



**AMENDED AGENDA
GOVERNANCE & PRIORITIES COMMITTEE
MEETING OF JUNE 4, 2015, AT 9:00 A.M.
COUNCIL CHAMBERS
CITY HALL, 1 CENTENNIAL SQUARE**

Page

CALL TO ORDER

APPROVAL OF THE AGENDA

CONSENT AGENDA

ADOPTION OF MINUTES

1. Minutes from the Meeting held May 7, 2015
2. Minutes from the Meeting held May 21, 2015

DELEGATION

3. BC Transit
--James Wadsworth, Senior Transit Planner
--Tania Wegwitz, Manager of Transit Planning
Late Item: PowerPoint Presentation

5 - 19

A presentation outlining information on BC Transit, the Victoria Regional Transit System, the Victoria Regional Transit Commission and upcoming transit projects.

[Addenda]

DECISION REQUESTS

4. New Operational Plan and Highlights of Quarter One
--K. Hamilton, Director of Citizen Engagement & Strategic Planning
Late Item: Report
A report presenting a new operational plan that outlines all 2015 initiatives recently approved by Council in the financial plan and strategic plan.

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[Addenda]

5. 2015 First Quarter Budget Status Report (deferred from May 21)
--S. Thompson, Director of Finance

123 - 129

A report outlining the status of the 2015 budget as of March 31, 2015.

6.	Summary of Public Input on the Proposed Grant Process and Approval of Fee-for-Service Grants --S. Thompson, Director of Finance --K. Hamilton, Director of Citizen Engagement & Strategic Planning --J. MacDougall, Acting Director of Parks & Recreation <i>A report summarizing public input regarding the proposed changes to the City's grant program.</i>	131 - 244
7.	Action Plan for Housing Supports and City Services for Sheltering in City Parks --R. Woodland, Director of Legislative and Regulatory Services <u>Late Item</u> : Report <i>A report proposing an Action Plan for Housing Supports and City Services for sheltering in City parks and outlining initiatives in response to Council's direction.</i>	245 - 266
[Addenda]		
8.	Quadra Heights Playground Improvements --J. MacDougall, Acting Director of Parks and Recreation <u>Late Item</u> : PowerPoint Presentation <i>A report presenting the results of public engagement and outlining next steps for the renewal of Quadra Heights playground park.</i>	267 - 282
[Addenda]		
9.	Victoria West Park Improvements Engagement Plan --J. MacDougall, Acting Director of Parks and Recreation <u>Late Item</u> : PowerPoint Presentation <i>A report seeking Council approval of the proposed engagement strategy for Victoria West Park to shape potential park improvements in 2016.</i>	283 - 299
[Addenda]		
10.	Canada 150 Community Infrastructure Fund --J. MacDougall, Acting Director of Parks & Recreation <i>A report providing an overview of the Canada 150 Community Infrastructure Fund and to seek Council approval to apply for funding.</i>	301 - 304
11.	Confined Space Rescue Agreement with the Township of Esquimalt --B. Dellebuur, Acting Assistant Director of Transportation and Parking Services <i>A report requesting Council approval to extend the existing agreement with Esquimalt regarding Confined Space Rescue Service.</i>	305 - 316
12.	Liquor Licence Application - Irish Times Pub and Oyster Bar --R. Woodland, Director of Legislative & Regulatory Services	317 - 328

A report seeking a Council resolution regarding a Liquor Primary Licence application by the Irish Times & Oyster Bar.

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| 13. | Liquor Licence Application - The Bard and Banker Pub
--R. Woodland, Director of Legislative & Regulatory Services | 329 - 337 |
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A report seeking a Council resolution regarding a Liquor Primary Licence application by the Bard & Banker Pub.

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| 14. | Air Space Parcel - 2300 Dowler Place
--R. Woodland, Director of Legislative and Regulatory Services | 339 - 345 |
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A report seeking Council authorization to acquire an air space parcel from the Province of BC.

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| 15. | Appointment of Council Member - CRD Climate Action Inter-Municipal Steering Committee (Verbal) | |
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NEW BUSINESS

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| 16. | Proposed Strategic Plan Amendment Process
--Mayor Helps and Councillor Madoff | 347 - 349 |
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A motion proposing a process for amending the Strategic Plan.

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| 17. | Motion - 2017 BC Games 55+
--Mayor Helps and Councillor Coleman | 351 - 366 |
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A motion proposing that Council support a bid to host the BC Seniors' Games in the Capital Region in 2017.

MOTION TO CLOSE THE JUNE 4, 2015, GOVERNANCE & PRIORITIES COMMITTEE MEETING TO THE PUBLIC

That Governance & Priorities Committee convene a closed meeting that excludes the public under Section 12(6) of the Council Bylaw for the reason that the following agenda items deal with matters specified in Sections 12(3) and/or (4) of the Council Bylaw, namely:

- Section 12 (3) (c) Labour Relations or employee relations
- Section 12 (3) (g) Litigation or potential litigation affecting the City
- Section 12 (3) (l) Discussions with municipal officers and employees respecting municipal objectives, measures and progress reports for the purpose of preparing an annual report under section 98 of the Community Charter.

CLOSED MEETING

CONSENT AGENDA - CLOSED MEETING

ADOPTION OF THE CLOSED MINUTES

18. Minutes from the Closed Meeting held May 7, 2015

DECISION REQUEST

19. ~~Legal / Mediation Update~~
~~--J. Huggett, Senior Project Manager, Johnson Street Bridge Replacement Project~~
20. Quarterly Update - Operational Plan Report (Verbal)
--J. Johnson, City Manager
21. Employee Relations (Verbal)
--J. Johnson, City Manager
22. **Late Item:**
Quarterly Update (Verbal)
--Mayor and Council

CONSIDERATION TO RISE & REPORT

ADJOURNMENT



January 2015

Dear Mayors and Councils of Metro Victoria and members of the Capital Regional District (CRD) Board:

First, let me congratulate you on your election in November 2014. As an elected local government representative of a community within the Victoria Region, I would like to provide you with information on the Victoria Regional Transit System and your transit operator, BC Transit.

BC Transit is a Crown corporation established by the provincial government to support local investment in transit services across the province (excluding the Metro Vancouver area served by TransLink). To do this, we work in partnership with local governments across British Columbia, providing over 130 communities with transit systems for their residents. In addition to the mobility benefits provided by public transit, this valuable service reduces environmental impacts and infrastructure costs for local communities.

In the Victoria Region, the Victoria Regional Transit Commission (Commission) is the local government representative for the Victoria Region and is legislatively responsible for approving transit routes and service levels. Under the existing legislation (*BC Transit Act*), the seven Commission members are appointed by the Lieutenant Governor in Council. They include the Mayors and one Councillor each from Victoria and Saanich, the Mayor of either Esquimalt or Oak Bay, and one Mayor each from the Western Shore Communities and the Peninsula. The Chair of the Commission is Susan Brice, Councillor for Saanich.

In addition to approving bus routes and service levels, the Commission is also responsible for setting fares and reviewing annual operating budgets and capital spending. You can learn more about the Commission and Transit Future plans for the Victoria Region on our website at www.bctransit.com.

If you would like to receive a presentation about public transit services in the Victoria Region, please contact me personally by phone, 250 995-5680, or email, manuel_achadinha@bctransit.com, and I will arrange for one of our team members to follow up with you.

For your information, I have also enclosed a copy of the *BC Transit Advantage* which summarizes the many benefits of public transit offered through BC Transit.

We look forward to continuing to work with our local partners to provide an efficient and effective public transit system that will connect the people and communities within the Victoria Region.

Sincerely,

Manuel Achadinha
President and Chief Executive Officer





Victoria Regional Transit System Overview

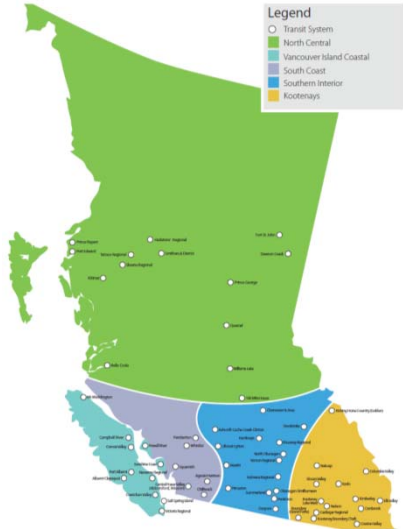
City of Victoria
Governance & Priorities Committee: June 4th, 2015

Who is BC Transit?

- Provincial authority responsible for the planning, funding and operation of all transit throughout the Province outside of Metro Vancouver
- 51+ million passenger trips
- 1,013 buses in a range of sizes
- \$321 million operating & capital budget
- 1.5 million British Columbians served
- 130 Communities, 81 transit systems

Partnerships:

- 58 local government partners
- 18 private management companies, 5 public organizations, 14 non-profits

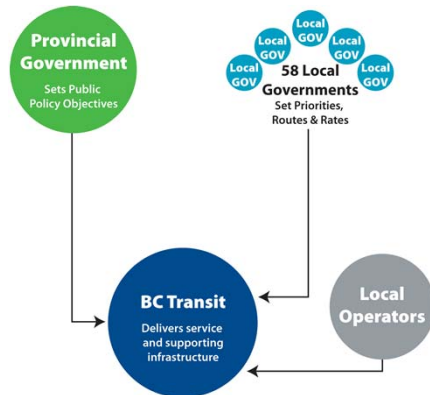


Legend

- Transit System
- North Central
- Vancouver Island Coastal
- South Coast
- Southern Interior
- Kootenays

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System Operates Through Partnership: BC Transit's Model



Local Government

- Plans community, establishes transit priorities and routes
- Sets service levels and approves budgets
- Set fares
- Provide local tax subsidy

BC Transit

- Turns municipal priorities into transit operating and capital plans
- Works with Province to access funding
- Arranges for and manages operations
- Operates Victoria conventional service
- Manages capital program

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Background: Victoria Regional Transit Commission



- Established under the *BC Transit Act*
 - » Local government representation for transit services in the Capital Regional District
- Seven elected local government officials appointed
- Chair designated by Minister responsible for BC Transit
- BC Transit Act: appointment process, composition, term
- Staff, resources and contracted services provided by BC Transit
- The role of the Commission is to approve routes, service levels, budget, fares and taxation rates
- Across B.C.: variety of governance models in place

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Engaging our Customers



Outreach:

- Transit future bus, open houses, workshops, surveys to refine/plan service
- On-going public telephone survey of use and attitudes
- Annual survey of local governments and Operating companies

Commission:

- Letters/email to Commission and BC Transit
- Delegations to Commission meetings, public hearings regarding tariff increases

Customer Information:

- Transit information complaint and commendation line (250.382.6161)
- Website, Trip Planner, Facebook, Twitter



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Coordinating with Communities

Influencing land use and development in collaboration:

- Local plan participation
 - CRD Regional Sustainability Strategy
 - CRD Regional Transportation Plan
 - Local OCPs, Transportation Plans
- Pedestrian, Cycling and Corridor Plans
- Area Transit Plans
- Coordination with area local governments
 - Development process - developmentreferrals@bctransit.com
 - Work with local government staff (plans, development, infrastructure)
 - Presentations to councils/committees
 - Ongoing dialogue with local stakeholder groups and the public



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Transit Stops



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BC Transit Bus Shelter Program

- Transit customers have conveyed their desire for additional transit shelters at transit stops to improve the transit experience.
- BC Transit has partnered with the Transit Commission to provide the Transit Shelter Capital Upgrade Program.
- The program was launched in 2010 and over 150 new BC Transit designed and branded transit shelters have been installed.
- BC Transit staff will be contacting city staff to discuss and identify a potential priority list of additional high ridership transit stops that would be suitable for the installation of a transit shelter over the next 3 years.



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Victoria Regional Transit

Overall System Scope:

- Second largest system in BC
- 100,000 passenger trips per day
 - 6.5% share of all trips in the region
 - Fixed route & Custom (handyDART)
- Carries more people per hour at lower cost per hour than Canadian peers

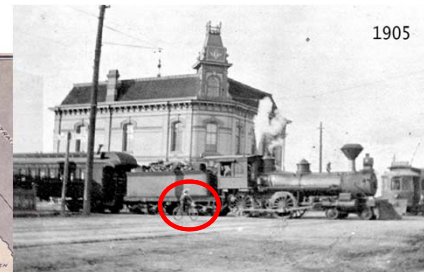
By the Numbers:

- Fixed route system - 281 buses
- HandyDART service - 54 buses
- 930,000 service hours annually
 - 550 Transit Operators
 - 100 Mechanics and service people
 - 33 Dispatch, customer service and other
 - + others shared with BC Transit's provincial operations
- 56 routes with 2,300 bus stops



Day	Conventional	Custom
Mon-Thur	5:00am – 12:00am	7:00am – 10:00pm
Friday	5:00am – 2:00am	7:00am – 12:00am
Saturday	5:30am – 2:00am	7:00am – 12:00am
Sunday	6:00am – 12:00am	8:00am – 10:00pm

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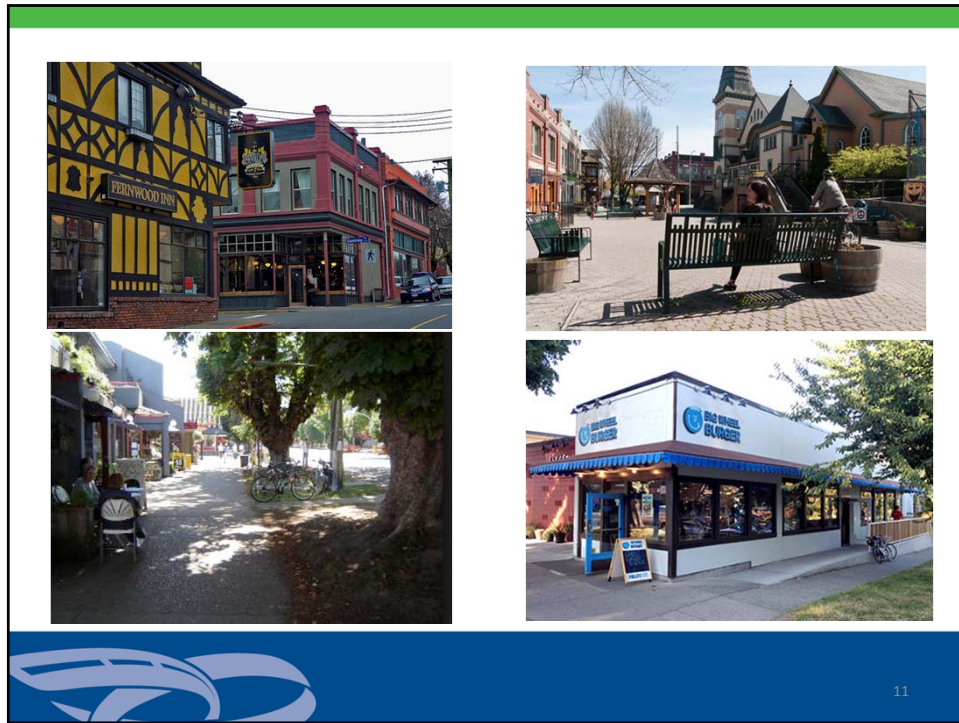


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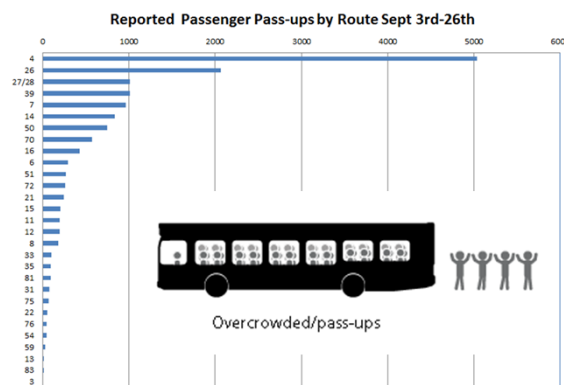
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Service Challenges

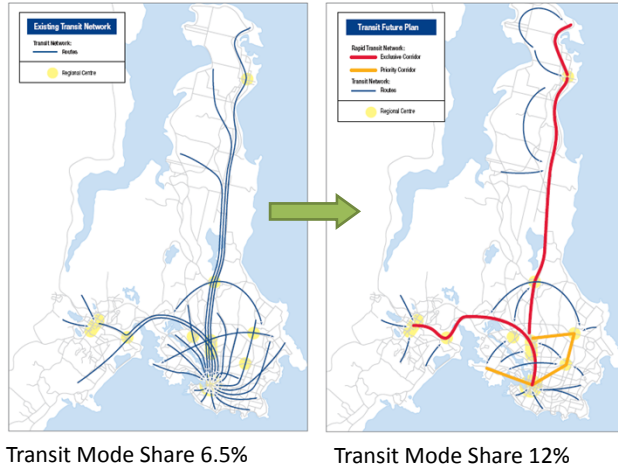
- Passengers pass ups on post-secondary oriented routes
- Traffic congestion
- Development in the Westshore
- Need for infrastructure to support future ridership demand and service levels
- Service levels on crosstown routes



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Planning for the Future

- Victoria Regional Transit Future Plan (May 2011)
- Service Standards and Performance Guidelines (Sep 2013)
- 2013/14 Victoria Regional Service Review (Feb 2014)



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Implementing the Transit Future Plan

A number of projects are in development, including:

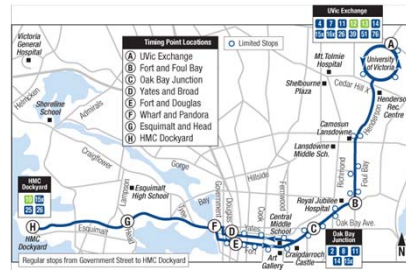
- Rapid Transit Project
- Transit Priority Project
- Campus Transit Plan
- Uptown Exchange
- Additional Operations & Maintenance Facility
- Performance & Service Review



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Recent Service Changes

- Introduced increased services to UVic and Camosun College campuses.
- Additional late evening service on Friday and Saturday
- Restructured and optimized a number of routes in Esquimalt and Victoria in keeping with long term plans.
- New service to Bear Mountain and Westhills
- New commuter service to Latoria Rd., Happy Valley and West Sidney
- Revised Westshore and Saanich Peninsula community bus schedules
- Reduced services in the Spring and Summer to provide additional service in the Fall and Winter during times of higher demand



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Future Regional Service & Infrastructure Priorities

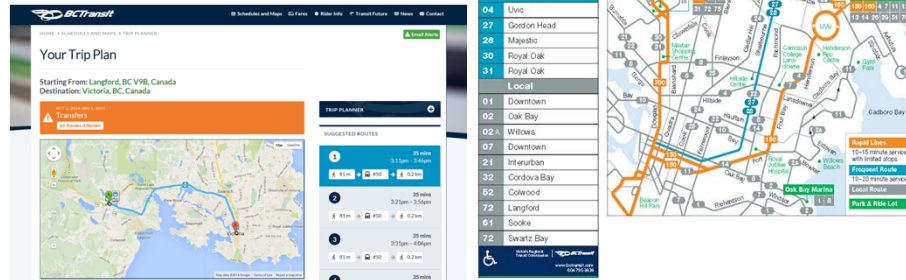
- Bus lanes on Highway 1 and Island Hwy
- Additional Park & Ride capacity in the Westshore
- Establishment of a bus terminal at Uptown
- New transit operating & maintenance centre
- Service increases to develop Frequent and Rapid Transit network
- Late night service to the Peninsula
- Improved connections from the Westshore to Esquimalt/Dockyard and Camosun Interurban
- Additional community bus service in the Westshore and Peninsula



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Branding & Improved Ease of Use

- More intuitive map design
- Markets Transit Future layers
- Improved wayfinding, service legibility



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Future City of Victoria Service & Infrastructure Priorities

- Continue to participate in City planning projects, integration of land use and other modes
- Continued development of Douglas Street as a Rapid Transit Corridor
 - » Consider options for southbound bus lanes between Tolmie & Hillside
 - » Development of Rapidbus Stations
- Shared Downtown Transportation Terminal/Precinct
- James Bay, Jubilee & Burnside - Tillicum Local Area Transit Plans
 - » Identify local service improvement priorities
 - » Improve local connections to village centres and improve service efficiency
- Service increases and improvements to customer information to further develop the Frequent and Rapid Transit network



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Overview: Three Year Budgeting Process

Three Year Service & Financial Strategy:

- Updated and approved on an annual basis
- Developed in consultation with local government partners
- Provincial Transit Service Plan identifies provincial funding available for transit and is confirmed each year on Budget Day (Feb.)
- Under the BC Transit funding model both provincial and local funding move in “lock step” according to legislated cost sharing
- Funding levels determine service levels



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Three Year Budgeting - Transit Commission Direction

Staff will report back to the Commission with options and further discussion on June 16th 2015 to discuss options for developing a transit service plan that could be operated with the available funding.

1. Review operational and administrative efficiency opportunities to protect customer service (e.g. fuel management strategy, operating structures)
2. Examination of higher cost services to look for efficiencies and identify opportunities to rationalize lower performing services



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Thank you

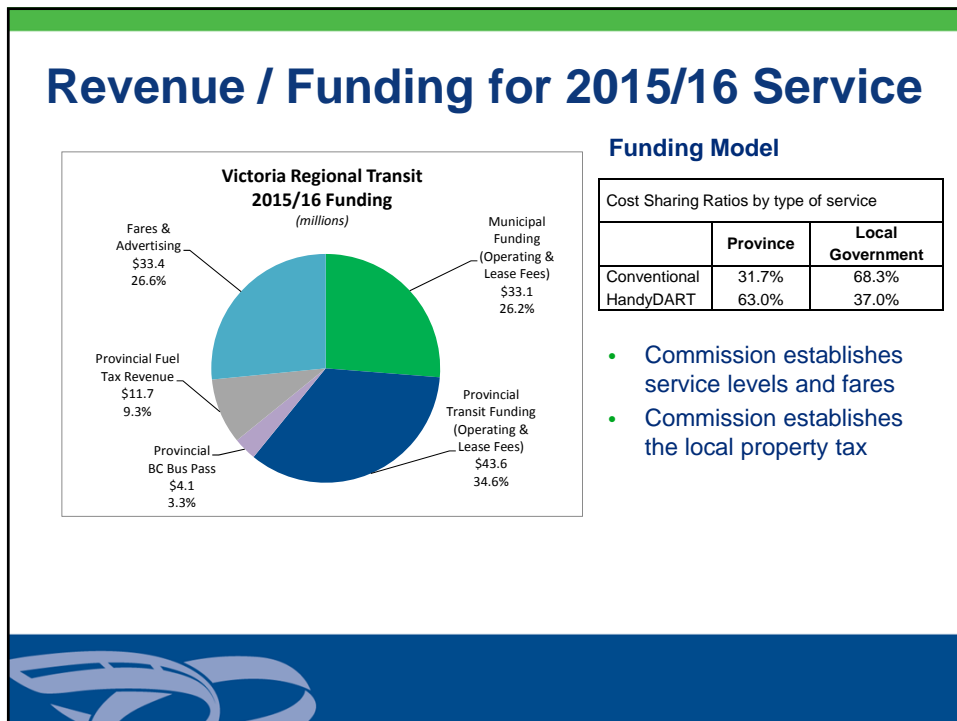
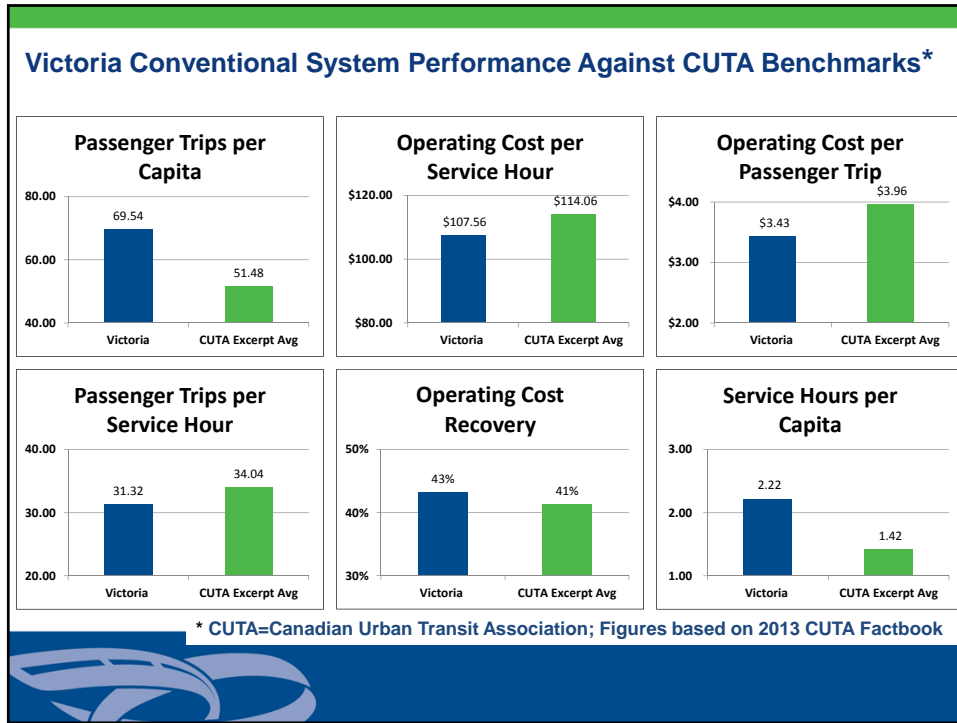
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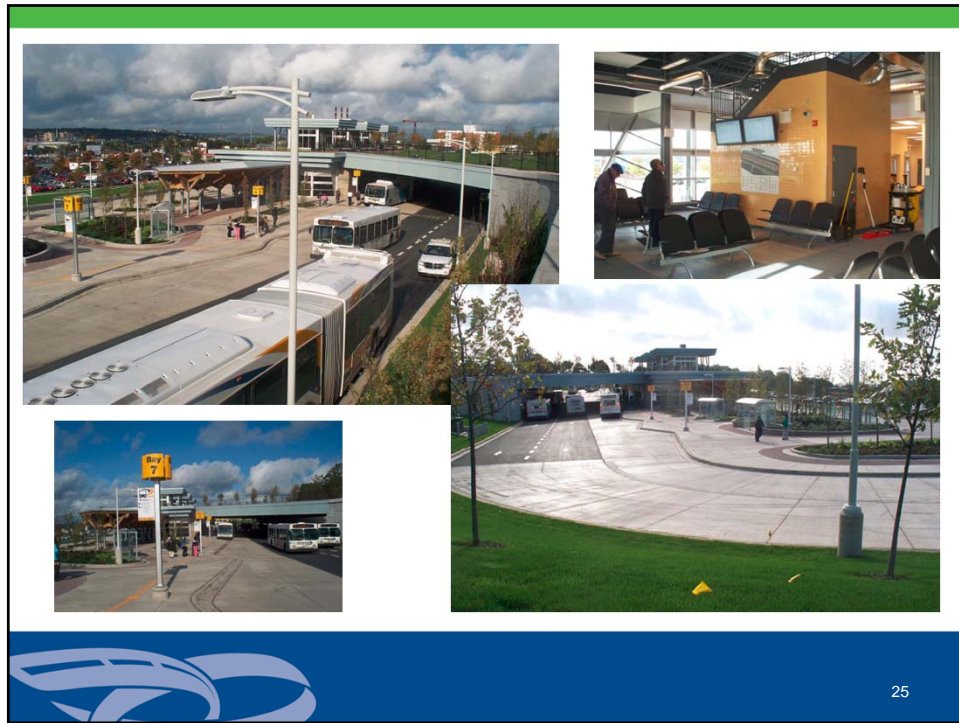
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More info: www.bctransit.com







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Governance and Priorities Committee Report

For the Meeting of June 4, 2015

To: Governance and Priorities Committee **Date:** May 20, 2015
From: Katie Hamilton, Director of Citizen Engagement and Strategic Planning
Subject: New Operational Plan and Highlights of Quarter One

Executive Summary

The purpose of this report is to present a new operational plan that outlines all 2015 initiatives recently approved by Council in the financial plan and strategic plan.

Since approval of these plans in April, all work plan items have been aligned within the 13 strategic objectives. This aims to shift quarterly reporting to objective-based performance reporting, from one based on departmental responsibility. Over the long term this will assist in guiding the re-organization of the City's financial plan to better articulate the funding allocations for each strategic objective, but is also key to establishing a more inter-disciplinary approach to measuring and communicating progress towards objectives.

Alignment of the financial and strategic planning processes will continue over the year, with a strong focus on establishing improved metrics and key performance indicators for the 2016 budget. Continuous refinement of the quarterly report will continue based on feedback and improved internal reporting systems.

Since approval of the strategic plan, a graphic recorder was engaged to assist in presenting the plan more visually. Upon Council consideration, this visual representation and new tools for quick reference to the plan will be distributed to the Council, community and staff.

In the next quarterly report, new process measures to benchmark service levels will be identified and will help inform the 2016 financial plan. This will endeavour to provide comparators each quarter, as well as annually.

With the recently approved strategic plan and financial plan, a number of historical work items have been identified that did not appear in either plan. To ensure clear expectations, staff seek Council direction on whether these items should pause or continue.

Recommendation:

That Council:

1. Receive this report for information.
2. Provide feedback to inform future reporting.

3. Provide direction on status of historical workplan items noted.
4. Direct staff to report quarterly on August 20 2015, November 5 2015, and the first meeting in February 2016.


Respectfully submitted



Katie Hamilton
Director Citizen
Engagement and
Strategic Planning

Report accepted and recommended by the City Manager:

Date:


June 2, 2015

List of Attachments:

- Appendix A: Visual Chart of 2015-2018 City of Victoria Strategic Plan
- Appendix B: First Quarter Highlights
- Appendix C: Operational Plan
- Appendix D: Historical work plan items

Purpose

The purpose of this report is to present a new operational plan that outlines all 2015 initiatives recently approved by Council in the financial plan and strategic plan.

Background

In April 2015, after extensive public consultation a new strategic plan and financial plan were adopted by Council. For the first time the two processes and public engagement were aligned to ensure priorities and funding were considered together.

The operational plan has been developed to "operationalize" all initiatives within the approved plans and identify leads and timelines for delivery in 2015. This will continually be refined to include improved metrics and establish key performance indicators..

Issues & Analysis

Upon approval of the financial plan and strategic plan in April, all work plan items were aligned within the 13 strategic objectives. This aims to shift quarterly reporting to objective-based performance reporting, from one based on departmental responsibility. Over the long term this will also assist in guiding the re-organization of the City's financial plan to better articulate the funding allocations for each strategic objective, but is also key to establishing a more inter-disciplinary approach to measuring and communicating progress towards objectives.

There are both internal and external benefit to aligning these items in one operational plan. It will serve as an important communication tool with both City Council and the community about how the City is delivering on the approved projects and funding, and where challenges have been identified. This plan will also assist the City Manager in measuring the performance of both departments and individual staff in achieving intended results

The quarterly reporting schedule for 2015 is noted below. The first quarter report was postponed by one meeting to allow the graphic recorder to complete the visual representation of the strategic plan that would accompany the new operational plan, and refine the volume of information included in the new operational plan.

Quarter 1 (ends March 31, 2015)

Reporting date: May 21

Quarter 2 (ends June 30, 2015)

Reporting date: August 20 (only meeting in August)

Quarter 3 (ends September 30, 2015)

Reporting date: November 5

Quarter 4 (ends December 31, 2015)

February 2016 (first meeting- yet to be scheduled)

With the recently approved strategic plan and financial plan, a number of historical work items have been identified (Appendix D) that did not appear in either plan. To ensure clear expectations, staff seek Council direction on whether these items should pause or continue.

