



**AMENDED AGENDA  
GOVERNANCE & PRIORITIES COMMITTEE  
MEETING OF AUGUST 20, 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 Special Meeting held July 15, 2015  
Late Item: Minutes
2. Minutes from the Regular Meeting held July 16, 2015  
Late Item: Minutes

**DECISION REQUESTS**

3. Johnson Street Bridge Public Realm Areas 5 - 68  
--K. Hamilton, Director of Citizen Engagement & Strategic Planning  
  
*A report providing Council with options on the public realm areas for the Johnson Street Bridge Replacement Project.*
4. Highlights for Quarter 2 and Progress Update on Operational Plan 69 - 189  
--J. Johnson, City Manager  
  
*A report providing Council with an update on progress towards strategic objectives and implementation of the operational plan.*  
  
4.1 Potential amendment to the 2015 - 2018 Strategic Plan:  
Motion - Socially Responsible Investments and Pension Funds
5. 2015 Second Quarter Budget Status Report 191 - 198  
--S. Thompson, Director of Finance

- A report providing an update on the status of the 2015 budget.*
6. Strategic Real Estate Review - Report August 2015 199 - 244  
--J. Johnson, City Manager
- A report recommending that Council direct staff to implement and operationalize the Strategic Real Estate function for the City of Victoria.*
7. 2016 Permissive Tax Exemptions 245 - 357  
--S. Thompson, Director of Finance
- A report requesting approval of 2016 permissive tax exemptions and to direct staff to prepare a 2016 permissive tax exemption bylaw.*
8. Johnson Street Art on Parkades Selection 359 - 371  
--J. Jenkyns, Deputy City Manager
- A report seeking Council approval for the winners of the Johnson Street Art on Parkades competition.*
9. Closing City Right of Way - Clawthorpe Park 373 - 381  
--R. Woodland, Director of Legislative & Regulatory Services
- A report seeking Council's authorization to proceed with a proposed road closure and park dedication at Clawthorpe Avenue.*

## **NEW BUSINESS**

10. Motion - Mayor's Art and Innovation Award Jury 383 - 386  
--Mayor Helps
- A motion proposing that one Councillor join the Mayor on the jury for the Mayor's Arts and Innovation Awards.*
11. Motion - National Pharmacare Program 387 - 390  
--Councillors Isitt and Loveday
- A motion proposing that Council support the creation of a National Pharmacare Program.*
12. Motion - Accessibility Working Group 391 - 393  
--Councillors Loveday, Alto and Isitt
- A motion proposing the formation of an Accessibility Working Group and acceptance of Terms of Reference.*
13. Motion - Use of City Hall for TedxVictoria - November 21 395 - 398  
--Councillors Loveday, Alto and Isitt
- A motion requesting the use of City Hall on November 21 for TedxVictoria public event.*
14. Conference Attendance Request for UBCM September 21 - 25, 2015 399 - 403  
--Mayor Helps
- Late Item:** Additional Conference Attendance Requests



*A report requesting approval for Mayor Helps to attend the UBCM Conference.*

[Addenda]

**MOTION TO CLOSE THE AUGUST 20, 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)(a) Personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the City or another position appointed by the City.
- Section 12(3)(e) The acquisition, disposition or expropriation of land or improvements, if the Council considers that disclosure might reasonably be expected to harm the interests of the City.
- Section 12(3)(g) Litigation or potential litigation affecting the City
- Section 12(3)(i) The receipt of advice that is subject to solicitor-client privilege including communications necessary for that purpose.

**CLOSED MEETING**

**CONSENT AGENDA - CLOSED MEETING**

**ADOPTION OF THE CLOSED MINUTES**

15. Minutes from the Special Closed Meeting held July 23, 2015  
Late Item: Minutes

**DECISION REQUESTS**

16. Land / Disposition of Property  
--R. Woodland, Director of Legislative & Regulatory Services
17. Land / Licence of Occupation  
--R. Woodland, Director of Legislative & Regulatory Services
18. Appointment of Approving Officer  
--J. Paul, Assistant Director, Engineering
19. Legal Advice / Potential Litigation  
--T. Zworski, City Solicitor  
Late Item: Report

**CONSIDERATION TO RISE & REPORT**

**ADJOURNMENT**





## Governance and Priorities Committee Report

### For the Meeting of August 20, 2015

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**To:** Governance and Priorities Committee      **Date:** August 14, 2015  
**From:** Katie Hamilton, Director of Citizen Engagement and Strategic Planning  
**Subject:** Johnson Street Bridge Public Realm Areas

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#### EXECUTIVE SUMMARY

The purpose of this report is to bring forward options for Council to consider for completing the landscaping, plazas, and public spaces for the new Johnson Street Bridge.

Earlier public engagement noted that the bridge area is very much seen as a transportation hub, with a desire for enhanced walkability and cycling connections and improving overall accessibility. There is a desire to see animation of the public realm, with support for opportunities for social gathering through community events, festivals, and entertainment in the plaza areas. Opportunities to sit and view the harbour were identified as important and there is a desire to improve overall safety and introduce elements to encourage traffic calming.

The bridge approaches are considered gateways to Downtown and Victoria West neighbourhoods, and when asked to prioritize the public realm budget of \$1.3 million, the top priorities were (in order): landscaping, plaza amenities and pathway lighting/ pedestrian and cyclists safety.

As noted to Council during the July 16, 2015 Governance and Priorities Committee meeting, there is currently not enough budget to complete the approved landscape plan. With recent changes to the project budget and timeline, there are a number of options for Council to consider to guide the public realm itself and the corresponding engagement with the public.

An increase to the project budget is required to deliver the previously approved plans, however, it also presents an opportunity to reconsider the original design approach to the public realm in terms of the details that have not been implemented. This includes lighting, plantings and trees, benches, bike racks, trash and recycling receptacles, drinking fountains, and any finishings of wall surfaces.

Due to time and process limitations, earlier engagement did not include the opportunity for the community to inform the urban design and how the space would feel and be used. The timing of the two adjacent developments on the north east and south east corners of the project, also present opportunities to influence the public plaza areas.

There are limited funding options available within the remaining project budget to fund elements of the public realm and landscaping. Additional funds will be required.

**RECOMMENDATION:**


- 1) Direct staff to proceed with public engagement on urban design of public realm in fall 2015 and to report back to Council with a public realm design and corresponding budget options.

Respectfully submitted,

  
Bridget Frewer  
Citizen Engagement Advisor


  
Katie Hamilton  
Director, Citizen Engagement  
and Strategic Planning

  
Jonathan Huggett  
Director, Johnson Street Bridge  
Replacement Project

  
Jonathan Tinney, Director,  
Sustainable Planning and  
Community Development

Report accepted and recommended by the City Manager:

Date:

  
August 14, 2015

**List of Attachments**

- Appendix A – Sharp & Diamond Landscape Strategy
- Appendix B – Public Realm Engagement Feedback Summary July 2012
- Appendix C – David Foster Way Staircase Concept and Proposed Accessible Entrance to Janion Residences
- Appendix D – Overview of Project Public Realm Areas and Timeline for Work



## PURPOSE

The purpose of this report is to bring forward, as directed by Council, options for Council to consider for completing the landscaping, plazas, and public spaces for the new Johnson Street Bridge.

## BACKGROUND

The Johnson Street Bridge Replacement Project impacts a diverse range of stakeholders including residents and businesses as well as visitors and people who commute through the area. In addition to building a new bridge with three vehicle lanes, on-road bike lanes, a multi-use trail and separated pedestrian pathway, the scope of the Johnson Street Bridge Replacement Project also includes revitalized public spaces, improved connectivity for pedestrians and cyclists, and three new plazas spaces. These plaza spaces include a new downtown trailhead for the E&N, Lochside, and Galloping Goose Regional Trails, improved accessible connectivity to the multi-use trail and pedestrian pathway, and new spaces for the public to enjoy downtown and views of the Inner Harbour.

At the time the contract was awarded to PCL Constructors Westcoast in December 2012, the budget for landscaping and all public realm elements including lighting and furnishings was estimated to be \$1.3 million. PCL's contract includes approximately \$500,000 for hard surfaces including sidewalks and pathways, the laydown of pavers for plazas, and construction of walls and stairs. A cash allowance of \$880,000 is also included in the contract for lighting, plantings and trees, benches, bike racks, trash and recycling receptacles, drinking fountains, and any finishings to wall surfaces. A cash allowance is a placeholder in the budget for landscaping and public realm. It allowed flexibility in the delivery of landscape and public realm elements, whereas the hardscape elements are included in the PCL contract to be delivered by PCL.

Examples of hard surfaces included in PCL contract:



CONCRETE UNIT PAVING



CONCRETE BAND



PLAZA AND VIEWING



ASPHALT WITH CONCRETE EDGE



SCORED CONCRETE / GRID PATTERNS



STONE PAVING AT KEY EDGES

Landscape design drawings were produced by Sharp & Diamond Landscape Architecture as a subcontractor to MMM Group as part of their design contract for the new bridge (Appendix A). These drawings include designs for boulevards with plantings and trees, landscaped areas on both the west and east sides of the new bridge, irrigation for some but not all landscaped areas, and pavers for three plaza areas: two on the east side of the bridge and one the south west side of the bridge to be built on top of the existing bridge pier. All three plazas in the current design include seating and benches as well as architectural and safety lighting. In addition, the two east plazas include plans for trash and recycling receptacles and drinking fountains. The north east plaza, located beside the Janion development, includes bike racks.

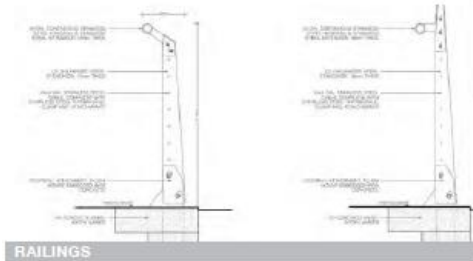
Furnishings from Sharp & Diamond design (to be funded in cash allowance):



MODERN WOOD BENCHES



WOOD ON CONCRETE SEAT WALL: WIDE PLAZA SEATING



RAILINGS



DRINKING FOUNTAIN



LUMINAIRES: DARK SKIES



TRASH



BOLLARDS



BIKE RACK



RECESS WALL LIGHTING

In the summer of 2012, the City consulted with the public on the public realm elements and received feedback from more than 200 people who participated in two public sessions. More than 100 surveys were received in addition to written submission from the Downtown Residents Association, Victoria West Community Association, and the Greater Victoria Cycling Coalition.

A number of themes emerged through consultation and helped inform the final design drawings produced by Sharp & Diamond and which are included as part of PCL's contract for the bridge. A full summary of the feedback was shared with Council in July 2012 and is attached (Appendix B). Some of the most common themes include:

- The area is very much seen as a transportation hub, with a desire for enhanced walkability and cycling connections and improving overall accessibility.
- A desire to see animation of the public realm, with support for opportunities for social gathering through community events, festivals, and entertainment in the plaza areas.
- Opportunities to sit and view the harbour were identified as important.
- A desire to improve overall safety and introduce elements to encourage traffic calming.
- The bridge approaches are considered gateways to Downtown and Victoria West neighbourhoods.

When asked to prioritize the public realm budget of \$1.3 million, the top priorities were:

- Investing in landscaping
- Plaza amenities
- Pathway lighting / pedestrian and cyclists safety

In terms of use and design of the plaza spaces, public consultation in 2012 also identified:

- the north east plaza as an important multi-use trail connection and gathering point.
- the south east plaza as a trail and pedestrian connection to the bridge and further David Foster Way and presents an opportunity for harbour viewing.
- the south west plaza is seen as an opportunity for social gathering and harbour viewing.

As a result of the 2012 consultation, several changes to connectivity and landscape designs were made, including:

- the addition of three traffic medians, two along Esquimalt Road, and one at Johnson Street between Wharf Street and the bridge.
- additional marked crosswalks were added at the intersection of Esquimalt and Harbour Roads.
- a sidewalk was added along the south side of Esquimalt Road, connecting to the pedestrian pathway over the bridge.
- enhanced crossings for pedestrians and cyclists (elephants feet bicycle crossing) were added at the multi-use trailhead downtown.
- a cyclist left turning lane from Wharf Street to the multi-use trail was added.
- the public identified locations for additional way-finding signage on the west side, in addition to way finding signage on the downtown side, to be added by the City at project completion.
- the extension of Harbour Road was narrowed from original designs.
- the south west plaza was designed with additional benches for harbour viewing.

In addition, the speed limit for the bridge area has also been set at 30km/h.

Due to time and process limitations, what was not included in the earlier engagement was the opportunity for the community to inform the urban design and how the space would feel and be used.

In 2014, an engagement strategy was developed to engage the community on the future of the three plaza spaces for the bridge project and the new city park to be developed in the former Esquimalt Road "s-curve" alignment and consolidated green space areas.

However, staff recommended that genuine engagement specific to the future use of the spaces could not proceed without complete information on timelines and budget. The community has expressed that financial constraints are important and it's important that all constraints are communicated and understood by all.

In addition to the public realm aspects, the project currently identifies \$250,000 for the fabrication and installation of public art. At the time the rail bridge was removed in February 2012, a section of steel from the rail bridge was set aside to be used for a future public art piece. The steel is currently being stored at the Public Works Yard.

In September 2013, staff brought forward options for Council to consider regarding the budget for public art. Following support of the City's Public Art Advisory Committee, Council set the budget for public art at \$250,000. At the time, it was believed that a public art budget of this magnitude would be the largest in the City of Victoria's history and more than sufficient to produce a substantial piece of art. Staff indicated in the report that the public art process would follow the City's Art in Public Places Policy with a nationwide artist competition with a three-staged jury process. Council's direction at the time was to bring forward more information on the public realm prior to Council making any further decisions related to public art for the project. In response to Council's direction, staff approached the landscape architect to produce more detailed drawings of the public realm areas. These drawings were shared with Council during a GPC meeting in July 2014. No further decisions related to public realm or public art were made at that time.

## ISSUES & ANALYSIS

In July, Council approved a budget increase of \$2.554 million with funding from the Building and Infrastructure reserve fund for a total project budget of \$96.8 million. According to PCL's latest project schedule, the new bridge is expected to open in the spring of 2017 with final project completion, including removal of the existing bridge and completion of all landscaping and plazas by the fall of 2017.

The total budget for the public realm was estimated at \$1.3 million. At the time the contract was awarded to PCL in 2012, approximately \$500,000 was included in PCL's contract for the completion of all the hardscaping for the public realm including walls, pavers in the plazas, sidewalks and pathways. The remaining \$880,000 to complete all plantings and trees and furnishings including bike racks, benches, lighting, trash and recycling, and drinking fountains was included as a cash allowance in the contract. It was also identified that Parks staff would select the tree species and plantings to be included with the landscaping with the City of Victoria approving any expenditures from the cash allowance.

Public Realm item	Funding source	
Landscaping and furnishings: Trees, shrubs, benches, trash and recycling, lighting	Cash allowance	\$880,000
Hardscaping: sidewalks, pathways, walls, plaza pavers, stairs.	PCL contract	\$500,000
		\$1,380,000



To date, \$345,000 has been allocated from the cash allowance for all work and fixtures related to safety and architectural lighting in the public spaces around the bridge. This leaves a remaining total of \$500,000 to complete all remaining public realm elements as per MMM's landscape design drawings.

Bids received by PCL for the remaining landscape and furnishing work beyond the hardscape surfacing indicate there is currently not enough budget available in the cash allowance to complete the approved landscape plan. This means an increase to the project budget is required to deliver the previously approved plans, however, it also presents an opportunity to reconsider the original design approach to the public realm in terms of the details that have not been implemented. Items to be completed within the cash allowance include: lighting, plantings and trees, benches, bike racks, trash and recycling receptacles, drinking fountains, and any finishings to wall surfaces. PCL's contract includes hard surface sidewalks and pathways, the laydown of pavers for plazas, and construction of walls, stairs, and handrails.

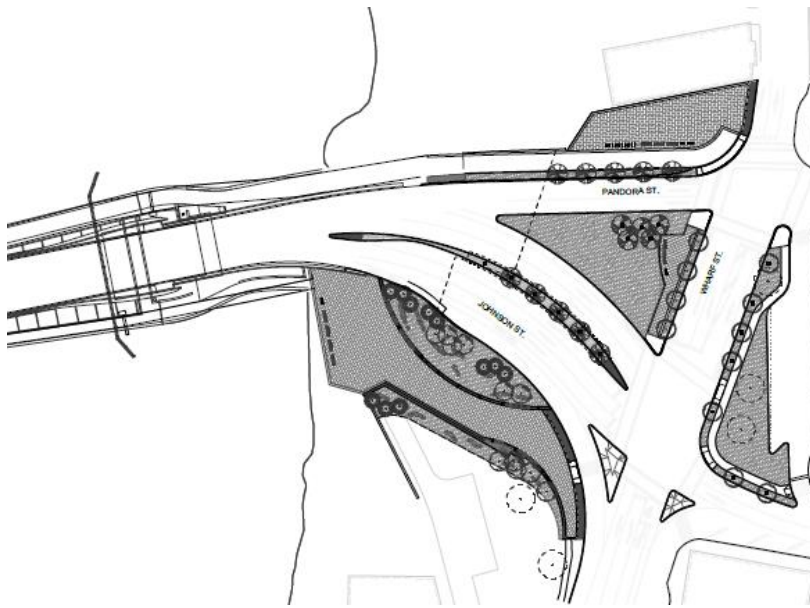
### Current Plaza Space Design and Opportunities:

#### North East Plaza



NORTH EAST PLAZA

The north east plaza in its current design will be located beside the new Janion development and is designed to serve as the trailhead for the region's Galloping Goose, Lochside, and E&N multi-use trails. The current design includes new bike racks, a drinking fountain, and new recycling and garbage receptacles. Way-finding signage could be installed at project completion. The space is designed with opportunities for electrical and water utility hook ups. Some future opportunities in this space may include ground level uses in association with the Janion development such as outdoor café or seating, small events, public art, interpretive signage related to history of the crossing, E&N Rail, original Janion Hotel story, and Chinatown.



East side landscape site plan

The Janion development is currently scheduled to be completed by July 2016 with the new plaza space and the Janion development sharing a close interface. Due to limited space within their property, the Janion development included a bike parking variance and contributed \$1,700 to the City to be used towards the installation of seven bike parking stalls in the north east plaza, in lieu of providing this bike parking on the Janion property. The City will install these bike racks as part of the completion of the new plaza.

In order to ensure a pedestrian link to the David Foster Harbour Pathway from this plaza, the City has worked with the Janion's architect to develop a staircase concept (Appendix C). Given the grades required, it was determined that an accessible ramp would not be possible in this location, as such a staircase with bike wheel ramps has been designed. Accessible access will be available on the south side of the Johnson Street Bridge. Staff are also working with the Janion's architect on an external staircase and accessible ramp in the right-of-way which serves a dual purpose of improving accessibility into the Janion but also helps to define the space between the upper plaza and the staircase connection. It also provides an area for some landscaping to help soften the edges of the hardscape (Appendix C).

Further design work is also underway to advance the David Foster Harbour Pathway beneath the Johnson Street Bridge. In the short term, this will include designing to the subgrade level in advance of the bridge girders being installed, after which heavy equipment will not be able to access the site.

### South East Plaza

The new plaza on the south east side of the bridge in its current design provides an accessible connection with the new bridge's pedestrian pathway and future David Foster Way. This plaza is designed to include benches alongside landscaped areas creating a new downtown space for people to sit and enjoy views of the harbour. The plaza is designed to include an accessible grade from the bridge to downtown, a drinking fountain, and new recycling and garbage receptacles. Way-finding signage could be installed at project completion. The space is designed with opportunities for electrical and water utility hook ups. Some future opportunities in this space may include integration with proposed Northern Junk property development, public art and small event programming.





SOUTH EAST PLAZA LOOKING EAST

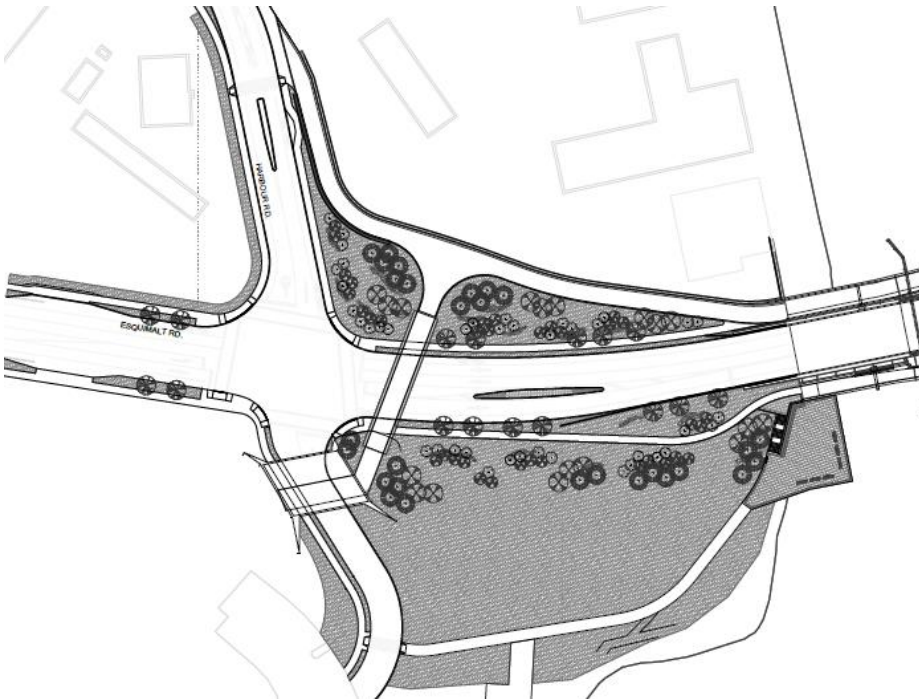
### South West Plaza

The new plaza on the south west side of the bridge in its current design creates a new space for the public to sit and enjoy views of downtown Victoria and the Inner Harbour. It will be adjacent to the area identified for a future waterfront park and could allow for future event and entertainment programming. It is currently designed to connect to an accessible pedestrian pathway to Harbour Road and pedestrian pathway over the bridge. A staircase will connect directly to the bridge's pedestrian pathway. The space is designed with opportunities for electrical and water utility hook ups. Some future opportunities in this space may include interpretive signage about Victoria's history, First Nations history, history of the crossing, E&N Rail, public art, murals, green "living" wall, and small event programming.



WEST PLAZA

The two south plazas will be built on top of the existing bridge's abutments, and cannot be completed until the existing bridge is removed in 2017. Wayfinding signage is identified for each of the plazas and could be added by the City at project completion. Interpretive signage recognizing the history and significance of the area may also be added.



West side landscape site plan

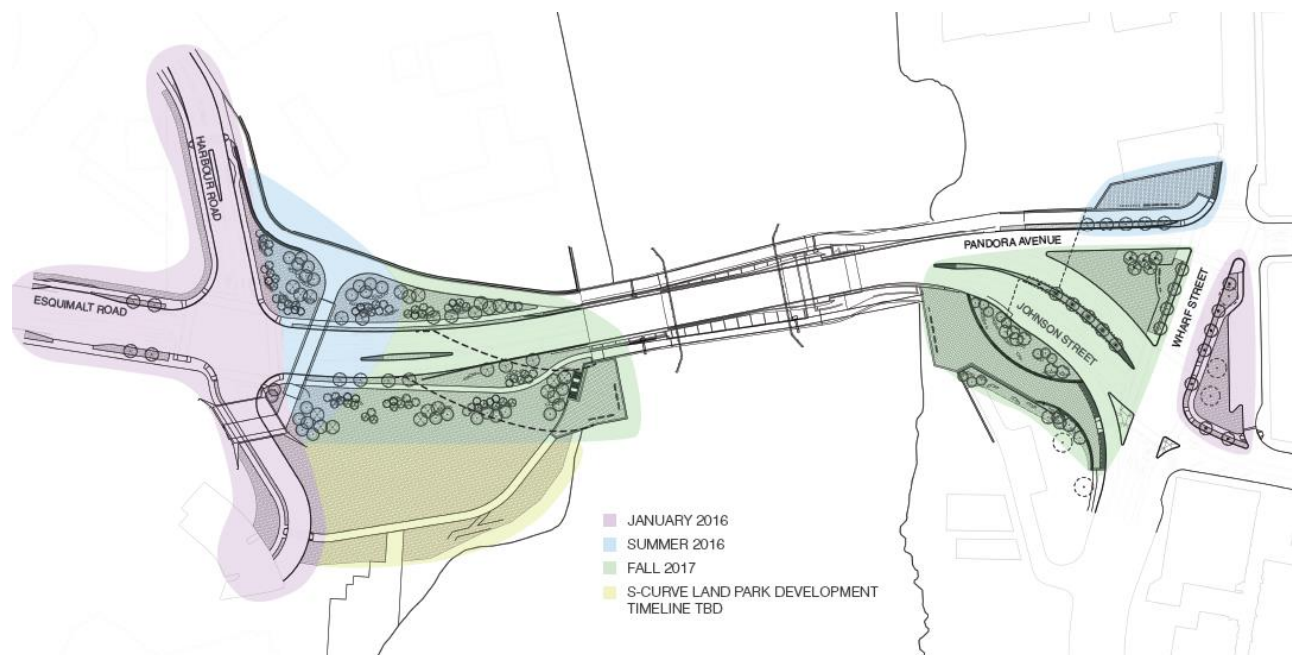
PCL's contract includes construction of all of the hardscaped elements of the public realm including sidewalks, pathways, stairs, laydown of pavers, and construction of retaining walls,



which are all currently identified in the landscape design construction drawings. The remaining landscape work was included as a cash allowance within PCL's contract, subject to the City's approval for any of the work.

Construction drawings have been issued for steel fabrication, new road alignments including relocation of underground utilities, sidewalks, pathways, plazas, and landscaping. A significant level of work related to the roads, intersections, and sidewalks has been completed or is nearing completion. Changes to these elements would result in significant costs. All other elements remain somewhat flexible if Council desires.

Upon agreement of public realm approach and timeline, based on PCL's most recent schedule, staff and PCL have identified the opportunity to complete some of the work in phases. Taking this approach to completing the work would minimize the appearance of a construction area and return public space to the community as it becomes available. An overview of the public realm areas and expected timelines for construction work completion is attached with this report (Appendix D).



### Timeline for work

Construction activity along Esquimalt Road and Harbour Road, including road work, curbs, and sidewalks is expected to be complete by the end of this year. Staff and PCL have identified that irrigation and landscaping for this area could be completed by December of this year.

On the east side, crews are currently completing road alignment work and underground utility work along Wharf Street between Johnson and Pandora Avenue. This work is expected to be complete by the end of the year. Once complete with the new widened sidewalk, the boulevard area in front of the businesses between Johnson and Pandora could be irrigated and landscaped in January 2016.

PCL expect to have the new multi-use overpass in place by July of 2016. Once this work is complete, the areas around the new overpass could be landscaped.

Work on the north east plaza beside the Janion could begin in January 2016. Development of the Janion currently anticipates being complete with residents moving in by July 2016.

Construction and landscape work for the two south plazas and landscaping of the centre boulevard area between new road alignments on the downtown side of the bridge cannot be completed until after the existing bridge is dismantled in 2017 and new roads are in place.

At this time, the proposed Northern Junk development has not submitted their revised development proposal to the City. The current timeline for development will depend on a number of factors, including Council approval.

Under the current Building Canada funding agreement, the City is required to replace the former rail station with a new station by project competition in 2017. Council previously directed staff to locate the station as close to downtown as possible. Staff had identified a few possible locations in Victoria West, including in the former Esquimalt Road "s-curve" lands and new park area. The location of the future rail station will need to be considered as part of any engagement with the community on the future of the s-curve lands park as it is one of the few locations where a station could be located. As rail is not currently running on Vancouver Island, Council could direct staff to approach funding partners to ask if the requirement to build the rail station could be removed for the project requirements and completed at a later date.

## **OPTIONS & IMPACTS**

Based on a better understanding of financial constraints and opportunities, there are a number of approaches available for Council to consider:

### **1) Urban Design Approach with Budget to be determined (recommended)**

Engage the public on design and future use of spaces and develop budget options.

Engagement level: Involve

Host a design charrette with neighbourhood associations, neighbouring developments, local design community, neighbours and businesses in the area to develop an updated urban design for the areas around the bridge. Develop budget options and work within space parameters of completed hardscaping and road alignments.

### **2) Urban Design Approach within a Set Budget**

Increase budget and work with the community through further engagement to develop holistic design options for public spaces and landscaping within approved budget.

Engagement level: Involve

Host a design charrette with neighbourhood associations, neighbouring developments, local design community, neighbours and businesses in the area to develop an updated urban design for the areas around the bridge. Work within budget parameters and space parameters of completed hardscaping and road alignments.

### **3) "Stay the Course" with existing landscape plan**

Direct PCL to go to competitive tender to fulfill approved landscape plan. It is estimated that this will result in a landscape budget shortfall and will require additional funding to complete the work.

Engagement level: Inform / Consult

Inform the public and stakeholders on landscape plan and consult on use of public spaces to inform future programming, opportunities for place making, public, banners, etc.

**4) Scale back existing landscape plan (not recommended)**

Use remaining \$500,000 in the cash allowance to complete the work. With the remaining funds, plazas could be hardscaped with pavers, walls, and lighting as per the landscape construction plans. Irrigation could be installed per the landscape plans and missing irrigation could be added.

Areas identified for landscaping would be “hydroseeded” and remain as grassed areas until further funding is identified. This option would not allow for any furnishing, other than the bike racks in the plaza adjacent to the Janion development.

Engagement Level: Inform/Consult

Inform the public and stakeholders of revised landscape plan and outline construction timeline and impacts. Inform the public and stakeholders on landscape plan and consult on use of public spaces to inform future programming, opportunities for place making, public, banners, etc.

**Engagement Approach:**

All options will include engagement with the Downtown and Victoria West neighbourhood associations, neighbouring approved and proposed developments (Janion and Northern Junk), the local design community, neighbours and businesses in the immediate areas, and citizens with an interest in the area. Each option would continue to engage the Janion and also engage the proposed Northern Junk development to coordinate design to adjacent areas and any supporting costs, to the extent possible.

Should Council choose either of the first two options, the engagement approach would include a design charrette and produce an outcome of updated urban design of the spaces and landscaping in the area. A landscape architect would be engaged to produce updated design and construction plans.

With PCL's current schedule to complete the north east plaza (adjacent to the Janion) beginning in early January 2016 and the Janion development expecting occupancy by July 2016, it is recommended that engagement with the public occur this October and staff report back to Council in November with the results of engagement. This will allow for any revisions to landscape and plaza designs and for completed areas to be landscaped as they become available. Construction of the north east plaza could begin by January and timed with the expected completion of the Janion development.

**Funding Considerations:**

There are limited funding options available within the remaining project budget to fund elements of the public realm and landscaping. Additional funds will be required.

**Guiding City Documents:**

**2015 – 2018 Strategic Plan**

- 2015 Action: Keep the Johnson Street Bridge replacement project moving forward
- 2017 Outcome: Johnson Street Bridge is complete

**Official Community Plan Consistency Statement**

- Improve connectivity of the cycling and pedestrian networks and give priority to sustainable modes of transportation

**RECOMMENDATION:**

1) Direct staff to proceed with public engagement on urban design of public realm in fall 2015 and to report back to Council with a public realm design and corresponding budget options.

**CONCLUSIONS:**

The urban design of the area approaching and within the Johnson Street Bridge project is critical to the economic vitality, usability and liveability of the entire area. The project budget will need to be increased regardless of approach to deliver on all elements originally contemplated, however, there is opportunity for the public realm design to benefit from public input on both public realm design, and financial constraints.

**List of Attachments**

- Appendix A – Sharp & Diamond Landscape Strategy
- Appendix B – Public Realm Engagement Feedback Summary July 2012
- Appendix C – David Foster Way Staircase Concept and Proposed Accessible Entrance to Janion Residences
- Appendix D – Overview of Project Public Realm Areas and Timeline for Work





JOHNSON STREET BRIDGE REPLACEMENT PROJECT  
**PUBLIC REALM AND  
LANDSCAPE DESIGN STRATEGY**

PREPARED BY  
**SHARP & DIAMOND LANDSCAPE ARCHITECTURE INC**  
SEPTEMBER 27, 2012

**JOHNSON STREET BRIDGE REPLACEMENT PROJECT  
PUBLIC REALM AND LANDSCAPE DESIGN STRATEGY**

**DOCUMENT PREPARED BY**  
**Sharp & Diamond Landscape Architecture Inc**  
Ken Larsson, Mike Enns, and Brett Hitchins

**PRODUCED FOR**  
City of Victoria

**PROJECT CONSULTANTS**  
MMM Group (Prime Consultant and Project Manager)  
Wilkinson Eyre Architects (Bridge Design)

**PRINTED**  
September 27, 2012  
Revision A

# Contents → →

## EXECUTIVE SUMMARY

### 1.0 CONCEPT

- 1.1 Site Plan Concept
- 1.2 Downtown Site Plan Enlargement
- 1.3 Victoria West Site Plan Enlargement

### 2.0 COMPONENTS OF THE PUBLIC REALM

- 2.1 Surfacing
- 2.2 Planting
- 2.3 Furnishing
- 2.4 Lighting
- 2.5 Walls
- 2.6 Sustainability

## Executive Summary

This document summarizes decisions made with City Parks, Engineering, including feedback from the Public, and refinement of project scope to meet anticipated budgets, prior to proceeding to Detailed Design Drawings. This information will be provided to the proponents for inclusion in the overall budget for the project.

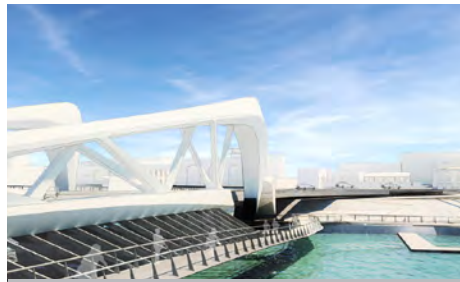
Preliminary designs including location, scale, general program and character have been discussed with City staff, and the public. Specifics including a refined program, details, materials, budgets, and potential long term phasing have also been addressed. As part of early works, we anticipate design refinements to coordinate road edges, sidewalks, crossings, boulevards, retaining wall materials and slope design.

This document references background analysis, objectives, design principles, preliminary design, and the budgeting for components of the public realm. It offers insight to the design rationale behind the landscape design: the scale of spaces; the connections between these spaces; how these spaces might be used; and what combinations of materials were considered. Consideration of, and integration with, adjacent development has been included.





EXISTING BRIDGE



PROPOSED BRIDGE



DESIGN TEAM AND CITY WORKSHOPS



NATURE AS INSPIRATION



CONCEPTS



MATERIALS



MULTI-USE PATHWAYS



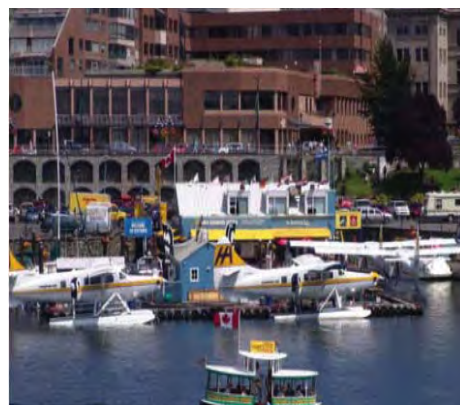
CONTEMPORARY PLAZAS



NATURAL LANDSCAPES



PRECINCTS





# Section 1: Design

## 1.1 Site Plan → →

### APPROXIMATE SITE AREA: 4.57 Acres

The Johnson Street Bridge Public Realm Plan and components draw inspiration from the local context, site character, and the modern forms of the proposed bridge. Key design influences include:

- Diverse and vibrant urban character areas of the downtown and Victoria West
- The natural landscapes including the Garry Oak meadows of the Saanich Peninsula and bedrock character of Esquimalt / Victoria West
- Meet existing topography and conditions while strengthening connections and accessibility

### VICTORIA WEST



SITE PLAN

DOWNTOWN





## Downtown Visualization → →

View of Johnson Street Plaza — looking East.





## Victoria West Visualization → →

View of West Bank approach from Esquimalt Road — looking East.



## 1.2 Downtown Plan Enlargement → →

APPROXIMATE SITE AREA: 1.23 ACRES

### 1. GALLOPING GOOSE TRAIL HEAD AND PANDORA PLAZA

This junction of the regional multi-use path system pulls together urban precincts within the city's historic fabric to provide a symbolic trail head and flexible civic gathering space and viewing plaza.

**Scope:** 5M wide multi-use trail with enhanced pedestrian/cyclist crossing and left turn lane.

Boulevard street trees and shrub plantings, pedestrian lighting, railings, bollards, plaza areas as future gathering space

*Future Work:*

*Opportunity for ground level uses in association with Janion Building/site (outdoor cafe, seating, small events, etc.).*

*Opportunity to interpret the story of Janion Hotel, Swans roundhouse, E&N Rail, Canoe Club, underground stream etc. together with regional trail network map.*

*Explore connection to David Foster Way (Harbour Pathway).*

### 2. CENTRAL GREEN (JOHNSON / PANDORA)

A central welcoming civic green presence to re-establish the bridge connection to the city

**Scope:** Green lawn, seating widened sidewalk, boulevard plantings, ornamental tree grove, retain existing Oak Tree

*Future Work:*

*Public Art and Lighting.*

### 3. WHARF STREET BOULEVARD AND JOHNSON STREET MEDIAN

Existing green space with sidewalk, existing trees, and historic marker to remain. Street median provides green gateway and traffic calming.

**Scope:** Repair and replace concrete sidewalk and turf as required to boulevard

Textured raised median with street trees

### 4. JOHNSON STREET PLAZA

Spectacular civic viewing plaza and urban green space terminus for southside pedestrian bridge path with grade accessible access to downtown.

**Scope:** Textured paving, seating, concrete retaining walls, plantings, retain existing Oak Trees, railings, bollards, pedestrian lighting, contemporary furnishings.

*Future Work:*

*Informative signage program together with regional trail network map.*

*Explore connection to David Foster Way (Harbour Pathway).*

*Integration with Northern Junk property.*



**NOTE:**

Traffic laning and crosswalks shown schematically, refer to civil for further detail.  
Refer to electrical for lighting.

**Governance and Priorities Committee - 20 Aug 2015**



## 1.3 Victoria West Design Plan Enlargement → →

APPROXIMATE SITE AREA: 3.34 ACRES

---

### 1. ESQUIMALT / HARBOUR ROAD STREETScape

Gateway to Victoria West. Boulevard, median improvements, and formalized intersection will slow down traffic speed, provide visual interest with safe access to Delta Hotel.

**Scope:** Signalized intersection with improved sidewalk crossings, boulevard sidewalks.

---

### 2. GALLOPING GOOSE MULTI-USE TRAIL AND FLYOVER MULTI-USE BRIDGE

Junction of the regional multi-use E&N Rail Trail with spectacular views and grade access to Upper Harbour and south to Inner Harbour.

**Scope:** 5M wide multi-use trail, rock walls and boulder groupings, railings, pedestrian lighting, park tree plantings, custom meadow seed and bulb grass mix.

*Future Work:*

*Informative signage program with regional trail network map.*

---

### 3. S-CURVE LANDS

Future City green space within the decommissioning of the existing S-Curve roadway.

**Scope:** Regrade and seed this area to a 3:1 maximum grade.

*Future park design by Parks & Recreation Department.*

---

### 4. SOUTHSIDE VIEW PLAZA

Significant gathering space with spectacular views to Inner Harbour. Grade accessible pedestrian path follows original alignment of Delta Hotel access road.

**Scope:** Textured paving, seating, concrete retaining wall, tree plantings, landscape and pedestrian lighting, railings, stairs to bridge path



**NOTE:**

Traffic laning and crosswalks shown schematically, refer to civil for further detail.  
Refer to electrical for lighting.





## Section 2: Components of Public Realm

Key design influences that will provide the foundation for the selection of type and location of surfacing materials, site furnishings, plant materials and architectural elements include, but are not limited to:

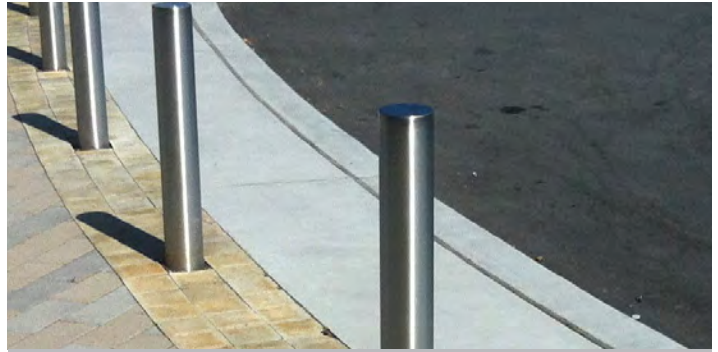
- The City Design Guidelines
- Site Context including diverse and vibrant character areas of the Downtown and Victoria West
- Local materials, availability, and inspiration of natural landscape
- Modern contemporary design of Johnson Street Bridge
- City Engineering, Operations, and Maintenance
- Project budget and Design Principles

Final selection, design, and locations of materials is subject to revision by City Staff, Operations, and Maintenance.

### EXAMPLES OF FINAL SURFACING SHOWN BELOW:



CONCRETE UNIT PAVING



CONCRETE BAND



PLAZA AND VIEWING



ASPHALT WITH CONCRETE EDGE



SCORED CONCRETE / GRID PATTERNS



STONE PAVING AT KEY EDGES

## 2.1 Surfacing → →

**Intent: Plazas:** *Plazas are the gathering spaces, places where people socialize, and nodes for pause and movement. As such, these spaces accommodate flexible programmatic uses, with emphasis on scale and simple materials palette.*

**Intent: Multi-Use Pathways:** *The surface treatment should be durable, functional, and respond to the needs of ALL users. Contrasting or textured materials delineate path, intersections and help direct traffic flow. Special attention will be made to safety markings, areas to pause and view, beginning and ends, with visual and functional edging materials*

**Intent: Sidewalks:** *Important components include: crosswalk texturing, design of curb drops, curb edge types, integration of utilities, grid proportions, and boulevard plantings and street trees should be considered.*

### 1. PLAZAS

#### Concrete Unit Paving

- Size: 150 x 300 x 60mm; 150 x 150 x 60mm concrete unit paver on sand, granular base.
- Colour: 60% natural, Charcol; 40% Sand Blend

#### Concrete Edge

- Finish: Smooth Trowel
- Width: 200-500mm

#### Stone Setts

- Size: 150 x 150 x 75mm
- Finish: Cut flame finish granite on sand bed, granular base

### 2. MULTI-USE PATHWAY

#### Asphalt

- 5m wide asphalt with concrete edge

#### Cast-in-Place Concrete Edge

- Width varies: 200-500mm wide smooth trowel finish

### 3. SIDEWALKS

#### Cast-in-Place Concrete

- Sawcut pattern or tooled joint pattern. Final dimensions as per detailed design.

#### Median

- Raised median with textured concrete (pattern to be confirmed with COV).
- Tree planting pit with rock cobble mulch

## 2.2 Planting → →

***Intent:** Plant materials and palette responds to unique site location, program and use, orientation, and climate while considering traffic and people movement, sitelines, safety, and maintenance.*

### 1. Downtown Urban Areas And Plazas

- Park Trees: River Birch, Katsure, Tupelo, Locust (7cm), and Shore Pine (3-5m ht.)
- Shrub Plantings: Wheatgrass, Sedge, Strawberry Bush, Californai Lilac, Snowberry, Fescue, Kinnikinick, Sedum
- Retain existing large Oak Trees where possible

### 2. Streetscapes And Sidewalks

- Street/Median Trees: Fastigate Maple and Beech (8cm cal.)
  - Structural soil to promote healthy and robust rooting systems
  - Boulevard Shrub: Boxwood, Spurge, Sedge, Bluegrass, Fescue

### 3. Victoria West (Natural Slopes)

- Park Trees: Garry Oak, River Birch, Arbutus, Tupelo, Pln Oak, Locust, Shore Pine (3-5m ht.)
- Meadow groupings and pockets of native bulbs with fescue grass mix

### 4. Rock Dry Stream

- 75-100mm angular rock mix with basalt boulders





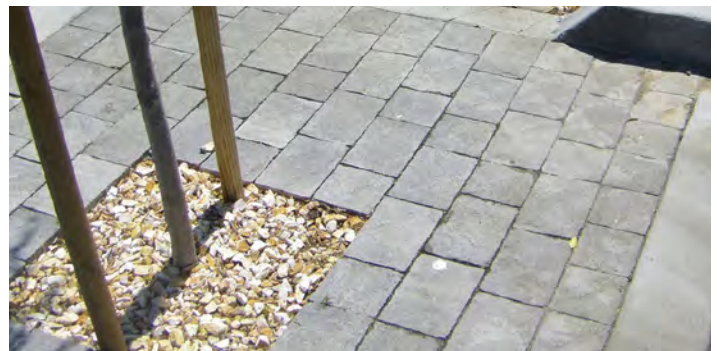
STREET TREES



RETAINED OAK TREES



EXISTING SCULPTURAL GARRY OAKS



TREED MEDIAN



DRY ROCK STREAM



URBAN AREAS: SEASONAL PLAZA PLANTING



VICWEST: WILD FLOWERS MEADOW



NATURAL SLOPES: TREE CLUSTERS AND GRASSES

## 2.3 Furnishings → →

**Intent:** The furniture should be of modern industrial aesthetic, balancing contemporary materials with local designs, long term maintenance and operations. Placement and orientation determined by pedestrian nodes, views, sunlight, areas for interaction, and input from City staff. Seating can be incorporated with lighting applications to welcome night-time use.

Incorporate seating materials into overall design aesthetic (materials, edges, steps, walls). Wide seating surfacing allows for multiple uses (group seating, lying, reading etc.) Consider moveable seating for outdoor spaces (cafe, urban parks) in association with future building edges.

Railings: Consider ramp slope less than 5% to avoid excessive ramps and railings in landscape. Use in high traffic areas, intersections, and adjacent to steep grade changes or hazard. Incorporate bridge forms and materials and incorporate signage where applicable to expand on site heritage and existing views

### Seating

- Freestanding: NU Wood Bench 2.5m length by Landscape Forms complete with backrest.
- Bench tops: IPE wood slats by Francis Andrew.

### Bollards

- Stainless steel 125mm diameter x 750mm height to direct pedestrian / bike movement.

### Drinking Fountain

- Stainless steel with dog bowl or approved alternative. Supplier to be confirmed.

### Railings

- Galvanized stanchions with stainless steel rail and cable.

### Bike Racks

- Ring by Landscape Forms, with stainless steel finish.

## 2.4 Lighting → →

**Intent:** Lighting provides opportunity for public interaction, symbolic reference, and to accentuate built form and plantings. Lighting should reflect sustainability, energy efficiency, and complement the architectural bridge lighting.

### Pedestrian Lighting

- SETI Pole and LED Luminaire by Beacon along multi-use pathway and plazas

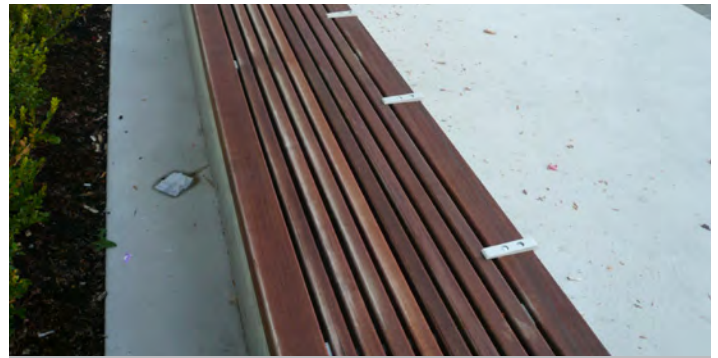
### Recessed Wall Lightings

- Step Light 7"round by Architectural Area Lighting to light stairs

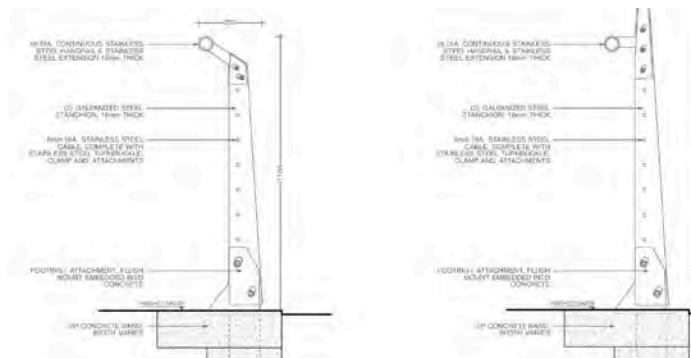




MODERN WOOD BENCHES



WOOD ON CONCRETE SEAT WALL: WIDE PLAZA SEATING



RAILINGS



DRINKING FOUNTAIN



LUMINAIRES: DARK SKIES



TRASH



BOLLARDS



BIKE RACK



RECESS WALL LIGHTING

## 2.5 Walls → →

**Intent:** Wall types and forms are inspired by historic remnant stone walls throughout the downtown, inner harbour and old town, and of the dramatic and symbolic natural rock outcroppings throughout the peninsula.

Mechanically stabilized walls will be required as part of civil roadworks and bridge construction package. However, smaller scale landscape walls will stabilize slope, shape and define entry, provide texture and interest to roadscape, ramps, and sitting edges.

A higher level of detailing and finish are proposed in the more urban downtown setting with possible integration with lighting public art, signage, and furnishing elements. Victoria West side is envisioned to be rockstack design. Note: final wall type, design, and locations to be coordinated with project budget, and City approvals.

### Stone Faced Retaining Wall

- Horizontally stacked rough cut basalt ledgestone facing with 250mm precast concrete cap

### Low Concrete Seat Walls

- Architectural finish, no chamfer, 450mm - 600mm ht x 500mm wide

### Rock Stack And Boulder Outcroppings

- Stacked local large basalt/sandstone shape boulders in groupings to grade slope, provide interest, and incorporate natural plantings



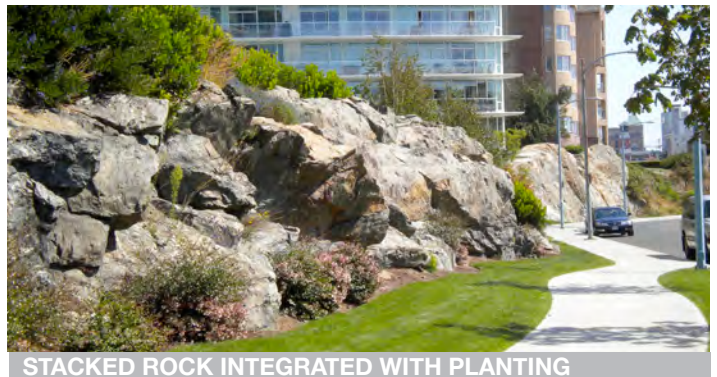
DRY STACK OR LEDGESTONE VENEER (BASALT)



LOW CONCRETE (SEAT HEIGHT)



INSPIRATION: LOCAL ROCK OUTCROPS



STACKED ROCK INTEGRATED WITH PLANTING



## 2.6 Sustainability → →

**Intent:** The Johnson Street Bridge Public Realm promotes sustainable initiatives through celebrating pedestrian and energy efficient multi-use pathways, increasing surface permeability, water efficient landscapes, and maximizing habitat.

### Permeability And Stormwater

- Use permeable surfaces where possible to maximize infiltration and reduce runoff

### Urban Heat Island

- Treed canopy for shade and reduce urban heat island and improve urban forest

### Water Efficiency

- Water wise and locally adapted plant species and improve biodiversity and regenerative landscapes

### Energy Efficiency

- Seamless and intuitive pedestrian and multi-use pathways encourage reducing reliance on cars
- Encourage use of local products and distributors within 500km radius
- Efficient lighting (LED)



CYCLING AND WALKING ROUTES



NATURAL LOCALLY ADAPTED PLANTINGS

JOHNSON STREET BRIDGE REPLACEMENT PROJECT  
**PUBLIC REALM AND  
LANDSCAPE DESIGN STRATEGY**

PRODUCED BY  
**SHARP & DIAMOND LANDSCAPE ARCHITECTURE INC**



## Governance and Priorities Committee Report

**Date:** July 15, 2012      **From:** Katie Josephson, Director of Communications  
**Subject:** Public Realm Elements of Johnson Street Bridge Project

### Executive Summary

Over recent months, the City has consulted the public to seek input on the public realm elements of the Johnson Street Bridge Replacement Project. 130 people attended the first session in June. Over 80 people attended the second session in July designed to close the loop with the community in terms of what we heard and demonstrate how it influenced the project design.

124 surveys were received with 76% of the respondents indicating they were from Victoria. In addition, written submissions from both the Downtown Residents and Victoria West Community Associations were received. The input from all respondents was very constructive and a number of themes emerged which resulted in several refinements to the initial plan.

#### Common themes:

- The area is very much seen as a transportation hub, with a desire for enhancing walkability and cycling connections and improving overall accessibility.
- A strong desire for animation of the public realm. Supporting opportunities for social gathering through community events, festivals, and entertainment in the plazas areas and new green space area.
- Creating opportunities to sit and view the harbour.
- Improving overall safety and introducing elements to encourage traffic calming.
- The approaches are considered gateways to neighbourhoods.

A strong majority were satisfied with the level of information and input opportunities and the majority who responded would like to continue to be involved in the future.

This input and the City's guiding policy documents have guided further development of concept drawings prepared by the landscape architects and once final will be form the basis of an addendum for the request for proposals regarding the main construction contract.

Attached are the proposed public realm concepts for the area within the scope of the Johnson Street Bridge Replacement Project. A binder of all of the survey comments received is available for Council's review.

### Recommendation:

- 1) That Council receive this report for information.

Respectfully submitted

  
 Katie Josephson  
 Director of Communications

  
 Dwayne Kalynchuk  
 Project Director

  
 Peter Sparanese  
 Project Principal

Report accepted and recommended by the City Manager:

  
 Gail Stephens



## Purpose

To update Council on the public input received on public realm elements of the Johnson Street Bridge Replacement project and the refinements incorporated as a result of public consultation.

## Background

In preparation for issuing the Request for Proposals for construction of the Johnson Street Bridge, public input was sought to finalize the public realm elements of the project.

Two sessions were held in June and July, and a survey (online and written) was used to solicit public input on these elements.

Building on earlier discussions and guiding policies in place, the following engagement objectives were developed and guided the process:

**Openness:** Be open, clear, and proactive in communicating expectations and impacts of engagement activities and project realities, such as the budget and resource implications of activities.

**Tell the whole story:** Present all factors holistically. Provide improved maps that:

- show a clear illustration of pedestrian and cyclist connectivity;
- include peripheral areas and road connections;
- identify private and public lands, including proposed developments and hotel access;
- better illustrate future connections to the Harbour Pathway, and
- document fixed elements and identify areas for input.

**Informed discussion:** Provide timely information to help inform discussions. Supply material prior to the workshop to allow citizens an opportunity to review prior to participating. We are aiming to have format and materials available a week prior to the event.

**Inclusive:** Develop an understanding of the range of views in the community, and use a diversity of approaches to connect to various segments of the community. Provide opportunities for group discussions that involve various stakeholders.

**Mixed methods of engagement:** use both broad and deep engagement tools to ensure a diversity of input. Design the workshop to provide both drop-in and more "hands on" opportunities for those who want to engage at a deeper level.

**Innovation:** Use creative engagement approaches to help engage a broad range of stakeholders and community members representing residents, businesses, cyclists, pedestrians, frequent bridge users, and anyone affected by the bridge project.

**Set priorities / Identify trade-offs:** Recognizing resource and budget limitations, provide an opportunity for the community to set priorities and identify trade-offs.

**Clarity:** Use plain language to be clear in communication.

**Close the loop:** Keep participants informed of outcomes from the workshop and outline next steps in the process



## Issues & Analysis

A number of themes emerged during consultation.

### Issues:

#### Common themes:

- The area is very much seen as a transportation hub, with a desire for enhancing walkability and cycling connections and improving overall accessibility.
- A strong desire for animation of the public realm. Supporting opportunities for social gathering through community events, festivals, and entertainment in the plazas areas and new green space area.
- Creating opportunities to sit and view the harbour.
- Improving overall safety and introducing elements to encourage traffic calming.
- The approaches are considered gateways to neighbourhoods.

#### Setting priorities:

When asked where to prioritize the public realm budget of \$1.3 million, the top priorities were:

- Investing in landscaping.
- Plaza amenities.
- Pathway lighting / pedestrian and cyclists' safety.
- In terms of prioritizing investment in plazas, the two south plazas were ranked as most important.
- The south west plaza is seen to be an opportunity for social gathering and harbour viewing.
- The south east plaza is seen to be an opportunity for harbour viewing and trail connections.
- The northeast plaza is seen to be a trail connection and social gathering point.

#### Additional feedback areas:

- There was no strong desire for gateway signage on either side, however, both approaches were seen to be gateways to the respective neighbourhoods and there was a desire to be treated as such with other elements such as landscaping and banner or lighting treatments.
- It was felt that a combination of way-finding and interpretive signage was needed in the area.
- 64% agreed with the proposed transit stops. 17% didn't.
- Several comments were focused on the importance of preserving the rail corridor, public art and the consolidated green space. This information will inform the respective consultation processes and planning on these matters.
- There were comments about the potential treatment of the walls and pedestrian overpass.
- A strong majority were satisfied with the level of information and input opportunities and the majority who responded would like to continue be involved in the future.

## Analysis

### Proposed enhancements as a result of community input:

#### Connectivity

- Separated sidewalks on west approach where space allows.
- Way-finding signage to direct pedestrians/cyclists.
- Intersection with crosswalk markings at all four crossings at Esquimalt and Harbour Road intersection.
- Sidewalk added on south side of Esquimalt Road to improve pedestrian connectivity. The earlier proposed pathway on the south side was removed as it may have a potential conflict with protected rail corridor.

- Enhanced crossing for pedestrians and cyclists (elephant's feet bicycle crossing) at north east trailhead. An elephant feet bicycle crossing is a new standard introduced by Transportation Association of Canada that provided dedicated, marked crossings for cyclists. This is the first crossing of this kind in Victoria, and likely one of the first in the province.
- Cyclist left turning lane (north on Wharf to access multi-use trail).
- Recognize north west trail junction potential as a meeting point and opportunity for wayfinding signage.
- Ensure connections to David Foster Way (harbour pathway).

#### Traffic Calming

- Raised medians for traffic calming effects on west and east sides.
- Landscaped median west of harbour and a treed median on east approach into downtown.
- Delta Ocean Pointe Resort and future public space access road reduced to two narrow lanes.
- Minimize left turn lane length at the intersection of Esquimalt and Harbour Roads.
- Consideration of banner installation on Westside median to serve as traffic calming and gateway feature for Victoria West.

#### Plaza Areas

- Plaza space on south west designed for harbour viewing, including seating, lighting and utilities for potential future programming.
- Plaza space on north east designed for trail connection with bike racks and drinking fountain.
- Staff will look at opportunities for programming, street entertainers etc over next few years.

#### Landscaping

- Landscaping will be a mix of ornamental and native plantings and trees, with bedrock where appropriate.

#### Treatment of Retaining Walls

- Staff are exploring opportunities for treatments on the retaining walls of the pedestrian overpass on the west side to prevent graffiti and incorporate creative elements, while remaining within project budget.

#### **Options & Impacts**

The proposed concepts are within the allocated budget of \$1.3 million for the public realm. The options for the treatment of the walls in the area will need to be finalized and considered with the budget in mind.

The public realm elements must be finalized by the close of the request for proposals on August 17, 2012 for construction of the Johnson Street Bridge.

#### **Recommendations**

- 1) That Council receive this report for information.

#### **Attachments**

- 1) June 9, 2012 Public Spaces Map
- 2) July 7, 2012 Public Spaces Map - Summary of Enhancements
- 3) July 20, 2012 Landscape Rendering







# Johnson Street Bridge Replacement Project

## Public Spaces

Presented at July 7, 2012 Open House



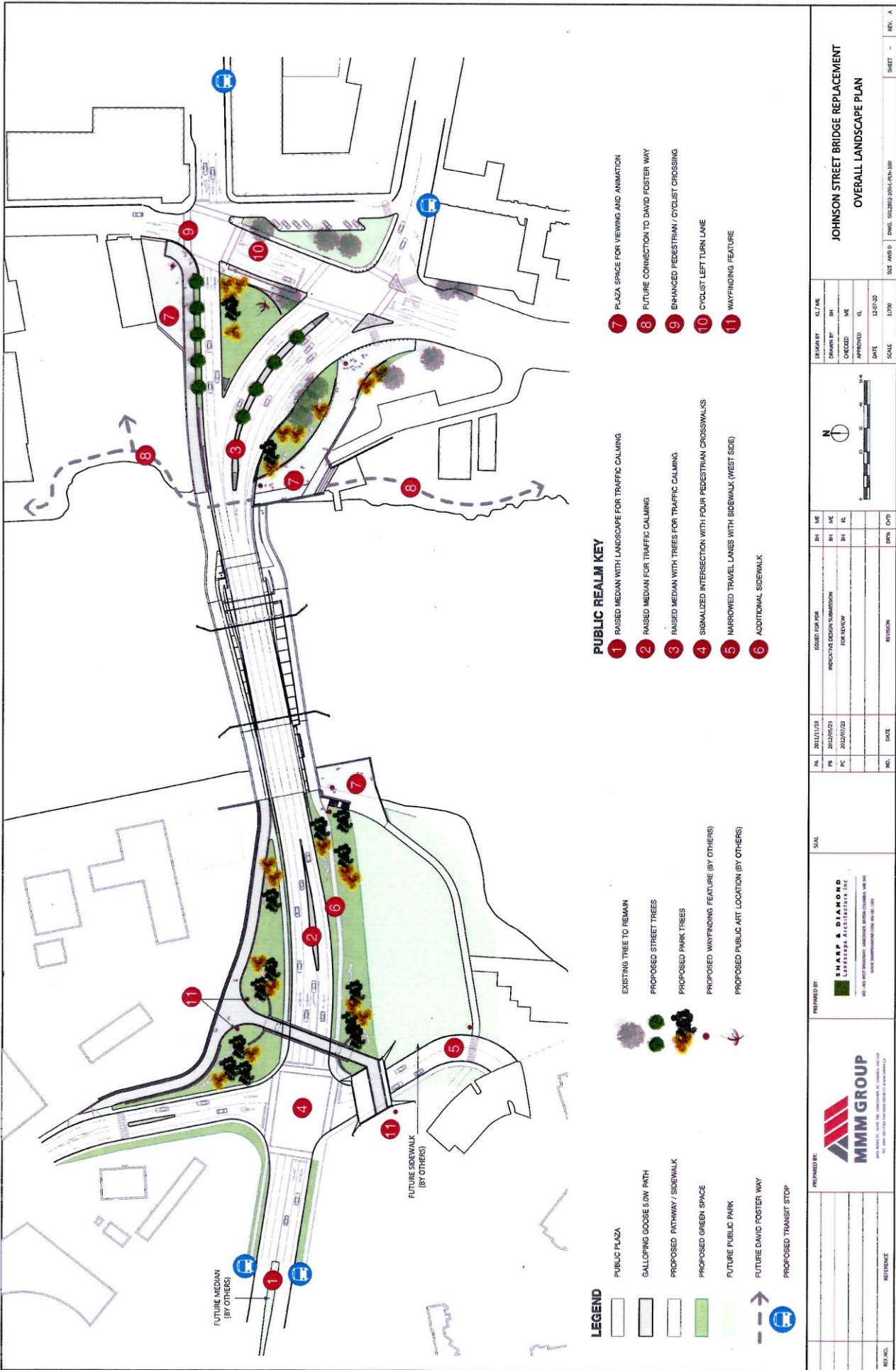
### Responses to what we heard:

- Public plaza space
- Green space
- Future park/public space/greenspace
- Protected rail corridor
- Proposed transit locations
- Retaining walls
- Galloping Goose/ E&N Rail Trail Head
- Future David Foster Way (Harbour Pathway)

- 1 Medians for traffic calming
- 2 Way-finding signage to direct pedestrians/cyclists
- 3 Crosswalk on all approaches at intersection
- 4 Delta Hotel and future public space access road reduced to two narrow lanes
- 5 Sidewalk added on south side of Esquimalt Road

- 6 Plaza space designed for harbour viewing
- 7 Ensure connections to David Foster Way (Harbour Pathway)
- 8 Enhanced crossings for pedestrians and cyclists (Elephant's Feet Bicycle Crossing)
- 9 Cyclist left turning lane to access multi-use trail



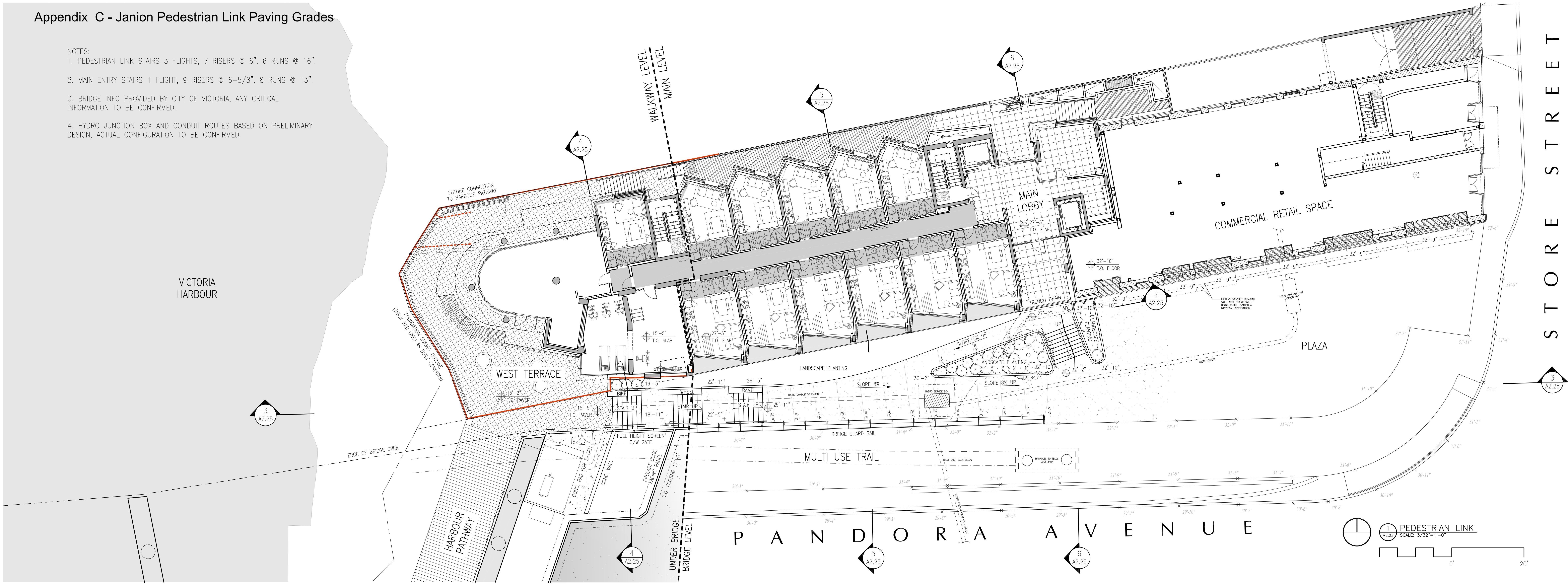




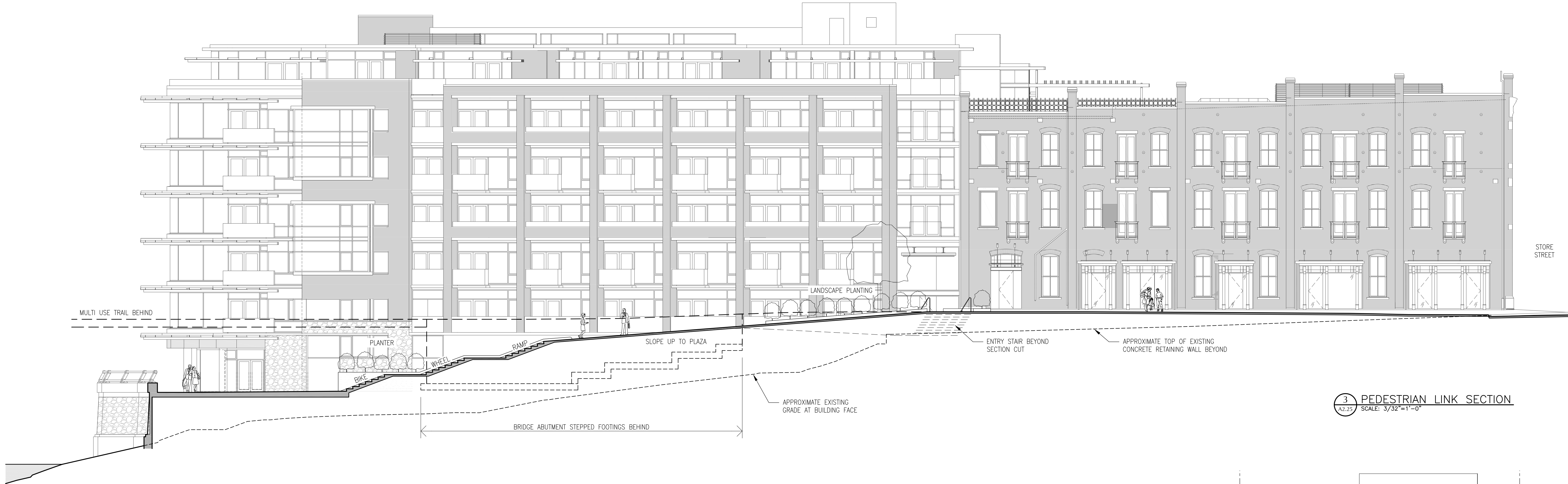


Appendix C - Janion Pedestrian Link Paving Grades

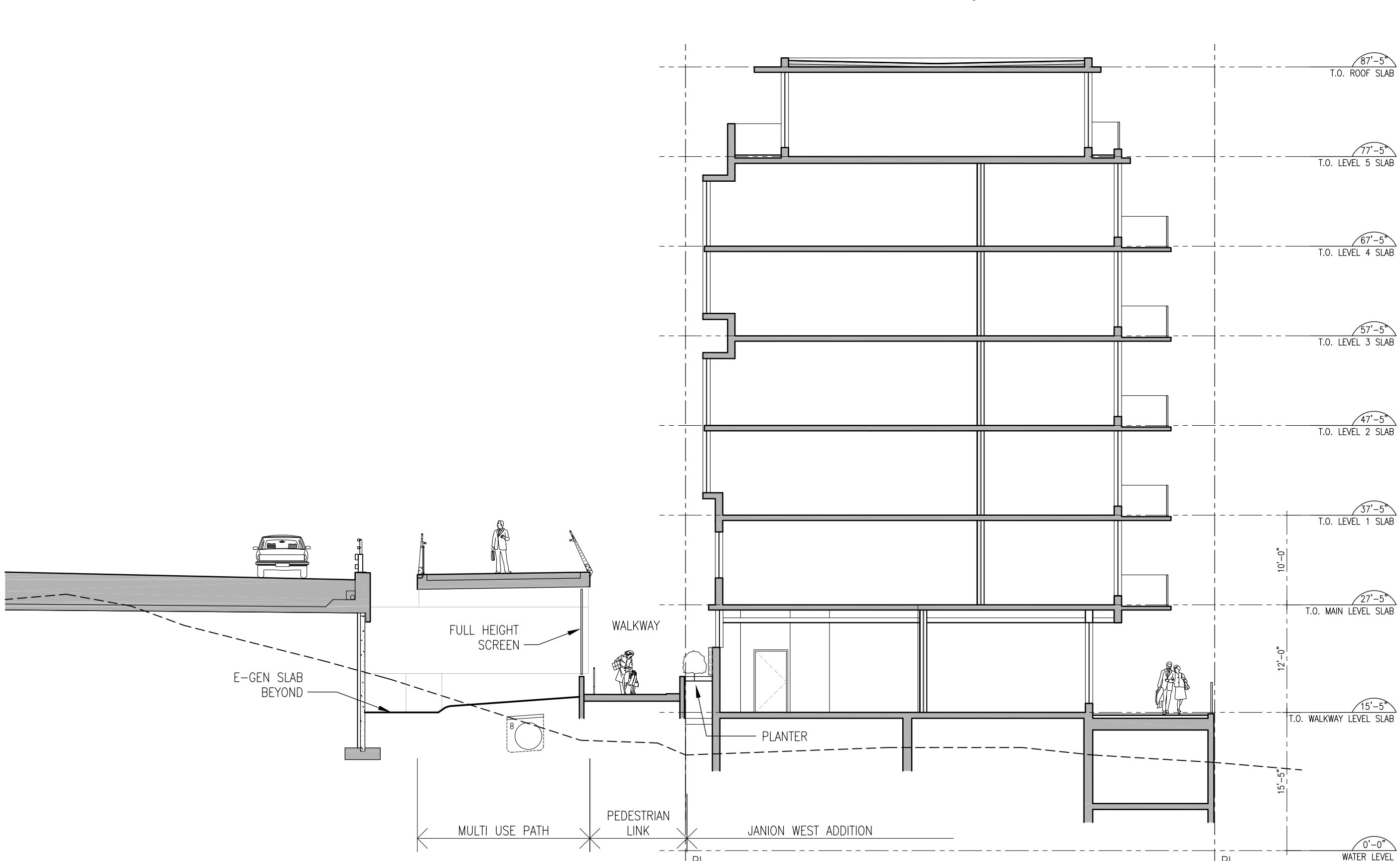
- NOTES:
1. PEDESTRIAN LINK STAIRS 3 FLIGHTS, 7 RISERS @ 6", 6 RUNS @ 16".
  2. MAIN ENTRY STAIRS 1 FLIGHT, 9 RISERS @ 6-5/8", 8 RUNS @ 13".
  3. BRIDGE INFO PROVIDED BY CITY OF VICTORIA, ANY CRITICAL INFORMATION TO BE CONFIRMED.
  4. HYDRO JUNCTION BOX AND CONDUIT ROUTES BASED ON PRELIMINARY DESIGN, ACTUAL CONFIGURATION TO BE CONFIRMED.



