.

PART 5 - PERMIT APPLICATION

- 5.1 A person applying for a permit shall submit a completed application to the Director that is in accordance with Chapter 4 of the Roads – Equipment Installation Manual and includes:
  - (a) the name, municipal address, telephone number and email address of the person responsible for the work and:
    - (i) the name, position, telephone number and email address of an individual contact, available at all times while the permit is in effect, for that person;
    - (ii) the name(s), telephone number(s) and email address(es) of the most senior field personnel of that person or of their agent, servant, employee, subcontractor or licensee assigned to oversee the work;
  - (b) a description of the type, purpose and location of the work including the name(s) of the road(s) and the nearest municipal address(es);
  - (c) the scheduled starting date of the work and length of time estimated to complete the work;
  - (d) any proposed lane closure, road closure or sidewalk closure;



To Regulate the Installation of Equipment on Roads and to Delete portions of The Corporation of the City of Hamilton By-law No. 86-77 and The Regional Municipality of Hamilton-Wentworth By-law No. 77-109

Page 5 of 13

- (e) the requirement for any proposed removal or bagging of a parking meter, prohibition of curb parking, relocation of a bus stop, change to pavement markings or change to a traffic control device, including a temporary adjustment to traffic control signal timing or interference with a traffic signal loop;
  - (f) whether the work is emergency work and the nature of the emergency;
  - (g) a signed indemnity satisfactory to the Director;
  - (h) evidence of insurance coverage satisfactory to the Director;
  - (i) security as required by the Director;
  - (j) an agreement with the City with respect to work as required by the Director;
  - (k) revised or additional information to determine if the permit should be issued as required by the Director; and
  - (l) payment of the prescribed application fees in a manner as required by the Director.
- 5.2 The Director may issue a permit after receipt of a completed application, including any revised or additional information required by him or her, and the prescribed application fees. In making his or her decision to issue or refuse a permit, the Director shall have regard for the Roads – Equipment Installation Manual, including, but not limited to:
- (a) the moratorium on newly improved roads; and
  - (b) the requirements for alignments, services, horizontal and vertical services, depth of cover, structures with surface access and common trenching.
- 5.3(1) The Director may refuse a permit if the person responsible for the work:
- (a) is not in compliance with this By-law or the Roads – Equipment Installation Manual;
  - (b) is not in compliance with this By-law or the Roads – Equipment Installation Manual with respect to another permit; or
  - (c) has not paid any penalty or court awarded costs resulting from a legal proceeding relating to the By-law or the Roads – Equipment Installation Manual.
- 5.4 A permit expires:
- (a) on the date the work is completed or as set out in the permit, whichever comes first; or
  - (b) on notice of revocation by the Director.

To Regulate the Installation of Equipment on Roads and to Delete portions of The Corporation of the City of Hamilton By-law No. 86-77 and The Regional Municipality of Hamilton-Wentworth By-law No. 77-109

Page 7 of 13

- (d) producing a copy of the permit at the location of the work upon demand;
  - (e) carrying out the work diligently and in a good and workmanlike manner including:
    - (i) taking proper precautions to protect individuals from injury and property from harm;
    - (ii) damaging the road and all existing equipment as little as possible; and
    - (iii) restoring the road at least to the condition it was in before the work commenced; and
  - (f) paying all prescribed fees.
- 6.4 The Director may, on his or her own initiative:
- (a) alter or revoke the terms and conditions of a permit after it has been issued; or
  - (b) impose new terms and conditions in a permit.
- 6.5 The Director may immediately suspend or revoke a permit issued under this By-law, in writing, where the Director is satisfied that a suspension or revocation is necessary in an emergency situation of immediate threat or danger to a road, any property abutting a road or to any person.
- 6.6 The Director may revoke a permit if:
- (a) in his or her opinion the permit holder:
    - (i) fails to comply with the conditions of a permit, this By-law or the Roads – Equipment Installation Manual;
    - (ii) fails to notify the Director immediately of any of the changes referred to in subsection 6.2(1);
    - (iii) fails, within 30 days after the issuance of the permit, to seriously commence the work;
    - (iv) substantially discontinues the work for a period of more than 30 days;
    - (v) provides false or inaccurate information in the application for the permit; or
  - (b) any person doing work on behalf of the permit holder has failed to comply with any applicable statutes, regulations, standards, codes, by-laws, rules or similar requirements.
- 6.7(1) The Director may give notice of the suspension or revocation of a permit by contacting a permit holder in writing, by telephone or by email in accordance with the contact information provided on the permit application.