Conclusions

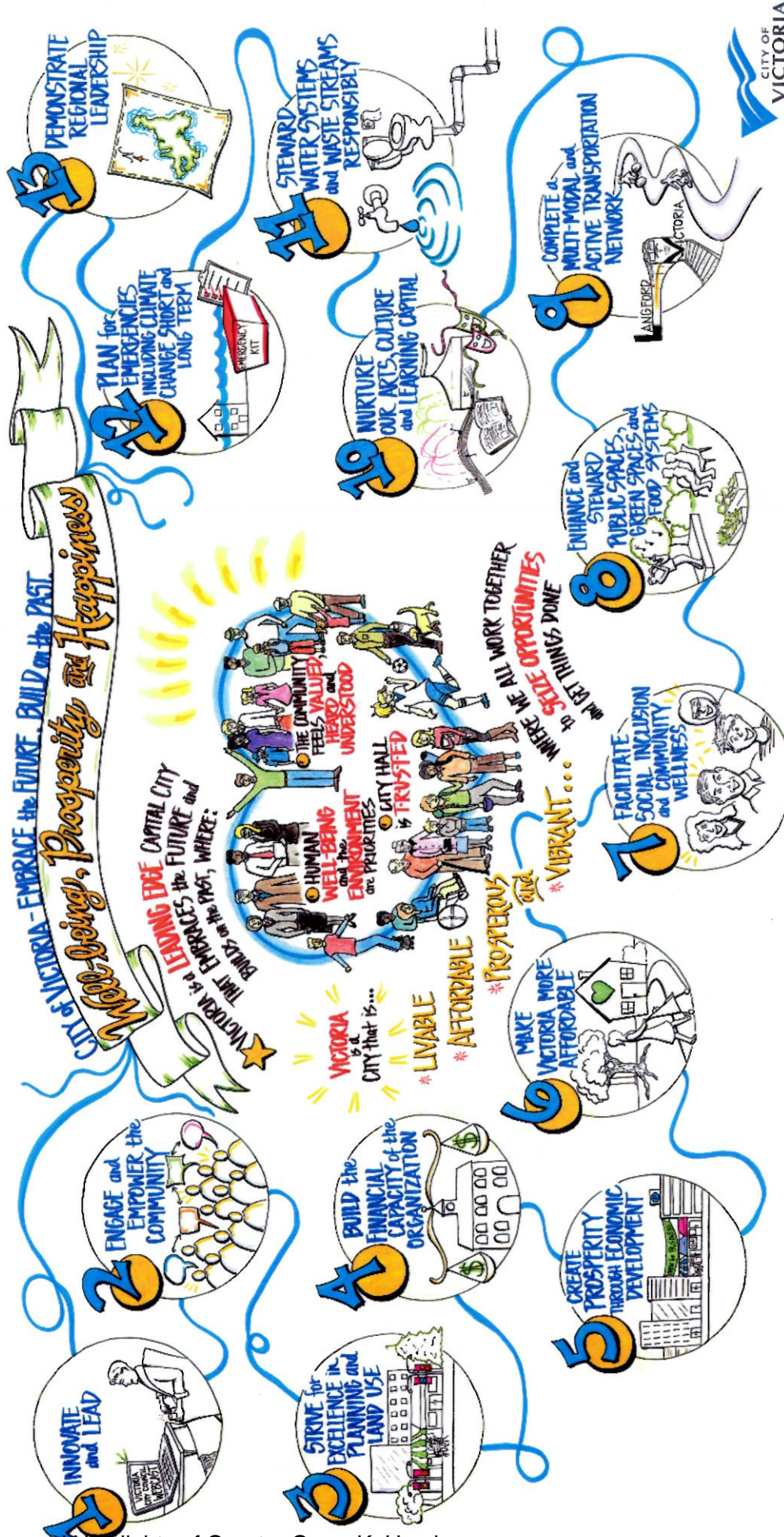
A more robust operational plan, aligned with strategic objectives, should foster a more integrated approach to delivering on the 2015-218 Strategic Plan. It aims to address historical structural and cultural silos, and most importantly enable the organization to demonstrate progress and challenges in each strategic area.

Alignment of the financial and strategic planning processes will continue, with a strong focus on establishing improved metrics and key performance indicators for the 2016 budget. Continuous refinement of the quarterly report will continue based on feedback and improved internal reporting systems.

Recommendation

That Council:

- 1.) Receive this report for information.
- 2.) Provide feedback to inform future reporting.
- 3.) Provide direction on status of historical work plan items noted.
- 4.) Direct staff to report quarterly on August 20 2015, November 5 2015, and the first meeting in February 2016.



Appendix A



APPENDIX B – First Quarter Highlights 2015

Governance and Priorities Committee Meeting – June 4, 2015

STRATEGIC OBJECTIVE #1: INNOVATE AND LEAD

- For the first time, the City's budget and strategic planning process were completed concurrently to enable greater public involvement and alignment of annual investment in priority areas. An unprecedented 2,000 people provided input through an online survey, letters and emails, and a packed Town Hall meeting was held with an interactive e-Town Hall component.



- This quarter, the City introduced a new Operational Plan and Quarterly Report methodology. All staff 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.

Over the long-term this will assist in guiding the re-organization of the City's financial plan to better articulate the funding allocations for each strategic objective, and will also be key to establishing a more inter-disciplinary approach to measuring and communicating progress towards objectives.

Alignment of the financial and strategic planning processes will continue over the year, with a strong focus on establishing improved metrics and key performance indicators for the 2016 budget. Continuous refinement of the quarterly report will continue based on feedback and improved internal reporting systems.

- During the first quarter, the Victoria Fire Department finalized its internal strategic plan, which was developed in consultation with department staff, and will guide the department's operations over the next three years.
- Compost Council of Canada Conference delegates toured the Parks Maintenance Yard's compost facility and are looking at using it as a best practice model to develop small composting operations across Canada.
- Facilities staff oversaw the completion of the design and tender for the new IT server, which will support information and communications needs of VicPD and City of Victoria staff.
- Recruitment for two new City directors was completed in the first quarter. Thomas Soulliere is the new director of Parks and Recreation and 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 will join 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.

- As a result of a recruitment process that was launched in December 2014, the Victoria Fire Department was successful in pre-qualifying 20 highly experienced professional firefighters to its Fire Suppression division.
- An assessment of candidates for the Victoria Fire Department's Deputy Chief of Operations position took place. In May, Doug Carey was promoted to the position.
- The Victoria Fire Department concluded its involvement in the International Fire Fighter Exchange Program, successfully building a new working relationship with the Melbourne, Australia Fire Authority.
- Staff administered 30 Council and Committee meetings this quarter, an increase of eight from the same period in 2014.



STRATEGIC OBJECTIVE #2: ENGAGE AND EMPOWER THE COMMUNITY

- 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 to date has 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.

Several new practices, tools and techniques were introduced this year including:

- Aligning the draft strategic plan and budget processes
- Inviting public input on the City's new strategic plan
- Introducing a comprehensive financial plan document outlining details about the organization and each business unit in the City of Victoria budget
- Creating short, educational videos to both launch engagement and explain the budget process, and to assist residents and businesses in understanding the City budget and how it impacts them
- Applying a focused and highly visual social media strategy



- Offering a "budget at a glance" package to provide a high-level overview of the draft budget and strategic plan, and "Understanding Your Municipal Budget" guide to assist in understanding the budget

- Inviting input on how to allocate an estimated \$4.5 million in funding from new assessment revenue and 2014 surplus

- Responding to earlier public feedback, communicating holistic impacts to taxpayers in terms of increases to taxes and utilities, providing five-year forecasts
- Hosting a Town Hall, as well as an e-Town Hall, to make engaging in the budget conversation easier and accessible to demographics that the City may not have heard from in the past



Join the discussion online at #VicTownHall



- o Utilizing a new online survey tool to improve the administrative compilation and reporting of the public input received
- o Providing a Sign Language Interpreter for hard-of-hearing guests attending the Town Hall

The cycling community arrived en masse in Centennial Square to participate in the strategic and financial plan Town Hall.



- The City visually demonstrated to taxpayers highlights of what they will get in return for their tax dollars in 2015, in the form of engaging infographics that were mailed with property tax notices in the first quarter.



- In the first quarter, a new Neighbourhoods Team was formed within the Citizen Engagement and Strategic Planning Department to improve the City's support capacity and coordination with Victoria neighbourhoods. Neighbourhood associations will be engaged to determine how the City can provide greater support.
- Staff attended a Victoria Community Association Network meeting to discuss the City's new Neighbourhoods Team that was established to improve two-way communications with local neighbourhood associations.
- City staff collaboratively planned a workshop to explore possible improvements to North Park Village with the North Park Neighbourhood Association, the Fernwood Community Association and the Greater Victoria Placemaking Network. The workshop took place at the end of May.





- The City launched a new Instagram account @cityofvictoria, another social media tool to connect with citizens and create community.
- This spring, during each engagement process, the City seeks to introduce new tools or techniques. The City launched its first "sounding board" to enable the public to share their ideas on what they would like to see improved at the Quadra Heights Park playground. This tool is a new way to engage the community "where they are, when they are" at the playground that is to be upgraded.

Quadra Heights Park, located at the corner of Rutledge Street and Villance Street in the Hillside/Quadra neighbourhood, is being updated this year. The community had the opportunity to provide feedback by writing on the sound board, tweeting suggestions to #vicparks, emailing ideas to parks@victoria.ca, and stopping by an open house at the park where popsicles were served.



- The Clawthorpe Park Playground public consultation and concept design were completed early in the year and the tender for the playground equipment was prepared. Installation of the new playground equipment is expected to begin by early summer.



- The Mayor and the Director of Citizen Engagement and Strategic Planning were guest speakers at a recent International Association for Public Participation (IAP2) event, where they shared learnings from the recent engagement on the City's strategic and financial plans.

- For the first time, the City invited Victoria dog owners to stop by City Hall to have their dog licences and have their dog's photo taken as part of the "Dogs of Victoria" campaign. Photos were shared on the City's social media channels (Facebook and Twitter). Dog owners that renewed their

dog's licence before February 28 would save \$20 and be entered into a prize draw to win the first dog tag of the year (0001) and the associated bragging rights of owning the City of Victoria's 'Number One Dog'.

- To encourage Victoria dog owners to renew their dog licences, previously unused dog licence data informed a map to demonstrate which neighbourhoods had the most licensed dogs and which breeds were most popular.



The City's VicMap showed that in 2014, the top five dog breeds were: Lab or Lab cross, Chihuahua, Golden Retriever, Shih Tzu and Jack Russell Terrier. Labrador Retrievers are the favourite canine in most neighbourhoods, with Chihuahuas topping the popularity list in Victoria West, Hillside/Quadra, North Park and Harris Green. Pugs reined supreme as the top dog for downtown.



The mapping resulted in extensive media coverage highlighting the benefits of licences and responsible dog ownership.

- Three local children visited City Hall and served as honorary "Mayors for a Day" in February. The youngsters participated in a City-sponsored colouring contest during the November election, an initiative designed to engage youth in local government and learn firsthand the importance of voting. Voting parents were encouraged to bring their "Future Voters" with them to the polls and each future voter received a colouring poster depicting City Hall and cityscapes.



"Their Worships" spent time at City Hall learning about the role of Mayor and Council and what it takes to run a city. They had the opportunity to wind the historic clock in the clock tower, ride in a fire truck, visit City Archives, take a tour of the Johnson Street Bridge control room, and spend time with Mayor Helps, staff and individual Councillors.

- **First Quarter 2015 Online Statistics Report**

- **Visitation to Victoria.ca:**

- Unique Visitors: 196,010
- Total Visitation: 672,684
- Mobile Visits: 33% of traffic (Note: This has increased from 12% in 2012.)
- Top Pages/Sections visited within this period:
 1. Current Employment Opportunities
 2. Crystal Pool and Fitness Centre
 3. VicMap
 4. Garbage Collection Schedule
 5. Parking
 6. Online Services (Pay for parking, utilities bills, business licences)
 7. Development Services – Zoning
 8. Property Taxes
 9. Bylaws
 10. Active Living Guide

- **Social Media Statistics:**

- Facebook: 9,879 likes
 - Average post reach: 1,575
- Twitter: 21,425 followers
- YouTube channel
 - 10,120 views to date of all videos
 - 37 subscribers
- LinkedIn: 895 followers
- Instagram: 280 followers (launched in March)

- **VicMap:**

- Desktop: 8,214 unique visitors
- Mobile: 4,174 unique visitors

- **Garbage Collection Widget Statistics:**

- 7,136 households are signed up for active reminders - email, text, phone, Twitter, iCalendar
- 10,425 personal garbage calendars downloaded to date
- 14,830 households have accessed this service

- **Online Transaction Statistics:**

Transaction:	Number of Transactions:	Dollar Value:
Business Licensing	1,241	\$216,942.25
Dog Licences	0	\$0.00
Home Owner Grants	0	\$0.00
Municipal Ticketing (Parking)	13,995	\$389,169.50
Utility Bills	1,881	\$1,189,246.99

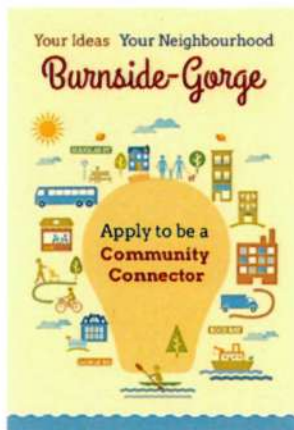
- **ParkVictoria App Statistics:**

- Total Users: 3,064
- Total transactions: 29,538

- Twenty bylaws were consolidated on the City's website to make them easier for the public to access and use.
- Staff provided four informative talks to approximately 40 people to explain what City Archives does and services available to the public.
- Staff facilitated 18 Freedom of Information requests in the first quarter.
- Committee appointment forms and recruitment processes were improved for the Greater Victoria Public Library Board and the Art in Public Places committees. Changes included making the online forms fillable and enhancing content on the City's website.

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

- Recruitment for the City's new Director of Sustainability Planning and Community Development was completed this quarter. Jonathan Tinney will start in mid-June.
- In March, City Council gave unanimous approval to the Capital Park development. Currently home to aging offices, parking lots and historic houses, the 6.2-acre property behind the legislature will be redeveloped by Concert Properties and Jawl Development Corp. into a mix of retail and office space, rental housing, public space, and, perhaps, a library branch. The Capital Park development will now advance to a public hearing and rezoning application.
- The City applied for and will receive BC Hydro Beautification Grant funding, to offset the estimated \$1,600,000 cost to relocate overhead utility lines underground. This work is part of high-profile streetscape improvements planned for a development adjacent to the Provincial Legislature.
- Local area planning for the Burnside-Gorge neighbourhood began in the first quarter with a call for citizens to apply to be "Community Connectors" to help share and garner ideas.



A range of engagement events took place throughout the month of May that was both community-driven and City-led. Over a six-week period, citizens were invited to share their thoughts on the future of Burnside-Gorge neighbourhood. Their input will help shape a new local area plan to guide 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 an online survey that ran until the end of May, and walking tours in the Burnside-Gorge neighbourhood.

- A new intake process was instated for land development that facilitates in-person meetings with building permit applicants and expediting permit approvals. Applicants have noted the value of meeting face-to-face with City staff to discuss plans and expectations associated

with a proposed project.

- The City's Development Tracker was developed for launch in the second quarter. The new web app enables the community to track land use planning processes and was launched in mid-May. The Development Tracker provides detailed information about the status of all rezoning applications. Users can choose to sort by neighbourhood or view all current rezoning applications. All applications will have a list of completed and upcoming milestones, as well as plans and other documents to give more information on what each project is all about. This tool will be expanded later in 2015 to include other types of development applications, as well as permit applications.

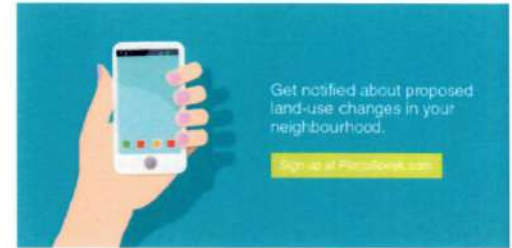
Launch the Development Tracker

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

[Launch the App](#)



- 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. PlaceSpeak will use its unique 'geolocation' process to send notifications directly to Victoria residents who want to know what is being planned for their area. Both the Development Tracker and PlaceSpeak launched at the same time in May.



- A new map was developed to identify underground resources, to increase efficiency, accessibility, and usability. Engineering and Parks staff received training on how to access and use the map in their daily work.
- Seventy-five mapping datasets were added so far in 2015, in addition to the City's entire AutoCAD Base, Cadastral, and Utility Networks to the open data page (www.victoria.ca/opendata).
- Archive staff worked with the Engineering and Public Works Department to provide information about Ross Bay cemetery and photos of old homes to enhance VicMap, the City's online interactive mapping system. VicMap provides users with a wide range of data and uses, and enables citizens to search and directly download raw data sets from the map.
- Environmental remediation of high-risk conditions was initiated at 1012-1014 Yates Street, which will enable future use of the site.
- Staff worked in collaboration with the property owner of 2321 Cook Street, whose building was fire damaged in 2014, to hire a contractor to complete the remediation work required by early March. Over 200 tonnes of debris were removed and the property was left clean and ready for future development.

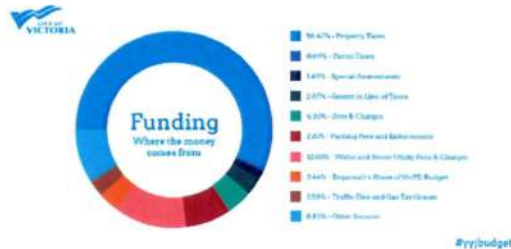


Major Building Permit Applications		
Site	Construction Value	Status/Notes
Burnside-Gorge		
1950 Blanshard	\$9,794,522	65 apartments/retail/office that consists of one level parking substructure, seven-storey cast in place super structure, residential and commercial retail building areas, for a total of 5,500 square metres above grade development. Status: ISSUED
Downtown		
755 Caledonia	\$18,000,000	170 dwelling units in a 16-storey tower plus mixed use three-storey podium ground level retail. Project will include 210 underground parking stalls. Status: ISSUED; CONSTRUCTION STARTED
728 Yates	\$26,400,000	Construction of a 15-storey residential tower with two levels underground parking. 157 residential units and five commercial units Status: OCCUPANCY GRANTED
North Park		
1032 North Park	\$800,000	New construction of 11 rental units in a four-storey residential only tower with slightly below grade parking. Status: ISSUED
Fairfield / Gonzales		
838 Broughton St	\$10,000,000	82 unit residential building three levels of underground parking, and two commercial. Status: ISSUED
1015 Rockland Ave	\$2,048,265	14 residential suites, surface parking (four-storey w/lower level). Status: IN PROGRESS

Major Building Permit Applications		
Harris Green		
1075 Pandora Ave	\$18,000,000	134 residential rental units in a 13-storey building with underground parking and main floor commercial shell. Status: ISSUED
James Bay		
411 Kingston St/443 Oswego	\$1,098,000	Three residential units, two-storey townhouse building. Open parking area at rear of lot, accessed by new driveway off Kingston Street. Status: ISSUED
300 Michigan	\$2,000,000	Construction of 14 strata condominium units in a four-storey low rise with one level of underground parking. Status: ISSUED; CONSTRUCTION STARTED
Victoria West		
105 Wilson	\$10,000,000	108 residential rental units in a 10-storey tower with an extension to the existing underground parking facility. Status: ISSUED

STRATEGIC OBJECTIVE #4: BUILD FINANCIAL CAPACITY OF THE ORGANIZATION

- In March, the City sought input on the draft budget and strategic plan – including where to invest \$4.5 million in unallocated funding. The draft strategic plan outlined close to 90 actions in 13 areas for achieving clear outcomes within the next four years. The public was provided highlights of the draft financial plan, which included:
 - \$1 million from new assessed revenue to reduce the property tax increase
 - \$7.25 million over four years for new protected bike lanes for all ages and abilities
 - \$2.08 million to build the David Foster Harbour Pathway
 - Over \$19 million for maintaining the City's parks and recreation facilities, including 70 parks, 72 hectares of natural areas, 39 playgrounds, 23 tennis courts and 45 sports fields
 - Over \$66 million in public safety (police, fire, bylaw and emergency management)
 - Over \$1 million to support arts and events
 - \$32 million for the Johnson Street Bridge replacement project
 - An additional \$750,000 to the Victoria Housing Reserve to create affordable housing



- 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 will be completed over the coming months to inform the 2016 financial plan and key decisions on specific properties including the Victoria Fire Department Headquarters and the Crystal Pool and Fitness Centre. A report will be presented to Council by October.
- Facilities and Parks and Recreation staff collaborated on the infrastructure assessment of the Crystal Pool and Fitness Centre.
- Assessment of the Point Ellice Bridge infrastructure was completed in the first quarter, part of the overall assessment of the City's infrastructure.
- New underground utility procedures were launched to improve safety and protect the City assets.
- In February, electronic agendas were introduced for Council and Committee meetings, resulting in a significant savings in paper use in February (116,773 pages) and a reduction in costs of printing.
- A new flex-firefighter scheduling system was implemented – a result of successful negotiations of a collective agreement with the International Association of Firefighters Local 730. Shifts are now covered by flex-firefighters versus by overtime call-in, resulting in a reduction of over \$2,000 in overtime costs in the first quarter.

STRATEGIC OBJECTIVE #5: CREATE PROSPERITY THROUGH ECONOMIC DEVELOPMENT

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

The role of the Task Force is 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. The Task Force will present draft recommendations to City Council in mid-July.



- In March, a key inner harbour property changed hands, with the City of Victoria purchasing a property at 812 Wharf Street from the Province of BC. The property houses the Tourism Victoria Visitor Centre, and four other tenant businesses, including Milestones restaurant. The purchase is an investment that secures an important property in the heart of our key tourism and employment area. Long-term it will generate new revenue for the municipality.

The City purchased the property for \$7.98 million and is 'self-financing' the purchase. Council will borrow the money from the City's Building and Infrastructure Reserve Fund and will repay the fund, with interest, over 22 years from revenues generated from the building.

- The City continued to receive positive feedback through social media, email, phone calls and in-person interactions on parking-related improvements. The most common positive feedback was for the automatic first hour free and lower rates in City parkades. Other positive comments included: cleanliness of parkades, additional payment options, short-term spaces in parkades and improved security and the SafeWalk program.



- Downtown businesses provided positive feedback on the increased availability of on-street parking spaces and gentler parking enforcement.
- The installation in January of a new Pay-on-Foot payment machine at View Street Parkade and a new Pay-in Lane payment machine at the Johnson Street Parkade provide more flexibility and choice of payment for customers and decrease exit times at the gate.
- Two LED parking counter signs were installed on the exterior of the View and Yates Street Parkades. These signs save parking customers time by informing them how many spaces are available.



- New signage was installed at the View, Yates and Johnson Street Parkades to inform customers they can pay at the new Pay-on-Foot pay stations.
- Parking changes downtown have increased City parkade use. There was a 64% increase in use in March 2015, compared to 2014, with 40,000 more customer transactions.
- ParkVictoria app use has grown to 5.5% of all payment transactions in March (12,931 in total) since its release on December 5, 2014.
- Planning for the City's new Parking Ambassador model took place in the first 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.

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. The model will include full-time and part-time positions. 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.

- City staff have been collaborating with the Downtown Victoria Business Association (DVBA) on a draft 20-year plan that envisions Douglas Street between Hillside and Belleville Avenues being transformed into a place where pedestrians, cyclists and public transit take priority over cars.



To turn Douglas into a more vibrant and less auto-centric street, the plan suggests introducing elements such as dedicated centre-median transit and separated bike lanes, wider sidewalks and boulevards, canopy lighting at key intersections, such as a giant circle above the Hillside-Douglas intersection, and the paving of Centennial Square green space to give it a stronger presence and to provide seating and space for vendors. Enabling pedestrians to cross the street diagonally is also proposed.

A charrette was presented to City Council in May. Council directed staff to continue working with the DVBA on this initiative and allotted \$60,000 to the project. The DVBA's architects are currently focusing on advancing the design of the Douglas and Yates to Douglas and Fort Streets area.

- Planning took place to host the Twin City of Morioka in May. The City hosted six official delegates from the City of Morioka, 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.



Twin City relations provide a vehicle for wide-ranging interactions between people at all levels of society, provide an environment through which communities creatively learn, work and solve problems, and create an atmosphere in which economic and community development is strengthened. Victoria is Morioka's only twin city and there are significant cultural and economic benefits associated with the relationship, including approximately three school visits to Victoria each year, school exchanges and homestay programs with School District 61, sports team exchanges such as hockey and curling, and promotion of tourism.

- The Victoria Conference Centre (VCC) and Spectrum Marketing are continuing 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.

- The VCC and Tourism Victoria are in the process of identifying synergies in destination marketing, and are sharing information related to current investment and areas of overlap and duplication. They will be developing 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 17 contracts being signed in the first quarter for events to take place at the Victoria Conference Centre in 2016.
- City staff and DTZ Barnicke are working with a prospective tenant on a long-term lease of the Crystal Garden. DTZ Barnicke is working on the development of key lease terms and City staff are providing information on the timing and sequencing of various City processes.

Events/Delegates:

Jan 10	Fairmont Empress 2015 Holiday Event – 350
Jan 12	Celebration of Life – 750
Jan 13	Tourism Victoria 2015 Business Plan Launch – 125
Jan 16-19	JDC West 2015 Business Competition – 770
Jan 19	Applied Dental Biomaterials – 120
Jan 20	Ledcor Technical Services – 25
Jan 21-24	72nd Truck Loggers Association Convention & Trade Show – 375
Jan 25	Cruise Connections Canada – 275
Jan 26-28	CPMS – Managing Employees in a Unionized Environment – 6
Jan 28	City of Victoria Strategic Planning Session – 15
Jan 29	City of Victoria Introduction to Employee Relations – 35
Jan 31-Feb 1	Victoria Yoga Conference 2015 – 400
Feb 3	RBC Roadshow – 417
Feb 3-4	Case Manager Information Session – 126
Feb 7	Health Wellness and Sustainability Festival – 1,300
Feb 10	BC Liberals Dinner – 850
Feb 11-13	16th Annual Privacy and Security Conference – 700
Feb 17	Budget Lock-Up 2015 – 285
Feb 18-19	MEOPAR Expert Forum 2015: Ocean Acidification – 60
Feb 18-19	City of Victoria Staff Session – 35
Feb 19	Victoria Leadership Awards – 270
Feb 20	ESL Exams – 120
Feb 20	The Role of Genetics/ Care & Treatment for Addiction – 160
Feb 21	Seedy Saturday 2015 – 2,000
Feb 22-25	Canadian Health & Wellness Innovations Conference – 240
Feb 24	The Falls AGM – 60
Feb 27-Mar 1	GottaCon 2015 – 3,600
Mar 2-4	Western Canada Symposium for Hearing Specialists – 162
Mar 5-8	Fountain Tire – 368
Mar 7	Internal Medicine Update 2015 – 255
Mar 10-12	Western Canada Turfgrass Conference and Trade Show – 350
Mar 14-17	BCTF Annual General Meeting – 800
Mar 19	Culinaire 2015 – 1,600
Mar 25	Chemistry Consulting Victoria Economic Outlook 2015 – 200
March 25-27	Monkey Up! – 200
Mar 26	MPI BC Chapter – 40
Mar 28	8 th Annual 2015 Mood Disorders Conference - 60
Mar 29-31	Canadian Underwater Conference & Exhibition – 150

STRATEGIC OBJECTIVE #6: MAKE VICTORIA MORE AFFORDABLE

- In 2015, City Council allocated \$1 million to the Victoria Housing Reserve.
- City Council limited the annual property tax increase to 2.2% overall for 2015, and indicated through the strategic plan, to limit annual property tax increases to the maximum of rate of inflation plus 1%.
- The City improved how it communicates the total impact to taxpayers by including a holistic five-year forecast including both property tax and utility impacts to residents and businesses. This information was presented in a visual manner and is available on the City's website to assist taxpayers and renters to plan.

5 year Forecast: Estimated City Costs for an Average Victoria Household*

(Based on \$25,000 assessed value)

Planning for the future is important for a municipality and for its residents. To assist in this, the City has prepared a 5-year forecast of all of the costs that the City incurs as a taxpayer. This is based on the best information available today and is subject to change as more information becomes available.

*Costs are based on the City's 2015-2016 Capital Regional District, Vancouver Island Health Authority, BC Transit Authority, British Columbia Hydro and Power Authority, and BC Assessment.



5 year Forecast: Estimated City Costs for a Typical Victoria Business*

(Based on \$500,000 assessed value)

Planning for the future is important for a municipality and for its business. To assist in this, the City has prepared a 5-year forecast of all of the costs that the City incurs as a taxpayer. This is based on the best information available today and is subject to change as more information becomes available.

*Costs are based on the City's 2015-2016 Capital Regional District, Vancouver Island Health Authority, BC Transit Authority, British Columbia Hydro and Power Authority, and BC Assessment.



- The City planned for a Micro-Housing Community Development presentation at City Hall that was held in May. Mark Lakeman, a world-renowned sustainable cities architect based in Portland, Oregon, and Andrew Heben, an urban planner, writer, and tiny house builder based in Eugene, Oregon, discussed micro-housing – "tiny house" community developments – as one possible answer to the problem of chronic homelessness in Greater Victoria. The presentation was webcast and can be viewed online.



Public Presentation:
Monday, May 11th, 10:00am
City Hall Auditorium
(Free admission)

Workshop:
Tuesday, May 12th, 1pm
City Hall
(For City staff, developers, builders, Council members, housing providers, and others)

Mark and Andrew have years of working directly in partnership with homeless communities to create successful low-cost housing, community development, clean and safe, peer support villages, typically built on public land in collaboration between the housing and the workforce.

Join Mark Lakeman, world-renowned sustainable cities architect, Deputy Mayor, City of Portland, and Andrew Heben, urban planner, writer, and tiny house builder based in Eugene, Oregon, for 2 days of events featuring a local conversation about how best to address the problem of homelessness in the Pacific Northwest and micro-housing community development as one possible answer to the problem of chronic homelessness in Victoria.



VIPIRG



- In April, the Mayor's Task Force on Housing Affordability was announced. "Make Victoria More Affordable" is a key objective in the City's new strategic plan for focus and investment over the next four years. The Task Force is chaired by Mayor Lisa Helps and includes Councillor Ben Isitt and Councillor Jeremy Loveday, and citizens and community leaders with experience in planning, architecture, real estate development, anti-poverty and non-profit housing.

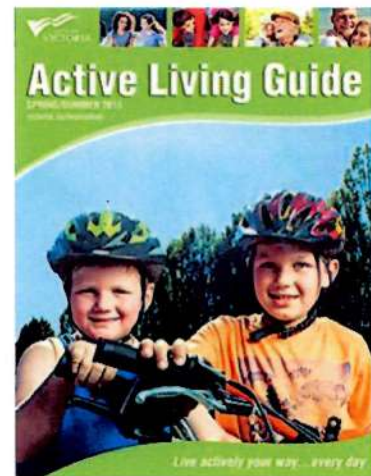


The role of the Task Force is to consult with community stakeholders to develop recommendations to City Council on innovative housing policy solutions, including measures within municipal jurisdiction that will improve housing affordability and increase the supply of affordable housing units, which is defined as a unit that a household of low to moderate income can afford to live in.

The community was invited to attend a workshop on June 1 to provide feedback on the Task Forces' draft recommendations, and could provide feedback by email by June 15. Public input will help inform the draft recommendations that will be presented to City Council in mid-July.

STRATEGIC OBJECTIVE #7: FACILITATE SOCIAL INCLUSION AND COMMUNITY WELLNESS

- The New Year's Day Levee was held for the first time at the Crystal Pool and Fitness Centre and proved to be a great success. Over 550 citizens came out to be greeted by the new Mayor and Council and enjoyed free access to the facility for the day.
- The community was invited to bring their families for some free fun at the Crystal Pool and Fitness Centre on BC Family Day in February. Participants had the opportunity to ride the slide and play some games in the pool or enjoy some arts and crafts time during free admission from 10 a.m. – 1 p.m., with the facility open until 4 p.m. The free admission was made possible due to the financial support of the Ministry of Community, Sport and Cultural Development.
- Recreation registrations at Crystal Pool and at Save-On-Foods Memorial Centre were up a combined 21% over the first quarter in 2014.
- Crystal Pool patrons raised close to \$700 for "Campership" through an annual Chinese New Year Lunch completely organized and delivered by a group of patrons. Campership is a fund that enables kids to attend Crystal Pool summer camps, who couldn't otherwise do so.
- The Spring/Summer 2015 Active Living Guide was produced and distributed in the first quarter, to promote a healthy life style and the range of community wellness programming that is available at the Crystal Pool and Fitness Centre and at local recreation centres.