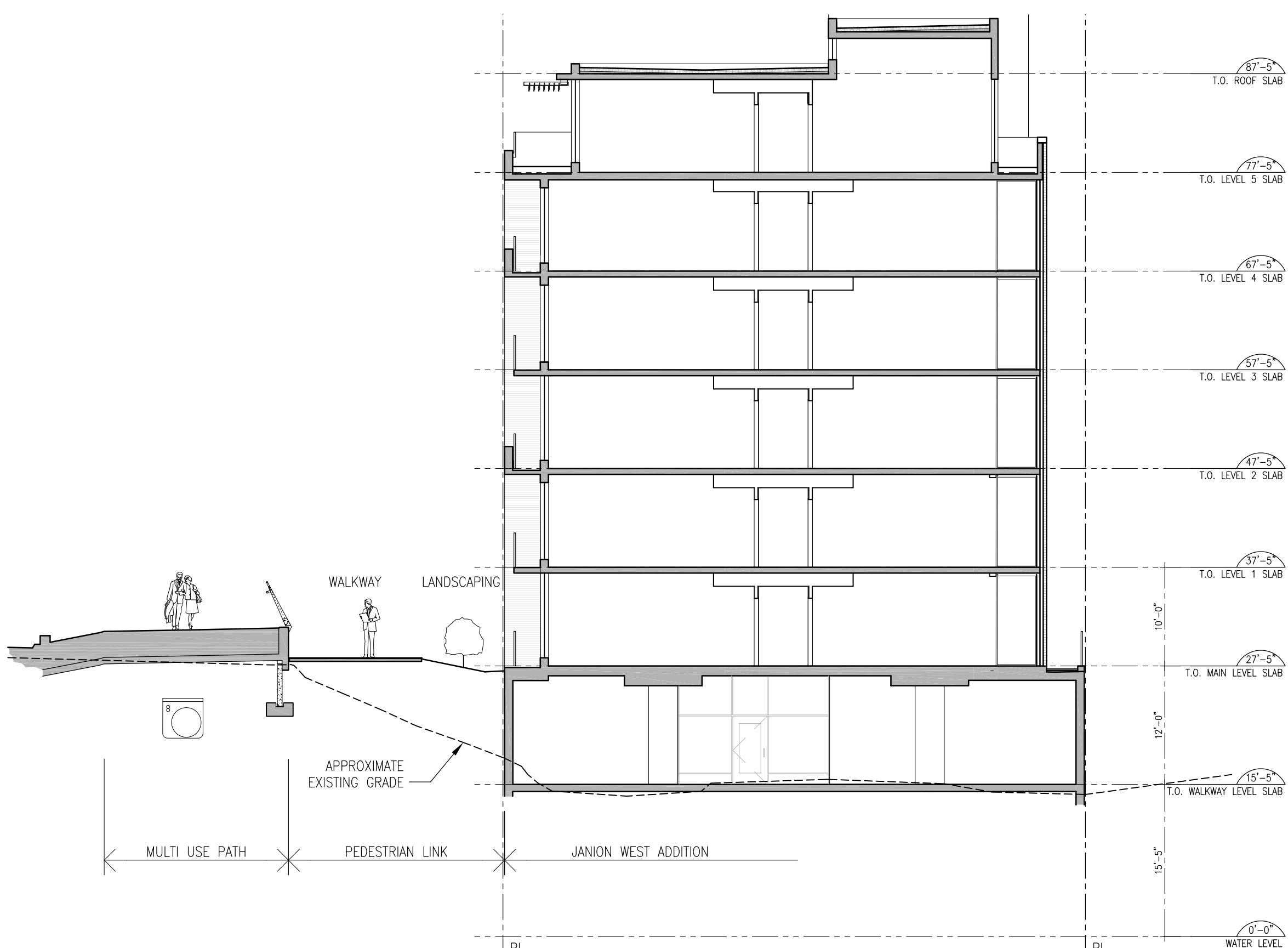
2 PEDESTRIAN LINK SECTION  
SCALE: 3/32"=1'-0"



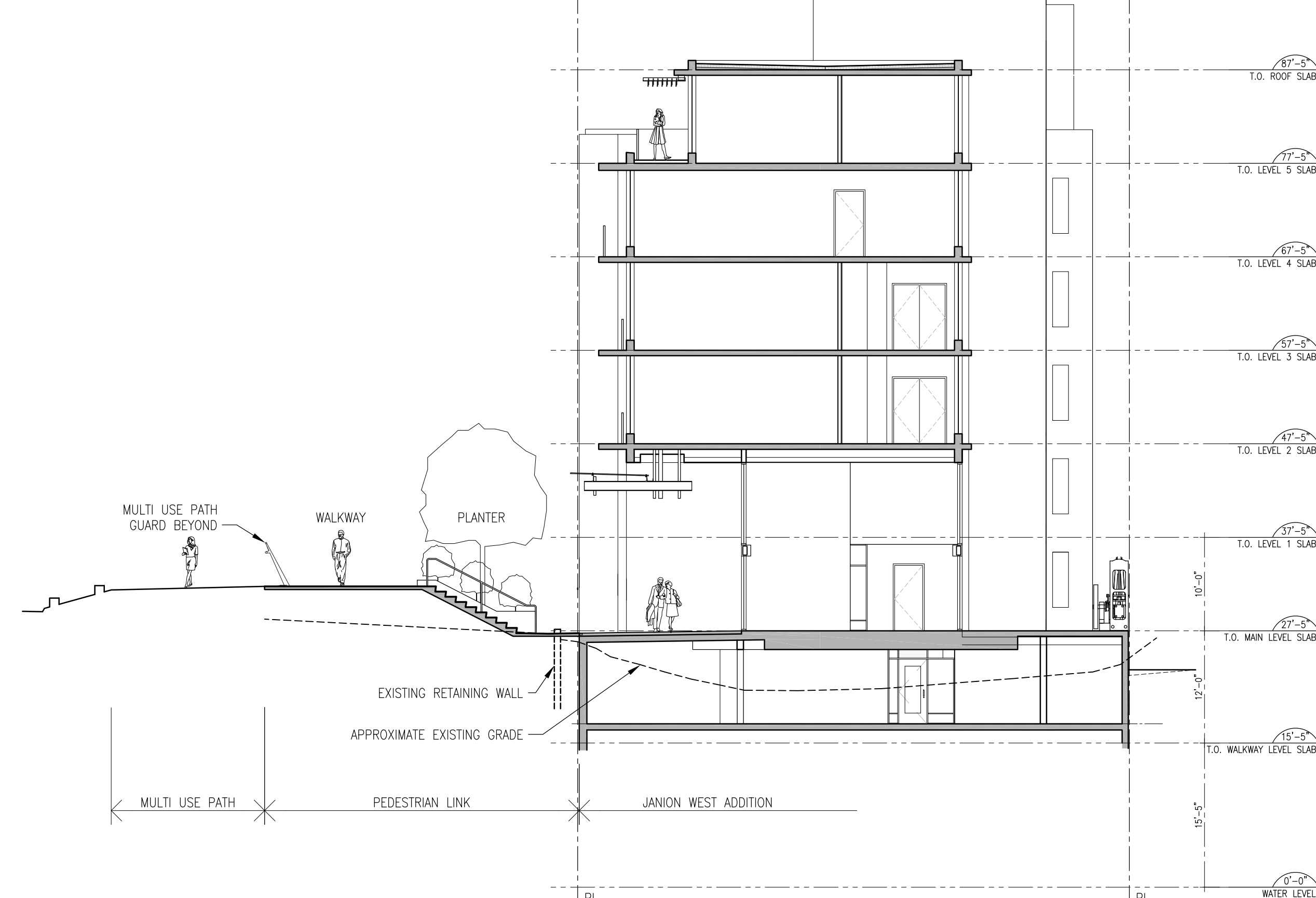
3 PEDESTRIAN LINK SECTION  
SCALE: 3/32"=1'-0"



4 PEDESTRIAN LINK SECTION  
SCALE: 3/32"=1'-0"



5 PEDESTRIAN LINK SECTION  
SCALE: 3/32"=1'-0"



6 PEDESTRIAN LINK SECTION  
SCALE: 3/32"=1'-0"

**MERRICK ARCHITECTURE**  
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www.merrickarch.com  
info@merrickarch.com

Revision No.	Description	Date
1	South planter clarified	Jan 8, 2015
2	South planter removed. Bridge guard rail extended.	Jan 23, 2015

Issue	Issue Date
For Information	Dec 10, 2014
For Information	Dec 23, 2014
For Information	Jan 8, 2015
Progress	Jan 16, 2015
Progress	Jan 23, 2015
Client Review	Jan 27, 2015

Consultant

Project  
**The Janion**  
1610 Store Street  
Victoria, BC  
For  
Crosstown Properties Ltd.

Sheet Title  
**PEDESTRIAN LINK CONCEPT PLAN & SECTIONS**

Drawn By DC	Checked DJ
Project Number 1208.5	Scale AS NOTED
Revision ---	Sheet Number

**A2.25**







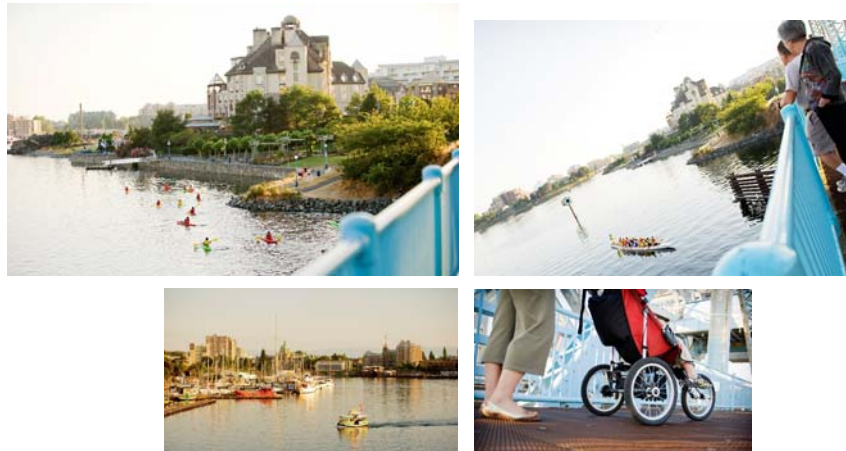
# Johnson Street Bridge

Preliminary timeline for completion of public realm areas





## Johnson Street Bridge Public Realm Update



August 20, 2015

[JohnsonStreetBridge.com](http://JohnsonStreetBridge.com)



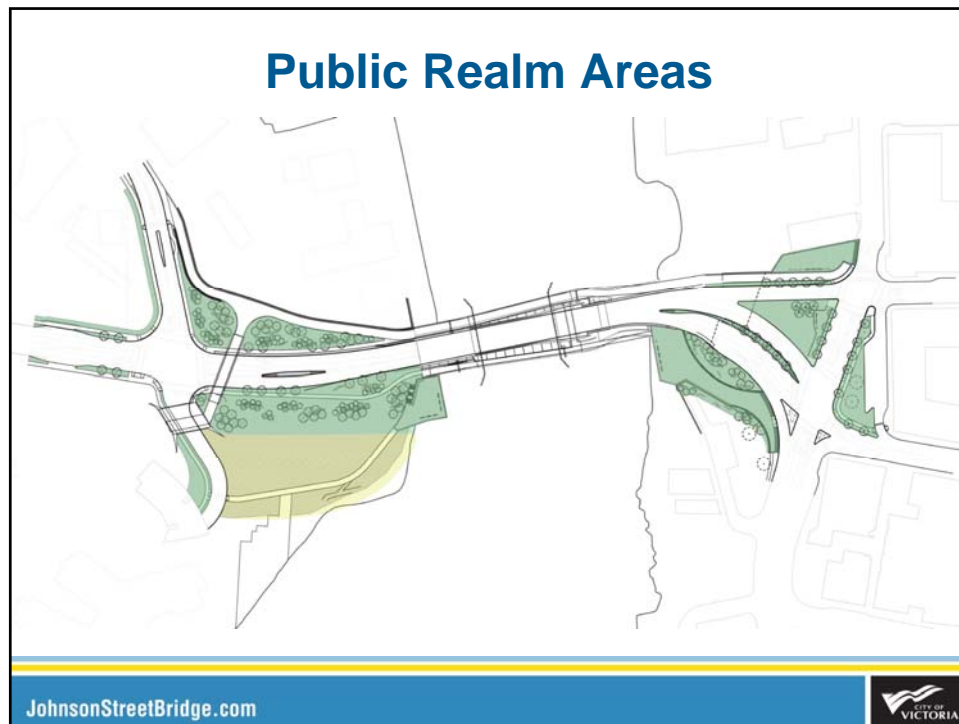
## Background

- Johnson Street Bridge Replacement Project impacts a diverse range of stakeholders
- In addition to a new bridge, the project also includes revitalized public spaces, improved connectivity for pedestrians and cyclists, and three new plaza spaces

[JohnsonStreetBridge.com](http://JohnsonStreetBridge.com)







### Background

- These spaces include a new downtown trailhead for the Galloping Goose, E&N, and Lochside regional trails
- Improved accessible connectivity to the multi-use trail and pedestrian pathway
- New spaces to enjoy downtown and views of the harbour

JohnsonStreetBridge.com

CITY OF VICTORIA

## Public Realm

Current

New Bridge



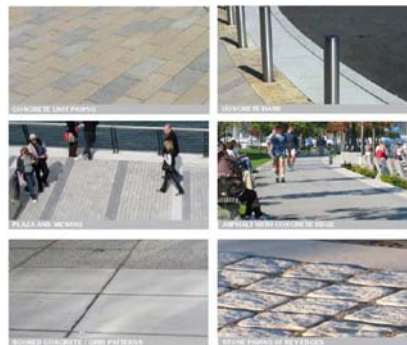
JohnsonStreetBridge.com



## PCL Contract

PCL's contract includes approximately \$500,000 for hard surfaces including:

- pavers for plazas
- multi-use pathways
- sidewalks
- walls
- stairs



JohnsonStreetBridge.com



## Cash Allowance

A cash allowance of \$880,00 is also included for:

- Lighting
- Plantings and trees
- Benches
- Bike racks
- Trash bins
- Recycling receptacles
- Drinking fountains
- Finishings for wall surfaces



JohnsonStreetBridge.com



## Public Input

- Prior to the contract award, more than 200 people provided input on public realm elements through two workshops in the summer of 2012
- More than 100 surveys were also received
- Letters were received from the Victoria West and Downtown neighbourhood associations and Greater Victoria Cycling Coalition

JohnsonStreetBridge.com





## What We Heard

- A desire for enhanced walkability and cycling connections
- Support for opportunities for social gathering through community events, festivals, and entertainment
- Opportunities to sit and view the harbour were identified as important
- A desire for improved safety and traffic calming
- The bridge approaches as gateways to Victoria West and Downtown neighbourhoods

JohnsonStreetBridge.com



## What We Heard

- Investing in landscaping
- Plaza amenities
- Pathway lighting
- Pedestrian and cyclist safety

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## What We Heard

As a result of public feedback, several changes were made to landscaping plans included in the contract:

- Additional sidewalk and pedestrian crossings
- Plaza amenities
- More traffic calming measures
- Naturalized landscaping including exposed bedrock

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## Responses to What We Heard

- 1) Medians for traffic calming
- 2) Way-finding signage
- 3) Additional crosswalks at Harbour and Esquimalt Roads
- 4) South Harbour Road reduced to two narrow lanes
- 5) Sidewalk added on south side of Esquimalt Road
- 6) Plaza space designed for harbour viewing
- 7) Ensure future connection to David Foster Way
- 8) Enhanced crossings for pedestrians and cyclists
- 9) Cyclist left turn lane to access multi-use trail
- 10) Maintain 30km/h in bridge area



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## Earlier Engagement

- Due to time and process limitations, what was not included in earlier engagement was the opportunity to inform the urban design and how the space would feel and be used



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## Public Art

- In addition to public realm aspects the project currently identifies \$250,000 for public art
- A section of steel from the rail bridge has been set aside for a future art piece
- In September 2013, Council directed staff to bring forward more information on the public realm prior to Council making any further decisions regarding public art

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## North East Plaza



NORTH EAST PLAZA

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## South East Plaza



SOUTH EAST PLAZA LOOKING WEST

JohnsonStreetBridge.com



## South East Plaza



SOUTH EAST PLAZA LOOKING EAST

JohnsonStreetBridge.com



## Downtown

### North East Plaza:

- New trailhead for Galloping Goose, Lochside, and E&N Trails
- New bike racks, benches, drinking fountain
- Enhanced crossings for pedestrians and cyclists

### South East Plaza:

- Connection to new bridge's pedestrian pathway and future David Foster Way
- Opportunities for harbour viewing
- Benches and wall seating



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## West Plaza



WEST PLAZA

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## Victoria West

- New crossings and connections for pedestrians and cyclists
- Plaza adjacent to future waterfront green space
- Opportunities for harbour viewing
- Bench seating in plaza
- Protected rail corridor



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## Budget and Timeline

- New bridge is expected to open in the spring of 2017
- Final project completion, including removal of the rail span and completion of all landscaping and plazas by fall 2017
- Total project budget is \$96.8 million

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## Public Realm Budget

- Bids received by PCL for public realm work beyond the hardscape surfaces indicate there is currently not enough budget available to complete the approved landscape plan.

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## Public Realm Budget

Public Realm Item	Funding Source	
Landscaping and furnishings: Trees, shrubs, benches, trash and recycling	Cash Allowance	\$880,000
Hardscaping: sidewalks, pathways, walls, plaza pavers, stairs	PCL Contract	\$500,000
		<b>\$1,380,000</b>

To date, \$345,000 has been allocated in the cash allowance for all work and fixtures for lighting, leaving a remaining total of \$500,000 to complete all remaining landscaping and furnishing.

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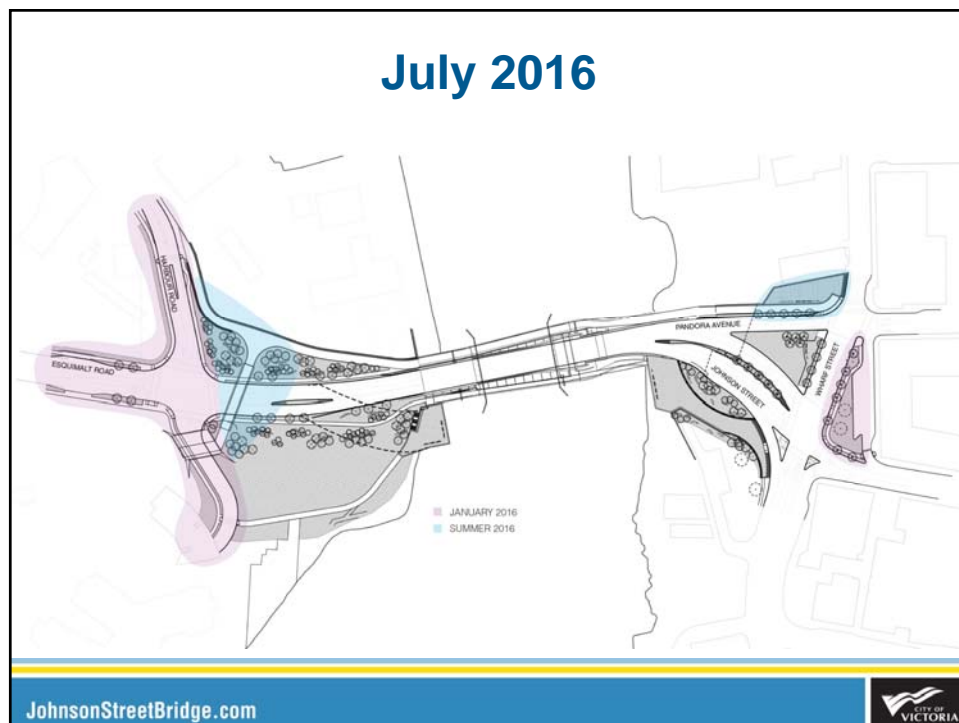
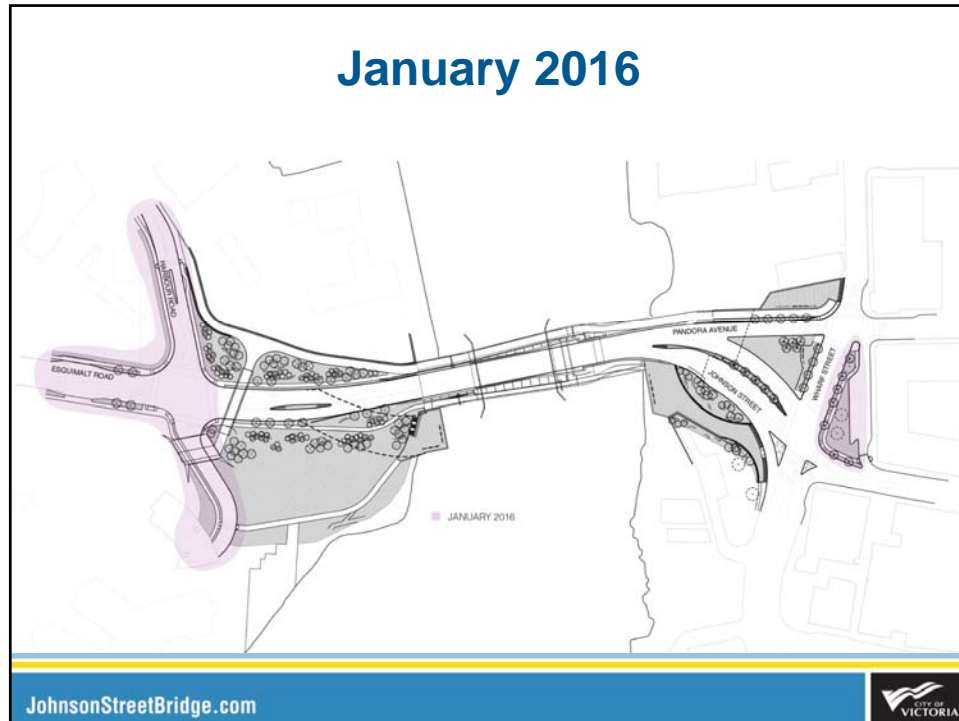


## Public Realm

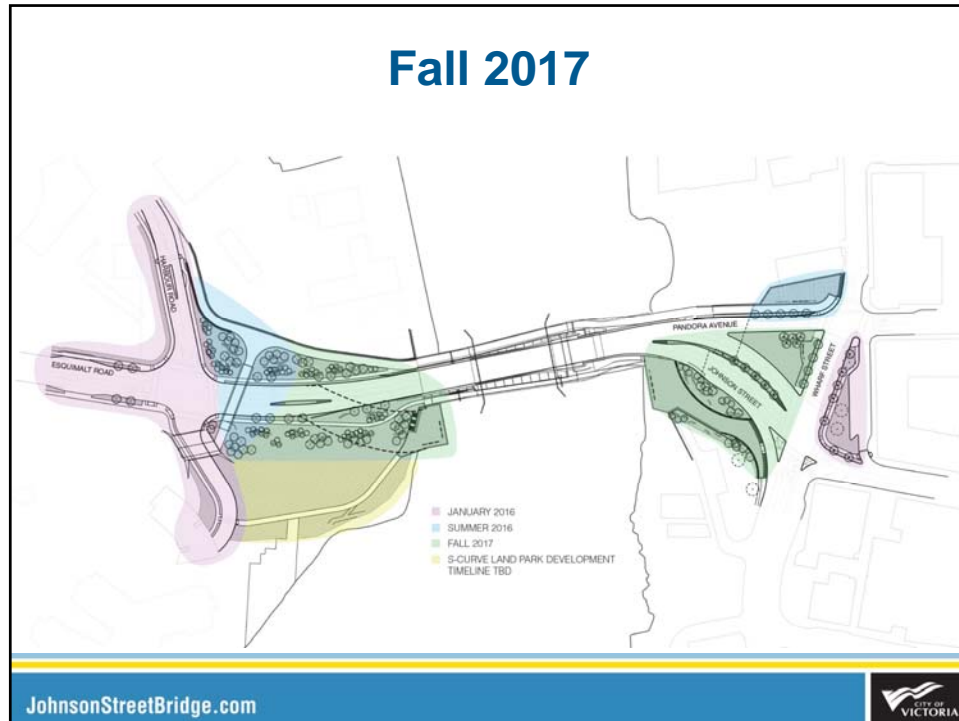
- A significant level of work related to the roads, intersections, and sidewalks has been completed or is nearing completion. Changes to these elements would result in significant costs.
- All other elements remain somewhat flexible if Council desires
- Upon agreement of a public realm approach, staff have identified to complete some of the work in phases

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## Recommended Option

### Urban Design Approach with Budget to be determined

- Engage the public on design and future use of space
- Work within space parameters of completed hardscaping and road alignments
- Host a design charrette with community
- Develop budget options

## Timeline

- Engagement with community: October 2015
- Report back to Council: November 2015

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## Recommendation

- Direct staff to proceed with public engagement on urban design of public realm in the fall 2015
- Report back to Council with a public realm design and corresponding budget options

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**Thank You**

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## Governance and Priorities Committee Report

### For the Meeting of August 20, 2015

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**To:** Governance and Priorities Committee      **Date:** August 10, 2015  
**From:** Jason Johnson, City Manager  
**Subject:** Highlights for Quarter 2 and Progress Update on Operational Plan

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#### EXECUTIVE SUMMARY

The purpose of this report is to present an update on progress towards strategic objectives and implementation of the operational plan. It also includes the quarterly update for the Victoria Police Department, and a report outlining single source contracts issued during the first half of the year.

The operational plan notes current timelines and milestones for each 2015 initiative approved in the strategic plan and financial plan. Quarterly Highlights are also included to report on activities of the past quarter. New process measures to capture service levels have also been included and will continue to be refined over the next quarter, informed by the parallel 2016 financial planning process. These measures endeavour to provide comparators each quarter, as well as annually. Staff will continue to focus on establishing key performance indicators in the 2016 financial plan, measuring return on investment and allocation of resources to achieve specific-objectives and results.

The second quarter of the year saw the operationalizing of the new Council-approved strategic plan and 2015 financial plan. Much progress has been achieved this quarter and many initiatives have been completed. At the same time, there are a few projects where timelines have been delayed slightly but will complete in 2015, and four projects that have been deferred to 2016 to allow for more public engagement or to accommodate delivery of other priority projects. The Topaz Park tennis courts, an arterial upgrade to Cook Street, improvements at Pioneer Square, and a waterworks project on Inskip in Esquimalt have been deferred to 2016 and are described further within the operational plan.

In terms of the highlights of Quarter 2, there was a continued emphasis on building stronger relationships and increasing community involvement in operational and service processes. The second annual Development Summit occurred in June, bringing neighbourhoods, developers and contractors together with City staff to share ideas on improvements to land-use processes and improving turnaround times. Improved information tools were also introduced, with a new Development Tracker and partnership with PlaceSpeak to notify residents of neighbourhood development activity in real-time.

Meetings with neighbourhood associations on how the City can better support strong, neighbourhoods, have begun. These meetings are also engaging neighbourhood associations on the topic of local area planning to inform how these plans can be more meaningful and accelerated.



The City has engaged Jim Diers to help build shared understanding for strong neighbourhood planning approaches, and the City hopes to bring Mr. Diers back in October for public sessions.

A well-attended co-design workshop on the Cook Street corridor with the North Park Neighbourhood Association has resulted in improved plans for the area, and staff continue to work with the neighbourhood to advance preliminary design into reality for implementation in 2016. These types of partnerships demonstrate the value of community input in the planning phase, shifting a traditional paving project to a more complete streets planning approach.

Staff engagement in organizational development also remains a high priority. The strategic plan and operational plan were the focus of the May employee forum, setting the course for the coming year. "Great Ideas" sessions will occur in the fall on specific topics, and focussed training on Placemaking and neighbourhood engagement are underway. A very successful Public Works Day event occurred in May, bringing together elementary school children, retired and current staff to educate and celebrate Public Works. Union relationships are improving with greater information sharing and consultation with CUPE occurring over the past quarter. The City continues to liaise with CUPE through the development of the parking ambassador model, an in-house parking model to be introduced in January 2016. The collective agreement with the Carpenter's Union was also finalized this quarter, leaving only the Electrical union agreement to be completed this quarter. Safety in the workplace is a shared objective of staff, all unions and the organization as a whole, and the City was recently recognized by Worksafe BC for having the greatest improvement in claim durations compared to three other large municipalities.

Staff continue to break down silos and apply more interdisciplinary approaches to project management. Recent recruitments in Parks and Recreation and Sustainable Planning and Community Development departments, have added leadership capacity and fresh perspective in two key operational areas. Thomas Soulliere and Jonathan Tinney joined the Leadership Team this quarter, and a three-person interdisciplinary team has been hired to add capacity for inter-departmental projects, such as David Foster Harbour Pathway and active transportation. In addition, with Jonathan Huggett taking on responsibility for the Johnson Street Bridge Project and focussing on its strategic scope, a new approach to internal coordination of the public realm elements has been introduced.

Forty-two job competitions occurred in the second quarter and we continue to look for internal development opportunities for staff. In 2014, 60% of positions were filled internally. A new on-boarding system is being introduced to support new staff joining the organization so they can hit the ground running, armed with the information and support they need to succeed.

A joint leadership session also occurred with VicPD, to share each other's strategic plans, and discuss opportunities for collaboration. The next session is scheduled for mid-September. Victoria Police recently transferred their police boat to the Victoria Fire Department for harbour response, and the two departments continue to increase collaboration on emergency response and planning.

The summer season is always a busy one from a cultural and festival perspective. A highlight was Victoria's first Car-Free Day to occur on Douglas Street, only to be followed by a well-attended International Buskers Festival, Tour de Victoria, Canada Day, and most recently, the Symphony Splash. Victoria also celebrated two Twin City Anniversaries with Suzhou, China and Morioka, Japan since the last update. Both visits celebrated the Capital Region's relationships with Japan and China, with the installation of a Bell of Friendship in Centennial Park, and a bronze and granite dragon statue installed at Butchart Gardens.

This quarter saw increased organizational focus in the strategic area of *Social Inclusion*. An interdepartmental team identified options and supports for those seeking shelter in parks. Parks washroom hours were increased, improved signage and information have been developed, and more clean-up is occurring in parks to balance impacts and provide services. An outreach position and storage options for shopping carts are being developed. Three new rainbow crosswalks were also introduced timed with Pride Week. The crosswalks resulted in the highest social media engagement the City has experienced to date.

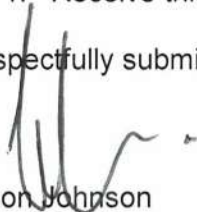
Each year, proactive reviews of specific operational service areas are completed to identify opportunities for improved service delivery and capacity building. This quarter, efforts focussed on real estate services, emergency management and bylaw enforcement. Work will continue in quarter three.

**RECOMMENDATION:**

That Council:

1. Receive this report for information and provide feedback to inform future reporting.

Respectfully submitted



Jason Johnson  
City Manager

**List of Attachments:**

- Appendix A: Quarter 2 Operational Plan
- Appendix B: Quarter 2 Highlights
- Appendix C: VicPD Quarterly Report
- Appendix D: Single Source Report





## Appendix A

# **2015** **Operational Plan** Second Quarter

Governance and Priorities Committee Meeting

AUGUST 20, 2015







**LEGEND****Department:**

Citizen Engagement and Strategic Planning (CESP)
Culture / Victoria Conference Centre (VCC)
Engineering and Public Works (Eng/PW)
Finance
Human Resources (HR)
Legal
Legislative and Regulatory Services (LRS)
Parks and Recreation
Sustainable Planning and Community Development (SPCD)
Victoria Fire Department (VFD)
City Manager
Council

**Note:**

Strategic Plan actions are noted in **bold**

**Status:**

	Major change in objectives/scope, schedule or resources since last reporting date
	No changes to project plan since last reporting date
	Minor changes to project plan since last reporting date, no significant change in overall objectives/scope, schedule or resources required
	Complete



# Operational Plan – Second Quarter

1) Innovate and Lead								
	Action	Lead	Comments	Q1	Q2	Q3	Q4	Status
1	Be bold	All						●
2	To enable bold, innovative leadership, invest in City Hall's capacity by creating an interdisciplinary project team to support collaborative, holistic planning and execution, and public engagement. This approach introduces new expertise, project management support and capacity for meeting strategic objectives and delivering within Financial Plan	City Manager	Very competitive recruitment. Three positions hired		Positions hired	Staff start in August and September		✓
3	Introduce focused advisory committees and task forces to build capacity and include public input within specific projects and timelines. Focus mandate and meeting frequency of broad topical advisory committees	Council / LRS	Two Task Forces struck: Economic Development and Prosperity and Housing Affordability		Governance workshop July	Economic Prosperity reports September	Housing Affordability workshop October	●
4	Support the City Manager in developing an organizational culture of collaboration, continuous learning, and employee empowerment (2015-18)	Council						●
5	Support new strategic planning process and improved reporting on strategic initiatives	CESP	New operational plan aligned with strategic plan		June 4 GPC			✓
	• Quarterly Progress reports	CESP	Introduction of quarterly/annual metrics		June 4	August 20	November	●
6	Introduce IAP2 training for key staff across the organization, building capacity to support improved engagement	CESP	One staff trained, and identifying certified provider to train staff across departments this fall. Hosted IAP2 Local Chapter event April 28		Started			●

## Operational Plan – Second Quarter

1) Innovate and Lead								
	Action	Lead	Comments	Q1	Q2	Q3	Q4	Status
7	Employee forums and leadership sessions	CESP	Next Employee Forum will occur in October		May		October	●
8	Host “Great Ideas” sessions with all staff; facilitate implementation of ideas	CESP	Underway			PW and I.T. Great Ideas sessions upcoming		●
9	Improve spareboard hiring process	Eng/PW	Ongoing		Review other municipal practices			●
10	I.T. improvements: • Complete thin client replacement with improved technology for staff • Implementation of online recruitment tools and handling of applications	Finance	Thin client replacement complete; online recruitment tool completion November		Thin client replacement complete May		Recruitment tool November	●
11	Re-visit recruitment strategies and methods • Review use of interviews and/or technical testing based on the vacancy • Provide robust feedback to internal applicants who are not successful, with a focus on future development	HR	Recruitment is revised on an ongoing basis		Begin			●
12	Develop comprehensive on-boarding program for employees • Piloting of buddy program for new staff	HR	Ongoing work by HR and CESP to refine program		Begin	Pilot system of buddy program		●
13	Review employee recognition program • Employee focus group	HR			Begin		Complete	●
14	Review and revamp return-to-work program • Program underway to include management training on accommodation • Review at union/management rehabilitation committee	HR	Comprehensive review undertaken, resulting in streamlining of processes		Begin	Complete		✓
15	Develop joint City-Union training initiatives • Training on grievances completed April 30	HR	Training on building a more capable union/management relationship completed February		Begin	Complete		✓

## Operational Plan – Second Quarter

1) Innovate and Lead								
	Action	Lead	Comments	Q1	Q2	Q3	Q4	Status
16	Finalize outstanding collective agreements (Electrical and Carpenters)	HR	UBCJ bargaining completed		Complete			✓
17	Enhance policy development across the organization	LRS	Create, update and standardize corporate policies. Support training to develop policy skills within organization		Start April		Ongoing	●
18	Development of City templates for standard agreements and legal documents	Legal Services	Ongoing			First set of templates ready September		●
19	International Fire Fighter Exchange Program	VFD	Complete	Complete February				✓



## Operational Plan – Second Quarter

2) Engage and Empower the Community								
	Action	Lead	Comments	Q1	Q2	Q3	Q4	
20	Create Councillor Liaison position to support the Mayor in reaching out and working with Esquimalt and Songhees Nations	Council						●
21	Identify dedicated staff to work with community/neighbourhood associations to inform and collaborate with community associations/neighbourhood boards and staff on City processes, expectations and opportunities	CESP	100 day plan in place. Review of current City practices and best practices underway		Jim Diers training with City staff and Council in June	Meetings with Neighbourhood Associations in August/ September	GPC report in October	●
22	Make open government actions routine – require automatic posting of reports, plans, budgets, etc. (Create and implement a plan and timeline for open government enhancements.)	CESP	Exploring open data portal and identifying new data sets.  Have met with BC Developers Exchange and UVic to identify partnership potential			Update to Council September 17		●
23	Create a “great neighbourhoods initiative” based on Edmonton’s model; amend to fit our local circumstances	CESP	Move GPC report from September to October to allow for all neighbourhood association meetings to occur		Update to PLUC in June		Report to GPC in October	●
24	Utilize online tools, established youth networks and learn from other cities, to improve the City’s youth engagement	CESP	Research underway  Youth council alignment planned for June and youth engagement options to go to GPC in Q3		Align Youth Council timed with their term	GPC report		●
25	Work with community to design participatory budgeting opportunities	CESP/ Finance	Research underway			Complete September		●
26	Be engaged in a meaningful two-way conversation with the public	All	Ongoing					●

## Operational Plan – Second Quarter

2) Engage and Empower the Community								
	Action	Lead	Comments	Q1	Q2	Q3	Q4	
27	"Open City Hall" initiatives	CESP	Public use of City Hall options being developed. Report moved to September from July			GPC report September		●
28	New Council correspondence system and turnaround times	CESP/	New turnaround times and systems in place		Recommendations for further improvement in June	Update to Council in August Complete August		✓
29	Improved Financial Plan including corresponding engagement program	CESP/ Finance	2016 Financial Planning commences in June		2015 process completed in May			✓
30	Increased online engagement, open government and customer service initiatives focused with greatest potential impact and service	CESP/IT	<ul style="list-style-type: none"> <li>• E-Town Hall</li> <li>• New Development tracker</li> <li>• Property tax calculator</li> <li>• Rainwater Rewards app</li> <li>• Placespeak partnership</li> </ul>		All launched			✓
			• Develop option for consultation portal			Research	Complete	●
31	Accessible public notices and signage	CESP	Drafts in testing. Feedback from staff and attendees at Development Summit being incorporated and tested now. Was June			In testing		●
32	Implement new parking ambassador model	CESP	NEW. Present "Making Parking Easier" at Canadian Parking Annual Conference, October			Recruitment in September	Undertake orientation and training	●
33	Relocate Parking Review Office to City Hall	Eng/PW/ CESP	Underway as part of new parking ambassador model				In place for January 1	●

## Operational Plan – Second Quarter

2) Engage and Empower the Community								
	Action	Lead	Comments	Q1	Q2	Q3	Q4	
34	Grant process review, including developing terms of reference for a community garden volunteer coordination grant program	Finance	Process implemented and grant awards scheduled		GPC report June 4	August 5 grant awards		✓
35	Stormwater Utility credits and rebates	Finance	Program implementation complete	March launch				●
36	Evaluate meeting management software and processes	LRS			Start		Complete	●
37	Privacy and records access training	LRS	Ongoing; Custom and scheduled sessions through HR training	Start				●
38	Archives Digital Records Access Project	LRS			June start		Complete December	●
39	Online dog licensing	LRS	Technical options currently being defined	Start February			Complete December	●
40	Working with CRD on Beacon Hill Park Reburial Ground Development	Parks and Rec	Ongoing. Confirming CRD timelines					●



## Operational Plan – Second Quarter

3) Strive for Excellence in Planning and Land Use								
	Action	Lead	Comments	Q1	Q2	Q3	Q4	
41	Hire City planner to lead our Sustainable Planning and Community Development Department	City Manager	Jonathan Tinney hired		Starts June 22			✓
42	Identify as staff priority in Planning Department: Local Area Planning focused on urban villages and transportation corridors	SPCD	Meeting with neighbourhoods underway				Report to Council in October GPC	●
43	Identify as a staff priority: Work through planning process to deliver acceptable form and density for proponent and community at Capital Park	SPCD	Complete – OCP and zoning amendments approved	March				✓
44	Establish predictable flat fee per square metre fee for bonus density	SPCD	In progress		Workshop with Council in June	Stakeholder engagement in September		●
45	Make a decision with regard to whether we are going to delegate more decision-making authority to staff	Council/SPCD	In progress				October PLUC – Consider simplified approach  Governance workshop	●
46	Empower the City Manager to lead the changes required to streamline our residential and commercial land use processes at City Hall	Council	2nd Annual Development Summit held in June					●
47	Increase emphasis on placemaking in our planning and support the Greater Victoria Placemaking Network and other citizen-led placemaking initiatives	CESP	Ongoing. Placemaking Association involvement in Pandora Open House, Car Free Day, Jim Diers meeting, North Park session		Underway	Staff placemaking workshop August 18		●

## Operational Plan – Second Quarter

3) Strive for Excellence in Planning and Land Use								
	Action	Lead	Comments	Q1	Q2	Q3	Q4	
48	<b>Include active transportation impacts and public realm opportunities listed in all planning and land use reports</b>	SPCD	In progress			Amended report templates in July		●
49	Engagement related to Official Community Plan amendments	CESP/SPCD	Process being improved: language, tools		Letters being improved			●
50	Update Development Cost Charges Bylaw	TBD	Yet to be scoped					●
51	Environmental remediation of 1012 Yates Street	LRS				Remediation Complete	Review options for site	●
52	New Building Bylaw	SCPD	Proposed changes and building bylaw drafted for Council consideration			PLUC report		●
53	New Downtown Zoning Regulation Bylaw	SPCD	Milestones TBD					●
54	Development Summit Action Plan Implementation	SPCD	In progress		Summit held June 23	Report and new action plan to PLUC in August		●
55	Zoning Improvement Projects • Review of Parking Requirements • Grade Alteration Revisions	SPCD	Review of parking requirements will begin in 2015 but occur primarily in 2016		Grade alterations completed Q2			●
56	Heritage Designation Approaches • Update to Heritage Register	SPCD			May start	Progress report to Council September		●
57	Burnside-Gorge Douglas Corridor Local Area Plan and public engagement	SPCD/CESP	In progress	Begin in March		Report to Council on plan directions in August	Phase II public engagement September to December	●
58	Electrical Bylaw Update	SPCD				September start	First draft completed by December	●

## Operational Plan – Second Quarter

4) Build the Financial Capacity of the Organization								
	Action	Lead	Comments	Q1	Q2	Q3	Q4	
59	Create an integrated facilities and real estate arm at City Hall or in Economic Development Office staffed by people who understand business and the real estate market and respond to the market and the short and long-term economic outlook of the City	City Manager	Task force recommendations to Council in Q3		Begin	GPC		●
60	Complete and implement Municipal Property Acquisition and Management Strategy	City Manager	Economic Development Task Force recommendations and Urban Systems review to Council in Q3		Begin	GPC	Complete	●
61	Complete a full long-term infrastructure and facilities assessment	Eng/PW		Consultant retained		GPC Report September		●
62	Asset Management implementation strategy	Eng/PW	Successfully implemented for facility maintenance team. Further implementation on hold pending personnel changes					●
63	Reserve Fund Policy review	Finance		Complete March				✓
64	Revenue and Tax Policy review	Finance		Complete February				✓
65	Expenditure Bylaw review	Finance			Start June		Report to GPC November	●
66	Financial Sustainability Policy review	Finance			Start June		Report to GPC September	●
67	Upgrade to new version of JD Edwards accounting software	Finance	Completion date of October 2016		Start June			●
68	Explore dashboards for visualizing business data	Finance	Ongoing				December	●
69	Pursuit of Naming rights • VCC working with Spectrum Marketing on prospects and market positioning	VCC		Begin			Complete	●



## Operational Plan – Second Quarter

5) Create Prosperity through Economic Development								
	Action	Lead	Comments	Q1	Q2	Q3	Q4	
70	Create an Economic Development and Downtown Prosperity Task Force led by the Mayor, of up to 15 diverse individuals, to advise on how the City can best deliver an economic development function, support small businesses - including social enterprises - and fill downtown vacancies with the aim of creating local and regional prosperity	Council			Begin	Complete		✓
71	Install five additional heritage cluster lamps on Government Street	Eng/PW					Complete	●
72	New banner design and fabrication	Eng/PW	Installation of 400 banners underway		Completed June			✓
73	Seasonal place-making improvements	Eng/PW	Christmas and Halloween options being considered in consultation with Tourism and DVBA					●
74	New seasonal decorations	Eng/PW	Options being considered		Order		Install	●
75	Improvements to 700 block garden adjacent View Street parkade	Eng/PW			Complete			✓
76	Develop project outline for Village Centre beautification	Eng/PW	TBD. Scope under development					●
77	Update Sidewalk Café Bylaw	SPCD			Start April	Report to Council July		●
78	2015 Victoria Conference Optimization Network (VCON) Sales and Marketing strategy	VCC	VCC and Tourism Victoria to explore marketing partnership, as well as joint sales team lead and common metrics	Begin			Complete	●

## Operational Plan – Second Quarter

5) Create Prosperity through Economic Development								
	Action	Lead	Comments	Q1	Q2	Q3	Q4	
79	Analysis of business model of Crystal Garden	VCC	Lease negotiations ongoing with most successful proponent from Crystal Garden Market Sounding		Begin		Complete	●
80	Plan for hosting the Union of British Columbia Municipalities 2016 conference	VCC / LRS			Start			●
81	Improve Parking Experience	Eng/PW						●
a)	• In partnership with businesses, conduct a block-by-block parking analysis of downtown, to ensure parking regulations better serve customer needs	Eng/PW	Underway				Complete	●
b)	• Bastion Square parkade – elevator roof replacement	Eng/PW					Complete	●
c)	• Second pay-on-foot station (View Street)	Eng/PW			Complete			✓
d)	• Centennial Square parkade – elevator modernization	Eng/PW			Complete			✓
e)	• View Street parkade – upgraded pay stations, stair rehabilitation, roof replacement, and guardrail improvements	Eng/PW					Complete	●
f)	• Johnson Street parkade – pay-in-lane station	Eng/PW			Complete			✓
g)	• Review parking enforcement services, including adjudication process	Eng/PW	Implementation of parking ambassador model underway			September recruitment	November training	●
h)	• Examine bringing the Parking coin-counting process in-house	Eng/PW/ Finance	Review started				December	●
i)	• Parkade banners – improve identification	Eng/PW	Designs being tested		Start		Complete	●
j)	• Improvements to ParkVictoria – work with developer on fleet and family option	Eng/PW			Start		Complete	●
k)	• Evaluate necessity of parkade space counters at other parkades	Eng/PW			Start		Complete	●



## Operational Plan – Second Quarter

6) Make Victoria More Affordable								
	Action	Lead	Comments	Q1	Q2	Q3	Q4	
82	Increase City contribution to Affordable Housing Trust Fund. Lobby other municipalities in the Capital Region to do the same	Council	\$1 million allocated in Financial Plan	Contribution to Trust Fund complete				●
83	Review Affordable Housing Trust Fund to consider increasing the amount per door and building family housing and creating guidelines to allow Housing Trust Fund monies to be used for properties outside the City	Council	Awaiting outcomes of Task Force on Housing Affordability					●
84	Initiate Municipal Housing Strategy; include income mixed zoning	SPCD	Completion date TBD. Housing workshop with Council in October, was July  Report to GPC November, was September		May start		October workshop  November GPC	●
85	Form a Housing Affordability Task Force to research, analyze and implement innovative housing policy solutions. Look at zoning, bylaws and specifically at inclusionary zoning	Council			Task force established  Workshop June 1	Report expected	Workshops in October	●
86	Work with developers, BC Housing, and private sector landlords. Think and act outside the box. Be willing to pilot new ideas	Council and staff	Awaiting outcomes of Task Force on Housing Affordability					●
87	Limit annual property tax increases to maximum of rate of inflation plus 1%	Council						●
88	Drive more garden suites and secondary suites through an incentive program	SPCD/ Finance	Awaiting outcomes of Task Force on Housing Affordability					●
89	Consider re-instituting incentives for suites	SPCD/ Finance	Awaiting outcomes of Task Force on Housing Affordability					●

## Operational Plan – Second Quarter

7) Facilitate Social Inclusion and Community Wellness								
	Action	Lead	Comments	Q1	Q2	Q3	Q4	
90	Commit to facilitating collaboration among Island Health, VicPD, YES2SCS, and City of Victoria to create supervised consumption services embedded in a continuum of health services, including harm reduction	TBD	TBD					●
91	Develop plan for public engagement on Crystal Pool and Fitness Centre, to be implemented in late 2015 or early 2016	CESP/ Rec				Report to Council		●
92	Initiate discussions with YMCA to explore possibility of a common downtown pool and recreation facility delivering many programs	Parks and Rec				September		●
93	Increase number of subsidized housing units. Deepen partnerships. Lobby upper levels of government and increase investment in the Housing Trust Fund	Council	\$1 million contributed to Housing Trust Fund		April			●
94	Continue to keep subsidized housing units a focus and work with partners to create/identify new opportunities	Council						●
95	Create an Accessibility Capital Fund and Accessibility Advisory Committee to ensure City infrastructure and facilities are accessible to everyone	Council						●
96	Work with partner agencies and street-involved people to establish increased options for safe and secure storage of the belongings of street-involved people in an area that will not have negative impacts on surrounding neighbours or land uses	LRS/ SPCD	Budget approved			Status report September		●
97	Police Station – water infiltration repairs	Eng/PW					Complete	●
98	Quadra Village Community Centre HVAC	Eng/PW					Complete	●
99	Develop an investment strategy for Crystal Pool and Fitness Centre	Parks and Rec	Complete	Complete January				●



## Operational Plan – Second Quarter

7) Facilitate Social Inclusion and Community Wellness								
	Action	Lead	Comments	Q1	Q2	Q3	Q4	
100	Develop annual capital plan for Crystal Pool and Fitness Centre	Parks and Rec				August		●
101	Evaluation of an online registration system to replace CLASS (unsupported as of Nov 2017)	Parks and Rec	Implementation anticipated 2017				Complete December	●
102	Increase sport development programs that align with leading research and the national model, including "Sport for Life"	Parks and Rec	Ongoing		June			●
103	Complete review and update of a number of bylaws	Legal Services/ LRS	List of bylaws to be identified			Update in Q3 report		●
104	Review Bylaw enforcement	LRS	Operational review		Audit June to October	Audit report review		●
105	Engagement on medical marijuana regulations	CESP	NEW			Start September	GPC report October	●
106	Examine and address impacts of medical marijuana businesses	LRS	Report back to Council on options for regulation Implement Council direction	Start			Town Hall Bylaw amendments	●
107	Explore use options for SOFMC office space	LRS			April start		Complete October	●
108	Investigate improved regulation of liquor-licensed establishments	LRS	Review Vancouver approach and recommend improvement to Council	March start			Complete October	●
109	Communications and consultation on sheltering in parks	CESP	NEW			Start		●
110	Enhance supports for homeless residents sheltering in parks	Parks and Rec	NEW. Extend washroom access, add sharps bins, implement mobile clean-up crew			Start		●
111	Rainbow crosswalk installation	Eng/PW	NEW		Complete			✓

## Operational Plan – Second Quarter

8) Enhance and Steward Public Spaces, Green Spaces and Food Systems								
	Action	Lead	Comments	Q1	Q2	Q3	Q4	
112	Initiate Parks Master Planning process, including	Interdisciplinary	Project to be scoped			Research begins		
a)	City greenspace opportunities for “have not” park neighbourhoods							●
b)	Commitment to a high-quality park and festival site at Ship Point	Council						✓
c)	Include public dialogue on waterfront park at Ship Point and festival sites		Review of Ship Point as existing festival space and potential for hosting more festivals. Review of festivals with Tourism Victoria			Begin	Complete	●
d)	Discuss dogs in parks, with eye to identify locations, best practices, and plan for fenced dog parks in 2016	Parks and Rec						●
e)	Identify three high profile projects to advance in 2016	Parks and Rec						●
113	Develop design and make investment to improve Begbie Green in the North Jubilee Neighbourhood	Parks and Rec			Engagement and planning July		Construction December	●
114	Create a micro-grant for volunteer coordination of commons and community gardens	Finance	Process implemented and grant awards scheduled for August 5		GPC report June 4	August 5 grant awards		✓
115	Develop long-term policies for food security and boulevard gardening including an inventory of City-owned land for food production and improved coordination of food systems resources and initiatives in the City	Parks and Rec	Project charter approved May 21		Project charter approved		Council update in Fall	●

## Operational Plan – Second Quarter

8) Enhance and Steward Public Spaces, Green Spaces and Food Systems								
	Action	Lead	Comments	Q1	Q2	Q3	Q4	
116	Learn from Vancouver's success in creating a community garden on Davie Street private property and replicate model on available private properties in Victoria, including downtown	Parks and Rec	Part of approved Food Systems Project Charter					●
117	Allocate existing resources in Parks and other Departments to implement food security initiatives	Parks/ Finance				Develop job description and recruit		●
118	Strengthen the relationship between the City of Victoria and School District 61 in order to maximize the benefit of School lands and facilities	LRS	Review School District proposal				Report to Council	●
119	Natural Areas interpretive signage	CESP				Draft	Complete	●
120	Memorial donations policy	Culture	TBD					●
121	Royal Athletic Park - Washroom upgrades	Eng/PW	Design only in 2015				October	●
122	Assess Gates of Harmonious Interest	Eng/PW			Start			●
123	Management of boats in Selkirk Waterway	LRS	Province is reviewing. Public feedback completed		Public Notice in May	Receive provincial licence	Implement regulation	●
124	Develop options for split rail fencing and maintenance for Dallas Road	Parks and Rec				Report to Council September	Construction	●
125	Upgrade Clawthorpe Playground	Parks and Rec	Equipment is installed, site renovations to be completed 2 months ahead of schedule			Install August		●
126	Upgrade Quadra Heights Playground	Parks and Rec	Earlier completion expected		Complete consultation by May	Complete September		●

## Operational Plan – Second Quarter

8) Enhance and Steward Public Spaces, Green Spaces and Food Systems								
	Action	Lead	Comments	Q1	Q2	Q3	Q4	
127	Pioneer square plaza	Parks and Rec	Project delayed to 2016 to explore ways to reuse stored tombstones within design. Final concept for review currently being designed in consultation with advisory group	Start March				●
128	Tennis court repairs (BHP, Barnard Park)	Parks and Rec			June start		October completion	●
129	Backstop replacements	Parks and Rec			June start		October completion	●
130	McDonald Park field and irrigation improvements	Parks and Rec			August start	September completion		●
131	Royal Athletic Park - Field protection equipment to support special events	Parks and Rec	Ongoing work; Field protection, water bottle fill stations, parking lot repairs	March start			October completion	●
132	Planning and Design for Park Improvements in VicWest – playground, skatepark, off-leash, sports fields, washrooms	Parks and Rec			June start	September consultation	Design complete November	●
133	Consultation support for Topaz Tennis Courts	Parks and Rec	On hold pending "Sheltering in Parks" action plan					●
134	Urban Forest Inventory updates, removal and planting strategies (2016), community forum/education (2016)	Parks and Rec	GPC update complete May 21. Inventory update is ongoing				Community forum - late 2015 or early 2016	●
135	Develop terms of reference for a community garden volunteer coordination grant program	Parks and Rec / Finance			Terms of reference approved June	Grants awarded July 23		✓
136	Explore Michigan Street garden relocation	Parks and Rec				Report to Council September	Relocation complete December	●



## Operational Plan – Second Quarter

8) Enhance and Steward Public Spaces, Green Spaces and Food Systems								
	Action	Lead	Comments	Q1	Q2	Q3	Q4	
137	Beacon Hill Park improvements: lighting, moss maiden and picnic area	Parks and Rec	All underway		Moss Maiden installed	Picnic areas		●
	• Beacon Hill Park improvements: parking lot	Eng/PW / Parks and Rec	Parking lot design and construction moved from Q4 completion to 2016					●
138	Draft an operational plan to inform the amount and frequency of water use in parks during drought conditions	Parks and Rec	NEW			Complete		✓

## Operational Plan – Second Quarter

9) Complete a Multi-Modal and Active Transportation Network								
	Action	Lead	Comments	Q1	Q2	Q3	Q4	
139	Mandate and create a collaborative neighbourhood process and “complete streets” lens for all projects	City Manager	Ongoing. Philosophical approval across all departments					●
140	Designate location for E&N station as close as possible to the new bridge	Eng/PW						●
141	Collaborative design and completion of network of 4-8 high quality cycling corridors by 2016	Eng/PW	RFP closed July 30 to hire consultant to review cycling priority routes and provide detailed conceptual designs by year end			Provide update in Q3		●
142	Build protected cycling facilities, more bike parking, and start an Active Transportation Advisory Committee. Begin to see all planning and engineering through multi-modal lens	Eng/PW/LRS	Expanded existing Technical Advisory group to be used for cycling network work planned for Q3/Q4				Set up committee	●
143	Designate money in 2015, 2016, 2017 and build it (cycling network)	Council	\$7.75 million allocated in Financial Plan					✓
144	Sign pedestrian-only lanes just as prominently as streets. Distinguish between “No Exit” and “No Exit for Motor Vehicles”	Eng/PW					Complete	●
145	Review policy for desired right of way widths for road dedications and statutory right of ways	Eng/PW					Complete	●
146	Explore opportunities for increased safe cycling training in schools	Eng/PW					Complete	●
147	Keep the Johnson Street Bridge replacement project moving forward	Eng/PW	Quarterly updates provided	Seismic briefing in March	Technical briefing for media April GPC update May 7	GPC update July 16 GPC report on public realm Aug 20	GPC update December 3	●

## Operational Plan – Second Quarter

9) Complete a Multi-Modal and Active Transportation Network								
	Action	Lead	Comments	Q1	Q2	Q3	Q4	
148	Develop task force including Government Street property owners and the DVBA to consider a Local Area Improvement Project (Late 2015)	Eng/PW	TBD					●
149	Douglas Street Improvement Project	Eng/PW	\$60K allocated to partner with DVCA and DVBA			Meetings ongoing	Complete	●
150	Education and awareness to support implementation of 40 km zones	CESP	Promotion early in 2015. Ongoing plan under development					●
151	Wayfinding program for City	CESP	Was July			RFP being issued August		●
152	Dallas Road seawall rehabilitation project	Eng/PW	Multi-year project. Ongoing					●
153	Policy review – parking removal and reinstatement for construction sites	Eng/PW			Internal focus groups underway			●
154	Douglas Street Transit Priority corridor lanes (Phase 1 / 2)	Eng/PW	Phase 2 underway			Complete		●
155	Point Ellice Bridge structural assessment	Eng/PW		Complete				✓
156	Co-Design "Complete Streets" North Park workshop	Eng/PW/ CESP	Co-design workshop #1 completed May. Follow up meeting scheduled for August. Report to Council in September		Workshop May	Report to Council September		●
157	Skateboarding Bylaw and education program	Eng/PW	Draft bylaw completed			GPC September		●
158	Active Transportation Projects	Eng/PW						
a)	• 2900 block Douglas Street retaining wall design and construction	Eng/PW	Douglas Street Retaining Wall. Engineering Design Drawings June, Tender Documents July, Start Contractor Construction August.	Start January			Complete December	●

9) Complete a Multi-Modal and Active Transportation Network								
	Action	Lead	Comments	Q1	Q2	Q3	Q4	
b)	• Crosswalk: Cedar Hill at Oswald	Eng/PW	Start Citizen Engagement May 1, Engineering Design Drawings, Start Construction October		Start May		Complete November	●
c)	• Crosswalk: 800 block Yates midblock	Eng/PW			Complete			✓
d)	• Bike lanes: Skinner Bay to Catherine	Eng/PW			Complete			✓
e)	• Bike lanes: Pandora Cook to Store	Eng/PW	RFP closes August 5 for consultant to provide detailed design for a two-way protected cycling facility	Start January	"Pop-up Open House May"		Construction starts December	●
f)	• Traffic Signal New Work: Government at Superior.	Eng/PW	Start Citizen Engagement Jan 1, Engineering Design Drawings.	Start January			Complete October	●
g)	• Neighbourhood Transportation Management Plans: Fort at Chestnut	Eng/PW	Start Citizen Engagement May 1, Engineering Design Drawings, Start Construction September		Start May		Complete November	●
h)	• LED Pedestrian Signals: Various Locations	Eng/PW	Installation of LED pedestrian Signals		Start May	Complete September		●
i)	• Pedestrian Master Plan Implementation: Montreal - Niagara to Dallas	Eng/PW	Start Citizen Engagement May 1, Engineering Design Drawings, Start Construction August		Start May		Complete October	●
j)	• Pedestrian Master Plan Implementation: Selkirk - Styles to Sunnyside	Eng/PW	Start Citizen Engagement May 1, Engineering Design Drawings, Start Construction November		Start May		Complete December	●
k)	• Pedestrian Master Plan Implementation: Foul Bay Fairfield to Shotboldt	Eng/PW	Start Citizen Engagement May 1, Engineering Design Drawings, Start Construction September		Start May		Complete October	●