To Regulate the Installation of Equipment on Roads and to Delete portions of The Corporation of the City of Hamilton By-law No. 86-77 and The Regional Municipality of Hamilton-Wentworth By-law No. 77-109

Page 6 of 13

- 5.5(1) If the work will not be completed before the permit expires under paragraph 5.4(a), the permit holder may apply for an extension not less than seven days prior to the expiry date.
- (2) The Director may approve an application for an extension having regard for:
- (a) the work to be completed during the extension;
  - (b) the progress of the work up until the date of the application;
  - (c) the performance of the permit holder up until the date of the application;
  - (d) any potential conflict that may result from the extension with other planned or ongoing work; and
  - (e) the safety and convenience of the public.
- (3) A permit holder cannot apply for more than one extension and shall make a fresh application under section 5.1 for any other continuation or resumption of work commenced under an expired permit.

#### PART 6 - PERMITS - GENERAL

- 6.1 A permit issued under this By-law is the property of the City and is not transferable.
- 6.2(1) A permit holder shall immediately inform the Director of any change to:
- (a) the information contained in an application for a permit;
  - (b) the information contained in a permit that has been issued;
  - (c) the characteristics of the work for which the permit has been issued; or
  - (d) cancellation of the work.
- (2) The Director may require any one or more of revised or additional information, additional prescribed fees, or a fresh application with respect to a change under subsection 6.2(1).
- 6.3(1) The Director may impose conditions as a requirement for obtaining or continuing to hold a permit issued under this By-law that he or she considers appropriate for the protection of a road, any property abutting a road or of any person. Such conditions may include but are not limited to:
- (a) giving the Director notice of the date the work will commence at least five days in advance and identifying who will be carrying out the work;
  - (b) giving the Director notice of any change to the commencement or completion dates immediately;
  - (c) giving the Director notice of the date the work has been completed no more than five days after completion;

To Regulate the Installation of Equipment on Roads and to Delete portions of The Corporation of the City of Hamilton By-law No. 86-77 and The Regional Municipality of Hamilton-Wentworth By-law No. 77-109

Page 8 of 13

- (2) A permit holder shall give notice to the Director in writing by registered mail or by email in accordance with the contact information provided in the Roads – Equipment Installation Manual.

#### PART 7 - ADMINISTRATION AND ENFORCEMENT

##### General

- 7.1 The Director is authorized to negotiate and enter into agreements with respect to work as required to ensure compliance with this By-law and the Roads – Equipment Installation Manual and to generally protect the City's interests.
- 7.2 The Director is authorized to administer and enforce this By-law including but not limited to:
- (a) arranging for:
    - (i) the assistance or work of City staff, City agents or the assistance of police officers;
    - (ii) the making of orders or other requirements and the imposition of conditions as authorized under this By-law;
    - (iii) the obtaining of court orders or warrants as may be required;
    - (iv) the commencement of such actions on behalf of the City to recover costs or restrain contravention of this By-law as deemed necessary; and
  - (b) prescribing the format and content of any forms or other documents including the Roads – Equipment Installation Manual required under this By-law.
- 7.3 The Director may assign Officers to enforce this By-law and Officers so assigned or appointed by Council to enforce this By-law shall have the authority to:
- (a) carry out inspections;
  - (b) make orders or other requirements as authorized under this By-law and the Roads – Equipment Installation Manual; and
  - (c) give immediate effect to any orders or other requirements made under this By-law.
- 7.4 The Director, the City's Manager of Geomatics/Corridor Management, and all City employees in the Geomatics and Corridor Management Section of the Engineering Services Division of the Public Works Department of the City of Hamilton are appointed as Officers for the purposes of the administration and

To Regulate the Installation of Equipment on Roads and to Delete portions of The Corporation of the City of Hamilton By-law No. 88-77 and The Regional Municipality of Hamilton-Wentworth By-law No. 77-109

Page 9 of 13

enforcement of this By-law and the applicable sections of the *Municipal Act, 2001*.

- 7.5 The Director may assign duties or delegate tasks under this By-law to be carried out in the Director's absence or otherwise.
- 7.6 All information submitted under this By-law, including all information submitted for any permit issued under this By-law, may be made available to any member of the public subject to the *Municipal Freedom of Information and Protection of Privacy Act*, if requested.

#### Fees

- 7.7 All fees referred to in this By-law, including fees for services provided, shall be as set out in the City's User Fees and Charges By-law, or as otherwise set and approved by Council from time to time.