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

- Staff worked on the project charter for 'Growing in the City' – Urban Food Production and Boulevard Gardening in the City of Victoria, which was approved by Council in May. Community engagement will begin this summer. Engagement 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.
- As part of the Strategic Plan, Council approved the creation of a micro-grant for the volunteer coordination of commons and community gardens. It is proposed that the maximum amount for a micro-grant be \$500. Since the grant amounts are small, staff recommends that applicants for micro-grants not be required to present to Council; however Council will still approve each grant. 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.) City staff have consulted with community stakeholders and will be presenting a report to Council on this initiative in early June.
- Parks and Citizen Engagement and Strategic Planning collaborated to effectively communicate the City's Residential Branch Chipping schedule to residents through the use of a range of materials, including a helpful video. The branch chipping service was completed on schedule and the chips will be used on City park trails.



- The 2014 Leaf Pick-up program concluded in January with positive feedback from residents regarding the second-year pilot project in Hollywood Crescent, where specific dates for pick-up were provided to residents. This was made possible with the assistance of neighbours who worked together to have their leaf piles or bagged leaves ready on the boulevard on specific dates for collection.

- Construction began on the Moss Maiden garden sculpture, located behind the Cameron Bandshell in Beacon Hill Park. The concrete pad was completed and the sculpture is expected to be finished by the fall.
- Work continued in collaboration with the CRD and Hillside Mall to install an interpretive feature on Doncaster Street, adjacent to Hillside Mall, to recognize and celebrate Bowker Creek. Work is expected to be completed in the second quarter of 2016.
- A cross-departmental operational group for Centennial Square was established to increase information sharing and collaboration on issues that may impact this public space (e.g. permitted and non-permitted event programming, construction/repairs, etc.)
- Clearance pruning began and is currently underway to clear tree growth that impedes traffic signage in Victoria. This work will be completed before the end of June.



- Preparation for the planting of the annual, three-dimensional horticultural display of the mother orca and her calf titled *Surfacing* took place in the first quarter, with installation in May on the corner of Government and Humboldt Streets in front of the Fairmont Empress Hotel.
- In the first quarter, implementation of the Tree Keeper Tree Management software began to better manage Victoria's urban forest. Tablets are being used by staff in the field to upload data to record and track tree inventory and maintenance information.



- A new bench prototype was developed, built and assessed, with Parks staff in various areas providing feedback on materials and functionality.
- An audit of the irrigation system at Royal Athletic Park identified a problem, which enabled staff to test possible solutions.
- An assessment of the retaining wall at Gonzales Beach Park was completed, following trees that fell in the area in late 2014.
- Parks staff worked with the Capital Regional District (CRD) staff to install fencing to mark the First Nations burial site at Beacon Hill Park.
- More than 50 applications were reviewed that requested permission to remove trees. In accordance with the City's Tree Preservation Bylaw, 25 tree permits were issued.

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

- Engineering staff played a key role in the multi-disciplinary team working on the Douglas Street Transit Corridor project, which introduced priority transit bus lanes.

In January, work on Phase 2 of Victoria's BC Transit priority lanes began. The BC Transit priority lanes are designed to shorten travel times for transit riders, increase the reliability of public transit, and reduce harmful greenhouse gas emissions by limiting idling and reducing the number of vehicles on the road. Phase 2 will further alleviate congestion on Douglas Street, following the introduction of Phase 1 Transit and Cycling Lanes last spring. Phase 1 saw dedicated bus/bike lanes in both directions from Herald to Hillside from 6 a.m. to 9 a.m. and again from 3 p.m. to 6 p.m.



As part of Phase 2, a northbound transit and cycling priority lane is being constructed from Hillside Avenue to Tolmie Avenue. The northbound lane will be exclusively designated for transit and bicycles Monday through Friday from 3 p.m. to 6 p.m. A new traffic light at the Tolmie Avenue intersection is included in Phase 2. The new traffic light will offer safer travel for both vehicles and pedestrians in the popular Mayfair Shopping Centre area.

- In December and January, the City implemented reduced speed limits in specific areas of Victoria. Public consultation occurred last summer and the *Streets and Traffic Bylaw* was amended to reduce the speed limit along certain Victoria streets from 50km/h to 40km/h. Additionally, a reduced speed limit from 50km/h to 30km/h was made on Cook Street between Southgate Street and Dallas Road. The installation of signage was completed in the first quarter.
- Planning for a collaborative workshop took place between the North Park Neighbourhood Association, the Greater Victoria Placemaking Network, the Fernwood Community Association on co-hosting a workshop to engage citizens on possible improvements to the North Park Village along Cook Street. The workshop was held May 28.



The pavement along Cook Street from Pandora Avenue to Caledonia Avenue is deteriorating and requires new asphalt. This has created an opportunity to approach a maintenance project through a more holistic 'complete streets' approach to support a diverse range of transportation needs. Discussions with the community will be structured to capture feedback on a variety of topics including movement (walk, bike, drive, ride, roll), street space (comfort, look, feel), village identity (brand, image) and business and social environment.

- The reconstruction of May Street, from Moss Street to Linden Avenue, was completed in late March and included a holistic approach with new paving, curbs and gutters, sidewalks and catch basin upgrades, and stormwater, sewer and water service upgrades and repairs – a capital investment of \$770,00.
- The largest, single concrete pour in recent Victoria history took place in February over a 24-hour period. This massive concrete pour involved approximately 1,100 cubic metres of concrete, arriving in 120 concrete truck loads, to form the foundation of the new bascule pier of the Johnson Street Bridge.

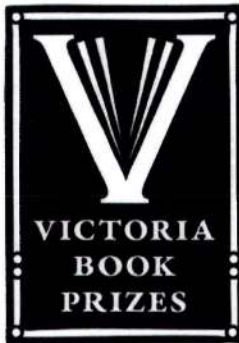


- Design work continued in the first quarter on the David Foster Harbour Pathway bridges to provide connectivity at Heron and Raymur Coves.
- Concepts were developed for the Pandora Avenue Protected Bike Lane to engage the community on the future of the proposed protected bike lanes along Pandora Avenue and Johnson Street. Two bike lane designs were proposed for public input. In May, a "pop-up bike lane" was held to engage citizens in a realistic experience.
- City staff met with the Province and Belleville Street Terminal staff to share information about future plans and considerations to identify opportunities to sequence and collaborate.



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

- Early this year, Culture and Victoria Conference Centre staff settled in to working together in their new, shared office space at the facility. In 2014, thoughtful review and evaluation occurred on how the City could support Culture staff in helping grow the economy, while building a more vibrant community. To build synergy in related areas working together, the Culture division is now aligned and located at the Victoria Conference Centre. Under the Economic Development umbrella, the alignment supports the strengthening of arts and cultural programming, while enhancing the conference business of the Centre.
- In January, Yvonne Blomer was announced as Victoria's new Poet Laureate, and Zoe Duhaime as Victoria's Youth Poet Laureate. Selected by nomination, the Poet Laureate serves as Victoria's literary and cultural ambassador and the Youth Poet Laureate seeks to provide the community access to strong youth voices through poetry.
- Planning took place in the first quarter to roll-out two Poetry Month events in April: 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 that was written about specific downtown public artworks.



- In early March, the City worked in partnership with the Victoria Book Prize Society to launch the call for entries to the 12th Annual City of Victoria Book Prize Award. The call for entries closed at the end of May. A shortlist will be announced in early September, with the awards taking place in mid-October at the Union Club of British Columbia. The City of Victoria Butler Book Prize honours members of the literary community by awarding a \$5,000 prize to an author for the best book published in the preceding year in the categories of fiction, literary non-fiction or poetry. Founded in 2004, the City of Victoria Butler Book Prize is a partnership between the City of Victoria and Brian Butler of Butler Brothers Supplies.

- In March, work began on producing the annual CityVibe guide, a popular, annual publication that showcases the many spectacular, City-sponsored and community-based events, outdoor markets and summer festivals that take place downtown each summer. The guide was distributed to residents in the Victoria News and to local venues in mid-May, and is available online at 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. Submissions are at stage three of the juried process and will be announced in early July.

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

- Staff worked to identify technically feasible sites for wastewater treatment on both public and private lands for the CRD's Eastside Select Committee.



In May, the CRD's Eastside Select Committee, which includes the City of Victoria, the District of Oak Bay and the District of Saanich, announced a long list of potential wastewater treatment sites that are "technically feasible". Some of the sites are small and could host more compact distributed plants, while others are large enough to hold a plant that could service the entire core area.

In May, 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. The goal is to determine the selection of a site or sites early this summer, where a wastewater treatment plant or plants will be built. The City helped promote the workshops and directed the public to the CRD's Eastside Dialogue web page and survey at www.crd.bc.ca/eastside.

- Preparations for the launch of the Stormwater Utility and Rainwater Rewards program occurred in the first quarter. The associated program rebates were also approved by Council in the first quarter.



- The Integrated Stormwater Master Plan was finalized. A consultant is in the process of modelling possible impacts of a tsunami on Victoria's stormwater system. The results will be shared with the Victoria Emergency Management Agency for operational and public education purposes.
- Initiated in 2014, the storm drain rehabilitation on Irving Road, from Fairfield to Crescent Road, was completed in mid-March -- representing an infrastructure investment of \$369,500.
- Two sewer/storm drain projects were completed, with two currently under construction, and several being designed, including a proposed rain garden at the Public Works Yard.
- Six water main upgrade projects were completed, with two projects under construction, and four projects currently being designed.
- Annual flushing of Victoria's water main pipes was completed to maintain quality drinking water for all citizens.
- Staff researched technology to determine how best to move forward the City's Water Meter Replacement program, which will involve replacing several thousand water meters in the City of Victoria and the Township of Esquimalt.
- Water bottle filling stations were installed at Royal Athletic Park, eliminating the need to sell water bottles at the concession stand.

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

- An informal market sounding was launched in February to seek innovative ideas from potential development partners to replace or renovate the Victoria Fire Department's headquarters at 1234 Yates Street. The property at 1240 Yates Street was included as an option in the market sounding process. Tours of the properties were provided to interested parties.

The nine-week market sounding closed on April 17. Staff have reviewed the confidential submissions and provided recommendations to Council in-camera. Staff will explore a number of the submissions further and provide a progress report to Council in September.



- The department's Fire Boat crews worked with external agencies to develop supporting response protocols to various events such as rescue, environmental issues, marine collision and patient care and evacuation.
- In collaboration with Engineering staff, the Fire Suppression division began developing a Confined Space Pre-Plan to manage rescue operations of confined spaces at City Hall.
- Tsunami modeling and the impact of a tsunami waves on the City's stormwater system was completed this quarter. The results will be used to inform operations and public education in the event of a tsunami.
- The Victoria Fire Department is participating in an ongoing Aerial Access and Fire Department Connection Survey for Victoria's 133 high-rise buildings.
- Fire Suppression staff completed 50 company fire inspections and 50 pre-plans of buildings to increase their familiarization and opportunities to interact with the business community and citizens.
- The Fire Department worked with external agencies in supporting the fire boat's response protocols to various events including rescue, environmental issues, marine collision and patient care and evacuation.
- The Victoria Fire Department continued testing the Fire Department Manager (FDM) Software database. FDM is the record management software for computer-aided dispatch, incident response, pre-plan information, training records and fire inspections.
- VEMA staff and volunteers created transportable radio units for deployment to civic facilities to improve communication in the event of large-scale disaster.
- VEMA developed a 2015 training calendar and began delivery of spring/fall Emergency Operations Centre training to City staff, and delivered Department Operations Centre training to a VicPD management group (30 people).
- 19 Fire Department members completed NFPA 1021 Fire Officer 1, 2, and 3 to qualify for promotions to Captain, Platoon Captain, and Battalion Chief.
- The department conducted regional fire apparatus maintenance for Langford, consisting of preventative maintenance, service and repairs, and commercial vehicle inspections.

- The Fire Department's new fire investigation vehicle has increased efficiency through the proper allocation of equipment and resources required for onsite investigations.
- VEMA increased the capability and capacity of its emergency teams (staff and volunteers) through a recruitment event, training and exercise.
- VEMA delivered 11 emergency preparedness workshops to 273 individuals in the first quarter.
- VEMA presented to the insurance industry on response, recovery and service continuity, recognizing the important role of insurance in community recovery.
- As part of the department's continued goal to increase its presence in schools, the School Fire Safety Liaison Officer completed their initial introduction to Victoria area schools.
- The department conducted 48 public education sessions, which included fire safety talks for strata corporations, businesses, and assisted living facilities.
- The department purchased "The Home Safe Fire Escape Teaching System", an interactive teaching tool to educate children how to identify hazards, prevent injuries, what to when you hear a smoke alarm, plan escape routes, and stay low below the smoke to escape. This tool will be used in the department's enhanced school education programs which will be introduced in the third quarter.
- In the first quarter, the Fire Department tested the position of aerial devices to identify rescue and firefighting apparatus placement in potential scenarios.
- The Urban Search and Rescue volunteer team's apparatus was upgraded to include warning lights, scene lighting, added additional compartment lighting and decaling at the rear of the vehicle.
- An external review of the Victoria Emergency Management Agency was initiated to identify ways to improve the Department's delivery of emergency services to the community both in the short and long-term.
- VEMA Volunteer Training:
 - The Urban Search and Rescue team trained 16 days in the first quarter.
 - The Auxiliary Communications team held a joint communications exercise with the CRD and held their own emergency communications exercise.
 - Reception Centre volunteers and group lodging in-house training was developed and practised.
 - Worker Care in-house training was updated.
- Victoria Emergency Management Agency (VEMA) staff participated:
 - In several regional planning sessions related to the creation of a regional emergency management model.
 - In regional committee planning regarding the role of general practitioners in a disaster.
 - In a meeting with VicPD and the Coroner's Office to explore an existing provincial mass fatality plan.
 - In supporting two of the City's GIS students with projects on vulnerable buildings.
- The Fire Department continued working in partnership with VicPD to provide support in their transition out of the marine program. The department has provided cost-saving strategies and increased efficiencies through collaborative training and maintenance of VicPD marine assets through the department's Mechanical division.



- At the Victoria Conference Centre, the three-year goal of 1,000,000 kilowatts in reduction savings was reached in the first quarter.
- Environmental and facility upgrades to the Victoria Conference Centre were completed and consisted of improvements to two air handling units and the parkade exhaust system. These two upgrades will provide an energy reduction of over 200,000 kwh per year.
- VCC Quick Stats:
 - in carbon emissions since 2009 18 % reduction in electricity use since 2012
 - 48% reduction in water consumption since 2013
 - 93% average of post-consumer content in all paper and a reduction of 18% in total use
 - 19.7% reduction
- Engineering completed a review of the City's vehicle fleet to identify strategies to achieve fuel efficiency, reduce harmful emissions, manage expenses, and incorporate new technologies or fuels.
- CNG fuelling station negotiations were conducted and a pricing analysis was completed with Emterra to increase costs savings.
- Trial installations of new LED streetlights began in the first quarter to achieve energy savings.
- The Streets and Traffic Bylaw was amended to allow for a free-floating car share program.
- Staff streamlined and standardized the processes for designating car-share vehicle on-street parking spaces outside the downtown core.
- The City promoted two external programs that aim to reduce energy use:
 - Recognition on Earth Day of the *Tap by Tap*, a successful incentive program that achieves significant energy and water savings in multi-family rental buildings.
 - The *Solar CRD* program, which provides incentives for converting to solar hot water systems. The program is funded by Environment Canada and administered by the CRD. Eighty-two solar installations were completed region-wide in the first quarter, 10 of which were in Victoria.

STRATEGIC OBJECTIVE #13: DEMONSTRATE REGIONAL LEADERSHIP

- Information about the CRD Regional Sustainability Strategy and opportunities for the public to provide input were promoted in City Hall and in online social mediums.
- City staff requested the data received by the CRD from Victoria residents regarding the Regional Sustainability Strategy.

2015 Operational Plan

Governance and Priorities Committee Meeting

June 4, 2015



Appendix C



Operational Plan by Strategic Objective

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

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

Note:

Strategic Plan actions are noted in **bold**

Operational Plan by Strategic Objective

1) Innovate and Lead								
	Action	Primary 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			Positions being recruited			●
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			Governance workshop July			●
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 • Quarterly Progress reports	CESP	New operational plan aligned with strategic plan Introduction of quarterly/annual metrics		June 4 GPC	August 20 GPC		● ●
6	Introduce IAP2 training for key staff across the organization, building capacity to support improved engagement	CESP			Started			●
7	Employee forums and leadership sessions	CESP			May 27	TBD	TBD	●
8	Host "Great Ideas" sessions with all staff; facilitate implementation of ideas	CESP	Underway			I.T. Great Ideas session		●

Operational Plan by Strategic Objective

1) Innovate and Lead								
	Action	Primary Lead	Comments	Q1	Q2	Q3	Q4	Status
9	Improve spareboard hiring process	Eng/PW			Review other municipal practices			●
10	Complete thin client replacement with improved technology for staff	Finance	Underway		Complete May			●
11	Re-visit recruitment strategies and methods- Implementation of online recruitment tools and handling of applications- 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			Begin	Complete		●
12	Develop comprehensive on-boarding program for employees • Piloting of buddy program for new staff	HR			Begin	Complete		●
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			Begin	Complete		●
15	Develop joint City-Union training initiatives • Training on grievances completed April 30, 2015	HR	Training on building a more capable union/management relationship completed February		Begin	Complete		●
16	Finalize outstanding collective agreements (Electrical and Carpenters)	HR	Collective bargaining to be completed by May 31, 2015		Begin	Complete		●



Operational Plan by Strategic Objective

1) Innovate and Lead								
	Action	Primary Lead	Comments	Q1	Q2	Q3	Q4	Status
17	Enhance policy development across the organization	LRS	Create, update and standardize corporate policies. Support training to develop policy skills within organization		Start April		Complete December	●
18	Development of City templates for standard agreements and legal documents	Legal Services	Underway					●
19	International Fire Fighter Exchange Program	VFD	Complete	Complete February				✓

Operational Plan by Strategic Objective

2) Engage and Empower the Community								
	Action	Primary 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	3 existing staff identified and relocated		Outreach to Neighbourhood Associations			●
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			Update to Council		●
23	Create a “great neighbourhoods initiative” based on Edmonton’s model; amend to fit our local circumstances	CESP	Consultation and neighbourhood mapping to occur in first 100 days. Engaged Jim Diers. Potential opportunities with local area planning identified as well.		Update to PLUC in June	Report to GPC in September	Update to Council	●
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 team	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	Ongoing	Ongoing	Ongoing	●

Operational Plan by Strategic Objective

2) Engage and Empower the Community								
	Action	Primary Lead	Comments	Q1	Q2	Q3	Q4	
27	"Open City Hall" initiatives	CESP/LRS	Public use of City Hall options being developed			GPC report July		●
28	New Council correspondence system and turnaround times	CESP/ Finance	New turnaround times and systems in place Recommendations for further improvement in June			Update to Council July		●
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"> • E-Town Hall • New Development tracker • Property tax calculator • Rainwater Rewards app • Placespeak partnership • Develop option for consultation portal 		All launched	Research	Complete	●
31	Accessible public notices and signage	CESP	Drafts being tested now		To be implemented in June			●
32	Relocate Parking Review Office to City Hall	Eng/PW/ CESP	Underway as part of new parking ambassador model				In place for January 1	●
33	Grant process review, including developing terms of reference for a community garden volunteer coordination grant program	Finance			GPC report June 4			●
34	Stormwater Utility credits and rebates	Finance	Complete	March launch				●
35	Evaluate meeting management software and processes	LRS			Start		Complete	●

Operational Plan by Strategic Objective

2) Engage and Empower the Community								
	Action	Primary Lead	Comments	Q1	Q2	Q3	Q4	
36	Privacy and records access training	LRS	Ongoing; Custom and scheduled sessions through HR training	Start				●
37	Archives Digital Records Access Project	LRS			June start		Complete December	●
38	Online dog licensing	LRS	Technical options currently being defined	Start February			Complete December	●
39	Working with CRD on Beacon Hill Park Reburial Ground Development	Parks/Rec	Ongoing. Confirming CRD timelines					●

Operational Plan by Strategic Objective

3) Strive for Excellence in Planning and Land Use								
	Action	Primary Lead	Comments	Q1	Q2	Q3	Q4	
40	Hire City planner to lead our Sustainable Planning and Community Development Department	City Manager	Jonathan Tinney hired		Starts June 22			●
41	Identify as staff priority in Planning Department: Local Area Planning focused on urban villages and transportation corridors	SPCD	In progress			Report to Council in July		●
42	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				✓
43	Establish predictable flat fee per square metre fee for bonus density	SPCD	In progress		Workshop with Council in June	Stakeholder engagement in September		●
44	Make a decision with regard to whether we are going to delegate more decision-making authority to staff	Council/ SPCD	In progress			Governance workshop (July)	October PLUC – Consider simplified approach	●
45	Empower the City Manager to lead the changes required to streamline our residential and commercial land use processes at City Hall	Council						●
46	Increase emphasis on placemaking in our planning and support the Greater Victoria Placemaking Network and other citizen-led placemaking initiatives	CESP	Placemaking workshop for staff across dept's scheduled for June. Placemaking involvement on a number of initiatives		Underway	Ongoing	Ongoing	●

Operational Plan by Strategic Objective

3) Strive for Excellence in Planning and Land Use								
	Action	Primary Lead	Comments	Q1	Q2	Q3	Q4	
47	Include active transportation impacts and public realm opportunities listed in all planning and land use reports	SPCD	In progress			Amended report templates in July		●
48	Engagement related to Official Community Plan amendments	CESP/SCPD	Process being improved: language, tools,		Letters being improved			●
49	Update Development Cost Charges Bylaw	TBD	Yet to be scoped					●
50	Environmental remediation of 1012 Yates Street	LRS				Complete	Review options for site	●
51	New Building Bylaw	SCPD	Proposed changes and draft building bylaw drafted for Council consideration			PLUC report		●
52	New Downtown Zoning Regulation Bylaw	SPCD	Milestones TBD					●
53	Development Summit Action Plan Implementation	SPCD	In progress		Next summit is June 23	Report and new action plan to PLUC in August		●
54	Zoning Improvement Projects • Review of Parking Requirements • Grade Alteration Revisions	SPCD	In progress					●
55	Heritage Designation Approaches • Update to Heritage Register	SPCD			May start	Progress report to Council September		●

Operational Plan by Strategic Objective

3) Strive for Excellence in Planning and Land Use								
	Action	Primary Lead	Comments	Q1	Q2	Q3	Q4	
56	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	●
57	Electrical Bylaw Update	SPCD				September start	First draft completed by December	●

Operational Plan by Strategic Objective

4) Build the Financial Capacity of the Organization								
	Action	Primary Lead	Comments	Q1	Q2	Q3	Q4	
58	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 by July 16, 2015		Begin	GPC July 16		●
59	Complete and implement Municipal Property Acquisition and Management Strategy	City Manager	Economic Development Task Force recommendations and Urban Systems review to Council by July 16, 2015		Begin	GPC July 16	Complete	●
60	Complete a full long-term infrastructure and facilities assessment	Eng/PW		Consultant retained		GPC Report September		●
61	Asset Management implementation strategy	Eng/PW	Underway. Milestones TBD					●
62	Reserve Fund Policy review	Finance		Complete March				●
63	Revenue and Tax Policy review	Finance		Complete February				●
64	Expenditure Bylaw review	Finance			Start June		Report to GPC November	●
65	Financial Sustainability Policy review	Finance			Start June		Report to GPC September	●
66	Upgrade to new version of JD Edwards accounting software	Finance	Completion date of October 2016		Start June			●
67	Explore dashboards for visualizing business data	Finance	Ongoing				December	●
68	Pursuit of Naming rights • VCC working with Spectrum Marketing on prospects and market positioning	VCC		Begin			Complete	●

Operational Plan by Strategic Objective

5) Create Prosperity through Economic Development								
	Action	Primary Lead	Comments	Q1	Q2	Q3	Q4	
69	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		●
70	Install five additional heritage cluster lamps on Government Street	Eng/PW					Complete	●
71	New banner design and fabrication	Eng/PW	Underway					●
72	Seasonal place-making improvements	Eng/PW	TBD					●
73	New seasonal decorations	Eng/PW	Options being considered		Order		Install	●
74	Improvements to 700 block garden adjacent View Street parkade	Eng/PW			Complete			✓
75	Develop project outline for Village Centre beautification	Eng/PW	TBD. Scope under development					●
76	Update Sidewalk Café Bylaw	SPCD			Start April	Report to Council July		●
77	2015 Victoria Conference Optimization Network (VCON) Sales and Marketing strategy	VCC	VCC and TVIC to explore marketing partnership, as well as joint sales team lead and common metrics	Begin			Complete	●
78	Analysis of business model of Crystal Garden • Lease negotiations ongoing with most successful proponent from Crystal Garden Market Sounding	VCC			Begin		Complete	●
79	Plan for hosting the Union of British Columbia Municipalities 2016 conference	VCC			Start		Complete	●
80	Improve Parking Experience	Eng/PW						●

Operational Plan by Strategic Objective

5) Create Prosperity through Economic Development								
	Action	Primary Lead	Comments	Q1	Q2	Q3	Q4	
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				Downtown complete	●
b)	• Bastion Square parkade – elevator roof replacement	Eng/PW					Complete	●
c)	• Second pay-on-foot station (View Street)	Eng/PW						✓
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						✓
g)	• Review parking enforcement services, including adjudication process	Eng/PW	Parking Ambassador model					●
h)	• Examine bringing the Parking coin-counting process in-house	Eng/PW/ Finance	Review started				December	●
i)	• Parkade banners – improve identification	Eng/PW			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 by Strategic Objective

6) Make Victoria More Affordable								
	Action	Primary Lead	Comments	Q1	Q2	Q3	Q4	
81	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				●
82	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 Affordable Housing					●
83	Initiate Municipal Housing Strategy; include income mixed zoning	SPCD	Completion date TBD. Housing workshop with Council July Draft strategy to Council September		May start	July workshop, September GPC		●
84	Form an Affordable Housing 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		●
85	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 Affordable Housing					●
86	Limit annual property tax increases to maximum of rate of inflation plus 1%	Council						●
87	Drive more garden suites and secondary suites through an incentive program	SPCD/ Finance	Awaiting outcomes of Task Force on Affordable Housing					●
88	Consider re-instituting incentives for suites	SPCD/ Finance	Awaiting outcomes of Task Force on Affordable Housing					●

Operational Plan by Strategic Objective

7) Facilitate Social Inclusion and Community Wellness								
	Action	Primary Lead	Comments	Q1	Q2	Q3	Q4	
89	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					●
90	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		●
91	Initiate discussions with YMCA to explore possibility of a common downtown pool and recreation facility delivering many programs	Parks and Rec				September		●
92	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			●
93	Continue to keep subsidized housing units a focus and work with partners to create/identify new opportunities	Council						●
94	Create an Accessibility Capital Fund and Accessibility Advisory Committee to ensure City infrastructure and facilities are accessible to everyone	Council						●
95	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			GPC report in August		●
96	Police Station – water infiltration repairs	Eng/PW					Complete	●
97	Quadra Village Community Centre HVAC	Eng/PW					Complete	●

Operational Plan by Strategic Objective

7) Facilitate Social Inclusion and Community Wellness								
	Action	Primary Lead	Comments	Q1	Q2	Q3	Q4	
98	Develop an investment strategy for Crystal Pool and Fitness Centre	Parks and Rec	Complete	Complete January				●
99	Develop annual capital plan for Crystal Pool and Fitness Centre	Parks and Rec				August		●
100	Evaluation of an online registration system to replace CLASS (unsupported as of Nov 2017)	Parks and Rec	Implementation anticipated 2017				Complete December	●
101	Increased sport development programs incorporating the Canadian Sport for Life's Physical Literacy initiative	Parks and Rec	Ongoing		June			●
102	Complete review and update of a number of bylaws	Legal Services/ LRS	List of bylaws to be identified			Update in Q3 report		●
103	Review Bylaw enforcement	LRS	Operational review		Audit June to October			●
104	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	●
105	Explore use options for SOFMC office space	LRS	Receive and evaluate use proposal with RG Properties		April start		Complete October	●
106	Investigate improved regulation of liquor-licensed establishments	LRS	Review Vancouver approach and recommend improvement to Council	March start			Complete October	●

Operational Plan by Strategic Objective

8) Enhance and Steward Public Spaces, Green Spaces and Food Systems								
	Action	Primary Lead	Comments	Q1	Q2	Q3	Q4	
107	Initiate Parks Master Planning process, including:	TBD						
a)	City greenspace opportunities for “have not” park neighbourhoods	TBD						●
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	TBD	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						●
108	Develop design and make investment to improve Begbie Green in the North Jubilee Neighbourhood	Parks and Rec			Engagement and planning July		Construction December	●
109	Create a micro-grant for volunteer coordination of commons and community gardens	Finance	Grant created. development of terms Underway		June GPC			●
110	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 by Strategic Objective

8) Enhance and Steward Public Spaces, Green Spaces and Food Systems								
	Action	Primary Lead	Comments	Q1	Q2	Q3	Q4	
111	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					●
112	Allocate existing resources in Parks and other Departments to implement food security initiatives	Parks/Finance				Job description and fill position		●
113	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	●
114	Natural Areas interpretive signage	CESP				Draft	Complete	●
115	Memorial donations policy	Culture	TBD					●
116	Royal Athletic Park - Washroom upgrades	Eng/PW	Design only in 2015				October	●
117	Assess Gates of Harmonious Interest	Eng/PW			Start			●
118	Management of boats in Selkirk Waterway	LRS			Public Notice in May	Receive provincial licence	Implement regulation	●
119	Develop options for split rail fencing and maintenance for Dallas Road	Parks and Rec				Report to Council September	Construction	●
120	Upgrade Clawthorpe Playground	Parks and Rec					Install October	●
121	Upgrade Quadra Heights Playground	Parks and Rec			Complete consultation by May		Start November	●
122	Pioneer square plaza	Parks and Rec		Start March			Complete	●
123	Tennis court repairs (BHP, Barnard Park)	Parks and Rec			June start	October completion		●

Operational Plan by Strategic Objective

8) Enhance and Steward Public Spaces, Green Spaces and Food Systems								
	Action	Primary Lead	Comments	Q1	Q2	Q3	Q4	
124	Backstop replacements	Parks and Rec			June start	October completion		●
125	McDonald Park field and irrigation improvements	Parks and Rec			August start	September completion		●
126	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	●
127	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	●
128	Topaz Tennis Courts	Parks and Rec					Complete consultation by October	●
129	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	●
130	Develop terms of reference for a community garden volunteer coordination grant program	Parks and Rec / Finance			June			●
131	Explore Michigan Street garden relocation	Parks and Rec				Report to Council September	Relocation complete December	●
132	Beacon Hill Park parking lot and lighting, moss maiden and picnic area improvements	Parks and Rec	Ongoing		Moss Maiden installed	Picnic areas	Moss Maiden complete Parking lot and lighting	●

Operational Plan by Strategic Objective

9) Complete a Multi-Modal and Active Transportation Network								
	Action	Primary Lead	Comments	Q1	Q2	Q3	Q4	
133	Mandate and create a collaborative neighbourhood process and “complete streets” lens for all projects	City Manager	Ongoing. Philosophical approval across all departments					●
134	Designate location for E&N station as close as possible to the new bridge	Eng/PW						●
135	Collaborative design and completion of network of 4-8 high quality cycling corridors by 2016	Eng/PW	Consultants being retained		Provide update in Q2			●
136	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						●
137	Designate money in 2015, 2016, 2017 and build it (cycling network)	Council	\$7.75 million allocated in Financial Plan					●
138	Sign pedestrian-only lanes just as prominently as streets. Distinguish between “No Exit” and “No Exit for Motor Vehicles”	Eng/PW					Complete	●
139	Review policy for desired right of way widths for road dedications and statutory right of ways	Eng/PW					Complete	●
140	Explore opportunities for increased safe cycling training in schools	Eng/PW					Complete	●
141	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 Consultation on public realm	GPC update December 3	●