## Operational Plan – Second Quarter

9) Complete a Multi-Modal and Active Transportation Network								
	Action	Lead	Comments	Q1	Q2	Q3	Q4	
l)	• Pedestrian Master Plan Implementation: Higgins Street - Cook to Hillside	Eng/PW	Further Citizen Engagement required in Q3. Start Construction in 2016 (shifted from a Q4 completion)		Start May		Design by December. Construct 2016	●
m)	• Pedestrian Master Plan Implementation: Summit Avenue - Prior to Blackwood	Eng/PW	Start Citizen Engagement May 1, Engineering Design Drawings, Start Construction October		Start May		Complete December	●
n)	• Major Streets Rehabilitation: Douglas Street NB - Spruce to Finlayson	Eng/PW	Engineering Design Drawings, Start Construction April (complete)		Complete			✓
o)	• Major Streets Rehabilitation: Douglas Street SB - Tolmie to Finlayson	Eng/PW	Engineering Design Drawings, Start Construction June		Start May	Complete July		●
p)	• Major Streets Rehabilitation: Bridge Street - Garbally to Ellice	Eng/PW	Engineering Design Drawings, Start Construction May		Complete			✓
q)	• Major Streets Rehabilitation: Government - from Belleville, south to mid-block crosswalk	Eng/PW	Citizen Engagement May 1, Engineering Design Drawings, Start Construction June.		Start May	Complete August		●
r)	• Major Arterial Upgrades: Cook Street - Pandora to Caledonia	Eng/PW	This is being rescheduled with completion of April 2016 to allow for co-design engagement with North Park Association				Drawings complete November, construction to start December	●
s)	• Major Arterial Upgrades: Pembroke St from Government to Store paving	Eng/PW	This replaced Cook St from Pandora to Caledonia paving work		Complete			✓

## Operational Plan – Second Quarter

9) Complete a Multi-Modal and Active Transportation Network								
	Action	Lead	Comments	Q1	Q2	Q3	Q4	
t)	• Major Arterial Upgrades: Hillside Ave from Shelbourne St to municipal border (Saanich) paving - narrowed travel lanes and new marked bike lanes	Eng/PW	This replaced Cook St from Pandora to Caledonia paving work. Will connect existing bike lanes on Hillside Ave west of Shebourne, to Lansdowne Rd (Saanich)			Complete		✓
u)	• Local Streets Rehabilitation: May Street - Linden to Howe	Eng/PW	Project complete - Sidewalk and road reconstruction	Complete				✓
v)	• Local Streets Rehabilitation: Masters - Fairfield to south end	Eng/PW	Project complete - Sidewalk and road reconstruction	Start February	Complete			✓
w)	• Local Streets Rehabilitation: Windemere - Masters to Bond	Eng/PW	Project complete - Road paving	Start March	Complete			✓
x)	• Local Streets Rehabilitation: Angus Road - Pemberton to St. Charles	Eng/PW	Engineering Design Drawings, Road paving		Complete			✓
y)	• Local Streets Rehabilitation: Beaven Street - Irving to Foul Bay	Eng/PW	Engineering Design Drawings, Road paving		Complete			✓
z)	• Local Streets Rehabilitation: John - Bridge to Ludgate	Eng/PW	Citizen Engagement Mar 1, Engineering Design Drawings, Start Construction May		Start May	Complete August		●
aa)	• Local Streets Rehabilitation: Alpha Street - Douglas to Beta	Eng/PW	Citizen Engagement June, Engineering Design Drawings, Start Construction November (moved from September). Paving in May 2016		Start May		Start construction November	●
159	Pathways	Parks and Rec	Design for all pathways begins in Q2					□
a)	• Doncaster	Parks and Rec					October	●

## Operational Plan – Second Quarter

9) Complete a Multi-Modal and Active Transportation Network								
	Action	Lead	Comments	Q1	Q2	Q3	Q4	
b)	• Gonzales beach access	Parks and Rec					December	●
c)	• 900 block Rockland	Parks and Rec				September		●
d)	• Cecelia Ravine	Parks and Rec					November	●
e)	• Dallas Road	Parks and Rec	Completion now targeted for August. Was June.					●
f)	• Banfield Park	Parks and Rec					October	●
g)	• Ross Bay Cemetary	Parks and Rec	Was October - Ahead of schedule			September		●
160	David Foster Harbour Pathway - Design and consultation for Heron Cove and Raymur Point bridges	Parks and Rec / CESP	Conceptual designs received for pedestrian bridges, review underway			GPC September		●
161	David Foster Harbour Pathway connection design • Reeson Park • Janion	Parks and Rec	Janion design in 2015, Reeson design in 2016			Janion/JSB subgrade construction complete	Janion design complete	●
162	David Foster Harbour Pathway - Directional signage	Parks and Rec / CESP	Interrelated to wayfinding				Design	●

## Operational Plan – Second Quarter

10) Nurture our Arts, Culture and Learning Capital								
	Action	Lead	Comments	Q1	Q2	Q3	Q4	
163	<b>Support the 2015 event Western Canada Music Awards/BreakOut West with Rifflandia</b>	Culture	Underway. Events happen in September with city support for Thinklandia and permit support for new expanded venues downtown for Rifflandia. Exploratory discussions with Tourism Victoria on economic impact study		Begin		Complete	●
164	<b>Work with the CRD to increase number of funding partners for McPherson Theatre by making it more financially viable</b>	Finance/ Culture	CRD indicated to GPC funding model will not be reviewed until McPherson includes more municipalities' ownership		TBD			●
165	<b>Identify resources required to develop Arts and Culture Plan, including identifying objectives and purposes of the plan</b>	Culture	Workshop with Council in November		Begin		Complete	●
166	<b>Provide the public with background on arts and cultural mapping</b>	Culture	Publicly provide information in October		Begin		Complete	●
167	30th Anniversaries of Twin City relationships with Morioka, Japan, and Suzhou, China	CESP			Suzhou and Morioka 30th Anniversary visits complete	Council workshop in September		●
168	Art in parkades	Culture	Winner selected for Johnson St Parkade in Q2			Announce two parkade projects	Complete	●
169	Development of plan to increase event related business in all areas of arts/culture, special events and conferences	VCC		Begin			Complete	●
170	Upgrade to Centennial Square Washroom to support increased vibrancy in Centennial Square	Eng/PW	Initial estimates are over budget		Architect upgrade options Q2		Complete	●



## Operational Plan – Second Quarter

10) Nurture our Arts, Culture and Learning Capital								
	Action	Lead	Comments	Q1	Q2	Q3	Q4	
171	James Bay Library branch	LRS/ Finance	Evaluate and respond to proposal from Capital Park in consultation with GVPL		Start April		Complete December	●
172	Government Street Closure	Culture	NEW			Start	Complete	●
173	Car Free Day	Culture	NEW		Start	Complete		✓
174	Dr. Sun Yat Sen Statue	Culture	NEW		Start	Complete		✓
175	Siting of Commemorative Monument "Lebanese Emigrant"	Culture	NEW		Start		Complete	●
176	Commercial Alley Outdoor Art Gallery	Culture	NEW			Announce in August		●
177	Call for Youth Poet Laureate	Culture	NEW			Start	Complete	●
178	Poet Laureate Legacy Project	Culture	NEW		Start		Complete	●
179	Work with CRD and Hillside Mall to install an interpretive feature on Doncaster Street, adjacent to Hillside Mall	Parks and Rec	NEW			Complete		●

## Operational Plan – Second Quarter

11) Steward Water Systems and Waste Streams Responsibly								
	Action	Lead	Comments	Q1	Q2	Q3	Q4	
180	Continue discussion on sewage treatment options	Eng/PW	Staff support for Eastside technical and engagement aspects		Discussions about sites underway	Sites to be selected		●
181	Begin the discussion of sewage treatment sites for different treatment options	CESP	Eastside dialogue underway					✓
182	Communicate to CRD desire to see single stream collection of recyclables in closed wheeled totes. Make garbage disposal less convenient than recycling	Council						●
183	Education program to support stormwater utility	CESP	Ongoing		Launched in May			●
184	Downtown recycling bins pilot project, including green waste	Eng/PW	Recycling bins deployed. Tracking usage and cross contamination		June start			●
185	Saturday yard and garden drop-off program and parks branch collection program review	Eng/PW	Moved from Q2 to Q3			Review underway		●
186	Waterworks	Eng/PW						□
a)	• Clare, Oak Bay to Brighton	Eng/PW	Complete					✓
b)	• Vancouver, Fort to McClure	Eng/PW	Complete					✓
c)	• Sumas, Garbally to Manchester	Eng/PW	Complete					✓
d)	• McClure, Cook to Vancouver	Eng/PW	Complete					✓
e)	• Ellery, Cave to Carrie (ESQ)	Eng/PW			Complete			✓
f)	• Douglas, Tolmie to Finlayson (southbound)	Eng/PW	95% complete, landscaping restoration and completion of signal work by end of August. Was June					●
g)	• Government, Chatham to Pembroke (northbound)	Eng/PW	Design: March – July Construction: September – October			Issue for tender	Complete	●

## Operational Plan – Second Quarter

11) Steward Water Systems and Waste Streams Responsibly								
	Action	Lead	Comments	Q1	Q2	Q3	Q4	
h)	• Rockland, Gonzales to Lyman Duff	Eng/PW	Design: February – May Construction: September – October	Start February		Issue for tender	Complete	●
i)	• Prior, Summit to Vista Heights	Eng/PW	Design: March – June Construction: August - September	Start March		Issue for tender	Complete	●
j)	• Fernwood, Cedar Hill to Kings	Eng/PW	Construction phase. Completion date moved from June to August		Start June	Complete August		●
k)	• Cook @ Basil tie-in	Eng/PW	Construction phase		Start June		Complete October	●
l)	• Lampson Plc, Lampson to east end (ESQ)	Eng/PW	Completed ahead of schedule	Complete March				✓
m)	• Garthland PI W, Garthland to west end (ESQ)	Eng/PW	Construction phase complete August, was July		Start June	Complete August		●
n)	• Inskip, Agnes to west end (ESQ)	Eng/PW	Deferred to 2016 as a result of an expanded scope of water main replacement on Dellwood/Treebank (in Esquimalt)					●
o)	• Lyall, Peters to Head (ESQ)	Eng/PW	Construction phase				Complete November	●
p)	• Treebank, Dellwood to west end (ESQ)	Eng/PW	Construction phase			Start September	Complete October	●
187	Storm Drain Projects:	Eng/PW						□
a)	• Irving, Fairfield to Crescent	Eng/PW	January – March. Complete	Complete				✓
b)	• Hillside, east of Bridge	Eng/PW	March – April. Complete		Complete			✓
c)	• Lionel, west of Shakespeare	Eng/PW	Construction Phase		Complete May			✓
d)	• Gonzales, Richmond west to mid-block	Eng/PW	Construction Phase		Complete June	Complete July		✓

## Operational Plan – Second Quarter

11) Steward Water Systems and Waste Streams Responsibly								
	Action	Lead	Comments	Q1	Q2	Q3	Q4	
e)	• Basil	Eng/PW	Construction Phase. Completion date moved from October to November				Complete November	●
f)	• Linden, Oscar to Oxford	Eng/PW	Construction Phase. Completion date moved from October to December				Complete December	●
g)	• Linden, Richardson to Fairfield	Eng/PW	Construction Phase. Completion date moved from October to December				Complete December	●
h)	• Public Works Yard Rain Garden	Eng/PW	Design and construction. Completion date moved from October to December				Complete December	●
i)	• Blackwood, Montrose to Summit	Eng/PW	Design and construction. Completion date moved from October to December				Complete December	●
j)	• Richmond/Green Oaks, Brighton to Oak Bay	Eng/PW	Design and construction. Completion date moved from October to December				Complete December	●
k)	• Cornwall, Moss thru Carnsew	Eng/PW	Design and construction. Completion date moved from October to December				Complete December	●
l)	• Topaz, Blackwood to The Rise and Prior to Graham	Eng/PW	Design and construction. Completion date moved from October to December				Complete December	●
m)	• Jackson/Graham, Summit to Topaz	Eng/PW	Design and construction. Completion date moved from October to December				Complete December	●



## Operational Plan – Second Quarter

11) Steward Water Systems and Waste Streams Responsibly								
	Action	Lead	Comments	Q1	Q2	Q3	Q4	
n)	• Public Works Yard – Stormwater Rehab Unit (SWRU)	Eng/PW	Design and construction. Completion date moved from October to December				Complete December	●
o)	• Storm Drain main lining (contracted) – various locations	Eng/PW	Construction Phase		Start June	Complete July		✓
188	Sanitary Sewer - Inflow and Infiltration Reduction Projects	Eng/PW						
a)	• Blackwood, Montrose to Summit	Eng/PW	Design and construction. Completion date moved from October to December				Complete December	●
b)	• Richmond/Green Oaks, Brighton to Oak Bay	Eng/PW	Design and construction. Completion date moved from October to December				Complete December	●
c)	• Cornwall, Moss thru Carnsew	Eng/PW	Design and construction. Completion date moved from October to December				Complete December	●
d)	• Topaz, Blackwood to The Rise and Prior to Graham	Eng/PW	Design and construction. Completion date moved from October to December				Complete December	●
e)	• Jackson/Graham, Summit to Topaz	Eng/PW	Design and construction. Completion date moved from October to December				Complete December	●
f)	• Sanitary Sewer main lining (contracted) – various locations	Eng/PW	Construction Phase		Start June	Complete July		✓
189	Participate as an intervener in the Trans Mountain Pipeline Expansion NEB hearing • Compile and file written evidence • Present oral arguments at NEB hearing	LRS	Written submission filed with National Energy Board and posted on website May	Start		Oral Hearings September		●

## Operational Plan – Second Quarter

12) Plan for Emergencies Including Climate Change Short and Long-Term								
	Action	Lead	Comments	Q1	Q2	Q3	Q4	
190	<b>Begin seismic analysis of privately-owned properties and infrastructure</b>	SPCD	This will carry over into 2016 for completion			RFP issued September		●
191	<b>Explore potential for City to require upgrades to heritage buildings for seismic protection even where use is not changed, combined with subsidy program</b>	SPCD	Report to Council on research and authority		April start	Report to Council July		●
192	<b>Align Victoria Emergency Management Agency's budget through Victoria Fire Department and work with Sustainable Planning and Community Development Department</b>	VFD/SPCD	Review of VEMA underway		Update to GPC			●
193	<b>Initiate public dialogue and market sounding on fire station options</b>	Finance	Initiated February 17, GPC report for further direction on May 21		In Camera Report to GPC May	Update GPC September	Facilities discussion in fall	●
194	Building energy benchmarking, free floating carshare (Car2Go)	Eng/PW			Car share regulations complete			●
195	Research GPS for fleet efficiency	Eng/PW	Underway					●
196	Building energy studies, hazardous waste disposal, Tap by Tap, Green Business certification pilot	Eng/PW	Ongoing milestones TBD		Research commenced			●
197	Partner with VicPD to build a data centre for City servers and storage to reside	Eng/PW/Finance	RFP awarded, construction underway, expect room construction completion in October		RFP issued		Room construction in October	●
198	Phase 1 of downtown fire system upgrade	Eng/PW					Complete December	●
199	Streetlight energy efficient conversion project	Eng/PW	Start date moved to Q4 pending communications roll-out / public education				Start	●
200	Heat recovery system Public Works Fabrication Shop	Eng/PW	TBC					●

# Operational Plan – Second Quarter

12) Plan for Emergencies Including Climate Change Short and Long-Term								
	Action	Lead	Comments	Q1	Q2	Q3	Q4	
201	Review of fleet procurement, funding, vehicle type, fuels and input by users	Eng/PW			Start March		Inform 2016 Financial Plan	●
202	Explore partnership opportunity for replacement of CNG with Emterra	Eng/PW	Completed exploration. Could not reach a partnership agreement. Cost supplied by Emterra was too expensive		Complete			✓
203	Review of Emergency Response issues with Victoria Harbour	VFD	Ongoing, operational response capabilities under review					●
204	Implementation of a comprehensive Fire Public Education Program	VFD	Ongoing				October	●
205	Firefighter Recruitment	VFD	Complete. 20 firefighters added to eligibility list		Complete April			✓
206	Deputy Chief of Operations Recruitment	VFD	Complete. Doug Carey promoted		Complete May			✓
207	New Fire Prevention and Regulation Bylaw	VFD	Complete					✓
208	Upgrade of Fire Department Manager software, and Mobile Data Terminals	VFD	Underway			September completion		●
209	Integration of FDM Analytics and analysis of metrics	VFD	Schedule TBD based on FDM software upgrade and IT resources			September integration		●
210	Upgrade of Telestaff	VFD	Changed from October to 2016 due to complexity of the FDM upgrade					●

## Operational Plan – Second Quarter

13) Demonstrate Regional Leadership								
	Action	Lead	Comments	Q1	Q2	Q3	Q4	
211	Support and work with the Provincial government in the study of the potential for amalgamation in the Region	Council						●
212	Input to Regional Sustainability Strategy	SCPD	In progress; report to GPC with summary of RSS comments provided by Victoria residents and staff comments, prior to RSS public hearing			Report to GPC September		●





## Appendix B

2015

# Highlights

## Second Quarter

Governance and Priorities Committee Meeting

AUGUST 20, 2015




**STRATEGIC OBJECTIVE #1: INNOVATE AND LEAD**

- To enable bold, innovative leadership, the City initiated the recruitment of an interdisciplinary project team to support collaborative, holistic planning and execution, and public engagement. This approach introduces new expertise, project management support and capacity for meeting strategic objectives and delivering within the Financial Plan. After a very competitive recruitment, the City has hired all three members of the interdisciplinary team.

Mandi Sandhu joins the City as the Manager of the Interdisciplinary Team after most recently spending seven years with the City of Calgary. Mandi leaves Calgary as the Leader of the Service Efficiency and Effectiveness Unit, working across all departments to improve City services. She also has several years of experience in economic development at both municipal and provincial levels. Mandi starts with the City on September 3.

The two planner positions are held by Shannon Jamison and Tim Hewett. Shannon has worked at a local level for the City of Portland and District of Saanich, as well as for the Province of BC. She has a project management background, prefaced on strong citizen engagement.

Shannon brings experience in grant administration and sustainable land use planning and joined the City on August 4. Tim leaves the local office of Urban Systems to join the City. He is a land use planner and urban designer and has studied and worked locally and in Europe. He has a strong local neighbourhood planning background and has strengths in active transportation and project management. Tim starts in mid-August.

	
	
<p><b>MANAGER INTERDISCIPLINARY PROJECTS</b></p>	<p><b>INTERDISCIPLINARY PLANNER</b></p>
<p><small>Learn more at <a href="http://victoria.ca/jobs">victoria.ca/jobs</a></small></p>	<p><small>Learn more at <a href="http://victoria.ca/jobs">victoria.ca/jobs</a></small></p>

- Thomas Soulliere, the new director of Parks and Recreation, joined the City's leadership team on May 25. For the past seven years, Thomas has held progressive senior management positions at the City of Vancouver, most recently as the Director of Recreation. Thomas brings a wealth of experience overseeing a budget of \$46 million and a staff team of 350 staff full time equivalents. His experience leading complex, high profile and customer-centric projects within the City of Vancouver will be a great asset to the City of Victoria.
- Jonathan Tinney joined the City on June 22 as the new director of Sustainable Planning and Community Development. For the past four years, Jonathan has been a Principal in the Design Planning and Economics practice at the Vancouver office of AECOM. Jonathan brings experience in market analysis, strategic planning and community engagement. He has worked in all aspects of the planning and development process, and has worked with a diversity of clients, including private sector developers, local governments, community and industry groups, and international agencies.
- The new Operational Plan and quarterly reporting system that was introduced in the first quarter continued in the second quarter. All work plan items for 2015 are now aligned with the City's 13 strategic plan objectives. This aims to shift quarterly reporting to objective-based performance reporting, from one based on departmental responsibility. Establishing key performance indicators is the next focus.

- Two Mayor's Task Forces that were appointed by City Council in April made progress in the second quarter.

The role of the Mayor's Task Force on Housing Affordability is to consult with community stakeholders to develop recommendations to City Council on innovative housing policy solutions, including measures within municipal jurisdiction that will improve housing affordability and increase the supply of affordable housing units, which is defined as a unit that a household of low to moderate income can afford to live in. In early June, public engagement informed the Task Force's recommendations that were presented in a report to City Council on July 16. The recommendations were directed to staff for evaluative analysis, which will be shared with Council for discussion at two workshops in September.



The Mayor's Task Force on Economic Development and Prosperity was formed to consult with community stakeholders to develop recommendations to City Council on how the City can best use its available resources and act as a partner to fill downtown retail and commercial vacancies; support start-ups, "scale-ups" and business relocations to Victoria; foster entrepreneurship; support job creation in particular for college and university grads who want to remain in Victoria; and to support social enterprises and community economic development initiatives. In the second quarter, the Task Force developed draft recommendations that will be presented to stakeholders in early September for feedback.



- A review of the City's recruitment strategies and methods continued this quarter, including the review of implementation of online recruitment tools and the process for handling applications.

The review of current interviews and or technical testing was undertaken with the goal of providing robust feedback to internal applicants who are not successful in a job competition, with a focus for employee development in the future. The review includes the use of psychometric tools, more "field" testing rather than just interviews only, implementation of coaching/feedback sessions for those who are unsuccessful to help plan career advancement and avoid grievances, and more outreach at career fairs.

- A comprehensive "on-boarding" program is in development for new employees. A new "buddy" program to orientate new staff will be piloted. Extensive planning for the new parking ambassadors is also underway.
- A morning and afternoon Employee Forum and a leadership session were held to share and discuss the new Strategic Plan and progress towards results with staff on May 27, 2015 at the Victoria Conference Centre.
- The City was recognized by WorkSafeBC Vice President, Employer, Industry and Worker Services at the BC Municipal Safety Association Conference for greatest improvement in claims durations compared to three other large municipalities. An overall 48% reduction was noted.
- The popular "Let's Talk" internal learning series was launched, jointly facilitated by Human Resources staff and employee leadership teams. Topics of interest included the Attendance Improvement program, Right to Refuse Unsafe Work, and Re-sets and Priorities.
- A review to improve the City's employee recognition program was started and included the participation of an employee focus group. The City will also be working with VicPD on this review, which will be completed in the third quarter.



- A comprehensive review of the joint City-CUPE Rehabilitation Committee was undertaken, resulting in significant changes to simplify and streamline process such as absolving chair function, and no longer having a meeting recorder and minutes.
- Joint City-Union training initiatives are being developed. Training related to the grievance process was completed at the end of April.
- Through positive and proactive communications with City unions, no new grievances were generated.
- In the second quarter, work started on finalizing the collective agreement for electrical and carpenter employees. Collective bargaining was successfully completed with the Carpenters' union in the second quarter. Bargaining is expected to be completed with the Electrical union in the third quarter.
- Asset management software (Cartegraph) and an Android app were successfully implemented to improve information sharing, asset tracking and workplace processes.
- In May, the entire Thin Client computer system was replaced with a more reliable technology, resulting in improved workplace efficiency.
- A new, multi-function colour printer and mail insertion equipment were acquired to replace aging units, improving quality and creating efficiencies in the City's print production.

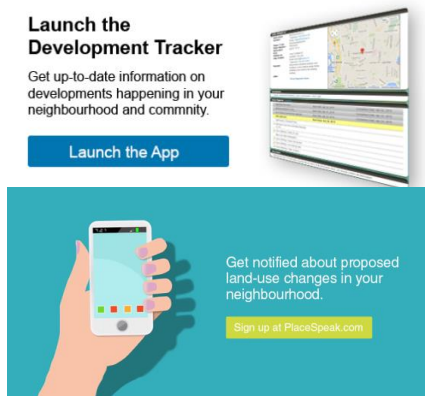
STRATEGIC OBJECTIVE #1: INNOVATE AND LEAD					
Measurement	2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015
# of job competitions	191	42	56		
% of promotions/internal movement	60%	59%	35%		
# of learning hours	4,009	1,828.50	1,665.75		
# of learning events	109	30	34		
# of employee forums	2	0	1		
# of hours of sick time used	39,354	12,099	11,184		
# of hours lost to workplace injury	13,610	1,945	1,700.50		
# of full-time equivalents	786.73	782.73	787.48		
# of Council and Committee meetings	74	31	24		

**STRATEGIC OBJECTIVE #2: ENGAGE AND EMPOWER THE COMMUNITY**

- With the goal of creating a “great neighbourhoods initiative” based on Edmonton’s model, consultation and mapping of Victoria neighbourhoods began. Community advocacy consultant Jim Diers was also engaged. The work will also help identify opportunities for expedited local area planning. A report will be presented to the Governance and Priorities Committee meeting in October.

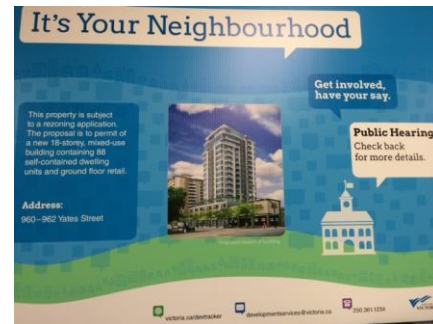
The Neighbourhoods Team was formed within the Citizen Engagement and Strategic Planning Department in the first quarter to improve the City’s support capacity and coordination with Victoria neighbourhoods. A review of current City practice and best practices in other communities is underway. A mandate and model will be developed based on Council direction in October.

- City bylaws were consolidated on the City of Victoria website to improve access and understanding. Work also began on other priority/frequently used bylaws in the second quarter. In the future, an amended bylaw will be consolidated online once it has been adopted.
- Online engagement was increased in the second quarter in the following ways:



- The City’s Development Tracker web app, which enables the community to track land use planning processes, was launched in mid-May.
  - The City collaborated with PlaceSpeak, a location-based public consultation platform, as they launched a new, free service, which allows residents to be notified online about proposed land use changes within their immediate neighbourhoods. Built off of the data available within the City’s Open Data Catalogue, Victoria is the first city in Canada with this new service. Both the Development Tracker and PlaceSpeak launched at the same time in May.
  - A property estimator and property tax calculator were introduced in the second quarter. The estimator allows citizens to enter an assessed value and receive an estimate of property tax amounts for the year, including a breakdown of costs by agencies included on the tax bill. The calculator allows property owners to enter their specific property folio number and receive a specific breakdown of their property tax bill, and whether or not their increase was higher or lower than the average, with rationale for why.
- Research was underway on the use of online tools, established youth networks, and best practices of other cities to improve the City’s youth engagement. Timed with the Youth Council’s annual intake in June, the Youth Council portfolio was shifted to Citizen Engagement to facilitate better youth involvement in City engagement activities and strategic priorities. Council will be updated in September, with options for strategies to engage youth in the City of Victoria moving forward.
- New turn-around times and systems for Council’s correspondence were developed. Correspondence is responded to within five business days.

- Analysis was undertaken into how to make open government actions more routine. A plan and timeline are being developed for open government enhancements, which will be presented to Council in the third quarter, timed with an analysis of opportunities for the public use of City Hall, which includes proposed policy and best practices.
- The use of dashboards to visualize business data continued to be explored. This work is anticipated to be finished by year-end.
- Improved development application signs were introduced at the Development Summit in June and are being tested in the community. The new signs are designed to make it easier for residents to understand what is being proposed for their neighbourhood, to track information about development applications and to provide input. Public notices sent to residents regarding proposed changes to land use and information related to proposed developments are being improved.
- The 2015 financial planning process was completed in May. A new public engagement strategy was developed and implemented to increase public understanding and input on the financial planning and strategic planning processes. Part of a two-phase engagement program aimed at introducing participatory budgeting opportunities in 2016, the engagement program focused on improved financial information, increased notice of public participation opportunities, and new innovative tools for the public to engage in the decision-making process.
- In June, the 2016 financial planning commenced and planning for 2016 public engagement efforts began.
- The City's grant process review was completed and a report was presented to Council on July 9. On June 16, the City launched an intake period for grant applications that closed on June 26. Not-for-profit agencies were invited to apply for approximately \$206,000 in grants to support new or existing services, projects and programs that support the City's 2015-2018 Strategic Plan objectives. 55 applications were submitted for the Strategic Plan grant and Micro grant, of which 53 were eligible applications. Seven Community Garden Volunteer Coordination grant applications were also received. On August 5, City Council determined that 45 community programs and initiatives that align with the City's strategic plan will receive \$250,000 in 2015. The 2016 grant application intake will begin in September.



The City offers grants to support strong community organizations and community well-being. Recent changes have been made to the annual grant program, informed by public input. These changes aim to streamline the process and align grants with the City's new strategic objectives and outcomes, providing greater opportunities to maximize annual grant funding through more flexibility, consistency and oversight. All previous grant applicants were informed of the changes directly.

Applications were accepted for these grant categories:

- **Strategic Plan grants:** For eligible organizations working on a project or program that supports the actions and outcomes of the City's 2015-2018 Strategic Plan objectives
- **Community garden volunteer grants:** Provides a total of \$36,000 in funding to eligible neighbourhoods to support the volunteer coordination for food producing gardens that fall within the Community Garden policy
- **Community garden micro-grants:** Up to \$500 is also available for any community group or organization that is growing food in public spaces and that adheres to the Boulevard Gardening policy or the Community Garden policy.



- The City continued to offer its Rainwater Rewards program. Since launching the Stormwater Utility and Rainwater Rewards program in March, one industry training session has been held and three 'Ask an Expert' community information events have been hosted. The City has received many inquiries about the new program and is processing the first of the Rainwater Rewards applications.
- Work continued with the Capital Regional District to develop the First Nations reburial ground in Beacon Hill Park. Split rail fencing is now in place.
- Installation of the three rainbow crosswalks at the intersection of Pandora Avenue and Broad Streets to support diversity in our community and Pride Week, garnered the highest social media interest on both Facebook and Twitter in the City's history. One Facebook post alone reached 96,704 people, with 977 likes, 319 shares and 45 comments. Three tweets combined achieved 120 retweets and 153 favourites.





STRATEGIC OBJECTIVE #2: ENGAGE AND EMPOWER THE COMMUNITY					
Measurement	2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015
<b>City Website</b> <ul style="list-style-type: none"> <li># of unique visitors</li> <li># of total visits</li> <li>% of traffic via mobile visits</li> <li># of mapping data sets added to open data to date</li> </ul>	781,985 1,271,016 30% 23	196,010 672,684 33% not available	222,070 343,164 36% 70		
<b>Webcasts</b> <ul style="list-style-type: none"> <li># of viewers of webcasts</li> <li># of unique visitors</li> <li># of total visits</li> <li>total page views</li> <li>% viewed by desktop</li> <li>% viewed by mobile</li> </ul>	20,326 14,355 16,180 225,962 85% 15%	8,878 4,465 5,441 99,403 89% 11%	6,672 3,311 3,900 47,785 98% 2%		
<b>Online Transactions:</b> <ul style="list-style-type: none"> <li>Business Licensing               <ul style="list-style-type: none"> <li># of transactions</li> <li>\$ value</li> </ul> </li> <li>Municipal ticketing (parking)               <ul style="list-style-type: none"> <li># of transactions</li> <li>\$ value</li> </ul> </li> <li>Utility Bills:               <ul style="list-style-type: none"> <li># of transactions</li> <li>\$ value</li> </ul> </li> </ul>		1,839 \$285,041  13,995 \$389,169  8,790 \$3,636,411	168 \$25,047  12,891 \$353,138  10,160 \$3,638,659		
<b>Total Value:</b>	\$31.5 million	\$4.31 million	\$4.02 million		
<b>Social Media</b> <ul style="list-style-type: none"> <li># of Facebook likes</li> <li>average organic reach</li> <li># of Twitter followers</li> <li>YouTube channel               <ul style="list-style-type: none"> <li># of subscribers</li> <li>views of all videos to date</li> </ul> </li> </ul>	9,862 1,446  18,551  2,500	9,879 1,575  21,425  37 10,120	10,266 3,354  22,500  40 12,212		

STRATEGIC OBJECTIVE #2: ENGAGE AND EMPOWER THE COMMUNITY					
Measurement	2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015
<ul style="list-style-type: none"> <li>LinkedIn # of followers</li> <li>Instagram: # of followers (launched March 2015)</li> </ul>	- 0	895 280	1,058 498		
VicMap: <ul style="list-style-type: none"> <li>Desktop: # of unique users</li> <li>Mobile: # of unique users</li> </ul>	28,771 7,262	8,214 4,174	9,028 2,456		
Garbage Collection Widget Statistics: <ul style="list-style-type: none"> <li>total # of households signed up for active reminders - email, text, phone, Twitter, iCalendar</li> <li># of personal garbage calendars downloaded to date</li> <li># of households have accessed this service</li> </ul>	6,512 8,960 13,928	7,136 10,425 14,830	7,875 10,918 15,515		
# of Homeowner Grants claimed online	7,108	n/a	7,363		
# of Freedom of Information requests received	86	28	48		
# of Freedom of Information requests closed	83	16	36		
# of Bylaws consolidated	0	20	11		
# of users of Development Tracker page (launched in May 2015)	0	0	2,808		

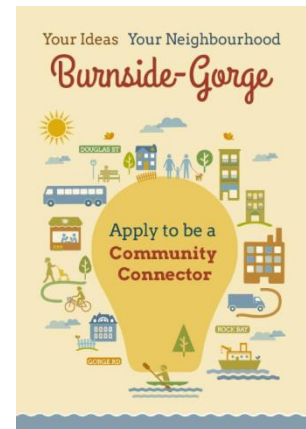


STRATEGIC OBJECTIVE #2: ENGAGE AND EMPOWER THE COMMUNITY					
Measurement	2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015
# of citizens engaged in person at City events	3,500	48	2,401		
# of surveys completed	2,800	38	2,075		
# of public engagement events	25	5	38		
# of media enquiries (2014 # based on average of seven media enquiries per day)	2,500	- To be tracked in future	- To be tracked in future		
# of media releases	180	25	45		

**STRATEGIC OBJECTIVE #3: STRIVE FOR EXCELLENCE IN PLANNING AND LAND USE**

- Community engagement on local area planning for the Burnside-Gorge neighbourhood began in April and ran until early June. Citizens were invited to share their thoughts on the future of Burnside Gorge neighbourhood through both community-driven and City-led events over a seven-week period. Community input will help shape a new local area plan to guide new residential and commercial development and future capital projects in the area, such as cycling and pedestrian improvements and park space.

Opportunities for community input included City and community-led workshops, meetings with various stakeholders, an online survey, and walking tours in the Burnside-Gorge neighbourhood. A report on engagement will go to the Planning and Land Use Committee in August for consideration. To date, the City has heard from 1,000 people. A second phase of public engagement focused on specific topics such as future land use, connectivity and business vitality will take place this fall.



- An accelerated approach to local area planning was initiated in June. Meetings with each neighbourhood association and Community Association land Use Committee on how they would like to be involved in future local area planning of neighbourhood villages and corridors will commence in the third quarter.



- The City hosted the second annual Development Summit on June 23, 2015. The purpose of the event was to identify priorities for making City processes faster and better, to share perspectives, hear feedback on changes noticed over the past year and discuss next steps. Mayor and Council, members from the development industry, design professionals, community representatives and City staff participated. A report and new action plan for improvements to the City's development processes will be presented to the Planning and Land Use Committee in the third quarter.

- Currently home to aging offices, parking lots and historic houses, the City-approved Capital Park development (6.2-acre property behind the legislature) advanced to a public hearing and rezoning application and was approved.
- Due to a staffing change, proposed changes that are being developed to the City's new Building Bylaw will be presented to the Planning and Land Use Committee in the third quarter.



- The environmental remediation of high risk conditions at 1012 – 1014 Yates Street property is underway and will be completed in the third quarter. Previously, the site was home to a dry cleaning business. Options for the site will be reviewed in the fourth quarter, which may include sale of the property.
- Seventy mapping datasets have been added so far in 2015, in addition to the City's entire AutoCAD Base, Cadastral, and Utility Networks to the open data page to increase the availability of mapping open data. For more information, visit: [www.victoria.ca/opendata](http://www.victoria.ca/opendata).

Q2 – 2015 Status Update on Major Development Applications			
Site	Application Type	Status / Notes	Estimated Project Value
<b>Burnside/Gorge</b>			
<b>605-629 Speed &amp; 606-618 Francis</b> – ground floor commercial with residential above	Rezoning/DP	Updated report prepared for PLUC. Applicant requested postponement.	\$2,815,000
<b>120 Gorge Road East</b> – 26 affordable housing units. (Council directed priority processing)	DP with variances	COMPLETE (Approved)	\$2,700,000
<b>Downtown</b>			
<b>816 Government</b> – mixed use	Rezoning/DP/HAP	Proceeding to PH	20,000,000
<b>613 Herald</b> – commercial with residential above	DP	Awaiting resubmission and TDM study	3,200,000
<b>595 Pandora</b> – commercial with residential above	DP with variance	COMPLETE (Approved)	3,200,000
<b>1312-1314, 1318 Wharf (Northern Junk)</b> – ground floor commercial with residential above	Rezoning/DP	New Rezoning Application will be submitted imminently for 12 storey building	20,000,000
<b>819 Yates</b> – amendment to density bonus provisions related to housing	Rezoning	PH scheduled	Under \$2,000,000 – no cost provided
<b>755 Caledonia</b> – ground floor commercial with residential above	DP with Variance	Advancing to PLUC	Under \$2,000,000 – no cost provided
<b>613 Herald</b>	DP with Variance	Advancing to PLUC	\$3,200,000
<b>Fairfield / Gonzales</b>			
<b>1303 Dallas (Clover Point Pump Station)</b>	Rezoning	PH scheduled then postponed	2,000,000
<b>913 – 929 Burdett Avenue and 914 – 924 McClure</b> - seniors at Mount St Angela	Rezoning/DP/HAP	Awaiting revisions from applicant.	3,800,000
<b>1041 Oliphant</b> - residential	Rezoning/DP	Awaiting revisions from applicant.	8,200,000
<b>Fernwood</b>			
<b>1521-1531 Elford</b> – residential	OCP Amendment/ Rezoning/DP	COMPLETE (Approved)	4,000,000
<b>1310 Gladstone</b> – mixed use	OCP Amendment/ Rezoning/DP	Awaiting further information from applicant prior to advancing to PH	Under \$2,000,000 – no cost provided
<b>1146 Caledonia</b> - residential	OCP Amendment/ Rezoning/DP	OCP Consultation Notice; Several conditions to be met prior to PH.	\$750,000
<b>Harris Green</b>			
<b>960-962 Yates</b> – commercial with residential above	Rezoning/DP	COMPLETE (Approved)	\$11,877,000
<b>727 Johnson</b>			Nothing in Prospero
<b>1029 View Street</b> (Juke Box) mixed use	DP with Variance	Application just received	18,000,000
<b>951 Johnson Street</b> (Dan Cox) mixed use	DP with Variance	Revisions just received. Advancing to PLUC.	36,000,000
<b>Hillside-Quadra</b>			
<b>2813-2887 Quadra (Quadra Village)</b> – residential	Rezoning/DP	Currently on hold. Site sold. New owners may proceed. MDA & PH on hold pending outcome.	2,250,000
<b>2560 Quadra</b>	DP with Variances	Resubmission to conform with zoning – needs to go to PLUC and ADP	1,900,000
<b>James Bay</b>			
<b>521-557 Superior &amp; 524-584 Michigan (South Block)</b> – mixed use	DP	COMPLETE (Approved)	70,201,490
<b>Jubilee (N&amp;S)</b>			
Royal Jubilee Hospital Master Campus Plan	Planning exercise that will lead to new Zone	Island Health re focusing efforts to complete.	

<b>North Park</b>			
<b>1002-1012 Pandora (St. Andrews School)</b> – ground floor commercial with residential above	Rezoning/DP	Advancing to PH	49,836,000
<b>Oaklands</b>			
2636 Shelbourne 12-unit townhouse project	Rezoning/DP	COMPLETE but pending signing of agreements (Approved)	2,850,000
<b>Rockland</b>			
<b>1070 Joan Crescent (Craigdarroch Castle)</b>	Rezoning/HAP	Advancing to PH	\$1,525,000
<b>1040 Moss Street (Art Gallery)</b>	Rezoning/HAP	Advancing to PH	\$13,800,000
<b>1082 Richmond</b> – residential	Rezoning/DP	COMPLETE but pending signing of priority agreements by applicant (Approved)	\$3,300,000
<b>1745 Rockland</b> – townhouses	Rezoning/DP	Applicant making revisions	\$2,300,000
<b>Victoria West</b>			
<b>251-259 Esquimalt (Roundhouse)</b> – commercial heritage phase of the Roundhouse Development	OCP Amendment/DP/HAP	COMPLETE (awaiting Landscape Cost Estimate – required before we can issue DP) (Approved)	\$10,000,000
<b>701 Tyee (Lots H &amp; J Railyards)</b> - residential	DP/MDA Amendment	Awaiting applicants submission of revised plans and then will advance to PLUC	\$2,684,800
<b>353 Tyee Road (Dockside)</b> – mixed use	Rezoning, MDA Amendments and OCP Amendment	Advancing to PLUC (August)	\$196,384,000
<b>353 Tyee Road (Dockside)</b> – affordable housing (Council directed priority processing)	Rezoning and MDA Amendments	Advancing to PH	

**Legend:**

**DP** - Development Permit Application

**REZ** - Rezoning Application

**HAP** - Heritage Alteration Permit Application

**OCP** - Official Community Plan Amendment

**MDA** - Master Development Agreement

Under \$2,000,000 – no cost provided in application submission



STRATEGIC OBJECTIVE #3: STRIVE FOR EXCELLENCE IN PLANNING AND LAND USE					
Measurement	2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015
\$ value of heritage grants to Victoria Civic Heritage Trust to administer Building Incentive Program	\$420,000	Measured annually	Measured annually		
\$ value of private investments leveraged from these grants	\$17.07 million	Measured annually	Measured annually		
(Source: Victoria Civic Heritage Trust)					
<b>Heritage</b>					
# of heritage designations	8	7	2		
Heritage Alteration Permit:					
# of permits issued	13	3	2		
# of applications received	-	7	5		
Heritage Minor Amendment Permit:					
# of applications received	34	7	9		
<b>Community Association Land Use Committee</b>					
# of notices generated for committee meetings	18,053	5,631	5,212		
# of meetings	38	9	18		
<b>Meetings</b>					
# of Board of Variance meetings	16	4	6		
# of Advisory Design Panel meetings	9	2	2		
# of Heritage Advisory Committee meetings	8	3	3		
# of Technical Review Committee meetings	24	6	6		

STRATEGIC OBJECTIVE #3: STRIVE FOR EXCELLENCE IN PLANNING AND LAND USE					
Measurement	2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015
<b>Applications</b>					
# of rezoning applications	38	9	4		
# of development permit applications	52	17	14		
# of development variance permit applications	13	5	3		
# of development permit minor amendments applications	57	21	19		
# of board of variance applications	37	9	10		
<b>Permits</b>					
# of construction permits issued	3,452	885	868		
\$ value of construction permits	\$156 million	\$46,492,361	\$44,728,322		
# of building permits issued	758	162	192		
# of plumbing permits issued	951	234	261		
# of electrical permits issued	1,604	435	368		
# of demolition permits issued	34	21	19		
# of signage permits issued	88	23	22		
# of Occupant Load Application permits issued	17	10	6		

**STRATEGIC OBJECTIVE #4: BUILD FINANCIAL CAPACITY OF THE ORGANIZATION**

- In the first quarter, an inventory and assessment of the condition of all City facilities began, which will guide and prioritize long-term capital investments and acquisitions. Consultant Morrison Hershfield was retained based on their technical ability, experience and proposed methodology for the project. They are a Canadian/US firm with a local office in Victoria.

The assessment of all City facilities is almost complete and will inform the 2016 Financial Plan and key decisions on specific properties including the Victoria Fire Department Headquarters and the Crystal Pool and Fitness Centre.

- The Victoria Conference Centre and Spectrum Marketing continued to engage with interested parties on philanthropic and corporate naming rights for the facility, based on direction from Council. The naming rights agreement process will be concluded in the fourth quarter of 2015.
- Victoria taxpayers were invited to pay their property taxes in a variety of ways, which are depicted in this online promotion. 2015 was the first year credit cards were accepted. During the last few weeks leading up to the July 2 deadline, the City Hall ambassador was available to greet property owners and help answer their questions, direct them to the right person for more information.



<b>STRATEGIC OBJECTIVE #4: BUILD FINANCIAL CAPACITY OF THE ORGANIZATION</b>					
<b>Measurement</b>	<b>2014</b>	<b>Q1 2015</b>	<b>Q2 2015</b>	<b>Q3 2015</b>	<b>Q4 2015</b>
# of grants received	To be confirmed for future reports	To be confirmed for future reports	To be confirmed for future reports		
\$ value of investment interest earned	\$1.93 million	n/a	n/a		
\$ value of growth/new property tax assessment revenue	\$1.37 million	n/a	\$2.33 million		

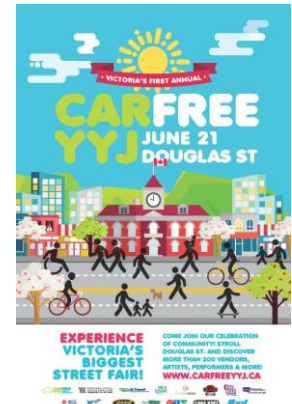
**STRATEGIC OBJECTIVE #5: CREATE PROSPERITY THROUGH ECONOMIC DEVELOPMENT**

- In the second quarter, the Mayor's Task Force on Economic Development and Prosperity was appointed by City Council. The Task Force is chaired by Mayor Lisa Helps and includes Councillor Margaret Lucas and community leaders in tech, tourism, labour, green business, commercial real estate, and community and regional economic development.

To provide meaningful and timely engagement on the draft recommendations of the Mayor's Task Force on Economic Development and Prosperity, public consultation is scheduled for early September. Community input will inform the draft recommendations that will be presented to City Council in late October.



- In June, the City partnered with the Downtown Victoria Business in its hosting of the successful *CarFreeYYJ* event that saw six blocks of Douglas Street from Herald to Fort Streets lined with more than 225 vendors (artisans, businesses, food vendors, and not-for-profits), a 7,000 square foot grassy park, three stages with live entertainment, a craft beer garden, a skate ramp, and more. Thousands of people came downtown to enjoy the event.
- In April, a review of the City's Sidewalk Café Bylaw was initiated to streamline the process. A report will be presented to Council in the third quarter.
- New seasonal decorations were ordered to enhance Victoria's downtown. The seasonal décor will be installed in November, leading up to the Christmas holidays.
- New summer banner design and fabrication was underway to enhance downtown streets this quarter. The City's biennial summer banner program showcases the talents of local artists and reflects the vibrancy and creativity of Victoria.



Close to 400 banners were installed in early June on Blanshard, Douglas and Yates Streets featuring images extracted from Robert Bateman's artwork: "Douglas Fir and Rufous Hummingbird", "Mossy Branches – Spotted Owl", "Winter Cattails – Red-winged Blackbird", and "Kingfisher and Aspen".

**Banner Images**



- Decorative banners are in development to identify and enhance the City's five parkades – part of the City's overall parking improvements that were introduced last fall. Two existing Greater Victoria Public Library banners are also being enhanced to create a cohesive look and feel and help identify the Central Library Branch, which shares the same property as the Broughton Street Parkade. The new banners will be installed in September.
- In the second quarter, the following work took place at City parkades:
  - The overgrown garden bed adjacent to the View Street Parkade was renovated to create an attractive garden with a bench and rock work. In August, new guard rails in the parkade will be installed to improve safety.
  - A new elevator was installed at Centennial Square Parkade to improve customer service and aesthetics in the parkade.
  - Plans are underway to replace the Bastion Square Parkade elevator roof by the end of the fourth quarter.
  - There is now one SafeWalk phone number for all City parkades: 250.686.3715. Information has been posted on the City's website and parkade signage has been updated. New SafeWalk cards are in the works.
- In partnership with downtown businesses, a block-by-block parking analysis of downtown spaces is being conducted to ensure parking regulations better serve customer needs. The analysis is anticipated to be completed by the end of the year.
- An examination of the parking coin-counting process is underway to determine if it is feasible to bring it in-house. The review will be completed by the fourth quarter.
- Planning for the City's new Parking Ambassador model that began in the first quarter continued in the second quarter. Building on recent improvements to how the City provides parking services, a new on-street parking ambassador model was announced 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 an active and vibrant downtown, and specifically the needs of Victoria's downtown businesses and the tourism sector.



Recruitment for full-time and part-time positions will occur in September. Starting January 1, 2016, 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. 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 unionized staff, represented by the Local 50 Chapter of the Canadian Union of Public employees. Ambassadors will participate in a comprehensive customer service training program, in cooperation with downtown businesses. Timed with the new Ambassadors, the Parking Review Office will also move into City Hall, making it easier for customers to pay their tickets or have tickets reviewed.

- The following work took place during the second quarter involving the Victoria Conference Centre (VCC):
  - The Victoria Conference Centre and Tourism Victoria continued to explore synergies in destination marketing, including the possibility of developing a marketing partnership and a joint sales team to lead and share common metrics to avoid overlap and duplication. By the fourth quarter, they will have developed a contractual relationship for the marketing of “Business Events Victoria” as an evolution of the Victoria Conference Optimization Network (VCON) in 2016.
  - The VCC's marketing initiatives resulted in seven new contracts being signed in the second quarter for events to take place at the Victoria Conference Centre in the future.
  - Plans were underway to host the Union of British Columbia Municipalities 2016 Conference at the Victoria Conference Centre.
  - The City and DTZ Barnicke continued to work with a prospective tenant on the business analysis of a long-term lease of the Crystal Garden. DTZ Barnicke is working on the development of key lease terms.

#### Q2 2015 Victoria Conference Centre Events and Delegates

04/01/15	04/01/15	2015 UVic Sports Hall of Fame & Athletics Awards Banquet	500
04/01/15	04/01/15	Bays United Football Club Awards Ceremony	350
04/02/15	04/02/15	HAGV Lunch Meeting	17
04/09/15	04/10/15	LNG Energy Seminar	200
04/09/15	04/09/15	Knowledge Network Annual Meeting	400
04/11/15	04/13/15	British Columbia Real Estate Association	100
04/13/15	04/13/15	The Bioactive Patient	200
04/14/15	04/14/15	British Columbia Real Estate Association	75
04/15/15	04/15/15	Esri Canada 2015 User Conference	250
04/15/15	04/15/15	Healthy Hearing Expo	50
04/16/15	04/16/15	2015 Victoria Product Showcase	150
04/16/15	04/16/15	2015 Victoria Minor Hockey Association Awards Night	200
04/18/15	04/18/15	Get Ready, Get Local Vancouver Island	1000
04/21/15	04/21/15	Greatest Greater Victoria Conversation Project	200
04/23/15	04/24/15	2015 AggCap Meeting	110
04/25/15	04/25/15	2015 TC 10K Expo	2000
04/27/15	04/27/15	MaPP Reception	130
04/27/15	05/01/15	IAP2 Meeting	15
04/28/15	04/29/15	Art N Facts of Wine	500
04/28/15	04/28/15	Victoria Guest Services Network 2015 Tourism Showcase	100
04/28/15	04/28/15	Coast Capital Savings Annual General Meeting	120
05/06/15	05/08/15	BCRPA 2015 Symposium	450
05/07/15	05/08/15	CNIB Eye Appeal 2015	350
05/11/15	05/15/15	Citizenship and Immigration Canada	400
05/11/15	05/11/15	MLA Appreciation day	50
05/14/15	05/14/15	Rally for Victoria with NDP Leader Tom Mulcair	800
05/20/15	05/20/15	Island Women In Technology	50
05/21/15	05/23/15	Social Media Camp 2015	650
05/22/15	05/22/15	BC MIC Managers Mini-Expo	70
05/25/15	05/26/15	PSMW 2015	300

05/27/15	05/28/15	2015 Distinguished Entrepreneur of the Year Awards	550
05/27/15	05/27/15	Bloom BC VQA Spring Release Tasting	200
05/28/15	05/30/15	British Columbia TOPS	800
05/31/15	05/31/15	Eastside Public Consultation	200
06/01/15	06/02/15	Hand and Wrist Fracture Workshop	50
06/03/15	06/06/15	IBNS 24th Annual Meeting	300
06/03/15	06/06/15	Canadian Society of Plastic Surgeons Annual Conference	300
06/08/15	06/09/15	9th BC Unconventional Gas Technical Forum	300
06/09/15	06/10/15	VAC & Joint Learning Program	20
06/10/15	06/12/15	CPMS - How to Manage Workplace Issues	20
06/10/15	06/10/15	National Conference of Bar Examiners	10
06/13/15	06/13/15	GNS Graduation Dinner and Dance	250
06/13/15	06/13/15	LifeFit by BackFit	100
06/14/15	06/16/15	2015 National Education Conference	500
06/18/15	06/21/15	COS Annual Meeting & Exhibition	700
06/23/15	06/23/15	Development Summit 2015	120
06/23/15	06/23/15	CISCO Connect Tier 2	120
06/24/15	06/27/15	SARMAC Conference XI	350
06/26/15	06/26/15	VIATeC Awards Gala	500
06/29/15	07/02/15	Citizenship and Immigration Canada	200

<b>STRATEGIC OBJECTIVE #5: CREATE PROSPERITY THROUGH ECONOMIC DEVELOPMENT</b>					
<b>Measurement</b>	<b>2014</b>	<b>Q1 2015</b>	<b>Q2 2015</b>	<b>Q3 2015</b>	<b>Q4 2015</b>
total # of ParkVictoria app users  (App was launched December 5, 2014)	1,387	3,064	6,190		
# of ParkVictoria app transactions	3,765	29,538	48,052		
# of on-street transactions  # of City parkade transactions	2,757,602  785,512	653,614  289,975	677,242  310,645		
# of events held at VCC	181	38	50		
# of delegate days at VCC	97,827	27,794	22,708		
\$ value of events at VCC (based on delegate days @ average delegate spend)	\$44,022,150	\$12,507,300	\$10,218,600		
# of VCC contracts signed for future conferences	43	17	7		

Note: Future metrics may be informed by Task Force on Economic Development and Prosperity Action Plan.



**STRATEGIC OBJECTIVE #6: MAKE VICTORIA MORE AFFORDABLE**

- The Mayor's Task Force on Housing Affordability invited the community to attend a workshop at City Hall on June 1 to provide feedback on the Task Force's recommendations. Public input informed the draft recommendations that were presented to City Council on July 16. The recommendations were directed to staff for evaluative analysis, which will be shared with Council for discussion at two workshops in September.



<b>STRATEGIC OBJECTIVE #6: MAKE VICTORIA MORE AFFORDABLE</b>					
<b>Measurement</b>	<b>2014</b>	<b>Q1 2015</b>	<b>Q2 2015</b>	<b>Q3 2015</b>	<b>Q4 2015</b>
# of new housing units	361	22	183		
# of total new dwelling unit construction in Victoria neighbourhoods (excluding secondary/garden suites)	182	211	171		
# of total dwelling unit conversions (excluding secondary/garden suites)	145	2	0		
# of total secondary suites (including new construction and conversions)	31	9	9		
# of total garden suites (including new construction and conversions)	3	0	3		
# of inspections performed	8,725	2,264	2,291		
# of demolitions	55	21	19		

STRATEGIC OBJECTIVE #6: MAKE VICTORIA MORE AFFORDABLE					
Measurement	2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015
# of rental units (affordable rental) created by Housing Reserve Fund	65	0	0		
# of purpose-built rental units approved through building permits issued  (excluding secondary and garden suites)	24	181	0		
% of overall vacancy rate in City of Victoria  (Source: Canada Mortgage and Housing Corporation)	1.3%	Measured annually	Measured annually		
\$ value of average sales price for single family	\$612,784	Measured annually	Measured annually		
\$ value of average sales price for condominiums	\$349,324				
\$ value of average sales price for townhouses  (Source: Victoria Real Estate Board)	\$473,938				

**STRATEGIC OBJECTIVE #7: FACILITATE SOCIAL INCLUSION AND COMMUNITY WELLNESS**

- As part of its *Action Plan for Housing, Supports and City Services for Homeless People Sheltering in City Parks*, the City collaborated with local agencies and street-involved people to research safe and secure storage options for people who are homeless. Potential storage options and locations are not to have negative impacts on surrounding neighbours or land uses. A report was presented to Council in July outlining that further discussions are required with a potential agency, and that a Request for Expressions of Interest may be required to broaden reach into the community.

Options are being explored to provide new, overnight shelter opportunities in a Victoria park(s), and a micro-housing opportunity may arise with the recently development non-profit society, Micro-Housing Victoria, that is committed to the provision of a micro-housing in the city. A working group is collaborating on this multi-faceted, inter-agency approach to address issues associated with overnight sheltering in parks. A public workshop is planned for September 16 to generate creative ideas and gather input.

At the end of July, "Take Care of Environmentally Sensitive Areas Responsibly" signage was installed at Beacon Hill, Summit and Topaz Parks to raise awareness and clearly identify areas off limits to sheltering.

- Work is underway to examine and address impacts of medical marijuana businesses in Victoria. Public consultation in the form of face-to-face meetings will inform draft regulations which will be brought forward to Council in the fourth quarter. A town hall will be held in the fourth quarter before new regulations are finalized.
- On June 21, timed with the inaugural *Car Free Day YYJ* event downtown when streets were closed, the City showed its "prePride" by painting six rainbow stripes on each of the three crosswalks at the intersection of Pandora Avenue and Broad Street across from City Hall. The painting of the crosswalks is permanent and demonstrated the City's support and commitment to inclusivity for the LGBTQ community in time for Victoria Pride Week that took place from Saturday, June 27 to Sunday, July 5.



Also, Mayor and Council participated in the raising of the Pride flag on Monday, June 29 outside City Hall. The flag remained raised until the end of Victoria Pride Week, which resulted in the annual Pride Parade along Government Street, from Pandora Avenue to MacDonald Park in James Bay.



New this year, the City entered a truck in the Pride Parade and staff also participated in the parade.

- In April, City Council contributed \$1 million to the Housing Reserve Fund to support its strategic objective, "Make Victoria More Affordable".
- There was a 25.4% (\$37,526) increase in registered program revenue at the Crystal Pool and Fitness Centre and at Save-On-Foods Memorial Centre in the second quarter of 2015 over the same quarter in 2014. This is attributable to new online registration options.



- Victoria was the host city for the BC Parks and Recreation Annual Professional Development Conference in May. At the conference, the City presented the Greater Victoria Physical Activity Program, a regional initiative that helps connect family physicians with recreation centres. Since the program began in 2012, more than 150 family physicians have successfully referred close to 2,000 inactive and obese patients to recreations centres in Greater Victoria, of which 147 were referred to the Crystal Pool and Fitness Centre. Since the conference, eight communities from around the province have expressed interest in initiating similar programs.
- In the second quarter, the 12th Annual Vic West “Vee Dub” Skate Competition drew a crowd of roughly 1,000 spectators to Vic West Park. 88 participants competed in the largest skateboard competition on Vancouver Island. The City supported the event by facilitating registration and first aid, as well as assisting with event coordination in collaboration with five local skate shops.
- The City’s summer programming such as lunchtime concerts and the Eventide music series in Centennial Square, and concerts at Beacon Hill Park were promoted to the community on social media and in the annual *CityVibe* guide.
- From June to October, an operational review of Bylaw enforcement is taking place to identify where customer service improvements and operational efficiencies can be achieved. The review is being completed by the City of Vancouver internal audit function.
- In April, the exploration of use options for the Save-On Foods Memorial Centre City office space began. The space was recently vacated when the Culture division moved to the Victoria Conference Centre.

STRATEGIC OBJECTIVE #7: FACILITATE SOCIAL INCLUSION AND COMMUNITY WELLNESS					
Measurement	2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015
<b>Crystal Pool and Fitness Centre</b>					
# of visits	250,000	Available annually	Available annually		
# of registrants	5,223	1,694	2,022		
# of online registrations*	398*	251	379		
# of in person/by phone	4,825	1,443	1,643		
# of registered programs	1,703	354	254		
# of camp registrants	1,982	Available in Q3	Available in Q3		
# of drop-in fitness classes	963	279	286		
# of drop-in fitness participants	6,367	1,310	1,807		
# of aqua-fitness classes	816	216	221		
# of aqua-fitness classes	8,858	1,312	5,151		
# of children who learned to swim	1,929	596	427		
(*Online registration launched August 18, 2014)					
# of City parks	72	72	72		
# of playgrounds	40	40	40		
# of ball diamonds and soccer fields maintained	45	45	45		
# of outdoor fitness equipment stations maintained	3	3	3		
# of bookings of Royal Athletic Park	76	4	26		
# of people attending Royal Athletic Park	70,000	1,530	17,655		



<b>STRATEGIC OBJECTIVE #7: FACILITATE SOCIAL INCLUSION AND COMMUNITY WELLNESS</b>					
<b>Measurement</b>	<b>2014</b>	<b>Q1 2015</b>	<b>Q2 2015</b>	<b>Q3 2015</b>	<b>Q4 2015</b>
# of skateboard parks maintained	1	1	1		
# of bicycle parks maintained	1	1	1		
# of public docks maintained	3	3	3		
# of dog leash-optional areas	12	12	12		
# of public washrooms in parks	17	17	17		
# of tennis courts maintained	23	23	23		
# of community centres maintained	7	7	7		
# of senior centres maintained	3	3	3		

**STRATEGIC OBJECTIVE #8: ENHANCE AND STEWARD PUBLIC SPACES, GREEN SPACES AND FOOD SYSTEMS**

- In May, the project charter for 'Growing in the City' – Urban Food Production and Boulevard Gardening in the City of Victoria was approved. The community was encouraged to share their ideas by August 4. To reach the community, engagement opportunities were held at public markets, and an online survey (short and long versions) was promoted through social media channels. Public input will inform updated guidelines and policies to support growing food in Victoria, which will be brought forward to Council in the spring of 2016 so they are in place for next year's growing season. City Council will receive an update on the engagement in the fall.



- In an effort for staff to learn how to grow food, a new rooftop container garden was introduced this quarter. Progress and harvest are documented in a series of video blogs, and inter-departmental "Food From Our Roof" cooking competitions were held.
- In June, the annual re-planting of the Small Steps Edible Demonstration Garden occurred at Centennial Square. For the third consecutive year, the City of Victoria partnered with Our Place Society, whose staff, family members and volunteers plant, maintain and harvest the garden's vegetables and herbs for Our Place's lunch program. For the 2015 growing season, a garden area with more sunlight was exchanged for the previous garden that was shaded by the Giant sequoia tree.
- As part of the Strategic Plan, Council approved the creation of a micro-grant for the volunteer coordination of commons and community gardens. The maximum amount for a micro-grant is \$500. In addition, Council added \$36,000 to fund community garden volunteer coordinators in the six neighbourhoods that currently have a community garden (\$6,000 each.) The City consulted with community stakeholders and presented a report to Council on this initiative in early June. Council awarded the grants on July 23.
- In June, the annual roll-out of Victoria's trademark hanging baskets took place. Approximately 1,400 sun and shade hanging baskets adorn downtown lampposts, enhancing the City streetscape during summer months.
- Public consultation in the form of an open house and online survey was held in June to collect feedback about improvements to Begbie Green. This September, a final round of engagement will take place before the improvement plans are finalized for implementation later this fall.
- Quadra Heights Park, located at the corner of Rutledge and Villance Streets in the Hillside/Quadra neighbourhood, is being updated this year. In May, two open houses, an online survey, and ideas boards set up in the park were used to collect feedback about potential playground improvements. Construction is scheduled to begin in the third quarter.



- In July, the community was invited to participate in a *Design Picnic* at Vic West Park to share their ideas on how they would like to see the playground, sports field upgrades, new activities, the skate park, washrooms and the dog area improved. Ice cream and “human hamster” activity balls were provided. Participants had the opportunity to ask questions and note their ideas on display panels with post-it notes and stickers. Engagement also took place at the park’s skateboard event. The deadline for feedback was July 13. Recommendations will be developed in 2015 for improvements to be made in 2016.
- In May, the concrete component of the Moss Maiden garden sculpture was installed behind the Cameron Bandshell in Beacon Hill Park. The sculpture is expected to be installed by the end of the year.
- Work continued in collaboration with the CRD and Hillside Mall to install an interpretive feature on Doncaster Drive, adjacent to Hillside Mall, to recognize and celebrate Bowker Creek. The work has been completed.
- Thirteen Canadian-made benches were installed in Centennial Square. The new grey cast aluminum benches have hardwood slats and were selected by an interdepartmental staff committee as being complementary to the architecture of the square. They unify the previous multiple designs in the space and fit together with the existing Spirit Square benches, which were renovated at the same time.
- In March, work got underway to protect and maintain the Royal Athletic Park field to support special events. Water bottle filling stations were installed and parking lot repairs will be completed by October.
- Tennis court repairs at Beacon Hill Park and Barnard Park began in June and will be completed by October.
- In June, clearance pruning to clear tree growth that impedes traffic signage in Victoria was completed.
- The exterior of the Victoria Conference Centre was cleaned and painted, and the canopy entrances were refreshed. Indoors, the Centre underwent a thorough deep cleaning -- including the totem poles. New wireless access points were installed to improve the customer experience. Beautiful plantings were placed to enhance the Victoria Conference Centre’s courtyard.



- Last year, the City applied for a Licence of Occupation from the Province, which would be used in conjunction with the Zoning Regulation Bylaw to regulate public use of the Selkirk Water. There is concern regarding the impact that unregulated marine activities, including long term anchoring of vessels in the Selkirk Water is having on the marine environment, adjacent City parks and residents.

All comments and input were to be directed to the Ministry of Forests, Lands and Natural Resource Operations by July 6, 2015. The Province will review public input on the City's licence application and a decision is expected in the third quarter. If the application is approved, the City will implement regulations for public use of the Selkirk Water.

<b>STRATEGIC OBJECTIVE #8:</b>					
<b>ENHANCE AND STEWARD PUBLIC SPACES, GREEN SPACES AND FOOD SYSTEMS</b>					
<b>Measurement</b>	<b>2014</b>	<b>Q1 2015</b>	<b>Q2 2015</b>	<b>Q3 2015</b>	<b>Q4 2015</b>
# of applications to remove trees	Not available	Not available	Not available	Will track in future	
# of tree removal permits issued	38	11	15		
# of pruning permits issued	57	9	15		
# of trees planted on public property	190	48	41		
# of City-owned trees	32,436	Measured annually	Measured annually		
# of annuals produced in nursery (for hanging baskets and beds)	Not available	0	61,535		
# of edible demonstration gardens	2	2	2		
# of hanging baskets on downtown lampposts	1,344	n/a	1,290		
# of City playgrounds upgraded	4	0	0		

STRATEGIC OBJECTIVE #8: ENHANCE AND STEWARD PUBLIC SPACES, GREEN SPACES AND FOOD SYSTEMS					
Measurement	2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015
# of Parks call for service	3,300	635	864		
# ladybugs releases on downtown street trees	92,000	0 (unavailable)	0 (unavailable)		
# Aphidoletes aphidimyza (Predatory Midge)	500	0	149,500		
# of km of City-owned boulevards	300km	300km	300km		
# of hectares of parkland	191	191	191		
# of rain gardens	9	9	9		
# of cemeteries maintained (Ross Bay Cemetery, a national heritage site on 11 hectares, Pioneer Square)	2	2	2		
# of cubic metres of woodchips from residential branch chipping service	230	230	n/a		
# of cubic metres of residential leaves collected/composted	6,200	n/a	n/a		



## **STRATEGIC OBJECTIVE #9: COMPLETE A MULTI-MODAL AND ACTIVE TRANSPORTATION NETWORK**

- In April, City Council designated \$7.75 million in the Financial Plan towards implementing the cycling network in 2015, 2016 and 2017.
- An RFP was issued to retain a consultant to review and enhance the existing cycling network, provide further analysis of public input received during previous consultation, identify priority corridors for new cycling facilities, and develop detailed conceptual designs for each of these priority corridors.
- In May, a pop-up open house on Pandora Avenue was held to engage the community on two possible bike lane designs. In July, a two-way bike lane on Pandora Avenue and a one-way painted bike lane on Johnson Street were approved.