#### Entry and Inspections

- 7.8 An Officer may enter on land at any reasonable time and in accordance with the conditions set out in sections 435 and 437 of the *Municipal Act, 2001* for the purpose of carrying out an inspection to determine whether or not the following are being complied with:
- (a) an order or other requirement made under this By-law;
  - (b) a condition of a permit issued under this By-law; or
  - (c) an order made under section 431 of the *Municipal Act, 2001*.
- 7.9 An Officer, for the purposes of the inspection under section 7.8 and in accordance with the conditions set out in section 438 of the *Municipal Act, 2001*, may:
- (a) require the production for inspection of documents or things relevant to the inspection;
  - (b) inspect and remove documents or things relevant to the inspection for the purpose of making copies or extracts;
  - (c) require information in writing or otherwise as required by an Officer from any person concerning a matter related to the inspection;
  - (d) alone or in conjunction with a person possessing special or expert knowledge, make examinations or take tests, samples or photographs necessary for the purposes of the inspection.
- 7.10 An Officer may undertake an inspection pursuant to an order issued by a provincial judge or justice of the peace under section 438 of the *Municipal Act, 2001*, in accordance with the conditions set out in that section, where he or she

To Regulate the Installation of Equipment on Roads and to Delete portions of The Corporation of the City of Hamilton By-law No. 88-77 and The Regional Municipality of Hamilton-Wentworth By-law No. 77-109

Page 10 of 13

has been prevented or is likely to be prevented from carrying out an inspection under section 7.8.

#### Orders and Other Documents Including Delivery

- 7.11 If an Officer is satisfied that a contravention of this By-law has occurred, he or she may make an order requiring the person who contravened the By-law or who caused or permitted the contravention or the owner or occupier of the property on which the contravention occurred to discontinue the contravening activity.
- 7.12 An order under section 7.11 shall set out:
- (a) reasonable particulars of the contravention adequate to identify the contravention and the location of the premises on which the contravention occurred; and
  - (b) the date or dates by which there must be compliance with the order, which may be of immediate effect should the Officer determine that the circumstances warrant.
- 7.13 If an Officer is satisfied that a contravention of this By-law has occurred, he or she may make an order requiring the person who has contravened this By-law or who caused or permitted the contravention or the owner or occupier of a premises on which the contravention occurred to do work to correct the contravention.
- 7.14 An order under section 7.13 shall set out:
- (a) reasonable particulars of the contravention adequate to identify the contravention and the location of the premises on which the contravention occurred;
  - (b) the work to be completed which may include but is not limited to requiring that prior to performing any work, all necessary permits or other approvals be applied for and obtained;
  - (c) the date or dates by which the work must be completed; and
  - (d) notice that if the order is not complied with, then the work may be done at the expense of the person ordered to do the work.
- 7.15 An order under section 7.11 or 7.13 may be given by contacting a permit holder in writing or by email in accordance with the information provided on the permit application or, if there is no permit application, by contacting the person the Director determines to be responsible for the work personally or by registered mail at their last known address.

To Regulate the Installation of Equipment on Roads and to Delete portions of The Corporation of the City of Hamilton By-law No. 88-77 and The Regional Municipality of Hamilton-Wentworth By-law No. 77-109

Page 11 of 13

- 7.16 Where a time frame is set out in an order or other document for carrying out any action, an Officer may extend the time for compliance beyond the established time frame provided such extension is required and is acceptable to the Officer.

#### City Carrying Out Work

- 7.17 Where a person does not comply with a direction or a requirement, including an order or a condition of a permit under this By-law to do a matter or thing, the Director, with such assistance by others as may be required, may carry out such direction, requirement or order at the person's expense.
- 7.18 Where the costs of doing a matter or thing under section 7.17 are estimated to be:
- (a) up to but not including \$100,000, the Director may proceed without further approval and in accordance with the City's Procurement Policy; or
  - (b) \$100,000 or greater, the Director may proceed with approval of an authorized person or of Council and in accordance with the City's Procurement Policy.
- 7.19 The City may recover the costs of doing a matter or thing under section 7.17 by means of any one or more of:
- (a) bringing an action;
  - (b) adding the costs to the tax roll and collecting them in the same manner as property taxes and such costs shall include an annual interest rate of 15 per cent commencing on the day the City incurs the costs and ending on the day the costs, including the interest, are paid in full;
  - (c) realizing on security provided for this purpose; or
  - (d) charging a fee as set out in the City's User Fees and Charges By-law or as otherwise set and approved by Council from time to time.
- 7.20 The amount of the City's costs, including interest to the date payment is made in full, constitutes a lien upon the land, upon the registration of a notice of lien upon the land.