Operational Plan by Strategic Objective

9) Complete a Multi-Modal and Active Transportation Network								
	Action	Primary Lead	Comments	Q1	Q2	Q3	Q4	
142	Develop task force including Government Street property owners and the DVBA to consider a Local Area Improvement Project (Late 2015)	Eng/PW	TBD					●
143	Education and awareness to support implementation of 40 km zones	CESP	Promotion early in 2015. Ongoing plan under development					●
144	Wayfinding program for City	CESP	Research underway. Update to GPC			GPC report July		●
145	Dallas Road seawall rehabilitation project	Eng/PW	Multi-year project. Ongoing					●
146	Policy review – parking removal and reinstatement for construction sites	Eng/PW			Internal focus groups underway			●
147	Douglas Street Transit Priority corridor lanes (Phase 1 / 2)	Eng/PW	Phase 2 underway			Complete		●
148	Point Ellice Bridge structural assessment	Eng/PW						●
149	Co-Design "Complete Streets" North Park workshop	Eng/PW/ CESP			Workshop May	Report July		●
150	Skateboarding Bylaw and education program	Eng/PW				Start		●
151	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	●
b)	• Crosswalk: Cedar Hill at Oswald	Eng/PW	Start Citizen Engagement May 1, Engineering Design Drawings, Start Construction October		Start May		Complete November	●

Operational Plan by Strategic Objective

9) Complete a Multi-Modal and Active Transportation Network								
	Action	Primary Lead	Comments	Q1	Q2	Q3	Q4	
c)	• Crosswalk: 800 block Yates midblock	Eng/PW	Start Citizen Engagement May 1, Engineering Design Drawings, Start Construction June		Start May	Complete July		●
d)	• Bike lanes: Skinner Bay to Catherine	Eng/PW	Construction complete	Complete March				●
e)	• Bike lanes: Pandora Cook to Store	Eng/PW	Start Citizen Engagement Jan 1, Council Report July, Start Engineering Drawings August, Start Construction Jan 2016	Start January	"Pop-up Open House May"			●
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 August		●
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 by Strategic Objective

9) Complete a Multi-Modal and Active Transportation Network								
	Action	Primary Lead	Comments	Q1	Q2	Q3	Q4	
l)	• Pedestrian Master Plan Implementation: Higgins Street - Cook to Hillside	Eng/PW	Start Citizen Engagement May 1, Engineering Design Drawings, Start Construction November		Start May		Complete December	●
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 April			●
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 June			●
q)	• Major Streets Rehabilitation: Government - Belleville to south	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	Start Engineering Design Drawings July, Start Construction October. Paving in May 2016.		Start May			●
s)	• Local Streets Rehabilitation: May Street - Linden to Howe	Eng/PW	Project complete - Sidewalk and road reconstruction	Complete March				●
t)	• Local Streets Rehabilitation: Masters - Fairfield to south end	Eng/PW	Project complete - Sidewalk and road reconstruction	Start February	Complete April			●

Operational Plan by Strategic Objective

9) Complete a Multi-Modal and Active Transportation Network								
	Action	Primary Lead	Comments	Q1	Q2	Q3	Q4	
u)	• Local Streets Rehabilitation: Windemere - Masters to Bond	Eng/PW	Project complete - Road paving	Start March	Complete April			●
v)	• Local Streets Rehabilitation: Angus Road - Pemberton to St. Charles	Eng/PW	Engineering Design Drawings, Road paving		Start May	Complete July		●
w)	• Local Streets Rehabilitation: Beaven Street - Irving to Foul Bay	Eng/PW	Engineering Design Drawings, Road paving		Start May	Complete July		●
x)	• Local Streets Rehabilitation: John - Bridge to Ludgate	Eng/PW	Citizen Engagement Mar 1, Engineering Design Drawings, Start Construction May		Start May	Complete August		●
y)	• Local Streets Rehabilitation: Alpha Street - Douglas to Beta	Eng/PW	Citizen Engagement June, Engineering Design Drawings, Start Construction September. Paving in May 2016		Start May			●
152	Pathways	Parks and Rec	Design for all pathways begins in Q2					
a)	• Doncaster	Parks and Rec					October	●
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			June			●
f)	• Banfield Park	Parks and Rec					October	●
g)	• Ross Bay Cemetary	Parks and Rec					October	●

Operational Plan by Strategic Objective

9) Complete a Multi-Modal and Active Transportation Network								
	Action	Primary Lead	Comments	Q1	Q2	Q3	Q4	
153	David Foster Harbour Pathway - Design and consultation for Heron Cove and Raymur Point bridges	Parks and Rec / CESP					Design complete	●
154	David Foster Harbour Pathway connection design • Reeson Park • Janion	Parks and Rec	Janion design in 2015, Reeson design in 2016				Janion design complete	●
155	David Foster Harbour Pathway - Directional signage	Parks and Rec / CESP	Interrelated to wayfinding (#142)				Design	●

Operational Plan by Strategic Objective

10) Nurture our Arts, Culture and Learning Capital								
	Action	Primary Lead	Comments	Q1	Q2	Q3	Q4	
156	Support the 2015 event Western Canada Music Awards/BreakOut West with Rifflandia	Culture	Grant of \$25,000 paid in May		Begin		Complete	●
157	Work with the CRD to increase number of funding partners for McPherson Theatre by making it more financially viable	Finance/ Culture	CRD indicated to GPC funding model will not be reviewed until McPherson includes more municipalities' ownership		TBD			●
158	Identify resources required to develop Arts and Culture Plan, including identifying objectives and purposes of the plan	Culture			Begin		Complete	●
159	Provide the public with background on arts and cultural mapping	Culture			Begin		Complete	●
160	30th Anniversaries of Twin City relationships with Morioka, Japan, and Suzhou, China	CESP	Morioka Anniversary May 16-18. Suzhou delegation June		Morioka visit complete			●
161	Art in parkades	Culture	Call for artists for Centennial		June		Complete	●
162	Development of plan to increase event related business in all areas of arts/culture, special events and conferences	VCC		Begin			Complete	●
163	Upgrade to Centennial Square Washroom to support increased vibrancy in Centennial Square	Eng/PW					Complete	●
164	James Bay Library branch	LRS/ Finance	Evaluate and respond to proposal from Capital Park in consultation with GVPL		Start April		Complete December	●

Operational Plan by Strategic Objective

11) Steward Water Systems and Waste Streams Responsibly								
	Action	Primary Lead	Comments	Q1	Q2	Q3	Q4	
165	Continue discussion on sewage treatment options	Eng/PW	Staff support for Eastside technical and engagement aspects		Discussions about sites underway	Sites to be selected		●
166	Begin the discussion of sewage treatment sites for different treatment options	CESP	Eastside dialogue underway					●
167	Communicate to CRD desire to see single stream collection of recyclables in closed wheeled totes. Make garbage disposal less convenient than recycling	Council						●
168	Education program to support stormwater utility	CESP			Launched in May	Ongoing	Ongoing	●
169	Downtown recycling bins pilot project, including green waste	Eng/PW	Bins and education under development		June start			●
170	Saturday yard and garden drop-off program and parks branch collection program review	Eng/PW			Review underway			●
171	Sewer inflow and infiltration reduction projects (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	Started in 2014, onto final paving		Complete May			●
f)	• Douglas, Tolmie to Finlayson (southbound)	Eng/PW	Construction phase		Start April, Complete June			●
g)	• Government, Chatham to Pembroke (northbound)	Eng/PW	Design: March – July Construction: September – October	Start March			October completion	●

Operational Plan by Strategic Objective

11) Steward Water Systems and Waste Streams Responsibly								
	Action	Primary Lead	Comments	Q1	Q2	Q3	Q4	
h)	• Rockland, Gonzales to Lyman Duff	Eng/PW	Design: February – May Construction: September – October	Start February			Complete October	●
i)	• Prior, Summit to Vista Heights	Eng/PW	Design: March – June Construction: August - September	Start March		Complete September		●
j)	• Fernwood, Cedar Hill to Kings	Eng/PW	Construction phase		Start May Complete June			●
k)	• Cook @ Basil tie-in	Eng/PW	Construction phase		Complete June			●
l)	• Lampson Plc, Lampson to east end (ESQ)	Eng/PW	Complete	Start January		Complete July		●
m)	• Garthland Pl W, Garthland to west end (ESQ)	Eng/PW	Construction phase		Start June	Complete July		●
n)	• Inskip, Agnes to west end (ESQ)	Eng/PW	Construction phase				Complete October	●
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	●
172	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: April - May		Complete May			✓
d)	• Gonzales, Richmond west to mid-block	Eng/PW	Construction Phase: May – June		Complete June			●
e)	• Basil	Eng/PW	Construction Phase: September – October				Complete October	●

Operational Plan by Strategic Objective

11) Steward Water Systems and Waste Streams Responsibly								
	Action	Primary Lead	Comments	Q1	Q2	Q3	Q4	
f)	• Linden, Oscar to Oxford	Eng/PW	Construction Phase: July - August			Complete August		●
g)	• Linden, Richardson to Fairfield	Eng/PW	Construction Phase			Complete August		●
h)	• Public Works Yard Rain Garden	Eng/PW	Design: March – June Construction: June – July			Complete July		●
i)	• Blackwood, Montrose to Summit	Eng/PW	Design: March – June Construction: August - October	Start March			Complete October	●
j)	• Richmond/Green Oaks, Brighton to Oak Bay	Eng/PW	Design: March – June Construction: August - October	Start March			Complete October	●
k)	• Cornwall, Moss thru Carnsew	Eng/PW	Design: March – June Construction: August - October	Start March			Complete October	●
l)	• Topaz, Blackwood to The Rise and Prior to Graham	Eng/PW	Design: March – June Construction: August - October	Start March			Complete October	●
m)	• Jackson/Graham, Summit to Topaz	Eng/PW	Design: March – June Construction: August - October	Start March			Complete October	●
n)	• Public Works Yard – Stormwater Rehab Unit (SWRU)	Eng/PW	Design: June – July Construction: August - October	Start March			Complete October	●
o)	• Storm Drain main lining (contracted) – various locations	Eng/PW	Construction Phase			Start July	Complete October	●
173	Sanitary Sewer Projects:	Eng/PW						
a)	• Blackwood, Montrose to Summit	Eng/PW	Design: March - June Construction: August - October	Start March			Complete October	●

Operational Plan by Strategic Objective

11) Steward Water Systems and Waste Streams Responsibly								
	Action	Primary Lead	Comments	Q1	Q2	Q3	Q4	
b)	• Richmond/Green Oaks, Brighton to Oak Bay	Eng/PW	Design: March - June Construction: August - October	Start March			Complete October	●
c)	• Cornwall, Moss thru Carnsew	Eng/PW	Design: March - June Construction: August - October	Start March			Complete October	●
d)	• Topaz, Blackwood to The Rise and Prior to Graham	Eng/PW	Design: March - June Construction: August - October	Start March			Complete October	●
e)	• Jackson/Graham, Summit to Topaz	Eng/PW	Design: March - June Construction: August - October	Start March			Complete October	●
f)	• Sanitary Sewer main lining (contracted) – various locations	Eng/PW	Construction Phase			Start July	Complete October	●
174	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 posted on website May	Start		Complete		●

Operational Plan by Strategic Objective

12) Plan for Emergencies Including Climate Change Short and Long-Term								
	Action	Primary Lead	Comments	Q1	Q2	Q3	Q4	
175	Begin seismic analysis of privately-owned properties and infrastructure	SPCD	This will carry over into 2016 for completion			RFP issued September		●
176	Explore potential for City to require upgrades to heritage buildings for seismic protection even where use is not changed, combined with subsidy program	SPCD	Report to Council on research and authority		April start	Report to Council July		●
177	Align Victoria Emergency Management Agency's budget through Victoria Fire Department and work with Sustainable Planning and Community Development Department	VFD/SPCD	Review of VEMA underway		Update to GPC			●
178	Initiate public dialogue and market sounding on fire station options	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	●
179	Building energy benchmarking, free floating carshare (Car2Go)	Eng/PW			Car share regulations complete			●
180	Research GPS for fleet efficiency	Eng/PW	Underway					●
181	Building energy studies, hazardous waste disposal, Tap by Tap, Green Business certification pilot	Eng/PW	Ongoing milestones TBD		Research commenced			●
182	Partner with VicPD to build a data centre for City servers and storage to reside	Eng/PW/ Finance			RFP issued		Room construction in October	●
183	Phase 1 of downtown fire system upgrade	Eng/PW			Start March		Complete October	●
184	Streetlight energy efficient conversion project	Eng/PW			Start			●
185	Heat recovery system Public Works Fabrication Shop	Eng/PW	TBC					●

Operational Plan by Strategic Objective

12) Plan for Emergencies Including Climate Change Short and Long-Term								
	Action	Primary Lead	Comments	Q1	Q2	Q3	Q4	
186	Review of fleet procurement, funding, vehicle type, fuels and input by users	Eng/PW			Start March		Inform 2016 Financial Plan	●
187	Explore partnership opportunity for replacement of CNG with Emterra	Eng/PW			Underway			●
188	Review of Emergency Response issues with Victoria Harbour	VFD	Ongoing, operational response capabilities under review					●
189	Implementation of a comprehensive Fire Public Education Program	VFD	Ongoing				October	●
190	Firefighter Recruitment	VFD	Complete. 20 firefighters added to eligibility list		Complete April			✓
191	Deputy Chief of Operations Recruitment	VFD	Complete. Doug Carey promoted		Complete May			✓
192	New Fire Prevention and Regulation Bylaw	VFD	Complete					✓
193	Upgrade of Fire Department Manager software, and Mobile Data Terminals	VFD	Underway			September completion		●
194	Integration of FDM Analytics and analysis of metrics	VFD	Schedule TBD based on FDM software			August integration		●
195	Upgrade of Telestaff	VFD					October start	●

Operational Plan by Strategic Objective

13) Demonstrate Regional Leadership								
	Action	Primary Lead	Comments	Q1	Q2	Q3	Q4	
196	Support and work with the Provincial government in the study of the potential for amalgamation in the Region	Council						●
197	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		●

HISTORICAL WORK ITEMS REQUIRING COUNCIL DIRECTION:

Parks Consultation Bylaw

Creating a Park Zone

Staff believe these issues can be discussed and addressed as part of Parks Master Planning discussion if needed.

Antenna Siting Protocol

Implementation of Green Building Policy
(In relation to landscape standards)

R1-A Zoning Update

C-1 Zone Improvements

Review of CALUC Processes

Land Use Contracts need to be Retired by 2024
(Statutory requirement – postpone to future work plan).

Projects listed in the OCP Implementation and DCAP Implementation Strategies:

- Develop a Downtown Retail Strategy
- Develop a Downtown Core Area Beautification Strategy
- Review potential for heritage building retrofits through review of Heritage Tax Incentive program (expanding scope of program)
- Prepare key amendments to existing local area plans, policies, DPAs and HCAs to correct egregious inconsistencies
- Develop a Development Approval Information Bylaw

Housing Initiatives:

- Develop rental housing policy
- Create and implement Housing Action Plan
- Establish housing pilot projects
- Establish targets and create monitoring tools

Inner Harbour Vitality Principles Implementation Strategy

OCP Appendix A amendment to fix design guidelines
(staff initiated to minimize risk of legal challenge)

Printing of Connect newsletter.

Update - Customer Service and Open Data Initiative (January 2015). Propose extension to reflect new Council direction.

Specific projects identified in Greenways Plan and Pedestrian Master Plans

Late Night Great Night/Late Night economy Marketing and Website

Victoria Harbour Noise & Nuisance Issues

Secondary Suites Enforcement Policy

Legal Services:

CR-754 Report on railway crossing

CR – 854 report on GVHA governance authorities



Framework Agreement
Quarterly Report to the City of Victoria
January 1st to March 31st, 2015

May 13, 2015

Chief Constable's Message



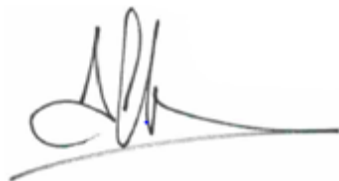
It is with great pride that the Victoria Police Department offers this first quarterly report under the new policing framework agreement between VicPD, the City of Victoria, and the Township of Esquimalt.

This report marks the first formal occasion under this new agreement in which VicPD reports on operational successes, community engagement efforts, and statistical trends for Victoria. I hope this report clearly conveys VicPD's ongoing commitment to provide the best possible community policing to the City of Victoria. Through our sustained efforts to connect with the residents, business owners, and community groups of Victoria, we continue to make significant progress toward an enduring public safety partnership based on mutual respect, trust, and a shared vision for the future of Victoria.

The first quarter of 2015 was characterized by a high operational tempo as well as significant progress in our efforts to expand the breadth and depth of our engagement in the community. We seized every possible opportunity to share the results of our VicPD Community and Business Surveys, including a formal presentation to the public and business community at the Bay Centre in January. We also sought and received significant public input into our VicPD strategic planning process while establishing and strengthening relationships at the neighbourhood level throughout Victoria and Esquimalt.

I look forward to building on these relationships throughout 2015 and beyond.

Sincerely,



Frank J. Elsner
Chief Constable



Framework Agreement Quarterly Report to the City of Victoria: January 1st to March 31st, 2015

The following represents the performance of VicPD related to the identified performance metrics for the time period January 1 to March 31, 2015.

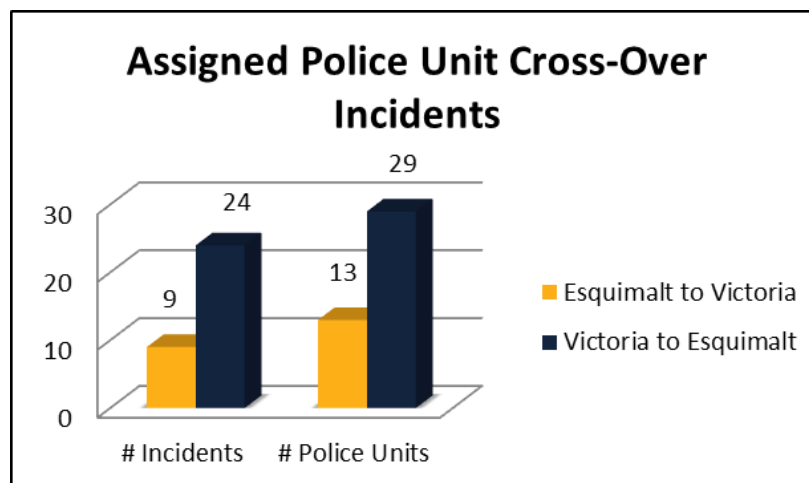
Number of dispatched calls in each municipality (segmented by priority)

Dispatched Calls for Service by Municipality						
DIVISION	Priority 1	Priority 2	Priority 3	Priority 4	Other	Grand Total
VICTORIA	651	1919	4568	1413	5	8556
ESQUIMALT*	112	261	502	135	2	1012
Outside Jurisdiction	2	4	19	3		28
Grand Total	765	2184	5089	1551	7	9598

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

Number of times officers are required to attend a call outside their jurisdiction

The chart below details both the number of incidents where police units were required to cross over jurisdictional lines to provide assistance in relation to a call for service. In some of the cross-over incidents, more than one police unit was required to provide assistance. The total number of police units crossing over is detailed in the “number of police units” chart.





Framework Agreement Quarterly Report to the City of Victoria: January 1st to March 31st, 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.	53%	52%
5.1 - 10 min.	22%	27%
10.1 - 15 min.	11%	10%
Other*	14%	11%

* "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	2049	1	295	1	1	2352
UNWANTED PERSON	1463	2	62	7	2	1527
CHECK WELLBEING	861	3	89	4	3	951
ASSIST POLICE / FIRE / AMBULANCE	732	4	119	2	4	856
THEFT	660	5	90	3	5	751



Framework Agreement Quarterly Report to the City of Victoria: January 1st to March 31st, 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
CAUSING DISTURBANCE	327	1	21	7	1	348
THEFT UNDER \$5,000	270	2	44	1	2	314
MISCHIEF UNDER \$5,000	262	3	32	3	3	294
SHOPLIFTING UNDER \$5,000	249	4	12	8	4	261
PUBLIC INTOXICATION	235	5	36	2	5	272
Grand Total	8252		1054			9346

Number of mental health calls compared to total calls (i.e. % of total)

Mental Health-Related Reports Municipality					
Municipality	Related	Not related	Not Marked	Total	Percentage Related
VICTORIA	1067	7121	92	8280	13%
ESQUIMALT	164	883	7	1054	15.5%
Grand Total	1231	8004	99	9334	13.2%

Notes: 1) All calls dispatched to Esquimalt do not include calls to Vic West.

2) The process of tabulating mental health-related calls is being refined and should be in place for future reports.

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.



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The following are highlights of Operations Council activities for January to March 2015 in Victoria:

Washington Street - Numerous residents on the street were concerned regarding activity at a rental property where drug activity was suspected. Considerable efforts were made by Patrol, the Focused Enforcement Team (FET) and the Crime Reduction Unit to focus their attention on this property and work with the landlord in removing the tenants who were not cooperative. The neighbours were so thankful that they forwarded an email which stated, "Thank you. Thank you for all you did for us...we will never forget what a wonderful team all of you are :-))))))"

Gorge Road East - through intelligence-led policing, information was received regarding an apartment within the building. The Crime Reduction Unit conducted a search warrant and recovered stolen property, drugs and cash. One of the males is associated to a local gang.

Vancouver Street - VicPD received reports of numerous homeless people who had gained entry to a vacant nursing home. FET and Patrol members attended and cleared the occupants and liaised with the owner to re-secure the property. Bylaw has been working with the property management and is happy with how the building has been secured and a private security company monitors this building once a day. This building was in an Organizational Priority area and special attention was brought to bear.

Other Initiatives - An Operations Council priority was established regarding local gang members with a propensity towards violence who were selling drugs in the 900-block of Pandora Avenue. Undercover drug buys were set up by our Strike Force section and in one instance the accused male punched the undercover officer in the face during the operation. This male is now in custody and charges have been forwarded to Crown. Our intelligence section reports that in the last month, the calls for service have decreased in the 900-block of Pandora.

There has been an increase in bike thefts throughout Victoria and one male believed to be responsible for storage locker thefts was identified as an Operations Council priority. A search warrant was obtained, which resulted in the recovery of a bicycle and other stolen property. Charges were forwarded.

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 January 1, 2015 to March 31, 2015. For statistical reporting purposes, "community meetings" were defined as "all meetings with any community stakeholders



Framework Agreement Quarterly Report to the City of Victoria: January 1st to March 31st, 2015

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.”

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 first quarter of 2015, VicPD members attended a total of 138 community meetings in the City of Victoria. Additionally, members attended a total of 13 community events in the City of Victoria, including the Stolen Sisters March, Coldest Night of the Year Walk, and anti-bullying awareness events. Many of these events and meetings involved more than one member of VicPD in attendance.



Photo credit: Adrian Lam, Times Colonist

Of particular interest were the following events:

Business Survey Results

This event took place in the Centre Court of the Bay Centre and was the official launch of the business survey results. The event was hosted by the Downtown Victoria Business Association with Chief Elsner presenting the survey results to business owners, community members, the media and members of VicPD.

Rock Bay Landing Garden Project

Two of our Community Resource Officers are involved with the Rock Bay Landing Committee and have spent countless hours assisting them with creating a safe community. One part of this initiative includes a boulevard beautification project. Both officers helped clean up the streetscape and





planted flowers along the boulevard of Rock Bay Avenue, which in turn helps build pride and community spirit for the residents and businesses in the area.

Our Place – Easter Lunch

Chief Elsner and S/Sgt. Brown along with area mayors and councillors helped serve lunch at Our Place. This is a great example of how one simple gesture can help make a difference in someone's day.

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 the public event for the VicPD Community and Business Survey results in January and other community consultations throughout the quarter.

VicPD's Community Programs Coordinator continued to increase the presence of Block Watch in Victoria and several new Block Watch captains and participants were added to the program in the first quarter on 2015. VicPD Reserve Constables made regular presentations to Block Watch groups, engaging them in conversations about Block Watch, crime prevention strategies and answering their questions. Our Community Programs Coordinator continues to meet with local community stakeholders and partners to promote safe and healthy communities through education and partnerships to engage the citizens of Victoria.

Under the direction of the Coordinator of Volunteer Services, our Crime Watch volunteers regularly served in Victoria, conducting patrols in response to Operations Council priorities in effort to raise awareness of crime prevention initiatives and to engage with residents. In the first quarter of 2015, volunteers conducted 87 deployments in the City of Victoria. In addition to van and foot patrols, this included 14 "cellphone watch" and 21 "speed watch" set-ups. On March 4, volunteers took part in an all-day multi-jurisdictional distracted driving campaign, reminding drivers to "leave the phone alone." Volunteers also assisted at the business survey event, held January 27th at the Bay Centre.



Community Resource Officer Update on Community Issues and Police Strategies

Within VicPD's Focused Enforcement Team Division are three full-time Community Resource Officer ("CRO") positions and one member 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. Allison Johnson and Kathi Brown (job share)

Downtown - Cst. Dan O'Connor

Midtown - Cst. Terri Healey

ACT- Cst. Sue Hamilton

The most significant initiatives undertaken by the CROs this quarter are summarized below.

Burnside/Gorge

Wake-Ups – Csts. Johnson and Brown commence each shift with a patrol of parks and streets to wake up homeless persons and encourage them to clean up their belongings.

Rock Bay Landing- Rock Bay Landing is the most significant service provider in the Burnside/Gorge area providing services to those suffering from homelessness, mental health issues, and addiction. Csts. Johnson and Brown maintain daily contact with staff and proactively deal with people who cause disruption to Rock Bay Landing and the surrounding neighbours. For those individuals in the area who create constant disruption, deal drugs, and generate high calls for police service, Csts. Johnson and Brown pursue criminal charges when appropriate and obtain court conditions prohibiting these problem individuals from entering the area. In many cases Csts. Brown and Johnson provide referrals to those individuals in dire need of mental health and or addiction services. Many individuals who are in this situation and find themselves in conflict with the law can benefit from outreach services and referrals into the Victoria Integrated Court. Csts. Johnson and Brown also attend "Good Neighbour" meetings and are members of the gardening sub-committee. The officers recently assisted staff with landscaping and planting in the front of the property in order to improve the street scape.



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RESPOND (Reacting Effectively to Solve Problems in Our Neighbourhood and Downtown) – Csts. Johnson and Brown attend meetings and liaise with Bylaw, Fire, Province of BC, and health, electrical, and plumbing inspectors in relation to problem properties in and around the City. The RESPOND Team members collaboratively come up with solutions to nuisance/problem properties beyond traditional criminal enforcement. Building on RESPOND Team principles, Csts. Johnson and Brown have put forward a business proposal to the Senior Command Team to implement an on-line reporting system for problem properties. This proposal is currently under review as the department assesses its impacts on information and privacy issues. Csts. Johnson and Brown have also written a proposal to amend the City's bylaws to assist Bylaw Officers and Police to more effectively deal with problem residences.

Burnside/Gorge Neighbourhood - Csts. Johnson and Brown regularly liaise with community centre staff on issues that affect the centre and the surrounding neighbourhood. The officers also contribute articles to the Burnside/Gorge community newspaper. Most recently, Csts. Johnson and Brown have participated in discussions with area residents, businesses, and City planners as the City develops a new vision for growth and change for the Burnside/Gorge area as part of its Official Community Plan.

Sex Trade Profile - Given the high number of sex trade workers in the Rock Bay area, Csts. Johnson and Brown also coordinate the Sex Trade Liaison Team, attend monthly meetings with PEERS, review all relevant street checks, and disseminate "bad date" reports.

Downtown Victoria

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.

Homelessness/Camping in parks and on streets - Cst. O'Connor (along with all other FET members and many Patrol members) commence each shift with a patrol of parks and streets to wake up homeless persons and encourage them to clean up their belongings. In addition to the personal impacts that homelessness brings to those experiencing it, homelessness has a significant impact on the home and business owners in the affected areas, as well as the resources of bylaw and police officers. The impacts include homeless people breaking into private property and sleeping there, leaving garbage behind, congregating in parks in residential areas, etc. Cst. O'Connor recently spearheaded a homeless count during two mornings in April and identified 72 homeless people on the first day and 88 on the second who were sleeping in City parks or on City streets. The wake-up routine in the morning consumes significant police resources, and Cst. O'Connor then spends significant time dealing with individual citizen and business complaints regarding the issue. Cst. O'Connor has worked with



Framework Agreement Quarterly Report to the City of Victoria: January 1st to March 31st, 2015

the downtown business community to inform them on their rights and what signage should be erected in order to deal with people trespassing on private property.

Downtown Service Providers – Cst. O'Connor spends significant time engaging with service providers. At Our Place (900-Block Pandora Avenue), Cst. O'Connor deals with street and disorder issues and follows up with residents and businesses about complaints about trespassing and garbage. At AIDS Vancouver Island (713 Johnson Street), Cst. O'Connor deals with community concerns around the pedestrian congestion on the front sidewalk.

Salvation Army - At the Salvation Army (525 Johnson Street), Cst. O'Connor works with staff to mitigate issues surrounding released inmates involved in violence or drug activity. Cst. O'Connor is proactive in developing rapport with the clients of these services (who often have challenges around mental health and addiction) and addressing issues that are of concern to the surrounding residents and businesses (panhandling, street disorder, trespass, etc).

Midtown

The Midtown CRO (MT CRO) position was added on January 1st, 2015 and focusses on a specific area of responsibility. Initially it was thought that the MT CRO's area of responsibility would cover the area between the Burnside/Gorge CRO and the Downtown CRO (hence the name Mid Town). Further analysis of the respective areas of responsibilities assisted in determining that the MT CRO would encompass an area sandwiched between the Burnside/Gorge CRO area, the Downtown CRO and in addition, the area east from Chambers and Cook streets and south of Southgate.

In addition to responding to complaints within that area of responsibility, the MT CRO conducts a number of proactive initiatives, many of which are shared with the Downtown and Burnside/Gorge CROs. These include but are not limited to conducting morning wake-ups and patrolling the local parks/streets etc.

An area of focus for the MT CRO has become a few of the smaller parks within the area of responsibility that have generated a very high number of complaints including Haegert Park and Beacon Hill Park. The CROs take the police response to issues such as these to a higher level by proactively working with bylaw/parks and the community to address these issues. In addition the CROs assist with concerns raised by communities, businesses and City councillors concerning campers and abandoned property.

The MT CRO has been assigned the Marihuana Related Business portfolio. This includes responsibility for working with Bylaw Licensing to create and maintain bulk file of these



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businesses and document complaints received, and to develop and implement protocols for an incremental enforcement approach when these businesses generate multiple complaints (for example Leaf Retail). In addition the MT CRO assumes responsibility for pro-actively contacting the owners of the Marihuana Related Businesses, outlining the jeopardy associated with trafficking marihuana and providing security and good neighbour advice.

The MT CRO takes an active role with RESPOND by attending RESPOND meetings and inspections.

The MT CRO participates in the CRN (Community Response Network) by attending monthly meetings to assist in development of World Elder Abuse and Awareness Day function.

ACT Integrated Team

Recently the agreement between Island Health, VicPD, Community Corrections and the Ministry of Housing and Social Development was amended to reflect the reality that the integrated services have now been expanded beyond VICOT to all 4 core ACT Teams. The VICOT/ACT Teams 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.

The ACT officer, Cst. Sue Hamilton, continues to work with the Downtown Act Team, Pandora Act Team, Seven Oaks Act Team, VICOT and informally with 713 Outreach. Since January she has noted an increased number of requests for assistance made by each of the teams. All of the requests fall under the mandate of her responsibilities, such as Mental Health Act warrants, information sharing, referrals, transports, safety checks, etc. Some of the other tasks she was/is involved with are:

- In January, Cst. Hamilton job-shadowed Vancouver ACT team police members whose roles are similar but are carried out in a full-time plainclothes capacity. Since returning, she deploys in plainclothes 1-2 days a week and incorporates more outreach on these days. Drop in visits to clients with the team's probation officer are conducted on these days. Working in plainclothes has made the rapport-building a little easier.