An RFP was developed in July to hire a consultant to provide a detailed design for a two-way protected cycling facility on Pandora Avenue from Cook to Store Streets. The project was awarded to Engineering Design, which will begin work in August.



Construction will begin in December and will be augmented with public education that will demonstrate how the two-way bike lane will work, and its safety features for bus stops, and right and left turns for cyclists and vehicles.

- A “Complete-Streets” citizen-led workshop was co-hosted and co-designed in May for North Park neighbourhood improvements on Cook Street, between Pandora and Caledonia Avenues. A follow-up citizen-led workshop will take place in August, and a report will be submitted to Council in September. Engineering design drawings will be completed in November, with construction scheduled from December 2015 to April 2016.
- On July 23, it was announced the City will receive \$440,000 from BikeBC to advance the David Foster Harbour Pathway’s two, four-metre-wide cyclist/pedestrian bridges to connect the existing pathway from Ogden Point to downtown. The City was one of five communities on Vancouver Island to receive BikeBC funding this year to expand and build cycling lanes, trails and paths for cyclists and pedestrians.

Design work continued in the second quarter on the two pathway bridges that the funding will advance, to provide connectivity at Heron and Raymur Coves. The David Foster Harbour Pathway connection design for the Janion is underway and will be completed in the fourth quarter.





- The City supported the Downtown Victoria Business Association in hosting the inaugural *Car Free Day #YYJ* event on Douglas Street from Herald to Fort Streets. Thousands of people visited downtown to enjoy a fresh grass “park” on Douglas Street, free music performances and a range of vendor stalls.
- Cul-de-sacs with pedestrian/cycling connections will be signed just as prominently as street signs to distinguish between “No Exit” and “No Exit for Motor Vehicles” by the end of the year.
- Construction was completed in March for new bike lanes on Skinner from Bay to Catherine in Vic West.
- The Johnson Street Bridge project schedule was revised to reflect delays in the delivery of the structural steel. The new bridge will now open for public use in spring 2017, with a final project completion timeframe of fall 2017. The approved budget for the Johnson Street

Bridge project is \$96.85 million. On July 16, Council approved an increase to the project budget of \$2.554 million with funding from the Building and Infrastructure Reserve and directed staff to bring forward an amended Financial Plan Bylaw to the July 23, 2015 Council meeting. Council directed staff to request funds as required. Potential additional costs have been identified at an estimated \$3.858 million. There remains a number of unresolved issues including costs of fendering, public realm, additional professional consulting services, legal, mediator, and additional material costs.

- In the second quarter, eight transportation and five underground capital projects were completed. Public consultation began with the community on 13 upcoming transportation projects. Designs were completed for 14 underground utility capital projects.
- The 16<sup>th</sup> annual Public Works Day was celebrated in May at the Public Works Yard. The event showcased the many services the City provides and was attended by more than 700 students, seniors and members of the public.
- An internal focus group was formed to review the City’s policy on removing and re-instating on-street parking spaces to accommodate construction, while minimizing impacts to adjacent residents and businesses. An update procedure/policy will be developed following completion of discussions.
- Phase 2 of the Douglas Street Transit Priority corridor lanes continued. New bus stops, lanes and landscaping was completed. The dedicated bus lane is scheduled to go into operation in late August.
- Work began in January to design a retaining wall for the 2900 block of Douglas Street. Construction is scheduled for August and will be completed in December. Similar to the Dallas Road seawall repairs, a portion of the work will be done by carpentry staff.
- Consultation began in May to design a crosswalk at Cedar Hill and Oswald. Construction will begin in August and will be completed in September. Consultation with businesses began in May for the design of a crosswalk in the mid-block of 800 Yates Street. Construction began in June and was completed in July.



- In May, the community was informed of the construction work that will take place in August to implement the Neighbourhood Transportation Management Plan at Fort and Chestnut Streets. The work will involve improvements for pedestrians and cyclists at the closed portion of Chestnut Street and will be completed in November.
- New LED pedestrian countdown signals will be installed at various locations of Victoria by the end of September. Benefits of the LED signals include enhanced information for pedestrians at signalized intersections to improve safety for all ages and abilities, and a reduction in power consumption by using LED technology.

STRATEGIC OBJECTIVE #9: COMPLETE A MULTI-MODAL AND ACTIVE TRANSPORTATION NETWORK					
Measurement	2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015
# of km of road paved	2.3km	0	1km		
# of crosswalks installed	3	0	2		
# of sidewalk projects completed	5	0	0		
# of metres of new sidewalk installed	680m	0	0		
# of metres of new bike lane	1,500m	200m	0		
# of new bike racks installed	14	0	12		
# of new bike shelters installed	0	0	0		
# of bus shelters installed	3	0	1		
# of new LED traffic signals	6	0	0		

<b>STRATEGIC OBJECTIVE #9:</b> <b>COMPLETE A MULTI-MODAL AND ACTIVE TRANSPORTATION NETWORK</b>					
Measurement	2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015
# of major street rehabilitation projects completed	8	0	2		
# of local street rehabilitation projects completed	6	0	4		



## **STRATEGIC OBJECTIVE #10: NURTURE OUR ARTS, CULTURAL AND LEARNING CAPITAL**

- To celebrate National Poetry Month in April, two public events were held: guest poetry readings on an artwork installation at the Art Gallery of Greater Victoria; and two poetry walking tours featuring guest poets and their poetry written about specific downtown public artworks. The walking tours were a collaboration between the City and the Greater Victoria Public Library.



- In April, a Call to Artists to create the next artwork installation for the Commercial Alley Outdoor Art Gallery was announced, resulting in 25 submissions (an increase from the nine submissions received in 2014). The winning artist/artwork will be unveiled at the end of August, aligned with the annual Integrate Arts Festival. Located in the 500 block of Yates Street and Bastion Square, the outdoor gallery allows for four, 1.2-metre x 2.4-metre themed artwork panels, and is a partnership between the City and the Open Space Arts Society.



- In the second quarter, the submission deadline for the Victoria Book Prizes closed on May 31. Copies of entries were provided to City Council for reading throughout the summer. A shortlist will be announced in early September for the annual \$5,000 City of Victoria Butler Book Prize and the \$5,000 Bolen Books Children's Book Prize.



- In May, 35,000 print copies of the annual publication, *CityVibe – Victoria's Guide to Outdoor Festivals and Events* were distributed in Greater Victoria. Enhancements to this year's issue included easier navigation of events through improved layout and design. The guide is also available online at [www.victoria.ca/cityvibe](http://www.victoria.ca/cityvibe).

- A national Call to Artists was launched in February to create public art to enhance the Johnson Street Parkade, one of five City parkades. The call's promotion, which included a tour of the parkade (also available in an online video), resulted in 117 submissions – the City's highest number of applicants for a national public art competition. More than 60 local artists participated in the site tour, and the online content and video provided better communication and information to the public and applicants about the project. The winning artist will be announced in August. |
- A local Call to Artists was launched in early July, inviting Greater Victoria artists and artist teams to submit expressions of interest to create public art to enhance the stairwells at Bastion Square and Centennial Square Parkades. The boosted post on Facebook received significant interest on Facebook, reaching 11,708 people, with 126 likes and 154 shares. The awarded public art projects will also be announced in August.
- In May, the City provided a grant of \$25,000 to support the 2015 Western Canada Music Awards/BreakOut West with Rifflandia event.





- The City hosted six official delegates from the City of Morioka in May, led by Mayor Hiroaki Tanifuji. Accompanying the official delegation were 50 citizens who had travelled to participate in the Twin City celebrations. Highlights of their four-day stay included participation in the Victoria Day Parade, renewing of the twinning agreement, and the installation of a Bell of Friendship at Centennial Park. The bell was a gift from two Japanese patrons of the Morioka Victoria Friendship Society, to reflect the significant support and financial aid received from friends in Victoria at the time of the Great East Japan Earthquake and Tsunami in March 2011.
- In June, the City of Victoria celebrated the 35th Twin City Anniversary with Suzhou, China this year. To celebrate the anniversary, a delegation of six led by Vice Mayor Mrs. Sheng Lei visited Victoria. The City of Suzhou and the City of Victoria established a twin city relationship on October 22, 1980, based on their similarities: both are known as the “City of Gardens”, as cultural and educational centres, and both sustain strong tourism and technology sectors. This Twin City relationship helps to honour the long history of the Chinese community in Victoria, and considerable support is provided by the local community to foster this. Suzhou’s visit coincided with the unveiling of a bronze dragon sculpture gifted to the Butchart Gardens by Beijing.
- To celebrate Canada’s 148<sup>th</sup> birthday, the City hosted close to 50,000 people at its annual *Victoria Celebrates Canada Day* festivities on the Legislature Lawn on July 1. Celebrations included 30 performers providing over 10 hours of multicultural entertainment, a Kids’ Zone and sponsor activity tents, A Flavour of Canada international food village, the popular Living Flag, and spectacular fireworks to music over Victoria’s Inner Harbour. To keep people informed, the City posted programming updates and photos from 8 a.m. – 11:30 p.m. on its Twitter and Facebook social media channels.



The event was made possible by presenting sponsor Coast Capital Savings, 34 additional sponsors, and the hard work of volunteers. The next day, it was difficult to believe that there had been an event downtown thanks to a City crew of 10 who worked five hours sweeping downtown streets and sidewalks. Approximately two tonnes of litter was collected in 250 garbage cans the day of and after, and 80 recycling bins were placed onsite.



- Work that began in the first quarter to develop a plan to increase event-related business in all areas of arts/culture, special events and conferences, continued this quarter. The draft plan will be completed in the fourth quarter.
- Upgrades to the Centennial Square washroom to support increased vibrancy in this public space began and will be finished in the fourth quarter.
- In April, evaluation got underway of the proposal for a James Bay Library branch, which was submitted by Capital Park in consultation with the Greater Victoria Public Library (GVPL). Council requested that the GVPL Board inform the City of their preferred size option upon completion of their strategic planning process in September, and directed staff to incorporate the preferred option into the draft 2016 Financial Plan for public consultation.

STRATEGIC OBJECTIVE #10: NURTURE OUR ARTS, CULTURAL AND LEARNING CAPITAL					
Measurement	2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015
# of calls to artists	1	0	1		
# of public art pieces	85	85	85		
# of block parties	27	1	3		
# of outdoor festivals and events City financially supports	29	3	9		
# of special event permits issued	311	20	77		
# of film permits issued	83	31	34		
# of attendees at Canada Day celebrations	45,000	n/a	50,000		
# of City-programmed concerts at Beacon Hill Park	44	0	4		
# of City-programmed concerts at Centennial Square	60	0	0		

## **STRATEGIC OBJECTIVE #11: STEWARD WATER SYSTEMS AND WASTE STREAMS RESPONSIBLY**

- In May, the City supported communicating activities of the CRD's Eastside Select Committee, which includes the City of Victoria, the District of Oak Bay and the District of Saanich, in their announcement of potentially feasible wastewater treatment sites.



Two, full-day workshops with sitings and technical charrettes took place at the University of Victoria and the Victoria Conference Centre, to engage the community to explore and examine the potential sites, and to use public priorities and emerging technical, social, economic and environmental considerations as filters to help narrow down the number of sites.

On June 24, the community was invited to provide feedback at an open house on a narrowed down list of technically feasible sites presented by the Eastside and Westside Select Committees at the Delta Hotel. For more information, visit: [www.crd.bc.ca/eastside](http://www.crd.bc.ca/eastside)



The CRD also invited the community to provide feedback on feasible sewage treatment options in an online survey which closed on July 13. The City actively promoted the online survey on its website and within its social media channels.

Based on public input, the Eastside Committee is moving forward with detailed analysis and costing for a number of solutions, including a centralized system at Rock Bay and an option for a distributed system. This analysis will be complete in late October at which time the information will be shared with the public with opportunities to provide input.



- In June, new bins were introduced downtown that have three separate receptacles for garbage, recycling, and compostable food. The bins are designed to promote recycling, to remove food scraps from being thrown into the garbage, and to reduce the amount of waste being sent to the Hartland Landfill.

This pilot project will run until the end of the tourist season in October. An evaluation will be done to measure the amount of items diverted from the garbage into recycling and compost areas, and the amount of cross-contamination that occurs, to determine the trial waste bins' effectiveness. A report will be presented to Council in the fourth quarter.

- In May, an education program was launched to support the new stormwater utility. Three outreach events were held in the community (at City Hall, the Victoria Public Market, and Fisherman's Wharf Park) to learn more about rainwater management opportunities and benefits.



- The City is participating as an intervener in the Trans Mountain Pipeline Expansion National Energy Board (NEB) hearings. The City's written submission was filed with the NEB and posted on its website in May. The City will present oral arguments at the NEB hearing in September, which will be the final stage of work.

<b>STRATEGIC OBJECTIVE #11:</b>					
<b>STEWARD WATER SYSTEMS AND WASTE STREAMS RESPONSIBLY</b>					
<b>Measurement</b>	<b>2014</b>	<b>Q1 2015</b>	<b>Q2 2015</b>	<b>Q3 2015</b>	<b>Q4 2015</b>
# of metres of sewer upgrades	1,292m	0m	2,100m		
# of metres of stormwater system upgrades	978m	321m	1,416m		
# of metres of water system upgrades	2,110m	130m	678m		
# of people participating in stormwater utility rebates	0	0	0		
# of people participating in stormwater utility credits (Launched in Q2 2015)	0	0	0		
# of tonnes of residential garbage collected	3,388	880	880		
# of tonnes of residential organics collected	1,827	467	495		



## **STRATEGIC OBJECTIVE #12: PLAN FOR EMERGENCIES INCLUDING CLIMATE CHANGE SHORT AND LONG-TERM**

- The nine-week market sounding for the Victoria Fire Department's headquarters closed on April 17. Confidential submissions were reviewed and recommendations were provided to Council in-camera. Currently, a number of the submissions are being explored, and a progress report will be presented to Council in September, in time for a facilities discussion in the fourth quarter.
- An operational review of the Victoria Emergency Management Agency continued in the second quarter.
- A review of emergency response issues with the Victoria harbour continued, which looked at operational response criteria and response capabilities, staffing, and training requirements.



The Victoria Fire Department took ownership of the former VicPD vessel, *Mike 2*, and renamed it *Fire Boat 2*. The vessel is undergoing a refit, including a thorough mechanical review and servicing of its equipment and power systems.

- The department is preparing to use a new interactive tool, *Home Fire Escape Teaching System*, to enhance its fire safety education program for preschools and elementary schools in the fall.
- In April, the Victoria Fire Department successfully completed its firefighter recruitment, adding 20 firefighters to its eligibility list.



Oak Bay Fire Chief Dave Cockle, left, Julie MacDougall, acting director of Victoria Parks and Recreation, and Victoria Fire Chief Paul Bruce assess the remains of a beach fire at Finlayson Point on Friday. Photograph By ADRIAN LAM, Times Colonist

- In May, recruitment for the Fire Department's new Deputy Chief of Operations was completed with Doug Carey being awarded the position.

- Due to extremely dry conditions in May, the Fire Chiefs of the Victoria and Oak Bay Fire Departments partnered in a media opportunity to educate the public that beach fires are not permitted in their municipalities. This resulted in front page coverage in the Times Colonist and Victoria News. Signs were posted on Victoria beaches and the public was encouraged to report beach fires.

demonstrate the important role cyclists can play in an emergency response. After an earthquake in Victoria, cyclists may be able to access roads, pathways and bridges that vehicles can't, to help move people, information and materials from one location to another.

Cyclists worked their way through a series of tasks that could be required following a community-wide emergency. Tasks included moving supplies and information, searching for lost individuals, and conducting damage assessments within a local neighbourhood – all while navigating through a simulated damaged or congested transportation system. The event also served as a valuable emergency response exercise for VEMA volunteers.



- *Tour Disaster 2015*, part cycling rally part emergency exercise, took place on July 4. The event is designed to



- Energy benchmarking continued to be built into City work plans. Car share regulations were introduced in the second quarter.
- A review that began in March of the City's fleet procurement, which includes funding, vehicle type, fuels, and input by users, was underway this quarter and will inform the 2016 Financial Plan in the fourth quarter.
- The City's streetlight energy conversion project started in the second quarter, with a focus on converting high pressure sodium (HPS) bulbs to LED bulbs on arterial streets.
- Work continues on transitioning to new Fire Department Manager software, which will include property, inspection and incident data. The work will be completed in October.
- This quarter, a request for proposals was awarded to build a data centre for City and VicPD servers and storage to reside. Construction of the server room is scheduled for October.

STRATEGIC OBJECTIVE #12:					
PLAN FOR EMERGENCIES INCLUDING CLIMATE CHANGE SHORT AND LONG-TERM					
Measurement	2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015
<b>Response:</b>					
# of Victoria Fire Department calls for service	6,645	1,767	2,045		
# of structure fires	67	10	8		
# of fires contained to room of origin	25	6	7		
# of mutual aid requests	4	11	16		
<b>Fire Prevention:</b>					
# of inspections (prevention and business)	1,586	635	817		

STRATEGIC OBJECTIVE #12:					
PLAN FOR EMERGENCIES INCLUDING CLIMATE CHANGE SHORT AND LONG-TERM					
Measurement	2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015
<b>Life Safety Education:</b> # of people who attended public workshops/talks (includes emergency preparedness, fire safety, school tours, hoarding, school education program, card seat installation)	4,890	946	210		
<b>Firefighter Development Training:</b> # of aggregate training hours	14,898	4,500	4,300		
<b>Evacuee Assistance:</b> # of team activations # of people assisted	12 187	2 10	2 6		
<b>Fleet Management:</b> # of services performed on Victoria Fire Department apparatus # of services performed on Regional fire apparatus	160 36	30 7	27 11		

**STRATEGIC OBJECTIVE #13: DEMONSTRATE REGIONAL LEADERSHIP**

- Work was underway this quarter to develop a report with a summary of the Regional Sustainability Strategy comments provided by Victoria residents and staff, prior to the Regional Sustainability public hearing. The report will be presented to Council at a Governance and Priorities Committee meeting in September.



Framework Agreement  
Quarterly Report to the City of Victoria  
*April 1<sup>st</sup> to June 30th, 2015*

**August 12<sup>th</sup>, 2015**



## Chief Constable's Message



It is my pleasure to offer this quarterly report on the initiatives that the Victoria Police Department has undertaken in the second quarter of 2015.

This period was characterized by a high operational tempo both in terms of our response to calls for service as well as proactive initiatives in the two communities that we serve.

VicPD also made significant progress in our efforts to expand the breadth and depth of our engagement in the community. VicPD representatives enthusiastically participated in a large number of community events, meetings, and celebrations. At each event that we attended, our officers, professional support staff, Reserve officers and volunteers were warmly welcomed by community members throughout Victoria and Esquimalt.

In early May, we supported yet another successful iteration of the annual Youth for Change and Inclusion camp, which provided dozens of young people invaluable opportunities for the development of interpersonal and team skills. On May 27<sup>th</sup>, we officially launched our new VicPD Community Ambassador program that provides yet another innovative and creative way for VicPD volunteers to interact with the citizens whom we serve. And speaking of our volunteers, we proudly held an appreciation event on June 3<sup>rd</sup> for the 67 Reserve officers and 71 volunteers who work so diligently every day for our communities.

VicPD also made significant progress in the development of our new strategic plan, which will be ready to launch in the fall of 2015. This plan, which is built upon our values of professionalism, integrity, respect, accountability, trust, and well-being, will chart the course of our organization for years to come.

Sincerely,

Frank J. Elsner  
Chief Constable





## Framework Agreement Quarterly Report to the City of Victoria: April 1<sup>st</sup> to June 30<sup>th</sup>, 2015

The following represents the performance of VicPD related to the identified performance metrics for the time period April 1 to June 30, 2015.

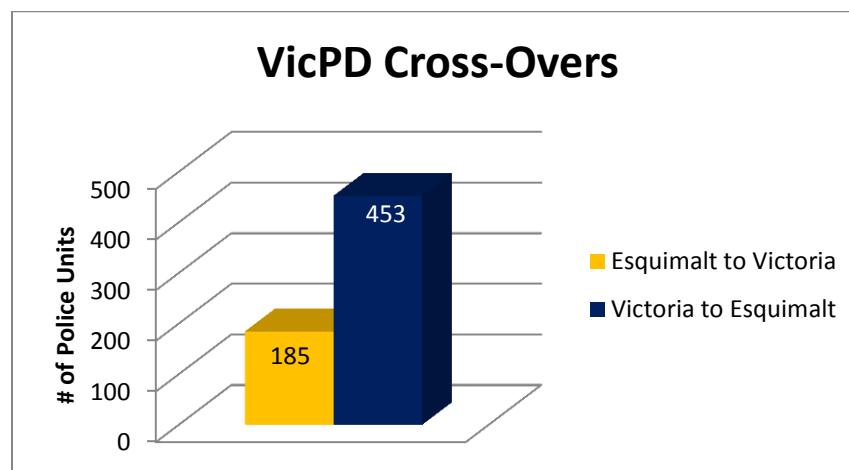
### Number of dispatched calls in each municipality (segmented by priority)

Dispatched Calls for Service by Municipality						
DIVISION	Priority 1	Priority 2	Priority 3	Priority 4	Other	Grand Total
VICTORIA	644	2026	4975	1596	8	9249
ESQUIMALT*	141	268	529	128	2	1068
Outside Jurisdiction	4	6	9	2		21
<b>Grand Total</b>	<b>789</b>	<b>2300</b>	<b>5513</b>	<b>1726</b>	<b>10</b>	<b>10338</b>

Note \* All calls dispatched to Esquimalt **do not** include calls to Vic West

### Number of times officers attend a call outside their jurisdiction

The chart below details the number of police units that were required to cross out of or into VicPD's Esquimalt Division jurisdiction to provide assistance in relation to a call for service.



Notes: 1) These figures reflect Vic West as being part of VicPD's Esquimalt Division's jurisdiction. Therefore, these figures show the number of "bridge cross-overs" in both directions.  
 2) Q2 figures exceed those of the previous quarter due to a change of statistical methodology (from manual tabulation to information drawn from the PRIME database.)



## Framework Agreement Quarterly Report to the City of Victoria: April 1<sup>st</sup> to June 30<sup>th</sup>, 2015

### Response times in each municipality (segmented by Priority 1 and 2 calls)

Response times for Priority 1 and 2 calls		
Response Times in Minutes	Victoria	Esquimalt
0 - 5 min.	50%	51%
5.1 - 10 min.	23%	23%
10.1 - 15 min.	10%	11%
Other*	16%	16%

\* "Other" typically indicates response times for secondary units or support units arriving on scene. It also accounts for responses to calls that are initially categorized as Priority 1 or 2 but are found to actually be less urgent (i.e. an abandoned 911 call in which the caller clarifies that it was made in error). Finally, a delay in officers reporting themselves as "on scene" can result in an indication of a longer response time than is actually the case.

### Top 5 call types

Top 5 Call Types for Victoria compared to Esquimalt and Total Jurisdiction						
Top 5 Call Type	VICTORIA	Victoria Rank	ESQUIMALT	Esquimalt Rank	Total Jurisdiction Rank	Grand Total
ABANDONED 911	1937	1	321	1	1	2259
UNWANTED PERSON	1394	2	67	7	2	1461
CHECK WELLBEING	1027	3	102	2	3	1129
PROPERTY	850	4	94	4	4	944
THEFT	792	5	90	6	5	882



## Framework Agreement Quarterly Report to the City of Victoria: April 1<sup>st</sup> to June 30<sup>th</sup>, 2015

### Top 5 criminal offences for each municipality

Top 5 Criminal Offences by Offence Type						
	VICTORIA	Victoria Rank	ESQUIMALT	Esquimalt Rank	Jurisdiction Rank	Grand Total
SHOPLIFTING UNDER \$5000	336	1	17	7	1	354
THEFT UNDER \$5000	319	2	30	4	2	350
MISCHIEF UNDER \$5000	305	3	30	5	3	335
PUBLIC INTOXICATION	279	4	35	3	4	314
THEFT OF BIKE UNDER \$5000	247	5	13	8	7	260
Grand Total	8901		1094			10021

### Operations Council priorities: Demonstrating responsiveness to community concerns

The VicPD Operations Council regularly identifies areas of priority within Victoria and Esquimalt. These priority areas are selected based on the analysis of crime and disorder trends in addition to the consideration of “community intelligence” that is received from the community by our officers in many ways. In this quarter alone, hundreds of hours were spent by VicPD officers proactively patrolling the areas identified in Operations Council priorities.

The following are highlights of Operations Council activities for April to June 2015 in Victoria:

**April 9<sup>th</sup>** – A prolific car break-in thief who was identified as an Operations Council priority was caught breaking into vehicles in the 700-block of Linden Avenue.

**April 9<sup>th</sup>** - A man who was identified as one of our Top 5 for Operations Council priorities was arrested for shoplifting in Mayfair Mall. He was held in custody for morning court.

**April 10<sup>th</sup>** - A member of our Strike Force observed suspected “dial-a-dope” drug activity in the 500-block of Fisgard Street. Surveillance was initiated and, as a result of this work, a search warrant was obtained on a related residence in the 3000-block of Jackson Street which resulted in crack cocaine, MDMA, and other evidence supporting drug trafficking charges.



## Framework Agreement Quarterly Report to the City of Victoria: April 1<sup>st</sup> to June 30<sup>th</sup>, 2015

**April 15<sup>th</sup>** - Members of the Crime Reduction Unit conducted a search warrant at a residential apartment in the 1000-block of View Street after stolen property was discovered for sale on EBay. Officers located various drugs in the suite as well as stolen property from recent break-and-enters reported at Victoria residences and businesses.

**April 23<sup>rd</sup>** - Officers arrested a man who was identified by video using a stolen credit card from a break-and-enter. A search warrant resulted in the recovery of several other items of stolen property and the man was held in custody.

**April 30<sup>th</sup>** - Two men identified as prolific break-and-enter suspects were found in possession of stolen property after a search warrant conducted on their residences.

**May 14<sup>th</sup>** - VicPD officers checked a man who was in possession of new ball caps from a brewery on Devonshire Road, which was discovered to have been broken into earlier that morning. The man was arrested for breaking and entering.

**June 4<sup>th</sup>** - VicPD officers received information of a new dial-a-dope operation and Strike Force was able to arrest four Surrey residents after executing three search warrants. All of the men were held in custody with conditions to stay off Vancouver Island.

**June 18<sup>th</sup>** - VicPD arrested a man who followed a 15-year-old girl getting onto a bus and groped her.

Morning wake-ups are consistently discussed at Operations Council and problematic areas or individuals who are uncooperative or problematic are focused on. This allows Patrol and FET members to be aware of the up to date complaints and strategies to ensure we are dealing with the issues on a daily basis.

### Number of community events attended

The number of community meetings and community celebrations were recorded for the time period spanning April 1, 2015 to June 30, 2015. For statistical reporting purposes, "community meetings" were defined as "all meetings with any community stakeholders including community groups, schools, boards, councils, neighborhood associations, etc." Community celebrations were defined as "pre-planned events put on by either VicPD, or by one of our community partners."



## Framework Agreement Quarterly Report to the City of Victoria: April 1<sup>st</sup> to June 30<sup>th</sup>, 2015

VicPD is proud of its involvement in the community and the efforts put forth to maintain open lines of communication with the City of Victoria and its partners, businesses, residents and visitors. During the second quarter of 2015, VicPD members attended a total of 147 community



meetings in the City of Victoria. Additionally, members attended a total of 44 community events in the City of Victoria, including Quadra Village Days, Vic West Fest, Community Conversations for Burnside-Gorge, and the Selkirk Waterfront Festival. We were also proud to be part of the 2015 Victoria Day Parade, entering the largest VicPD contingent ever, including our Ceremonial Guard, members of the Senior Command Team, our VicPD Community Ambassadors, Reserve officers, volunteers, two VicPD cruisers, our Community Resource Officer van, our VicPD Volunteer Services vehicle, several motorcycles, and our vintage "Car 40."

### Crime Prevention Services Update

The VicPD Crime Prevention Services team, comprised of Public Affairs, the Community Programs Coordinator, Block Watch, Volunteer Services, the Reserve Program, and the Crime Free Multi-Housing Program, continued its efforts to engage the residents of Victoria through a variety of efforts.

The VicPD Public Affairs team continued to work hard to inform residents of Victoria about public safety campaigns, opportunities for consultation with VicPD, and any VicPD-related news during the first quarter of 2015. Public Affairs was also instrumental in organizing our Strategic Plan community consultation event on April 7<sup>th</sup>, the launch event for our new Community Ambassador program, various VicPD Civic Service Award ceremonies, swearing-in ceremonies for new officers, and numerous other community events.







## Framework Agreement Quarterly Report to the City of Victoria: April 1<sup>st</sup> to June 30<sup>th</sup>, 2015

VicPD's Community Programs Coordinator continued to increase the presence of Block Watch in Victoria. During the second quarter of 2015, five new Block Watch captains were appointed in Victoria and VicPD Reserve Constables met with eight separate Block Watch groups, educating residents on Block Watch, crime prevention strategies and answering a variety of questions. In an effort to promote and foster positive relationships within the City of Victoria, our Community Programs Coordinator attended eight meetings and community events with various stakeholders and community partners.

Under the direction of the Coordinator of Volunteer Services, our Crime Watch volunteers regularly deployed in Victoria, conducting patrols in response to Operations Council priorities in effort to raise awareness of crime prevention initiatives and to engage with residents. During the second quarter of 2015, volunteers conducted 84 deployments in the City of Victoria. This included active van and foot patrols, 23 distracted driving/cell watch and 15 speed watch set-ups.

VicPD Reserve officers were similarly engaged in a range of activities in the Victoria community. In this quarter, Reserves conducted eight Block Watch presentations, six safety presentations, six home security audits, eight business security audits, six Crime Free Multi-Housing assessments, five presentations to seniors on personal safety and fraud, two Restorative Justice resolution assessments, and six 6 Child Find events. The Reserve Coordinator, Cst. Sean Millard, also hosted a Crime Free Multi-Housing seminar with Saanich Police and Landlords B.C. for 25 participants.

The highlight of the quarter for the Reserve program was the launch of the VicPD Bike Registry on June 17<sup>th</sup>. This new program allows citizens to voluntarily register their bicycle with VicPD with the goal to assist in the return of the bike if it were to be lost or stolen. Over 300 people have registered their bikes in this hugely popular program.





## Community Resource Officer Update on Community Issues and Police Strategies

Within the VicPD's Focused Enforcement Team Division are three full-time Community Resource Officer ("CRO") positions and one position integrated with the Assertive Community Treatment ("ACT") Teams. CROs are uniformed officers tasked with responding to ongoing community concerns. The CROs are an essential component of VicPD's community engagement strategy because they take ownership over ongoing issues, they develop understanding and expertise of these issues, and they build personal connections with community stakeholders. The CRO positions are divided as follows:

Burnside/Gorge	Csts. Johnson and K. Brown (job share)
Downtown	Cst. O'Connor
Midtown	Cst. Healey
ACT	Cst. S. Hamilton

The Community Resource Officers work under the supervision of Inspector Scott McGregor and Staff Sergeant Colin Brown. Both Inspector McGregor and S/Sgt. Brown engage at the managerial and director level with all service providers in the City of Victoria including but not limited to the Downtown Victoria Business Association, Shelter Manager, Island Health, Outreach Teams, Community Groups, City of Victoria Staff and City Councillors. In the course of those duties, Insp. McGregor attended the following community events this quarter:

1. Greater Victoria Diversity Advisory Committee Community Engagement at the Inter-Cultural Association of Victoria.
2. Community Partnership Network (CPN) community meeting at the Masjid Al-Iman Mosque.
3. Toured Woodwynn Farms and met with the director seeking solutions for homelessness and addiction.
4. CPN Lecture at UVIC for Engaging Communities, Mapping Assets and Building Social Inclusion with Community Development Champion Jim Diers.
5. Victoria Day Parade.
6. Victoria PRIDE Parade.
7. Government Street Charette – with the Victoria Business Community.

The most pressing issues undertaken by the CROs this quarter are summarized below.



### Burnside/Gorge

#### **Community Events:**

Csts. Johnson and Brown attended the following community events:

1. The Rock Bay Landing Garden project and spent the day planting plants across the street from Rock Bay Landing.
2. Boulevard Garden Planting Committee meeting.
3. Diversity Advisory Committee, attended the Global Café.
4. PEERS “open Forum” to discuss the role of the police with regards to Sex Trade Workers and the philosophy on documenting bad dates. Held a Question and Answer with Sex Trade Workers.
5. Victoria High Basketball Tournament.
6. Mustard Seed Volunteer Appreciation Dinner.
7. 25<sup>th</sup> Anniversary celebration of the Victoria Immigrant Refugee Center Society.
8. Life Outside the Box, put on a workshop at Central Middle School to teach high school kids strategies for conflict resolution.
9. Youth for Change and Inclusion (4 day conference).
10. Selkirk Waterfront Festival.
11. Funeral for the First Nations Elder Joyce Underwood who is one of the speakers at the YCI.
12. Connected with Woodwynn Farms, a therapeutic community for the homeless, to have somebody give FET an overview on what Woodwynn Farms provides.
13. Went to Vancouver to attend the Counter Exploitation Unit Regional Meeting.

#### **Important Initiatives:**

**Report a Problem Property** – This program formalizes the long-standing multi-agency approach to addressing the issue of “problem properties.” The City of Victoria and Township of Esquimalt regularly experience a number of residential dwellings that become problem properties based on criminal activity, namely drug trafficking and possession of stolen property offences. VicPD Community Resource Officers recommended a program be implemented for the City of Victoria and Township of Esquimalt. The goal of the program is twofold:

- 1) to ensure that community concerns are taken seriously by police and that the police are responding and addressing those concerns in a timely and effective manner; and
- 2) to send a message to those committing drug and property crimes that their criminal and nuisance behavior will not be tolerated in our city.

The hope is that this will then lead to an increased quality of life for the citizens in the



community and better working relationships between community members, business owners and the Victoria Police Department.

**Nuisance Bylaw** – Once problem properties are identified, city bylaws are an important tool to addressing the problem. However, Csts. Johnson and Brown have discovered that there is no current bylaw in place that allows bylaw officers or police officers to issue tickets or recover costs for nuisance related offences to repeat offenders. Csts. Johnson and Brown researched bylaws from across Canada, and discovered that the City of Surrey allows bylaw officers and police the power to confront and disrupt properties associated with criminal lifestyles. It is recommended that the City of Victoria and Township of Esquimalt amend or create a new bylaw similar to that which exists in the City of Surrey. It is important that this bylaw does not fall under the business realm so that it includes single family dwellings and all rental accommodations.

## **2. Downtown**

As the Downtown CRO officer, Cst. O'Connor plays an integral role in the VicPD's response to general street disorder, homelessness, mental health, and addiction issues.

### **Community Events:**

Cst. O'Connor attended the following community events:

1. DVBA: Abandoned Businesses Protocols
2. Kindness Meter: 700-block of Fort Street grand opening of parking meter to collect money for homeless initiatives.
3. 700-block Johnson Community Meeting
4. Grade 8 Orientation: Students introduction to policing (6 hours intro to a variety of police functions)
5. McHappy Day: Volunteering time to help at drive-in window.
6. Overdose Management Group: Community agencies working together to determine communication protocols and education in the case of an increase in overdoses.
7. Micro Housing Workshop: Education/Discussion on temporary housing options.
8. Noise Reduction Strategy: 900-block of Douglas St. surrounding Strathcona Hotel
9. Cart Storage: Community agencies/government planning potential storage facility.
10. Ride-Alongs (x2): for municipal government staff to better understand the scope of sheltering in parks and green spaces.
11. Mayor's Pandora Task Force: Initiative to improve relationships in the 900-block of Pandora Avenue and build a sense of community.





## Framework Agreement Quarterly Report to the City of Victoria: April 1<sup>st</sup> to June 30<sup>th</sup>, 2015

12. Community Partnership Network – Quadra Street Mosque Open House
13. Cool Aid Annual General Meeting
14. Car Free Day: Analysis and Feedback regarding operations/safety.
15. Bylaw Information Sheet: Meeting to discuss education portion of sheltering in parks and alternative choices.

### Important Initiatives:

**Overdose Prevention/Management Working Group** – Cst. O'Connor is a member of a group which includes Island Health, community organizations, and other emergency services who have recognized the importance and necessity of beginning an overdose prevention/management working group. The group is in its infancy and has begun developing frameworks and protocols. The goal of this group is to provide timely information and education in relation to “bad drugs” and overdoses in order decrease the number of overdoses in our community.

**“Late Night, Great Night” Efforts** – Cst. O'Connor coordinates VicPD's “Late Night, Great Night” efforts increase police presence in the downtown core and in licensed establishments during Friday and Saturday nights. VicPD officers conduct licenced establishments checks and remove individuals who are overly intoxicated, violent, associated with drug trafficking, and/or have gang associations. This work has shown its effectiveness by reducing violent crimes in the downtown core during its hours of operation. Street disorder and bylaw offences are targeted by the task force as they patrol the downtown core. Future initiatives include assisting with the noise reduction strategies for the 900-block of Douglas Street.

**Homelessness / Camping in the Parks** – Cst. O'Connor and other CROs recently found long-term housing for two of the most entrenched homeless individuals who had lived in Kings Park for over a year. This process involved a significant amount of time for at least five separate officers in the division, including off-duty time. The officers worked with VICOT, social services, a hotel staff for short-term transitional housing, and an apartment manager for long-term housing. The officers learned that this couple required consistent and intensive







## Framework Agreement Quarterly Report to the City of Victoria: April 1<sup>st</sup> to June 30<sup>th</sup>, 2015

support, including having the officers make appointments for the couple, remind the couple of their appointments, and drive the couple to their appointments. When the officers were not involved, appointments were missed. Although this is a true success story, it underlines the significant resources required to transition a single person or couple from homelessness to housing.

### **3. Midtown**

As the Midtown CRO officer, Cst. Healy's shares many of the same duties and responsibilities as Cst. O'Connor with respect to homelessness, camping issues, and proactively engaging with businesses, residents, and clients. Cst. Healy's other duties are noted below.

#### **Community Events:**

Cst. Healy attended the following community events:

1. Worked with BC Housing and Our Place Outreach to secure housing for homeless wheelchair bound male suffering from MS.
2. Rock Bay Landing for boulevard community planting project.
3. Diversity Action Committee – Attended Global Café Workshop for international students and new immigrants.
4. Meeting with new immigrants at Victoria Immigrant and Refugee Centre about laws and culture in Canada.
5. Attended BCRPA Symposium: presentation on "People Sleeping in Parks."
6. Attended Micro Housing Presentation at City Hall.
7. Rock Bay Landing re: social disorder issues in and around the shelter.
8. Attended Diversity Action Committee meeting at Saanich Police.
9. Meeting at Our Place re: cart storage plans.
10. Attended Victoria Immigration and Refugee Open House
11. Attended McHappy Day for Children's Charities
12. Attended Mustard Seed "Five Hole for Food" benefit at Mayfair Mall.

#### **Important Initiatives:**

**Marihuana Dispensaries** – Cst. Healy has continued to monitor and gather information on all marihuana dispensaries, licensed producers, and other marihuana related businesses. There are several marihuana dispensaries operating in the City of Victoria in contravention of the *Controlled Drugs and Substances Act* and City bylaws.



## Framework Agreement Quarterly Report to the City of Victoria: April 1<sup>st</sup> to June 30<sup>th</sup>, 2015

Officers continue to monitor these businesses with an eye to the following risk factors: evidence of organized crime, evidence of selling marihuana to youth, and evidence of community complaints.

### **4. ACT Integrated Team**

Cst. Sue Hamilton works with the ACT Teams to provide intensive, assertive support to individuals living with severe and persistent mental illness, who face multiple barriers to independent living, including substance abuse and chronic homelessness. These individuals are identified based upon the elevated emergency services usage including emergency health care, high hospital bed days and police involvement. The teams are comprised of nursing staff, outreach workers, social workers, a probation officer, a police officer, a psychiatrist and a Ministry of Social Development worker. The team works together to support clients to experience improved health outcomes, commit fewer crimes and reduce recidivism.

### **Community Events:**

Cst. Hamilton attended the following community events:

1. VICPD's Chief's Youth Council
2. Victoria Integrated Court Working Group Meeting.
3. Seven Oaks Community Garden Project.
4. Attended Victoria Probation Office for a Co-presentation given by Probation and BC Corrections.
5. Probation/Community Partner BBQ Luncheon.
6. Victoria Integrated Court - Film Documentary Meeting.
7. Mentally Disordered Offender Meeting at Forensics. Community partners involved: VIRCC, Police, Probation, Crown Counsel, VIHA, Community Living BC. Discussed higher profile offenders.

### **Important Initiatives:**

**VicPD's Chief's Youth Council** – Cst. Hamilton has worked with the Youth Council on an important gifting initiative. The VicPD CYC's purpose is "to be a force of positive change and inclusion in the Community through collaboration between the Victoria Police and youth in the Greater Victoria Area". It is comprised of approximately 12 High School students from many of the High Schools in the Greater Victoria Area. Through Cst. Hamilton's connections to vulnerable sectors of the community, specifically the homeless, substance users, and those suffering from mental health disorders, the CYC has taken on two gifting initiatives so far. The

first was to identify persons that were homeless and fill a wish list of items that they would need to survive on the street. The second initiative identified persons who were homeless but who recently obtained housing and needed furniture and household items to furnish the newly acquired residence. The CYC will start up again in September and the initiatives will continue with many new ideas to be explored as to how to meet this population's needs.





SINGLE SOURCE REPORT

JANUARY TO JUNE, 2015

**ENGINEERING – B. Dellebuur**

June 1 # 472248	SMS Equipment	Parts and Labour to Repair Unit 563 (Asphalt Road Grinder)	\$ 19,740
<p><b><u>Extraordinary Circumstances:</u></b> The Asphalt Road Grinder failed while working on a major planned capital road project. The Asphalt Grinder is essential to road rehabilitation projects. Due to the nature of the task and high operational impact of delays, we were in a situation that required fast tracking the repairs for the shortest possible return to service time with the best overall value to the City. SMS Equipment is the Canadian dealer and sole parts supplier for this unique equipment and was available immediately for the required repairs.</p> <p><b><u>Approved By:</u></b> <u>Manager, Supply Management</u></p>			
June 5 # 472310	City of Vancouver	Used 2002 Boom Truck	\$ 40,000
<p><b><u>Best Value:</u></b> City of Victoria rented a Tree Care bucket truck to satisfy a short notice temporary increase in scope of work (lead times of new specialized trucks can be up to 18 months from approval). The work levels that required the truck are now the expected level of service moving forward and a permanent solution to the temporary rental arrangement was required. Review of the used market was undertaken. Vancouver had two suitable units available. Used municipal vehicles are lower risk as they are managed to higher level of maintenance standards from a life cycle perspective than independent profit making companies. Market review of similar truck confirms that a truck of this age and condition has an estimated market value of \$35,000 - \$80,000. Staff inspected the truck and deemed it both suitable and good condition for 2 to 3 years' service.</p> <p><b><u>Approved By:</u></b> <u>Director of Finance</u></p>			
June 18 # 472726	Sutton Road Marking Ltd.	Rainbow Crosswalks @ Pandora & Broad	\$ 14,7500
<p><b><u>Extraordinary Circumstances:</u></b> Installation of the three 'rainbow' crosswalks at this intersection had to be completed prior to June 29 (start of Pride Week). This section of Pandora was closed to all traffic June 21 as part of the Car-Free Day event on Douglas Street – this closure facilitated installation. Sutton Road Marking Ltd. was the only contractor available who could supply the materials and meet the timelines for this project.</p> <p><b><u>Approved By:</u></b> <u>Manager, Supply Management</u></p>			

**FINANCE – S. Thompson**

June 25 #472904	ISP3 Solution Providers Inc.	Consulting JDE Upgrade (City's Financial Software)	\$ 68,090
<p><b><u>Best Value:</u></b> ISP3 is the only vendor with JDE expertise that understands the unique configuration of our implementation. They have significant knowledge of our implementation that can assist us in a timely manner.</p> <p><b><u>Approved By:</u></b> <u>City Manager</u></p>			



## SINGLE SOURCE REPORT


JANUARY TO JUNE, 2015

**FIRE – VEMA – P. Bruce**

April 22 #471261	Smith Brownlee & Associates Inc.	Consulting Services – FDM Upgrade	\$ 16,560.00
<p><b><u>Best Value:</u></b> Smith Brownlee &amp; Associates provide consulting services to the Fire Department in relation to record management and implementation of best practices. They are recognized as a leader in the industry. We were in the process of upgrading to a new version of FDM Software and issues had been identified in relation to records, forms and data collection. FDM is the authority specific to the software upgrade and Smith Brownlee &amp; Associates would ensure our records, forms and data collection are in-line with best practices.</p> <p><b><u>Approved By:</u></b> <u>Manager, Supply Management</u></p>			

**VICTORIA CONFERENCE CENTRE – J. Jenkyns**

February 10 # 469486	Rocky Point Engineering Ltd.	Boiler Replacement Design	\$ 20,000.00
<p><b><u>Best Value:</u></b> Rocky Point Engineering (Luke Ippersiel) has background history and in-depth knowledge of the mechanical operations of the Crystal Garden since the City took over the renovation in 2007. This project will be quick and efficient and save time due to expert knowledge with building mechanical operation.</p> <p><b><u>Approved By:</u></b> <u>Manager, Supply Management</u></p>			
May 8 # 30144	Cisco Systems Capital Canada Co.	36 Month Lease for Cisco Meraki Systems	\$ 29,732.40
<p><b><u>Best Value:</u></b> We researched 3 possible wireless infrastructure providers and narrowed the choice down to Cisco Meraki. The Meraki solution is backed by a tier 1 infrastructure provider (Cisco). The Meraki solution is a complete solution that provides the infrastructure to monitor and controller client access to the wireless network. Going with Meraki did not require the purchase of additional hardware. There is a revenue stream associates with the wireless infrastructure to offset the costs.</p> <p><b><u>Approved By:</u></b> <u>Manager, Supply Management</u></p>			



**VICTORIA  
POLICE**

**Quarterly Report  
(Q2 2015)**

August 20<sup>th</sup>, 2015

**Deputy Chief Constable Del Manak**

## Highlights

- ☐ Community Engagement Efforts
- ☐ Operational Priorities
- ☐ VicPD Strategic Plan



## Community Engagement Efforts

- 147 community partner meetings
- 44 community events
- Highlights:
  - Victoria Day Parade
  - VicPD Community Ambassador Program
  - VicPD Strategic Plan Public Consultation
  - Neighbourhood Community Events



## Operational Priorities

- Operational priorities coordinated through Operations Council
- Enhanced commitment to downtown beat deployment
- Ongoing partnership with City staff re: sheltering in parks



## New Strategic Plan

- Planning process complete
- Strategic plan coordination meeting held with City staff – May 13<sup>th</sup> (another scheduled for Sep 16<sup>th</sup>)
- Launch event scheduled for fall 2015



## Questions?









## Council Member Motion

For the Governance and Priorities Committee Meeting of July 16, 2015

**To:** Council

**Date:** July 8, 2015

**From:** Councillor Jeremy Loveday, Mayor Lisa Helps and Councillor Ben Isitt

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

### Background:

The City of Victoria's Investment Policy (2006) identifies the objective of Socially Responsible Investing, defined 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."

The current provisions and structure of the Municipal Finance Authority Act, the Municipal Finance Authority, the Municipal Pension Fund and the BC Investment Management Corporation appear to prevent the City of Victoria from implementing the Socially Responsible Investment provision of the Investment Policy.

Advocacy to these organizations, the Provincial government and the Union of BC Municipalities would assist the City in giving effect to the provisions of this policy and the stated objective of the City's Strategic Plan (Objective #12) to Plan for Emergencies Including Climate Change Short and Long-Term. One of the strongest strategies for climate change mitigation is the reduction of emissions into the atmosphere arising from the consumption of fossil fuels, which includes divesting from fossil fuels and reinvesting in renewable sources of energy, employment and income.

In addition, the divestment movement aligns with the practical financial concerns outlined in Objective #4 Build the Financial Capacity of the Organization, to protect our investments from a volatile and declining fossil fuel sector. Much of the current and future fossil fuel reserves cannot be burned, and these unburnable fossil fuel reserves are stranded assets that will drive large valuation reductions of fossil fuel firms.

### Motion:

That Council:

1. Requests that the Mayor write to the Premier of British Columbia and the Minister of Finance, requesting that the provincial government introduce amendments to the Municipal Finance Authority Act to provide local governments with the autonomy to pursue socially responsible investments and climate action in financial decision-making;
2. Request a report from each of the Municipal Pension Plan and the Municipal Finance Authority detailing the percentage and dollar amount of investments currently held in fossil fuel-related companies or investment products, and options for divesting those assets over the next five, ten and fifteen years;

3. Requests that the Mayor write to the Board of Directors of the Municipal Finance Authority and the BC Investment Management Corporation requesting that these organizations divest from fossil fuels and reinvest in renewable sources of energy, employment and income, in order to give effect to the climate action objectives of the Province of British Columbia and local governments including the City of Victoria.

As per the Strategic Plan Implementation Plan attached as Appendix A, that Council

1. 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.

Respectfully submitted,



Councillor Jeremy Loveday



Mayor Lisa Helps



Councillor Ben Isitt

Attachments.

1. City of Victoria Investment Policy
2. Township of Esquimalt Motion re: Divestment
3. Myths versus Facts in Socially Responsible Investing
4. Process for Amending Strategic Plan

## Appendix A – Process for Amending Strategic Plan

### *Part One – Emerging Issues and Opportunities*

#### Step 1

At a Governance and Priorities Committee Quarterly Update, councillors interested in amending the Strategic Plan to address an emerging issue or opportunity must bring a motion accompanied by a short report to request a short report from staff on the implications of adding a proposed Action. This report must outline which of the 13 Objectives the new proposed Action will lead to, as well as the Outcome that the new proposed Action is meant to achieve.

#### Step 2

Two GPC meetings later at the most, staff provide a brief report to Council outlining what Actions planned for a given year may need to be reconsidered and the implications of doing so.

#### Step 3

At the same meeting as outlined in Step 2, Committee votes on whether to move forward the new Action and Outcome and what and what Action or Actions may need to be removed.

### *Part Two – Emergency Issues and Extraordinary Opportunities*

#### Step 1

At a Governance and Priorities Committee, councillors interested in amending the Strategic Plan to address an emergency issue or extraordinary opportunity must bring a motion accompanied by a short report to request a short report from staff on the implications of adding a proposed Action. Emergency Issues and Extraordinary Opportunities don't need to be tied to a specific Strategic Objective, but if they do, this should be indicated clearly, as well as the Outcome that the new proposed Action is meant to achieve. Proposed new actions for Emergency Issues and Extraordinary Opportunities will require a two-thirds majority to pass.

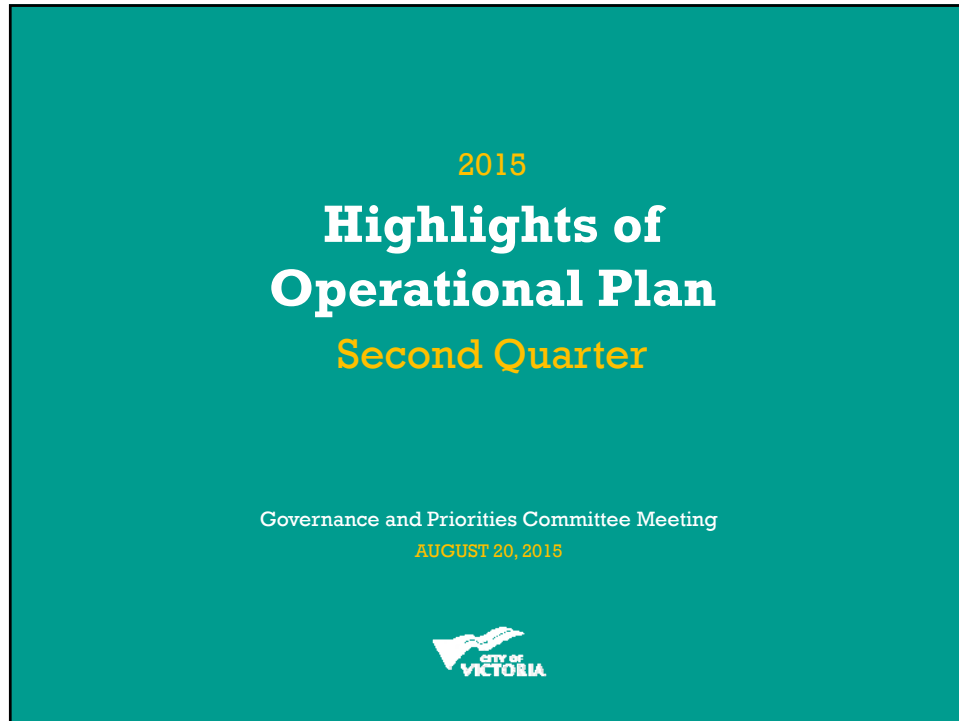
#### Step 2

One GPC meeting later at the most, staff provide a brief report to Council outlining what Actions planned for a given year may need to be reconsidered and the implications of doing so.

#### Step 3

At the same meeting as outlined in Step 2, Committee votes on whether to move forward the new Action and Outcome and what Action or Actions may need to be removed. If Committee (and Council) supports proposed Actions and Outcomes that fall outside of the 13 Strategic Objectives, a new section will be added to the plan entitled *Emergency Issues and Extraordinary Opportunities*.





## Tracking Our Progress

Overview/Update  
to June 30<sup>th</sup>, 2015



Highlights of Operational Plan, Second Quarter



## Innovate and Lead

- Hired three-person Interdisciplinary Team
- Hired two new Directors to Leadership Team, currently seeking a Director of Engineering
- Continued use of new Operational Plan quarterly reporting to track progress/challenges
- Introduced joint City/Union training initiatives
- Improved workplace computer system, cell update
- Support for Task Forces on Economic Development and Prosperity, and Housing Affordability



Highlights of Operational Plan, Second Quarter

## Engage and Empower the Community

- Neighbourhood consultation, mapping, and best practices review
- City bylaws consolidated to be more user-friendly
- Increased online engagement (e.g., social media, Development Tracker, Placespeak)
- 2016 financial planning began
- 45 community programs received \$250K in grants

### Launch the Development Tracker

Get up-to-date information on developments happening in your neighbourhood and community.

Launch the App



Highlights of Operational Plan, Second Quarter

## Strive for Excellence in Planning and Land Use

- Local area planning for Burnside-Gorge neighbourhood - continues
- Meetings with neighbourhoods re: local area planning and neighbourhood engagement
- 2<sup>nd</sup> Annual Development Summit – PLUC next week
- Capital Park development approval
- Delegation considerations upcoming
- Environmental remediation underway at 1012-1014 Yates
  - City as land owners



Highlights of Operational Plan, Second Quarter

## Build the Financial Capacity of the Organization

- Received \$440K BikeBC grant from Province of British Columbia
- Facilities condition assessment continued
- Naming rights discussions for Victoria Conference Centre underway
- Taxpayers could pay property taxes by credit card for first time



A few of the ways you can pay your **property taxes** in Victoria:



At your Bank or Financial Institution



Online by Credit Card



In Person at City Hall



By Mail or City Drop Box

**due July 2**



Highlights of Operational Plan, Second Quarter

## Create Prosperity Through Economic Development

- Task Force on Economic Development and Prosperity appointed – drafting recommendations for input
- CarFreeYYJ Day -success
- Review of City's Sidewalk Café Bylaw underway – lessons learned
- 400 new summer banners installed to enhance downtown
- Planning for new Parking Ambassador model well underway
- Work to secure Crystal Garden long-term tenant



Highlights of Operational Plan, Second Quarter

## Make Victoria More Affordable

- Mayor's Task Force on Housing Affordability appointed in April:
  - Draft recommendations for community input at June 1 workshop
  - Draft recommendations presented to Council on July 16
  - Staff conducting evaluative analysis
  - Two Council public workshops planned



Highlights of Operational Plan, Second Quarter

## Facilitate Social Inclusion and Community Wellness

- Researching safe/secure storage options for those who are homeless, with local agencies
- Options being explored for overnight sheltering opportunities in Victoria park(s) and Micro-Housing opportunities
- Work underway to understand and address impacts of medical marijuana businesses
- Contributed \$1 million to Housing Reserve Fund
- Review of Bylaw Enforcement function to improve service and operations
- Three rainbow crosswalks installed to demonstrate inclusivity



Highlights of Operational Plan, Second Quarter

## Enhance and Steward Public Spaces, Green Spaces and Food Systems

- "Growing in the City" Urban Food Production and Boulevard Gardening consultation to inform guidelines in spring 2016
- New micro-grant for volunteer coordination of commons and community gardens
- Annual roll-out of hanging flower baskets
- Consultation for Quadra Heights Park, Vic West Park and Begbie Green
- Deep cleaned and painted exterior of Victoria Conference Centre, new entrance canopy
- Selkirk Water use (Province to review public input on City's licence of occupation application)



Highlights of Operational Plan, Second Quarter

## Complete a Multi-Modal and Active Transportation Network

- Council designated \$7.75 million in Financial Plan to implement cycling network 2015-2017
- RFP to retain consultant to review/enhance network
- Concepts approved for Pandora Avenue/Johnson Street Protected Bike Lanes
- Received \$440k from BikeBC to advance David Foster Harbour Pathway's two pedestrian/cycling bridges
- Complete-streets co-design workshop for North Park village improvements



Highlights of Operational Plan, Second Quarter

## Nurture Our Arts, Cultural and Learning Capital

- Two Poetry Month events in April
- Closed Call for Entries to annual Victoria Book Prizes
- Annual CityVibe guide to festivals and outdoor events - 35,000 copies distributed; online
- Call to Artists for Commercial Alley Outdoor Gallery
- Two Calls to Artists for public art at Bastion and Centennial Square Parkades
- Two Twin City delegate visits; Friendship Bell gift



Highlights of Operational Plan, Second Quarter



## Steward Water Systems and Waste Streams Responsibly

- New bins with separate garbage, recycling, compostable food receptacles introduced downtown
- Education program launched for Stormwater Utility rebates and credits
- National Energy Board Intervener – oral arguments in September

**EASTSIDE COMMUNITY DIALOGUE**  
wastewater treatment + resource recovery



Highlights of Operational Plan, Second Quarter

## Plan for Emergencies Including Climate Change Short and Long-Term

- Market sounding for Victoria Fire Department Headquarters completed – exploring submissions
- Successful firefighter recruitment for eligibility pool
- Operational review of Victoria Emergency Management Agency
- Beach fire public education, partnered with Oak Bay
- Partnership with VicPD/Victoria Fire Department ownership of Fire Boat 2



Oak Bay Fire Chief Dave Curtis, left, Julie Macgregor, acting director of Victoria Police and Paramedics, and Victoria Fire Chief Paul Brown assess the impact of a beach fire at Fairview Point on Friday. Photograph by JEFFREY LACK, Times Colonist



Highlights of Operational Plan, Second Quarter

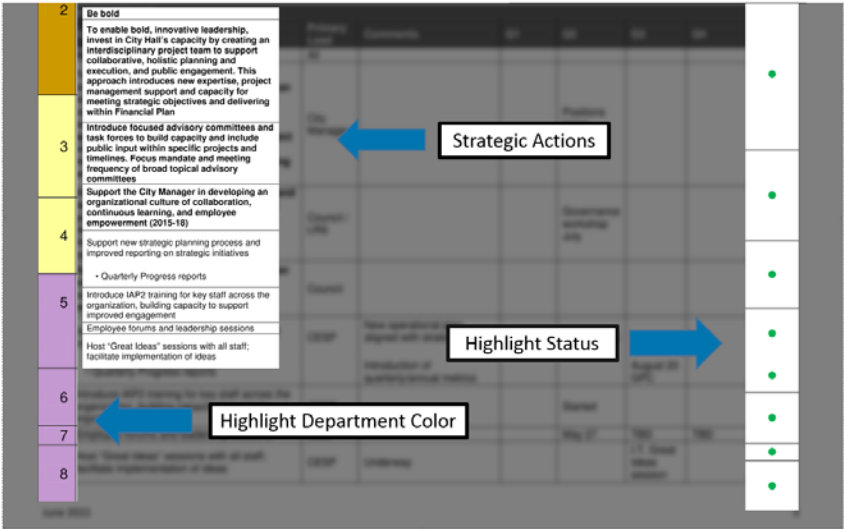
# Demonstrate Regional Leadership

- Promoted CRD Regional Sustainability Strategy
- Provided technical support for CRD's Eastside Select Committee feasible sewage treatment sites



Highlights of Operational Plan, Second Quarter

# Operational Plan



Highlights of Operational Plan, Second Quarter

## Projects Deferred to 2016

- Topaz Park tennis courts upgrades
- Arterial upgrade to Cook Street
- Pioneer Square improvements
- Waterworks project on Inskip in Esquimalt



Highlights of Operational Plan, Second Quarter

## Quarterly Reporting Timeline

NOV 5  
2015

FEB  
2016

MAY  
2016



Highlights of Operational Plan, Second Quarter





## **Governance and Priorities Committee Report**

### **For the Meeting of August 20, 2015**

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**To:** Governance and Priorities Committee  
**From:** Susanne Thompson, Director of Finance  
**Subject:** 2015 Second Quarter Budget Status Report

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**Date:** August 7, 2015

#### **RECOMMENDATION**

That Council receive this report for information.

#### **EXECUTIVE SUMMARY**

In accordance with the Community Charter, Council approves a five-year financial plan bylaw that authorizes the expenditure of funds and collection of revenues for the City's various programs and projects. If unanticipated events occur during the year that impact the approved five-year financial plan, staff recommend amendments to the financial plan bylaw to authorize the changes.

The financial plan is reviewed regularly during the year and the status is reported quarterly to Council. The purpose of the quarterly financial report is to provide Council, the community and staff with a regular overview of financial information and staffing levels. Each report highlights any actual to budget variances and recommends adjustments, if any, to the five-year financial plan bylaw.

This report outlines the status of the 2015 budget as of June 30, 2015. Some variances are noted in the body of the report and are being monitored. However, at this point, no amendments to the 2015-2019 Financial Plan Bylaw are recommended.



**PURPOSE**

The purpose of this report is to provide Council with an update on the actual results compared to the budget for operating and capital budgets, and staffing levels for the quarter ending June 30, 2015.

**BACKGROUND**

Council approves a five year financial plan bylaw annually in accordance with Section 165 of the Community Charter. The financial plan allocates the financial and human resources required to achieve the objectives of the City's Strategic Plan.

The City performs monthly variance analyses of the revenues and expenditures as they compare to the approved financial plan and reports the progress quarterly to Council. This quarterly report is a comparison of actual revenues and expenditures for city operations and capital projects as well as staffing levels at June 30, 2015 as outlined in the attached summaries.

If unanticipated events occur during the year that impact the approved five-year financial plan, staff recommend amendments to the financial plan bylaw to authorize the changes. All budgetary amendments require Council's approval.

**ISSUES & ANALYSIS**Operating Budget

As of June 30, 2015, the overall operating revenues and expenditures are 74% and 38% respectively of the annual budgeted amounts. This compares to 72% and 38% in the prior fiscal period. A summary of the actual operating revenues and expenditures compared to the budget is attached in Appendix A.

The majority of revenues are expected to be within budget. Three revenue areas have notable variances as outlined below.

Development revenues are higher than anticipated due to increased activity. The expected surplus is approximately \$200,000.

The City receives traffic fine revenue from the Province based on the City's policing costs relative to the total policing costs for all municipalities in BC. This year, the City received \$120,000 less than what was estimated in the financial plan.

Parking revenues are trending to have a shortfall of approximately \$300,000. As a result of the changes made to parking services, parkade and on-street parking revenues are exceeding expectations by a projected \$500,000 whereas parking fine revenue is projected to be down approximately \$800,000. These revenues are being monitored closely.

At this point, expenditures are expected to be within budget.

Seasonal variations in municipal operations and accounting processes that occur outside the quarterly basis affect the proportion of revenues received or expenditures incurred to June 30, 2015. We continue to improve our accounting processes to better align the quarterly actual to budget reporting.

Capital Budget

As of June 30, 2015, the actual capital expenditures are at 33% spent of total budgeted expenditures for the year, compared to 21% in the prior year. A summary of capital programs and projects are illustrated in Appendix B. Capital projects have varying schedules and at present, the majority of projects are expected to be completed according to schedule. A few projects have

schedule changes as noted below.

As part of the Financial Planning process, Council approved an additional \$1 million towards the David Foster Harbour Pathway project. Proposed bridge designs and cost estimates will be included in a report outlining the revised scope and schedule of this project, and will be brought to Council in the near future, which may result in shifting of budget to 2016.

Construction of the Pioneer Square project has been delayed to 2016 to allow for exploring ways to reuse some of the tombstones currently held in storage within the design. One meeting with the Pioneer Square advisory group has been held to review several concepts and a final concept for review is currently being designed. The budget for 2015 is \$135,000 and will be shifted to 2016.

BC Hydro has reduced the number of hydro poles they are replacing this year. The City was replacing the streetlights attached to the hydro poles and will therefore replace fewer than expected resulting in the budget being underspent by an estimated \$50,000.

The paving component of the Cook Street road work has been postponed to 2016 to allow for public engagement and subsequent design development to be completed. A complete streets co-design workshop with the North Park Neighbourhood was held and concepts have been developed. The cost is estimated to be \$230,000.

The sidewalk project on Higgins Street has been postponed to 2016 to allow for public engagement and subsequent design development to be completed. The cost is estimated to be \$150,000.

Although the schedule for some underground projects have shifted to the latter half of the year, the majority of the work is still expected to be completed this year. Two watermain projects have been postponed to 2016. Ryan Street watermain was delayed to align with paving work, and Inskip Street watermain was delayed as a result of an expanded scope of the watermain replacement on Dellwood/Treebank. The cost of these two projects is estimated at \$175,000 and \$85,000 respectively.

On July 23, Council approved amending the 2015 Financial Plan to increase the budget for the Johnson Street Replacement by \$2.554 million. The adoption of this bylaw amendment is scheduled for August 27.

Staff are working diligently to complete the remaining capital work plan according to schedule, however unplanned or unforeseen factors could arise and delay completion dates. Requests to move the budget forward into next year can be made as part of the regular year-end budget process.

#### Staff Levels

There were no staffing changes in this quarter and the City's full-time equivalent employee count remains at 778.48 as outlined in Appendix C. In preparation for the implementation of the new parking ambassador model in January 2016, recruitment will commence in September.