#### PART 8 – PENALTIES

- 8.1 Every person other than a corporation who contravenes any provision of this By-law is guilty of an offence and upon conviction is liable for every day or part thereof upon which such offence occurs or continues, to a fine of not more than \$10,000 for a first offence and not more than \$25,000 for a subsequent offence.
- 8.2 Every corporation that contravenes any provision of this By-law is guilty of an offence and upon conviction is liable for every day or part thereof upon which

To Regulate the Installation of Equipment on Roads and to Delete portions of The Corporation of the City of Hamilton By-law No. 88-77 and The Regional Municipality of Hamilton-Wentworth By-law No. 77-109

Page 12 of 13

such offence occurs or continues, to a fine of not more than \$50,000 for a first offence and not more than \$100,000 for a subsequent offence.

- 8.3 Any person who contravenes an order made under this By-law, or an officer or director of a corporation who knowingly concurs in such a contravention by the corporation, is guilty of a continuing offence and upon conviction is liable to a daily fine or penalty of a maximum of \$10,000 for each day or part of a day that the offence continues, and despite section 8.1 and section 8.2, the total of all the daily fines imposed for an offence is not limited by the fine amounts listed in those sections.
- 8.4 Every person who is convicted of an offence under this By-law may be liable, in addition to the fines established under sections 8.1, 8.2 and 8.3, to a special fine, which may exceed \$100,000, designed to eliminate or reduce any economic advantage or gain from contravening this By-law or failing to comply with an order made under this By-law.
- 8.5 Where a person has been convicted of an offence, the court in which the conviction has been entered and any court of competent jurisdiction thereafter may, in addition to any other remedy and to any penalty imposed by this By-law, make an order prohibiting the continuation or repetition of the offence by the person convicted.
- 8.6 Where any person contravenes any provision of this By-law, such person shall be responsible for all costs incurred by the City related to the contravention.

#### PART 9 – GENERAL PROVISIONS

- 9.1 This By-law may be referred to as the Hamilton Roads - Equipment Installation By-law or the Roads - Equipment Installation By-law.
- 9.2 If a court of competent jurisdiction declares any provision or part of a provision of this By-law invalid, the provision or part of a provision is deemed severable from this By-law and it is the intention of Council that the remainder of this By-law shall continue to be in force.

#### PART 10 – DELETIONS, TRANSITION AND ENACTMENT

- 10.1 Sections 6, 10, 12, 13 and 14 of The Corporation of The City of Hamilton By-law No. 88-77, section 6, 10, 12, 13 and 14 of The Regional Municipality of Hamilton-Wentworth By-law No. R77-109 are repealed.

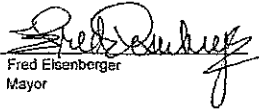
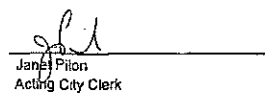
To Regulate the Installation of Equipment on Roads and to Delete portions of The Corporation of the City of Hamilton By-law No. 85-77 and The Regional Municipality of Hamilton-Wentworth By-law No. 77-109

Page 13 of 13

10.2 All approvals with respect to work as defined in this By-law, that are in effect at the time this By-law comes into force, are continued and are subject to this By-law with all necessary modifications.

10.3 This By-law comes into force on the date of its passing.

PASSED this 15<sup>th</sup> day of April, 2015.

	
Fred Eisenberger Mayor	Janet Pilon Acting City Clerk





## Governance and Priorities Committee Report

### For the Meeting of September 3, 2015

---

**To:** Governance & Priorities Committee **Date:** September 1, 2015  
**From:** Councillor Ben Isitt  
**Subject:** Union of British Columbia Municipalities annual conference to be held in Vancouver on September 21-25, 2015

---

#### Recommendation:

- That Council authorizes the attendance and associated costs for Councillor Isitt to attend the Union of British Columbia Municipalities Conference to be held in Vancouver, September 21 to 25, 2015.

The approximate cost for attending is:

Registration	\$645.75
Travel	\$260.00
Accommodation	\$845.98
Incidentals	\$ 160.00
<b>Cost per person</b>	<b>\$1911.73</b>

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Ben Isitt".

Councillor Ben Isitt





## Governance and Priorities Committee Report

For the Meeting of September 3<sup>rd</sup>, 2015

---

**To:** Governance and Priorities Committee **Date:** September 1, 2015  
**From:** Councillor Jeremy Loveday  
**Subject:** Union of British Columbia Municipalities annual conference to be held in Vancouver on September 21-25, 2015

---

**Recommendation:** That Committee recommends that Council

- Authorize the attendance and associated costs for Councillor Loveday to attend the UBCM Conference to be held in Vancouver, September 21 to 25, 2015

The approximate cost for attending is:

Registration	\$677.00
Travel	\$381.00
Accommodation	\$1247.86
Incidentals	\$ 60.00
<b>Cost per person</b>	<b>\$2365.86</b>

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Jeremy Loveday".

Councillor Jeremy Loveday