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- Also during this quarter, she supervised a Royal Roads student conducting research into the VICOT/ACT Teams.
- As a result of clients who are exhausting police and emergency services, a collaborative meeting was held which included BC Ambulance, Island Health, ACT teams and police. A push to adopt the “Familiar Faces Program” that is currently being used in Vancouver has been initiated which will require further commitment from Island Health.
- In March, information sessions were organized with Island Health acute care staff. The purpose was to educate them about what police, corrections, probation, and the ACT teams do to support clients who may also be involved in the criminal justice system. The sessions were beneficial as it opened additional communications channels between Island Health, VicPD, sheriffs and probation.

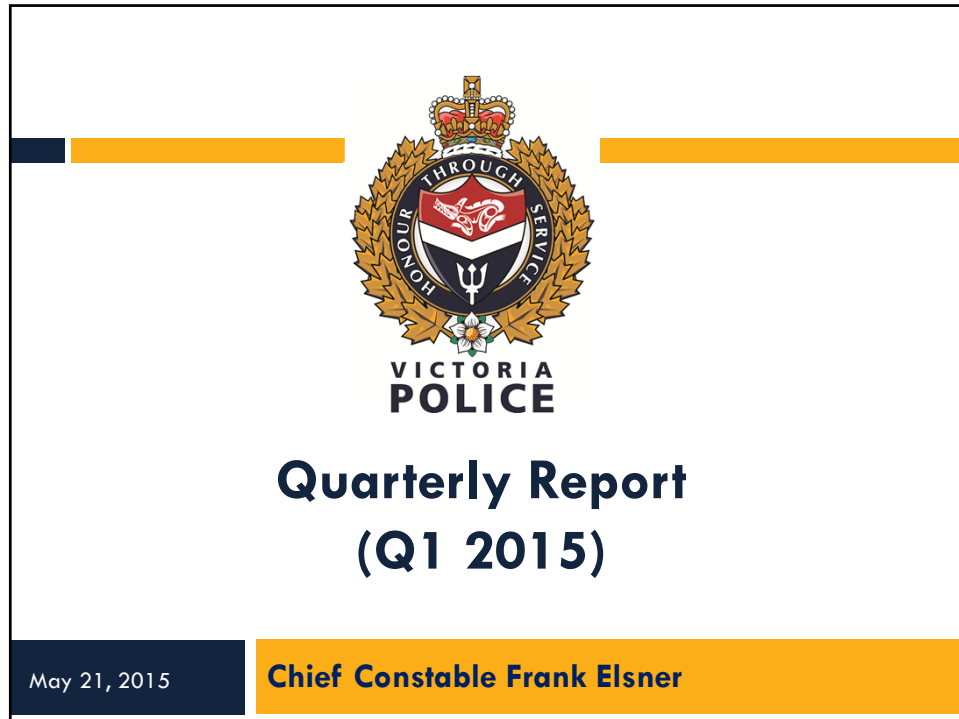
Update on Operations and New Initiatives

In the first quarter of 2015, VicPD investigated three homicides which resulted in a significant investment of resources (both in terms of personnel and financial resources). While it has been determined that there is no public risk associated with these files, VicPD investigators continue to make significant efforts to conclude these investigations.

The primary new initiative for VicPD in the first quarter of 2015 was the full implementation of the policing framework agreement between VicPD, the City of Victoria, and the Township of Esquimalt.

In addition, the first quarter of 2015 saw a number of organizational changes at VicPD that were implemented in the interests of enhanced efficiency and better service delivery. An officer specializing in missing person files was appointed and domestic violence investigators were added to each of the four Patrol watches to enhance capacity in that area. VicPD also established Telephone Reporting Officer positions to assist with the investigation of Priority 3 and 4 files by phone, with the intent of allowing deployed Patrol resources to focus on higher priority calls for service.

Finally, significant progress was also made toward finalizing VicPD’s new strategic plan, which will help us plot the course of our organization for the next five years and beyond.



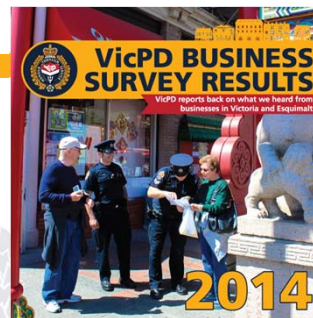
Community Engagement Efforts

- 13 community events
- 138 community meetings
- Establishing two-way dialogue with citizens



VicPD Survey Results

- Bay Centre event on January 27th
- Results for Victoria:
 - 43.3% response rate
 - 87% satisfaction rate with VicPD service
 - Single biggest concern: “drug activity”
 - 70% suggested “Do more patrol in uniform/be visible in the community”



Organizational Improvements

- ☐ Domestic violence investigators
- ☐ Missing persons officer
- ☐ Telephone Reporting Officers



New Strategic Plan

- ☐ Planning process almost complete
- ☐ To take effect in 2015
- ☐ Inclusive process (consultations with the community, Board, Senior Command Team, officers, professional support staff)
- ☐ Based on values and service to the community



Questions?



New Operational Plan and Highlights of Quarter One

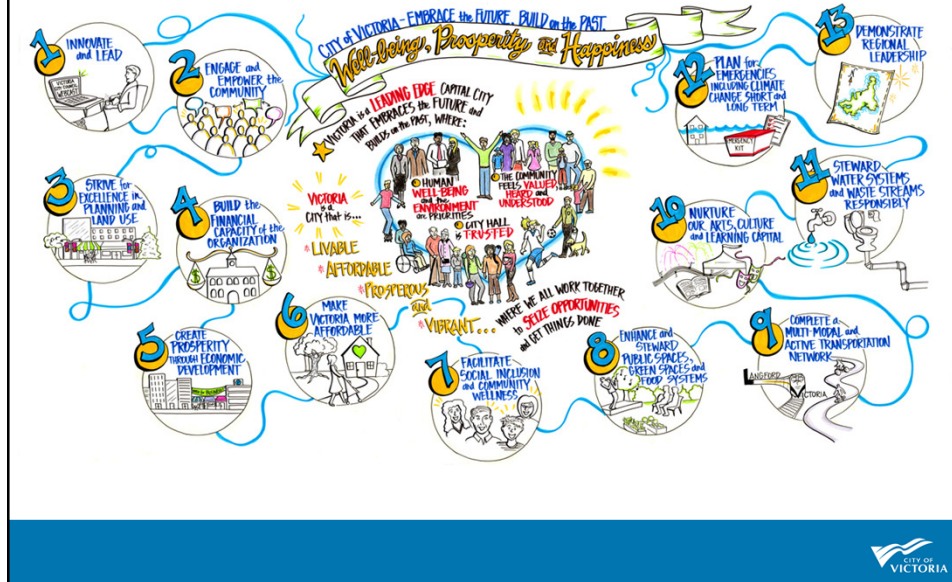
Governance and Priorities Committee Meeting
June 4, 2015



- Strategic Priorities
- New features of the Operational Plan
- Reporting timeline
- Historical work items requiring Council direction
- Sharing of the Strategic Plan



2015 – 2018 Strategic Plan



- Support for new strategic planning process
- New Operational Plan by strategic objective
- Interdisciplinary team recruitment
- IAP2 training



- Aligned financial and strategic planning process
- Neighbourhoods team
- Open data layers / Open City Hall initiatives
- Visually demonstrated what taxpayers get in return for their dollars
- New Instagram account @cityofvictoria



- Director of Sustainable Planning and Community Development hired
- Local area planning
- Placemaking
- Development Summit
- Capital Park Development
- Burnside-Gorge local area planning
- Development Tracker





- New Financial Plan
- Facilities assessment underway



- Mayor's Task Force on Economic Development and Prosperity
- Purchase of 812 Wharf Street
- Parking Ambassador program
- Douglas Street and Government Street charrette





- Mayor's Task Force on Housing Affordability
- Annual property tax increase to 2.2% overall for 2015
- To limit annual property tax increases to maximum of rate of inflation plus 1%
- Holistic five-year forecast for residents and businesses

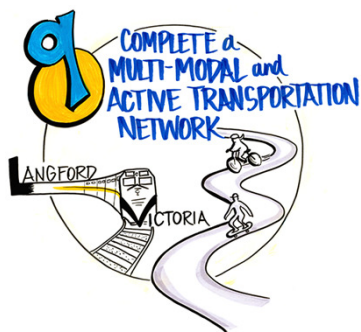


- New Year's Day Levee
- BC Family Day at Crystal Pool
- 21% increase in recreation registrations at Crystal Pool and Save-On-Foods Memorial Centre
- Spring/Summer 2015 Active Living Guide promotes health and wellness programming





- “Growing in the City” Urban Food Production and Boulevard Gardening
- New micro-grant for volunteer coordination of commons and community gardens
- Branch Chipping
- New bench prototype developed, built and assessed
- Improved coordination of Centennial Square

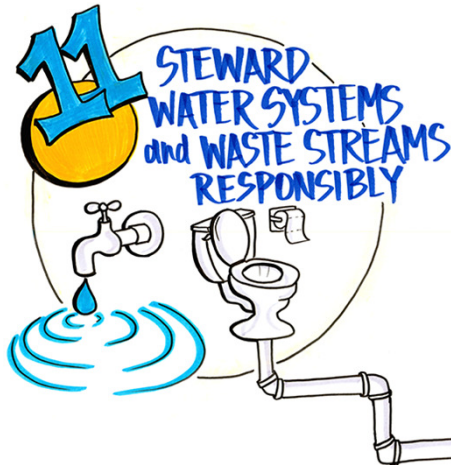


- Transit priority lanes on Douglas
- Installed signage for reduced speed limits in specific areas of Victoria
- North Park neighbourhood improvements co-design
- Concepts developed for Pandora Avenue Protected Bike Lane
- Largest single concrete pour in 24-hour period – 1,100 cubic metres of concrete in 120 truck loads to form foundation of new bascule pier of Johnson Street Bridge





- Culture and Victoria Conference Centre integration
- New Poet Laureate Yvonne Blomer and Youth Poet Laureate Zoé Duhaime announced
- Two Poetry Month events
- Launched Call for Entries to annual Victoria Book Prizes
- Annual CityVibe guide to festivals and outdoor events
- Call to Artists for public art at Johnson Street Parkade



- Identified feasible sewage treatment sites
- Launch of stormwater utility and rainwater rewards program
- Capital investment program
- National Energy Board Intervenor



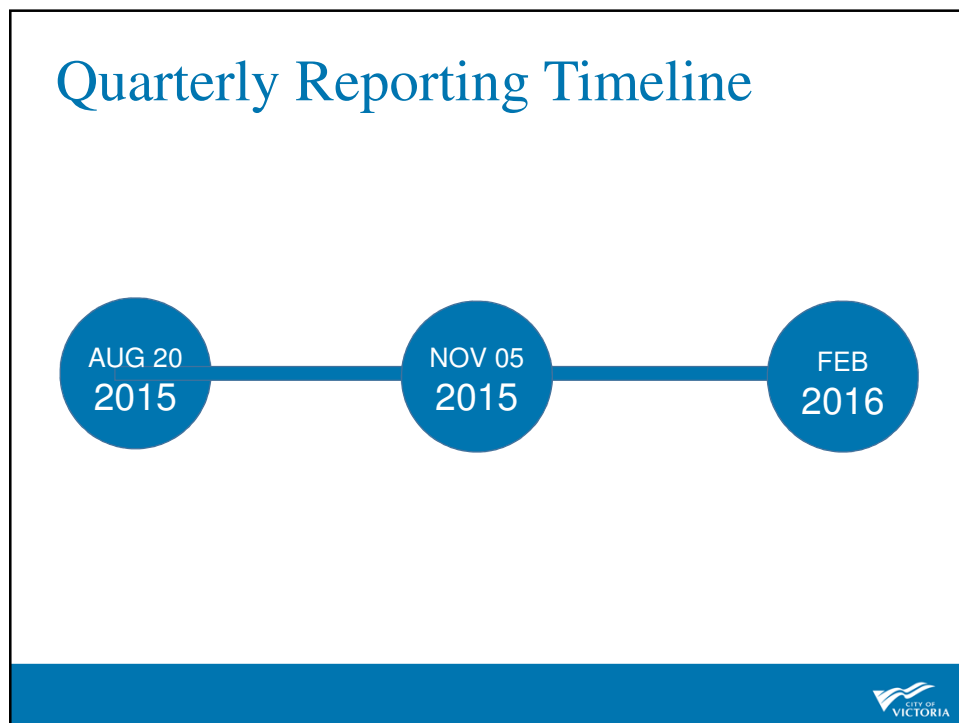
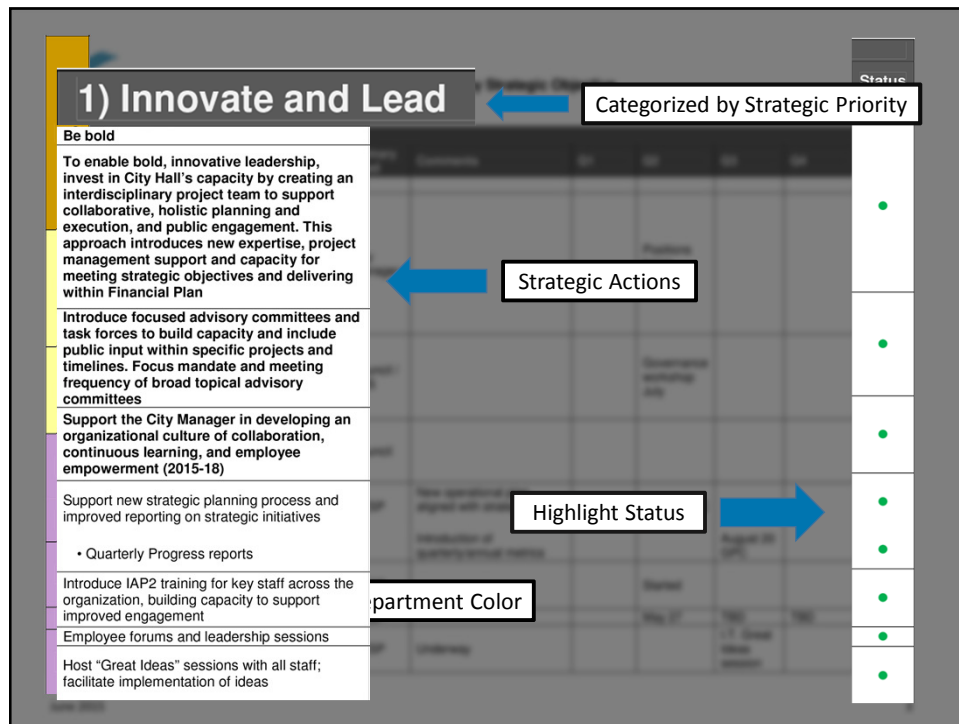


- Market sounding completed for Victoria Fire Department Headquarters
- Review of Victoria Emergency Management Agency
- Beach fire public education
- Design of Data Centre for City and Police



- Promote CRD Regional Sustainability Strategy





Historical Work Items Requiring Council Direction

- Parks Consultation Bylaw
- Creating a Park Zone
- Antenna Siting Protocol
- Implementation of Green Building Policy (In relation to landscape standards)
- R1-A Zoning Update
- C-1 Zone Improvements



Historical Work Items Requiring Council Direction

- Review of CALUC Processes
- Land use contracts need to be retired by 2024
- Projects listed in the OCP Implementation and DCAP
Implementation Strategies:
 - Develop a Downtown Retail Strategy
 - Develop a Downtown Core Area Beautification Strategy
 - Review potential for heritage building retrofits through review of Heritage Tax



Historical Work Items Requiring Council Direction

Incentive program (expanding scope of program):

- Prepare key amendments to existing local area plans, policies, DPAs and HCAs to correct egregious inconsistencies
- Develop a Development Approval Information Bylaw

Housing Initiatives:

- Develop Rental Housing Policy
- Create and implement Housing Action Plan
- Establish housing pilot projects
- Establish targets and create monitoring tools



Historical Work Items Requiring Council Direction

- Inner Harbour Vitality Principles Implementation Strategy
- OCP Appendix A amendment to fix design guidelines (staff initiated to minimize risk of legal challenge)
- Printing of Connect newsletter
- Update - Customer Service and Open Data Initiative (January 2015). Propose extension to reflect new Council direction.
- Specific projects identified in Greenways Plan and Pedestrian Master Plans



Historical Work Items Requiring Council Direction

- Late Night Great Night/Late Night economy marketing and website
- Victoria Harbour noise and nuisance issues
- Secondary Suites Enforcement Policy
- Legal Services:
 - CR-754 Report on railway crossing
 - CR - 854 report on GVHA governance authorities



Sharing the Strategic Plan



- Employee Forum
- Online
- Councillor desk copy
- Office cards for staff
- Posted in meetings rooms
- Digital signage
- New signage in Human Resources: "Innovate and Lead"
- Print version distributed broadly and directly
- Quarterly update to stakeholders





Governance and Priorities Committee Report

For the Meeting of May 21, 2015

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

Date: May 8, 2015

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. 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 continual 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 March 31, 2015. No significant variances have been identified. Therefore, no amendments to the 2015-2019 Financial Plan Bylaw are recommended.

Recommendation:

That Council receive this report for information.

Respectfully submitted

A handwritten signature in black ink, appearing to read "Jo-Ann O'Connor".

Jo-Ann O'Connor
 Manager, Financial Planning

A handwritten signature in black ink, appearing to read "Susanne Thompson".

Susanne Thompson
 Director of Finance

Report accepted and recommended by the City Manager: _____

Date: _____

May 16, 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

Purpose

To provide Council with an update on the actual results compared to the budget for operating and capital budgets and staffing levels for the first quarter ending March 31, 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. The quarterly report is a comparison of actual revenues and expenditures for city operations and capital projects as well as staffing levels at March 31, 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 March 31, 2015, the overall operating revenues and expenditures are 7% and 17% respectively, of the annual budgeted amount. This compares to 6% and 17% to the prior fiscal period. A summary of the actual operating revenues and expenditures compared to the budget is attached in Appendix A.

Revenues are expected to be within budget. The overall low percentage of actual to budgeted revenue is directly related to the property tax and payment in lieu of tax payments that are generally collected in the latter half of the year. Investments vary throughout the year with a large amount recorded in the fourth quarter.

Expenditures are expected to be within budget. The percentage spent is slightly higher than 25% in Corporate Miscellaneous and Grants due to insurance costs paid at the beginning of the year and a payment of a grant from the Victoria Housing Reserve.

Seasonal variations in municipal operations and accounting processes that occur outside the quarterly basis affect the proportion of revenues received or expenditures incurred to March 31, 2015. We continue to improve our accounting processes to better align the quarterly actual to budget reporting.

Capital Budget

As of March 31, 2015, the actual capital expenditures are at 20% spent of total budgeted expenditures for the year, compared to 11% in the prior year. This increase is due to the Land Purchase of 812 Wharf Street recognized in the first quarter. A summary of capital programs and projects are illustrated in Appendix B.

At present, the majority of projects are expected to be completed according to schedule. As part of the Financial Planning process, Council approved an additional \$1 million towards the David Foster Harbour Pathway project. A report outlining the revised scope and schedule of this project will be brought to Council in the near future, which may result in shifting of budget to 2016.

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

Staff Levels

The City's full-time equivalent employees to date is 778.48 as outlined in Appendix C.

The Strategic Planning process identified the need for a temporary Interdisciplinary Team for a 3 year term, to be reviewed annually. During the Financial Planning process, Council approved the Interdisciplinary Team request and the Supplementary request for the sidewalk, concrete and brick paver intersection maintenance; increasing the full-time equivalent positions by 4.75.

Recommendations

That Council receive this report for information

Appendix A

City of Victoria - Operating Budget Revenues For the Three Months Ending March 31, 2015

	Q1 2014 Actual	Q1 2015 Actual	2015 Budget	Budget Remaining	% Spent	Comments
Engineering and Public Works						
Engineering and Public Works	154,263	84,220	340,356	256,136	25%	
Third Party Billings	221,678	74,519	528,400	453,881	14%	Offsetting Expenditure Budget
Parking Services	3,840,396	3,688,867	15,677,800	11,988,933	24%	
Solid Waste & Recycling	474,360	519,924	2,896,051	2,376,127	18%	Timing of billings
Sewer Utility	1,157,296	1,132,295	7,870,230	6,737,935	14%	Timing of billings
Water Utility	2,825,163	2,792,873	18,556,750	15,763,877	15%	Timing of billings
Human Resources						
Legal Services						
Legislative and Regulatory Services						
Legislative and Regulatory Services	329,152	293,227	1,506,192	1,212,965	19%	Timing of Lease Rentals
Parks, Recreation and Culture						
Parks, Recreation and Culture	478,475	483,621	2,636,123	2,152,502	18%	Timing of Boulevard Tax payments
Sustainable Planning and Community Development						
Sustainable Planning and Community Development	573,136	686,776	2,853,646	2,166,870	24%	
Victoria Conference Centre (VCC)						
Victoria Conference Centre (VCC)	272,760	330,018	4,339,529	4,009,511	8%	Timing of Internal Transfers
VCC Event Costs Paid by Clients						
VCC Event Costs Paid by Clients	293,682	649,234	4,100,000	3,450,766	16%	Full recovery & timing of billings
Victoria Fire Department						
Victoria Fire Department	7,382	13,459	56,000	42,541	24%	
Corporate						
Payment in Lieu of Taxes/Special Assessments	12,814	11,739	7,076,685	7,064,946	0%	Payments received later in the year
Fees and Interest	55,195	70,217	3,090,000	3,019,783	2%	Timing of investments
Business and Other Licences	1,345,083	1,355,644	1,387,500	31,856	98%	Timing of payments - Business License
Overhead Recoveries	497,397	510,815	3,158,259	2,647,444	16%	Timing of 2015 allocation
Miscellaneous	46,757	1,678,007	7,288,710	5,610,703	23%	Gas Tax, Traffic Fine Revenue
Hotel Tax	60,502	85,082	1,800,000	1,714,918	5%	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
Victoria Esquimalt Police Department						
Victoria Esquimalt Police Department	1,681,003	1,750,657	7,693,627	5,942,970	23%	
Property Taxes						
Property Taxes	-	-	121,635,023	121,635,023	0%	Payments received later in the year
Total	14,326,495	16,211,195	217,532,895	201,321,700	7%	

Appendix A

City of Victoria - Operating Budget Expenditures For the Three Months Ending March 31, 2015

	Q1 2014 Actual	Q1 2015 Actual	2015 Budget	Budget Remaining	% Spent	Comments
Council	154,547	143,396	610,372	466,976	23%	
City Manager's Office	135,362	69,233	284,709	215,476	24%	
Citizen Engagement and Strategic Planning	220,766	361,931	1,464,974	1,103,043	25%	
Engineering and Public Works						
Engineering and Public Works	4,486,920	4,729,553	21,827,382	17,097,829	22%	
Third Party Billings	230,059	227,833	428,400	200,567	53%	Offsetting Expenditure Budget
Parking Services	1,480,056	1,190,331	7,497,800	6,307,469	16%	Timing of debt payment & transfer to reserve
Solid Waste & Recycling	604,979	599,511	2,896,051	2,296,540	21%	
Sewer Utility	823,194	803,511	7,870,230	7,066,719	10%	Transfers to capital & reserves
Water Utility	2,269,424	2,072,712	18,556,750	16,484,038	11%	Transfers to capital & reserves
Finance	1,629,968	1,553,684	6,384,700	4,831,016	24%	
Human Resources	384,796	479,500	1,609,246	1,129,746	30%	Recruitment expenses
Legal Services	162,224	138,512	703,241	564,729	20%	
Legislative and Regulatory Services	762,396	807,624	3,981,662	3,174,039	20%	
Parks, Recreation and Culture	2,979,559	3,124,075	14,897,072	11,772,997	21%	
Sustainable Planning and Community Development	953,438	1,008,508	5,004,218	3,995,710	20%	
Victoria Conference Centre (VCC)	822,519	904,866	4,339,529	3,434,663	21%	
VCC Event Costs Paid by Clients	53,424	164,500	4,100,000	3,935,500	4%	Full recovery & timing of billings
Victoria Fire Department	3,047,225	3,771,921	15,078,352	11,306,431	25%	
Victoria Emergency Management Agency	88,763	76,401	445,071	368,670	17%	
Corporate						
Contingencies	-	-	1,200,971	1,200,971	0%	
Strategic Objectives Fund	-	-	1,661,914	1,661,914	0%	
Hotel Tax	60,502	85,082	1,800,000	1,714,918	5%	Offsetting Expenditure Budget
Transfer to VCC	-	-	642,708	642,708	0%	Timing of 2015 allocation
Transfers to Reserve	-	113,078	15,277,891	15,164,813	1%	Timing of 2015 allocation
Vehicle Depreciation Recovery	(250,000)	(250,000)	(1,000,000)	(750,000)	25%	
Miscellaneous	1,068,199	782,511	2,524,350	1,741,839	31%	Insurance paid in Q1
Grants	225,698	783,424	2,775,771	1,992,347	28%	Payment of Housing Reserve Grant
Net Principal, Interest and Reserve Transfer	1,239,935	1,239,935	7,827,583	6,587,648	16%	
Transfer to Capital Budget:	-	-	13,034,242	13,034,242	0%	Year end transfer
Greater Victoria Public Library	1,034,986	1,070,572	4,562,523	3,491,951	23%	
Victoria Esquimalt Police Department	10,183,157	10,851,167	49,245,183	38,394,016	22%	
Total	34,852,095	36,903,369	217,532,895	180,629,526	17%	

Appendix B**City of Victoria Capital Budget Expenditures
For the Three Months Ending March 31, 2015**

	Q1 Actual	2015 Budget	Budget Remaining	% Spent
Capital Equipment	426,652	6,525,320	6,098,668	7%
Capital Programs and Projects				
Active Transportation	203,769	5,086,500	4,882,731	4%
Complete Streets	909,586	4,481,200	3,571,614	20%
Downtown Beautification	14,573	303,000	288,427	5%
Parks	22,165	2,720,920	2,698,755	1%
Street Infrastructure	7,889	122,000	114,111	6%
Retaining Walls and Railings	110,993	2,305,555	2,194,562	5%
Bridges	5,117,404	32,059,381	26,941,977	16%
Facilities	238,924	6,135,500	5,896,576	4%
Land Purchase	7,965,997	8,000,000	34,003	100%
Environmental Remediation	215,008	1,942,000	1,726,992	11%
Sanitary Sewers	397,310	3,067,852	2,670,542	13%
Stormwater	373,849	4,183,436	3,809,587	9%
Waterworks	737,456	3,831,218	3,093,762	19%
Police	79,013	1,566,000	1,486,987	5%
Total Capital Expenditures	16,820,587	82,329,882	65,509,295	20%

Appendix C

City of Victoria Budgeted Full-time Equivalent Employees by Department

	FTE Draft Financial Plan 2015	Changes	FTE Adopted Financial Plan 2015	Comments
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
Total	773.73	4.75	778.48	



Governance and Priorities Committee Report

For the meeting of June 4, 2015

To: Governance and Priorities Committee **Date:** May 26, 2015
 Susanne Thompson, Director, Finance
From: Katie Hamilton, Director, Citizen Engagement and Strategic Planning
 Julie MacDougall, Assistant Director of Parks
Subject: Summary of Public Input on the Proposed Grant Process and Approval of Fee-for-Service Grants

Executive Summary

The purpose of this report is to summarize the public input regarding the proposed changes to the City's grant program and recommend changes based on the feedback. This report also seeks approval of the 2015 fee-for-service grants.

At the April 23, 2015 Governance and Priorities Committee, staff outlined the proposed new process for the grant program aligned with the Strategic Plan. Subject to feedback from stakeholders, Council approved a phased approach that maintains the current process for the fee-for-service grants in 2015, and in 2016 replaces it with the grant program aligned with the 2015-2018 Strategic Plan.

Over 200 groups were invited to participate in a public information session that was held on May 12, 2015. The session included a presentation of the proposed grant process, hand-outs outlining the draft policy and previous grants paid, and a question period. Fifty people attended this session, which involved two-way conversations with questions, answers and comments; all attendees were further encouraged to submit their comments in writing. Based on early feedback received, the opportunity to submit written comments was extended to May 26 for a total of two weeks; seven written submissions were received (Appendix A).

Comments provided at the meeting included:

- Support for the proposed changes
- Desire for simple application and reporting forms
- Concern regarding reporting timeline (September is a busy time and projects may not be completed yet)
- Concern regarding the resource impact for organizations to present to Council.

The written comments favoured the implementation of the new process and also identified concerns for the City to consider when finalizing the grant process. Some organizations provided feedback that they were still not clear on exactly what was being proposed, so staff followed up with them individually to clarify. The written feedback included:

- Support for a streamlined and consistent approach and improved information about the grant program
- Support alignment to the Strategic Plan
- "Informative information session"; "questions answered fully and handouts were useful"
- Early grant cycle and award is better for organizations to budget

- One year funding commitment can be challenging
- Concern about timing of the reporting requirements since program or project might not be complete
- Support for simplified applications and reporting
- Concern that presenting to Council is time consuming and will be challenging for smaller organizations
- Concern around the timing of payment for community garden grants

Based on the feedback, there are a number of suggestions for Council's consideration:

- A simple application form with a shorter version for the micro-grants since the maximum dollar amount is small
- A streamlined reporting format
- An interim report requirement for the 2016 intake due to changing to an earlier application intake timeline
- Align the payment of the community garden volunteer coordination grants and micro grants with the growing season (March)
- Presentations to Council - possibly only requiring presentations from organizations requesting a grant above a certain amount

A terms of reference for the Community Garden Volunteer Coordinator grant has also been developed as per Council direction (Appendix C).


Council has yet to approve the individual grants in the fee-for-service category. The total 2015 fee-for-service grant request is \$503,070, which is the same amount granted in 2014.

Recommendations

That Council:

1. Approve the Grant Policy, including amendments as a result of the feedback:
 - a. A simple application form with a shorter version for the micro-grants
 - b. A streamlined reporting form
 - c. An interim report requirement for the 2016 intake
 - d. Pay community garden volunteer coordination grants and micro-grants in March
 - e. Require presentations to Council only for grant requests over an amount determined by Council
2. Direct staff to accept applications for the 2015 Strategic Plan grants until June 26, 2015
3. Direct staff to report on eligible applications at the July 9, 2015 Council meetings (decisions on awards to be made on July 23 after presentations)
4. Direct staff to schedule two Town Hall meetings for presentations by eligible applicants the week of July 13, 2015
5. Approve the 2015 Fee-For-Service Grants as outlined in Appendix B
6. Approve the terms of reference for the Community Garden Volunteer Coordinator grant as outlined in Appendix C

Respectfully submitted,


Susanne Thompson
Director, Finance


Katie Hamilton
Director, Citizen Engagement
and Strategic Planning


Julie MacDougall
Assistant Director,
Parks

Report accepted and recommended by the City Manager: _____

Date: _____ May 28, 2015

Attachments:

Appendix A – Written Feedback on the New Grant Process

Appendix B – 2015 Fee-for-Service Grant Applicants

Appendix C – Community Garden Volunteer Coordinator Grant Terms of Reference

Appendix D – April 23, 2015 Governance and Priorities Committee Report

Purpose

The purpose of this report is to summarize the public input regarding the proposed changes to the City's grant program and to seek approval of the 2015 fee-for-service grants.

Background

On December 18, 2014, Council approved a streamlined grant process that consisted of separating grants into two categories: direct award grants and program grants aligned with the Strategic Plan. At that meeting, Council also approved the 2015 festival investment grants to enable those grant recipients to apply for Federal grant funding that had a December 31 deadline. Council approved the 2015 direct award grants on February 26, 2015.

As part of the strategic planning process, Council approved a volunteer coordinator grant of \$6,000 for each of the six neighbourhoods that have community gardens focussing on food production as well as a micro-grant for commons and community gardens.