Respectfully submitted



Jo-Ann O'Connor  
Manager, Financial Planning



Susanne Thompson  
Director of Finance

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

Date: \_\_\_\_\_

August 14, 2015

**List of Attachments**

Appendix A – Summary of Operating Budget Revenues and Expenditures

Appendix B – Summary of Capital Budget Projects

Appendix C – Summary of Staffing Levels

# City of Victoria - Operating Budget Revenues For the Six Months Ending June 30, 2015

	Q2 2014 Actual	Q2 2015 Actual	2015 Budget	Budget Remaining	% Collected	Explanation for % collected that varies from 6 month budget allocation
<b>Engineering and Public Works</b>						
Engineering and Public Works	246,624	238,225	340,356	102,131	70%	
Third Party Billings	155,671	174,361	528,400	354,039	33%	Offsetting expenditure budget
Parking Services	7,733,003	7,418,758	15,677,800	8,259,042	47%	
Solid Waste & Recycling	981,658	1,215,708	2,896,051	1,680,343	42%	Timing of billings
Sewer Utility	3,124,702	3,427,665	7,870,230	4,442,565	44%	Timing of billings
Water Utility	5,695,550	6,600,432	18,556,750	11,956,318	36%	Timing of billings
<b>Citizen Engagement and Strategic Planning</b>	-	12,000	-	(12,000)		Protocol-grant-installation of Morioka bell
<b>Legislative and Regulatory Services</b>	718,937	687,079	1,506,192	819,113	46%	
<b>Parks and Recreation</b>	1,646,240	1,548,706	2,636,123	1,087,417	59%	
<b>Sustainable Planning and Community Development</b>	1,295,853	1,607,799	2,853,646	1,245,847	56%	Rezoning applications
<b>Victoria Conference Centre (VCC)</b>	1,196,652	1,325,306	4,339,529	3,014,223	31%	Timing of internal transfers
<b>VCC Event Costs Paid by Clients</b>	1,379,650	1,384,094	4,100,000	2,715,906	34%	Full recovery & timing of billings
<b>Victoria Fire Department</b>	30,211	47,842	56,000	8,158	85%	Oil burner permits, fire safety plan review
<b>Corporate</b>						
Payment in Lieu of Taxes/Special Assessments	1,075,788	2,362,460	7,076,685	4,714,225	33%	Payments received later in the year
Fees and Interest	1,276,746	1,789,021	3,090,000	1,300,979	58%	
Business and Other Licences	1,373,425	1,380,770	1,387,500	6,730	100%	
Overhead Recoveries	994,794	1,021,629	3,158,259	2,136,630	32%	Timing of 2015 allocation
Miscellaneous	413,616	3,210,168	7,288,710	4,078,542	44%	Gas Tax, Traffic Fine Revenue
Hotel Tax	252,485	1,037,997	1,800,000	762,003	58%	Offsetting expenditure budget
Prior Year's Surplus	-	-	2,898,482	2,898,482	0%	Timing of 2015 allocation
Strategic Objectives Fund	-	-	143,532	143,532	0%	Timing of 2015 allocation
<b>Victoria Police Department</b>	5,244,028	3,698,464	7,693,627	3,995,163	48%	
<b>Property Taxes</b>	<b>116,176,010</b>	<b>121,636,105</b>	121,635,023	(1,082)	100%	
<b>Total</b>	<b>151,011,642</b>	<b>161,824,590</b>	<b>217,532,895</b>	<b>55,708,305</b>	<b>74%</b>	

# City of Victoria - Operating Budget Expenditures For the Six Months Ending June 30, 2015

	Q2 2014 Actual	Q2 2015 Actual	2015 Budget	Budget Remaining	% Spent	Explanation for % spent that varies from 6 month budget allocation
<b>Council</b>	286,144	305,193	575,372	270,179	53%	
<b>City Manager's Office</b>	245,146	146,070	284,709	138,639	51%	
<b>Citizen Engagement and Strategic Planning</b>	565,196	780,018	1,499,974	719,956	52%	
<b>Engineering and Public Works</b>						
Engineering and Public Works	9,259,768	10,369,149	21,827,382	11,458,234	48%	
Third Party Billings	504,577	542,272	428,400	(113,872)	127%	Offsetting expenditure budget
Parking Services	2,538,034	2,380,328	7,497,800	5,117,472	32%	Timing of debt payment & transfer to reserve
Solid Waste & Recycling	1,258,826	1,216,953	2,896,051	1,679,098	42%	Timing of billings
Sewer Utility	1,594,861	1,653,233	7,870,230	6,216,997	21%	Transfers to capital & reserves
Water Utility	5,259,834	5,120,626	18,556,750	13,436,124	28%	Transfers to capital & reserves
<b>Finance</b>	3,301,350	3,278,080	6,384,700	3,106,620	51%	
<b>Human Resources</b>	828,829	978,757	1,609,246	630,489	61%	Recruitment Expenses
<b>Legal Services</b>	367,949	284,074	703,241	419,167	40%	
<b>Legislative and Regulatory Services</b>	1,629,517	1,629,684	3,981,662	2,351,978	41%	
<b>Parks, Recreation and Culture</b>	6,553,656	6,740,477	14,897,072	8,156,595	45%	
<b>Sustainable Planning and Community Development</b>	2,043,921	2,298,138	5,004,218	2,706,080	46%	
<b>Victoria Conference Centre (VCC)</b>	1,573,639	1,794,733	4,339,529	2,544,796	41%	
<b>VCC Event Costs Paid by Clients</b>	428,273	912,155	4,100,000	3,187,845	22%	Full recovery & timing of billings
<b>Victoria Fire Department</b>	7,358,105	8,057,714	15,523,423	7,465,709	52%	
<b>Corporate</b>						
Contingencies	-	-	1,200,971	1,200,971	0%	
Strategic Objectives Fund	-	-	1,625,914	1,625,914	0%	
Hotel Tax	1,002,485	1,234,272	1,800,000	565,728	69%	Offsetting expenditure budget
Transfer to VCC	-	-	642,708	642,708	0%	Timing of 2015 allocation
Transfers to Reserve	126,805	113,078	15,277,891	15,164,813	1%	Timing of 2015 allocation
Vehicle Depreciation Recovery	(500,000)	(500,000)	(1,000,000)	(500,000)	50%	
Miscellaneous	1,652,465	632,780	2,524,350	1,891,570	25%	
Grants	1,958,398	2,804,341	2,811,771	7,430	100%	Payment of Housing Reserve grant
Debt Principal, Interest and Reserve Transfer	2,645,501	2,770,839	7,827,583	5,056,744	35%	
Transfer to Capital Budget:	-	-	13,034,242	13,034,242	0%	Year end transfer
<b>Greater Victoria Public Library</b>	2,069,972	2,237,891	4,562,523	2,324,633	49%	
<b>Victoria Police Department</b>	22,394,286	24,006,093	49,245,183	25,239,090	49%	
<b>Total</b>	<b>76,947,537</b>	<b>81,786,948</b>	<b>217,532,895</b>	<b>135,745,947</b>	<b>38%</b>	



## Appendix B

### City of Victoria Capital Budget Expenditures For the Six Months Ending June 30, 2015

	Q2 Actual	2015 Budget	Budget Remaining	% Spent
<b>Capital Equipment</b>	1,398,739	6,525,320	5,126,581	21%
<b>Capital Programs and Projects</b>				
Active Transportation	314,565	5,086,500	4,771,935	6%
Complete Streets	2,059,295	4,481,200	2,421,905	46%
Downtown Beautification	52,797	303,000	250,203	17%
Parks	38,282	2,720,920	2,682,638	1%
Street Infrastructure	9,073	122,000	112,927	7%
Retaining Walls and Railings	255,106	2,305,555	2,050,449	11%
Bridges	9,364,254	32,059,381	22,695,127	29%
Facilities	705,809	6,135,500	5,429,691	12%
Land Purchase	7,965,997	8,000,000	34,003	100%
Environmental Remediation	499,498	1,942,000	1,442,502	26%
Sanitary Sewers	987,288	3,067,852	2,080,564	32%
Stormwater	991,149	4,183,436	3,192,287	24%
Waterworks	1,801,031	3,831,218	2,030,188	47%
Police	465,780	1,566,000	1,100,220	30%
<b>Total Capital Expenditures</b>	<b>26,908,662</b>	<b>82,329,882</b>	<b>55,421,220</b>	<b>33%</b>

**Appendix C****City of Victoria Budgeted Full-time Equivalent Employees by Department**

	<b>FTE Draft Financial Plan 2015</b>	<b>Changes</b>	<b>FTE Adopted Financial Plan 2015</b>	<b>Comments</b>
City Manager's Office	1.00		1.00	
Human Resources	10.00		10.00	
Victoria Conference Centre	15.62		15.62	
Legislative and Regulatory Services	23.28		23.28	
Legal Services	4.00		4.00	
Citizen Engagement and Strategic Planning	15.60		15.60	
Finance	63.21		63.21	
Parks, Recreation and Culture	144.00		144.00	
Victoria Fire Department	120.09		120.09	
Victoria Emergency Management Agency	3.00		3.00	
Engineering & Public Works	331.50	1.75	333.25	Approved supplementary - Sidewalk, concrete and brick paver intersection maintenance
Sustainable Planning and Community Development	42.43		42.43	
Interdisciplinary Team	0.00	3.00	3.00	Identified in the Strategic Plan and approved through the Financial Plan
<b>Total</b>	<b>773.73</b>	<b>4.75</b>	<b>778.48</b>	



## **Governance and Priorities Committee Report**

### **For the Meeting of August 20, 2015**

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**To:** Governance and Priorities Committee      **Date:** August 14<sup>th</sup>, 2015  
**From:** Jason Johnson, City Manager  
**Subject:** Strategic Real Estate Review – Report August 2015

---

### **RECOMMENDATION**

THAT THE Governance and Priorities Committee recommends Council direct staff to implement and operationalize the Strategic Real Estate function for the City of Victoria as outlined in the Urban Systems August 2015 report.

AND FURTHER THAT a six-month Strategic Real Estate Implementation report come forward to the Governance and Priorities Committee in April 2016.

### **BACKGROUND**

During Council's Strategic Planning sessions, Council identified property acquisition/real estate management as a key concern. Council's 2015 actions include: "create an integrated facilities and real estate arm at City Hall or in Economic Development office staffed by people who understand business and real estate market and respond to the market and the short term and economic outlook of the City."

Urban Systems was commissioned to assess the revitalization of strategic real estate opportunities and a copy of their report is attached for review. Staff sought outside expertise to provide overall guidance and best practices from other local governments who perform these functions in an exceptional way. Martin Bell (Urban Systems) will provide the Governance and Priorities Committee (GPC) with an overview of the attached report at the August 20<sup>th</sup>, 2016 meeting.

The City of Victoria would benefit from a revised approach to its real estate function as best practises show that Cities are typically the largest land holders and that many local government projects and decisions have implications for lands. By refocusing Victoria's approach to real estate there are opportunities to leverage publicly owned lands and strategies are needed to support multiple bottom line objectives, provide revenues, address community needs, project delivery.

The model as recommended by Urban Systems will meet Council's Strategic Plan goals and the long-term interests of the corporation. Upon approval from Council to initiate this service, the Deputy City Manager will immediately establish the proposed management model and initiate the recruitment process. It is anticipated that the recruitment would conclude in September with full launch of the service in October 2015.

## FUNDING CONSIDERATIONS

One of the guiding principles noted in the report is to develop a self-sustaining financial model for this new service. Staff recommends that Council take a conservative approach to the financial considerations and allocate funding to initiate the real estate function. This will allow Council to direct this new service recognizing that an objective of self-sustaining may not be achievable if the mandate is to acquire additional city lands rather than disposal. Council will be able to set the objectives and mandates of this service through consideration of Property Acquisition strategy tied to all other City Plans and options for self-sustaining opportunities.

Efficiencies will also be found with the establishment of this service in that it is envisioned that this staff resource will also assume the existing contracted out real estate services. These efficiencies will be identified through the 2016 financial plan.

Staff have reviewed Urban Systems proposed allocation of \$250,000 for salary, benefits and launch costs for this function and staff have refined this and recommend \$160,000. This is based on an internal job evaluation, benefit costs and start up costs as identified below:

### Costs

The ongoing operating cost for this function would be approximately \$160,000 to cover salary, benefits and supplies. One-time setup costs can be accommodated through equipment and furniture already existing at the City. Any additional one-time setup costs can be funded through the City's equipment budget.

### Funding Sources

The Strategic Objectives Account has unallocated funding of \$101,000 (ongoing) and \$112,000 (one-time funding).

For the remainder of 2015, approximately \$40,000 will be needed from the ongoing funding in the Strategic Objectives Account.

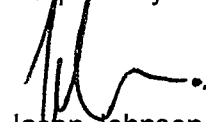
For 2016, the entire \$101,000 of ongoing funding would be required plus an additional \$59,000. One option for Council's consideration would be to allocate the \$59,000 in additional funding from 2016 new assessment growth property tax revenue.

Consideration of any other request for studies (e.g. as identified in the Urban Systems report, an allocation of \$100,000 for consulting services for the new function) will come through the 2016 financial plan supplemental requests.

## CONCLUSION

The City of Victoria has real estate holdings, land and facilities assets that exceed \$1.1 billion in value. A coordinated and strategic approach is required to manage these assets. Establishing a Strategic Real Estate function will provide professional recommendations and advice to Council on managing these assets for the City of Victoria

Respectfully submitted,



Jason Johnson  
City Manager



# REPORT

## City of Victoria Strategic Real Estate Review



#402 - 645 Fort Street, Victoria, BC V8W 1G2 | T: 250.220.7060

August 2015

File: 1328.0031.01

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## EXECUTIVE SUMMARY

Council's 2015-2018 Strategic Plan provides the initial framework for the realization of strategic real estate opportunities. In the Strategic Plan, one of the key objectives is to build the financial capacity of the organization including through the City's real estate holdings. Land and facilities assets exceed \$1.1 billion in value and establish a core driver for strategic planning that should realize the City's real estate potential. In order to leverage this driver and address other civic needs from a multiple bottom line perspective, administration established this Strategic Real Estate Review to include the following project objectives:

- Develop an inventory of the City's current real estate-related services;
- Review the City's current approach to the management of its real estate assets;
- Identify activities that will enhance the City's ability to provide real estate services to internal and external stakeholders;
- Confirm the City's aspirations to enhance the strategic use of its real estate assets; and,
- Develop a strategic framework for the future delivery of the City's real estate services.

The project approach included ongoing engagement with a project steering committee to provide direction and strategic input with representatives from the City Manager's Office, Engineering and Finance. Staff interviews covered the range of existing services and functions for Parks and Recreation, Development Services, Property Management and Facilities. Council's vision for real estate services is bolstered by the input of staff and observations from this study which suggests that a more dedicated property acquisitions/real estate management office is needed to deliver on leveraging land for civic and broader community needs in an effort to build financial capacity for the organization. Some of these observations include: a need for strategic acquisitions to meet City objectives; a strong interest in leveraging new revenues from City lands; support for an inventory of City lands for strategic purposes including land value capture; and, a special position (or positions) to lead strategic real estate services for the betterment of the organization and the community.

External interviews spanned a range of service delivery models including the experiences and approach of various local governments including Burnaby, Translink, Kelowna, Vancouver, Surrey and North Vancouver (City). Observed management models include organizational structures that:

- embed real estate services within existing engineering or planning departments;
- create a new department responsible for both real estate and facilities;
- create a new department solely responsible for real estate; or,
- bolster strategic real estate capabilities within the current structure or a similar structure, involving a small group of staff who lead strategic real estate initiatives and report to an existing Director or administrative leader.

Any management model should be designed based on the strategic framework and contextual needs of the organization including an emphasis on multiple bottom line perspectives. Victoria's strategic real estate service should deliver on a clear mandate, act with duty to guiding principles and demonstrate actual results towards key outcomes, as proposed:

**1. Mandate for Strategic Real Estate Service:**

- **Leverage real estate for broader civic purposes**

City services are by nature diverse, covering a broad socioeconomic spectrum of objectives. Strategic real estate services can be positioned to advance Council's objectives for community benefit such as social resources including lease and facility opportunities under a multiple bottom line approach.

- **Develop strategies for land acquisition and disposal**

A new real estate management office should develop and implement formal land acquisition strategies that tie back to departmental master plans for parks, infrastructure, facilities, and other related items.

- **Lead the City through all acquisitions, disposals, lease agreements, and land tenure initiatives**

A new real estate management office should provide the key point of contact to lead the organization through all acquisitions, disposals, lease agreements, and land tenure initiatives, whether driven by internal needs or external opportunities.

- **Manage property data as a foundation for all real estate activity**

A new real estate management office should develop and maintain a detailed property data records management system (i.e. land inventories) that can be accessed by all City departments.

**2. Guiding principles for a Strategic Real Estate Service**

- *Deliver the service such that earned value outweighs service costs.*
- *Link land requirements with long range plans of other departments and services*
- *Integrate real estate services into capital project design to reduce risk and further leverage land*
- *Pursue highest and best use of City lands while balancing civic priorities and operational requirements*
- *Operate in a clear policy framework*
- *Develop metrics for performance measurement*
- *Lead all real estate activity by professionals with extensive real estate and market experience*

**3. Key outcomes for a Strategic Real Estate Service:**

- *Taxpayer burden reduced by leveraging real estate assets*
- *Neighbourhood and economic growth catalyzed by City real estate services*
- *Real estate activity is based on a fully catalogued inventory*
- *City partnerships and agreements reflect market realities*
- *Real estate activities have enhanced social and civic objectives*

Based on the City's current management model, its stated organizational needs and aspirations, and allowing for an incremental approach to enhancing service delivery, it is recommended the City implement a flexible and small-scale service team, which reports to the Deputy City Manager to allow for direct access to all departments as needed. In this position, the service will build on the City's current real estate business unit, act as an arms-length internal service provider to other departments and external stakeholders, remain flexible to broader organizational needs without the undue influence of any other technical service (e.g. engineering or planning) and minimize organizational change until the extent of real estate opportunity and preliminary results are known. As a result, short-term recommendations for service delivery include:

- **Reaffirm Council's objectives for strategic real estate service.**  
*By way of direction stemming from presentation of the results of this study.*
- **Establish the proposed management model.**  
*As summarized above and throughout the document or as directed by Council.*
- **Set the budget for service delivery in year 1.**  
*The proposed budget to complete the hire (year 1) and launch the service including consulting support for land inventory as described herein, is \$350,000. Council direction on service approach or strategic framework will influence the actual approved amount.*
- **Launch the service and recruit a strategic real estate professional with responsibility to lead strategic real estate activities.**  
*Complete one real estate professional hire to lead the strategic real estate service with the following responsibilities: develop a land inventory and strategy, accountable for actions that align with the guiding principles, deliver on the key outcomes, collaborate with other departments to develop acquisition strategy (tied to long range plans), identify upcoming land projects and work with other departments to review real estate implications and opportunities, remain guided by multiple bottom line perspectives in leading new opportunities, and respond to City administration and Council requirements over time.*

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## 1.0 INTRODUCTION

### 1.1 Study Purpose

In March 2015, the City of Victoria retained Urban Systems to explore options for enhancing the City's land, real estate and property management services. Project objectives were to:

- Develop an inventory of the City's current real estate-related services;
- Review the City's current approach to the management of its real estate assets;
- Identify activities that will enhance the City's ability to provide real estate services to internal and external stakeholders;
- Confirm the City's aspirations to enhance the strategic use of its real estate assets; and,
- Develop a strategic framework for the future delivery of the City's real estate services.

### 1.2 Project Approach

The project approach included ongoing engagement with a Project Steering Committee, comprised of:

- Jason Johnson, City Manager
- Jas Paul, Assistant Director, Underground Utilities and Facilities
- Susanne Thompson, Director of Finance
- Robert Woodland, Legislative and Regulatory Services.

Steering Committee meetings were held to explore issues and opportunities, and to cast a vision and high-level organizational approach for the City's future real estate services.

Informal interviews were held with a number of additional City staff to provide background on current real estate related functions and to explore issues and opportunities. Interviewees included:

- Julie MacDougall, Assistant Director, Parks and Recreation
- Alison Meyer, Assistant Director, Development Services
- Thomas Soulliere, Director, Parks and Recreation
- Neil Turner, Property Manager
- Chaz Whipp, Manager – Facilities

Finally, a number of external interviews were conducted to review alternative models for the delivery of real estate services. External interviewees included:

- Shirley Brightman, Senior Real Property Administrator, City of Burnaby
- Phil Christie, Former VP Real Estate, TransLink
- Doug Gilchrist, Division Director, Community Planning & Real Estate, City of Kelowna
- Harry Khella, Project Manager, Vancouver Services Review, City of Vancouver
- Nicholas Rawcliffe, Manager of Realty Services, City of Surrey
- Richard White, Former Deputy CAO, City of North Vancouver



## 2.0 STRATEGIC CONTEXT

### 2.1 Policy Directions

#### Council Strategic Plan

Council's 2015-2018 Strategic Plan provides the initial framework for the realization of strategic real estate opportunities. In the Strategic Plan, one of the key objectives is to build the financial capacity of the organization. As related to the City's real estate holdings, key immediate desired outcomes are:

- A business case for a property acquisitions/real estate management office; and,
- More revenue and strategic influence for the City with implementation of a Municipal Property Acquisition and Management Strategy.

At this time, the City is also completing a full long-term infrastructure and facilities assessment, which will assist in identifying the City's future capital needs, and set the stage for an overall real estate strategy (including potential acquisition and disposition opportunities).

Longer term (i.e. 2018) strategic plan outcomes include:

- Maximized and where possible (e.g. School Districts and City lands) consolidated City-owned assets, put to best and highest use including market rate commercial leases.
- Full catalogue and list of long-term investment costs/profits for infrastructure and facilities. Increased revenue from property.

#### Real Estate Related Policies

In general, the City of Victoria has developed policies to guide the management of its real estate assets as the need arises. Policies related to *Land Policy for Surplus City Highways* and *Land Acquisition Policy* provide administrative direction for Staff with respect to processes related to acquisition and disposition.

While useful in supporting the conditions under which land can be acquired or disposed of, these policies are generally designed to direct administrative procedures but are not intended to guide strategic real estate activity.

## General Principles

The City has a number of informal, general principles that it follows with respect to the management of its real estate assets. Examples of these principles include:

- Fair market value disposition of any City land (leases, licences, sale), supported with an appraisal;
- Triple net commercial leases (i.e. the tenant is responsible for paying the building's property taxes, building insurance, and costs for common area maintenance);
- No assistance to business unless through a partnering agreement (e.g. as used for Save-On-Foods Memorial Centre, which is owned by the City and managed by RG Properties Ltd.);<sup>1</sup> and,
- Nominal consideration for community uses of City land (e.g. community gardens, pocket parks).

## 2.2 Current Management Model

### Organization and Roles

Currently, the City dedicates modest resources towards the management of its real estate portfolio and identification of strategic real estate opportunities. The City's property management functions are undertaken by one staff person who ultimately reports to the Deputy City Manager. The City's Property Manager also implements required land acquisitions and disposals. Acquisition and disposal activity is undertaken based on Council priorities and/or departmental requirements, and there is no single person tasked with developing or implementing a strategy for acquisition and disposal activity. As a result, the current real estate management model is generally a reactive one involving staff in multiple departments. Table 1 summarizes the main roles of both Council and various staff throughout the City. Appendix A provides further detail on the current organization as well as service responsibilities.

---

<sup>1</sup> Section 25 of the *Community Charter* and sections 181 to 184 of the *Local Government Act* make it clear that a local government is forbidden from providing assistance to a business (i.e. selling land for less than fair market value) except under specific circumstances, generally related to heritage conservation or public-private partnerships.

**Table 1 – Summary of Council and Staff Roles Related to Real Estate**

Service Group	Key Roles
Council	<ul style="list-style-type: none"> <li>Oversees City policies and finances</li> <li>Develops City Strategic Plan</li> <li>Approves Five Year Financial Plan</li> <li>Approves real estate transactions</li> </ul>
City Manager	<ul style="list-style-type: none"> <li>Primary liaison between City Council and staff</li> <li>Implements Council policy and direction</li> </ul>
Citizen Engagement and Strategic Planning	<ul style="list-style-type: none"> <li>Reports and monitors on progress towards City Strategic Plan objectives</li> </ul>
Legislative and Regulatory Services	<ul style="list-style-type: none"> <li>Coordinates acquisition, disposal and leasing of City property</li> <li>Negotiates land transactions</li> <li>Reports to Council on all land matters</li> </ul>
Engineering and Public Works	<ul style="list-style-type: none"> <li>Responsible for asset management, maintenance planning, maintenance, and capital projects for most civic buildings</li> <li>Provides project management services to other City departments</li> <li>Maps City facilities</li> </ul>
Parks and Recreation	<ul style="list-style-type: none"> <li>Maintains City's parks and open spaces, recreational facilities, and other related facilities (e.g. Ross Bay Cemetery)</li> <li>Plans for City's long-term parks and recreation needs</li> </ul>
Victoria Conference Centre	<ul style="list-style-type: none"> <li>Sells, manages, and services conferences, events and trade shows</li> <li>Responsible for asset management and maintenance of its facilities</li> <li>Leases out retail spaces associated with VCC and Crystal Garden</li> </ul>
Sustainable Planning and Community Development	<ul style="list-style-type: none"> <li>Prepares City's land use policies (e.g. neighbourhood plans)</li> <li>Reviews development applications and associated land requirements (e.g. public realm)</li> <li>Recommends housing policies</li> </ul>
Finance	<ul style="list-style-type: none"> <li>Prepares municipal capital and operating budgets</li> <li>Manages reserve funds, including Tax Sale Land Reserve and Parks and Greenways Acquisition Reserve</li> </ul>
Legal Services	<ul style="list-style-type: none"> <li>Provides legal advice</li> <li>Assists with implementation of real estate transactions</li> </ul>

### Recent Strategic Real Estate Activity

Strategic real estate activity primarily involves property acquisitions, disposals, and lease-outs. As indicated these functions are currently coordinated by the City's Property Manager. Strategic direction comes from a variety of departments based on their operational needs. A summary of recent activity is provided below (Appendix B includes a detailed list of recent activities).

- **Land Acquisition** – At this time, land acquisition activity is primarily directed by Council and undertaken in response to capital project requirements or opportunities as they arise (e.g. senior government disposition). The City's Property Management Division manages the acquisition process. In the past five years, the City had twelve acquisitions. Examples include:
  - the Crystal Garden (Conference Centre);
  - public works yard site consolidation;
  - waterfront and park lands, including Ship Point, Reeson Park, Belleville Green, Quadra Park;
  - right-of-way for the Johnson Street Bridge;
  - Traveller's Inn affordable housing sites;
  - strategic waterfront building at 812 Wharf Street; and,
  - a tax sale site (former dry cleaner location on Yates Street).

Additionally, the City is currently working on acquisition projects, such as a park extension and the acquisition of lands for the David Foster Way harbour-front pathway.

- **Disposition** – At this time, disposition activity is primarily directed by Council and undertaken in response to requests of existing tenants or adjacent landowners, or in response to other strategic initiatives (e.g. affordable housing). The City's Property Management Division manages the disposal process. In the past five years, the City had eight disposals. Examples include:
  - Point Hope Shipyards;
  - a road closure (lane off Field Street);
  - a City land holding outside of municipal boundaries (Pat Bay Highway site);
  - a Traveller's Inn affordable housing site (sold to BC Housing); and,
  - a site disposed of as part of the public works yard site consolidation.

Additionally, the City is currently working on a disposal project related to a site where an adjacent landowner has approached City about acquiring the land for a townhouse development.

- **Lease-Outs** – In total, the City's Property Management Division currently manages:
  - 24 active lease-outs of commercial units (e.g. 812 Wharf Street commercial units, VCC and Crystal Garden commercial units along Douglas Street, Centennial Square third party lease-outs), with annual rent totalling \$984,156;
  - 7 active commercial lease-outs of bare land (e.g. Victoria Float Plane Terminal), with annual rent totalling \$436,517;
  - 4 active other commercial lease-outs (e.g. access/fire exits), with annual rent totalling \$12,389; and,
  - A variety of agreements for nominal consideration, including agreements related to affordable housing, the Save-On-Foods Memorial Centre, community centres, school yards, and other similar types of uses.

For some lease-outs (e.g. Victoria Conference Centre retail units and 812 Wharf Street), the City engages the services of an external property management firm. Also, the City's Neighbourhood Coordinator has historically been involved in the lease agreements with community centres.

## Facilities Planning and Maintenance

While this review is focused on strategic real estate activity, a related area is facilities planning and maintenance. In some cases, planned capital projects can drive a need for land acquisition to accommodate new facilities. In other cases, facilities may be located on sites with potentially available surplus lands that could be disposed of to assist in funding future capital projects. In these respects, there is a need to ensure integration between facilities planning and management of the City's real estate portfolio.

The current distribution of facility management responsibilities includes:

- Engineering & Public Works, Underground Utilities and Facilities Division (primary service provider)
  - Primary service provider, responsible for most civic facilities, including community centres, corporate offices, parkades, most parks facilities (e.g. public washrooms, Beacon Hill Park buildings, Beacon Hill Yard), the police station and three fire halls, public works facilities and other miscellaneous facilities such as the Johnson Street Bridge Control House.
- Victoria Conference Centre
  - Responsible for the Conference Centre and Crystal Garden.
- Parks and Recreation
  - Responsible for the Crystal Pool, Royal Athletic Park buildings, and the Save-On-Foods Memorial Centre (operated and maintained by RG Properties).<sup>2</sup>
  - Maintains park lands, the Ross Bay Cemetery, and various playing fields throughout the City.
- City's external property manager (overseen by the Deputy City Manager)
  - Responsible for the maintenance of lease-out buildings (e.g. 812 Wharf Street).<sup>3</sup>

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<sup>2</sup> There are some unique divisions of responsibility between Facilities (Engineering & Public Works) and Parks and Recreation. For example, lifecycle planning for the Cameron Bandstand is undertaken by Parks and Recreation, while maintenance is undertaken by Facilities. And, lifecycle planning for Royal Athletic Park is undertaken by Facilities, while maintenance is undertaken by Parks and Recreation.

<sup>3</sup> A portion of 812 Wharf Street is maintained by the City.



The City is currently undertaking a facilities assessment, which is expected to identify various future capital projects necessary to support City operations. Certain projects may require acquisition of real estate. In other cases, intensification of City facilities may open up possibilities for land disposition (e.g. for a portion of an underutilized site), which could assist in funding capital projects.

While a detailed review of facilities planning and maintenance functions is beyond the scope of this assignment, further analysis may be warranted to align facility management responsibilities.

## 2.3 Summary of Land and Facilities

The magnitude of the City's real estate assets is significant. As illustrated in Figure 1, the City of Victoria owns approximately 460 parcels of land.<sup>4</sup> The City's property holdings represent about 16 percent of the City's overall land base (excluding road rights-of-way). If park sites are not included in this calculation, the City's other property holdings (e.g. for civic facilities) represent about 5 percent of the City's overall land base (excluding road rights-of-way).

Based on preliminary GIS analysis, the total assessed value of City-owned land and improvements is over \$890 million (2015 actual values). If park sites are not included in this calculation, the total assessed value of other land and improvements (e.g. for civic facilities) is estimated at over \$400 million.

The City of Victoria owns and maintains approximately 1.4 million square feet of facilities for civic uses.<sup>5</sup> These facilities have an estimated replacement value of over \$300 million. Examples of these civic facilities include:

- Corporate offices;
- Community centres;
- Parkades;
- Parks facilities;
- Police station;
- Fire halls;
- 
- Public works yard;
- Recreation facilities (e.g. Crystal Pool and Royal Athletic Park);
- Save-On-Foods Memorial Centre;
- Victoria Conference Centre; and,
- Crystal Garden.

Some of these facilities include portions that are leased out to third parties. For example:

- the main Victoria Conference Centre building includes twelve street level retail units on Douglas Street, which are leased out as part of the Victoria Conference Centre's self-financing business model;
- the Victoria Conference Centre recently acquired the Crystal Garden building, which includes eight retail units on Douglas Street;
- the Johnson Street parkade includes five retail units;
- the View Street parkade includes two retail units; and,
- the corporate offices at Centennial Square include two units leased out to third parties.

The City also owns a variety of other sites and facilities not identified above. Examples include:

- 812 Wharf Street – acquired by the City to complete its Inner Harbour waterfront holdings;
- Former Traveller's Inn – acquired by the City to facilitate the development of a supportive housing project);

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<sup>4</sup> This figure is an estimate that should be confirmed through a detailed inventory of City-owned lands.

<sup>5</sup> This estimate of gross floor area will be confirmed upon completion of the current facilities assessment that is being undertaken by the City.

- McPherson Theatre – owned by the City and operated by the Royal & McPherson Theatres Society through the Capital Regional District;
- Victoria Library – owned by the City and operated by the Greater Victoria Public Library Board; and,
- Victoria Float Plane Terminal site at 950 Wharf Street – this site (a bareland lease to the Victoria Float Plane Terminal) is intended to assist the City in achieving longer-term objectives (e.g. David Foster Way Harbourfront Pathway) once the float plane terminal relocates onto an adjacent water lot.

In summary, the list of assets including land and buildings as well as the functional operation of the City creates a tenable position to establish a strategic real estate service. The needs and aspirations, which are built onto the functional and physical context of the organization, support a strategic framework for enhanced service delivery and leveraging of City assets.

## 3.0 ANALYSIS

### 3.1 Needs and Aspirations

In the near term, the City requires a strategic approach to real estate to realize important goals such as:

- the implementation of the Harbour Pathway Plan (David Foster Way); and,
- capital projects to refurbish/replace City-owned facilities (e.g. Fire Station No. 1, Crystal Pool, and other buildings reaching the end of their lifespan).

These examples are two important goals, but there are other relevant City aspirations, particularly around the provision of amenities in growing neighbourhoods. As the City engages in capital planning, the strategic use/disposition of real estate has significant potential to provide a funding vehicle for new projects.

Moving forward, there are various potential opportunities for the City to further leverage its real estate holdings. Examples include:

- Opportunities associated with future redevelopment of Centennial Square area, with parking to go underground and additional activities to support a vibrant core area;
- Opportunities to dispose of surplus City lands (e.g. road closures, excess land on underutilized facility/infrastructure sites such as Royal Athletic Park parking lot);
- Opportunities to combine public use of waterfront lands with commercial uses;
- Opportunities to use disposition of City real estate assets to fund capital projects (e.g. through intensification of City-owned lands that would combine both civic and private uses); and,
- Opportunities to redevelop Harbour Air terminal lands when a new terminal is reconstructed onto a foreshore lot.
- Opportunities to leverage land to contribute to social, environmental and economic objectives

An important objective of any strategic real estate service is to characterize existing opportunities but also to identify potential strategies to expand the list of possibilities for broader civic benefit.

### 3.2 Observations of the Current Model

Through the interview process, there were several key observations related to both the City's current approach to its real estate portfolio, and the potential for a more dedicated property acquisitions/real estate management office. These observations are highlighted below:

#### **There is a need for strategic acquisitions to meet City objectives.**

- Most of the recent real estate activities (sites for parks, conference centre expansion, public works yard consolidation, rights-of-way for a bridge, and affordable housing sites) directly relate back to projects that would typically be identified in master plans.

- As the City develops new projects (e.g. David Foster Way harbourfront pathway), a pro-active strategy is required to flag required sites, acquire land (e.g. fee simple or statutory rights-of-way), and explore land value capture opportunities.

**There is interest in generating new revenues from City lands.**

- As illustrated in the City's Strategic Plan, there is a desire to explore further opportunities to generate revenues from City lands:
  - The City's land holdings are significant, representing about 16 percent of Victoria's land base (excluding road rights-of-way). While many of these lands are parks, other sites may have significant revenue generation opportunities, such as lease-out components which increase revenues but also help to animate the street
  - In many cases, the City may have surplus lands, providing opportunities to capture value and generate revenues to fund other strategic acquisitions and capital projects.

**Land value capture opportunities have generally not been explored to date.**

- Increasingly, local governments have to find new and innovative approaches for financing new infrastructure and public amenities. In some cases, municipalities and other public agencies have found innovative methods to fund new capital projects through the development or redevelopment of their surplus lands.
- A strategic outlook is required, with staff resources dedicated specifically to identification of surplus lands, opportunities for redevelopment, and evaluation of the highest and best use to ensure value capture.

**There is support for the development of an inventory of existing City lands including for strategic acquisitions.**

- At this time, no single department maintains a comprehensive inventory of all City land holdings, actual use, encumbrances (e.g. easements), etc. which can create confusion and limit opportunities-thinking with any property. Also, ownership status of some sites (e.g. schools, parks) can be complicated. A comprehensive inventory of all City land holdings would provide a central database for information on all property-related matters.
- There is broad support for the development of an inventory of existing City land holdings. This inventory would be of considerable assistance in identifying potentially surplus land holdings, including portions of sites that may be redevelopable. The inventory could build on detailed asset management databases and link to VicMap.
- Many municipalities have systems in place to flag sites that may be required for future civic purposes which approach allows (a) real estate staff to maintain a watch list of relevant properties for potential acquisition.

**Departmental staff require additional service resources for strategic acquisition and disposal activity.**

- Currently, requests to sell or acquire land are generally dealt with on an ad hoc basis by departmental staff, who refer requests out to other departments and work together with the City's property manager to deal with the request. Departmental staff generally have numerous other responsibilities, and do not have the real estate expertise required to negotiate these requests.



- Additional staff resources would be required to lead the development of these strategies and provide a single point of contact with the public in relation to acquisition and disposal requests.

**There is broad-based interest in a special position with a focus on strategic real estate services.**

- Currently, the City's model is generally reactive, and no single staff person has the current mandate or time resources required to take on a more strategic role. Staff in multiple departments have expressed interest in having a point person available to lead strategic real estate services including land value capture, strategic land acquisitions and offering real estate concepts to support other departmental needs.
- Roles might include developing and implementing acquisition strategies that tie back to City master plans (e.g. parks, infrastructure, facilities), developing inventories of existing City land holdings and lands required for strategic acquisitions, identifying potentially surplus land holdings, and developing land value capture strategies to assist in funding future land acquisitions and capital projects.

**An inter-departmental approach will always be required.**

- To successfully engage in strategic real estate activity, an inter-departmental approach will always be required. It is critical that a real estate lead act as a service provider to various departments (such as Sustainable Planning and Community Development, Engineering and Public Works, and Parks) such that they can realize their strategic objectives.
- A successful approach will involve regularly bringing departments together to facilitate solutions that work for the organization as a whole, as opposed to just one single department.

**Over time, there are opportunities for greater delegation on routine matters.**

- Currently, all real estate transactions (including lease-outs) require City Council approval. Some communities have found there are opportunities for delegation to staff on routine matters, with a priority towards Council for direction on policy issues and more strategic real estate activities (e.g. acquisitions and disposals). As the amount of real estate activity increases in the City, Council may wish to explore opportunities for delegation to staff on routine matters based on an established policy framework including procedures and outcomes.

Staff aspirations provide valuable insights into the possible evolution and organization a strategic real estate service and allow for thoughtful evaluation of external models, such as with other local governments in BC.

### 3.3 External Models

Table 2 illustrates a number of potential models that are used by other local governments and public agencies to deliver strategic real estate services. As shown, there are a variety of potential models, including:

- embedding real estate services within existing engineering or planning departments (Models 1 and 2);
- creating a new department responsible for both real estate and facilities (Model 3);
- creating a new department solely responsible for real estate (Model 4); or,

- bolstering strategic real estate capabilities within the current structure or a similar structure, involving a small group of staff who lead strategic real estate initiatives and report to an existing Director (Model 5).

Given the involvement of various departments in strategic real estate activity at the City of Victoria, Models 1 and 2 are not recommended. If a real estate group is subsumed within Engineering and Public Works or Sustainable Planning and Community Development, it is conceivable that departmental priorities would become the real estate group's priorities, to the detriment of City needs in other areas.

Model 3 involves the creation of a new department, led by a Director who would be responsible for both real estate and facilities. This model is used by the City of Vancouver, and it offers the advantage of bringing together all groups involved in the lifecycle management of property – from acquisition to operations and maintenance to disposal. Investment planning and monitoring occurs over the lifecycle of the asset, and this model brings together the key groups involved in the management of the City's property. The type of organizational change required to implement this model would be significant, and it could potentially be considered as a longer term strategy for the City to pursue, following the initial implementation of strategic real estate activities.

Models 4 and 5 focus solely on the real estate function, and they involve the development of a small team (in addition to the existing property manager) to undertake strategic real estate activities. Examples of these activities include strategic planning, land acquisition and disposal, leasing, and land tenure initiatives (e.g. easements). In Model 4 this group is positioned as an individual department; however, due to its size, this approach may not be realistic. In Model 5 this group is positioned within an existing department (e.g. reports to the Deputy City Manager), with a bolstered staff team that acts as the lead for all real estate activity throughout the organization.

Table 2 – Summary of External Models

	Model 1: Engineering-Led	Model 2: Planning-Led	Model 3: Real Estate & Facilities Department	Model 4: Strategic Initiatives Role / Unique Department	Model 5: Strategic Initiatives Role / Dispersed Model
<b>Overview</b>	Embed real estate services within Engineering Dep't	Embed real estate services within Sustainable Planning and Community Development	Tie real estate services with facilities planning and operations functions in separate Department	Small team (2-3 people) to develop plan and provide point of contact for other City departments – individual department led by Director	Small team (2-3 people) to develop plan and provide point of contact for other City departments – positioned within existing Department
<b>Examples</b>	City of Surrey*	City of Kelowna	City of Vancouver	TransLink	City of Burnaby**
<b>Potential Main Roles</b>	<ul style="list-style-type: none"> <li>Strategic Planning</li> <li>Land Acquisition and Disposal</li> <li>Leasing</li> <li>Land Tenure Initiatives (e.g. easements)</li> <li>Asset Management</li> <li>Facilities</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Planning</li> <li>Land Acquisition and Disposal</li> <li>Leasing</li> <li>Land Tenure Initiatives (e.g. easements)</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Planning</li> <li>Land Acquisition and Disposal</li> <li>Leasing</li> <li>Land Tenure Initiatives (e.g. easements)</li> <li>Asset Management</li> <li>Facilities</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Planning</li> <li>Land Acquisition and Disposal</li> <li>Leasing</li> <li>Land Tenure Initiatives (e.g. easements)</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Planning</li> <li>Land Acquisition and Disposal</li> <li>Leasing</li> <li>Land Tenure Initiatives (e.g. easements)</li> </ul>
<b>Key Considerations</b>	<ul style="list-style-type: none"> <li>Offers synergies with Facilities Division</li> <li>Model works best in municipalities with extensive greenfield development and engineering-related property needs</li> </ul>	<ul style="list-style-type: none"> <li>Ties in with municipal long-range planning functions</li> <li>Model requires the most effort to maintain connections to Facilities and Public Works staff</li> </ul>	<ul style="list-style-type: none"> <li>Offers synergies with Facilities Division</li> <li>Model positions group to service all City departments</li> <li>Model requires the most organizational change.</li> </ul>	<ul style="list-style-type: none"> <li>Model positions group to service all City departments</li> <li>Staff composition would be small, focused on identifying and implementing acquisition and disposal opportunities (could retain qualified experts as extension of team)</li> </ul>	<ul style="list-style-type: none"> <li>Model bolsters existing team to develop strategic real estate capability</li> <li>Incremental approach</li> <li>Staff composition would be small, focused on identifying acquisition and disposal opportunities (could retain qualified experts)</li> </ul>

\* In 2007, the City of Surrey also established the Surrey Development Corporation with a mandate to achieve City goals through development of surplus land holdings, acquisition of properties ripe for development, and acquisition of income-generating properties. The Surrey Development Corporation acts as a catalyst and facilitator to accelerate development that is beneficial to the City, and it partners with private sector partners on a variety of projects.

\*\* In practice, the City of Burnaby model is more decentralized. Strategic direction is determined by the Planning Department. Property management services are provided by the Real Estate section in the Finance Department. The Real Estate section also provides support with acquisitions and disposals. Negotiations and conveyancing are undertaken by an in-house legal department.

## 4.0 STRATEGIC FRAMEWORK AND RECOMMENDATIONS

### 4.1 Mandate, Guiding Principles and Outcomes

As identified in the City's Strategic Plan, Victoria is moving towards the development of a property acquisitions/real estate management office, which would likely be based on one of the models identified in Section 3 of this report. To assist in establishing the framework for this office, the following mandate, guiding principles, and outcomes are proposed and discussed below.

#### Mandate

The mandate provides the overall direction to the acquisitions/real estate management office. The following mandate is proposed:

- **Leverage real estate for broader civic purposes**

Real estate is fundamentally required to carry out the provision of civic responsibilities such as the provision of parks, recreational facilities, infrastructure, protective services, and numerous others. A new real estate management office should leverage the City's real estate portfolio (e.g. use value capture strategies) as a means to raise revenue and assist the City in fulfilling its civic responsibilities and achieve its multiple bottom line objectives. Real estate can also be leveraged to realize land use planning objectives for City-owned lands (e.g. redevelopment of surplus parcels, revitalization of waterfront lands). Numerous local governments in BC have enhanced their land and facility inventory while simultaneously generating new revenues to offset the burden of other land or capital requirements. Further, City services are by nature, diverse, covering a broad socioeconomic spectrum of objectives. Strategic real estate services can be positioned to advance Council's objectives for community benefit such as social resources including lease and facility opportunities.
- **Develop strategies for land acquisition and disposal**

A new real estate management office should develop and implement formal land acquisition strategies that tie back to departmental master plans for parks, infrastructure, facilities, and other related items. Strategies for disposal are also required – in particular, value capture strategies should be pursued to leverage the City's surplus lands, including portions of underutilized sites. As City facilities redevelop, consideration should be given to intensifying the footprint of civic uses (e.g. removing surface parking or developing multi-storey facilities) and redeveloping adjacent City-owned lands.
- **Lead the City through all acquisitions, disposals, lease agreements, and land tenure initiatives**

A new real estate management office should provide the key point of contact to lead the organization through all acquisitions, disposals, lease agreements, and land tenure initiatives. The office should function as a service provider to all City departments and take a lead role in identifying and implementing opportunities for acquisitions, disposals, lease agreements, and land tenure initiatives. The office should link closely with all City departments and also provide a single point of contact for public enquiries regarding potential acquisitions and disposals.

- **Manage property data as a foundation for all real estate activity**

A new real estate management office should develop and maintain a property data records management system (i.e. land inventories) that can be accessed by all City departments. This system should provide detailed information on all City-owned properties, and it should also provide a means to flag properties that the City may wish to acquire in the future.

## Guiding Principles

As the City engages in strategic real estate activity, the following guiding principles are proposed:

- **Deliver the service such that earned value outweighs service costs.**

A strategic approach to the City's real estate portfolio should assist in moving towards a successful financial model, whereby funds generated through the leveraging of real estate provide the City with ample reserve funds for future public land acquisition and significantly outweigh any administrative costs for providing the service. An evaluation of potentially surplus City lands and value capture opportunities is required as a first step to determine the potential magnitude of new revenue opportunities.

- **Link land requirements with long range plans**

A new real estate management office should summarize all public land requirements identified in long range policy planning documents, such as parks and recreation master plans, transportation and infrastructure plans, and facilities plans. This summary should be translated into a comprehensive plan for land acquisition over a long term (e.g. 5 to 20 year) horizon.

- **Integrate real estate services into capital project design**

Real estate service team member(s) should be involved in capital project design from the point that a 'marker is put to paper' at the conceptual study level. This approach: provides a leading indicator to real estate staff that a capital project is in the works; allows real estate services staff to provide risk management advice related to land acquisition; taps into the collective knowledge of real estate staff to identify municipal land base alternatives, or opportunities to collaborate with other departments; provides an opportunity to explore value capture strategies associated with the capital project; and, provides all team members with a clear sense of timelines associated with land acquisition at the project outset.

- **Pursue highest and best use of City lands while balancing civic priorities and operational requirements**

Land value capture strategies should be explored in relation to the City's current portfolio of land holding, and as new capital projects are planned. While pursuing the highest and best use of City properties, real estate staff should also balance civic priorities and operational needs to ensure that civic needs are addressed as a first priority prior to any disposition of surplus lands.



- **Operate in a clear policy framework**

City policies for land acquisition and disposal should be formalized so that all staff and the public have an understanding of Council's policy directions for all acquisition and disposal activity. Opportunities should be explored for delegation to staff on routine property matters.

- **Develop metrics for performance measurement**

Rather than simply measuring performance through the number of acquisitions, disposals or leases, other metrics should be considered and developed. Examples might include: achievement of Official Community Plan and Strategic Plan objectives; implementation of long-range master plans; values of land purchased and sold and resulting funds generated for reserve funds; land cost reductions achieved through real estate group involvement in capital project design processes and risk management activities; customer satisfaction with service (as measured through various input methods); and, funds generated through land acquisition and disposition activities versus funds required for real estate management operations.

- **Lead all real estate activity by professionals with extensive real estate and market experience**

A real estate management office should be in a position to lead the organization through all acquisitions, disposals, lease agreements, and land tenure initiatives. More importantly, professional staff should be able to develop acquisition and disposal strategies, identify land value capture opportunities, and have extensive market experience in areas such as developer pro forma analysis and negotiations. These types of skills will assist in ensuring a strategic approach to the provision of the City's real estate services.

## Key Outcomes

With a new acquisitions/real estate management office, the City should have a view towards achieving the following key outcomes:

- **Taxpayer burden reduced by leveraging real estate assets**

As opposed to incurring conventional capital plan expenditures, the City should be enabled to leverage its real estate assets and realize land value capture opportunities, which will play a key role in funding capital projects.

- **Neighbourhood and economic growth catalyzed by City real estate services**

A proactive real estate strategy should help the City to realize neighbourhood and economic growth through the redevelopment of surplus lands and the implementation of key projects (e.g. David Foster Way harbour-front pathway).

- **Real estate activity is based on a fully catalogued inventory**

The City's real estate activities should be informed by a detailed and accessible inventory of both City-owned lands and lands that may need to be acquired in the future to realize long-range plans (e.g. parks, transportation, infrastructure, facilities).

- **City partnerships and agreements reflect market realities**

The City should achieve value for its real estate holdings. All dispositions and partnership agreements should realize fair market value.

- **Real estate activity should enhance social and civic objectives**

As the City engages in acquisitions and disposals, it should work to achieve social and civic objectives (typically expressed in the Official Community Plan) around topics such as neighbourhood revitalization, housing, parks, community facilities, etc.

## 4.2 Recommendations for Initial Service Delivery

- **Reaffirm Council's objectives for strategic real estate service.**

We recommend using the contents of this report for presentation to Council to affirm the direction of the strategic real estate service. Decisions by Council to proceed on the basis of the findings of this report positions subsequent recommendations for implementation by City administration.

- **Establish the proposed management model.**

In the near term it is recommended that the City of Victoria establish a formal Real Estate Management Office who reports to the City Manager's Office, in particular the Deputy City Manager. This approach will ensure that the Real Estate Management Office can continue to act as a service provider to all City departments, while having an enhanced role that involves development of strategic acquisition plans, land value capture strategies, direct involvement in departmental capital planning, and development of a property data record management system. As the service grows and the extent of the potential acquisition and disposal activity becomes clearer, the City should review its approach and consider the feasibility of creating a new department responsible for real estate services, facilities planning, and facilities maintenance.

- **Confirm the budget for the first year of service.**

Following confirmation of the preferred management model, we recommend staff and Council select a budget for the first year of service and commit to semi-annual reviews for service delivery effectiveness. Budget considerations for year 1 include:

- \$250,000 for staffing costs including benefits, salary, and launch costs (e.g. relocation, computer, etc.)
- \$100,000 for consulting services to support the hiring process, to review the substantial catalogue of lands and to establish near term strategic opportunities
- This budget is in addition to current expenditures for the *Property Management Business Unit* which currently reports to the City Manager's Office, in particular to the Deputy City Manager.

- **Establish staffing and responsibilities for the strategic real estate service.**

Following confirmation of the preferred management model, we recommend that the role(s) for service are defined for hiring purposes with a focus on recruiting a professional team leader (one) who is responsible for strategy development, accountable for procedures with respect to the guiding principles and is measured on their ability to deliver on the key outcomes. Responsibilities include:

- Evaluate potentially surplus lands and identify value capture opportunities
- Create the comprehensive City-lands inventory with a full characterization of the extent of short-term opportunity to leverage real estate opportunities for broader civic purposes
  - e.g. develop tools for property data records management
  - e.g. Flag lands for potential acquisitions
- Collaborate with other departments to develop acquisition strategy (tied to long range plans)
- Identify upcoming capital projects and work with other departments to review real estate implications and opportunities
- Develop tools and resources to liaise on real estate and land development needs (e.g. community amenity contributions)
- Supervise and coordinate with the City's property manager (lease-outs, implementation of acquisitions/disposals)

# APPENDIX A

## ORGANIZATIONAL ROLES AND SERVICES

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Currently, the City's property management functions are undertaken by one staff person in Legislative and Regulatory Services, while oversight for civic facilities primarily rests with Engineering and Public Works, and to a lesser extent, Parks, Recreation and Culture, and the Victoria Conference Centre. There is no single group tasked with developing or implementing a strategy for property management and acquisition/disposal activity. As a result, the real estate management model is generally a dispersed and reactive one, with no single point person or group to identify strategic real estate opportunities. As related to City real estate, current Council and staff roles are summarized below, and illustrated in Table B1.

- **Council** – City Council acts as the executive board of the municipal corporation, developing and overseeing the City's policy and finances. Council develops the City's Strategic Plan and approves the annual Five Year Financial Plan. Council is also responsible for approving all real estate transactions, including acquisitions, disposals and leases. At this time there is no delegation to staff with respect to any real estate activity.
- **City Manager** – The City Manager is the primary liaison between City Council and staff. The City Manager provides strategic leadership to City staff, and is responsible for implementing Council policy and direction.
- **Citizen Engagement and Strategic Planning** – Citizen Engagement and Strategic Planning was created in mid-2014 to align various services including citizen engagement, strategic and operational planning, customer service, communications, and executive administration. With respect to real estate, Citizen Engagement and Strategic Planning has an important role in reporting and monitoring on progress towards the City's relevant Strategic Plan objectives, outlined further in Section 5 of this memo.
- **Legislative and Regulatory Services** – Legislative and Regulatory Services includes the Property Management Division. Staffed by one FTE, the Property Management Division coordinates the acquisition, disposal and leasing of City property. The Property Management Division obtains appraisals to support acquisitions, disposals, and lease renewals, has a negotiation role for any land transaction, and also reports to Council regarding all land matters. This business unit responds to corporate needs and demonstrates a more external oriented, business like service for the real estate needs of other City departments.
- **Engineering and Public Works** – Engineering and Public Works has three assistant directors for: 1) Public Works; 2) Transportation and Parking Services; and, 3) Underground Utilities and Facilities. The Underground Utilities and Facilities Division has the most direct role with respect to the City's real estate portfolio. This group is responsible for asset management, maintenance and capital projects for most civic buildings, including various parks buildings and structures, parkades, community centres, fire halls, the police station, the public works campus, and corporate offices. The Facilities group also provides project management services to other City departments as required. The Facilities group has twelve FTE, including:
  - Manager of Facilities;
  - three Project Administrators;
  - a Facilities Planner for tenant improvement planning;



- a Maintenance Supervisor; and,
- six maintenance workers.

Additionally, Engineering and Public Works includes additional business units that have a role with respect to the City's real estate portfolio. For example, the Land Development section processes subdivision applications, sidewalk café permits (with licensing fees) and other related permits. Engineering Support Services maps City facilities, provides a hub for asset management and develops the City's Tangible Capital Asset (TCA) inventory.

- **Parks, Recreation and Culture** – Parks, Recreation and Culture maintains the City's parks and open spaces, and operates the Ross Bay Cemetery, the Crystal Pool, Royal Athletic Park, and various sports fields and other recreational facilities (e.g. playgrounds, tennis courts). Parks, Recreation and Culture is also responsible for the Save-On-Foods Memorial Centre, which is operated by RG Properties.
- **Victoria Conference Centre** – The Victoria Conference Centre is responsible for selling, managing and servicing conferences, special events, and trade shows held at the Victoria Conference Centre, including the recently acquired Crystal Garden building. The Victoria Conference Centre is responsible for all asset management, maintenance and project management functions in relation to its facilities, and the City's Facilities Division (Engineering and Public Works) provides technical advice only. The Victoria Conference Centre has 2.5 FTE maintenance staff to undertake this asset management, maintenance, and project management work.

The Victoria Conference Centre works with the City's Property Management Division (Legislative and Regulatory Services) in relation to lease-outs of Douglas Street retail spaces associated with both the main conference centre building and the Crystal Garden building. External property management services for marketing and leasing out the retail spaces. The Victoria Conference Centre has also historically had its own external property management representative which deals with tenants on an on-going basis.

- **Sustainable Planning and Community Development** – Sustainable Planning and Community Development prepares the City's land use policies (e.g. Official Community Plan and neighbourhood plans) and is responsible for urban design, heritage programs and permits, planning applications (e.g. zoning and development permits), demographic and other planning information services, and permitting and inspection services. The Department also recommends housing policy.

In Community Planning there are about five/six planners plus the Assistant Director. In Development Services there are seven area planners, plus planning techs and additional support staff. Both of these groups have a degree of involvement in City real estate issues. For example, they are involved in developing and implementing long-range plans for civic places, they take dedications or statutory ROW for pathways at time of development, and they are also involved in parkland acquisition.

- **Finance** – The City’s Finance Department prepares municipal capital and operating budgets, long-range plans, and manages the City’s reserve funds. With respect to lands, key reserve funds include:
  - **Tax Sale Land Reserve**, which accounts for proceeds from any sales of City land and buildings, and assists in funding the City’s building and land purchases and capital expenditures required to prepare City properties for sale. As of December 31, 2014, the balance in this fund was approximately \$7.2 million.
  - **Parks and Greenways Acquisition Reserve**, which is funded from 10% of the proceeds of any City land sale and used to provide a source of funds for purchasing Park Lands. As of December 31, 2014, the balance in this fund was approximately \$2.3 million.
- **Legal Services** – The City’s Legal Services Department provides legal advice and assists with the implementation of real estate transactions.

Table A1: City of Victoria Departments/Groups with Real Estate-Related Functions

	Real Estate-Related Functions																			
Department/Group	Strategic Planning	Land Acquisition	Disposition	Appraisals	Lease-Outs	Property Management	Lease-Ins	Licencing	Conveyancing	Asset Management	Facilities Maintenance (including Corp., Eng., Parks)	Parks Maintenance (not including facilities)	Purchasing (Facilities)	Insurance	Legal Services	Negotiation	Financial Management (Capital and Operating)	Project Management (Capital Projects)	Affordable Housing	Liaison with Other Agencies
Council	•																•	•		
City Manager	•																•	•		•
Citizen Engagement and Strategic Planning	•																			
Legislative & Regulatory Services – Property Management Division		•	•	•	•	•	•	•	•							•				•
Engineering & Public Works – Facilities										•	•		•					•		
Engineering & Public Works – Land Development and Engineering Support Services		•						•	•	•										
Parks, Recreation and Culture										•	•	•								
Victoria Conference Centre						•	•			•	•						•	•		
Sustainable Planning and Community Development		•																	•	
Finance													•	•			•			
Legal Services															•	•				

# APPENDIX B

## RECENT STRATEGIC REAL ESTATE ACTIVITY

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- **Land Acquisition** – Includes acquisition of land for City purposes. At this time, land acquisition activity is primarily directed by Council and undertaken in response to capital project requirements or opportunities as they arise (e.g. senior government disposition). The City's Property Management Division manages the acquisition process. In the past five years, the City had thirteen acquisitions, as outlined in Table C1.

**Table B1 – Land Acquisitions in the Last Five Years**

Site	Purpose	Description
2920 Bridge Street	Public Works	Property adjacent to public works yard
713 Douglas Street	Conference Centre	Crystal Garden Conference Centre building and lease-out space – part of land swap with Province
814 Wharf Street	Waterfront	Ship Point (along waterfront) – part of land swap with Province
1300 Wharf Street	Waterfront	Reeson Park (along waterfront) – part of land swap with Province
250 Belleville Street	Waterfront	Belleville Green (along waterfront) – part of land swap with Province
411 Belleville Street	Park	Quadra Park
1012/14 Yates Street	Tax Sale	A tax sale site (former dry cleaner location) that requires remediation
417 Garbally Road (portion)	Public Works	Property adjacent to public works yard
1610 Store Street (adjacent land)	Transportation	ROW for Johnson Street Bridge
710 Queen's Avenue	Housing	Old Traveller's Inn site for affordable housing – sold by City to BC Housing
120 Gorge Road East	Housing	Old Traveller's Inn site for supportive housing – sale by City pending
812 Wharf Street	Waterfront	Waterfront building that City purchased from Provincial Capital Commission – City had just acquired adjacent property
2300 Dowler Place	Air space parcel above City-owned lot	Air parcel acquired from Province as it is located above a City-owned lot



- **Disposition** – Includes disposition of surplus City land. At this time, disposition activity is primarily directed by Council and undertaken in response to requests of existing tenants or adjacent landowners, or in response to other strategic initiatives (e.g. affordable housing). The City's Property Management Division manages the disposal process. In the past five years, the City had eight disposals, as outlined in Table C2:

**Table B2 – Land Disposals in the Last Five Years**

Site	Purpose	Description
203, 211, 327 and 345 Harbour Road	Land Swap with Province	Point Hope Shipyard sites that were sold by the City to the Province as part of a land swap, and then sold to the existing tenant on the site
Lane off Field Street	Road Closure	Adjacent property owner approached City to sell lane
Lot 7 by Pat Bay Highway	Surplus Land	Site was outside of City and served no strategic purpose
710 Queen's Ave	Housing	Old Traveller's Inn site that was sold to BC Housing
417 Garbally Road (part)	Public works	Related to public works yard site consolidation

# Strategic Real Estate Service

## Context, Strategic Framework and Service Options

*City of Victoria*

August 20, 2015

# Study Purpose

- Why?
  - *Cities are typically the largest land holder*
  - *Many local government projects and decisions have implications for lands*
  - *There are opportunities to leverage publicly owned lands*
    - *Strategies needed to support multiple bottom line objectives, provide revenues, address community needs, project delivery*
  - *Council's 2015-2016 Strategic Plan*
    - *...business case for a property/real estate management office...*
    - *...implement municipal property acquisition and management strategy*

# Study Purpose

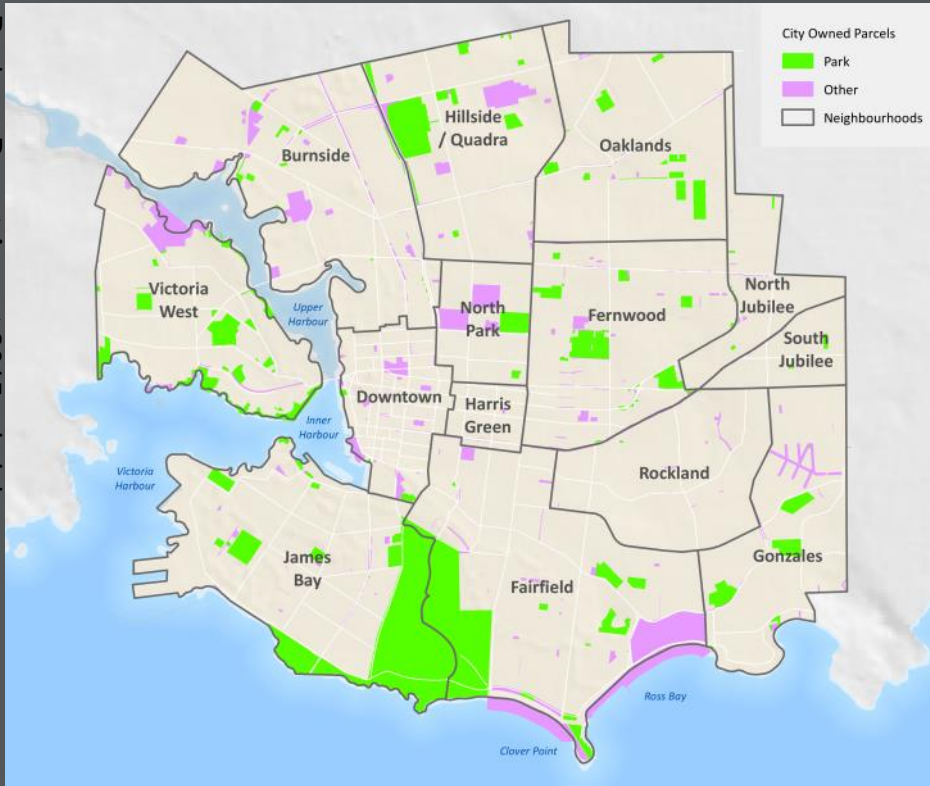
- Develop an organizational context
  - *Inventory services and functions*
  - *Current management approach*
- Explore a strategic Real Estate Service
  - *Enhanced activities for internal and external benefit*
  - *Municipal models and industry trends*
  - *Strategic framework for future service delivery*

# Organization Overview – Property Functions

- How are related services currently provided?
  - *Distributed functions to suit various needs of multiple dept.*
    - *Planning, Engineering, VCC, Property Management BU*
  - *Council + City Manager lead strategic planning, decisions and special projects as needed*
  - *Other functions cover:*
    - *Acquisition, conveyancing, disposition, leases, negotiation, liaison, asset and facility management, affordable housing, legal and financial services*
    - *e.g. Property Manager*



# Asset Overview



- ~450 parcels
  - 15-20% of land base w/o roads
  - 5% of land base w/o roads or parks
- ~\$900M BCAA value (w/o roads)
  - >\$300M BCAA value without parks
  - Surplus lands analysis
- >1,400,000 sq. ft. facilities
  - >\$330M value

*Positive portfolio with minimal debts provides flexibility and opportunity*

# Organization Overview

- How are staff viewing real estate services?
  - *Supportive of land catalogue*
    - *E.g. clarified inventory of ownership/use*
  - *Interest in synergies for facilities management*
  - *Interest in new revenues from City lands*
  - *Interest in strategies for acquisition/disposal to support departmental needs*
  - *Interest in a special position w/ focus on strategic RE*
    - *Link strategies to existing opportunities: David Foster Pathway, Centennial Square*

# Organization Overview

## ■ How are other LGs delivering strategic RE?

City of Surrey	<ul style="list-style-type: none"> <li>• Strategic and base real estate services by Engineering</li> <li>• Offers synergies with facilities but best for expanding muni's</li> </ul>
<b>Translink</b>	<ul style="list-style-type: none"> <li>• <b>Strategic real estate service as part of separate team</b></li> <li>• <b>Provides service to all dept. in a flexible manner</b></li> </ul>
City of Kelowna	<ul style="list-style-type: none"> <li>• Strategic and base real estate services part of Sust. Planning</li> <li>• Close ties to land use planning; enhancing links to Public Works</li> </ul>
<b>City of Vancouver</b>	<ul style="list-style-type: none"> <li>• <b>Strategic and base real estates services coupled with facilities management</b></li> <li>• <b>Provides services to all departments but notable differences to Victoria's set up</b></li> </ul>
City of Burnaby	<ul style="list-style-type: none"> <li>• Base real estate services and facilities management par of special team in Finance</li> <li>• Planning guides strategic real estate service and guides opportunities for community contribution</li> </ul>

# Potential Management Model

- Match City context with aspirations and external models
  - ***Scale*** model to suit geography and emerging opportunity
  - ***A Real Estate Management Office*** with strategic service objectives
    - *Link base functions + strategic services for current & future assets*
  - ***Facilities management similar to current***
    - *Further exploration of synergies between Parks and Engineering*
  - ***Provide flexibility and authority for strategies across all dept.***
    - *Without undue influence of a single service department*

# Potential Management Model

- Leverage real estate through local government responsibilities
  - ***Municipal authorities*** for highest and best use
  - ***Zoning strategies***
  - ***Density options***
  - ***Partnerships:*** community resources, development, environmental stewardship
  - ***Strategic assemblies***

# Service Mandate - Strategic Framing

## Mandate

- *Continue with existing services plus add:*
- *Leverage real estate for broader civic purposes*
  - *e.g. multiple bottom line*
- *Develop strategies for land acquisition and disposal*
- *Manage property data as a foundation for all real estate activity*

## ■ Key Outcomes

- *Taxpayer burden reduced by leveraging real estate assets*
- *Neighborhood and economic growth catalyzed by City real estate services*
- *Real estate activity is based on a fully catalogued inventory*
- *City partnerships and agreements reflect market realities*
- *Real estate should enhance social and civic objectives*



# Strategic Framing

## Guiding Principles

- *Deliver the service such that earned value outweighs service costs.*
- *Link land requirements with long range plans*
- *Integrate real estate services into capital project design*
- *Pursue highest and best use while balancing civic/social needs*
- *Operate in a clear policy framework including performance measurement*
- *Lead all real estate activity by professionals with extensive real estate and market experience*

# Option to Establish the Service

## Considerations for direction

- *The proposed mandate and strategic framework including the Real Estate Management Office*
- *The management model including strategic real estate provides service to key departments (reports to Deputy City Manager)*
- *The budget to hire a experienced real estate professional and launch strategic initiatives in 2015-2016*
- *The staffing (1 new FTE) and role requirements for the Real Estate Management Office*



## Governance and Priorities Committee Report

For the Meeting of August 20, 2015

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**To:** Governance and Priorities Committee      **Date:** August 6, 2015  
**From:** Susanne Thompson, Director of Finance  
**Subject:** 2016 Permissive Tax Exemptions

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### RECOMMENDATION

1. That all applications for permissive tax exemption detailed in table 2 for the 2016 tax year be approved
2. That permissive tax exemptions detailed in table 4 for the 2016 tax year be approved
3. That Council direct staff to prepare a 2016 permissive tax exemption bylaw for Council approval

### EXECUTIVE SUMMARY

Council approved permissive tax exemptions for 2014-2016 in the fall of 2013. Each subsequent year, additional applications are considered by Council. This report addresses the applications received this year.

The City received 2016 permissive tax exemption applications from 10 organizations for 13 properties. Five properties owned by four organizations are recommended for approval as detailed in table 2. Applications recommended for approval can be found in Appendix B. Applications not recommended for approval are attached in Appendix C. A map of the respective property is included in each application.

The applications from the Burnside Gorge Community Association (BGCA) for 3130 Jutland and 1015 Finlayson do not meet the requirements of the Permissive Tax Exemption Policy because they do not own these properties. It is recommended that these applications be approved, however, because the BGCA provides community recreation and wellness programs on behalf of the City at this location. Community Associations that occupy City property are typically exempt because the City has operating agreements with the Associations. In this case, however, the City does not have an operating agreement since the property is owned by the school district.

There are two properties that the City must pay property taxes for absent of a permissive tax exemption. Property occupied but not owned by the City is subject to property taxes. Exempting the properties found in table 4 will have a positive annual financial impact of approximately \$19,700 because the City will not be required to pay senior government property taxes.

## PURPOSE

*The purpose of this report is to present to Committee, applications from non-profit organizations requesting permissive property tax exemption for 2016.*

## BACKGROUND

Permissive property tax exemptions are granted pursuant to section 224 of the Community Charter. Exemptions may only be granted for properties used by a variety of non-profit organizations that provide services which Council considers directly related to the purposes of the organization.

In 2013, Council approved amendments to the Permissive Tax Exemption Policy. Among other things, these amendments set a cap on permissive tax exemptions, established a three year exemption approval cycle and set limits on off-cycle applicants. This report is the opportunity for Council to review off-cycle applicants for the 2016 tax year.

The City received 2016 permissive tax exemption applications from 10 organizations for 13 properties. Recommended approvals total \$54,707. Already approved exemptions for the 2014-2016 tax years total \$1,808,567 or 1.49% of the City's 2015 tax levy. Approximately \$138,000 in off-cycle permissive tax exemptions can be approved without exceeding the 1.6% cap. For permissive tax exemptions to apply for the 2016 tax year, a bylaw must be passed on or before October 31, 2015.

The City's policy provides exemptions to 7 broad categories of properties.

**Table 1: Permissive Policy Categories**

Category	Brief description
1. Special needs and supportive housing	(a) short term, crisis or emergency housing, (b) housing for people with special needs, (c) transitional or halfway houses, (d) group homes with supportive staff
2. Social services	Services provided to community members who are disadvantaged
3. Arts and Culture	Preparation and delivery of artistic and cultural events or exhibits to the public
4. Educational Facilities	Independent schools
5. Athletic or Recreational Facilities	Provide space and equipment for physical and mental enjoyment of participants
6. Places of Worship	Properties occupied or owned by a religious organization
7. Rail/Track	Rail or track property or administrative offices owned by related organizations

## ISSUES & ANALYSIS

### A. Applications Recommended for Approval

1. *Freshwater Fisheries Society of BC – 100-80 Regatta Landing:* This organization has applied under the recreational category and meets the requirements of the Permissive Tax Exemption Policy. The organization is eligible for a 50% exemption. While recreational activities do not occur on the property, it houses the organization's administration which is permitted by policy. Approving this application would exempt the organization from \$20,785 in municipal taxes and \$34,117 in total taxes.

2. *Threshold Housing Society – 1502-1508 Davie St:* This organization has applied under the supportive housing category and meets the requirements of the Permissive Tax Exemption Policy. Threshold Housing Society provides transitional housing to youth who are at risk of homelessness. Approving this application would exempt the organization from \$3,797 in municipal taxes and \$6,082 in total taxes.
3. *Chabad of Vancouver Island – 2955 Glasgow Street:* This property was purchased in July of 2014 by the Chabad of Vancouver Island. In April – June of 2015, the applicant took out demolition and building permits on the property with the intention of building a synagogue and a daycare. The applicant anticipates that construction will be completed by July – Aug of 2016. In order for the property to be eligible for an automatic statutory exemption, the property needs to have a constructed building set apart and used for public worship by October 31, 2015. Since this is unlikely, it is unlikely that a statutory exemption will be granted. Likewise, the City's policy only provides for permissive tax exemptions on properties that are currently being used as a place of worship, not for properties that are expected to be used as a place of worship. Furthermore, the City's place of worship permissive exemption typically only applies to the surrounding land and not to the building or building footprint. It is therefore recommended that Council approve a conditional permissive exemption on the property that will apply only in the case where a statutory exemption has been granted by BC Assessment. Approving this application would exempt the organization from \$3,180 in municipal taxes and \$4,911 in total taxes.
4. *Burnside Gorge Community Association – 3130 Jutland Rd (previously Burnside Elementary School):* This property is owned by the School District and leased to the Burnside Gorge Community Association (BGCA). The BGCA subleases the property to some commercial and non-profit tenants. BC Assessment was unaware that any tenants occupied the property and thus no taxes were levied for 2015. BC Assessment has become aware and will assess all occupants in 2016 unless permissively exempted.

The Community Charter prohibits the City from permissively exempting the commercial tenants. Therefore, any permissive tax exemption granted on this property will not extend to the commercial tenants.

Besides the commercial tenants, this property is used by the BGCA to augment the organization's purpose in the community. The property is leased or rented to many non-profit organizations including: She Surrenders (Women's Narcotics Anonymous), Surrounded by Cedars, Victoria Cool Aid Society, Swing Dance Association of Victoria, Society for Creative Anachronism, and Brass Tacks Narcotics Anonymous. In addition, the property hosts community sporting events, hobby enthusiast meetings, and community celebrations.

This application does not meet the requirements of the Permissive Tax Exemption Policy because the organization does not own the property. This application is unique, however, and may require consideration beyond the scope of the City's Permissive Tax Exemption Policy. This application is recommended for approval for a number of reasons:

- The BGCA is a partner of the City of Victoria and provides community recreation and wellness programs on behalf of the City at this location. The space at this location is used to supplement the activities carried out on behalf of the City in the city-owned building that BGCA operates at 471 Cecelia.
- Community Associations that occupy City property are typically exempt because the City has operating agreements with the Associations. BC Assessment considers the organizations agents of the City which results in a statutory exemption. In this case, however, the City does not have an operating agreement since the property is owned by the

school district. The service delivery, however, still remains on behalf of the City.

- The applicant has indicated that should they required to pay property taxes on the property, they could not continue to operate community programs out of the location. This is supported by the applicant's financial statement which show that expenses to operate the property exceeded rent earned on the property in 2014
- The BGCA feels that the property would be vacant if they did not operate it. The BGCA operates the location to ensure it remains a vibrant and active part of the community. The association pays nominal rent (\$10) to the school district.
- The application meets the requirements of the Permissive Tax Exemption Policy except that the applicant is not the owner of the property.

Approving this application would exempt the organization from \$20,812 in municipal taxes and \$34,162 in total taxes.

5. *Burnside Gorge Community Association – 1015 Finlayson (Quadra School Annex):* The BGCA uses room #22 at Quadra Elementary School to operate an Out of School Care Program. This application is recommended for approval for the same reasons in stated above. Approving this application would have a \$6,133 financial impact. Approving this application would exempt the organization from \$6,133 in municipal taxes and \$10,067 in total taxes.

**Table 2: Summary of Applications Recommended for Approval**

Applicant	Property Address	Category	Amount
1. Freshwater Fisheries Society of BC	100-80 Regatta Landing	Recreational	\$20,785
2. Threshold Housing Society	1502-1508 Davie St	Supportive Housing	3,797
3. Chabad of Vancouver Island	2955 Glasgow St.	Place of Worship	3,180
4. Burnside Gorge Community Association	3130 Jutland Rd	Social Services/ Recreational	20,812
5. Burnside Gorge Community Association	1015 Finlayson	Social Services/ Recreational	6,133
Total			\$54,707

**B. Applications Not Recommended for Approval**

1. *Victoria Multi-Cultural Society of BC – 1415 Broad St:* This organization is not the registered owner of the property and consequently does not meet the requirements of the Permissive Tax Exemption Policy. This application would otherwise meet the requirements of the Arts and Culture permissive category. Approving this application would exempt the organization from \$27,014 in municipal taxes and \$44,343 in total taxes.
2. *Downtown Victoria Business Association – 20 Centennial Square:* The DVBA does not meet the requirements of the Permissive Tax Exemption Policy because the DVBA is not the owner of the property and because there is no relevant permissive category. The DVBA received its first tax exemption in 2012. At the time, staff recommended that the application be approved for 2012 only, and the DVBA be advised that the Permissive Tax Exemption Policy was under review and they may not qualify for exemption in 2013. Council adopted this recommendation. The review was not concluded until 2013; consequently the DVBA was granted a tax exemption in 2013 as well. Council further granted a 2014 tax exemption to the DVBA because the association had already established a budget for its members up to and including the end of 2014. The DVBA was notified that they would not qualify for an exemption starting in 2015. Approving this application would exempt the organization from \$6,858 in municipal taxes and \$11,258 in total taxes.



3. *St. Michael's University School Community Rowing/Gorge Narrows Rowing Club – 0-2940 Jutland Rd:* This organization is not the registered owner of the property and consequently does not meet the requirements of the Permissive Tax Exemption Policy. This application would otherwise be eligible for a 50% recreational category permissive exemption. This property was previously granted a permissive tax exemption when occupied by the Go Rowing and Paddling Association of Canada. Approving this application would exempt the organization from \$3,177 in municipal taxes and \$5,215 in total taxes.
4. *St. Michael's University School Community Rowing/Gorge Narrows Rowing Club –105-2940 Jutland Rd:* This application does not meet the requirements of the Permissive Tax Exemption Policy for the same reasons in the above mentioned application. Approving this application would exempt the organization from \$5,681 in municipal taxes and \$9,325 in total taxes.
5. *Elizabeth Buckley School/Hands on Summer Camp Society – 1190 Kings Rd:* In 2013 it was discovered that the Elizabeth Buckley School and Hands on Summer Camp Society were erroneously receiving a permissive tax exemption. The exemption was erroneously applied because the City granted an exemption to the owners of the property, the Cridge Centre. BC Assessment was unaware that the School occupied a portion of the property and thus did not assess the school. On October 29, 2013, Council approved a bylaw that permissively exempted the School for 2014 only. Last year, the Elizabeth Buckley School applied for a permissive exemption for the 2015-2016 tax years. This application was declined. The school does not meet the requirements of the Permissive Tax Exemption Policy because the school is not the owner of the property. Approving this application would exempt the organization from \$6,271 in municipal taxes and \$10,294 in total taxes.
6. *Kiwanis Village Society – 1419 Mallek Cres:* This organization has applied for an exemption under the City's social services category. The property is currently being used to provide affordable housing for seniors. This use does not meet the requirements of the social service permissive category. In 2001 the Kiwanis Village Society submitted a similar application for exemption which was declined by Council. Approving this application would exempt the organization from \$38,032 in municipal taxes and \$60,915 in total taxes.
7. *Victoria Human Exchange Society – 722 Pine St:* This organization is not the registered owner of the property and consequently does not meet the requirements of the Permissive Tax Exemption Policy. Additionally, the property taxes are currently being paid by the owner of the property, not the organization. The Community Charter permits exemptions to be granted to non-profit or charitable organizations and not to individuals. The application would otherwise meet the requirements of the Permissive Tax Exemption Policy in the supportive (transitional) housing category but not the requirements of the Community Charter. A bylaw exempting this property would likely not be accepted by BC Assessment; if accepted it would exempt the organization from \$1,825 in municipal taxes and \$2,924 in total taxes

The property provides transitional housing for 5 individuals. These individuals are responsible for paying a nominal rent amount to the society. The society then pays gross rent to the landlord. The rents are subsidized by donations, grants and a reduced rental rate by the landlord.

8. *Victoria Human Exchange Society – 968 Walker St:* This application does not meet the requirements of the Permissive Tax Exemption Policy for the same reasons in the above mentioned application. A bylaw exempting this property would likely not be accepted by BC Assessment; if accepted it would exempt the organization from \$1,825 in municipal taxes and \$2,924 in total taxes.

**Table 3: Summary of Applications Not Recommended for Approval**

Applicant	Community Service	Property Address	Reason for ineligibility	Amount
1. Victoria Multi-Cultural Society of BC	Arts and Cultural	1415 Broad St.	Leased Property	\$27,014
2. Downtown Victoria Business Association	Business Promotion	20 Centennial Sq.	No Category/ Leased Property	6,858
3. SMUS Community Rowing	Recreational	0 Jutland Rd	Leased Property	3,177
4. SMUS Community Rowing	Recreational	2940 Jutland Rd	Leased Property	5,681
5. Elizabeth Buckley School/ Hands on Summer Camp Society	Educational	1190 Kings Rd	Leased Property	6,271
6. Kiwanis Village Society	Housing	1419 Mallek Cres	No Category	38,032
7. Victoria Human Exchange Society	Supportive Housing	722 Pine St.	Leased Property/Exemption to individual not permitted by Community Charter	1,825
8. Victoria Human Exchange Society	Supportive Housing	968 Walker St	Leased Property/ Exemption individual not permitted by Community Charter	1,848
Total				\$90,706

**C. City of Victoria Exemptions Recommended for Approval**

1. *City of Victoria – 11 Chown Place:* The City currently leases a small portion of 11 Chown Place from the United Church of Canada (c/o Gorge View Society). The portion of the property is a park and playground. The City of Victoria is responsible for property taxes on this property pursuant to the lease. An exemption to this property would have result in a positive financial impact of approximately \$700 annually since the City would also be exempted from School taxes.
2. *City of Victoria – 203 Harbour Rd:* The City currently leases this property from Point Hope Properties. The lease term requires that the City pay 80% of the property taxes levied. The Community Charter requires that the City pass a permissive tax exemption bylaw to exempt itself from taxes on property it occupies. Such an exemption would result in a positive financial impact of approximately \$19,000 since the City would also be exempted from School taxes.

**Table 4: Summary of City of Victoria Exemptions Recommended for Approval**

Applicant	Property Address	Amount
1. City of Victoria	11 Chown Place	\$ 700 annual savings
2. City of Victoria	203 Harbour Rd	19,000 annual savings
Total		\$19,700 annual savings

**D. Independent School Statutory Exemption**

On May 28, 2015 bill 29, 2015, *Property Taxation (Exemptions) Statutes Amendment Act, 2015* received first reading in the Legislative Assembly of British Columbia. This act would amend the Community Charter, impacting the City's ability to determine exemption levels for independent schools. Currently statutory exemptions exist that provide mandatory statutory exemptions to independent school buildings and the footprint of the land beneath those buildings. Council has the discretion to exempt land and improvements surrounding the school building such as playgrounds, fields, and ancillary buildings.

Around the same time that the Community Charter came into force in 2004, the City developed its permissive tax exemption policy. This policy provided for a 50% permissive tax exemption on independent school land and ancillary buildings that are not statutorily exempted. Some independent schools had already received 100% permissive tax exemptions under the previous Local Government Act legislation. Consequently, the Council at the time grandfathered these properties and continued to provide 100% permissive tax exemptions. The City reviewed its tax exemption policy in 2012 and approved amendments in 2013. These amendments phased out grandfathered independent school properties over a 10 year period. Grandfathered properties are currently in their second year of phase out and receive a 90% permissive tax exemption for 2015. Should it be approved by the Province, this act will have the following impact on Victoria taxpayers:

School/Organization	Address	Current City Taxes	City Taxes at full phase out*
St. Patricks/Bishop of Victoria	2346 Trent St.	\$ 1,381	\$ 6,905
Glenlyon Norfolk School Society	801 Bank St.	5,588	27,940
Maharishi Age of Enlightenment	2820 Belmont Ave.	1,208	1,208
Oak and Orca School/Bioregional Education Association	2738 Higgins St.	457	2,285
Total		\$ 8,634	\$ 38,338

The Province has indicated that the act could receive royal assent in fall of this year and be effective for the 2016 tax year.

## OPTIONS & IMPACTS

Option 1 (recommended): Approve exemptions detailed in tables 1 and 2 and direct staff to prepare a permissive tax exemption bylaw.

Non-City exemptions will have a \$54,707 impact, increasing total permissive exemptions to \$1,863,274 or 1.53%. City exemptions would have a positive financial impact of \$19,700 because of the eliminated requirement to pay school taxes.

Option 2: Approve exemptions detailed in tables 1 and 2 except for the Burnside Gorge Community Association's applications. City exemptions would have a positive financial impact of \$19,700 because of the eliminated requirement to pay school taxes. Non-City exemptions will have a \$27,762 impact, increasing total permissive exemptions to \$1,836,329 or 1.51%.

Option 3: Approve all exemption applications, with exception of the Victoria Human Exchange Society.

The Victoria Human Exchange Society's application cannot be approved since the benefit of the exemption would accrue to the owner, an individual. Permissive exemptions can only be granted to non-profit and charitable organizations.

All applications excluding the Victoria Human Exchange Society total \$141,740. There is currently \$138,000 in room left below the exemption cap for off-cycle applications. According to the policy, off-cycle 2016 permissive tax exemptions would be reduced (approximately 2.5%) to ensure that applications do not exceed the prescribed cap.

*2015 – 2018 Strategic Plan*

Not Applicable

*Impacts to 2015 – 2018 Financial Plan*

Approving permissive tax exemptions do not normally impact the City's financial plan since the City will still collect the same amount of taxes required by the budget. In the case where the City is required to pay property taxes, there is a budget impact however. Approving the recommended option will result in the City's future financial plan expenditures being reduced by approximately \$19,700 annually.

*Official Community Plan Consistency Statement*

Not Applicable

Respectfully submitted,



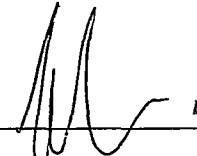
Christopher Paine  
Manager-Revenue



Susanne Thompson  
Director of Finance

Report accepted and recommended by the City Manager:

Date:

  
August 13, 2015

**List of Attachments**


**Appendix A** – Permissive Tax Exemption Policy

**Appendix B** – Permissive Tax Exemption Applications Recommended for Approval

**Appendix C** – Permissive Tax Exemption Applications Not Recommended for Approval

# Appendix A:

## Permissive Tax Exemption Policy

 <b>CITY OF VICTORIA</b>		<b>CORPORATE POLICY GUIDE</b>	
			Page 1 of 4
<b>CHAPTER:</b>	FINANCE		
<b>SECTION:</b>	REVENUE		
<b>SUBJECT:</b>	PERMISSIVE TAX EXEMPTION		
<b>SPONSOR:</b>	DIRECTOR OF FINANCE		
<b>AUTHORIZED BY:</b>	COUNCIL		
<b>EFFECTIVE DATE:</b>	May 23, 2013	<b>REVISION DATE:</b>	May 2013

**PURPOSE / OBJECTIVES:**

The purpose of this policy is to:

1. provide guidance in the evaluation of applications for exemption from property taxes pursuant to Section 224 of the Community Charter
2. set out the requirements from permissive tax exemption recipients in order to continue to receive support

**BACKGROUND**

Section 220 of the Community Charter provides for statutory tax exemptions for a range of properties including those held or used by the Province, municipalities, regional districts, libraries, hospitals, schools, cemeteries, and places for public worship. For some properties, such as those used for public worship, the statutory exemption is limited to the building and the land beneath the building – the land surrounding the building and land or ancillary buildings attached to the place of worship, may be given a permissive exemption by Council.

Section 224 provides for permissive tax exemptions for properties used by a variety of non-profit organizations that provide services which Council considers directly related to the purposes of the organization. It also provides for permissive exemptions for some properties which are additional to statutory exemptions under Section 220, such as church halls or land surrounding places for public worship and privately run schools.

The Community Charter permits exemption from municipal taxes. Similar provisions in other taxing authority legislation extend the exemption to those levies.

Exemptions provided for in Section 224 are at the discretion of Council. There is no obligation to give the exemption.

Exemptions cannot be granted if the organization does not qualify under the Community Charter.



<b>POLICY: PERMISSIVE TAX EXEMPTION</b>	Page 2 of 4
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**APPLICATION AND RESPONSIBILITY**

Council is responsible for:

1. approving this policy
2. approving each tax exemption request annually

The Finance Department is responsible for:

1. receiving and processing all permissive tax exemption applications
2. reviewing individual applications for tax exemptions and making recommendations to Council

**POLICY RATIONALE**

The intent of this policy and associated evaluation categories and guidelines is to identify the services and organizations which are the most complementary extensions of municipal services, and for which the burden resulting from the exemption is a justifiable expense to the taxpayers of Victoria. Support should be directed towards services the City would consider providing given adequate resources.

**STATEMENT OF POLICY**

1. The following information will be considered when determining whether to grant a permissive tax exemption:
  - the principal use of the property, including the services offered
  - the need for the services
  - the availability of the services
  - other funding sources
  - the use of volunteers to deliver services
2. A permissive tax exemption may not be granted where:
  - the organization is unable to demonstrate a need for its services
  - the organization has made no effort to obtain other funding sources for provision of services
  - the organization does not make use of volunteers to provide services
3. Exemptions are based on the principal use of the property, not on the charitable service of the organization as a whole.
4. Exemptions can only be granted to the portion of a property that meets all the requirements of this policy. The exemption may apply to the whole or part of the taxable assessed value of land, improvements or both.
5. Permissive tax exemptions approved in the current year for the subsequent tax year will not exceed 1.6% of the current year's total budgeted property tax requisition. The permissive exemption values will be calculated by using the current year's assessment multiplied by the current year's tax rates. In the case where the calculated permissive exemption values for the subsequent year exceed 1.6% of the current year's tax requisition, all permissive exemptions will be proportionately reduced.

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<b>POLICY: PERMISSIVE TAX EXEMPTION</b>	Page 3 of 4
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6. Tax exemptions under section 224 (except rail and track properties) will be considered every three years unless a bylaw specifies a longer term. Exemptions for rail and track properties can be granted for a ten year term. The term cannot exceed ten years under section 224(4)(a) of the Community Charter. Applications received off cycle will be accepted as long as the exemptions do not exceed the exemption cap specified above. Such applications will be harmonized with the tax exemption cycle. All permissive tax exemptions must be renewed by application every three years on an approved form, including a copy of the organization's most recent financial statements. Exemption must not be assumed, even if obtained in a prior cycle.
7. Applications must be received by May 31st in each applicable year for exemptions that begin in the subsequent year. Applications received after the deadline or applications which do not include all required information may not be considered.
8. A tax exemption is similar in effect to a cash grant, and therefore is subject to budget considerations.
9. All recipients of tax exemptions from the City of Victoria are required to publicly acknowledge the exemption.
10. Grandfathered properties that received support above what this policy allows for will be harmonized over a ten year period. The difference between the grandfathered exemption and exemption value allowed under this policy will be reduced equally over a ten year period.
11. The organization must justify the need for the services and may be required to make a presentation to Council.
12. The use of the property must be consistent with and in compliance with all applicable municipal policies, bylaws and legislation.
13. Services and activities should be equally available to all residents of the City.
14. A recreation or community facility must be accessible by the public, and the activities carried out on the property must be enjoyed by a significant proportion of the general public.
15. The organization must be seen to be working towards self-sufficiency by seeking funding from other sources.
16. The organization may be required to show evidence of ongoing, active volunteer involvement.
17. Only that part of the property used for non-profit activities will be considered for exemption. Commercial activities will be excluded. For clarity, society administration is considered part of the non-profit's program delivery.
18. Applicants must show evidence of a clear mandate and competent administration.
19. Applicants must not be in arrears with the City.

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<b>POLICY: PERMISSIVE TAX EXEMPTION</b>	Page 4 of 4
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20. Exemptions will not be granted for land held for future development or land greater than normally required for off street parking, buffer zones or to make a reasonably shaped parcel.
21. It is required that the organization is on title as owner of the property and responsible for payment of the property taxes except in the case of a place of worship.

**EVALUATION CATEGORIES**

All applications must meet the description of at least one of the categories below:

1. **Special needs and supportive housing properties:** short term emergency or crisis protection for members of the community, supportive housing for people with special needs, halfway houses , transitional homes and group homes with supportive staff and programs - 100% exemption
2. **Social service properties:** support services and programs to members of the community with special needs, who are in some way disadvantaged and need assistance in maximizing their quality of life - 100% exemption
3. **Arts and Cultural facilities:** preparation and delivery of artistic and cultural events or exhibits to the public – 100% exemption
4. **Educational facilities** – exemption will be equivalent to the percentage of provincial funding allotted based on Certificate of Group Classification issued by the Inspector of Independent Schools
5. **Athletic or recreational facilities:** provide space and equipment for the physical and mental enjoyment of the participants – 50% exemption
6. **Places of Worship**
  - a. facilities for public worship occupied by a religious organization as a tenant – 100% exemption
  - b. land surrounding places for public worship; church halls and land surrounding them or other property attached and deemed necessary – 100% exemption
7. **Rail/Track Property:** rail or track and other related property owned by a non-profit organization – 100%
8. **Affordable Rental Housing:** Specific projects reviewed at Council, Mar 25,2010, will be considered for exemption upon completion. The exemptions will be for a period not to exceed 10 years in length – 100% exemption

**REVISION HISTORY**

Amended May 2013  
 Amended February 2011  
 Amended April 2009  
 Amended June 2008  
 Amended September 2006

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# Appendix B:

## Permissive Tax Exemption Applications Recommended for Approval



**Governance and Priorities Committee - 20 Aug 2015**  
**APPLICATION FORM FOR PERMISSIVE  
EXEMPTION FROM PROPERTY TAXATION  
FOR 2016**

(Section 224 of the Community Charter)

**1. IDENTIFICATION OF APPLICANT:**

Organization name: Freshwater Fisheries Society of BC

Are you registered under the *Societies Act*? Yes ☒ No ☐

Are you a registered charity? Yes ☐ No ☒

Mailing Address: 101-80 Regatta Landing, Victoria, BC, V9A 7S2

Contact Person: Melina Barnes Email Address: [REDACTED]

Telephone Number: [REDACTED] Fax Number: [REDACTED]

Preferred method of application reminder: Email ☒ Mail ☐

**2. PROPERTY (complete a separate form for each property)**

Folio Number: 12828161 Address: 100 80 Regatta Landing

Legal Description: Lot 1, District Lot 119, Esquimalt, VIS6062

Registered Owner (if different than above): \_\_\_\_\_

**3. ABOUT YOUR ORGANIZATION:** Please provide a brief description of the goals and objectives of the organization.

The Freshwater Fisheries Society of BC is dedicated to sustaining fisheries resources and providing angling opportunities in Victoria and for the Province of BC. Two of our objectives are to increase the number of anglers and have thriving recreational fisheries. We work with volunteers through the Victoria Fish and Game Club to put a free Family Fishing Weekend of fishing event each Father's Day weekend. Each year over 350 youth and their families from the Victoria area participate in the event.

**4. PRINCIPAL USE OF THIS PROPERTY:** Please provide a brief description of the principal use of the property and how this use benefits the community.

The property is used as a head office for our organization as well as staffing the local Learn to Fish instructors, equipment and vehicle for the Greater Victoria area. We have successful Outreach programs that include loaning fishing gear to residents of Victoria and providing free learn to Fish programs from May to September. Each year, we deliver over 50 Learn to Fish programs targeting Greater Victoria residents that reach over 1,500 participants. Learn to Fish registration is done through the





APPLICATION FORM FOR PERMISSIVE  
EXEMPTION FROM PROPERTY TAXATION  
FOR 2016

(Section 224 of the Community Charter)

Crystal Pool and Fitness Centre and advertised in the City of Victoria Activity guide. In addition to families, learn to Fish is also delivered to school groups, boys and girls clubs, at risk youth groups and groups with mental and physical disabilities. These programs provide a great benefit to the local community by introducing youth and their families to a fun, healthy, outdoor activity that connects youth with the environment.

5. **COMMERCIAL ACTIVITY:** Please provide a brief description of any commercial activities that your organization conducts on this property.

None

6. **LEASED SPACE:** Please attach any and all lease agreements for any portion of the identified property that your organization rents or leases to another organization or individual.

7. **CATEGORY:** Please select the applicable permissive tax exemption category for which you are applying (for further explanation of permissive tax exemption categories please read the full text of the Permissive Tax Exemption policy found at [www.victoria.ca/permissive](http://www.victoria.ca/permissive)):

Social Service ☐

Arts & Cultural Facility ☐

Place of Worship ☐

Athletic/Recreational Facility ☒

Rail/Track Property ☐

Educational Facility: Independent School Classification: Group 1 ☐ 2 ☐ 3 ☐ 4 ☐

Supportive Housing

- Temporary or transitional housing ☐
- Treatment program ☐
- Permanent facility ☐
- Supportive staff ☐
- Group home ☐
- Special needs/disability housing ☐



# APPLICATION FORM FOR PERMISSIVE EXEMPTION FROM PROPERTY TAXATION FOR 2016

(Section 224 of the Community Charter)

8. **PUBLIC ACKNOWLEDGEMENT:** All recipients of City of Victoria permissive tax exemptions are required to publicly acknowledge the exemption. How does your organization plan on publicly acknowledging the exemption?

We would consider the City of Victoria one of our partners who helps us put on Learn to Fish events and improve Victoria and BC's fisheries resource. We holds over 50 Learn to Fish events from May to August. We acknowledge all of our partners at these events. In addition we have a webiste where we acknowledge our partners. We also distribute a monthly newsletter where we would include a story about this and other municipal exemptions we receive.

9. **FINANCIAL STATEMENTS:** Attach your most recent financial statements.

10. **PROPERTY OWNERSHIP:** Do you plan on selling any portion of the property during 2014 – 2016?

Yes

☐

No

☒

11. **DECLARATION:**

I am an authorized signing officer of the organization and I certify that the information given in this application is correct. Should a permissive tax exemption be granted on the above listed property, I agree to the following terms:

- If the property is sold prior to the exemption expiration, the organization will remit to the City an amount equal to the taxes that would have otherwise been payable to the City by a non-exempt owner.
- The property use will be in compliance with all applicable municipal policies and bylaws.
- The organization will publicly acknowledge the permissive tax exemption granted by the City.

Barnes, Melina

Digitally signed by Barnes, Melina  
DN: c=Canada, o=City of Victoria, ou=City of Victoria, ou=Users, ou=CO, cn=Barnes, Melina,  
email=Melina.Barnes@cityofvictoria.ca  
Date: 2015.05.28 09:40:50 -0700

Signature

CFO

Position

Melina Barnes

Name (please print)

May 25, 2015

Date

**FRESHWATER FISHERIES SOCIETY OF B.C.**  
**FINANCIAL STATEMENTS**  
**MARCH 31, 2014**

FRESHWATER FISHERIES SOCIETY OF B.C.

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## INDEPENDENT AUDITORS' REPORT

To the Board of Directors of the Freshwater Fisheries Society of B.C.

We have audited the accompanying financial statements of Freshwater Fisheries Society of B.C., which comprise the statements of financial position as at March 31, 2014 and the statements of revenues and expenditures, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian Accounting Standards for Not-for-Profit Organizations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditor's Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained in our audits is sufficient and appropriate to provide a basis for our audit opinion.

### *Opinion*

In our opinion, the financial statements present fairly, in all material respects, the financial position of Freshwater Fisheries Society of B.C. as at March 31, 2014, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

### *Other Matter*

As required by the Society Act (British Columbia), we report that, in our opinion, the accounting principles in the Canadian Accounting Standards for Not for Profit Organizations have been applied on a basis consistent with that of the preceding year.

*Hayes Stewart Little & Co.*

Victoria, BC  
June 17, 2014

Chartered Accountants

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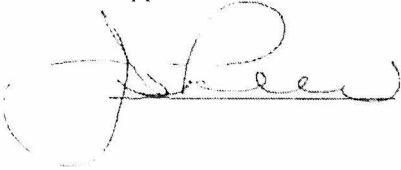
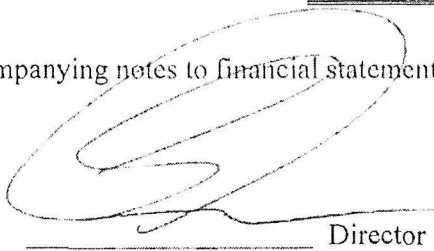
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## FRESHWATER FISHERIES SOCIETY OF B.C.

STATEMENT OF FINANCIAL POSITION  
AS AT MARCH 31, 2014

	2014	2013
<b>ASSETS</b>		
Current		
Cash and cash equivalents (Note 3)	\$ 1,719,604	\$ 1,345,306
Marketable securities (Note 4)	7,680,986	9,105,385
Accounts receivable	1,957,465	1,565,010
Prepaid expenses	219,369	191,773
	<u>11,577,424</u>	<u>12,207,474</u>
Capital assets (Note 5)	20,205,676	16,405,919
	<u><b>\$ 31,783,100</b></u>	<u><b>\$28,613,393</b></u>
<b>LIABILITIES</b>		
Current		
Accounts payable and accrued liabilities	\$ 1,323,413	\$ 1,005,987
Government remittances	76,455	\$ 111,153
Current portion of mortgage payable	32,664	29,326
Deferred revenue (Note 6)	2,456,644	4,317,417
	<u>3,889,176</u>	<u>5,463,883</u>
Supplemental retirement benefit (Note 7)	470,328	399,833
Long-term portion of mortgage payable (Note 8)	676,354	709,016
Deferred capital contributions (Note 9)	12,881,959	8,877,976
	<u>17,917,817</u>	<u>15,450,708</u>
<b>NET ASSETS</b>		
Invested in capital assets	7,287,312	7,491,538
Unrestricted	3,917,197	3,054,492
Internally restricted (Note 10)	2,660,774	2,616,655
	<u>13,865,283</u>	<u>13,162,685</u>
	<u><b>\$ 31,783,100</b></u>	<u><b>\$28,613,393</b></u>
Commitments (Note 12)	See accompanying notes to financial statements	
Approved on behalf of the Board:		
 Director	 Director	



**FRESHWATER FISHERIES SOCIETY OF B.C.****STATEMENT OF CHANGES IN NET ASSETS  
FOR THE YEAR ENDED MARCH 31, 2014**

	<b>Invested in Capital Assets</b>	<b>Unrestricted</b>	<b>Internally Restricted (Note 10)</b>	<b>Total 2014</b>	<b>Total 2013</b>
Net assets, beginning of year	\$ 7,491,538	\$ 3,054,492	\$2,616,655	\$13,162,685	\$12,895,929
(Deficiency) excess of revenues over expenses	(394,433)	1,095,126	-	700,693	266,756
Contribution for non- depreciable assets	1,905	-	-	1,905	-
Purchases of capital assets, net of disposals and funding received	188,302	(188,302)	-	-	-
Transfer to reserves	-	(44,119)	44,119	-	-
Net assets, end of year	<u>\$ 7,287,312</u>	<u>\$ 3,917,197</u>	<u>\$2,660,774</u>	<u>\$13,865,283</u>	<u>\$13,162,685</u>

See accompanying notes to financial statements

## FRESHWATER FISHERIES SOCIETY OF B.C.

STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED MARCH 31, 2014

	2014	2013
Cash flows from (used for) operating activities		
Excess of revenues over expenses	\$ 700,693	\$ 266,756
Adjustments for non-cash items:		
Amortization of deferred capital contributions	(644,280)	(500,758)
Amortization of capital assets	1,038,713	940,323
Gain on sale of capital assets	(2,787)	(3,453)
Gain on investments	(768,937)	(531,433)
	323,402	171,435
Increase (decrease) in non-cash working capital:		
Accounts receivable	(392,455)	945,734
Current portion of mortgage payable	3,338	1,050
Prepaid expenses	(27,596)	(25,757)
Accounts payable and accrued liabilities	284,866	(203,942)
Deferred revenue	(1,860,773)	1,250,003
Supplemental retirement benefit	70,495	(8,226)
	(1,598,723)	2,130,297
Cash flows from (used for) investing activities		
Sales (purchases) of investments	2,191,198	(2,100,000)
Purchases of capital assets	(4,838,470)	(855,180)
Cash received for purchase of capital assets	4,650,168	593,905
Proceeds on disposition of capital assets	2,787	9,065
Cash paid for mortgage	(32,662)	(29,243)
	1,973,021	(2,381,453)
(Decrease) increase in cash and cash equivalents	374,298	(251,156)
Cash and cash equivalents, beginning of year	1,345,306	1,596,462
Cash and cash equivalents, end of year	<u>\$ 1,719,604</u>	<u>\$ 1,345,306</u>

See accompanying notes to financial statements

**FRESHWATER FISHERIES SOCIETY OF B.C.**

NOTES TO FINANCIAL STATEMENTS  
MARCH 31, 2014

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**1. Purpose of the Society**

The Freshwater Fisheries Society of B.C. (the "Society") was incorporated on March 26, 2003 under the Society Act of British Columbia to provide fish culture and other technical services, to support recreational fisheries and fish conservation and to market and develop sport fisheries in British Columbia. The Society is a not-for-profit organization and is not subject to income taxes.

**2. Summary of significant accounting policies**

a. Presentation

These financial statements are prepared in accordance with Canadian Accounting Standards for Not-for-Profit Organizations (ASNFO).

b. Cash and cash equivalents

Cash and cash equivalents consists of cash on hand and balances with banks.

c. Revenue recognition

The Society follows the deferral method of accounting for contributions.

Restricted contributions are recognized in the period in which the related expenditures are incurred. Restricted contributions for the purchase of capital assets are deferred and recognized as revenue on the same basis as the amortization expense related to the capital assets. Unrestricted contributions are recognized as revenue on the accrual basis when the amount to be received can be reasonably estimated and collection is reasonably assured.

Government fish culture services and Conservation grant revenues are annual operating contributions from the Province of British Columbia. Government fish culture services revenue is based on the actual angling license sales made by the Province for the year. Conservation grant revenue is based on a fixed contractual amount. These contributions are recognized as revenue in the year received as they are to fund core operations of the Society.

d. Contributed Services

Contributed materials and services are recognized in the Society's financial statements when, their fair value can be reasonably determined, they are used in the normal course of operations, and would otherwise have been purchased. Services provided by volunteers are not recognized in the financial statements because the value of the services cannot be reliably measured.

## FRESHWATER FISHERIES SOCIETY OF B.C.

NOTES TO FINANCIAL STATEMENTS  
MARCH 31, 2014

## 2. Summary of significant accounting policies (continued)

e. Marketable securities

Marketable securities consist of a managed portfolio of investments that includes Canadian, U.S. and international equities and fixed income securities. The portfolio is classified as short term due to the liquid nature of the investments.

Unrealized gains and losses are included in the statement of operations. Investment income includes interest and dividends earned and realized gains and losses net of investment expenses incurred during the year. Investment transaction costs are expensed as incurred.

f. Capital assets

Amortization will be provided for using the following rates and methods:

Buildings and improvements	5%	declining balance
Computers and equipment	20%-30%	declining balance
Vehicles	30%	declining balance

g. Long lived assets

The Society regularly reviews the carrying value of long-lived assets and continually makes estimates regarding future cash flows and other factors to determine the fair value of the respective assets. If these estimates or their related assumptions change in the future, the Society may be required to record impairment charges for these assets.

h. Measurement uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not for profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. This includes and is not limited to the collection of accounts receivable, accrual of accounts payable and accrued liabilities, and useful lives of capital assets.

## FRESHWATER FISHERIES SOCIETY OF B.C.

NOTES TO FINANCIAL STATEMENTS  
MARCH 31, 2014

## 2. Summary of significant accounting policies (continued)

i. Financial instruments

Financial instruments consist of cash and cash equivalents, marketable securities, accounts receivable, accounts payable and accrued liabilities, and mortgage payable. The Society initially measures its financial assets and financial liabilities at fair value. The Society subsequently measures all its financial assets and financial liabilities at amortized cost, except for its portfolio investments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in the statement of operations.

It is management's opinion that the Society is not exposed to significant foreign exchange, credit, interest rate risk or liquidity risk. The Society does not believe there is significant credit risk as 99% of accounts receivables are due from government or government organizations and are in Canadian funds.

The Society is exposed to market risk, as investments in equity instruments in the Society's portfolio of marketable securities are subject to changes in fair value due to market conditions beyond the control of the Society.

j. Employee future benefitsi. *Pension plan*

The Society and its employees contribute to the Public Service Pension Plan, a jointly trusted pension plan. The plan is a multi-employer, defined benefit pension plan. The Board of Trustees, representing plan members and employers, is responsible for overseeing the management of the pension plan, including investment of the assets and administration of the plan.

As the plan is administered by a third party, there is not sufficient information available to the Society to use defined benefit plan accounting; therefore, defined contribution plan accounting is applied to this benefit plan and the costs of these employee future benefits is recognized as an expense in the year that contributions are made. The risk and reward associated with the plan's unfunded liability or surplus is shared between employers and participants and will be reflected in their future contributions.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and the adequacy of plan funding. The latest valuation as at March 31, 2011 indicated a deficit of \$275M. The Plan has 56,000 active plan members and 40,000 retired plan members.

**FRESHWATER FISHERIES SOCIETY OF B.C.**

**NOTES TO FINANCIAL STATEMENTS  
MARCH 31, 2014**

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**2. Summary of significant accounting policies (continued)**

*ii. Supplemental retirement benefit*

The Society's supplemental retirement benefit plan payable at retirement is based on the employee's service and earnings projected to retirement. The value of the benefit is calculated based on the likelihood that the member will retire from the plan and discounted with interest to the current age. For employees eligible to receive the retirement benefit at the year-end date, the expected retiring benefit payment has been included in accounts payable and accrued liabilities.

*iii. Long term disability*

The Society contributes to the Public Service Alliance Long-term Disability Plan. The Society is a member of an employer group.

As the plan is administered by a third party, there is not sufficient information available to the Society to use defined benefit plan accounting; therefore, defined contribution plan accounting is applied to this benefit plan and the costs of these employee future benefits is recognized as an expense in the year that contributions are made. The risk and reward associated with the plan's unfunded liability or surplus is shared between the Society and other participants and will be reflected in their future contributions.

**3. Cash and cash equivalents**

Cash and cash equivalents include restricted cash received from the British Columbia Gaming Commission of \$30,000 (2013: \$30,000).

The Society has a maximum line of credit of \$1,500,000 of which \$0 was drawn at year end. The borrowings available are restricted to the amount allowed by the bank's margin account guidelines based on the value of the Society's portfolio of marketable securities. The line of credit bears interest at bank prime rate plus .5%.



FRESHWATER FISHERIES SOCIETY OF B.C.

NOTES TO FINANCIAL STATEMENTS  
MARCH 31, 2014

4. Marketable securities

	2014	2013
Fair value of marketable securities, beginning of year	\$ 9,105,385	\$ 6,478,229
Transfers in (out)	(2,191,198)	2,100,000
Interest and dividends, net of management fees	224,884	207,787
Realized gains, net	332,070	92,474
Unrealized gains, net	209,841	226,895
Fair value of marketable securities, end of year	<u>\$ 7,680,986</u>	<u>\$ 9,105,385</u>

All investments are publicly traded and accounted for at the fair market values based on quoted prices at year end.

5. Capital assets

	Cost	Accumulated Amortization	2014 Net Book Value	2013 Net Book Value
Land	\$ 5,117,194	\$ -	\$ 5,117,194	\$ 5,114,047
Buildings and improvements	19,585,056	6,067,430	13,517,626	9,682,897
Computers and equipment	3,443,448	2,226,465	1,216,983	1,108,889
Vehicles	1,498,051	1,144,178	353,873	500,086
	<u>\$ 29,643,749</u>	<u>\$ 9,438,073</u>	<u>\$ 20,205,676</u>	<u>\$ 16,405,919</u>

## FRESHWATER FISHERIES SOCIETY OF B.C.

NOTES TO FINANCIAL STATEMENTS  
MARCH 31, 2014**6. Deferred Revenue**

Deferred revenue consists of externally restricted funds that have been received and not spent during the fiscal year.

	<b>2014</b>
Balance, beginning of year	\$ 4,317,417
Grants received	3,514,150
Amounts allocated to revenue	(733,313)
Amounts allocated to Deferred Capital Contributions	(4,641,610)
Balance, end of year	<u><u>\$ 2,456,644</u></u>

**7. Employee future benefits**Public service pension plan

The Society has a defined benefit plan providing pension and other retirement benefits to its employees. The plan is administered by the Pension Corporation of British Columbia. Eligible employees make contributions to the plan via payroll deductions.

The employer contribution rate to the Public Service Pension Plan at March 31, 2014 is 9.43% of the pensionable salary up to the year's maximum pensionable earnings and 10.93% on pensionable salary in excess of the year's maximum pensionable earnings. The year's maximum pensionable earnings for 2014 are \$52,500 (2013: \$50,100).

The Society expenses contributions to the plan in the year in which payments are made. Contributions to the plan by the Society during the year totaled \$368,361 (2013: \$373,368).

Supplemental retirement benefit

In addition to the Public Service Pension Plan, eligible employees are entitled to a supplemental retirement benefit as provided for under the collective agreement and terms of employment. The retirement benefit is based on years of service and salary projected to retirement. It is paid through an unfunded supplemental retirement benefit plan, which is administered by the Society. The Province of British Columbia reimburses the Society for any benefit related to service years prior to April 1, 2003 and the liability has been adjusted for these amounts.

An independent actuarial valuation of the supplemental retirement benefit plan has not been performed, therefore the amount accrued as a liability at March 31, 2014 is management's best estimate based on the following assumptions:

Discount rate	3.0%
General staff attrition rate	15.00%
Rate of compensation increase	2.0%

## FRESHWATER FISHERIES SOCIETY OF B.C.

NOTES TO FINANCIAL STATEMENTS  
MARCH 31, 2014**7. Employee future benefits (continued)**

	<b>2014</b>	<b>2013</b>
Accrued benefit obligation	\$ 526,683	\$ 438,447
Less: current portion	(56,355)	(38,614)
	<u><b>\$ 470,328</b></u>	<u><b>\$ 399,833</b></u>

The current portion is included in accounts payable and accrued liabilities. Total expense recognized during the year was \$107,914 (2013: \$14,674). Cash payments during the year totaled \$36,189 (2013: \$13,440). Recoveries from the Province of British Columbia totaled \$16,511 (2013: \$10,671)

Long term disability plan

A funded long term disability multi-employer plan provides disability income benefits after employment, but before retirement.

The contribution rate is 0.59% of the employees' salary. The contributions recognized as an expense in the year totaled \$23,208 (2013: \$35,114).

**8. Mortgage payable**

	<b>2014</b>	<b>2013</b>
Mortgage payable	\$ 709,016	\$ 738,342
Less: current portion	(32,662)	(29,326)
Long term portion	<u><b>\$ 676,354</b></u>	<u><b>\$ 709,016</b></u>

The mortgage payable is due December 3, 2015 and has an interest rate of 4%. It is repayable at the blended rate of \$4,834 per month including principal and interest and is secured by land and building, assignment of insurance proceeds, and the Society's portfolio of marketable securities.

Estimated principal repayments for each of the next three years are as follows:

2015	\$31,747
2016	\$676,354

## FRESHWATER FISHERIES SOCIETY OF B.C.

NOTES TO FINANCIAL STATEMENTS  
MARCH 31, 2014**9. Deferred capital contributions**

Deferred capital contributions represent unamortized contributions which have been used to purchase capital assets. These contributions will be recognized as revenue in future periods as the related capital assets are amortized.

	2014	2013
Deferred capital contributions, beginning of year	\$ 8,877,976	\$ 8,784,829
Current year additions	4,648,263	593,905
Current year amortization	(644,280)	(500,758)
Deferred capital contributions, end of year	<u>\$ 12,881,959</u>	<u>\$ 8,877,976</u>

**10. Internally restricted net assets**

In 2004, the Society internally restricted an unconditional start-up grant received from the Province of British Columbia related to the transition of freshwater fishery operations from the Province to the Society. During 2005, these internally restricted funds were transferred into a marketable securities account. Income earned on these investments is included in the restricted balance. This balance, as well as future internally restricted funds, is to be used for future contingencies and new initiatives.

The balance restricted consists of the following amounts received and paid during the fiscal year.

	2014	2013
Internally restricted net assets, beginning of year	\$ 2,616,655	\$ 2,476,593
Investment income	236,602	197,822
Infrastructure projects	(192,483)	(57,760)
Internally restricted net assets, end of year	<u>\$ 2,660,774</u>	<u>\$ 2,616,655</u>

**11. Other revenue**

	2014	2013
Provincial grants	\$ 246,709	\$ 206,012
Other grants	519,678	569,963
Egg sales	28,530	24,885
Operating interest revenue	14,665	18,150
Professional services	104,374	56,158
Donations and outreach revenue	66,629	76,367
Sundry	60,501	73,890
	<u>\$ 1,041,086</u>	<u>\$ 1,025,425</u>

**FRESHWATER FISHERIES SOCIETY OF B.C.**NOTES TO FINANCIAL STATEMENTS  
MARCH 31, 2014

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**12. Commitments**

The Society has entered into various lease commitments related to premises and equipment with third parties. The estimated annual minimum lease payments are as follows:

2015	\$ 54,347
2016	\$ 38,809
2017	\$ 4,843
2018	\$ 807
2019	\$ -

**13. Economic dependence**

The Society receives a significant portion of its funding from the provincial government or government agencies. The ongoing operation of the Society in its present form is dependent on continuing to receive adequate levels of funding from these sources.

**14. Comparative figures**

Certain of the comparative figures for the prior year have been changed to conform to the presentation adopted for the current year.



# APPLICATION FORM FOR PERMISSIVE EXEMPTION FROM PROPERTY TAXATION FOR 2016

(Section 224 of the Community Charter)

**1. IDENTIFICATION OF APPLICANT:**

Organization name: Threshold Housing Society

Are you registered under the *Societies Act*? Yes ☒ No ☐

Are you a registered charity? Yes ☒ No ☐

Mailing Address: 900 Vancouver Street, Victoria, BC, V8V 3V7

Contact Person: Mark Muldoon Email Address: [REDACTED]@a

Telephone Number: [REDACTED] Fax Number: [REDACTED]

Preferred method of application reminder: Email ☒ Mail ☐

**2. PROPERTY (complete a separate form for each property)**

Folio Number: 06384013 Address: 1502-1508 Davie Street, Victoria, BC, V8R 4W3

Legal Description: LT L PL 1238 SEC 76 Victoria

Registered Owner (if different than above): Threshold Housing Society

**3. ABOUT YOUR ORGANIZATION:** Please provide a brief description of the goals and objectives of the organization.

The Threshold Housing Society has been providing transitional housing for youth  
at risk of becoming homeless since 1992. We have housed over 350 youth. At-risk  
youth (aged 16-24 years) are referred by the BC Ministry of Children and Family  
Development and other social agencies in the city. The average length of stay is a  
about 14 months but can be anywhere from 3 to 24 months. The goal of Threshold's  
program is prepare at-risk youth for independence through intense youth engagement  
and life-skill building.

**4. PRINCIPAL USE OF THIS PROPERTY:** Please provide a brief description of the principal use of the property and how this use benefits the community.

The principal use of 1502-1508 Davie Street is to provide transitional housing for youth at risk of  
becoming homeless. One unit is used for group meetings and life-skills building for  
all youth in the Threshold programs which is approximately 30. Through no fault of  
their own, many youth in Victoria find themselves unaccompanied and living





# APPLICATION FORM FOR PERMISSIVE EXEMPTION FROM PROPERTY TAXATION FOR 2016

(Section 224 of the Community Charter)

precarioulsy. In helping this fragile demographic, Threshold helps to prevent youth  
from falling into adult homelessness and chronic poverty and then becoming a burden on the  
community. This is a voiceless demographic that needs community help to move ahead.

5. **COMMERCIAL ACTIVITY:** Please provide a brief description of any commercial activities that your organization conducts on this property.

There is no commerical activity taking place on this property.

6. **LEASED SPACE:** Please attach any and all lease agreements for any portion of the identified property that your organization rents or leases to another organization or individual.

7. **CATEGORY:** Please select the applicable permissive tax exemption category for which you are applying (for further explanation of permissive tax exemption categories please read the full text of the Permissive Tax Exemption policy found at [www.victoria.ca/permissive](http://www.victoria.ca/permissive)):

Social Service

☒

Arts & Cultural Facility

☐

Place of Worship

☐

Athletic/Recreational Facility

☐

Rail/Track Property

☐

Educational Facility: Independent School Classification: Group 1 ☐ 2 ☐ 3 ☐ 4 ☐

Supportive Housing

- Temporary or transitional housing
- Treatment program
- Permanent facility
- Supportive staff
- Group home
- Special needs/disability housing

☒
☐
☐
☐
☐
☐



**APPLICATION FORM FOR PERMISSIVE  
EXEMPTION FROM PROPERTY TAXATION  
FOR 2016**

(Section 224 of the Community Charter)

8. **PUBLIC ACKNOWLEDGEMENT:** All recipients of City of Victoria permissive tax exemptions are required to publicly acknowledge the exemption. How does your organization plan on publicly acknowledging the exemption?

Threshold would be happy to acknowledge this exemption using its website and social media connections. The Society would also be happy to place the City of Victoria logo on its print material. It will be acknowledged as well in the formal minutes of Board business.

9. **FINANCIAL STATEMENTS:** Attach your most recent financial statements.


10. **PROPERTY OWNERSHIP:** Do you plan on selling any portion of the property during 2014 – 2016?

Yes ☐ No ☒

11. **DECLARATION:**

I am an authorized signing officer of the organization and I certify that the information given in this application is correct. Should a permissive tax exemption be granted on the above listed property, I agree to the following terms:

- If the property is sold prior to the exemption expiration, the organization will remit to the City an amount equal to the taxes that would have otherwise been payable to the City by a non-exempt owner.
- The property use will be in compliance with all applicable municipal policies and bylaws.
- The organization will publicly acknowledge the permissive tax exemption granted by the City.

  
Signature

Executive Director

Position

Mark Muldoon

Name (please print)

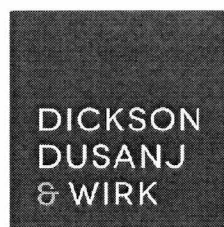
May 31, 2015

Date

Financial Statements of

**Threshold Housing Society**

Year Ended March 31, 2014



CHARTERED  
ACCOUNTANTS



CHARTERED  
ACCOUNTANTS

### Independent Auditor's Report

To: The Members of of Threshold Housing Society

#### Report on Financial Statements

We have audited the accompanying financial statements of Threshold Housing Society, which comprise the statement of financial position as at March 31, 2014 and the statements of operations and changes in net assets and cash flows for the year then ended and a summary of significant accounting policies and other explanatory information.

#### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Threshold Housing Society as at March 31, 2014 and the results of its operations and changes in net assets and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

#### Other Matters

The comparative figures for the year ended March 31, 2014 are unaudited.

#### Report on Other Legal and Regulatory Requirements

As required by the Society Act (British Columbia), we report that, in our opinion, the accounting principles in Canadian accounting standards for not-for-profit organizations have been applied on a basis consistent with that of the preceding year.

A handwritten signature in dark ink that reads 'Dickson Dusanj &amp; Wirk' in a cursive, flowing script.

Chartered Accountants

Victoria, BC  
September 10, 2014

202-4430 CHATTERTON WAY, VICTORIA, BC V8X 5J2 | T 250.220.7311 | F 250.479.2124 | [WWW.DDWCA.COM](http://WWW.DDWCA.COM)



MICHAEL DICKSON, BCom CA | JAS DUSANJ, BCom CA | KRIS WIRK, BCom CA | Incorporated Partners

## Threshold Housing Society

## Statement of Financial Position

As at March 31, 2014 with comparative figures for 2013	(Unaudited)	
	2014 \$	2013 \$
<b>Assets</b>		
Cash	203,377	132,235
Investments (Note 3)	161,131	152,354
Accounts receivable	544,188	2,695
Government remittances receivable	2,089	2,176
Prepaid expenses	3,308	3,167
Land and building (Note 4)	-	553,850
Dr. Ferguson Trust (Note 5)	78,561	66,165
St. Francis Bursary Fund (Note 5)	112,562	94,809
<b>Total assets</b>	<b>1,105,216</b>	<b>1,007,451</b>
<b>Liabilities</b>		
Payables and other liabilities	8,820	3,966
Deferred grant revenue (Note 6)	-	1,000
<b>Total liabilities</b>	<b>8,820</b>	<b>4,966</b>
<b>Net Assets</b>		
Invested in land and building (Note 7)	-	553,850
Externally restricted funds (Note 5)	191,123	160,974
Contingency fund	80,000	80,000
Unrestricted	825,273	207,661
<b>Total net assets</b>	<b>1,096,396</b>	<b>1,002,485</b>
<b>Total liabilities and net assets</b>	<b>1,105,216</b>	<b>1,007,451</b>

Approved on Behalf of the Board:

 Director  
 Director

The accompanying notes are an integral part of these financial statements

**Threshold Housing Society**

**Statement of Net Assets**

**Year ended March 31, 2014 with comparative figures for 2013**

	Externally Restricted (Note 5) \$	Invested in Land and Building (Note 4) \$	Contingency Fund \$	Unrestricted \$	2014 \$	(Unaudited) 2013 \$
Balance, beginning of year	160,974	553,850	80,000	207,661	1,002,485	896,428
Excess of revenues over expenses for the year	-	-	-	93,911	93,911	106,057
Gain on funds	30,149	-	-	(30,149)	-	-
Invested in land and building	-	(546,763)	-	546,763	-	-
Amortization on land and building	-	(7,087)	-	7,087	-	-
<b>Balance, end of year</b>	<b>191,123</b>	<b>-</b>	<b>80,000</b>	<b>825,273</b>	<b>1,096,396</b>	<b>1,002,485</b>

*The accompanying notes are an integral part of these financial statements*



## Threshold Housing Society

## Statement of Operations

Year ended March 31, 2014 with comparative figures for 2013	(Unaudited)	
	2014 \$	2013 \$
Revenue		
Donations	55,092	52,401
BC Housing	5,520	5,520
Ministry of Children & Family Development	95,036	95,036
Grants	144,735	74,235
Fundraising	7,153	4,380
Investment revenue	12,643	22,863
Rental income	29,709	32,225
Unrealized gain on investments	38,867	7,891
(Loss) on disposal of land and building	(2,430)	-
Westall House rental income	18,024	38,025
SHY program rental income	50,522	16,200
Bequests	14,614	45,000
Other revenue	26,533	1,818
	<u>496,018</u>	<u>395,594</u>
Expenses		
Accounting and legal	6,898	5,489
Advertising and promotion	1,926	3,152
Amortization	7,087	7,383
Conferences and workshops	1,550	626
Dues and memberships	215	245
Fundraising	558	499
House repairs and maintenance	5,789	2,102
House salaries and benefits	181,200	139,588
House supplies	3,341	2,365
House utilities	11,484	4,183
Insurance	6,572	3,551
Life Skills Program	5,916	4,201
Office rent	3,337	1,750
Office supplies	3,153	2,224
Salaries and benefits - administration	79,454	71,621
SHY expenses	59,734	17,029
Telephone and fax	4,144	3,455
Travel and meetings	3,194	3,160
Westall house expenses	16,555	16,914
	<u>402,107</u>	<u>289,537</u>
Excess revenue over expenses for the year	<u><u>93,911</u></u>	<u><u>106,057</u></u>

The accompanying notes are an integral part of these financial statements

## Threshold Housing Society

## Cash Flow Statement

Year ended March 31, 2014 with comparative figures for 2013	(Unaudited)	
	2014	2013
	\$	\$
Cash flows from operating activities:		
Excess of revenue over expenses for the year	93,911	106,057
Amortization	7,087	7,383
Unrealized (gain) on investments	(38,867)	(7,891)
Loss on disposal of land and building	2,430	-
(Increase) in accounts receivables	(541,492)	(1,546)
(Increase) decrease in government remittances receivable	87	113
(Increase) in prepaid expenses	(141)	(1,804)
Increase (decrease) in payables and other liabilities	4,853	(1,955)
(Decrease) in deferred grant revenue	(1,000)	(19,575)
Total cash flows from operating activities	(473,132)	80,782
Cash flows from investing activities:		
Increase in investments	(59)	(1,810)
Net proceeds from sale of land and building	544,333	-
Net cash used by investing activities	544,274	(1,810)
<b>Net increase in cash</b>	<b>71,142</b>	<b>78,972</b>
Cash, beginning of year	132,235	53,263
<b>Cash, end of year</b>	<b>203,377</b>	<b>132,235</b>

*The accompanying notes are an integral part of these financial statements*

## Threshold Housing Society

### Notes to the Financial Statements

Year ended March 31, 2014 with comparative figures for 2013

---

#### 1. Status and Nature of Operations

Threshold Housing Society (the "Society") was established March 29, 1990. The purposes of the Society are:

- (a) To establish the provision of suitable housing for adult persons in need and their families;
- (a.1) To establish the provision of semi-independent, transitional housing for youth at risk of homelessness on Vancouver Island;
- (b) To acquire by way of grant, gift, purchase, bequest, devise, or otherwise, real and personal property and to use and apply such property to the realization of the purposes of the Society;
- (c) To buy, own, hold, lease, mortgage, sell and convey such real and personal property and to use and apply such property as may be necessary or desirable in the carrying out of the purposes of the Society.

The Society is registered as a charity under the Income Tax Act (the "Act") and as such is exempt from income taxes. In order to maintain its status as a registered charity under the Act, the Society must meet certain requirements within the Act.

#### 2. Significant Accounting Policies

These financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations. The Society's significant accounting policies are as follows:

##### Recognition of contributions

The Society follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

##### Investments

The Society's investments are comprised of bonds, debentures, preferred shares and common shares, which are recorded at fair value based on bid prices at year-end. Investment earnings include interest and dividends, accrued interest and realized and unrealized market gains and losses net of custodian and investment counsel fees. The Society's policy for recognition of investment income is to allocate returns to operating income in the current year.

##### Land and building

Land and building is recorded at contributed value. Amortization is based on the estimated useful life of each asset using the following methods and annual rates:

Buildings	4% Declining balance
-----------	----------------------

In the year of acquisition only one-half the normal rate is applied.

##### Donated equipment and services

Donated equipment, rent and other services are recorded both as donations and expenses at their fair value when fair value can be reasonably estimated.

## Threshold Housing Society

## Notes to the Financial Statements

Year ended March 31, 2014 with comparative figures for 2013

## 2. Significant Accounting Policies (continued)

## Financial instruments

The Society's financial instruments consist of cash, investments, accounts payable and accrued liabilities. The Society initially measures its financial assets and financial liabilities at fair value. The Society subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments.

Investments are initially recognized at their fair value determined by published price quotations in an active market. Transactions to purchase or sell these items are recorded on the trade date, and transaction costs are immediately recognized in income. Investments are subsequently measured at their fair value, without any deduction for transaction costs incurred on sale or other disposal. Net gains and losses arising from changes in fair value are recognized immediately in income.

## Use of estimates

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting periods. Actual results could differ from management's best estimates as additional information becomes available in the future.

## 3. Investments

The Society holds investments originating from donations of cash and in-kind donations. Investments are held at Scotia McLeod. All income generated from the prudent investment of donations is used to further the objects of the Society.

Investments are comprised of the following:

	2014	(Unaudited) 2013
	\$	\$
Cash and equity investments	84,345	75,568
Term deposits	76,786	76,786
	<u>161,131</u>	<u>152,354</u>

## 4. Land and Building

	2014		2013	
	Cost \$	Accumulated Amortization \$	Cost \$	Accumulated Amortization \$
Land	-	-	376,667	-
Building	-	-	188,333	11,150
	-	-	565,000	11,150
Less: Accumulated amortization	-	-	<u>11,150</u>	
Net Book Value	<u>-</u>		<u>553,850</u>	

## Threshold Housing Society

### Notes to the Financial Statements

Year ended March 31, 2014 with comparative figures for 2013

#### 5. Externally Restricted Funds

In 2008, the Society of St. Francis House gifted its assets to Threshold Housing Society. These assets are investments held with the Anglican Diocese of BC. The Society is both the capital and income owner of these funds, and has chosen to keep the funds in trust in the Anglican Diocese of BC investment pool. The funds are restricted externally by the Society of St. Francis House upon gifting. The funds may be drawn at request for the payment of bursaries for retreat or respite purposes. The assets are recorded as externally restricted funds in the net assets of the Society. The funds are recorded at their market value:

	2014	(Unaudited) 2013
	\$	\$
Dr. Ferguson Trust	78,561	66,165
St. Francis Bursary Fund	112,562	94,809
	<u>191,123</u>	<u>160,974</u>

#### 6. Deferred Grant Revenue

In November 2011 the Society received a grant of \$23,625 from the Victoria Foundation that was restricted to use in the Sanctuary Fund program. The Sanctuary Fund helps youth at risk with immediate needs, such as clothing, food, bedding, bus fares, etc. At March 31, 2014 the Society had spent \$23,625 of these funds on the Sanctuary Program, leaving a deferred revenue balance of \$0 for use in the next fiscal year.

#### 7. Westall Property

In December 2011 the Society received a gift of real property from a donor. The property on Westall Road was gifted without restrictions for the Society to determine its best use in furthering its objects. The Society Board of Directors extended the leases of the existing tenants until June 30, 2013, after which the board intends to extend the current leases. Net rental revenues from the leases are taken into income when earned and used to directly further the objects of the Society.

The donation was valued at its fair market value according to an independent third-party property appraisal. There was no significant change in market value between the date of the gift and the Society's year end.