At the April 23, 2015 Governance and Priorities Committee, staff outlined the proposed grant process for the grants to be aligned with the Strategic Plan (report attached as Appendix D) and Council approved the following motion:

"That Council:

1. Approve the proposed grant program and process incorporated into the Grant Policy as outlined in Appendix A attached to the report dated April 13, 2015.
2. Implement a phased-in approach as outlined in this report:
 - a. In 2015, fee-for service grant process will remain unchanged and neighbourhood enhancement, greenways, community arts and sustainability programs will be replaced with the new grant program aligned with the 2015-2018 Strategic Plan.
 - b. In 2016, fee-for service grant process will be replaced with the grant program aligned with the 2015-2018 Strategic Plan.
3. Direct staff to launch the intake for 2016 grants in September 2015 for approval by Council in November 2015 in alignment with the 2016 financial planning process.
4. Direct staff to explore, as part of developing options for participatory budgeting, participatory budget opportunities for a portion of the strategic grant budget, prior to the 2016 grant process.
5. Direct staff to:
 - a. Engage the public, including stakeholders, to gather their input on this proposal.
 - b. Amend the dates following the receipt of stakeholder input.
 - c. Report back to Council within four to six weeks."

The goal of the proposed grant program is to implement best practices and create a consistent and streamlined process where applicants outline how their project or program supports the achievement of the outcomes identified in the Strategic Plan. The objectives of the proposed program are:

1. Flexibility
 - a. A grant program that is broader in scope with one funding envelope to provide Council with greater ability to fund applications that meet strategic objectives the best
 - b. Avoids the historical experience of having some grant programs undersubscribed
2. Consistency and opportunity
 - a. The same application and evaluation process for all strategic plan grants, including the timing of applications and awards
 - b. Opportunity for new applicants to apply and be assessed using common eligibility criteria

- c. Timing of grant awards earlier (in the fall of the previous year) to allow Council to consider grant applications before the budget is set
- 3. Involvement and oversight
 - a. Council will determine the merit of each application; staff will determine eligibility
 - b. Applicants will present their requests to Council
 - c. Formal reporting back before the following year's grant awards

Subject to feedback from stakeholders, Council approved a two phased approach that consisted of maintaining the current process for the 2015 fee-for-service grants and in 2016 replacing it with the grant program aligned with the 2015-2018 Strategic Plan. The intake period for 2016 is to be launched in September 2015 for approval by Council in November 2015, in alignment with the 2016 financial planning process. The Festival Investment Grant Policy is to remain unchanged.

A public information session that included a presentation outlining the proposed changes and a question period was held on Tuesday, May 12 at City Hall, which 50 people attended. This session was open to anyone interested in the City's grant process and over 200 invitations were sent out to past applicants, both those who have received grants and those who were unsuccessful in past intakes.

Issues & Analysis

Public Input

The in person forum held at City Hall attracted 50 participants. Staff engaged in two-way conversations explaining the new grant process and answering questions from the participants.

Written feedback was encouraged over a two-week period. The City received seven submissions commenting on the new process. Some responses included questions and staff have contacted the organizations directly to provide clarity. Overall, the comments included support for various aspects of the proposed program and also outlined some concerns to consider when finalizing the process.

The feedback is summarized as follows:

- Support for a streamlined and consistent approach and improved information about the grant program
- Support alignment to the Strategic Plan
- Informative information session; questions answered fully and handouts were useful
- Early grant cycle and award is better for organizations to budget
- One year funding commitment can be challenging
- Concern about timing of the reporting requirements since program or project might not be complete
- Support for simplified applications and reporting
- Concern that presenting to Council is time consuming and will be challenging for smaller organizations
- Concern around the timing of payment for community garden grants

All written responses received are attached in Appendix A.

Based on the feedback, there are a number of suggestions for Council's consideration:

- A simple application form with a shorter version for the micro-grants since the maximum dollar amount is small
- A streamlined reporting format
- An interim report requirement for the 2016 intake due to changing to an earlier application intake timeline
- Align the payment of the community garden volunteer coordination grants and micro grants with the growing season (March)

- Presentations to Council - possibly only requiring presentations from organizations requesting a grant above a certain amount

2015 Fee-for Service Grants

In April 2015, Council approved a two phased approach that maintains the current process for the 2015 fee-for-service grants and in 2016 implements the new grant program aligned with the 2015-2018 Strategic Plan.

The organizations requesting fee-for-service grants in 2015 are the same as in prior years. The grant requests range from \$2,000 to \$100,000 totalling \$503,070 which is equal to the grant amount approved in the prior year. The requests have been summarized by organization in Appendix B.

Community Garden Volunteer Coordinator Grant Terms of Reference

As part of the strategic planning process, Council approved a volunteer coordinator grant of \$6,000 for each of the six neighbourhoods that have community gardens focussing on food production. As per Council's direction, the Community Garden Volunteer Coordinator Grant Terms of Reference is attached in Appendix C.

Timeline

The proposed timeline is as follows:

Proposed Date	Description of Activity
June 26, 2015	Application Deadline
July 9, 2015 - Council	Report to Council of Eligible Applicants
Week of July 13, 2015 - Town Halls	Eligible Applicants Present to Council
July 23, 2015 - Council	Decision on Grant Award
September 30, 2015	2016 Grant Application Deadline
November 2015	Council Approval of 2016 Grants

Recommendations

That Council:

1. Approve the Grant Policy, including amendments as a result of the feedback:
 - a. A simple application form with a shorter version for the micro-grants
 - b. A streamlined reporting form
 - c. An interim report requirement for the 2016 intake
 - d. Pay community garden volunteer coordination grants and micro-grants in March
 - e. Require presentations to Council only for grant requests over an amount determined by Council
2. Direct staff to accept applications for the 2015 Strategic Plan grants until June 26, 2015
3. Direct staff to report on eligible applications at the July 9, 2015 Council meetings (decisions on awards to be made on July 23 after presentations)
4. Direct staff to schedule two Town Hall meetings for presentations by eligible applicants the week of July 13, 2015
5. Approve the 2015 Fee-For-Service Grants as outlined in Appendix B
6. Approve the terms of reference for the Community Garden Volunteer Coordinator grant as outlined in Appendix C

From: Maurita Prato [mailto:maurita@lifecyclesproject.ca]
Sent: Thursday, May 14, 2015 4:00 PM
To: Citizen Engagement
Cc: Aaren Topley; Linda Geggie; All staff
Subject: LifeCycles Feedback on City's changes to Granting Application and process

Hello,

My name is Maurita Prato and I am the Executive Director of LifeCycles project Society. I commend the councils' commitment to food systems, and feel encouraged by the direction and support council is showing in increasing food production in the City.

I have a few concerns with the proposed granting criteria and process.

1. With the exception of the possibility of a micro grants, there are no grants to support new community garden creations or builds. While it is commendable to give larger grants to neighbourhood groups that already manage gardens, in most cases the costs of garden builds or garden creation is substantially higher than supporting existing garden spaces. To support council's direction to increase food production in the city, I suggest that new garden builds be included in the Direct Awards Grant.
2. I would also suggest a 'no net garden loss' support, whereby the city helps community gardeners losing their gardens due to development, to find a new suitable location and help financially with the build (possibly rolled into one of the proposed categories).
3. In terms of the application process. It is my opinion, having been through similar processes with other municipalities, it can be quite a burdensome on small organizations or groups to have to submit an application and present to council. This is a lot to ask applicants that are already resource poor.

Thanks so much for your time and consideration of these points. Again, in general, I have been very pleased with the direction of council especially as it relates to increased food systems in the city.

Please excuse delays in response as I am out of the office Tuesdays and Friday afternoons

Maurita Prato

Executive Director/Education Coordinator PEPÁKEN HÁUTW, Blossoming Place

LifeCycles Project Society

P: 250.383.5800

A: 1A-625 Hillside Ave Victoria BC, V8T 1Z1

E: info@lifecyclesproject.ca

W: www.lifecyclesproject.ca

F: LifeCycles Project Society T: @LifeCyclesPrjct

From: Mitchell Krieger (VS) [mailto:mitchell@victoriasymphony.ca]
Sent: Friday, May 15, 2015 3:06 PM
To: Citizen Engagement
Subject: Comments re grant policy

Thank you for the opportunity to comment on the proposed new grant policy. Here are some thoughts:

- Multi-year commitments. It was noted that a multi-year project could be applied for; however, some organizations repeat projects annually, and consistency in funding, if there were a way to do that, would be of great help.
- Granting cycle. Earlier is always better for those of us whose planning cycle has to be well in advance. The Victoria Symphony must finalize its budget six to eight months before each fiscal year begins on June 1; the planning begins several months earlier than that. By the way, this is a problem we have with all levels of government except the CRD.
- Grant criteria, Council review. This will be a very difficult process. If Council actually wants to be involved, perhaps they could adjudicate only grant applications above a certain dollar amount (\$10,000?).
- Grant application and reporting. We hope the City will remember that all nonprofits are stretched thin, and the simpler the paperwork can be kept, the more the time and energy of nonprofit's staffs and volunteers can go towards making the programs happen.

Once again, thank you for the opportunity to comment.

Yours truly,

Mitchell Krieger
Mitchell Krieger /Executive Director
Victoria Symphony /250.412.1981
mitchell@victoriasymphony.ca
www.victoriasymphony.ca

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From: viva youth choirs [mailto:viva@vivavoices.ca]
Sent: Tuesday, May 19, 2015 1:05 PM
To: Citizen Engagement
Subject: Strategic plan proposed grant policy

Hello, Council.

Thank you very much to the staff who organized and presented the Grant Policy Information Session. Dola Dube and I found the information presented very informative and found no challenges to the application process. Our questions were answered and we found the hand-outs very useful.

We look forward to making an application in early September and would appreciate a reminder email to this effect.

Best regards,

Diane

Diane McWilliams
GM Viva Youth Voices
Email: viva@vivavoices.ca
Http: vivavoices.ca
Office Hours: By appointment
250-472-2655 (w)

From: Joan Kotarski [mailto:executivedirector@fairfieldcommunity.ca]
Sent: Tuesday, May 19, 2015 3:28 PM
To: Citizen Engagement
Subject: Re: feedback on City of Victoria proposed new grant program

Good Afternoon,

The senior staff team at the FGCA have a number of general comments about the proposed new 'grant' process and consultation; then some specific comments about the policy as presented. Given the short turn around as a staff we have not had much time to be thoughtful or put together a cohesive commentary. The following comments may be similar and /or duplicate thoughts on the process and content.

General

- creating and implementation of the grant policy and changes is too fast
- one meeting for all on very short notice did not allow for some people to attend
- very short time to respond and over a holiday week end
- a more thoughtful timeline might have been to retain the current program for 2015 , do a proper consultation process with current grant stakeholders and then go to an open call of interested community members and groups once a more solid proposal was thought out
- it is still not clear why a redo of the current set of grant programs is necessary
- what problem is the new policy addressing – if it is simply to align with a new strategic plan and add 2 new categories that has been done before
- there is no building on previous grant policy language and categories to see where they shift or need to shift
- the language used before in applying for a city grant was to ask the grant seeker to identify how it fit with the current strategic plan or council priorities
- many of the grant programs have unclear or duplicate or changeable titles so it is hard to know what is being replaced, reworked or new for instance with the direct award grants there is no clarity of title in my own grant files about the title the core grant for operation of community centres has been called recreation core grant, core operating grant, community and senior centres operating grant or what it is the centres are actually funded to do(provide adult and youth recreation in local areas) this grant pays a portion of the salary of a programmer
- neighbourhood enhancement has been called neighbourhood matching grant and relied heavily on a direct match of cash grant and volunteer labour
- along the same lines base grant is changed to neighbourhood per capita grants somewhere celebration grants of 100 dollars per neighbourhood got subsumed and added in
- there used to be 3 year demonstration grants as well as special project grants.
- the information about names of grants ,what the grant is supposed to be linked to is confusing
- sorting out the existing grants first before making changes might have been a starting place for instance FGCA receives a grant from the city to negotiate and buy liability insurance for those associations who do not operate community centres –where should that grant be placed? Direct award? fee for service?
- new ways of doing things do not seem to use any information from even the recent past for instance it was just 2 years ago when 'core' grants to community and senior centres began with a new policy announcement and short implementation and consulting process –this process seems to be following exactly that bad pattern.
- the people presenting did not seem to understand about the current state of the various grants and so lots of questions without answers around transitions
 - It would be useful to have a clear understanding of what is driving these changes - what issues Council and staff had with the existing grant program, and what the community saw as problematic with the existing program.
 - The consultation period is far too short to have any meaningful dialogue with previous grantees or the public

- Nomenclature of grants is inconsistent across materials. For instance we currently receive what is called a 'CORE grant', but in the proposed grant policy this seems to be a 'Community and Senior Centre Operating Grant'. Are these the same thing? Are there changes? The size of the proposed (even with increases) does not cover the full cost of operating the facilities.

Notes regarding the proposed Grant Policy:

Specific

- concerns about elected officials micro-managing
- seems like the process will become politicized
- one year funding cycles make it challenging for programs to gain credibility – particularly youth programs
- it's challenging securing joint funding when there is a one year commitment (City commitment goes a long way when trying to leverage other funding)
- by changing and adding to the application process more money will be required for administrative purposes which will take away from the money needed for frontline delivery
- Youth (Outreach) seems to no longer be a priority according to the strategic plan but seems to contradict some of the findings in the Victoria Foundation Vital Signs survey.
 - How will the new Grant Policy incorporate current research and practice? Eg. investing in early years, youth, and at-risk populations can greatly reduce policing costs – but programs targeting these groups likely only hit one strategic objective and are less likely to be funded than, say, a bicycle emergency management project. Is this sound fiscal management
 - The proposed reporting period may not produce the desired results: although approval is given in November, monies are not awarded until July. Many organizations will not have the capacity to start projects until they receive actual funds. Reporting will be required in September or October, leaving a very short window for projects or programs to start (much less finish) before reporting is required.
 - The current grant program specifies amounts of grant funding in particular streams (eg. arts amount, youth outreach amount). With the new policy, how will council ensure that funding is well distributed across program and project areas without spending a tremendous amount of time every cycle on fund allocation?
 - The new policy recognizes the need for ongoing volunteer coordination of community gardens by providing funding for 6 existing neighbourhoods with gardens. How will the ongoing management of any gardens started with \$500 one-time micro-grants be supported?
 - It was suggested that the more strategic objectives that are ticked the better chances one has of securing a grant – I am not sure that is necessary an appropriate manner to decide on the awarding of project grants
 - Many projects requesting a city grant involve other parts of the city structure like parks and engineering to be completed or placed in a work schedule. It was not clear how the impact affects department workloads or how that will be managed
 - somehow artist in residence or arts grants generally got more confusing or eliminated in this current stream except for Festival Investment grants which we were told repeatedly had a robust intake and oversight process and did not need to be reviewed

Positives about the proposed process are:

- One grant deadline date and one application format
- Having advance notification of grant approvals. Would suggest that approval is accompanied by a formal grant agreement so that agencies have assurance of amount and payment schedule of grant monies.

- Inclusion of administrative dollars to grants which did not previously have them included (eg youth outreach grants, which now fall under Strategic Plan grants)

I am sorry but this is all the time we have available to comment on the new grant program.

Joan Kotarski

Executive Director

1330 Fairfield Road

Victoria, BC V8S 5J1

250-382-4604 Fax 250-382-4613

executivedirector@fairfieldcommunity.ca

www.fairfieldcommunity.ca

Celebrating 40 years of community service - 1975-2015

From: VicWest Garden Project [mailto:vicwestgarden@yahoo.ca]
Sent: Tuesday, May 19, 2015 10:25 PM
To: Citizen Engagement
Subject: Feedback on proposed changes to City's grant program

Hello,

Congratulations to Mayor, Council and staff for the grant program's alignment with the progressive 2015-2018 Strategic Plan, specifically it's support for enhancing local food systems and community engagement.

I do have a concern about the application process. Requiring applicants to present to Council in addition to a written application is very time-consuming and challenging to develop the formal presentation, especially for volunteers representing community organizations. Also professional organizations with more presentation experience will have an advantage in the competitive process over volunteer-based groups who have less time and experience.

The schedule for Direct Award Grants for the volunteer coordination of community gardens must be synchronized with the garden maintenance season. Funds should be received ahead of the season, which begins in March, in order to facilitate planning and recruitment of volunteer resources. Award of funds in mid or late season will result in a less successful maintenance program and the objective of the grant will not be met.

In regards to the monitoring and reporting, grant recipients would benefit from a City standard form or template for the annual report. The City would benefit by receiving a consistent report from all groups, facilitating easier post program/project review.

Thank you for the opportunity to submit feedback. I look forward to the finalization of the program.

Patti Parkhouse
Project Coordinator
VicWest Food Security Collective - Victoria West Community Association
email: vicwestgarden@yahoo.ca
www.vicwestfoodsecurity.org

...cultivating community by growing and sharing food!

*Gardens and flowers have a way of bringing people together, drawing them from their homes.
Clare Ansberry, The Women of Troy Hill*



James Bay Neighbourhood Association

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

www.jbna.org

May 19th, 2015

Susanne Thompson,
Director of Finance,
City of Victoria

Dear Susanne,

Re: Draft Grant Proposals

The JBNA Board appreciates that we were able to attend your presentation about the proposed changes to the Grant program and process.

The proposed changes appear to be positive. Aligning various aspects of the grant program with the Strategic Plan is a good step. The parameters for garden micro---grants need clarification to ensure such grants serve a broader public good focus in addition to personal use. Otherwise, we have no suggestion for changes at this time.

As you move forward, we ask that you ensure that all Neighbourhood Associations be invited to participate fully. At the VCAN meeting the evening of your presentation, four people raised their hands when asked if they had NOT been invited to the afternoon grant presentation. I personally do not know all of these people, but the ones known to me were associated with stand---alone neighbourhood associations, not Centers.

JBNA looks forward to receiving more details about the application process and timing in the near future and to working with the City in ways that benefit our neighbourhood.

Sincerely,

President, JBNA

Cc: Terri Askham,
Manager, Recreation & Culture

JBNA ~ honouring our history, building our future

From: Rupert Downing [<mailto:rupert@communitycouncil.ca>]
Sent: Monday, May 25, 2015 12:45 PM
To: Citizen Engagement
Cc: Rupert Downing
Subject: Grants Policy
Importance: High

Hi there, I'd like to provide this feedback on the City's proposed changes to grants.

Thank you for the opportunity to comment on the City's proposed grant policy. We are concerned about the proposed phasing out of multi-year fee for service grants. We have seen a steady decline in multi-year, predictable funding to the non profit community sector. This type of funding is essential for community agencies like ours to plan and deliver on social innovation, often tackling complex systemic issues such as we do, on poverty reduction, housing affordability and the coordination of responses to social issues such as the affordability challenges residents face. We have seen sharp declines in funding from senior levels of government for this work. We have also seen the formerly integrated inter-agency approach to granting by the core municipalities fragment. The United Way has phased out its core grant category. Now the City is proposing to do away with its multi-year grant category as well. The constant instability of short term grant cycles hampers our work, and prevents us from leveraging local predictable funding with grants from private foundations from outside the region who are always looking for matched local sources of funds, and willing to provide grants over longer time periods. We have for example leveraged \$150,000 in investment from the Catherine Donnelly Foundation (based in Toronto) to our local work on the Community Action Plan on Poverty partly because of the three year grant commitment from the City of Victoria.

In short we'd like the City to reconsider and continue a "fee for service" three year grant cycle for core agencies that deliver essential support for elements of the City's Strategic Priorities. Just as the City's Strategic Plan needs to be multi-year to make effective progress, so does the grant cycle to leverage and unleash the potential of community partners to contribute.

Best Regards

Rupert Downing
Executive Director
Community Social Planning Council
203-4475 Viewmont Ave. Victoria, BC V8Z 6L8
Tel. 250-383-6166 ext. 107
In the Pennbridge Professional Building, Royal Oak Plaza
Tel: (250) 383-6166 | Fax: (250) 479-9411
Twitter: @CSPC_Victoria
Website: www.CommunityCouncil.ca
Facebook: Community Social Planning Council of Greater Victoria

Appendix B

	2013 GRANTS PAID	2014 GRANTS PAID	2015 GRANT REQUESTS
<u>Fee-for-service</u>			
Greater Victoria Development Agency	50,000	50,000	50,000
Vancouver Island South Film and Media Commissions	45,000	45,000	45,000
SportHost Victoria	7,500	7,500	7,500
Tourism Victoria	47,500	47,500	47,500
Victoria Advanced Technology Council (VIATeC)	22,500	22,500	22,500
Community Social Planning Council	16,590	16,590	16,590
NEED2	20,103	20,200	20,200
St John Ambulance	2,221	2,250	2,250
Volunteer Victoria	11,439	11,500	11,500
Beacon Community Services (School Crossing Guards)	30,000	30,000	30,000
Compost Education Centre	13,530	13,530	13,530
Victoria Youth Council	20,000	20,000	20,000
Downtown Victoria Ambassadors	15,000	15,000	15,000
Greater Victoria Bike to Work Society	2,500	2,500	2,500
Greater Victoria Coalition to End Homelessness	100,000	100,000	100,000
Maritime Museum	20,000	20,000	20,000
Victoria AM Association	2,000	2,000	2,000
Victoria Youth Empowerment Society (Summer Opportunities)	2,000	2,000	2,000
Burnside Gorge Community Association (Youth)	10,000	10,000	10,000
Fairfield Gonzales Community Association (Youth)	15,000	15,000	15,000
James Bay Community Project (Youth)	10,000	10,000	10,000
Our Place Society (Adult)	25,000	25,000	25,000
Victoria Youth Empowerment Society (Youth)	15,000	15,000	15,000
	502,883	503,070	503,070



FEE FOR SERVICE CONTRACT

PART 1. ORGANIZATION INFORMATION

Organization Name & Incorporation Number:

Greater Victoria Development Agency (via Greater Victoria Chamber of Commerce;
BN#: 000425-1-M)

Mailing Address:

100-852 Fort Street
Victoria, BC V8W 1H8

Phone: (250) 360-3478

Fax: (250) 385-3552

Email Address: dgislason@gvda.ca

Contact Person(s): Dallas Gislason, Economic Development Office; Linda Kitchen, Operations Manager

Contract fee: \$50,000

PART 2. ORGANIZATION DESCRIPTION

Greater Victoria Development Agency mandate:

- Facilitate and promote development of a strong economic base in Greater Victoria, BC
- Ensure that the Greater Victoria region remains a vibrant place to live and work

Since 2007, the Greater Victoria Development Agency (GVDA) has been the central organization responsible for high-level economic development services to the capital region. This does not mean serving as a consultant to municipalities on their specific development needs; rather, the GVDA works across all local boundaries to ensure that the short- and long-term needs of the region's economy are being assessed and appropriately addressed.

This mandate is achieved through five areas:

1. Retention and expansion of existing businesses/employers: keep what we have and grow it.
2. Creation and growth of new businesses/employers: support and nurture entrepreneurs.
3. Attraction of external businesses and investors to the Greater Victoria marketplace: diversify the tax base and increase stability.
4. Progression of regional competitiveness: make the region a better place to do business over time and relative to competing cities and regions.
5. Regional integration and stakeholder engagement: bring the region's institutions, agencies, municipal partners, businesses, citizens and the CRD together around common economic sustainability goals.

PART 3. DELIVERABLES

With effective practice of economic development taking place within and on behalf of an "economic region" the GVDA will continue to deliver this mandate for the Greater Victoria region in its entirety. This means the GVDA deliverables are based on annual GVDA activities at a regional level.

Economic development must be viewed from a broad perspective across these categories: organizational inputs, activities undertaken, outputs (measured over a specified time period), and overall metrics of regional economic health. A sample of this measurement framework is offered below:

Figure i) measurement framework for a regional economic development office:

Inputs	Activities	Outputs	Outcomes
Money / Leverage input from Provincial/Federal Gov't	Workforce Recruitment	Inquiries & Online performance	Employment Rate
Staff/Volunteers	Business Recruitment	Inquiries & In-bound missions	Capital Investment
Facilities	Retention Activities	Project Files Opened	Jobs Retained/Secured
Equipment/Supplies	Expansion Activities	Corporate visitations	Building permits/ Assessments
Municipal engagement	Small Business Advisory	Clients Served	Business Start-ups

The GVEDA will also collaborate with the City's Executive Director of Economic Development as required.

Please return your contract by April 2, 2013 by email to
 Kimberley Stratford
 Grant Manager
 City of Victoria
kstratford@victoria.ca



FEE FOR SERVICE CONTRACT

PART 1. ORGANIZATION INFORMATION

Organization Name & Incorporation Number:

Vancouver Island South Film and Media Commissions

COI# 0035847

Mailing Address:

PO Box 34-794 Fort Street V8W 1H2

Phone: (250) 386-3976

Fax: (250)

Email Address: admin@filmvictoria.com

Contact Person(s): Kathleen Gilbert , Film Commissioner

Contract fee: \$45,000

PART 2. ORGANIZATION DESCRIPTION

Organization History and Description

The Vancouver Island South Film and Media Commission (formerly the Greater Victoria Film Commission) was established as a non-profit organization devoted to economic development on September 12th, 1996. The re-branding of our name was decided by our Board of Directors and our voting members at our last AGM in an effort to better reflect the region that we serve. Since its inception, the film commission has focused on promoting southern Vancouver Island as an international filming destination, thereby attracting film and television productions and significantly contributing to the economic development of the region.

We have developed a broad and mature base of support and services, consisting of skilled professionals, crews and companies dedicated to the industry. The Film Commission has focused on developing the infrastructure required to provide necessary services and talent to the international film and television industry.

PART 3. DELIVERABLES

Production / Location Services

The Production/Location Services Department is the area of service within the Commission most familiar to film companies and producers. Commission staff and contractors provide assistance with the following:

Script Breakdown

Using the photo library as a base resource, we provide complete script breakdown services for features, MOWs, series and pilots. Photo files are sent using FilmPilot to producers and location managers to convince them to bring their projects to Greater Victoria and Southern Vancouver Island.

Scouting and Surveys

Based on production and script requirements, we scout and photograph specific locations that may not be on file in the digital library. The Commission may provide location scouts to accompany producers and directors around Greater Victoria and Southern Vancouver Island in search of suitable locations.

Crew Database

We maintain an up to date local crew database that is available for producers.

Ongoing Support

Producers and Location Managers use the Production/Location Services Department for production research and information, location expertise, and assistance with other support and technical services. Staff provides assistance with contacting appropriate agencies regarding immigration/work permits and city filming permits, as well as information regarding trade unions, guilds, labour rates, studio facilities, post-production facilities, hotels, and suppliers.

Photo Library

The library is continually being updated and expanded and consists of key images from all over Greater Victoria and Southern Vancouver Island used in script breakdowns, commercial requests and ongoing production and location support. It is used internally by Commission staff and contractors, and externally by producers, location managers and other industry personnel.

Education and Training

Our programs also include training of local crew, and information seminars for local business and people interested working with the film industry, as well as networking events for the local film industry people, which include over 20 local independent producers. As part of our education program and community outreach we will hold the following events:

- Information Seminar for local businesses: "Doing Business with the Film Industry".
- Information seminar for the general public: "Registering your Property as a Film Location".
- Annual "Screen Based Industries Education & Youth Career Fair".

Fundraising & Events

- In our on-going attempt to be more self sufficient we hold one major fundraising event a year. The last three years we have held an "Oscar Viewing Gala" which raises approximately \$7,000.00.
- Every year we hold two Industry mixers. These mixer afford Industry workers, members and local business owners a chance to network and share information.

Economic Benefits

Film dollars support a wide range of services on Southern Vancouver Island and the CRD– helping to foster a vibrant local economy. The film industry not only provides jobs for our local crew and income for their families, but offers training and future opportunities for young people to work on Vancouver Island. We aim to generate a minimum of 7 million dollars a year of direct spending into the Greater Victoria economy.

The following are just some of the businesses that benefit directly from film production.

hotels
catering
car rentals
equipment rentals
florists
airlines
art supplies
building supplies
cell phones
cleaners

coffee services
computer rentals
couriers
BC Ferries
sound
laundry
legal
limo
locksmith
locations

office space
recycling
restaurants
sign & graphics
office supplies
video stock
special events
equipment rental
taxi
bottled water

Marketing/Public Relations

The Film Commission delivers a marketing and public relations campaign consisting of active social media communication and development of the Film Victoria website. Through continual optimization and expansion of our web and social media presence, the Film Commission maintains communication with domestic screen based industry and community partners and attracts international producers to the region.

The Film Commissioner's participation in the annual AFCEI Locations trade show in Los Angeles helps establish the region's international presence by delivering a welcoming message to film producers on the world stage.

Community Partnerships

In addition to the aggressive corporate sponsorship campaign we launched in 2010, we have also organized The Red Carpet Gala as our main fundraiser each year. We raised almost \$7,000.00 last year.

The Film Commission has also taken other measures and approached members in the community to partner with us and help us further reduce our operating costs. For example, the Thrifty's Smile Card Fundraising Program has allowed us to purchase a new camera and photocopier.

We also registered with Tech Soup Canada which provides services to non-profits through donor agencies on their website. This year we registered with them to be able to purchase greatly-needed software programs at a discounted rate.

Our connection with Volunteer Victoria provides us with volunteers. Ranging from administrative support to special events, we have been able to benefit greatly from the extra help. They have also set up a program with Dial-a-Geek to provide highly-reduced rates for tech and computer support.

These are just some examples of how we have strategized to reduce our costs. The Film Commission will continue to seek out opportunities to create partnerships with local community members in an effort to continue to promote a vibrant film industry on Southern Vancouver Island.

Grant Benefits

Since 1996, Vancouver Island South Film and Media Commission (VISFMC) has been the go-to agency for film productions doing business on Southern Vancouver Island and the Capital Regional District. As a non-profit film commission providing free services to production companies, we play an indispensable role in the economic development of the region. Over the last 12 years the Film Commission has contributed in excess of \$180 million film dollars in direct spending to the local economy.

In order for Film Commission to remain open, continue to provide free services to film production companies, attract film productions to the region, and continue to foster the economic development of the region, we require full support from the provincial government and the municipalities in the Capital Regional District.

Without the financial assistance this grant provides, the Film Commission would have to significantly reduce its working hours and services, which would translate into fewer film productions in the CRD, less direct film spending, and fewer jobs for local crew. It would also reduce our region's viability as a potential location for future filmmaking since the area would "fall off the radar" of the film industry.

Financial Sustainability

The Film Commission has implemented aggressive measures to ensure financial sustainability for our organization. These measures include changes to our membership structure, fundraisers, sponsorships, alternative staff and volunteers, as

well working with local community partners.

Membership fees

The Film Commission has increased its membership fee from \$5 per year to \$25 per year (per voting member). This will cover our costs for managing and processing memberships as well as some business networking events.

Red Carpet Gala

As mentioned above, to further assist us in raising funds we have organized a gala which will take place every year in February. This event is our main fundraiser of the year and will essentially be the most glamorous Oscar-viewing party north of Hollywood. In addition to dinner, drinks, and entertainment, the evening will feature a silent auction.

Expanded Corporate Sponsorship campaign

Our three-tier Corporate Sponsorship campaign focuses on obtaining financial support from businesses that regularly provide services to production companies on southern Vancouver Island. In addition, we will also be adding business memberships for those commercial establishments that want to be a part of the program but cannot afford to commit to a full sponsorship.

Staffing

Canada Summer Jobs/Camosun College Co-op Program

Thanks to the Canada Summer Jobs initiative we were able to hire a student during the May-September term. The student was enrolled in the Camosun College Co-op program.

University of Victoria English Language Centre Work Program

The Film Commission provided three volunteer internships in 2011 for ESL students in the ESL/Work Experience program.

Volunteer Victoria

Our membership with Volunteer Victoria has allowed us to provide volunteer opportunities to members in the community seeking to increase their work experience and learn more about the film industry. In fact, a number of our volunteers including our have been able to land jobs as Production Assistants in MOW's.

Please return your contract by April 2, 2013 by email to
Kimberley Stratford
Grant Manager
City of Victoria
kstratford@victoria.ca



FEE FOR SERVICE CONTRACT

PART 1. ORGANIZATION INFORMATION

Organization Name & Incorporation Number:

SportHost Victoria (Victoria Sport Tourism Partnership)

Incorporation Number S-0042832

Mailing Address:

100-4636 Elk Lake Drive, Victoria, BC V8Z 5M1

Phone: (250) 744-5528

Fax: (250) 744-3542

Email Address: hmacdonald@sporthostvictoria.com

Contact Person(s): Hugh MacDonald

Contract fee: \$7,500

PART 2. ORGANIZATION DESCRIPTION

Please provide a brief overview of the mandate of your organization.