The Society sold the property on March 31, 2014

#### 8. Trust and Endowment Funds

The Society is beneficiary of trust and endowment funds held at the Anglican Diocese of BC and at the Victoria Foundation.

The Society is the income beneficiary of The Sheltered Housing Trust held with the Anglican Diocese of BC. Earnings received from this fund during the 2013/2014 year end totalled \$3,459 (2012/2013 - \$9,155).

In 2008, a donor of the Society established a designated endowment fund at the Victoria Foundation for the benefit of the Society. The Society is the income beneficiary of this fund and receives an annual grant from the Victoria Foundation. Grants received from this fund during the 2013/14 year end totalled \$3,079 (2012/13 - \$2,391).

## Threshold Housing Society

### Notes to the Financial Statements

Year ended March 31, 2014 with comparative figures for 2013

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#### 9. Financial Risks and Concentration of Risks

The Society actively manages the risks that arise from its use of financial instruments, including liquidity, credit, market, interest rate, currency, and equity price risk. The Society does not utilize derivatives or other off-balance sheet instruments, nor does the Society engage in hedging transactions. There have been no significant changes in the Society's risk exposure from the prior year.

##### Credit Risk

Credit risk is the potential for financial loss should a counter party in a transaction fail to meet its obligations. The Society's investments in short-term investments and bonds and debentures are subject to credit risk. The maximum exposure to credit risk on these financial instruments is their carrying value.

##### Currency Risk

Currency risk is the risk that the value of financial instruments denominated in currencies other than the functional currency of the Society will fluctuate due to changes in foreign exchange rates. The Society is not exposed to significant currency risk arising from its financial instruments.

##### Interest Rate Risk

Interest rate risk is the risk that changes in interest rates will affect future cash flows or fair values of financial instruments. Interest rate risk arises when the Society invests in interest-bearing financial instruments, and therefore the Society is exposed to interest rate risk on its term deposit portfolio. The average duration of the Society's term deposit portfolio at March 31, 2014 was three years.

##### Liquidity Risk

Liquidity risk is the risk that the Society cannot meet a demand for cash or fund its obligations as they come due. A key liquidity requirement for the Society is grant commitments. Liquidity risk is managed by investing the majority of the Society's assets in investments that are traded in an active market and can be readily liquidated. In addition, the Society aims to retain sufficient cash positions to maintain liquidity. The Society's investments are considered readily realizable and liquid, therefore the Society's liquidity risk is considered minimal. The Society's contractual liabilities are all due within one year. The Society's exposure to and management of liquidity risk has not significantly changed from the prior year.

##### Equity Price Risk

Equity price risk is the risk that the value of financial instruments will fluctuate due to changes in market prices. The Society is exposed to equity price risk on its investments in preferred and common stock.

##### Market Risk

Market risk is the potential for financial loss to the Society from changes in the values of its financial instruments due to changes in interest rates, currency exchange rates or equity prices. The investments of the Society are subject to normal market fluctuations and to the risk inherent in investment in capital markets.





# APPLICATION FORM FOR PERMISSIVE EXEMPTION FROM PROPERTY TAXATION FOR 2016

(Section 224 of the Community Charter)

**1. IDENTIFICATION OF APPLICANT:**Organization name: Chabad of Vancouver IslandAre you registered under the *Societies Act*? Yes ☒ No ☐Are you a registered charity? Yes ☒ No ☐Mailing Address: 2955 Glasgow St. Victoria BC V8T 4H1Contact Person: Rabbi Meir Kaplan Email Address: [REDACTED]Telephone Number: [REDACTED] Fax Number: [REDACTED]Preferred method of application reminder: Email ☒ Mail ☐**2. PROPERTY (complete a separate form for each property)**Folio Number: 09671031 Address: 2955 Glasgow StreetLegal Description: LT 1 PL 7548 SEC 5 VICTORIARegistered Owner (if different than above): [REDACTED]**3. ABOUT YOUR ORGANIZATION:** Please provide a brief description of the goals and objectives of the organization.

Chabad of Vancouver Island enriches Jewish  
identity and helps ensure Jewish continuity  
through a variety of educational, religious,  
and social services that increase  
Jewish pride, knowledge, and commitment.

**4. PRINCIPAL USE OF THIS PROPERTY:** Please provide a brief description of the principal use of the property and how this use benefits the community.

Chabad of Vancouver Island uses this property  
currently as an office and to conduct Hebrew  
and religious classes. We plan to build (building permit  
submitted) a synagogue and Jewish community centre.



**APPLICATION FORM FOR PERMISSIVE  
EXEMPTION FROM PROPERTY TAXATION  
FOR 2016**

(Section 224 of the Community Charter)

The Centre for Jewish Life and Learning will be the hub for religious, educational, and social services. The Centre will combine our ancient traditions in a meaningful way for Jews and non-Jews who seek wisdom and inspiration

5. **COMMERCIAL ACTIVITY:** Please provide a brief description of any commercial activities that your organization conducts on this property.

Chabad Preschool is a licensed preschool committed to facilitating the social, physical, intellectual, creative, emotional and spiritual development of young children in the Jewish community as well as the surrounding greater community in the Greater Victoria area.

6. **LEASED SPACE:** Please attach any and all lease agreements for any portion of the identified property that your organization rents or leases to another organization or individual.

7. **CATEGORY:** Please select the applicable permissive tax exemption category for which you are applying (for further explanation of permissive tax exemption categories please read the full text of the Permissive Tax Exemption policy found at [www.victoria.ca/permissive](http://www.victoria.ca/permissive)):

Social Service	<input type="checkbox"/>	Arts & Cultural Facility	<input type="checkbox"/>
Place of Worship	<input checked="" type="checkbox"/>	Athletic/Recreational Facility	<input type="checkbox"/>
Rail/Track Property	<input type="checkbox"/>		

Educational Facility: Independent School Classification: Group 1 ☐ 2 ☐ 3 ☐ 4 ☐

**Supportive Housing**

- Temporary or transitional housing ☐
- Treatment program ☐
- Permanent facility ☐
- Supportive staff ☐
- Group home ☐
- Special needs/disability housing ☐



# APPLICATION FORM FOR PERMISSIVE EXEMPTION FROM PROPERTY TAXATION FOR 2016

(Section 224 of the Community Charter)

8. **PUBLIC ACKNOWLEDGEMENT:** All recipients of City of Victoria permissive tax exemptions are required to publicly acknowledge the exemption. How does your organization plan on publicly acknowledging the exemption?

Chabad of Vancouver Island will acknowledge the exemption  
on our organization's website, future funding  
proposals from public and private sources, and other  
relevant materials.

9. **FINANCIAL STATEMENTS:** Attach your most recent financial statements.

10. **PROPERTY OWNERSHIP:** Do you plan on selling any portion of the property during 2014 – 2016?

Yes

☐

No

☒

11. **DECLARATION:**

I am an authorized signing officer of the organization and I certify that the information given in this application is correct. Should a permissive tax exemption be granted on the above listed property, I agree to the following terms:

- If the property is sold prior to the exemption expiration, the organization will remit to the City an amount equal to the taxes that would have otherwise been payable to the City by a non-exempt owner.
- The property use will be in compliance with all applicable municipal policies and bylaws.
- The organization will publicly acknowledge the permissive tax exemption granted by the City.

Signature

Rabbi Meir Kaplan

Name (please print)

Position

Director

Date

May 26<sup>th</sup>, 2015

CHABAD OF VANCOUVER ISLAND  
FINANCIAL STATEMENTS  
DECEMBER 31, 2014

Unaudited - See Notice to Reader

### NOTICE TO READER

On the basis of information provided by management, we have compiled the statement of financial position of Chabad of Vancouver Island as at December 31, 2014 and the statement of operations for the year then ended. We have not performed an audit or a review engagement in respect of this financial statement and, accordingly, we express no assurance thereon. Readers are cautioned that this statement may not be appropriate for their purposes.

Victoria, B.C.  
March 27, 2015

Chartered Accountants

## CHABAD OF VANCOUVER ISLAND

## STATEMENT OF OPERATIONS

YEAR ENDED DECEMBER 31, 2014

	2014	2013
RECEIPTS		
Donations	\$ 435,912	\$ 252,792
Tuition	50,341	52,228
Government grants and subsidies - Preschool	20,349	20,854
Other revenue	15,393	8,969
Calendar ads	<u>6,050</u>	<u>4,700</u>
	<u>528,045</u>	<u>339,543</u>
DISBURSEMENTS		
Office and administrative	168,899	118,646
Wages and benefits	73,519	86,775
Rent	36,974	28,539
Telephone and utilities	14,177	9,751
Bank charges	11,720	5,309
Automobile	8,653	8,521
Repair and maintenance	8,480	16,872
Health insurance	7,160	6,471
Travel	5,268	7,422
Taxes	2,933	-
Charitable donations	1,833	-
Professional fees	150	-
Amortization	<u>1,902</u>	<u>2,227</u>
	<u>341,668</u>	<u>290,533</u>
(DEFICIENCY) SURPLUS OF RECEIPTS OVER DISBURSEMENTS	186,377	49,010
FUND BALANCE, beginning of year	<u>100,485</u>	<u>51,475</u>
FUND BALANCE, end of year	<u>\$ 286,862</u>	<u>\$ 100,485</u>

Unaudited - See Notice to Reader



**CHABAD OF VANCOUVER ISLAND**  
**STATEMENT OF FINANCIAL POSITION**  
**DECEMBER 31, 2014**

**ASSETS**

	<b>2014</b>	<b>2013</b>
Bank balance	\$ 66,367	\$ 66,759
Funds receivable	<u>60,831</u>	<u>28,413</u>
	127,198	95,172
Property, plant, and equipment (Note 1)	<u>707,906</u>	<u>9,208</u>
	<u>\$ 835,104</u>	<u>\$ 104,380</u>

**LIABILITIES AND FUND BALANCES**

Accounts payable and accrued liabilities	\$ 77,242	\$ 3,895
Mortgage payable	471,000	-
Fund Balance	<u>286,862</u>	<u>100,485</u>
Total liabilities and fund balance	<u>\$ 835,104</u>	<u>\$ 104,380</u>

Approved by the Directors

\_\_\_\_\_  
 \_\_\_\_\_

**CHABAD OF VANCOUVER ISLAND**  
**NOTE TO THE FINANCIAL STATEMENTS**  
**DECEMBER 31, 2014**

Note 1 - Property, Plant and Equipment

	<b>Cost</b>	<b>Accumulated Amortization</b>	<b>Net Book Value</b>	
			<b>2014</b>	<b>2013</b>
Land	700,000	-	700,000	-
Furniture and fixtures	<u>\$ 19,302</u>	<u>\$ 11,396</u>	<u>\$ 7,906</u>	<u>\$ 9,208</u>

Unaudited - See Notice to Reader



APPLICATION FORM FOR PERMISSIVE  
EXEMPTION FROM PROPERTY TAXATION  
FOR 2016

(Section 224 of the Community Charter)

1. **IDENTIFICATION OF APPLICANT:**

Organization name: Burnside Gorge Community Association

Are you registered under the *Societies Act*? Yes ☒ No ☐

Are you a registered charity? Yes ☒ No ☐

Mailing Address: 471 Cecelia Road, Victoria BC, V8T 4T4

Contact Person: Suzanne Cole Email Address: [REDACTED]

Telephone Number: [REDACTED] Fax Number: [REDACTED]

Preferred method of application reminder: Email ☒ Mail ☐

2. **PROPERTY** (complete a separate form for each property)

Folio Number: \_\_\_\_\_ Address: Room #22, 3031 Quadra St.

Legal Description: \_\_\_\_\_

Registered Owner (if different than above): School District #61

3. **ABOUT YOUR ORGANIZATION:** Please provide a brief description of the goals and objectives of the organization.

The purpose of the BGCA is to lead, promote and support prevention  
and intervention based initiatives which encourage healthy, inclusive and  
socially just living. The BGCA strives to provide a continuum of high quality  
programs and supports that strengthen the lives of children, youth and  
families in Greater Victoria.

4. **PRINCIPAL USE OF THIS PROPERTY:** Please provide a brief description of the principal use of the property and how this use benefits the community.

The BGCA uses Room #22 (Annex) at Quadra Elementary School to operate  
our Out of School Care Program. We have a license for non-exclusive  
occupancy using the space Monday to Friday 2:30pm to 5:30pm. The  
space is used by other users during the day and on weekends.



APPLICATION FORM FOR PERMISSIVE  
EXEMPTION FROM PROPERTY TAXATION  
FOR 2016

(Section 224 of the Community Charter)

Our out of school care provides care after school for children ages  
5-10 years of age.

5. **COMMERCIAL ACTIVITY:** Please provide a brief description of any commercial activities that your organization conducts on this property.

BGCA does not conduct any commercial activity on this site.

Providing out of school care services to families in the community is  
part of our non profit and charitable function.

6. **LEASED SPACE:** Please attach any and all lease agreements for any portion of the identified property that your organization rents or leases to another organization or individual.

7. **CATEGORY:** Please select the applicable permissive tax exemption category for which you are applying (for further explanation of permissive tax exemption categories please read the full text of the Permissive Tax Exemption policy found at [www.victoria.ca/permissive](http://www.victoria.ca/permissive)):

Social Service

☒

Arts & Cultural Facility

☐

Place of Worship

☐

Athletic/Recreational Facility

☐

Rail/Track Property

☐

Educational Facility: Independent School Classification: Group 1 ☐ 2 ☐ 3 ☐ 4 ☐

Supportive Housing

- Temporary or transitional housing
- Treatment program
- Permanent facility
- Supportive staff
- Group home
- Special needs/disability housing

☐  
☐  
☐  
☐  
☐  
☐



**APPLICATION FORM FOR PERMISSIVE  
EXEMPTION FROM PROPERTY TAXATION  
FOR 2016**

(Section 224 of the Community Charter)

8. **PUBLIC ACKNOWLEDGEMENT:** All recipients of City of Victoria permissive tax exemptions are required to publicly acknowledge the exemption. How does your organization plan on publicly acknowledging the exemption?

The BGCA will acknowledge this exemption on our website as well  
as in our newsletter which is delivered to more than 7500 businesses  
and residents in the local neighborhood.

9. **FINANCIAL STATEMENTS:** Attach your most recent financial statements.

10. **PROPERTY OWNERSHIP:** Do you plan on selling any portion of the property during 2014 – 2016?

Yes

☐

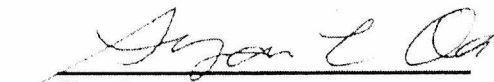
No

☒

11. **DECLARATION:**

I am an authorized signing officer of the organization and I certify that the information given in this application is correct. Should a permissive tax exemption be granted on the above listed property, I agree to the following terms:

- If the property is sold prior to the exemption expiration, the organization will remit to the City an amount equal to the taxes that would have otherwise been payable to the City by a non-exempt owner.
- The property use will be in compliance with all applicable municipal policies and bylaws.
- The organization will publicly acknowledge the permissive tax exemption granted by the City.

  
Signature

Executive Director

Position

Suzanne Cole

Name (please print)

June 9, 2015

Date



**APPLICATION FORM FOR PERMISSIVE  
EXEMPTION FROM PROPERTY TAXATION  
FOR 2016**

(Section 224 of the Community Charter)

**1. IDENTIFICATION OF APPLICANT:**

Organization name: Burnside Gorge Community Association (BGCA)

Are you registered under the *Societies Act*? Yes ☒ No ☐

Are you a registered charity? Yes ☒ No ☐

Mailing Address: 471 Cecelia Road

Contact Person: Suzanne Cole Email Address: [REDACTED]@a

Telephone Number: [REDACTED] Fax Number: [REDACTED]

Preferred method of application reminder: Email ☒ Mail ☐

**2. PROPERTY (complete a separate form for each property)**

Folio Number: \_\_\_\_\_ Address: 3130 Jutland Road

Legal Description: \_\_\_\_\_

Registered Owner (if different than above): School District 61

**3. ABOUT YOUR ORGANIZATION:** Please provide a brief description of the goals and objectives of the organization.

The purpose of the BGCA is to lead, promote and support prevention  
and intervention based initiatives which encourage healthy, inclusive,  
socially just living. The BGCA strives to provide a continuum of high  
quality programs and supports that strengthen the lives of children,  
youth, and families throughout the Capital Regional District.

**4. PRINCIPAL USE OF THIS PROPERTY:** Please provide a brief description of the principal use of the property and how this use benefits the community.

BGCA uses the property to run many programs for children, youth and families including  
community partnership events like BBQs. We rent the space to local non-profit agencies  
including theatre groups and support programs such as NA and AA. Excess space  
is rented to businesses in order to offset the costs of maintaining an aging building.





# APPLICATION FORM FOR PERMISSIVE EXEMPTION FROM PROPERTY TAXATION FOR 2016

(Section 224 of the Community Charter)

The community benefit is great. There is an active and vibrant presence day and night rather than a boarded up building in the heart of our community which already has many barriers. We also offer meeting space for a nominal fee to non-profits providing valuable supports to the public.

5. **COMMERCIAL ACTIVITY:** Please provide a brief description of any commercial activities that your organization conducts on this property.

In order to offset the maintenance costs of the property, spaces are rented out to a number user groups many of which are non-profits. The property operates at a loss to the BGCA but the social purpose of maintaining an open building in the community is paramount to the agency. BGCA has three tenants who are from the business community rather than the non-profit sector. Alert First Aid provides first aid classes to the public; Wellspring Support Services operates a day program for developmentally disabled adults; and Maple Tree Daycare runs a day care for 0-5 year olds.

6. **LEASED SPACE:** Please attach any and all lease agreements for any portion of the identified property that your organization rents or leases to another organization or individual.

7. **CATEGORY:** Please select the applicable permissive tax exemption category for which you are applying (for further explanation of permissive tax exemption categories please read the full text of the Permissive Tax Exemption policy found at [www.victoria.ca/permissive](http://www.victoria.ca/permissive)):

Social Service	<input checked="" type="checkbox"/>	Arts & Cultural Facility	<input type="checkbox"/>
Place of Worship	<input type="checkbox"/>	Athletic/Recreational Facility	<input type="checkbox"/>
Rail/Track Property	<input type="checkbox"/>		

Educational Facility: Independent School Classification: Group 1 ☐ 2 ☐ 3 ☐ 4 ☐

Supportive Housing

- Temporary or transitional housing ☐
- Treatment program ☐
- Permanent facility ☐
- Supportive staff ☐
- Group home ☐
- Special needs/disability housing ☐



**APPLICATION FORM FOR PERMISSIVE  
EXEMPTION FROM PROPERTY TAXATION  
FOR 2016**

(Section 224 of the Community Charter)

8. **PUBLIC ACKNOWLEDGEMENT:** All recipients of City of Victoria permissive tax exemptions are required to publicly acknowledge the exemption. How does your organization plan on publicly acknowledging the exemption?

BGCA would acknowledge the exemption on our website as well as through our community newsletter, delivered to more than 7,500 residents and businesses in Burnside Gorge and surrounding communities.

9. **FINANCIAL STATEMENTS:** Attach your most recent financial statements.

10. **PROPERTY OWNERSHIP:** Do you plan on selling any portion of the property during 2014 – 2016?

Yes

☐

No

☒

11. **DECLARATION:**

I am an authorized signing officer of the organization and I certify that the information given in this application is correct. Should a permissive tax exemption be granted on the above listed property, I agree to the following terms:

- If the property is sold prior to the exemption expiration, the organization will remit to the City an amount equal to the taxes that would have otherwise been payable to the City by a non-exempt owner.
- The property use will be in compliance with all applicable municipal policies and bylaws.
- The organization will publicly acknowledge the permissive tax exemption granted by the City.

*Suzanne Cole*

Signature

Executive Director

Position

Suzanne Cole

Name (please print)

June 9, 2015

Date

# Appendix C:

## Permissive Tax Exemption Applications Not Recommended for Approval



Governance and Priorities Committee - 20 Aug 2015  
**APPLICATION FORM FOR PERMISSIVE  
EXEMPTION FROM PROPERTY TAXATION  
FOR 2016**

(Section 224 of the Community Charter)

**1. IDENTIFICATION OF APPLICANT:**

Organization name: Victoria Multi-Cultural Society

Are you registered under the *Societies Act*? Yes ☒ No ☐

Are you a registered charity? Yes ☐ No ☒

Mailing Address: 1415 Broad St. Victoria BC V8W 2B2

Contact Person: Amanda Smith Email Address: [REDACTED]@v[REDACTED]

Telephone Number: [REDACTED] Fax Number: [REDACTED]

Preferred method of application reminder: Email ☒ Mail ☐

**2. PROPERTY (complete a separate form for each property)**

Folio Number: 01044009 Address: 1415 Broad Street

Legal Description: LOT 666

Registered Owner (if different than above): Brotherhood Properties Ltd.

**3. ABOUT YOUR ORGANIZATION:** Please provide a brief description of the goals and objectives of the organization.

Please see attached  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**4. PRINCIPAL USE OF THIS PROPERTY:** Please provide a brief description of the principal use of the property and how this use benefits the community.

Please see attached  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



Governance and Priorities Committee - 20 Aug 2015  
**APPLICATION FORM FOR PERMISSIVE  
EXEMPTION FROM PROPERTY TAXATION  
FOR 2016**

(Section 224 of the Community Charter)

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5. **COMMERCIAL ACTIVITY:** Please provide a brief description of any commercial activities that your organization conducts on this property.

*Please see attached.*

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6. **LEASED SPACE:** Please attach any and all lease agreements for any portion of the identified property that your organization rents or leases to another organization or individual.

7. **CATEGORY:** Please select the applicable permissive tax exemption category for which you are applying (for further explanation of permissive tax exemption categories please read the full text of the Permissive Tax Exemption policy found at [www.victoria.ca/permissive](http://www.victoria.ca/permissive)):

Social Service	<input type="checkbox"/>	Arts & Cultural Facility	<input checked="" type="checkbox"/>
Place of Worship	<input type="checkbox"/>	Athletic/Recreational Facility	<input type="checkbox"/>
Rail/Track Property	<input type="checkbox"/>		

Educational Facility: Independent School Classification: Group 1 ☐ 2 ☐ 3 ☐ 4 ☐

Supportive Housing

- Temporary or transitional housing ☐
- Treatment program ☐
- Permanent facility ☐
- Supportive staff ☐
- Group home ☐
- Special needs/disability housing ☐



Governance and Priorities Committee - 20 Aug 2015  
**APPLICATION FORM FOR PERMISSIVE  
EXEMPTION FROM PROPERTY TAXATION  
FOR 2016**

(Section 224 of the Community Charter)

8. **PUBLIC ACKNOWLEDGEMENT:** All recipients of City of Victoria permissive tax exemptions are required to publicly acknowledge the exemption. How does your organization plan on publicly acknowledging the exemption?

Please see attached

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9. **FINANCIAL STATEMENTS:** Attach your most recent financial statements.

10. **PROPERTY OWNERSHIP:** Do you plan on selling any portion of the property during 2014 – 2016?

Yes

☐

No

☒

11. **DECLARATION:**

I am an authorized signing officer of the organization and I certify that the information given in this application is correct. Should a permissive tax exemption be granted on the above listed property, I agree to the following terms:

- If the property is sold prior to the exemption expiration, the organization will remit to the City an amount equal to the taxes that would have otherwise been payable to the City by a non-exempt owner.
- The property use will be in compliance with all applicable municipal policies and bylaws.
- The organization will publicly acknowledge the permissive tax exemption granted by the City.

A Smith  
Signature

Executive Director  
Position

Amunda Smith  
Name (please print)

05/30/15  
Date



## Attachment to Application Form

### 3 - About Our Organization

The Victoria Multi-Cultural Society (VMS) is a non-profit society with a mandate to provide an affordable, flexible, accommodating, multi-purpose venue for small arts groups, individual amateur performers, cultural organizations and non-profit communities to hold their shows/events, fundraisers and community celebrations.

In 2003, the Victoria Multi-Cultural Society converted the top floor of the old Legion Centre at 1415 Broad Street into the Victoria Event Centre. The building had fallen into disrepair and was considered part of Victoria's 'red zone.' Over the past 10 years the society has continued to evolve and renovate the space to suit the needs of its community.

VMS employs an Executive Director to run the VEC, as well as casual (but long-term) employees to work the events as bar staff, coat check and doors staff, sound and lighting technicians. However, the VMS relies heavily on community and volunteer support to sustain the operations and success of the VEC.

The VEC functions as a community centre, gathering place, cabaret-style theatre, arts and cultural hub. The space has been used for/as:

- Workshop/Rehearsal Space
- Lecture Hall/Speaker Presentations
- Multi-media Presentations
- Dance Studio
- A Cinema
- A Theatre (for all types of theatre)
- A Comedy Club
- An Art Gallery
- A Concert Hall
- A Fashion Show
- A Film Shoot
- A Craft Market
- A Wedding Hall
- A Gaming Convention
- A Festival Site
- Private Parties

#### Organizations served include (selected):

Intrepid Theatre, Monday Mag, Passion For Tango, Hand Drum Rhythms, Global Arts Concerts, Cinevic Independent Film Society, Victoria BC Ska Society, City of Victoria Youth Council, Status of Women Action Group, Hope for the Nations, Mustard Seed, AIDS Vancouver Island, Inter-Cultural Association, Victoria Immigrant and Refugee Society, PEERS, South Island Mountain Biking Society, Victoria School of Irish Dance,

Atomic Vaudeville, BC Lions Society, Canadian Improv Games, Downtown Residents Association, Esquimalt High School, Homospun Collective, .....

Inner City Aboriginal Society, Open Cinema, Media Net, Reel Youth Film Festival, UVIC Int'l Exchange and Student Services, UVID Japan Club, UVIC Pride Society, Vancouver Island Int'l Children's Festival, VI's International Busker Festival, VI's Persons Living with Aids Society, Victoria Pride Society, Social Coast Environment, Pecha Kucha Victoria, TEDx, Victoria Jazz Society, Rifflandia Festival, Amnesty Int'l Film Festival Society, Mexican Canadian Association of Victoria, Afro-Caribbean Society of Victoria, Mayor Dean Fortin, Local Living Economy Hub Society, Aboriginal Youth Internship Program.

#### 4 – Principal Use of Property

There is a keen need in Victoria for a space such as ours. The VEC is considered to be a "second home" by many, a place where people can freely express themselves, hone their skills, experiment, celebrate, facilitate, experience, develop, learn, participate, spectate, practice and commune.

The main difference between the VEC and any other venue is that we ensure that the venue works for a wide variety of purposes. The space can be a theatre, cinema, music venue, comedy club, lounge, conference centre, workshop space, rehearsal hall, art gallery and meeting space.

There are many groups and individuals who credit the VEC as a catalyst for their success and many who wouldn't be able to produce shows or successful events without our existence and support. Beyond being a rental venue, the VEC representatives support members in every part of their process. This is done in the following ways:

- Discounted rates for non-profits and organizations in need
- Advice and mentorship with event planning and production
- Experienced and knowledgeable event staffing
- Poster/Ticket design and Box Office management
- Diversity of concession options including full bar service
- Experienced technicians

Our venue includes the use of audio/visual equipment, sound and lighting, chairs as well as cabaret-style tables which can be arranged in a variety of formations, large stage and green room, coat check and box-office and use of office facilities including photocopier, large printing and computer internet access.

Many individuals have used our venue as first time event-planners, interested in creating a sustainable ongoing event that fulfils a specific need in the community. Examples of this are: the Bounce Dance Cabaret featuring emerging dancers showcasing short original choreography, the Atomic Vaudeville Series featuring emerging and established performers in innovative episodic theatre shows, Dave Morris Improvisation classes, Open Cinema independent film screening.

We have been instrumental in the growth and success of these events, a partner in developing their potential and ability to engage with an eager audience. The VEC is unique in its reputation with a younger demographic. Many of the city's performance venues struggle to attract youth to their events, but the diversity of programming and financial accessibility of our space has encouraged this young audience to participate in local culture. It is a rich culture that can sometimes remain hidden due to a dearth of performance opportunities. Many of our events are presented by emerging artists keen to experiment and engage with their community, and their success has been great. The list of artists who have performed at our venue and gone on to develop nationally recognized work is considerable. In this way, the space functions as a kind of laboratory or incubator for local artists and an opportunity for audiences to engage and participate in the growth of a relevant and meaningful culture.

Our venue also serves as a satellite venue for larger festivals such as the Victoria Fringe Festival, Rifflandia, and the Jazz Festival. Many of the performers at these events are internationally recognized and provide an opportunity for local artists and audiences alike to become acquainted and inspired by new cultural communities.

## **5 – Commercial Activity**

The VMS has two sources of revenue: venue rental and bar profits (when bar is active).

We realize that a 3<sup>rd</sup> and 4<sup>th</sup> source of revenue are essential for our sustainability. So in the next year, the Executive Director will be working with the Board to apply for a variety of grants for operational and venue improvement purposes, as well as sponsorship dollars for program building.

This acquired revenue would alleviate the support that Brotherhood Properties has needed to provide to VMS over the years.

## **8 – Public Acknowledgement**

The VMS would be privileged to acknowledge the support of the City of Victoria in any way recommended, but perhaps the following ways would be suitable:

- Acknowledgement on our website: [www.victoriaeventcentr.ca](http://www.victoriaeventcentr.ca) City of Victoria logo would be placed with our other sponsors on the footer of each page of our 27-page site. The support would be detailed on our Sponsor page, alongside the CoV logo.
- VEC would publicize the approval on our Facebook page (following of 1500).
- VEC is creating a professional on-site display of VEC friends and sponsors, of which the City of Victoria would be included.
- VEC would likely hold an event in celebration of support, in which the City of Victoria would be thanked.

### Partnerships, Sustainability and Accessibility

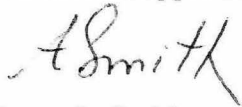
Our membership is rich in diversity and includes organizations united through cultural background, social issues, creative vision, sexual orientation, community concerns and artistic fellowship. Open access to both organizers and audiences is a keystone of our mandate and this project furthers this diversity of reception.

Brotherhood Properties, the landlords of the building are firmly committed to our organization and continue to support us by maintaining an active presence on our board of directors, providing business leadership and contributing financially to our capital projects.

After 10 years of work, we are propelled and inspired to take a meaningful step towards even greater success and long-term stability so we can continue to serve the needs of our local community. Creative spaces are essential to the health of a community and we are committed to the stewardship and longevity of this venue. Your support for this project encourages our success and contributes greatly to our ability to serve our community's potential and expression.

This permissive exemption would alleviate the financial burden on Brotherhood Properties and allow further sustainability to the VEC, in order for it to remain the valuable asset that it is to the local arts, culture and non-profit communities.

With much appreciation for your consideration,

A handwritten signature in black ink, appearing to read 'A Smith', with a stylized flourish at the end.

Amanda Smith  
Executive Director

## VMS Financial Statement 2014

### Revenues

Venue Rentals	\$	66,267
Bar Sales	\$	92,246
Door Sales	\$	10,948
In Kind - Rent	\$	26,318
	\$	195,779

### Expenditures

Management Fees	\$	19,680
Event Staffing	\$	19,189
*Rent (Includes CAC)	\$	105,273
Bar Supplies	\$	42,473
Insurance	\$	2,800
Alarm System	\$	503
Liquor License - Annual Fee	\$	1,100
Bank Charges	\$	82
Janitorial Supplies	\$	2,292
Repairs/Replacements	\$	1,862
Office	\$	440
Printer Lease and Printing	\$	2,645
Advertising	\$	223
	\$	198,563

\*Rent (Includes CAC)

CAC refers to Common Area Cost: Utilities/Building Expenses

**VICTORIA MULTICULTURAL SOCIETY****Balance Sheet - 2014****Assets:**

Bank	8968	
Float	1400	
Accounts Receivable	6159	16527
Liquor Inventory (estimate value)	3000	
Capital - Equipment (estimated value)	12500	15500
Total Assets:		32027

**Liabilities:**

Accounts Payable	7200
Payroll Owed (CRA Ruling Employee vs Contractor)	12150
Total Liabilities:	19350

**Property Taxes Paid by Brotherhood Properties**

2015:	\$48,511.83
2014:	\$48,030.93
2013:	\$54,016.64



5/14/2015

Mr. Colin McKean  
Brotherhood Properties  
1415 Broad Street, Victoria BC  
V8W 2B2

City Of Victoria

To Whom it may Concern,

I am writing you today to express the support of Brotherhood Properties in the Victoria Multicultural Society's (VMS) application to the property tax exemption program.

Brotherhood Properties has been supportive of the VMS since it became a tenant at our property at 1415 Broad Street in 2004. Understanding the value and contribution that the VMS provides to our local arts and cultural communities, we have been passionately committed to supporting the organization in any way we can. These contributions have included direct financial support, tenant improvements, and rent forgiveness.

Time and again we have heard that the VMS provides something unique to our community- a home facility for groups across the arts and cultural spectrum- which is why we have continued to maintain strong support for the organization for more than a decade. Individuals, cultural groups, and community organizations benefit greatly from the services and facilities that the VMS provides, and we are told time and again that their work strengthens our community, city and region.

The VMS is a special organization, and we are committed to supporting their mission. Brotherhood Properties commits to passing down all savings from a reduction in property tax directly to the VMS through reduced rent.

Thank you in advance for your full consideration of the VMS application.

Sincerely,

Colin McKean  
Director,  
Brotherhood Properties



**Governance and Priorities Committee - 20 Aug 2015**  
**APPLICATION FORM FOR PERMISSIVE EXEMPTION**  
**FROM PROPERTY TAXATION FOR 2015 - 2016**  
(Section 224 of the Community Charter)

**1. IDENTIFICATION OF APPLICANT:**

Organization name: Downtown Victoria Business Association

Are you registered under the *Societies Act*?

Yes

☒

No

☐

Are you a registered charity?

Yes

☐

No

☐

Mailing Address: 20 Centennial Square

Contact Person: Kenneth Kelly

[REDACTED]

Telephone Number:

[REDACTED]

Fax Number:

Preferred method of application reminder:

Email

☐

Mail

☐

**2. PROPERTY (complete a separate form for each property)**

Folio Number: 01046021

Address: 20 Centennial Square

Legal Description: leased portion of lot 2 of lots 535, 584-92, 594-601, 1249, 1250-1252, etc.

Registered Owner (if different than above): City of Victoria

**3. ABOUT YOUR ORGANIZATION:** Please provide a brief description of the goals and objectives of the organization.

The Downtown Victoria Business Association is a registered society under the provincial Business Improvement Areas enabling legislation. We have been in operation since January 2005 and have had our five-year mandate approved and renewed three times, both by our property owners and by City Council. The Mission of the DVBA is 'to be a proactive champion for Victoria's downtown business community, promoting sustainable economic vitality through direct action and advocacy'.

One of our specific goals is to keep the streets of our downtown clean and welcoming and this we do with the Clean Team, which this year requires 17% or \$170,000 of our annual budget. As this significantly assists the City in achieving its own goal and mandate and as this is a very substantial commitment on the part of the downtown business community, through the DVBA, we respectfully request that we receive a tax exemption for 2016. For the first time in our history, we were required to pay these taxes in 2015 and it is having a very detrimental impact on our ability to deliver the full scope of programs we have been mandated to provide and which reinforce the healthiness of downtown.



APPLICATION FORM FOR PERMISSIVE EXEMPTION  
FROM PROPERTY TAXATION FOR 2015 - 2016

(Section 224 of the Community Charter)

4. **PRINCIPAL USE OF THIS PROPERTY:** Please provide a brief description of the principal use of the property and how this use benefits the community.

The principal use of our offices is to adminster DVBA programs and to hold meetings. All directly or indirectly benefit the community and City of Victoria.

5. **COMMERCIAL ACTIVITY:** Please provide a brief description of any commercial activities that your organization conducts on this property.

The DVBA does not conduct any commercial activities; they are all community-driven.

6. **LEASED SPACE:** Please attach any and all lease agreements for any portion of the identified property that your organization rents or leases to another organization or individual.

7. **CATEGORY:** Please select the applicable permissive tax exemption category for which you are applying (for further explanation of permissive tax exemption categories please read the full text of the Permissive Tax Exemption policy found at [www.victoria.ca/permissive](http://www.victoria.ca/permissive)):

Social Service	<input checked="" type="checkbox"/>	Arts & Cultural Facility	<input type="checkbox"/>
Place of Worship	<input type="checkbox"/>	Athletic/Recreational Facility	<input type="checkbox"/>
Rail/Track Property	<input type="checkbox"/>		

Educational Facility: Independent School Classification:

Group 1 ☐ 2 ☐ 3 ☐ 4 ☐



APPLICATION FORM FOR PERMISSIVE EXEMPTION  
FROM PROPERTY TAXATION FOR 2015 - 2016

(Section 224 of the Community Charter)

Supportive Housing

- Temporary or transitional housing ☐
- Treatment program ☐
- Permanent facility ☐
- Supportive staff ☐
- Group home ☐
- Special needs/disability housing ☐

8. **PUBLIC ACKNOWLEDGEMENT:** All recipients of City of Victoria permissive tax exemptions are required to publicly acknowledge the exemption. How does your organization plan on publicly acknowledging the exemption?

We can place this on our website and in appropriate publications as defined by the City of Victoria Department of Finance.

9. **FINANCIAL STATEMENTS:** Attach your most recent financial statements.

10. **PROPERTY OWNERSHIP:** Do you plan on selling any portion of the property during 2014 – 2016?

Yes ☐ No ☒

11. **DECLARATION:**

I am an authorized signing officer of the organization and I certify that the information given in this application is correct. Should a permissive tax exemption be granted on the above listed property, I agree to the following terms:

- If the property is sold prior to the exemption expiration, the organization will remit to the City an amount equal to the taxes that would have otherwise been payable to the City by a non-exempt owner.
- The property use will be in compliance with all applicable municipal policies and bylaws.
- The organization will publicly acknowledge the permissive tax exemption granted by the City.

Signature

Kenneth Kelly

Name (please print)

General Manager

Position

July 7, 2015

Date



Governance and Priorities Committee - 20 Aug 2015  
APPLICATION FORM FOR PERMISSIVE  
EXEMPTION FROM PROPERTY TAXATION  
FOR 2016

(Section 224 of the Community Charter)

1. **IDENTIFICATION OF APPLICANT:**

Organization name: Strus Community Rowing / George Narrows Rowing Club

Are you registered under the *Societies Act*? Yes ☒ No ☐

Are you a registered charity? Yes ☒ No ☐

Mailing Address: 2940 Jutland Rd, office 105

Contact Person: David Catler Email Address: [REDACTED]

Telephone Number [REDACTED] Fax Number: N/A

Preferred method of application reminder: Email ☒ Mail ☐

2. **PROPERTY** (complete a separate form for each property)

Folio Number: 10727102 Address: 0 Jutland Road

Legal Description: \_\_\_\_\_

Registered Owner (if different than above): dowl Holdings Ltd.

3. **ABOUT YOUR ORGANIZATION:** Please provide a brief description of the goals and objectives of the organization.

The Strus Community Rowing Centre and the George Narrows Rowing Club facilitates community rowing for recreational, sport and healthy living purposes

4. **PRINCIPAL USE OF THIS PROPERTY:** Please provide a brief description of the principal use of the property and how this use benefits the community.

Rowing and paddling activities



APPLICATION FORM FOR PERMISSIVE  
EXEMPTION FROM PROPERTY TAXATION  
FOR 2016

(Section 224 of the Community Charter)

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5. **COMMERCIAL ACTIVITY:** Please provide a brief description of any commercial activities that your organization conducts on this property.

we are a membership driven organization, with  
contracts for schools and larger groups  
who want private access to rowing.

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6. **LEASED SPACE:** Please attach any and all lease agreements for any portion of the identified property that your organization rents or leases to another organization or individual. *Attached.*

7. **CATEGORY:** Please select the applicable permissive tax exemption category for which you are applying (for further explanation of permissive tax exemption categories please read the full text of the Permissive Tax Exemption policy found at [www.victoria.ca/permissive](http://www.victoria.ca/permissive)):

Social Service ☐

Arts & Cultural Facility ☐

Place of Worship ☐

Athletic/Recreational Facility ☒

Rail/Track Property ☐

Educational Facility: Independent School Classification: Group 1 ☐ 2 ☐ 3 ☐ 4 ☐

Supportive Housing

- Temporary or transitional housing ☐
- Treatment program ☐
- Permanent facility ☐
- Supportive staff ☐
- Group home ☐
- Special needs/disability housing ☐





**Governance and Priorities Committee - 20 Aug 2015**  
**APPLICATION FORM FOR PERMISSIVE**  
**EXEMPTION FROM PROPERTY TAXATION**  
**FOR 2016**

(Section 224 of the Community Charter)

8. **PUBLIC ACKNOWLEDGEMENT**: All recipients of City of Victoria permissive tax exemptions are required to publicly acknowledge the exemption. How does your organization plan on publicly acknowledging the exemption?

we would be happy to discuss options, but  
we could publicly acknowledge the exemption  
with a banner on-site, or on our  
website.

9. **FINANCIAL STATEMENTS**: Attach your most recent financial statements.

10. **PROPERTY OWNERSHIP**: Do you plan on selling any portion of the property during 2014 – 2016?

Yes

☐

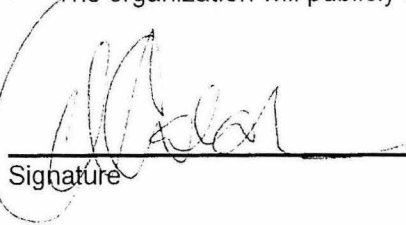
No

☒

11. **DECLARATION**:

I am an authorized signing officer of the organization and I certify that the information given in this application is correct. Should a permissive tax exemption be granted on the above listed property, I agree to the following terms:

- If the property is sold prior to the exemption expiration, the organization will remit to the City an amount equal to the taxes that would have otherwise been payable to the City by a non-exempt owner.
- The property use will be in compliance with all applicable municipal policies and bylaws.
- The organization will publicly acknowledge the permissive tax exemption granted by the City.

  
Signature

Facility Manager  
Position

David Collier  
Name (please print)

June 10 / 2015  
Date



## APPLICATION FORM FOR PERMISSIVE EXEMPTION FROM PROPERTY TAXATION FOR 2016

(Section 224 of the Community Charter)

### 1. IDENTIFICATION OF APPLICANT:

Organization name: St Michaels University School (SMUS Community Rowing Centre/Gorge Narrows Rowing Club)

Are you registered under the *Societies Act*? Yes ☒ No ☐

Are you a registered charity? Yes ☐ No ☐

Mailing Address: 2940 Jutland Road, Victoria, BC, V8T5J9

Contact Person: David Calder Email Address: [REDACTED]

Telephone Number: [REDACTED] Fax Number: N/A

Preferred method of application reminder: Email ☒ Mail ☐

### 2. PROPERTY (complete a separate form for each property)

Folio Number: 10727154 Address: 2940 Jutland Road

Legal Description: \_\_\_\_\_

Registered Owner (if different than above): Jawl Properties Ltd.

### 3. ABOUT YOUR ORGANIZATION: Please provide a brief description of the goals and objectives of the organization.

SMUS operates the SMUS Community Rowing Centre and the Gorge Narrows Rowing Club. At the

club we offer rowing programs for adults and youth, accessible to anyone, including all CRD com-

munities. This September we will host Esquimalt, Vic High, Oak Bay, Spectrum, St. Andrews and

SMUS. We continually run a community based U19 training group with kids participating from

across the region, as well as a Masters Program (27+). We host youth-at-risk rowing programs

partnered with local community centres (most recently Quadra Village and Burnside Gorge).

Our goal is to facilitate rowing on the Gorge Waterway for health, recreational and competitive outcomes.

### 4. PRINCIPAL USE OF THIS PROPERTY: Please provide a brief description of the principal use of the property and how this use benefits the community.

The facility houses rowing and safety equipment, along with office space to manage programs.

The boats move from inside the boat house onto the water via our low profile dock. Athletes

then row between the Robert Bateman Centre and the Tillicum Street Bridge depending on the time

of day. This benefits the participants, but also adds to the aesthetics of the community.



**APPLICATION FORM FOR PERMISSIVE  
EXEMPTION FROM PROPERTY TAXATION  
FOR 2016**

(Section 224 of the Community Charter)

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5. **COMMERCIAL ACTIVITY:** Please provide a brief description of any commercial activities that your organization conducts on this property.

We are a membership based organization. Members register for programs that run for set periods of time. Members can pay annually, quarterly, or on a program by program basis is a program runs for a set period of time different from above.

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6. **LEASED SPACE:** Please attach any and all lease agreements for any portion of the identified property that your organization rents or leases to another organization or individual.

7. **CATEGORY:** Please select the applicable permissive tax exemption category for which you are applying (for further explanation of permissive tax exemption categories please read the full text of the Permissive Tax Exemption policy found at [www.victoria.ca/permissive](http://www.victoria.ca/permissive)):

Social Service	<input type="checkbox"/>	Arts & Cultural Facility	<input type="checkbox"/>
Place of Worship	<input type="checkbox"/>	Athletic/Recreational Facility	<input checked="" type="checkbox"/>
Rail/Track Property	<input type="checkbox"/>		

Educational Facility: Independent School Classification: Group 1 ☐ 2 ☐ 3 ☐ 4 ☐

Supportive Housing

- Temporary or transitional housing ☐
- Treatment program ☐
- Permanent facility ☐
- Supportive staff ☐
- Group home ☐
- Special needs/disability housing ☐



# APPLICATION FORM FOR PERMISSIVE EXEMPTION FROM PROPERTY TAXATION FOR 2016

(Section 224 of the Community Charter)

8. **PUBLIC ACKNOWLEDGEMENT:** All recipients of City of Victoria permissive tax exemptions are required to publicly acknowledge the exemption. How does your organization plan on publicly acknowledging the exemption?

We have the ability to place banners on site and/or appropriately advertise on our website.

I would also look to staff at the City of Victoria to indicate what would be appropriate.

9. **FINANCIAL STATEMENTS:** Attach your most recent financial statements.

10. **PROPERTY OWNERSHIP:** Do you plan on selling any portion of the property during 2014 – 2016?

Yes

☐

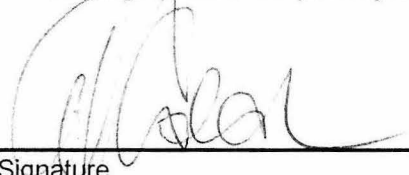
No

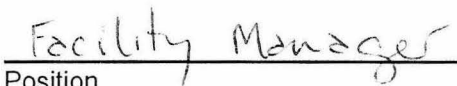
☒


11. **DECLARATION:**


I am an authorized signing officer of the organization and I certify that the information given in this application is correct. Should a permissive tax exemption be granted on the above listed property, I agree to the following terms:

- If the property is sold prior to the exemption expiration, the organization will remit to the City an amount equal to the taxes that would have otherwise been payable to the City by a non-exempt owner.
- The property use will be in compliance with all applicable municipal policies and bylaws.
- The organization will publicly acknowledge the permissive tax exemption granted by the City.

  
Signature

  
Position

  
Name (please print)

  
Date

# Financial Reporting System

Month Ended June 30, 2015

Dave Calder

		YTD Expenses	Annual Budget	Balance
Rowing Centre	Capital	\$0	\$0	\$0
Rowing Centre	Operating	\$59,419	\$40,000	(\$19,419)
Rowing Centre	Revenue	(\$195,762)	(\$222,000)	(\$26,238)
Rowing Centre	Salaries	\$305,452	\$274,903	(\$30,549)
Rowing Centre	Total	\$169,109	\$92,903	(\$76,206)
Rowing Centre - Boathouse	Operating	\$31,246	\$28,000	(\$3,246)
Rowing Centre - Boathouse	Total	\$31,246	\$28,000	(\$3,246)
Rowing Centre - Transportation	Operating	\$18,433	\$25,000	\$6,567
Rowing Centre - Transportation	Total	\$18,433	\$25,000	\$6,567
Rowing Centre - Vessels	Operating	\$24,453	\$18,000	(\$6,453)
Rowing Centre - Vessels	Total	\$24,453	\$18,000	(\$6,453)
Grand	Total	\$243,241	\$163,903	(\$79,338)



APPLICATION FORM FOR PERMISSIVE  
EXEMPTION FROM PROPERTY TAXATION  
FOR 2016

(Section 224 of the Community Charter)

1. **IDENTIFICATION OF APPLICANT:**

Property leasee: The Hands on Summer Camp Society - operating The Elizabeth Buckley School  
Organization name: Property Owner: The Cridge Centre for the Family

Are you registered under the Societies Act? Yes ☒ No ☐

Are you a registered charity? Yes ☒ No ☐

Mailing Address: 40 The Cridge Centre - 1307 Hillside Avenue (operates 1309 Hillside Avenue)

Contact Person: EBS: Terry Langridge CBS: [redacted] Email Address: Cridge: [redacted]

Telephone Number: EBS: [redacted] CBS: [redacted] Fax Number: Cridge: [redacted]

Preferred method of application reminder: Email ☐ Mail ☒

2. **PROPERTY** (complete a separate form for each property)

Folio Number: 0858 2002 Address: 1190 Kings Road

Legal Description: As attached

Registered Owner (if different than above): The Cridge Centre for the Family

3. **ABOUT YOUR ORGANIZATION:** Please provide a brief description of the goals and objectives of the organization.

The Elizabeth Buckley School's purpose is to develop critical thinking, adaptable and responsible citizenship in their students Kindergarten to Grade 5. It is an integrated school for the deaf, hard of hearing, physically disabled, intellectually disabled and typical children.

The Cridge Centre for the Family's purpose is to render aid and services to children, adults and families to maximize their opportunities. To meet our purpose we offer support, counsel, education, provide housing and care for our clients.

4. **PRINCIPAL USE OF THIS PROPERTY:** Please provide a brief description of the principal use of the property and how this use benefits the community.

The Elizabeth Buckley School - a non-profit independent school leases three rooms from The Cridge Centre for the Family to provide Kindergarten to Grade 5 for children of all abilities. Partnering with The Cridge Centre for the Family, both agencies serve and support





APPLICATION FORM FOR PERMISSIVE  
EXEMPTION FROM PROPERTY TAXATION  
FOR 2016

(Section 224 of the Community Charter)

many families in common, allowing children with needs to  
transition seamlessly between before school care, school and  
after school care.

5. **COMMERCIAL ACTIVITY:** Please provide a brief description of any commercial activities that your organization conducts on this property.

The Elizabeth Buckley School charges tuition fees.

6. **LEASED SPACE:** Please attach any and all lease agreements for any portion of the identified property that your organization rents or leases to another organization or individual. *attached*

7. **CATEGORY:** Please select the applicable permissive tax exemption category for which you are applying (for further explanation of permissive tax exemption categories please read the full text of the Permissive Tax Exemption policy found at [www.victoria.ca/permissive](http://www.victoria.ca/permissive)):

Social Service ☐

Arts & Cultural Facility ☐

Place of Worship ☐

Athletic/Recreational Facility ☐

Rail/Track Property ☐

Educational Facility: Independent School Classification: Group 1 ☒ 2 ☐ 3 ☐ 4 ☐

Supportive Housing

- Temporary or transitional housing ☐
- Treatment program ☐
- Permanent facility ☐
- Supportive staff ☐
- Group home ☐
- Special needs/disability housing ☐



# APPLICATION FORM FOR PERMISSIVE EXEMPTION FROM PROPERTY TAXATION FOR 2016

(Section 224 of the Community Charter)

8. **PUBLIC ACKNOWLEDGEMENT:** All recipients of City of Victoria permissive tax exemptions are required to publicly acknowledge the exemption. How does your organization plan on publicly acknowledging the exemption?

The Elizabeth Buckley School will post it on their website.

9. **FINANCIAL STATEMENTS:** Attach your most recent financial statements.

✓ cridge + EBS

10. **PROPERTY OWNERSHIP:** Do you plan on selling any portion of the property during 2014 – 2016?

Yes

☐

No

☒

11. **DECLARATION:**

I am an authorized signing officer of the organization and I certify that the information given in this application is correct. Should a permissive tax exemption be granted on the above listed property, I agree to the following terms:

- If the property is sold prior to the exemption expiration, the organization will remit to the City an amount equal to the taxes that would have otherwise been payable to the City by a non-exempt owner.
- The property use will be in compliance with all applicable municipal policies and bylaws.
- The organization will publicly acknowledge the permissive tax exemption granted by the City.

Shelley R Morris

Signature

Shelley R Morris

Name (please print)

CRIDGE - CEB  
EBS Vice President

Position

Date

May 13/15

2. PROPERTY

Legal Description:

Lot 28, Section 4, Victoria District, Plan 263, except those parts thereof shown coloured red on plans deposited under DD 261771 and DD253321 and except part in Plan 10551 and 41022 (1190 Kings Road)

HANDS ON SUMMER CAMP SOCIETY  
Financial Statements  
Year Ended June 30, 2014  
*(Unaudited)*

OBARA & COMPANY  
CHARTERED ACCOUNTANTS

**OBARA & COMPANY**  
CHARTERED ACCOUNTANTS  
*Practicing as a Professional Corporation*

216-911 Yates Street  
Victoria, B.C. V8V 4X3  
Tel. 250-388-7879  
Fax. 250-381-0808

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**REVIEW ENGAGEMENT REPORT**

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To the Directors of Hands On Summer Camp Society

We have reviewed the statement of financial position of Hands On Summer Camp Society as at June 30, 2014 and the statements of revenues and expenditures, changes in net assets and cash flows for the year then ended. Our review was made in accordance with Canadian generally accepted standards for review engagements and, accordingly, consisted primarily of inquiry, analytical procedures and discussion related to information supplied to us by the Society.

A review does not constitute an audit and, consequently, we do not express an audit opinion on these financial statements.

Based on our review, nothing has come to our attention that causes us to believe that these financial statements are not, in all material respects, in accordance with Canadian accounting standards for not-for-profit organizations.

Victoria, B.C.  
September 23, 2014

*Obara & Company*  
CHARTERED ACCOUNTANTS

HANDS ON SUMMER CAMP SOCIETY  
STATEMENT OF FINANCIAL POSITION

(Unaudited)

ASSETS	June 30 2014	June 30 2013 (restated)
<b>CURRENT</b>		
Cash	\$ 192,160	\$ 118,509
Cash - Camp	48,021	42,825
Short term investments	106,710	75,801
Accounts receivable	1,255	1,461
Goods and services tax recoverable	1,449	4,398
Prepaid expenses	6,415	4,914
	<u>356,010</u>	<u>247,908</u>
<b>CAPITAL ASSETS (Note 4)</b>	<u>29,659</u>	<u>41,752</u>
	<u><u>\$ 385,669</u></u>	<u><u>\$ 289,660</u></u>
 <b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities	\$ 17,790	\$ 15,334
Wages payable	35,935	38,842
Deferred revenues (Note 5)	141,325	60,698
	<u>195,050</u>	<u>114,874</u>
<b>DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS (Note 6)</b>	<u>7,868</u>	<u>9,218</u>
	<u>202,918</u>	<u>124,092</u>
 <b>NET ASSETS (Note 2)</b>		
Operating Fund	57,986	60,060
Invested in Capital Assets	21,791	32,534
Contingency Fund	102,974	72,974
	<u>182,751</u>	<u>165,568</u>
	<u><u>\$ 385,669</u></u>	<u><u>\$ 289,660</u></u>

Approved by the Directors:

\_\_\_\_\_  
Director

\_\_\_\_\_  
Director

(See Accompanying Notes)



HANDS ON SUMMER CAMP SOCIETY  
STATEMENT OF NET ASSETS

(Unaudited)

				Year Ended June 30	
	Unrestricted Operating Fund	Invested in Capital Assets	Contingency Fund	2014	2013
Balance, beginning	\$ 50,842	\$ 41,752	\$ 72,974	\$ 165,568	\$ 207,343
Prior period adjustment (Note 7)	9,218	(9,218)	-	-	-
Restated opening balance	60,060	32,534	72,974	165,568	207,343
Excess (deficiency) of revenues over expenditures	17,183	-	-	17,183	(41,775)
Amortization	15,542	(15,542)	-	-	-
Amortization of deferred contributions	(3,630)	3,630	-	-	-
Purchase of capital assets, net of increase in deferred contributions	(1,169)	1,169	-	-	-
Transfers	(30,000)	-	30,000	-	-
Balance, ending	<u>\$ 57,986</u>	<u>\$ 21,791</u>	<u>\$ 102,974</u>	<u>\$ 182,751</u>	<u>\$ 165,568</u>

(See Accompanying Notes)

HANDS ON SUMMER CAMP SOCIETY  
STATEMENT OF REVENUES AND EXPENDITURES

(Unaudited)

				Year Ended June 30	
	School	Camp	Special Needs	2014 Total	2013 Total
<b>REVENUES</b>					
Fund raising	\$ 3,450	\$ -	\$ -	\$ 3,450	\$ 3,705
Interest	980	17	-	997	1,018
Gaming	-	20,000	-	20,000	20,880
Donations	5,866	499	-	6,365	1,509
Government grants	162,302	-	219,600	381,902	346,718
Other grants	4,487	-	-	4,487	10,840
Camp fees	-	21,043	-	21,043	20,313
School tuition and fees	176,162	-	-	176,162	165,337
Uniforms	2,279	-	-	2,279	3,227
Amortization of deferred contributions (Note 6)	3,630	-	-	3,630	1,625
	<u>359,156</u>	<u>41,559</u>	<u>219,600</u>	<u>620,315</u>	<u>575,172</u>
<b>EXPENDITURES</b>					
Advertising	5,099	196	-	5,295	3,225
Automobile	3,735	3,408	-	7,143	6,610
Bank charges and interest	461	77	857	1,395	1,215
ECO Camp	-	522	-	522	-
Field trips	1,937	-	-	1,937	2,525
Fund raising	779	-	-	779	1,705
Insurance	3,195	654	-	3,849	3,749
Licenses and dues	301	-	-	301	272
Miscellaneous	2,551	-	-	2,551	4,811
Office	6,157	270	-	6,427	5,135
Physical education	657	-	-	657	294
Premise rental	37,410	6,332	-	43,742	42,618
Professional fees	15,088	2,366	1,509	18,963	13,601
Repairs and maintenance	9,208	1,593	-	10,801	11,018
Staff development	1,082	40	-	1,122	781
Supplies	7,161	681	36	7,878	5,058
Subcontract	-	-	15,006	15,006	16,885
Uniforms	1,555	-	-	1,555	3,305
Venues - camp activities and expenditures	-	4,584	-	4,584	1,832
Wages and employee benefits	140,694	17,248	295,141	453,083	480,097
	<u>237,070</u>	<u>37,971</u>	<u>312,549</u>	<u>587,590</u>	<u>604,736</u>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES BEFORE OTHER EXPENDITURES</b>	<u>122,086</u>	<u>3,588</u>	<u>(92,949)</u>	<u>32,725</u>	<u>(29,564)</u>
<b>OTHER EXPENDITURE</b>					
Amortization	15,542	-	-	15,542	12,211
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<u>\$ 106,544</u>	<u>\$ 3,588</u>	<u>\$ (92,949)</u>	<u>\$ 17,183</u>	<u>\$ (41,775)</u>

(See Accompanying Notes)

## HANDS ON SUMMER CAMP SOCIETY

## STATEMENT OF CASH FLOWS

(Unaudited)

	Year Ended June 30	
	2014	2013
<b>OPERATING ACTIVITIES</b>		
Excess (deficiency) of revenues over expenditures	\$ 17,183	\$ (41,775)
Items not affecting cash:		
Amortization of deferred contributions	(3,630)	(1,625)
Amortization	15,542	12,211
	29,095	(31,189)
Changes in non-cash working capital:		
Decrease (increase) in non-cash current assets		
Accounts receivable	206	(961)
Goods and services tax recoverable	2,949	(1,122)
Prepaid expenses	(1,501)	159
Increase (decrease) in current liabilities		
Accounts payable and accrued liabilities	2,456	7,192
Wages payable	(2,907)	12,709
Deferred revenues	80,627	15,810
	110,925	2,598
<b>INVESTING ACTIVITIES</b>		
Acquisition of capital assets	(3,448)	(38,922)
<b>FINANCING ACTIVITIES</b>		
Increase in deferred contributions related to acquisition of capital assets	2,279	10,843
<b>INCREASE (DECREASE) IN CASH</b>	109,756	(25,481)
<b>CASH, beginning</b>	237,135	262,616
<b>CASH, ending</b>	<u>\$ 346,891</u>	<u>\$ 237,135</u>
<b>CASH IS REPRESENTED BY</b>		
Cash	\$ 192,160	\$ 118,509
Cash - Camp	48,021	42,825
Short term investments	106,710	75,801
	<u>\$ 346,891</u>	<u>\$ 237,135</u>

(See Accompanying Notes)

**HANDS ON SUMMER CAMP SOCIETY**  
**Notes to Financial Statements**  
**Year Ended June 30, 2014**  
*(Unaudited)*

**1. PURPOSE OF THE ORGANIZATION**

Hands On Summer Camp Society (the "Society") was incorporated under the Society Act of British Columbia and its purpose is to foster and promote educational and recreational opportunities for all children; to meet their individual communications needs, with an emphasis on Sign Language. The Society is a registered charity within the meaning of the Income Tax Act (Canada) and is therefore exempt from income taxes.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**Financial instruments policy**

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in income. All other financial instruments are reported at amortized cost. Transaction costs on the acquisition, sale, or issue of financial instruments are expensed when incurred.

**Fund accounting**

Hands On Summer Camp Society follows the deferral method of accounting for contributions.

The Operating Fund accounts for the Society's program delivery and administrative activities. This fund reports unrestricted resources and restricted operating grants.

The Capital Asset Fund reports the assets, liabilities, revenues, and expenses related to Hands On Summer Camp Society's capital assets.

The Contingency Fund reports resources set aside to cover costs in the event of fund shortages.

**Capital assets**

Capital assets are stated at cost or deemed cost less accumulated amortization. Capital assets are amortized over their estimated useful lives on a straight-line basis at the following rates:

Computer equipment	3 & 5 years
Computer software	3 years
Furniture and equipment	5 years
Signage	5 years
Vehicles	5 years

The Society regularly reviews its capital assets to eliminate obsolete items.

Capital assets acquired during the year but not placed into use are not amortized until they are placed into use.

*(continues)*

**OBARA & COMPANY**  
**CHARTERED ACCOUNTANTS**

**HANDS ON SUMMER CAMP SOCIETY**  
**Notes to Financial Statements**  
**Year Ended June 30, 2014**  
*(Unaudited)*

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** *(continued)*

**Measurement uncertainty**

The preparation of financial statements in conformity with Canadian accounting standard for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

**Contributed services**

Volunteers contribute a significant amount of their time each year. Because of the difficulty in determining their fair value, contributed services are not recognized in the financial statements.

**3. FINANCIAL INSTRUMENTS**

The Society is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. As of June 30, 2014 it is the management's opinion that the Society is not exposed to significant credit, liquidity, market, currency or interest risk.

**4. CAPITAL ASSETS**

	Cost	Accumulated amortization	2014 Net book value	2013 Net book value
Computer equipment	\$ 38,503	\$ 18,960	\$ 19,543	\$ 27,272
Computer software	1,300	650	650	1,083
Furniture and equipment	23,600	15,740	7,860	11,332
Signage	2,295	689	1,606	2,065
Vehicles	17,709	17,709	-	-
	<u>\$ 83,407</u>	<u>\$ 53,748</u>	<u>\$ 29,659</u>	<u>\$ 41,752</u>

**5. DEFERRED REVENUES**

	2014	2013
Changes to the deferred revenue balance are as follows:		
Beginning balance	\$ 60,698	\$ 44,888
Less amounts transferred to income	(60,698)	(44,888)
Add amount related to next year	141,325	60,698
Ending balance	<u>\$ 141,325</u>	<u>\$ 60,698</u>

**OBARA & COMPANY**  
CHARTERED ACCOUNTANTS

**HANDS ON SUMMER CAMP SOCIETY**  
**Notes to Financial Statements**  
**Year Ended June 30, 2014**  
*(Unaudited)*

**6. DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS**

Deferred contributions related to capital assets represents assets funded by grants. The funds are recognized as revenue as the related capital assets are amortized. The changes in the deferred balance for the year are as follows:

	2014	2013
Beginning balance	\$ 9,218	\$ -
Additions in the year	2,280	10,843
Less: amortization in the year	(3,630)	(1,625)
Ending balance	\$ 7,868	\$ 9,218

**7. PRIOR PERIOD ADJUSTMENT**

The opening balance of the amount Invested in Capital Assets was adjusted to reflect the deduction of Deferred Contributions Related to Capital Assets from the net book value of the Capital Assets.

**8. LEASE COMMITMENTS**

The Society entered into a long term lease on September 1, 2014 with respect to its premises. The lease expires on August 31, 2019 contains no renewal options. Future minimum lease payments as at June 30, 2014, are as follows:

2015	\$ 43,592
2016	40,584
2017	41,566
2018	42,776
2019	44,064
Thereafter	7,380

**9. ECONOMIC DEPENDENCE**

The Society is dependent and receives approximately 60% of its revenues from Government funding arrangements. This continued support is necessary in the ongoing operations and activities of the Society.

**10. COMPARATIVE FIGURES**

Some of the comparative figures have been reclassified to conform to the current year's presentation.

**OBARA & COMPANY**  
CHARTERED ACCOUNTANTS





**APPLICATION FORM FOR PERMISSIVE  
EXEMPTION FROM PROPERTY TAXATION  
FOR 2016**

(Section 224 of the Community Charter)

**1. IDENTIFICATION OF APPLICANT:**

Organization name: Kiwanis Village Society

Are you registered under the Societies Act? Yes ☒ No ☐

Are you a registered charity? Yes ☐ No ☒

Mailing Address: 1419 Mallek Crescent - VICTORIA V8T

Contact Person: DAVID McKEAN Email Address: [REDACTED] 2R3

Telephone Number: [REDACTED] Fax Number: office: [REDACTED] 5-[REDACTED]

Preferred method of application reminder: Email ☒ Mail ☐

**2. PROPERTY (complete a separate form for each property)**

Folio Number: 08615071 Address: 1419 Mallek Cr.

Legal Description: LOT-17 Sections 4, 29 & 30

Registered Owner (if different than above): above.

**3. ABOUT YOUR ORGANIZATION:** Please provide a brief description of the goals and objectives of the organization.

"Develop, maintain and ensure decent  
affordable low-cost housing for senior citizens"

**4. PRINCIPAL USE OF THIS PROPERTY:** Please provide a brief description of the principal use of the property and how this use benefits the community.

- Cottages and apartments, on our 8 acre ±  
property at Cook + Mallek + Cedar Hill Rd.



# APPLICATION FORM FOR PERMISSIVE EXEMPTION FROM PROPERTY TAXATION FOR 2016

(Section 224 of the Community Charter)

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5. **COMMERCIAL ACTIVITY:** Please provide a brief description of any commercial activities that your organization conducts on this property.

*NIL.*

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6. **LEASED SPACE:** Please attach any and all lease agreements for any portion of the identified property that your organization rents or leases to another organization or individual. *NA.*

7. **CATEGORY:** Please select the applicable permissive tax exemption category for which you are applying (for further explanation of permissive tax exemption categories please read the full text of the Permissive Tax Exemption policy found at [www.victoria.ca/permissive](http://www.victoria.ca/permissive)):

Social Service	<input checked="" type="checkbox"/>	Arts & Cultural Facility	<input type="checkbox"/>
Place of Worship	<input type="checkbox"/>	Athletic/Recreational Facility	<input type="checkbox"/>
Rail/Track Property	<input type="checkbox"/>		

Educational Facility: Independent School Classification: Group 1 ☐ 2 ☐ 3 ☐ 4 ☐

Supportive Housing

- Temporary or transitional housing ☐
- Treatment program ☐
- Permanent facility ☐
- Supportive staff ☐
- Group home ☐
- Special needs/disability housing ☒

*"Senior"*



APPLICATION FORM FOR PERMISSIVE  
EXEMPTION FROM PROPERTY TAXATION  
FOR 2016

(Section 224 of the Community Charter)

8. **PUBLIC ACKNOWLEDGEMENT:** All recipients of City of Victoria permissive tax exemptions are required to publicly acknowledge the exemption. How does your organization plan on publicly acknowledging the exemption?