SportHost Victoria is a non-profit society incorporated March 12, 2001. The Greater Victoria Sport Tourism initiative has become a leader in fostering partnerships to attract sport related events to enhance the economy and quality of life in Victoria.

SportHost Victoria represents the community of Greater Victoria as a Sport Tourism destination, increasing the number and quality of sport related events and activities hosted in Victoria. Hosting sport related events is a major source of visitors and travel activity to Victoria and it has been confirmed by studies that these events contribute significantly to Victoria's economic development, creates national and international attention and at the same time increases the quality of life for youth and all citizens of our community.

Sport Tourism has become a large and very competitive industry. It continues to grow in Victoria and SportHost Victoria has developed a comprehensive strategy for Victoria that is achieving outstanding results annually. The strategic plan identifies:

- The benefits and opportunities associated with sport tourism.
- The best practices that can assist Victoria's sport associations and organizations including tools to assist in bidding for and successfully hosting sport related events.
- Developing facility and program legacies.
- Provide opportunities to showcase Victoria's facilities, athletes, coaches, officials, and volunteers.
- Highlight Victoria via it's website www.sporthostvictoria.com

PART 3. DELIVERABLES

Fee for service contracts deliver or extend a service or program on behalf of the City on an ongoing basis. Please provide a short description of your program or service and the specific measurable deliverables your organization will provide.

The SportHost Victoria strategic plan will provide the city of Victoria with the following deliverables:

- Maintain a data base of available events
- Maintain a calendar of events
- Provide promotional collateral support
- Develop and maintain a catalogue of templates for bid proposals
- Develop and maintain a catalogue of accommodation availability
- Develop catalogue of travel services for visitors with partners
- Develop an economic impact measurement model
- Develop presentations to promote Victoria as a superior sport destination
- Maintain a catalogue of available sports facilities
- Attend sport related conferences, trade shows and meetings to promote Victoria
- Pursue leads and secure new sport related events and meetings for Victoria

Note: As a membership driven community partnership, SportHost Victoria's key partners include Tourism Industry agencies and businesses. As an example Tourism Victoria is a Gold level member of SportHost and is represented on its Board of Director's. Tourism Victoria directs all inquiries around potential and confirmed sporting events in Greater Victoria to SportHost for vetting and consideration.

Please return your contract by April 2, 2013 by email to
 Kimberley Stratford
 Grant Manager
 City of Victoria
kstratford@victoria.ca



FEE FOR SERVICE CONTRACT

PART 1. ORGANIZATION INFORMATION

Organization Name & Incorporation Number:

Greater Victoria Visitors and Convention Bureau (Tourism Victoria)

Society Number: S-0010782

Business Number: 12234 0896 BC0001

Mailing Address:

Suite 200 – 737 Yates Street, Victoria, B.C., V8W 1L6 (Corporate Office)

812 Wharf Street, Victoria, B.C., V8W 1T3 (Visitor Centre)

Phone: 250-414-6999

Fax: 250-361-9733

Email Address: jaclyn.fogelkou@tourismvictoria.com

Contact Person(s):

Jaclyn Fogelkou, Visitor Centre Manager

Contract Fee: \$47,500

PART 2. ORGANIZATION DESCRIPTION

Tourism Victoria (Greater Victoria Visitors & Convention Bureau) is the official not-for-profit destination marketing organization that works in partnership with over 750 business members and municipalities in Greater Victoria and surrounding communities in British Columbia, Canada. The organization operates in the areas of Visitor Services, Travel Trade, Meetings & Incentive Travel, Travel Media Relations, Destination Marketing, Member Services and Finance & Corporate Services.

Mission

We inspire the world to experience our destination.

Vision

Tourism Victoria will be internationally recognized as a leader in sustainable tourism development, ensuring Greater Victoria remains one of the top destinations in the world.

Brand Promise

Victoria is where old-world tradition meets new-world experiences. Our guests are rejuvenated by fresh ocean air and are inspired by our warm, island welcome and year-round, natural beauty.

PART 3. DELIVERABLES

Tourism Victoria Visitor Centre Information

Visitor Services is a fundamental function of Tourism Victoria's overall sales and marketing strategy. We

provide visitors and potential visitors with much needed knowledge about the destination to maximize the economic impact of each visit and extend length of stay. With a strong team of certified visitor service professionals we are poised to provide excellent customer service year after year.

The Visitor Centre mission is to apply superior destination knowledge and outstanding customer service to provide visitor information and booking services that help create an unforgettable travel experience and extend length of stay.

Hours

Tourism Victoria's Visitor Centre is open daily from 9 a.m. to 5 p.m. from mid-September to the end of April. In our peak tourism season, May through August, the Visitor Centre is open from 8:30 a.m. to 8:30 p.m. During this period, from 6 p.m. to 8:30 p.m., only the Visitor Centre Ticket Window is open. This is generally to serve the growing numbers cruise ship passengers.

Employees

Tourism Victoria employs a permanent staff of approximately seven individuals, including a Manager, Assistant Manager, Supervisors and Visitor Information Counsellors. In the peak tourism months, an additional seven seasonal employees are employed.

Services Provided

The Visitor Information Counsellor (VIC) is responsible for providing travel information to the public (both on the counter, the call centre), making accommodation reservations, selling tickets, assisting in the processing of mail requests, stocking brochure racks and assisting with our Social Media accounts i.e. Twitter, Going Local Blog submissions and Facebook.

The following sales outline Tourism Victoria's 2012 year end numbers

- Total Ticket Sales: \$814,638.75
- Special Events Ticket 2012 Sales Totals:
 - Be a Tourist in your Own Hometown: \$16,706.89
 - Pacific Tattoo: \$3,638.92
 - Royal BC Museum Dinosaur Exhibition: \$7,751.32

The Victoria Harbourcats will begin play in early June 2013 at Royal Athletic Park in Victoria; Tourism Visitor Centre is excited to be selling tickets to this sporting event.

Knowledge Sharing

We provide visitors and potential visitors with much needed knowledge about the destination to maximize the economic impact of each visit and extend length of stay. With a strong team of certified visitor service professionals we are poised to provide excellent customer service year after year. Every year we directly counsel hundreds of thousands of visitors and many more use the Centre as a self-serve information facility to gather guides, maps and brochures Independent of direct staff involvement.

Tourism Statistics

Tourism is an estimated \$1.9 billion industry in Greater Victoria through direct, indirect and induced spending. Greater Victoria averages three million overnight visitors each year that contribute to our local economy and enhance the vibrancy of our region.

The following statistics outline Tourism Victoria's 2012 year end numbers specific to Visitor Services for the organization:

- Number of Parties: 77818
- Number in Parties: 144336
- Direct Mail: 5273
- Phone calls: 5423
- Unique Website Visits: 1,060,818 (85.14 per cent new visits)
- Website Pageviews: 3,520,280

City of Victoria Economic Strategy Plan

Tourism Victoria is excited to support the City of Victoria's Economic Development Strategy and is committed to supporting the following objectives and focus areas, along with our own organization's Three Year Strategic Plan (as noted below):

COV Objectives:

- Build on Victoria's existing strengths in high technology and tourism
- Promote Victoria as a capable and unique destination for arts, culture, entertainment and sporting events
- Enhance the vibrancy, economy and safety of downtown Victoria

COV Focus Areas:

- Hub of the Region: maintain and enhance downtown Victoria's role as the government, business, entertainment, arts, culture and specifically, retail hub, of the region
- Strong Tourism Benefits the Community: strengthen the tourism sector in ways that also enhance the community

Greater Victoria, as a destination, is as effective as the sum of its parts. Tourism development is a continuous joint effort and we will continue to work with the City of Victoria, among other municipalities, and our members for the economic benefit of the region. This includes hosting informative workshops on customer service and tourism issues, conducting FAM sites of member businesses to increase product knowledge and generally continuing with our award-winning efforts in sales and marketing initiatives.

Specific Measurables: Tourism Victoria 2013 – 2015 Strategic Plan

As the destination marketing and management entity for Greater Victoria, Tourism Victoria sets the strategic direction with our industry, for our industry. This plan reflects a move towards destination management as we look at how we can positively influence decisions that affect tourism. Our destination brand will continue to strengthen under this plan as we strive to maintain Greater Victoria as a destination of choice.

In order to unite our strategic direction for the next three years, Tourism Victoria will have three overarching goals. These goals represent the areas of being recognized by our potential consumers as a must-see destination, growing overnight visitation and contributing to the positive evolution and development of our destination.

- Be recognized as a destination of choice to visit in Canada and the Pacific Northwest, as determined by consumer-driven metrics
- Increase average hotel occupancy rate by 1.5 per cent in each of 2013, 2014 and 2015
- Realize a tangible and measurable plan for the protection and development of an effective working Inner Harbour

We have focused on providing the above specific measurables for this grant application as they apply

greatly to our activities at the Visitor Centre and all of our staff are focused on these goals in their work with Tourism Victoria.

To achieve the overarching goals, we will improve the destination and our organization in the following Key Strategic Areas: Knowledge, Partnership, Influence, Technology and Consumer-Focus.

- Knowledge
 - Ensure that Tourism Victoria has complete knowledge and data in order to guide its decisions and measure its effectiveness
 - Collect and share this knowledge with stakeholders in Greater Victoria and the industry at large
 - Be data and research driven
 - Acquire and share knowledge in forums across the world
 - Continue to invest in best yield markets as they emerge and change
- Partnership
 - Seek effective relationships that support and deliver on our mission and our brand promise
 - Not be limited to tourism industry partnerships
 - Seek to explore opportunities that maximize our resources and provide true value and benefit to our partners
 - Structure Tourism Victoria operationally to deliver on this strategy through 2015
 - Ensure that Tourism Victoria is prepared for potential further economic hardship
- Influence
 - Engage with relevant groups and organizations to tell our tourism story
 - Be part of the solution in issues that are fundamental to the visitor experience including infrastructure, access and the general state of our destination
 - Be involved as a key stakeholder in the management of this destination
 - Liaise and engage with municipal, provincial and federal bodies of relevance to the protection and growth of the tourism industry
- Technology
 - Expand our understanding of how consumers use technology
 - Concentrate on finding new digital solutions for our operations
 - Endorse effective technologies and communication strategies
 - Continue to leverage and grow our social media audiences with a focus on listening, stimulating and converting
- Consumer-Focus
 - Make decisions based on our consumers' needs
 - Structure our organization to best serve our consumers
 - Direct sales and marketing tactics based on consumer research
 - Communicate with our consumers using the most effective channels

Key Initiatives and Performance Indicators have been developed for each of our Key Strategic Areas. Combined, the Key Initiatives in each area will support the achievement of our Overarching Goals and their progress will be measured by the Key Performance Indicators. A copy of the 2013 – 2015 Strategic Plan is available upon request.

Tourism Victoria is confident that our overarching goals, combined with our Key Initiatives will grow Victoria's economy in a healthy and sustainable manner in the coming years. We believe our efforts are in-line with those of the City of Victoria's Economic Development Strategy and continue to look forward to servicing our destination and visitor needs through our activities at the Visitor Centre.



FEE FOR SERVICE CONTRACT

PART 1. ORGANIZATION INFORMATION

Victoria Advanced Technology Council (VIATeC)
S-27100

2659 Douglas St, 2nd Floor
Victoria BC V8T 4M3

Phone: (250) 483-3214

Fax: N/A

Email Address: dgunn@viatec.ca or mgaetz@viatec.ca

Contact Person(s): Dan Gunn or Michelle Gaetz

Contract fee: \$22,500

PART 2. ORGANIZATION DESCRIPTION

VIATeC (Victoria Advanced Technology Council) is the conduit that connects people, knowledge and resources to grow a successful technology sector in Greater Victoria. The organization was founded in 1989 to promote and enhance the development of the local advanced technology sector. VIATeC is a not-for-profit, member based association that currently has a membership of 370 technology companies, associates, and individual members.

VIATeC is intended to be the first place that people contact for information or assistance related to advanced technology in Greater Victoria.

VIATeC has 4 key strategic focus areas:

- **Sector Information and Promotion**
Serve as the primary promoter and definitive source of information on the local technology sector.
- **Talent**
Raise awareness of the career opportunities available within local technology companies by targeting experienced workers and recent graduates while also promoting technology careers and innovation to students.
- **Networking and Connections**
Offer top quality networking and community building opportunities by connecting members through events and introductions along with topic specific information as requested.
- **Education and Mentoring**
Provide timely, valuable information through seminars and connect interested members with experienced, volunteer mentors and advisors.

PART 3. DELIVERABLES

Fee for service contracts deliver or extend a service or program on behalf of the City on an ongoing basis. Please provide a short description of your program or service and the specific measurable deliverables your organization will provide.

VIATeC's strategic focus & core values correlate well with the City's Economic Development Strategy and we will continue our efforts to grow the region's technology sector and attract firms to locate to Greater Victoria. VIATeC remains collaborative with organizations, agencies, educational institutions & companies to foster a sense of community among technology companies, their employees and the City. Services we aim to provide in 2013 will strengthen this community network & collaboration.

- Continue to brand & promote Victoria Tech Sector through our existing Tectoria campaign
- Serve as the industries spokesperson and go to source for media outlets & other interested parties including the City of Victoria
- Broadcast sector news and information via
 - Weekly email bulletin
 - Website
 - External Social Networks
 - Tectoria Chronicle – Developed for the annual Tech Awards Gala but will be available after & will include:
 - Profile articles on all Tech Award finalists & sponsors
 - Articles on the Tech Sector and the Imagination Economy
 - Annual report from VIATeC and Accelerate Tectoria
- Explore options to create an online resource map
- Hold Thinklandia/Discover Tectoria
 - An opportunity to engage tech, arts, culture & community in a series of seminars, open houses and exhibits.
 - Providing information, knowledge and opportunities to students, emerging companies and community in general.
 - Attendees include local tech entrepreneurs, out of town VC's & entrepreneurs, students, local community
- Represent the region and local tech industry by attending career fairs of local post-secondary institutions to share information & answer questions
- Manage and promote VIATeC's online job board on viatec.ca as well as VictoriaTechJobs.com
- Continue to support Accelerate Tectoria by providing
 - Physical space for startup and early stage tech entrepreneurs in Greater Victoria
 - Access to coaches, mentors, service providers & community partners
- Use of Accelerator facility space free of charge including boardroom, lounge & studio for events or meetings for local tech companies and community partners including the City of Victoria.
- Provide support and is a resource to the Victoria Conference Centre (VCC) through the VCC's Business Ambassador Familiarization Tour programs.

Please return your contract by April 2, 2013 by email to
 Kimberley Stratford
 Grant Manager
 City of Victoria
kstratford@victoria.ca



FEE FOR SERVICE CONTRACT

PART 1. ORGANIZATION INFORMATION

Organization Name & Incorporation Number:
Community Social Planning Council of Greater Victoria
S-7300
BN 106961683RR0001

Mailing Address:
#203-4475 Viewmont Avenue, Victoria, BC V8Z 6L8

Phone: (250) 383-6166 ext 107

Fax: (250) 479-9411

Email Address: rupert@communitycouncil.ca

Contact Person(s): Rupert Downing, Executive Director

Contract fee: \$16,590

PART 2. ORGANIZATION DESCRIPTION

OUR VISION

Sustainable and inclusive communities, creating their own social, economic, cultural and environmental futures.

OUR MISSION

The Community Social Planning Council leads social planning in BC's Capital Region, and creates innovative programs, resources and opportunities that contribute to sustainable social, cultural, economic and environmental conditions for all residents, particularly those who are most disadvantaged. We lead collaborative action to create solutions to community needs based on engagement with those most affected.

PART 3. DELIVERABLES

The proposed Social Services Grant in 2013/14 will support the Community Social Planning Council's programs to improve the quality of life of Victoria residents, and enhance the sustainability of their neighbourhoods. The Council tracks socio-economic issues and develops programs to address them in collaboration with stakeholders most affected. Priorities in the coming year include: Poverty reduction and prevention; community economic development; housing affordability, and; enhancing community sustainability and resilience. The Council provides an open access service to residents and community groups who want to develop their own initiatives and access resources for them to contribute to community resilience and sustainability.

The Community Council has operated for the last 75 years as a resource for local governments

and residents to address emerging socio-economic issues as our communities and our region grows and becomes more diverse.

Initiatives in the coming year supported by this grant will include:

HOUSING (OCP Section 13 – Housing and Homelessness)

- An engagement strategy with planning, community and housing development stakeholders on implementing identified best practices in the 2012 Community Council report on "Affordable Housing: Tools for the Future"
- Facilitating efforts by Faith Based Groups to repurpose church land to meet affordable housing needs.

POVERTY REDUCTION AND PREVENTION (OCP Section 15 – Community Well-Being)

- Coordination of the Community Action Plan on Poverty for the region that unites local government, faith based, business and community groups in action on reducing and preventing poverty within their ability to contribute. Also supporting a common voice to senior levels of government on how they can act. www.caponpoverty.ca
- Providing an annual analysis of affordability challenges faced by residents, including the calculation of the 2013 "Living Wage". This year we will be launching an accreditation program for employers supported by business, non profit and government stakeholders in the region to support their efforts to address affordability for their employees. ([2012 Living Wage Calculation](#))

COMMUNITY ECONOMIC DEVELOPMENT (OCP Section 14 - Economy)

- Implementing a Community Investment Fund to leverage RRSP eligible contributions to a pooled fund for investment in affordable housing and community economic development managed by local residents and organizations.
- Expanding the Youth Entrepreneurship Program "Launch" to assist a wider range of young people to develop community, micro, green and social enterprises.

COMMUNITY SUSTAINABILITY (OCP Section 15 – Community Well-Being)

- Expansion of the pilot program in neighbourhood resilience attended by many Saanich residents in 2012 to mentoring of a broader range of neighbourhoods, addressing social, economic and environmental sustainability.
(<http://www.communitycouncil.ca/initiatives/RN2013.html>)
- Managing the programs of the Capital Region Roundtable on Food and Agriculture, and supporting sustainable food and agriculture initiatives in the District, inclusive of community agriculture initiatives in Saanich (e.g. Panama Flats)
(<http://www.communitycouncil.ca/initiatives/crfair/index.html>)
- Developing an "It Takes a Village" strategy for planning and development of children and family services supported by the BC Representative for Children and Youth.
- Promotion and expansion of an on-line tool, My Green Plan, for use by households to reduce their carbon impact.

Please return your contract by April 2, 2013 by email to
Kimberley Stratford
Grant Manager
City of Victoria
kstratford@victoria.ca



FEE FOR SERVICE CONTRACT

PART 1. ORGANIZATION INFORMATION

Organization Name & Incorporation Number:
 Crisis Intervention and Public Information Society of Greater Victoria
DbA NEED2 Suicide Prevention Education and Support

Mailing Address:
 1524 Fort Street, Victoria. BC V8S 5J2

Phone: (250) 386-6328

Fax: (N/A)

Email Address: admin@need2.ca

Contact Person(s): Jane Arnott, Executive Co-Director jarnott@need2.ca
 Chris Holt, Executive Co-Director cholt@need2.ca

Contract fee: \$20,103

PART 2. ORGANIZATION DESCRIPTION

Over the past fifteen years NEED2 developed suicide prevention and community education services and a web based support service, and continues to offer these services in the Victoria area. Currently our focus is on youth.

MISSION AND MANDATE: "NEED promotes emotional wellness by providing crisis and suicide prevention education, community support and connections to related resources, within the Capital Regional District."

PART 3. DELIVERABLES

In 1996 NEED developed a Community Education Program, which has a mandate to deliver suicide awareness and prevention programs, crisis education and communication skills workshops to the community. The main focus has been Suicide Awareness for Youth (SAY) which is delivered primarily by volunteers in middle and high schools in the CRD. We also do Gatekeeper¹ Training, including a skill based training for youth and school based adults who may come into contact with youth who are at risk of suicide. This program gives gatekeepers confidence and competence to do risk assessments and get help for a suicidal person. We are the only agency in the CRD that has a focus on crisis education and suicide prevention. In 2012 NEED2 presented to 121 students at Vic High and an additional 645 students at schools

¹ a gatekeeper is defined as any individual who typically comes into contact with a target population (e.g., youth, seniors, street involved) as part of a daily routine. They have the knowledge and information required to intervene effectively and compassionately and get the person at risk help.

bordering Victoria that include areas of Victoria in their catchment areas.

NEED2 also continue offers emotional support and crisis intervention through Youthspace.ca, a web-based, direct to client, locally focused on-line service for youth. It provides the options of one-to-one on line chats, email follow-ups, forum support for youth and information about local resources and services. In 2012, the agency responded to 401 chats from youth in the Greater Victoria area, and over 5,300 people from the immediate Victoria area visited the web site. The numbers continue to grow. Through Youthspace.ca users may also choose to connect to e-counselling, a professional service provided by a Youthspace.ca partner agency,

Currently both these programs provided by NEED2 Suicide Prevention Education and Support target youth and young adults. As a cohort, youth are identified as being vulnerable and a high risk group for a number of harmful behaviours and activities.

- suicide remains the second leading cause of death among youth ages 15-24
- locally, according to the 2008 McCreary Centre adolescent health survey (a self reporting tool) 1 in 4 girls and 1 in 8 boys indicated that they had self-harmed with the intention of killing themselves; almost 1 in 10 students reported seriously considering suicide within the past year; and 5% of students (1 in 20) reported suicide attempts; and 1 in 5 had experienced sexual or physical abuse at some point in their lives
- as many as 1 in 5 Canadian children and adolescents (20%) -- more than 1.2 million people -- will suffer from mental health issues before their 18th birthday

The goals of NEED2's Youth Suicide Prevention Education and Support Programs include helping youth, young adults, gatekeepers, parents and community members:

- Recognize stressors that contribute to depression / suicidal behaviors
- Explain adaptive and maladaptive behaviors in response to these stressors
- Identify signs and symptoms of depression and warning signs and risk factors of suicide
- Find ways to help and support youth in general and specifically youth and young people who may be suicidal/depressed/anxious
- Provide a safe online space, Youthspace.ca, where area youth, particularly youth in crisis, can go for support and information
- Challenge the stigma and silence that surround suicide and mental illness

This specific outputs/deliverables for the coming year include

- Delivering at least 90 in-class suicide awareness presentations, of which at least 10 will be in Victoria schools, and 30 additional in class presentations in schools which include parts of Victoria in their catchment areas.
- Partnering with at least eight schools to undertake the whole school approach and delivering in each school presentations to at least 80% of all students of the targeted grade, 50% of teachers and administrative and support staff and at least one parent group
- Partnering with at least 2 community agencies/groups in Victoria to present to staff gatekeepers and groups of youth
- Training at least six additional presentation volunteers from Victoria
- Assess and report on the efficacy of school based presentations
- Increasing the traffic to the youthspace website by 50%
- Increasing the chats taken by at least 30%
- Expanding the chat service by at least one additional hours from 6-11 nightly to 6-12—to continue be available when many agencies are closed
- Training at least 35 additional Youthspace.ca volunteers



FEE FOR SERVICE CONTRACT

PART 1. ORGANIZATION INFORMATION

Organization Name & Incorporation Number:

St. John Ambulance Brigade

10802250RR0009

Incorporated under BC Society Act Registration number S - 17387

Mailing Address:

63 Gorge Road East, Victoria, BC V9A 1L2

Phone: (250) 388-5505

Fax: (250) 388-3100

Email Address: staci.mcintyre@bc.sja.ca

Contact Person(s):

Staci McIntyre, Victoria Branch Manager

Contract fee: \$2,221

PART 2. ORGANIZATION DESCRIPTION

The mission of St. John Ambulance is to improve their health, safety and quality of life of Canadians by providing first aid training and community services. The Victoria Community Services Brigade meets this mandate by providing medical first response at public gatherings and in emergency situations, developing youth leadership and first aid skills, and providing comfort therapy to residents of senior and chronic care facilities.

PART 3. DELIVERABLES

1. First aid services – Public health is safeguarded by attendance at community, cultural and sporting events with mobile first aid posts and the necessary equipment, supplies and trained personnel to treat minor injuries, medical conditions and prepare for transport to hospital as required. The Brigade plans to enable and support approximately 120 events in 2013 (in 2012, 580 patients were treated at 116 events). Events include Canada Day, Victoria Good Life Marathon, Times Colonist 10K, Symphony Splash, Festival de la Francophonie, Family day, Dragon Boat Races, Centennial Square events as well as numerous smaller and lower profile activities around town. (OCP 15.23, and 16.22 and CSP – Enhance Community Well-Being, CSP Goal 12)
2. Emergency and Disaster Response – The Brigade is equipped and staffed (by volunteers) to respond to requests from VEMA, ESS or other first response organizations to provide pre-hospital care at disaster reception centers or on-site at emergencies as required. Division 176 actively participates in VEMA simulation exercises (one was held in 2012 and at least one is already scheduled in 2013) and monthly CRD ESS coordination meetings. (OCP Section 18)
3. Improving community capacity - Youth aged 8 to 18 years are taught leadership skills and a variety of competencies including emergency management and first aid in the Cadet program (current enrolment is 12). An outreach program is available for schools and summer camps to teach first aid skills to build the capacity of young people to care for themselves, their families and the public in emergencies. The activity level is not

planned, but depends on requests received (14 schools were visited in 2011; 9 in 2012).
(CSP Goal – Our Community).



FEE FOR SERVICE CONTRACT

PART 1. ORGANIZATION INFORMATION

Organization Name & Incorporation Number:
Greater Victoria Volunteer Society (Volunteer Victoria) S00-11268

Mailing Address:

306-620 View Street, Victoria BC V8W 1J6

Phone: (250) 386.2269

Fax: (250) 386.2279

Email Address: lisa@volunteervictoria.bc.ca

Contact Person(s): Lisa Mort-Putland, Executive Director

Contract fee: \$11,439

PART 2. ORGANIZATION DESCRIPTION

Please provide a brief overview of the mandate of your organization.

Providing leadership to the non profit community since 1974, Volunteer Victoria is the primary recruitment and referral centre for the Greater Victoria Region. Guided by the principles of civil society we enrich the quality of life in our community through volunteer involvement.

Volunteer Victoria's Mission is to advance the value of volunteerism in Greater Victoria by providing leadership and training in volunteer and non-profit management.

Our Vision is to build healthy communities enriched by volunteers.

PART 3. DELIVERABLES

Fee for service contracts deliver or extend a service or program on behalf of the City on an ongoing basis. Please provide a short description of your program or service and the specific measurable deliverables your organization will provide.

Volunteer Victoria serves our community through four distinct pillars:

- **Volunteer Recruitment, Referral, and Advising**—16,300+ diverse volunteers are connected to local non profit agencies annually
- **Training and Development** —1,100 individuals from 350+ organizations build skills and knowledge in volunteer and non profit management and governance annually
- **Recognition, Awareness, and Celebration** – weekly promotions advance the value of volunteerism and recognize the contributions of volunteers
- **Capacity Building** – Specialized services are provided to individual organizations and response to issues that impact the sector as a whole e.g. policy and funding issues

During the term of this agreement, Volunteer Victoria will deliver the following services on behalf of the City of Victoria:

- **Volunteer Recruitment, Referral, and Advising**
 - Recruit and refer volunteers to a minimum of 150 non profit organizations located within the geographic boundaries of the City of Victoria
 - Dedicate a minimum of 200 advising appointments to citizens living in the City of Victoria
 - Recruit and refer volunteers to events/activities hosted by the Corporation of the City of Victoria
 - Host a minimum of 3 volunteer recruitment activities (fairs, workshops, presentations etc.) targeted at youth citizens in the City of Victoria in order to connect youth to positive engagement options, build and enhance work-related skills and confidence, and reduce negative risk taking.
- **Training and Development**
 - Host a minimum of 30 workshops per year in the geographic boundaries of the City of Victoria. A minimum of 25% will be offered to participants at no charge.
- **Recognition, Awareness, and Celebration**
 - Provide priority promotions to events/activities hosted by the Corporation of the City of Victoria
 - Provide volunteer recognition certificates to individuals/organizations referred by the Corporation of the City of Victoria
 - Include the City of Victoria amongst the agencies thanking volunteers during National Volunteer Recognition Week promotions and activities. Includes inclusion in the Times Colonist and Black Press promotions.
 - Host a minimum of 12 outreach activities to build volunteer capacity within the City of Victoria
- **Capacity Building**
 - Provide grant writing orientation and support to any organization located in the City of Victoria (with or without membership status)
 - When directed by the City of Victoria, assist the City in emergency planning and preparation

Please return your contract by March 31, 2013 by email to

Kimberley Stratford
Grant Manager
City of Victoria
kstratford@victoria.ca



Nick Armstrong
City of Victoria
Transportation Division
1 Centennial Square
Victoria, B.C. V8W 1P6

Feb 27, 2015

Dear Mr Armstrong ,

RE: Crossing Guard Program Sites for City of Victoria

Many thanks once again for the opportunity to partner in support of safety for children and their respective community. The Crossing Guard Program under the Beacon umbrella of services presently exists within five municipalities of the CRD including Oak Bay, View Royal, Saanich, Esquimalt/McCauly and City of Victoria.

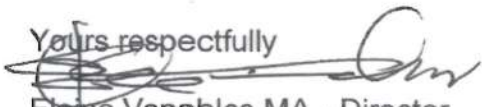
At present there are 11 crossing guards dedicated to City of Victoria Schools. These sites include; George Jay, Margaret Jenkins, Oaklands, Quadra, Sir James Douglas, and South Park.

I have included a copy of all site locations and the assigned number of crossing guards for each site, including the City of Victoria. We have been successful in filling all site locations with the exception of a couple of sites in the Saanich SD for this term.

The sense of community and safety offered by crossing guard services is noted daily as guards attend to their sites in aid of ensuring children and drivers alike arrive safely to their respective learning and workplace locations. We greatly value our partnership in this outcome and as mentioned the costs to run the program have come with increases. The service, as you know, is offered twice a day, five days a week for 10 months of the year at a cost of 37,500.00. We greatly appreciate your consideration of the attached and willingness to continue to partner in aid of this valuable and much needed service.

Many thanks for your time. Should you have additional questions I can be reached at evenables@beaconcs.ca or 250 655-5300.

Yours respectfully


Elaine Venables MA - Director
Children's Programs and Counselling Services

Cc: Bob Boulter – CEO

CITY OF VICTORIA
PROGRAM GRANT APPLICATION

Name of Organization: Beacon Community Association

Address of Organization: 9860 Third Street Sidney, BC V8L 4R2

Phone: 250-655-5300 Fax: 250-655-4357

Contact Person: Elaine Venables

Amount Requested: \$37,500 Total Program Budget: \$136,675

Have you applied before? Yes When? 2014 Grant Received \$30,000

Have you submitted a final report? YES

Incorporation number and date of this incorporation: 5-47958 August 12, 2004

Describe your organization, its mandate and program(s):

Beacon Community Services is a community based non profit, social, health, employment and housing services agency, serving residents of the Capital Regional District. We offer a wide variety of programs and services designed to suit the needs of the thousands of clients we serve each year. Our strong family of employees and volunteers is committed to meeting the social, emotional and physical needs of our community. We provide support in an atmosphere of respect, understanding and compassion. Beacon Community Services provides programs and services designed to address the community's social and physical needs in the areas of: early years 0-6, children, youth and families; counselling and outreach, Shelter and housing along with employment, volunteering, home support; assisted living and affordable housing for seniors.

Our guiding principles are:

1. We contribute to a strong vibrant and diverse community.
2. We ensure that a wide range of services are available and accessible to our communities.
3. We advocate for the needs of our community.
4. We celebrate and promote volunteerism and commit to providing volunteer opportunities.
5. We provide sensitive, efficient and accountable client focused services.
6. We embrace the philosophy of continual quality improvement.
7. We form partnerships that facilitate a comprehensive service delivery network.
8. We communicate who we are and what we do.
9. We provide a workforce that supports excellence, respects diversity and values people.
10. We are fiscally responsible.

Describe the program for which funds are being sought. Feel free to use additional sheets of paper.

Program description:

The Adult Crossing Guard Program ensures the safe crossing of children at crosswalks and intersections around elementary schools and one middle school within the geographic area of the Victoria School District. There are currently 40 adult crossing guard positions serving 21 different schools, eleven of these guards serve schools within Greater Victoria. These dedicated individuals perform their duties twice a day for \$10.00 per shift equating to a 20.00 per day honorarium. Their presence ensures the safety of children and drivers alike as high density traffic intersections are safely attended to in aid of ultimate safety for children and drivers.