*- We will acknowledge the City's support on our  
Cock Street Sign, and in the Resident's Newsletter*

9. **FINANCIAL STATEMENTS:** Attach your most recent financial statements.

*attached*

10. **PROPERTY OWNERSHIP:** Do you plan on selling any portion of the property during 2014 - 2016?

Yes

☐

No

☒

11. **DECLARATION:**

I am an authorized signing officer of the organization and I certify that the information given in this application is correct. Should a permissive tax exemption be granted on the above listed property, I agree to the following terms:

- If the property is sold prior to the exemption expiration, the organization will remit to the City an amount equal to the taxes that would have otherwise been payable to the City by a non-exempt owner.
- The property use will be in compliance with all applicable municipal policies and bylaws.
- The organization will publicly acknowledge the permissive tax exemption granted by the City.

*[Signature]*  
Signature

*Vice-Chair of Board*  
Position

*DAVID. McLEAN*  
Name (please print)

*May 27th 2015*  
Date



# **KIWANIS VILLAGE SOCIETY OF VICTORIA, B.C.**

**Financial Statements**

**For the Year Ended June 30, 2014**

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Collins Barrow Victoria Ltd  
645 Fort Street, Suite 540  
Victoria, BC  
V8W 1G2 Canada

T. 250.386.0500  
F. 250.386.6151

[www.collinsbarrow.com](http://www.collinsbarrow.com)

## INDEPENDENT AUDITORS' REPORT

**To the Members of  
Kiwanis Village Society of Victoria, B.C.**

### **Report on the Financial Statements**

We have audited the accompanying financial statements of the Kiwanis Village Society of Victoria, B.C., which comprise the balance sheet as at June 30, 2014, and the statements of operations and changes in fund balances, and cash flows for the year then ended, a summary of significant accounting policies and other explanatory information and Schedules A to E.

#### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### *Auditors' Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.



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## INDEPENDENT AUDITORS' REPORT (continued)

### *Basis for Qualified Opinion*

In common with many non-profit organizations, the Society derives revenue from donations, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of the Society. Therefore, we were not able to determine whether any adjustments might be necessary to donation revenue, excess of revenue over expenses, cash flows from operations, assets, and the operating and replacement reserve fund balances for the year ended June 30, 2014.

### *Qualified Opinion*

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of the Society as at June 30, 2014, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### **Report on Other Legal and Regulatory Requirements**

As required by the British Columbia Society Act, we report that, in our opinion, these accounting standards have been applied on a basis consistent with that of the preceding year.

*To Be Signed Once Finalized*

CHARTERED ACCOUNTANTS

October 20, 2014  
Victoria, B.C.



# Kiwanis Village Society of Victoria, B.C.

## Balance Sheet

As at June 30, 2014

	Operating Fund	Replacement Reserve Fund	2014	2013
	\$	\$	\$	\$
<b>Assets</b>				
Current Assets -				
Cash	264,793	-	264,793	439,739
Accounts receivable	6,319	-	6,319	7,368
Current portion of mortgage receivable (note 3)	29,757	-	29,757	28,049
Prepaid Expenses	65,422	-	65,422	54,540
	366,291	-	366,291	529,696
Investments (note 4)	-	1,692,483	1,692,483	1,169,570
Mortgage Receivable (note 3)	16,185	-	16,185	45,942
Capital Assets (Schedule A)	6,079,896	-	6,079,896	6,360,776
	6,462,372	1,692,483	8,154,855	8,105,984

## Liabilities

### Current Liabilities -

Accounts payable and accrued liabilities	25,454	-	25,454	74,636
Source deductions payable	3,060	-	3,060	3,153
Unearned rent	7,991	-	7,991	7,511
Security deposits	50,405	-	50,405	48,175
Due to (from) other fund	458,983	(458,983)	-	-
	545,893	(458,983)	86,910	133,475

### Fund Balances - Surplus (Deficit)

Invested in Capital Assets	6,079,896	-	6,079,896	6,360,777
Internally Restricted (note 5)	-	2,151,466	2,151,466	2,074,719
Unrestricted	(163,417)	-	(163,417)	(462,987)
	5,916,479	2,151,466	8,067,945	7,972,509
	6,462,372	1,692,483	8,154,855	8,105,984

SIGNED BY DIRECTORS ON BEHALF OF THE BOARD:

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# Kiwanis Village Society of Victoria, B.C.

## Statement of Operations and Changes in Fund Balances

For the Year Ended June 30, 2014

	Operating Fund	Replacement Reserve Fund	2014	2013
	\$	\$	\$	\$
<b>Revenue</b>				
Rental Operations - (Schedules B, C, D, E)				
Revenue	1,282,451	-	1,282,451	1,259,200
Expenses	(606,661)	-	(606,661)	(619,351)
Amortization	(277,478)	-	(277,478)	(278,128)
Contribution	398,312	-	398,312	361,721
Other Revenue -				
Bequests and other donations	-	-	-	50
Bookkeeping	690	-	690	-
Investment income	38,766	-	38,766	33,109
Lunch meetings - Kiwanis Club	10,120	-	10,120	12,276
Management fees - K West (note 7)	21,803	-	21,803	20,400
	469,691	-	469,691	427,556
<b>Expenses</b>				
Amortization	4,225	-	4,225	5,027
Bank charges and interest	1,736	-	1,736	2,022
Donation to Kiwanis Club	10,412	-	10,412	25,493
Events	2,182	-	2,182	3,371
Insurance	46,881	-	46,881	36,172
Lunch meetings - Kiwanis Club	11,981	-	11,981	13,116
Office and miscellaneous	9,546	-	9,546	7,887
Professional fees	13,386	-	13,386	11,157
Property taxes	55,411	-	55,411	52,650
Repairs and maintenance	13,490	-	13,490	4,660
Telephone	1,814	-	1,814	1,707
Travel and training	2,765	-	2,765	2,889
Utilities	503	-	503	518
Wages	199,923	-	199,923	200,530
	374,255	-	374,255	367,199
<b>Excess of Revenue over Expenses</b>	95,436	-	95,436	60,357
Fund Balances - Beginning of Year	5,897,790	2,074,719	7,972,509	7,912,153
Interfund Transfers (note 5)	(76,747)	76,747	-	-
<b>Fund Balances - End of Year</b>	5,916,479	2,151,466	8,067,945	7,972,510

# Kiwanis Village Society of Victoria, B.C.

## Statement of Cash Flows

For the Year Ended June 30, 2014

	Operating Fund 2014	Operating Fund 2013	Replacement Reserve Fund 2014	Replacement Reserve Fund 2013
	\$	\$	\$	\$
<b>Cash Provided from (Used for):</b>				
<b>Operating Activities</b>				
Excess of revenue over expenses	95,436	60,357	-	-
Item not affecting cash -				
Amortization	281,703	283,156	-	-
Changes in non-cash working capital				
balances related to operations -				
Accounts receivable	1,049	3,162	-	-
Prepaid expenses	(10,882)	(7,630)	-	-
Accounts payable and accrued liabilities	(49,182)	15,615	-	-
Source deductions payable	(93)	(371)	-	-
Unearned rent	480	1,706	-	-
Security deposits	2,230	727	-	-
	320,741	356,722	-	-
<b>Financing Activity</b>				
Interfund transfers	(522,913)	(315,772)	522,913	315,772
<b>Investing Activities</b>				
Proceeds on redemption of investments	-	-	469,975	224,871
Purchase of investments	-	-	(992,888)	(540,643)
Purchase of capital assets	(823)	-	-	-
Decrease in mortgage receivable	28,049	26,438	-	-
	27,226	26,438	(522,913)	(315,772)
<b>Increase (Decrease) in Cash</b>	<b>(174,946)</b>	<b>67,388</b>	<b>-</b>	<b>-</b>
Cash - Beginning of Year	439,739	372,351	-	-
<b>Cash - End of Year</b>	<b>264,793</b>	<b>439,739</b>	<b>-</b>	<b>-</b>



APPLICATION FORM FOR PERMISSIVE EXEMPTION  
FROM PROPERTY TAXATION FOR 2015 - 2016

(Section 224 of the Community Charter)

1. **IDENTIFICATION OF APPLICANT:**

Organization name: The Victoria Human Exchange Society

Are you registered under the *Societies Act*? Yes ☒ No ☐

Are you a registered charity? Yes ☒ No ☐

Mailing Address: 709 Yates St, BOX 8534 Victoria Main Post Office, Victoria BC, V8W 3S1

Contact Person: Patricia Fitzgerald Email Address: [REDACTED]

Telephone Number: [REDACTED] Fax Number: [REDACTED]

Preferred method of application reminder: Email ☒ Mail ☐

2. **PROPERTY (complete a separate form for each property)**

Folio Number: Roll 12-781-004 Address: 722 Pine St, Victoria BC, V9A 3A1

Legal Description: Lot 3, Plan VIP26788, Section 10, Victoria Land District, PID : 002-430-690

Registered Owner (if different than above): Ken Gibson

3. **ABOUT YOUR ORGANIZATION:** Please provide a brief description of the goals and objectives of the organization.

The Victoria Human Exchange Society <http://humanx.org/> is a registered charity and grass roots, completely volunteer group providing temporary shelter, friendship, support, and advocacy to impoverished persons working hard to solve their own problems. We believe that if people share life's gifts and appreciate the gifts of homeless people the world will be a better place. Hence the Human Exchange.

Since our inception in 1992 in Victoria, our aim has been to rent from Owners who understand the need to house those who have no fixed address because of poverty, addiction, marriage break-up, unemployment, under-employment, mental illness and so on. These Owners have often entered into the spirit of our Society by keeping the rents low and even raising money for us within their own circles.

Two of our Victoria Houses are owned by Ken Gibson (address above) who pays the City enormous amount of property tax. We ask that the City consider an exemption of all or part of these high taxes in view of his willingness to allow our Society to sublet to homeless men.



APPLICATION FORM FOR PERMISSIVE EXEMPTION  
FROM PROPERTY TAXATION FOR 2015 - 2016

(Section 224 of the Community Charter)

4. **PRINCIPAL USE OF THIS PROPERTY:** Please provide a brief description of the principal use of the property and how this use benefits the community.

We provide transitional type housing for homeless men who would otherwise have only a park bench, a vehicle, a doorway or a shelter bed. They have a locked room, shared kitchen and laundry and the support of a family of friends while they solve challenges facing them and move on to permanent housing.

5. **COMMERCIAL ACTIVITY:** Please provide a brief description of any commercial activities that your organization conducts on this property.

None

6. **LEASED SPACE:** Please attach any and all lease agreements for any portion of the identified property that your organization rents or leases to another organization or individual.

7. **CATEGORY:** Please select the applicable permissive tax exemption category for which you are applying (for further explanation of permissive tax exemption categories please read the full text of the Permissive Tax Exemption policy found at [www.victoria.ca/permissive](http://www.victoria.ca/permissive)):

Social Service

☒

Arts & Cultural Facility

☐

Place of Worship

☐

Athletic/Recreational Facility

☐

Rail/Track Property

☐

Educational Facility: Independent School Classification:

Group 1

☐

2

☐

3

☐

4

☐



APPLICATION FORM FOR PERMISSIVE EXEMPTION  
FROM PROPERTY TAXATION FOR 2015 - 2016

(Section 224 of the Community Charter)

Supportive Housing

- Temporary or transitional housing ☒
- Treatment program ☐
- Permanent facility ☐
- Supportive staff ☐
- Group home ☐
- Special needs/disability housing ☒

8. **PUBLIC ACKNOWLEDGEMENT:** All recipients of City of Victoria permissive tax exemptions are required to publicly acknowledge the exemption. How does your organization plan on publicly acknowledging the exemption?

In our newsletter, our facebook, and our General Meetings. We will acknowledge the exemption you grant to the Owner of our building, Ken Gibson.

9. **FINANCIAL STATEMENTS:** Attach your most recent financial statements. *to follow next week.*

10. **PROPERTY OWNERSHIP:** Do you plan on selling any portion of the property during 2014 – 2016?

Yes ☐ No ☒

11. **DECLARATION:**

I am an authorized signing officer of the organization and I certify that the information given in this application is correct. Should a permissive tax exemption be granted on the above listed property, I agree to the following terms:

- If the property is sold prior to the exemption expiration, the organization will remit to the City an amount equal to the taxes that would have otherwise been payable to the City by a non-exempt owner.
- The property use will be in compliance with all applicable municipal policies and bylaws.
- The organization will publicly acknowledge the permissive tax exemption granted by the City.

*Patricia M. Fitzgerald*

Signature

Patrica M.Fitzgerald

Name (please print)

Chairperson

Position

February 19th, 2015

Date





APPLICATION FORM FOR PERMISSIVE EXEMPTION  
FROM PROPERTY TAXATION FOR 2015 - 2016  
(Section 224 of the Community Charter)

1. IDENTIFICATION OF APPLICANT:

Organization name: The Victoria Human Exchange Society

Are you registered under the *Societies Act*? Yes ☒ No ☐

Are you a registered charity? Yes ☒ No ☐

Mailing Address: 709 Yates St, BOX 8534 Victoria Main Post Office, Victoria BC V8W 3S1

Contact Person: Patricia Fitzgerald Email Address: [REDACTED]

Telephone Number: [REDACTED] Fax Number: [REDACTED] 0

Preferred method of application reminder: Email ☒ Mail ☐

2. PROPERTY (complete a separate form for each property)

Folio Number: Roll 12-781 -009 Address: 968 Walker St, Victoria BC, V9A 4C4

Legal Description: Lot 1, Plan VIP26788, Section 10 & 32, Victoria Land District, PID: 002-430-614

Registered Owner (if different than above): Ken Gibson, 1012 Carolwood Drive Victoria BC, V8X 3V2

3. ABOUT YOUR ORGANIZATION: Please provide a brief description of the goals and objectives of the organization.

The Victoria Human Exchange Society <http://humanx.org/> is a registered charity and grass roots, completely volunteer group providing temporary shelter, friendship, support, and advocacy to impoverished persons working hard to solve their own problems. We believe that if people share life's gifts and appreciate the gifts of homeless people the world will be a better place. Hence the Human Exchange.

Since our inception in 1992 in Victoria, our aim has been to rent from Owners who understand the need to house those who have no fixed address because of poverty, addiction, marriage break-up, unemployment, under-employment, mental illness and so on. These Owners have often entered into the spirit of our Society by keeping the rents low and even raising money for us within their own circles.

Two of our Victoria Houses are owned by Ken Gibson (address above) who pays the City enormous amount of property tax. We ask that the City consider an exemption of all or part of these high taxes in view of his willingness to allow our Society to sublet to homeless men.



APPLICATION FORM FOR PERMISSIVE EXEMPTION  
FROM PROPERTY TAXATION FOR 2015 - 2016

(Section 224 of the Community Charter)

4. **PRINCIPAL USE OF THIS PROPERTY:** Please provide a brief description of the principal use of the property and how this use benefits the community.

We provide transitional type housing for homeless men who would otherwise have only a park bench, a vehicle, a doorway or a shelter bed. They have a locked room, shared kitchen and laundry and the support of a family of friends while they solve challenges facing them and move on to permanent housing.

5. **COMMERCIAL ACTIVITY:** Please provide a brief description of any commercial activities that your organization conducts on this property.

None

6. **LEASED SPACE:** Please attach any and all lease agreements for any portion of the identified property that your organization rents or leases to another organization or individual.

7. **CATEGORY:** Please select the applicable permissive tax exemption category for which you are applying (for further explanation of permissive tax exemption categories please read the full text of the Permissive Tax Exemption policy found at [www.victoria.ca/permissive](http://www.victoria.ca/permissive)):

Social Service

☒

Arts & Cultural Facility

☐

Place of Worship

☐

Athletic/Recreational Facility

☐

Rail/Track Property

☐

Educational Facility: Independent School Classification:

Group 1

☐

2

☐

3

☐

4

☐



APPLICATION FORM FOR PERMISSIVE EXEMPTION  
FROM PROPERTY TAXATION FOR 2015 - 2016

(Section 224 of the Community Charter)

Supportive Housing

- Temporary or transitional housing ☒
- Treatment program ☐
- Permanent facility ☐
- Supportive staff ☐
- Group home ☐
- Special needs/disability housing ☒

8. **PUBLIC ACKNOWLEDGEMENT:** All recipients of City of Victoria permissive tax exemptions are required to publicly acknowledge the exemption. How does your organization plan on publicly acknowledging the exemption?

In our newsletter, our facebook, and our General Meetings. We will acknowledge the exemption you grant to the Owner of our building, Ken Gibson.

9. **FINANCIAL STATEMENTS:** Attach your most recent financial statements.

10. **PROPERTY OWNERSHIP:** Do you plan on selling any portion of the property during 2014 – 2016?

Yes ☐ No ☒

11. **DECLARATION:**

I am an authorized signing officer of the organization and I certify that the information given in this application is correct. Should a permissive tax exemption be granted on the above listed property, I agree to the following terms:

- If the property is sold prior to the exemption expiration, the organization will remit to the City an amount equal to the taxes that would have otherwise been payable to the City by a non-exempt owner.
- The property use will be in compliance with all applicable municipal policies and bylaws.
- The organization will publicly acknowledge the permissive tax exemption granted by the City.

Signature

Patricia M. Fitzgerald

Name (please print)

Chairperson

Position

February 19, 2015

Date

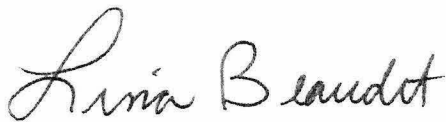
**LINA BEAUDET**  
612 Edith Point Road  
Mayne Island, B.C. V0N 2J1

**AUDIT REPORT**

To the Members and Supporters of the Society:

I have compiled the statement of financial position of the Victoria Human Exchange Society as of March 31, 2014, and the statements of earnings for the year ended. I have also examined the documents provided to me for this period.

In my opinion, as of March 31, 2014, these financial statements present fairly, in all material respects, the results of the Society's operations and the changes in its financial position for the year then ended, in accordance with generally accepted accounting principles.



Lina Beaudet  
Accounting Services  
May 15, 2014

**VICTORIA HUMAN EXCHANGE SOCIETY****Statement of Financial Position****March 31, 2014****Assets:**

Cash – Operations	\$17,360.22	
Cash – Gaming Commission	577.23	
Damage deposits	5,500.00	
HST receivable	<u>734.10</u>	
Total Assets		<u>\$24,171.55</u>

**Society's equity:**

Equity	\$24,734.05	
Change in equity for the period	( 562.50)	
Total Society's Equity		<u>\$24,171.55</u>

*Patricia M. Fitzgerald*  
*Julie A. Coleman*

*Rina Beaudet*

**VICTORIA HUMAN EXCHANGE SOCIETY**  
**STATEMENT OF EARNINGS**  
For the Year Ended March 31, 2014

**Revenue:**

Donations – individuals	\$17,616.05	
Donations – organizations	29,202.43	
Gaming Commission	20,000.00	
Other income	9.00	
Rent/room & board	<u>140,368.14</u>	
Total Revenue		\$207,195.62

**Expenses:**

## Core:

Telephone	1,894.42	
Accounting	1,685.00	
Office expense	1,208.49	
Bank service charges	197.93	
Membership, fees	<u>120.00</u>	
Total	5,105.84	

## Operation:

Rent	140,192.44	
Telephone – houses	14,314.36	
Utilities	25,125.16	
Food & supplies	1,034.48	
Celebrations, gifts	1,638.99	
Contents & liabilities insurance	3,650.00	
Furniture, equipment, repairs & maintenance	9,428.92	
Honorarium	2,915.00	
Newsletters, website, internet	1,383.40	
Cartage	25.00	
Vehicle expense – society	2,607.78	
Ferry expense	<u>336.75</u>	
Total	202,652.28	
Total Expenses		<u>207,758.12</u>

**Change in Society's equity****\$ ( 562.50)**

*Patricia M. Fitzgerald*  
*Julie A. Coleman*

*Rina Blaudt*



vhes



*The Victoria  
Human Exchange  
Society*

709 Yates St , Box 8534, Victoria Main Post Office, Victoria, BC V8W 3S1  
Cell: 250-920-5056 FAX: 250-539-5310  
[www.humanx.org](http://www.humanx.org) [grandmas@saltspring.com](mailto:grandmas@saltspring.com)

MAYOR'S OFFICE  
FEB 25 2015  
VICTORIA, B.C.

Mayor Lisa Helps  
City of Victoria  
1 Centennial Square  
VICTORIA BC  
V8W 1P6

February 21<sup>st</sup> , 2015

Your Worship,

Thank you for being positive in your response to our members, Brian Smith and Frank Hollett when they presented the Permissive Tax form to you at the Public Forum on Friday.

The VHES began in the time of Mayor David Turner and Mayor Bob Cross and was warmly welcomed by them and the Councillors – notably Helen Hughes- as a Society offering answers to the problem of homelessness under the Apple Tree/Johnson St Bridge. Our logo (earth as an apple) is inspired by those beginnings and our two earliest houses in Haultain St were named *Apple Seed Houses* in hope that the seed would grow and give shelter to homeless folk everywhere..

More information about our Society is given in the form. Attachments include:

- Latest Financial Statements-- with *year to date* totals.
- Audited End of Year Financial Statements- March 31<sup>st</sup> 2014
- Our latest newsletter
- VHES brochure

If you require further information please let me know at: [grandmas@saltspring.com](mailto:grandmas@saltspring.com)

Respectfully,

Patricia Fitzgerald  
Chair  
250-920-5056

EVERY MEETING OF PERSONS CAN BE AN EXCHANGE OF LIFE'S GIFTS - A HUMAN EXCHANGE





## Governance and Priorities Committee Report

For the Meeting of August 20, 2015.

---

**To:** Governance and Priorities Committee      **Date:** August 7, 2015  
**From:** Jocelyn Jenkyns, Deputy City Manager  
**Subject:** Johnson Street Art on Parkades Selection

---

### RECOMMENDATION

That Council approve the decision of the selection panel naming Susan Point and Thomas Cannell winners of the Johnson Street Art on Parkades competition.

### EXECUTIVE SUMMARY

The purpose of this report is to seek Council approval for the winners of the Johnson Street Art on Parkades competition.

The Call for Artists was developed through the Art in Public Places Committee in accordance with the Art in Public Places Policy. The competition requested artists from across Canada to submit ideas to beautify and enliven the Johnson Street parkade. The three stage competition inspired proposals from 110 artists. Following a criteria through the entire process a winner was unanimously chosen by the Selection Panel.

To formally conclude the process of selection and in keeping with the guidelines in the policy, Council is required to ratify the decision of the Selection panel. The Selection Panel has chosen to award Susan Point and Thomas Cannell the Johnson Street Art on Parkades competition.

The artwork "Woven Together" is a contemporary First Nations artwork using traditional design elements. Powder coated aluminium elements mounted on the external façade depicts circular forms that represent the cycle of life as well as many traditional elements in Coast Salish life. Inspired by these traditional forms, the artists focused on the present and the future of Victoria's diverse community.

The value of the competition is \$125,000 inclusive of all costs of design, supplies, insurance, engineering, fabrication, delivery, installation, administration, travel, contingency and applicable taxes and fees. Funding has been allocated through the 2015 budgeting process.

## PURPOSE

The purpose of this report is to seek Council approval for the winners of the Johnson Street Art on Parkades competition.

## BACKGROUND

An Expressions of Interest document was publicly announced in February for public artwork(s) to beautify, enliven and activate the exterior spaces within and around the parkade complex located on Johnson Street. This project is in response to recent Council and citizen commentary on the need for improving the parking experience in City parkades.

The objectives of the project are:

- To enhance the appearance of the city-owned parking facility and add to the overall attractiveness of the city.
- To develop a sense of place, community pride and identity through the creation of new art works.
- To create a contemporary art installation that inspires residents and visitors.
- To contribute to a sense of welcome, safety and invitation to park in city-owned parkades.

A three stage competition attracted 110 artists from across Canada. The Selection Panel of seven individuals was comprised of visual art professionals including visual art instructors, urban design professional, artists, business owner and one member from the Victoria Youth Council.

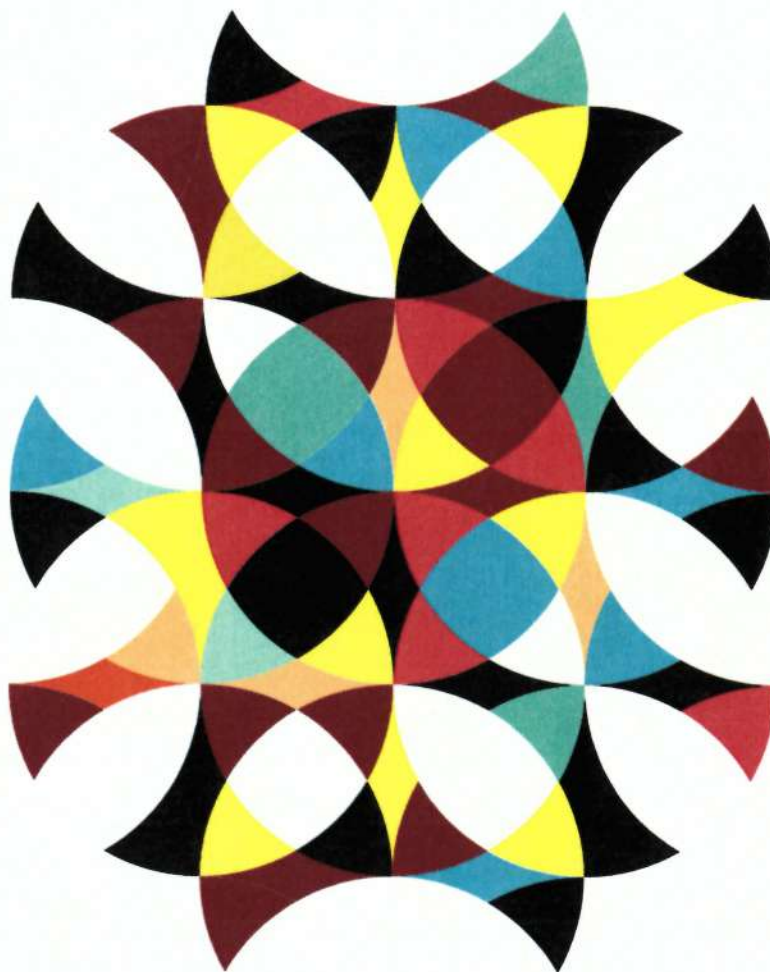
Throughout the selection process, the following criteria was applied to assist the Selection Panel in adjudicating the submissions:

- Artistic quality and merit of the work
- Quality, innovation and creativity of the proposed artwork(s)
- Quality control measures used to prevent injury or damage
- Demonstrated understanding of public space
- Sustainable design, procurement, and fabrication
- Demonstrated feasibility in terms of budget, timeline, safety, maintenance and site
- Suitability and effectiveness of the design for viewing conditions in a parkade environment
- Durability, maintenance and safety requirements
- Evidence of an ability to complete the project as proposed
- Compliance with the guidelines as outlined in the competition brief

Using a scoring matrix, as well as discussion, the selection panel chose the submission "Woven Together" by Susan Point and Thomas Cannell. The artwork "Woven Together" is a contemporary First Nations artwork using traditional design elements.

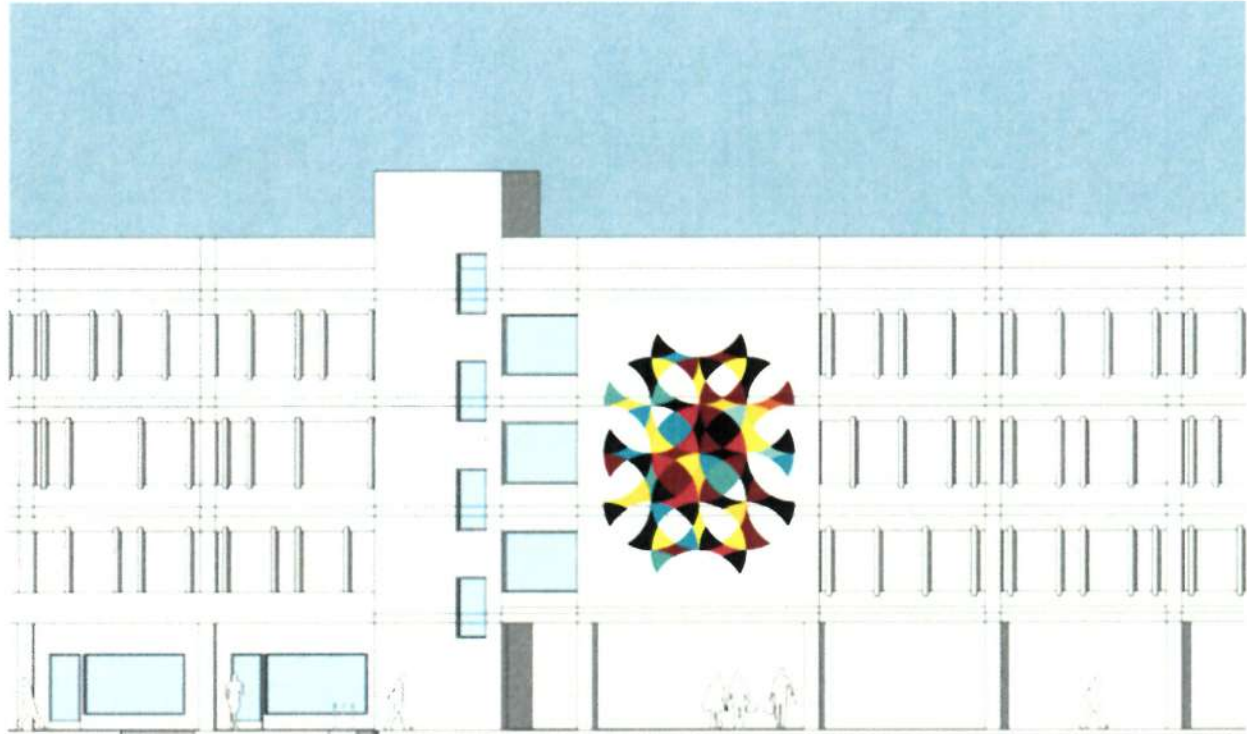
*As described in their submission "The cycles of life are depicted in Salish art using circular forms. Here not only do these circles represent the cycle of life but also represent wheels of cars and other forms of transportation. Inspired by these traditional forms, we have focused on the present and the future of Victoria's diverse community, always in flux, yet full of new kinds of connections."*





*The central circle (spindle whorl) in the centre of this artwork is made up of four eye motifs, which represents all the unique and cultural backgrounds, also creating butterfly images within.*

Susan Point and Thomas Cannell are professional artists with over forty years' experience. Susan Point has completed public art commissions throughout the world including a commission by the Government of Canada at the Smithsonian Institute in Washington D.C and "Flight" commissioned by the Vancouver International Airport. She holds an Honorary Doctor of Fine Arts from the University of Victoria and is an appointed officer of the Order of Canada. Her son, Thomas Cannell, has collaborated on several large scale public art competitions throughout Canada.



## OPTIONS & IMPACTS

### Option 1 (Recommended)

That Council approve the Selection Panel's decision and award the competition to Susan Point and Thomas Cannell. There would be no further impacts to the City.

### Option 2

That Council choose not to approve the Selection Panel's decision and request staff to hold another competition. This would delay the project and incur some additional budget expenditure to administer another competition.

### *Official Community Plan Consistency Statement*

*The recommendation aligns with the following objectives in the Official Community Plan:*



**SECTION 8: PLACEMAKING**

*8.37 Support a wide range of opportunities for permanent and temporary art in public and public-private spaces*

**SECTION 16: ARTS AND CULTURE**

*16.11 Secure and maintain art in public places through:*

*16.11.1 Civic funding;*


*16.11.2 Voluntary provision by private sector; and,*

*16.11.3 Community initiatives.*

**CONCLUSIONS**

Based on the number of applicants, rigorous selection process and expertise of the Selection Panel, staff recommend Council award the Johnson Street Art on Parkades competition to Susan Point and Thomas Cannell. The artist team are highly regarded artists in Canada and have a proven track record for completing complex public art competitions.

Respectfully submitted,




Nichola Reddington  
Arts & Culture Coordinator



Jocelyn Jenkyns  
Deputy City Manager

**Report accepted and recommended by the City Manager:**

**Date:**

  
August 11, 2015



## Johnson Street Art on Parkades



## Purpose

---

The purpose of this report is to seek Council approval for the winners of the Johnson Street Art on Parkades competition.



## Background



The Call to Artists was announced in February for public artwork(s) to beautify, enliven and activate the exterior spaces within and around the parkade complex

This project is in response to recent Council and citizen commentary on the need for improving the parking experience in City parkades.

The \$125,000 three stage competition attracted 110 artists from across Canada.

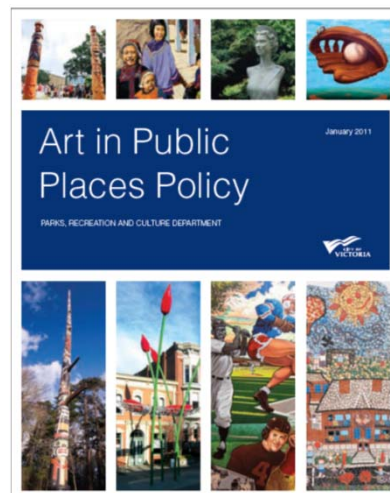


## Selection Process

The Selection Process goes through three stages of competition until a winner is announced.

Requires artists to submit artist cv and bio, examples of previous work, conceptual drawings, artist statement, maintenance schedules, technical specifications, timelines and budgets.

At the final stage of the competition, artist teams are interviewed by the Selection Panel and present the final maquettes for questions and deliberation by the Selection Panel.



## Selection Panel

The Selection Panel chosen by the Art in Public Places Committee included seven individuals who have a expertise and knowledge in visual arts.

The panel included:

- University of Victoria Professor and artist,
- two artists,
- urban designer,
- one member of the Art in Public Places Committee,
- business owner and
- one member from the Victoria Youth Council.

The Selection Panel uses a number of scoring tools to help adjudicate including a scoring matrix based on a set criteria, discussion of each proposal and closed voting.

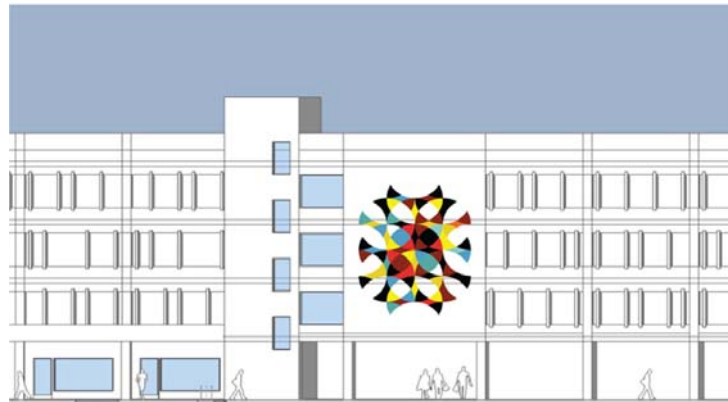


## Criteria for Artwork Selection

- Artistic quality and merit of the work
- Quality, innovation and creativity of the proposed artwork(s)
- Demonstrated understanding of public space
- Sustainable design, procurement, and fabrication
- Demonstrated feasibility in terms of budget, timeline, safety, maintenance and site
- Suitability and effectiveness of the design for viewing conditions in a parkade environment
- Durability, maintenance and safety requirements



## Proposed Artwork: Woven Together



## Proposed Artwork: Woven Together

The central circle (spindle whorl) in the artwork is made up of four eye motifs, which represents all the unique and cultural backgrounds, also creating butterfly images within.

Other traditional symbols within the artwork include the matt creaser used in weaving and stone hammer used for carving houseposts.





## Proposed Artwork: Woven Together



## About the Artists



**Susan Point O.C., DFA., RCA., D.Litt. (1952–)** is a descendant of the Musqueam people; She has been recognized with many awards including the B.C. Creative Achievement Award and member to the Royal Canadian Academy of Arts. Susan has Honorary Doctorates from: the University of Victoria, Simon Fraser University, University of B.C. and Emily Carr University of Art and Design.



### **Thomas Cannell (1980 - )**

Thomas Cannell is a Coast Salish artist. Thomas has worked alongside his mother Susan Point, spending years training and honing his skills as a carver and designer. In 2014, Thomas was awarded a British Columbia Achievement Award for First Nations Art.





## Options

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### **Option 1 (Recommended)**

That Council approve the Selection Panel's decision and award the competition to Susan Point and Thomas Cannell. There would be no further impacts to the City.

### **Option 2**

That Council choose not to approve the Selection Panel's decision and request staff to hold another competition.



## Conclusion and Recommendation

---

That Council approve the decision of the Selection Panel naming Susan Point and Thomas Cannel winners of the Johnson Street Art on Parkades Competition.



## Woven Together







## **Governance and Priorities Committee Report**

### **For the Meeting of August 20, 2015**

---

**To:** Governance and Priorities Committee      **Date:** August 5, 2015  
**From:** Robert Woodland, Director of Legislative & Regulatory Services  
**Subject:** Closing City Right of Way – Clawthorpe Park

---

### **RECOMMENDATION**

That Council instructs City staff to:

1. Draft a bylaw closing the part of Clawthorpe Avenue that is already integrated into Clawthorpe Park and removing its highway dedication for Council's consideration of three readings and adoption.
2. Make an application to remove internal lot lines on Plan VIP1222 in order to create a single lot from Lots 23 to 28.
3. File a plan dedicating as park the two new lots created by implementation of the above recommendations.

### **EXECUTIVE SUMMARY**

The purpose of this report is to seek Council's authorization to proceed with a proposed road closure and park dedication at Clawthorpe Avenue at North Dairy Road.

At its meeting on March 12, 2015, the Governance and Priorities Committee discussed the possibility of closing Clawthorpe Avenue at North Dairy Road as part of the Clawthorpe Park playground and park renewal project, and directed staff to consider such a road closure and report back with the implications.

As shown in Appendix A, the section of Clawthorpe Avenue outlined red is already fully integrated into the park. Although there is no vehicular access to/from North Dairy Road, no record could be found of a road closure for any part of Clawthorpe Avenue. The playground and renewal works will be completed this month, and it is recommended that the City formalize the status of Clawthorpe Park as outlined above.

### **PURPOSE**

The purpose of this report is to seek Council's authorization to proceed with a proposed road closure and park dedication at Clawthorpe Avenue at North Dairy Road.

## BACKGROUND

At its meeting on March 12, 2015, Committee received an update on the results of the public engagement and next steps for Clawthorpe Park playground and park renewal project. The 2015 Financial Plan proposes upgrading the park to replace aging play equipment and to better meet the needs of the community. The possibility of closing Clawthorpe Avenue at North Dairy Road to add to the park was discussed, and staff were directed to consider such a road closure and report back with the implications. A location plan is attached in Appendix A.

As shown in Appendix A, the section of Clawthorpe Avenue outlined red is already fully integrated into the park. Although there is no vehicular access to or from North Dairy Road, no record could be found of a road closure bylaw for any part of Clawthorpe Avenue.

The remainder of the park comprises six City lots, shaded blue in Appendix A, all of which are zoned R1-B Single Family Dwelling. These lots were reserved for park purposes by Bylaw No. 80-4 which is attached in Appendix B.

## ISSUES & ANALYSIS

Many City parks comprise a collection of individual lots and some may also include sections of road which have not been formally closed (as in Clawthorpe Park). Further complicating this situation is that in the past the City adopted some road closure bylaws which did not remove the highway dedication. As a result, the legal status of some park lands likely remains that of a closed road and not a fee simple lot.

While putting all park lands into a better legal state is desirable, it would require considerable resources and staff time to do so. This could, however, form part of a real estate strategy to be developed by the new real estate function that is in the *2015 – 2018 Strategic Plan* for this year.

At present, park status is conferred on the six individual lots at Clawthorpe Park by Bylaw No. 80-4 which reserved these lands for park purposes along with seventeen other park locations. The lands specified in this bylaw may be used as parks only and no other municipal uses. The only way to remove the park reservation status is by bylaw, which must have the prior approval of the electors.

The legal status of the lands comprising Clawthorpe Park is complex as there is a mix of fee simple lots and a section of road which retains its highway status but is actually green space fully integrated into the park. The park use specified in Bylaw No. 80-4 is not noted on any of the six titles of the lots. There is merit to undertaking the steps necessary to create a more uniform legal status for these park lands.

Under the *Community Charter*, the Province of BC holds a special authority over all roads and highways called a "right of resumption". This authority means that the Province may resume the freehold and possession of any highway vested in a municipality by the *Community Charter* should the Lieutenant Governor in Council consider that this is required for any transportation purpose (amongst other things). When a municipality closes a highway, however, the Province's right of resumption can be cancelled with the approval of the Provincial Cabinet.

If the City closes the relevant section of Clawthorpe Avenue, it would result in five of the residential lots (#1619, #1623, #1627, #1631 and #1635) shown in Appendix A becoming "land-locked" since they would have no road frontage. In order to avoid any issue with raising title to the closed section of road, an application should be made to remove the internal lot lines so that



the whole area shaded blue in Appendix A becomes a single lot with road frontage on North Dairy Road.

## OPTIONS & IMPACTS

### Option 1 – Formalize the Legal Status of the Lands as Park (Recommended)

This would involve:

- Closing the relevant section of Clawthorpe Avenue and raising title to it; and
- Removing the internal lot lines on Plan VIP1222 to create a single lot from the existing six lots in Clawthorpe Park, and
- Dedicating as park the two newly created lots.

In order to seek the cancellation of the Province's right of resumption, a municipality must close the road, remove its highway dedication, raise title to the piece of property and dispose of it. Because the City would retain ownership of the closed section of Clawthorpe Avenue as part of the park, the final element required to cancel the right of resumption (disposal) would not be met. As a result, there is a theoretical risk that the Province could exercise its right to reopen the closed highway at some future time. This risk is believed to be low since North Dairy Road is classified as a secondary arterial road and the section of Clawthorpe Avenue in question has been part of the park for many years.

### Option 2 – Maintain the Status Quo

The other option is to do nothing and leave the status of the section of Clawthorpe Avenue that is already green space and the six lots as they are. However, this would mean that capital funding intended for the park renewal project has been spent partly on land which is still legally a road.

#### *2015 – 2018 Strategic Plan*

The Clawthorpe Park playground improvements were planned prior to the introduction of the 2015 - 2018 Strategic Plan, but they are in keeping with Objective 8 – Enhance and Steward Public Spaces, Green Spaces and Food Systems. The City is fulfilling its stewardship responsibilities by resolving the legal status of the lands comprising Clawthorpe Park.

#### *Impacts to 2015 – 2018 Financial Plan*

The course of action recommended is likely to incur costs of approximately \$4,000 in survey and land registration fees. There is no impact on the Financial Plan as these costs can be paid from the property management budget as a one-time project.

#### *Official Community Plan Consistency Statement*

Section 9.1 of the Official Community Plan commits the City to maintain and enhance the existing network of parks and open spaces through the development of a Parks Master Plan.

## CONCLUSIONS

The playground and renewal works will be completed this month. In light of the capital invested in the project, it is recommended that the status of the various lands comprising Clawthorpe Park be improved by means of the road closure and consolidation. For greater certainty, a registered plan



should be deposited at the Land Title Office dedicating as park the two newly created lots that would be created by the road closure and lot consolidation.

Respectfully submitted,



Neil Turner  
Property Manager



Robert Woodland  
Director of Legislative & Regulatory Services

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

**Date:** \_\_\_\_\_

August 14, 2015

**List of Attachments**

Appendix A – Location Plan  
Appendix B – Bylaw 80-4

Appendix A  
Location Plan



Appendix B

No. 80-4

A BY-LAW OF THE CITY OF VICTORIA

to reserve various lands for park purposes,

The Municipal Council of the Corporation of the City of Victoria enacts as follows:

1. This By-law may be cited as the "Miscellaneous Parks Reservation By-law".
2. Pursuant to the provisions of Section 467 of the Municipal Act those lands in the City of Victoria hereinafter described are hereby reserved as park land for the enjoyment and recreation of the public:
  - (a) Robert J. Porter Park  
Lot 46, Fairfield Farm Estate, Victoria City, Plan 884;
  - (b) David Spencer Park  
Lots 8,9, 18 and 19, Block 10, Section 48, Victoria City, Plan 835;
  - (c) Hollywood Park  
Lots G and H, Section 68, Victoria District, Composite Plan 2203;
  - (d) Pemberton Park  
That part of Amended Lot 11(D.D.58190-I) Section 68, Victoria District, Plan 3071, lying northwesterly of a straight line joining the most northerly corner of Lot 10, Section 68, Victoria District, Plan 3071 with the most westerly corner of Lot 12, Section 68, Victoria District, Plan 3071;
  - (e) Ellice Street Playlot  
Lots 15,17 and 19, Block P, Section 4, Plan 33-A;



\* 2 \*

- (f) Jackson Street Playground  
Lots 1 to 5, Section 4, Victoria City,  
Composite Plan 2571, Lot 3, Section 4,  
Victoria District, Plan 796 and Lot 33,  
Section 4, Victoria District, Plan 1306;
- (g) Raynor Avenue Playlot  
Lots 3 and 4, Block 2, Section 31,  
Esquimalt District, Plan 833;
- (h) Fairfield Hill Park  
Remainder Lot 1, Fairfield Farm Estate,  
Victoria City, Plan 3649;
- (i) Highview Playlot  
Lots 1, 2 and 3, Block 3, Section 4,  
Victoria City, Plan 1200;
- (j) Clawthorpe Street Playlot  
Lots 24,25,26 and 27 and Amended Lots  
23 and 28 all in Block 4, Sections 29/30,  
Victoria District, Plan 1222;
- (k) Bay Street Playground  
Re-amended Lot 13 (DD 98687-I) of Section  
75, Victoria District, Plan 433 except  
Parcel 'A' (DD 123621-I) thereof;  
Parcel 'A' (DD 123621-I) of Re-amended  
Lot 13 of Section 75, Victoria District  
Plan 433;  
Lots 8, 9 and 16, Section 75, Victoria  
District, Plan 433;
- (l) Oswald Street Playground  
Lots 3 to 9 inclusive, Block 1, Section  
29/30, Victoria District, Plan 844;  
Lots 5 to 13 inclusive, Block 2, Section  
29/30, Victoria District, Plan 844;

\* 3 \*

- (m) Redfern Street Playlot  
Lots 31 to 44 inclusive, Block 4, Section 76, Victoria City, Plan 840;
- (n) Chapman Street Playlot  
Lots 7 to 11 inclusive, Block 'B', Section 30, Fairfield Farm Estate, Victoria City, Plan 949;
- (o) Stadacona Park  
Lot 6, Section 75, Plan 2307, Victoria District except that part thereof lying to the northwest of a line drawn parallel to the northwestern boundary of said Lot 6 and perpendicularly distant 16.00 feet southeasterly therefrom;  
Lot 1, Section 75, Victoria District, Plan 9151 except that part thereof lying to the northwest of a line drawn parallel to the northwestern boundary of said Lot 1 and perpendicularly distant 16.00 feet southeasterly therefrom;
- (p) Gonzales Beach Area  
Lot C, Section 19, Victoria District, Composite Plan 2475;  
Parcel 'C' (D.D. 219674-I) of Lot 1 in Division 3 of Section 19, Victoria District, Plan 9;  
( occupied by dwelling )  
Lot 1, Section 19, Victoria District, Plan 239-A;
- (q) Queens Avenue Playlot  
All that part of former Queens Avenue outlined in red on Plan 953 B.L.;
- (r) Topaz Park  
Lot 1, Section 4, Victoria District, Plan 17978, and Lot A, Section 4, Victoria District, Plan 16258.

\* 4 \*

Passed and received third reading by the  
Municipal Council the 3rd day of  
January, 1980.

Reconsidered and adopted by the Municipal  
Council the 17th day of January,  
1980.

"C.F.G. CRISP"

CITY CLERK

"W.D. TINDALL"

MAYOR







## Council Member Motion

For the Governance and Priorities Committee meeting of August 20 2015

---

**Date:** August 13 2015

**From:** Mayor Helps

**Subject:** Mayor's Arts and Innovation Award Jury

---

### Recommendation

That Council select one Councillor to join the Mayor and five other community members on the jury for the Mayor's Arts and Innovation Awards as described in the attached file.

### Summary

I have teamed up with Thinklandia to recognize excellence innovation in Victoria. Thinklandia is putting together a seven-person jury to adjudicate the nominations. The jury is comprised of the mayor, one councillor and five community members (selected by Thinklandia).

At the August 20 GPC meeting any councillor wishing to act as part of the jury can make a brief 'pitch' to the rest of council (4 minutes max). Council will then vote by secret ballot and then move to appoint the person with the most votes. This process is similar to one that Council has used in the past when more than one councillor is interested in one position.

For interest and information anyone can nominate someone for an award. The nomination form can be found online here: <http://thinklandia.ca/mayorsmedal/>

There are no financial or staffing implications for this program.

**Respectfully Submitted,**

A handwritten signature in black ink, appearing to read "Z. Helps".

**Mayor Helps**

## Mayor's Award Pilot Project

Outline ▪ July 2015

1. Outline
2. Objectives
3. Categories
4. Nomination
5. Jury
6. Criteria
7. Award
8. Engagement

### 1. Outline

The purpose of the the award is (1); to recognize significant contributions to arts and innovation in the city, (2); to create a meaningful credential and public profile for nominees and their projects, (3); to elevate the work of individuals who are actively creating new potentials for public life in the city.

### 3. Categories

5 awards will be given to 5 individuals based on the outlined categories;

- **Transformation**      Awarded for significant and positive change to the function, character or capacity of the city
- **Arts**                      Awarded for contribution to the aesthetic, artistic, and creative capacity of our community
- **Public**                     Awarded for significant public improvement, civic participation, and efforts that promote, engage and create stronger resilient communities
- **Disruption**              Awarded for constructive, inventive, and unconventional approaches to public transformation and innovation
- **Environment**            Awarded for participation in significant, innovative, and sustainable environmental processes without financial gain as a primary outcome

#### 4. Nominations

Nominees will be selected through an online nomination process open to the public. Jury members are able to submit their own nominations through this process. A fillable online form will transfer data to a shared Google doc for jury review with links and visuals or references that can prove project performance or highlight projects that might not yet have broad public recognition.

Nominations will be collected for three weeks beginning Friday July 31 and ending Sunday August 21, 2015. The jury will decide the shortlist by Monday August 24 with voting taking place Thursday August 27, 2015.

Winners are announced as part of the free opening night event for Thinklandia 'Public' on Friday September 11, 2015 at 7:00 pm at the Yates Parkade event followed by a 3 speaker panel focussing on public engagement.

#### 5. Jury

Juries will be comprised of 7 jurors appointed annually. City of Victoria will include the Mayor and 1 one councillor nominated by City Council, InterArts 2 members, and 3 members will be appointed from the community at large. It is at the discretion of jurors to champion specific nominees based on submissions and promote their choices. All jury members can nominate up to one person through typical public process.

Jurors must abstain from voting or advocating for any member with whom they have financial ties.

#### 6. Criteria

Awards should recognize those who of their own volition have made significant efforts in improving public life, and whose work is responsible for iterating outcomes in common the City's Strategic Goals, in particular; *Obj. 1:* Innovate and Lead, *Obj. 2:* Engage and Empower the Community, *Obj. 5:* Create Prosperity Through Economic Development, *Obj. 7:* Facilitate Social Inclusion and Community Wellness, *Obj. 8:* Enhance and Steward Public Spaces, *Obj. 10:* Nurture our Arts, Culture, and Learning Capital, and *Obj. 13:* Demonstrate Regional Leadership.

#### 7. Award

We are recommending the award be "The Mayor's Medal", with a local medal, token, or award designed and developed locally. Title byline "Recognizing and Supporting Arts and Innovation".

## 8. Engagement & Marketing

Rifflandia's social media will broadcast the project and a mirrored effort to promote the award by the City would be appreciated.

### Sample Nomination Form Fields

Name

Email

Company/Organization/Collective/Individual

Website/Social Media/Online Links

How do you know the nominee or how can we contact them?

Category of Nomination

Why are you nominating this person or group?

Please describe your nominee?

What impacts have they made this year that inspired you?

Is there anyone else we can talk to about this person?



**Council Member Motion**

**For the Governance and Priorities Committee Meeting of August 20, 2015**

**Date:** August 6, 2015

**From:** Councillor Ben Isitt and Councillor Jeremy Loveday

**Subject:** National Pharmacare Program

**Motion:**

WHEREAS the City of Victoria has recognized and demonstrated its commitment to the importance of healthy citizens as the foundation of a healthy, engaged and economically vibrant community;

AND WHEREAS over 3 million Canadians, including many in our local communities, do not take medicines prescribed by doctors because they cannot afford to purchase them;

AND WHEREAS Canada is currently the only country with a national medicare program that does not have a national pharmacare program;

AND WHEREAS the risk of having no insurance for medicines is particularly high among lower income Canadians, including many workers in the City of Victoria with precarious and seasonal employment;

AND WHEREAS research suggests that adding a national pharmacare program to our national health care system would lower costs to businesses by as much as \$8 billion per year, with a corresponding competitive advantage for Canadian companies;

AND WHEREAS the creation of a national pharmacare program could produce substantial cost savings for local government expenditures on employee benefits;

AND WHEREAS a national prescription drug formulary would support better quality prescribing, including reducing dangerous and inappropriate prescribing to Canadian seniors;

AND WHEREAS a National Pharmacare plan is sound policy, both economically and socially.

THEREFORE BE IT RESOLVED THAT the City of Victoria places itself on record supporting the creation of a National Pharmacare program as an extension of Canadian Medicare, to improve the health outcomes of local residents, ensure fairness in access to medicine, and provide for greater efficiency and effectiveness in Canada's health care system.

BE IT FURTHER RESOLVED THAT the City of Victoria calls on the Government of British Columbia to work with other Provinces and the Federal Government to develop and implement a National Pharmacare program;

AND BE IT FURTHER RESOLVED THAT Council requests that the Mayor convey this decision to the Prime Minister of Canada, the federal Minister of Health, the Premier of British Columbia, the provincial Minister of Health, and members of the legislative assembly and members of parliament representing districts within the City of Victoria;



AND BE IT FURTHER RESOLVED THAT the City of Victoria submits this resolution for consideration at the 2016 conventions of the Association of Vancouver Island and Coastal Communities, the Union of British Columbia Municipalities and the Federation of Canadian Municipalities.

Respectfully submitted,



Councillor Ben Isitt



Councillor Jeremy Loveday

Attachments:

Letter from Canadian Doctors for Medicare



**Mission**

To provide a voice for Canadian doctors who want to strengthen and improve Canada's universal, publicly-funded health care system. We advocate for innovations in treatment and prevention services that are evidence-based and improve access, quality, equity, and sustainability.

Dear Victoria City Council

CDM is currently engaged in policy and advocacy work on universal public coverage of prescription medications, also known as pharmacare. Along with allies across the country, CDM is working towards making national pharmacare an election issue. We are asking municipal councils across the country, including Victoria City Council to join CDM in supporting the call for national pharmacare.

Drug access in Canada has become increasingly difficult for doctors and patients as Canadians rely on private insurance or pay out-of-pocket for their medicines. This patchwork system is expensive and has left many Canadians with little or no coverage. Currently, 3 million Canadians do not fill their prescriptions because they cannot afford their medications.

Canada is the only developed country in the world with a universal public health care system that does not include coverage of prescription medications. We pay the second highest cost for medications in the world after the United States. A recent study in the Canadian Medical Association Journal has shown that a universal public drug plan is economically feasible and taxpayers could save \$7.3 billion per year.

We believe that municipal governments have a critical role to play in the fight for national pharmacare. Local governments currently spend as much as \$500 million per year of municipal budgets on private insurance coverage for their employees. cities could upload their prescription drug costs to provincial and federal governments and considerable savings could be realized.

Mobilizing support from municipalities is an important way to demonstrate the support for pharmacare that is growing from coast to coast. Pro-pharmacare motions have been passed in many cities across the country including Vancouver, B.C., Cambridge, ON., Marathon, ON., Northwestern Ontario Municipal Association, Inverness County, N.S., and Victoria County, N.S. We believe that this articulation of support for pharmacare will help demonstrate to federal parties the support and need for publicly administered, national drug coverage.

CDM requests Victory City Council, to join us in this nationwide push to improve our health care system by presenting and passing a motion to support national pharmacare plan which is public, affordable and safe. Together, we can build a health care system that is more accessible, equitable, and sustainable.

We look forward to hearing from you soon.

Sincerely,

A handwritten signature in black ink, appearing to read 'M Dutt'. The signature is fluid and cursive, with the first letter 'M' being large and prominent.

*Dr. Monika Dutt*

*Chair, Canadian Doctors for Medicare*



**Council Member Motion**

**For the Governance and Priorities Committee Meeting of August 20, 2015**

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**Date:** August 13, 2015

**From:** Councillor Jeremy Loveday, Councillor Marianne Alto and Councillor Ben Isitt

**Subject:** Accessibility Working Group

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**Background:**

The City of Victoria's Strategic Plan identifies the strategic objective to "facilitate social inclusion and community wellness." To help give effect to this objective and harness the expertise of people in the community with experiential knowledge of Accessibility issues, we are proposing that Council form an Accessibility Working Group, as outlined in the 2015 Actions of the Strategic Plan, to provide advice to Council and staff on accessibility improvements to City infrastructure, facilities and policies.

**Motion:**

BE IT RESOLVED THAT Council approves the formation of an Accessibility Working Group.

BE IT FURTHER RESOLVED THAT Council adopts the attached Terms of Reference for the Accessibility Working Group and directs staff to convene a meeting of the working group as soon as practicable.

Respectfully submitted,

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

Councillor Jeremy Loveday

A handwritten signature in black ink, appearing to read "M. Alto".

Councillor Marianne Alto

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

Councillor Ben Isitt

**Terms of Reference - Accessibility Working Group**

**City of Victoria – 2015**

**Mandate:**

To provide policy recommendations, expertise and experiential knowledge to Victoria City Council on accessibility issues with the aim of making City of Victoria infrastructure and facilities more accessible for all by:

- Identifying barriers for persons with disabilities created by current City of Victoria infrastructure;
- Making recommendations as to how to remove these barriers;
- Establishing criteria by which barrier removal can be prioritized and the allocating of funding can be determined; and
- Working with the City of Victoria to draft policies and procedures to prevent the creation of barriers in the future.

**Composition:**

The working group will be comprised of:

- Up to 12 Community Members appointed by Council with experiential knowledge of Accessibility issues, one of whom will be elected by the Working Group to serve as Chair.
- City Staff Liaison (Non-Voting)
- 2 City Council Liaisons (Non-Voting).

**Timeline:**

The Working Group will meet monthly for a year, engage the public and stakeholder groups as appropriate to develop recommendations, and then be convened semi-annually until the approval of a new Strategic Plan in 2018. Special meetings of the Working Group after the first year may also be convened at the call of the chair.

**Responsibility of Members**

This is a working group and members are expected to attend all meetings and come prepared having completed the tasks they have agreed to perform.

If a member misses more than two meetings without providing notice of their absence, their position on the working group may be declared vacant. Members are expected to apprise themselves of decisions taken at meetings they are unable to attend, so they can come prepared to the next meeting.

**Guiding Principles:**

- To consider the needs of persons with a diverse range of abilities including, but not limited to, physical, sensory, developmental, learning and mental health challenges.
- To recommend solutions which best meet the “wants” of all without compromising the

“needs” of any.

**Goals:**

To complete the following in the next six to twelve months:

- Review of the current City of Victoria audit of facilities through the “accessibility” lens and make comments on the findings as well as make recommendations if required.
- Create a list of immediate accessibility concerns and actions identified by the working group.
- Establish the criteria by which priority will be given to these concerns.
- Make funding recommendations for the prioritized concerns.
- Review current accessibility policy and recommend changes.

**Accommodations:**

- Meetings will be held at an accessible venue.
- All documents to be considered at any given meeting will be circulated electronically beforehand in Word format. If PDF format is to be used, it must be determined that all members can access the document in that format.
- American Sign Language, captioning or an Intervener will be provided if required, the cost of which will be borne by the City of Victoria.
- Members may be accompanied by an attendant at the table, but they are not considered members with voice or vote.







**Council Member Motion**

**For the Governance and Priorities Committee Meeting of August 20, 2015**

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**Date:** August 13, 2015

**From:** Councillor Jeremy Loveday, Councillor Marianne Alto and Councillor Ben Isitt

**Subject:** Use of City Hall for TedxVictoria - November 21

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**Background:**

TedxVictoria has requested use of City Hall for its “active space,” in conjunction with activities occurring nearby on Saturday November 21, including a speakers series at the McPherson Theatre and food trucks and a musical performance in Centennial Square following the speakers.

The stated goals and community impact of the TedX Victoria Active Space directly align with the City of Victoria’s 2015-18 Strategic Plan objectives to “Innovate and Lead” and “Nurture Our Arts, Culture and Learning Capital”.

To help facilitate this request, TedxVictoria is able to provide up to \$500 toward security costs incurred by the City relating to the use of City Hal for this purpose.

**Motion:**

BE IT RESOLVED THAT Council approves the use of the City Hall Antechamber and Council Chamber by TedxVictoria for a public event on Saturday, November 21 between 9:00 a.m. and 6:00 p.m., subject to security costs of up to \$500 being covered by TedxVictoria.

Respectfully submitted,

Handwritten signature of Councillor Jeremy Loveday in black ink.

Councillor Jeremy Loveday

Handwritten signature of Councillor Marianne Alto in black ink.

Councillor Marianne Alto

Handwritten signature of Councillor Ben Isitt in blue ink.

Councillor Ben Isitt

## **TEDxVictoria 5: Impact at City Hall**

### **ACTIVE SPACE**

#### **WHAT IS TEDxVICTORIA**

TEDxVictoria is the local chapter of TED's TEDx program (x = independently organized event), and was founded in December 2010. Five years later, this volunteer fueled event has brought the community 4 large events, dozens of smaller events, and is now working on *TEDxVictoria 5: Impact*, which will take place on November 21<sup>st</sup> 2015 in the McPherson Playhouse.

#### **CORE VALUES**

Ideas. Community. Change.

#### **COMMUNITY IMPACT**

TEDxVictoria was founded for Victoria by Victorians, and we strive for inclusiveness and connection between our diverse communities.

Our mission is to gather and collaborate with leaders, thinkers, inventors, innovators, young minds, and wise hearts around Vancouver Island and the surrounding islands in order to offer them one full day of engaging talks, and unforeseen connections. We celebrate the challenge and inspiration that comes with new **ideas**, insights and innovations.

To date TEDxVictoria has grown from a 400-person annual event to an 800-person event in the main theatre, as well as an online audience spanning eight countries.

#### **ACTIVE SPACE IMPACT**

The Active Space is a recent addition to our TEDx event, making its debut last year as part of TEDxVictoria 2014: Pursuit of Knowledge. Last year's Active Space venue was Atomique HQ at the corner of Douglas and Pandora, and featured a dozens of artists and collaboratives showcasing unique works and inventions, as well as a live performance from Towers and Trees. Past artists have included Limbic Media, PSII/The Pacific

School of Innovation and Inquiry, Ryan Roga, Monkey C Interactive, Victoria MakerSpace, and many more.

The purpose of this venue is to support and highlight the creativity of the local arts and tech communities, to directly engage our attendees with those communities as well as off stage content, and finally, to introduce our audience and the Greater Victoria community to some of the amazing local talent we have here in abundance by featuring those artists and their art in an engaging interactive exhibit. We also broadcast the main TEDxVictoria event live throughout the Active Space for our volunteers and community members who are not in the main theatre.

Our long term goal is to grow the Active Space and our funding to the point where we can financially support our artists. There is no such thing as 'too much support for the arts'!

### **OUR ASK**

To be permitted to use City Hall as a secondary venue for this year's event, with potential to bring the City of Victoria on as an in-kind sponsor.

**City Hall is not only ideal due to its size, but also its proximity to the rest of the event.** This would allow us to create an immersive experience for the 772 audience members we have attending our event. With TEDx Talks in the McPherson Playhouse, food trucks and a closing performance in Centennial Square, and our Active Space at City Hall, our attendees would have easy access to all the event has to offer. And, as TEDxVictoria has had a Live Event Simulcast in the Chambers before - a venue we once used to host TEDCity in 2013 (I believe we were among the first ever events to use the city council chambers), we know it has all the necessary tech requirements needed. City Hall would also allow us to further talks with the local tech community to create Innovation Alley in conjunction with Viatec, intended to help shine a light on the Impact the tech industry has on Victoria, within the Active Space.

### **WHAT WE CAN OFFER**

We can allocate up to \$500 of our budget to supply security for the time we are in the space to ensure the building is secure and only accessible by our volunteers and ticket holders.

## **VENUE REQUIREMENTS**

### **CAPACITY**

200-250+

### **LOCATION**

3 to 5 minute walk from McPherson Playhouse

### **DATES**

November

20: Set-up

21: Event Day and

22: Teardown / clean up

### **USES**

1) Active Space, 12-6pm November 21st

*Art / Interactive Exhibit, Live Simulcast for volunteers who can't sit in the theatre:  
open to volunteers and ticket holders only.*



## Governance and Priorities Committee Report

For the Meeting of August 20, 2015

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**To:** Governance & Priorities Committee      **Date:** August 14 2015  
**From:** Mayor Lisa Helps  
**Subject:** Union of British Columbia Municipalities annual conference to be held in Vancouver on September 21-25, 2015

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**Recommendation:**

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

The approximate cost for attending is:

Registration	\$761.25
Travel	\$410.00
Accommodation	\$740.00
Incidentals	\$ 60.00
<b>Cost per person</b>	<b>\$1971.25</b>

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Lisa Helps", written over a horizontal line.

Mayor Lisa Helps







## Governance and Priorities Committee Report

For the Meeting of August 20, 2015

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**To:** Governance and Priorities Committee      **Date:** August 14, 2015  
**From:** Councillor Marianne Alto  
**Subject:** Union of British Columbia Municipalities annual conference to be held in Vancouver on September 21-25, 2015

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### Recommendation:

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

The approximate cost for attending is:

Registration	\$614.25
Travel	\$ 88.60
Accommodation	\$401.40
Incidentals	\$ 0.00
<b>Cost per person</b>	<b>\$1104.25</b>

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Marianne Alto".

Councillor Marianne Alto





## Governance and Priorities Committee Report

For the Meeting of August 20, 2015

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**To:** Governance & Priorities Committee **Date:** August 14, 2015  
**From:** Councillor Chris Coleman  
**Subject:** Union of British Columbia Municipalities annual conference to be held in Vancouver on September 21-25, 2015

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### Recommendation:

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

The approximate cost for attending is:

Registration	\$755.00
Travel	\$200.00
Accommodation	\$1604.00
Incidentals	\$ 60.00
<b>Cost per person</b>	<b>\$2619.00</b>

Respectfully submitted,

Councillor Chris Coleman