Purpose of program:

The purpose of the Adult Crossing Guard Program is to ensure a safe method for children to cross streets on their way to and from school. By providing additional safety measures, such as the Adult Crossing Guard Program, it encourages parents to allow their children to safely walk to and from school, be a part of their community and exercise in a manner that is natural and cost effective.

The names of those involved in carrying out the program:

Elaine Venables, Director of Children's Programs & Counselling Services

Denise Phillips manages the day-to-day activities of the crossing guards ensuring crossing guards have essential equipment and connecting schools and the community as necessary. Beacor Community Services provides the honorariums for the guards. Partners in the program include each school's Parent Advisory Council, The Victoria Confederation of PAC's, participating school districts, Police Liaisons at each school and the municipalities where the program is offered. Historically funders such as Victoria Foundation and the Autoplan Brokers Association have provided funds for replaced equipment.

Community benefits:

Safety of the community's children is the primary benefit resulting from the program. Many other citizens also cross at the same time as the children with guards ensuring their safety i.e., parents, elderly persons and those persons with mobility challenges. Studies have proven that a guard

provides a greater safety factor than a traffic light or lighted intersection. The presence of the guards encourages more people to walk which leads to a healthier population and a decrease in pollution. Guards also provide safety to the numerous motorists who engage in their daily transit to and from work.

If applicable, describe community partnerships:

Beacon Community Services is in partnership with the Victoria Confederation of Parent Advisory Councils, the schools, the Parent Advisory Council of each school and the funders of the program. There is a committee for which members of all these groups are invited to participate to discuss issues relevant to the program such as traffic concerns at various intersections, the effects of school closures, need for new equipment, etc. Beacon Community Services is always available to receive calls from schools, PAC's parents and the community to address concerns. Crossing guard openings are advertised through school newsletters and PAC websites.

BUDGET Please give detailed revenue projections and indicate which revenue is speculative.

Revenue Source
Municipal Funding

Saanich	\$60,000.00	
Victoria	30,000.00	
View Royal	18,825.00	
Oak Bay	7,200.00	
Macaulay Pac	14,000.00	
Total		130,025.00

Expenses

Crossing Guards	122,616.00	
Coordinator	7,500.00	
Program Costs	450.00	
Admin	700.00	
Total		131,266.00 (1,241.00 deficit)

Please enclose your last annual financial statement and any supporting material which would assist the City of Victoria in assessing your program.

Mail this application to:

City of Victoria
 Nick Armstrong
 Engineering Department
 Transportation Division
 1 Centennial Square
 Victoria, B.C. V8W 1P6

Fax: 361-0311
 Email: narmstrong@Victoria.ca

W:\COW\guards\application.DOC

List the staff or volunteer positions involved in carrying out the project: One program coordinator who ensures guards are attached to each site and program runs smoothly. Also provides linkage for the guards and schools they are attached to. Guards are provided at the following site locations and are overseen by a program facilitator who also covers one of the sites.

School	No.	Funded By	Location of Guard
Arbutus/Frank H	0	Saanich	Gordon Head & Feltham
Braefoot	1	Saanich	Cedar Hill & Braefoot
Campus View	1	Saanich	McKenzie & Gordon Head
Cloverdale	2	Saanich	Cook & Linwood
		Saanich	Cook & Quadra
Craigflower	1	Saanich	Admiral & Gorge
Doncaster	2	Saanich	Cedar Hill & Rowan
		Saanich	Shelbourne & Cedar
Eagle View	2	View Royal	Watkiss Way & Burnside Rd E
		View Royal	Burnside & Talcott
George Jay	1	Victoria	Cook & Princess
Gordon Head	1	Saanich	Shelbourne & Kenmore
Hillcrest	1	School Board	Kenmore & Tyndall
Lansdowne	2		Lansdowne & Richmond
			Hillside & Shelbourne
			Lampson & Lyall
			Esquimalt & Lampson
			Wychbury & Lampson
Margaret Jenkins	1	Victoria	Fairfield & Irving
Marigold	2	Saanich	Burnside & Grange
		Saanich	Burnside & Marigold
Oaklands	4	Victoria	Hillside & Doncaster
		Victoria- 3 Saanich -1	Hillside & Gosworth
		Victoria	Shelbourne & Ryan
Quadra	2	Victoria	Quadra & Finlayson
		Victoria	Quadra & Finlayson
Shoreline	2	View Royal	Craigflower & Island Hwy
		View Royal	Shoreline & Old Island Hwy
Sir James Douglas	1	Victoria	Moss & Fairfield
South Park	0.7	Victoria	Michigan & Douglas
	0.3	Victoria	Michigan & Douglas
Tillicum	2	Victoria	Tillicum & Maddock
		Saanich	Seaton & Burnside
View Royal	1	View Royal	Helmken Road
Willows	2	Oak Bay	Musgrave
		Oak Bay	Richmond Elementary



Mission

Helping People - Improving Lives

Vision

Healthy, mobilized communities where
people's needs are met

Values

Dependability

- Financial accountability
- Sustainable services and organization
- Ensure Client, worker, and volunteer safety
- Practice prudence

Responsiveness

- Responsive to all stages of life
- Engagement of staff and volunteers
- Assess Needs
- Forward thinking
- Consistent and responsive
- Innovative
- Decisive
- Client centred

Integrity

- Ethical actions
- Equity and fairness
- Open governance
- Trust
- Judiciousness

Volunteerism

- Community responsibility
- Community engagement
- Value of volunteerism to volunteers, complemented by excellent staff
- Value of volunteerism to community

Excellence

- Premier quality services and supports
- Committed and engaged staff
- Continuous quality improvement
- Environmental stewardship
- Measured and recognized for quality



Engineering & Public Works
City of Victoria
417 Garbally Road
Victoria, BC V8T 2J9

May 21st, 2015

Re: Compost Education Centre City of Victoria \$13,530 Annual Fee for Service Grant Request for 2015

To Whom It May Concern,

Thank you for your grant of \$13,530 in 2014 and continued support of the Victoria Compost Education Centre's composting, conservation and urban agriculture education programs. We feel that education in these areas helps to strengthen local food systems while empowering community members to become environmental stewards. Promoting the practice of composting helps to build and conserve our city soils and is integral to the shared goal of reducing food waste and diverting organic material from the landfill. Thanks to your funding support, we continue to deliver high quality educational programs in these target areas, building on successes of recent years. We are proud to have been an urban resource centre for environmental education in Victoria for the past 23 years.

In 2015 your funding will assist us in the following program areas:

❖ **School and Youth Programs**

Our school programs continue to be in high demand. We offer a series of exciting and hands on programs for grades K-12. Topics include worm composting in the classroom, interactive garden tours, and exploring the importance of our soil systems from a local food security and ecological health point of view. Our workshops take place both in schools and in our vibrant teaching gardens.

❖ **Community Outreach Events and Sustainability Workshops**

We offer weekly community workshops on a variety of topics including basic and advanced composting methods, soil science and rainwater harvesting. Funding enables us to offer these educational workshops for free or at an accessible cost to reach a broader demographic and assist residents with financial barriers. We attend over 45 community outreach events each year, the majority of which are within the City of Victoria, and reach an average of 35,000 residents each year with our message of backyard composting, organic gardening and sustainable living.

We are pleased to continue to recognize the City of Victoria as a supporter of the Compost Education Centre and look forward to working with you in the coming year.

Sincerely,

Marika Smith
Executive Director
Compost Education Centre
1216 North Park Street
Victoria BC V8T 1C9
Tel: 250-386-9676
www.compost.bc.ca



2014 Annual Report

The Compost Education Centre (CEC) is a project of the Victoria Compost and Conservation Education Society, a not-for-profit, charitable organization. It is located in Victoria at 1216 North Park Street.

Started in 1992 by the Fernwood Community Association, the CEC provides composting and conservation education to City of Victoria and Capital Regional District (CRD) residents with the goal of reducing waste and improving local soils through the use of compost. The CEC promotes organic gardening as a means of reducing the negative health and environmental effects of gardening with chemicals as well as promoting the health, environmental and social benefits of local food production



2014 Highlights

Rainy Days Open House

In April we hosted our first in a series of open-house style educational days, called 'Rainy Days'. This super fun day encouraged participants to learn more about rainwater harvesting systems and practices in our community and was so popular we repeated it in September!

In partnership with the CRD's Integrated Watershed Management (IWM) department and with generous in-kind assistance from Van Isle Water Systems, these events brought community and municipal groups involved in rainwater management together in our beautiful demonstration gardens.

Residents attended free workshops about watershed processes, rainwater harvesting methods and were introduced to the City of Victoria's Stormwater Rebate Program.



'Just Eat It' Victoria Premiere Screening

We were proud to be invited to speak on the discussion panel at the Victoria Premiere of **Just Eat It: A Food Waste Story**. This new documentary from the makers of **The Clean Bin Project** looks at food waste and the billions of dollars worth of good food that is tossed away each year in North America.

The film is based around filmmakers Jen and Grant's pledge to quit grocery shopping cold turkey and survive only on foods that would otherwise be thrown away for six months. Powerful images and stories of commercial and residential food waste intertwine with the filmmakers' passion and excitement over the discovery of how well they could eat using only discarded or 'expired' food.

Sponsored by Open Cinema, the CRD and reFUSE Resource Recovery, the discussion that followed drew on-line viewing of over 80,000 people and addressed the gaps and opportunities which exist in our own region regarding food waste and food insecurities.



2014 Highlights



Launch of Soil Science 101

To get ready for 'International Year of Soils' in 2015, we created a new workshop called Soil Science 101. Soil is capable of supporting plant life and is vital to life on earth, yet we understand very little about its complexities.

This workshop offered in the spring and fall aimed to highlight soil properties and processes and relationships to plant growth, environmental quality and society. All sessions were sold out, proving how excited our community is to learn about the foundations of our earth and how that understanding can improve garden health and food production.

Exciting Upgrades to the Site and Garden

The site went through many exciting changes in 2014. We built a new, larger greenhouse to accommodate our interactive site tours and we transformed our Straw Bale teaching classroom into a more welcoming learning space by painting the inside with eco-friendly paint, installing efficient lighting and adding an updated heating system.

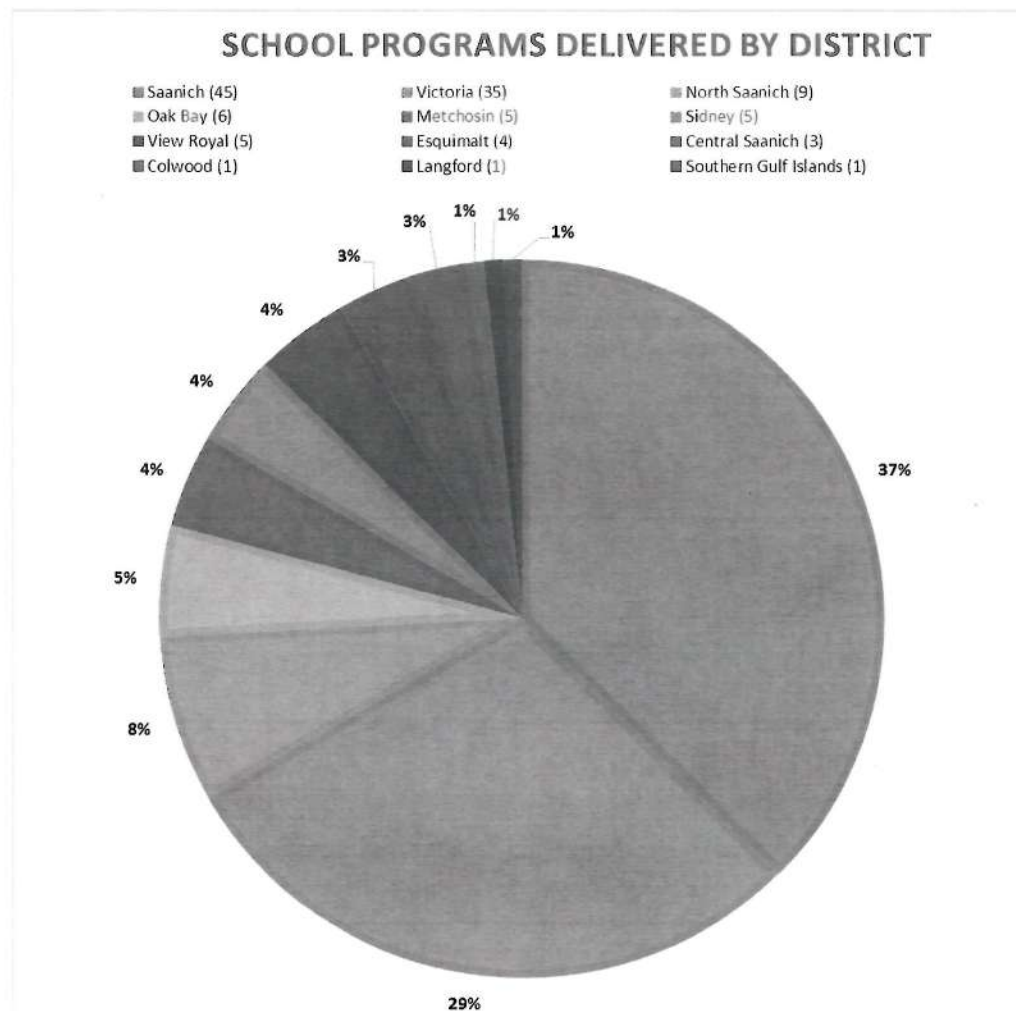
We introduced new plants and shrubs into our demonstration gardens to increase pollinator habitat and complement the existing array of native plants, berry bushes and seasonal vegetables.

Rebuilding our raised veggie beds and inoculating the woodchip pathways with Garden Giant mushrooms completed our fall series of hands-on skills training workshops. Finally, the installation of a new 400 gallon rain cistern allowed us to increase both our rain-water harvesting capacity and ability to teach about this important conservation technique.



Education Programs

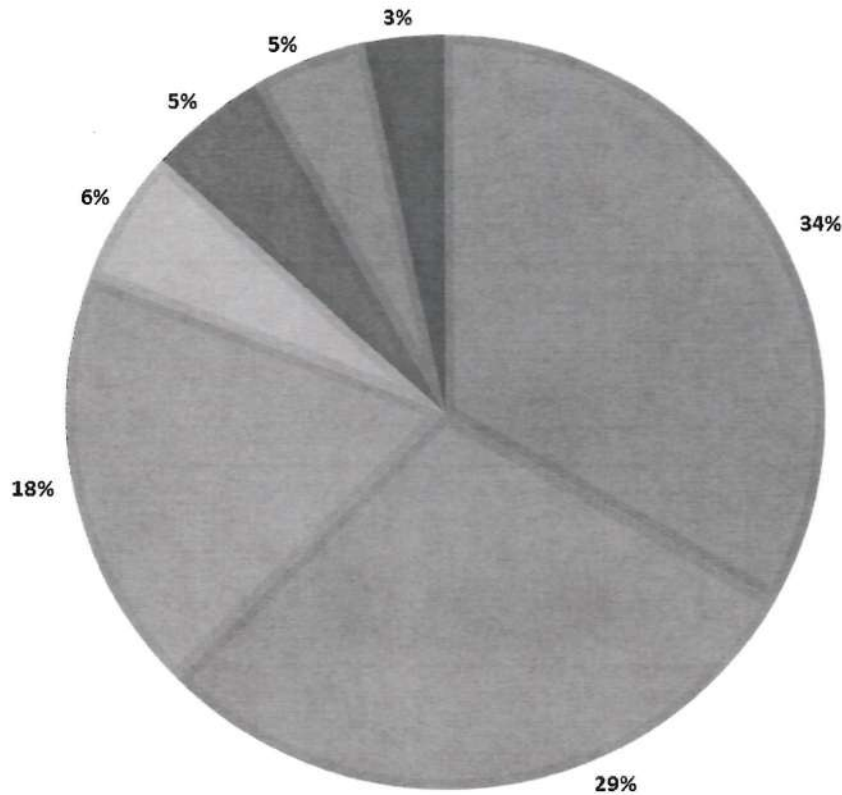
In 2014 we continued to teach thousands of children and adults about composting, soil, and growing food. We taught a total of 523 adults in 64 workshops and presented 120 school programs to 2,645 students and teachers.



Education Programs (cont'd)

SCHOOL PROGRAMS DELIVERED

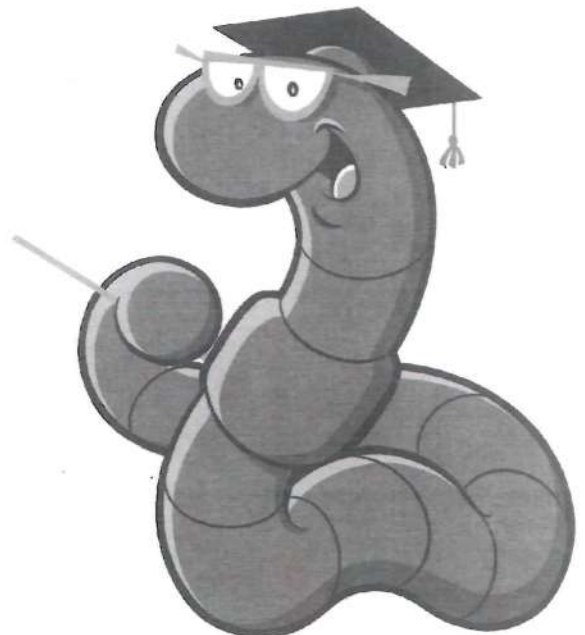
■ Wrigglers at Work (40) ■ Interactive Site Tour (35) ■ Custom (22) ■ Corey's Compost Story (7)
 ■ Soil Sleuths (6) ■ Wonderful Wastes (6) ■ Worms Eat My Garbage (4)



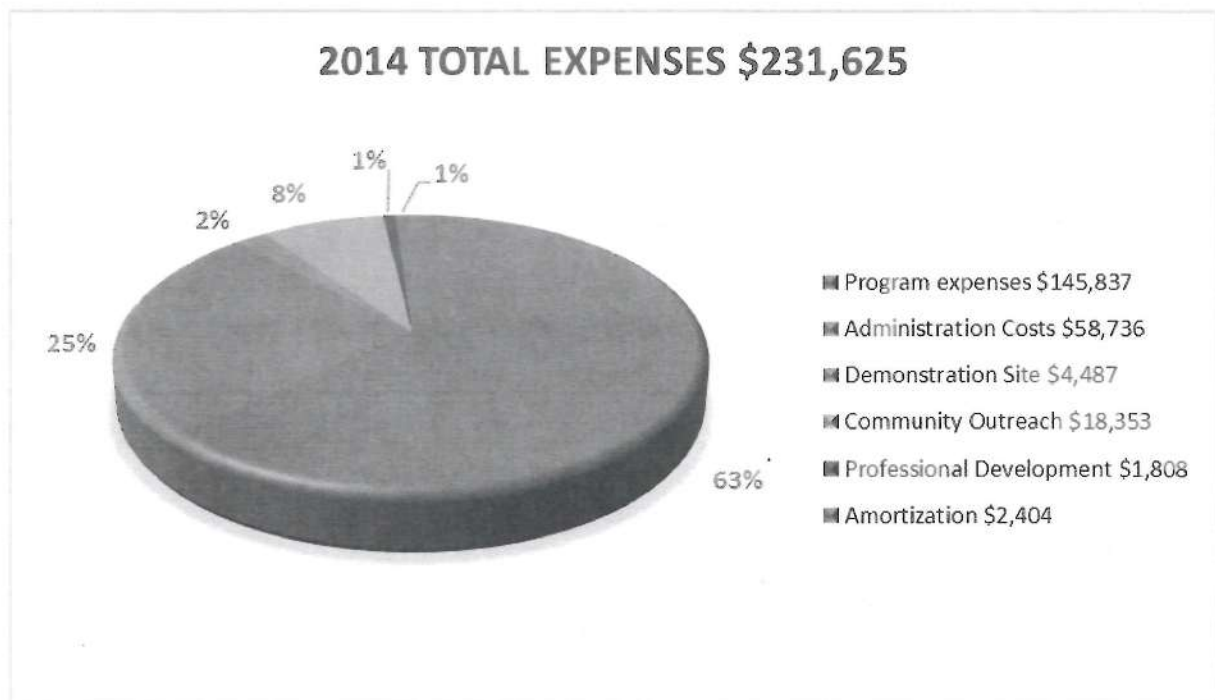
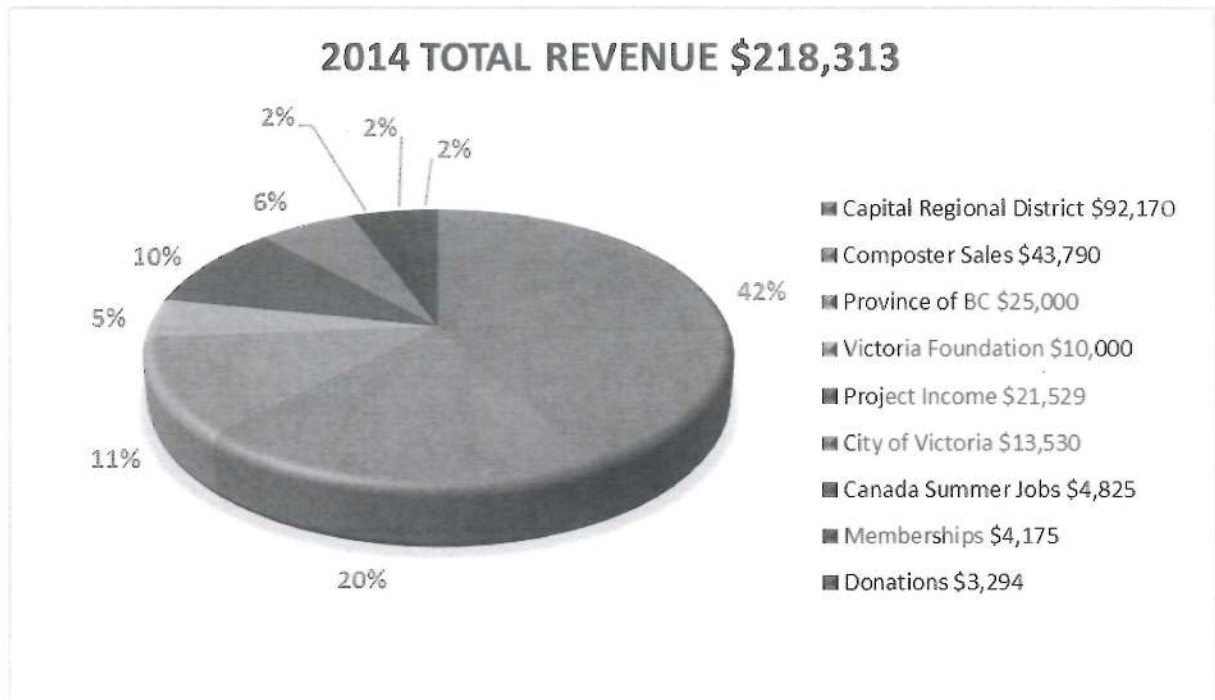
What teachers are saying about our programs:

"The preschoolers learned a lot about waste, compost, and red wrigglers! We had a lot of conversations in the days and months following the workshop about healthy and unhealthy foods for worms. The kids look forward to "Feeding Friday" each week and have begun to ask what happens with the rest of our waste, opening us up to some interesting conversations."

"The students learned a lot about soil and soil stewardship and were very engaged with the workshop! It also fit right in with what we were learning in science class."



2014 Financials



To request a full copy of the CEC's unaudited Financial Statements please email info@compost.bc.ca

Fundraising and Donor Recognition

We gratefully acknowledge the financial support from our funders, community partners, and Compost Club members who help us to deliver high quality educational programming within our vibrant Capital Regional District. In addition to funds received from the Capital Regional District and the City of Victoria, the following sources of funding were obtained in 2014:

Funders

- Capital Regional District
- City of Victoria
- Province of British Columbia
- United Way Greater Victoria
- 1% For The Planet Foundation Flow Through Fund
- Horne Coupar Law
- TD Friends of the Environment
- Hummingbird Foundation
- Victoria Foundation
- HRDCS (Canada Student Summer Jobs Program)
- RBC Bluewater Fund

Individual Donors

- Kyle Ostman
- Nelda Turner
- Dale Gordon
- Claude Moreau
- Karla Wagner
- Chris Broadbent
- James Buchanan
- Hally Hofmeyr
- Faye Carter
- Connie Charnell
- Sarah Zimmermann

Cash and In-kind Donations

- Black Press
- Monday Magazine
- Chatterblock
- D.I.Y Fungi
- Hoyne Brewery
- Pedersons' Rentals
- Big Barn Garden Centre
- Borden Mercantile
- Ellice Recycle
- Danica Nursery
- Dig This
- Fernwood NRG
- Fernwood Coffee
- Fernwood Community Association
- Garden Works
- Little Elf Garden Centre
- Meadow Oak Nursery
- Soap Exchange
- Thrifty Foods
- Mason Street City Farm
- Van Isle Water Systems
- CANARM

Additional Revenue

- Organic Plant Sale
- Sales of composters
- Event Fundraising
- School programs
- Community workshops
- Documentary nights
- Memberships
- Donations



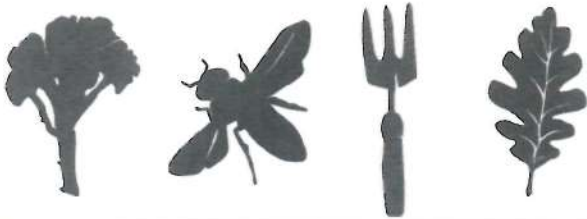
Summary of Programs and Services

In 2014, the Compost Education Centre (CEC) delivered 120 school presentations to 2,645 children from Pre-school to Grade 12, and facilitated 64 community workshops on topics from Composting Basics to Soil Science 101 and Mushroom Garden Pathways. Over 90,000 Capital Regional District (CRD) residents visited the CEC's demonstration site or participated in one of its 32 educational community events, documentary nights and compost demonstrations.

The CEC hosted six core community events in 2014, including a spring and fall Organic Plant Sale, Pollination Education Day and Mushroom Education Day. The CEC expanded its programming in 2014 to include a spring and fall rainwater harvesting educational series called Rainy Days in partnership with the CRD's integrated Watershed Management department. The CEC reached a total of 250,392 residents in 2014 through all avenues of our educational mandate, an increase of 210% from 2011! Since 1992, the GVCEC has made over 832,073 contacts with CRD and City of Victoria residents.

Staff

Executive Director: Marika Smith
Site Manager: Alysha Punnett
Education Coordinator: Clare Pepper
Site Intern: Emily Bellinger



Board of Directors

Chair: Nik Hill
Vice Chair: Marion Wylie
Treasurer: David Neate
Secretary: Janet Hockin
Member at large: Tamara Chirovsky
Capital Regional District Representative: Wendy Dunn
Fernwood Community Association Representative: Bill McKechnie

Message from the Executive Director

The Compost Education Centre has been operating for 23 years and during that time we have grown into a trusted and valuable community resource hub for urban food production, soil conservation and on-site composting. Together with our dedicated staff, Board of Directors and fabulous volunteers, we annually reach over 250,000 CRD residents with our educational mandate and practical solutions for living more sustainably.

In 2014 we added new workshops on topics such as Grow Your Own Mushrooms, Soil Science 101 and Residential Rainwater Harvesting. We were also invited to participate in several research projects about food waste reduction and community-scale composting programs. One such project is called the Solutions Agenda and will be presented in Ottawa to Parliament in the spring of 2015.

We believe that we can grow the seeds of community through accessible and valuable education programs that empower community members to become more self-sufficient and lower their carbon footprint. The CEC is proud to be an educational resource for composting, organic food growing and teaching children to be stewards of our beautiful and diverse natural resources. We look forward to another fruitful year and welcome everyone to our beautiful urban oasis in the heart of Fernwood in Victoria BC.





**Legislative and
Regulatory
Services
Department**

Legislative Services

#1 Centennial Square

Victoria

British Columbia

V8W 1P6

Tel (250) 361-0571

Fax (250) 361-0348

www.victoria.ca

October 28, 2014

Ms. Jodi Mucha, Executive Director
British Columbia Healthy Communities
525 Government Street
Victoria, BC V8V 0A8

Dear Ms. Mucha:

Re: Renewal of Memorandum of Understanding

I am writing to confirm the renewal of the Memorandum of Understanding originally dated October 6, 2011 between The Corporation of the City of Victoria and British Columbia Healthy Communities (attached).

I confirm that the renewal is for a further three years from the date of signature, with an annual review. This will extend our agreement to the end of 2017. At the end of the second 3 year term, the two parties will meet to review the host organization's ongoing willingness to host the Youth Council, and the ongoing commitment of all three organizations to continue to work together.

Please confirm acceptance and agreement with the renewal of the Memorandum of Understanding dated October 6, 2011, by signing, dating and returning a copy of this letter below.

Yours truly,

A handwritten signature in black ink, appearing to read 'R. Woodland'.

Robert G. Woodland
Corporate Administrator

ACCEPTED AND AGREED TO this: 6 day of November 2014

BRITISH COLUMBIA HEALTHY COMMUNITIES
by its authorized signatory:

A handwritten signature in black ink, appearing to read 'J. Mucha'.

Jodi Mucha, Executive Director

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding (MOU) is made the 6 day of OCTOBER 2011

BETWEEN:

THE CORPORATION OF THE CITY OF VICTORIA

#1 Centennial Square
Victoria, BC V8W 1P6

(the "City")

AND

BRITISH COLUMBIA HEALTHY COMMUNITIES

(an initiative of the Union of BC Municipalities)

525 Government Street
Victoria, BC V8V 0A8

("BCHC")

It outlines the roles of the City and BCHC with regard to the City of Victoria Youth Council (Youth Council).

Background

On April 14, 2005, the City of Victoria Council approved the establishment of the City of Victoria Youth Council (Youth Council). The mission of the Youth Council is to be a diverse group that offers a voice for youth of Victoria. The objectives of the Youth Council are to act as a positive advocate for youth, and initiate and encourage opportunities for action and dialogue to make Victoria a friendlier place for youth. The Youth Council will address, foster discussion and make recommendations on youth issues to the City of Victoria municipal government and strive to be representative of different youth voices in the community. Terms of Reference for the Youth Council are attached as Schedule A. An excerpt from the Council Minutes (January, 2008) are attached as Schedule B.

Role of the City

- Support from an identified Council Liaison which will include participation, as required, in Youth Council meetings, mentoring and support.
- Based on an annual approval from Council, provision of an annual program grant in the amount of \$20,000 with not more than 10% of this funding allocated to the host organization for enhanced financial administration, and the balance allocated for the Coordinator's wages and project expenses;
- Provision of a staff liaison to both the Youth Council and the host organization to ensure smooth relationships between both parties and be the administrative contact for the host organization and youth coordinator;

Role of BC Healthy Communities:

- Provide supervisory support for the Youth Council coordinator including guidance, mentoring and contribution to the Youth Council vision, action plans and reporting requirements to the City. The Youth Council coordinator will be an employee of, or paid on contract for BCHC;
- Provide administrative support and physical space for the Youth Council including a work space for the coordinator, meeting space for Youth Council activities, access to photocopying, printing and other administrative functions;
- Provide financial oversight for the initiative including payroll for the coordinator and management of the funds for Youth Council projects;
- Hire, evaluate and mentor the Youth Council coordinator and any of Youth Council program staff, contractors and volunteers. BCHC agrees to be in communication with the City staff liaison regarding any changeover in the coordinator's position.
- Complete the annual grant application form to obtain the program grant from the City; and

- Ensure the Youth Council is accountable in accordance with the City Council direction (see Schedule B).

The Youth Council may determine their own internal operating procedures and will act as spokesperson for all issues pertaining to the Youth Council.

The term of this MOU is three years from the date of signature, with an annual review. At the end of the three year term, the two parties will meet to review the host organization's ongoing willingness to host the Youth Council, and the ongoing commitment of all three organizations to continue to work together.

In signing this MOU, the City and BCHC agree to provide the Youth Council with the support and guidance required to ensure the mentoring, growth and success of the City of Victoria Youth Council.

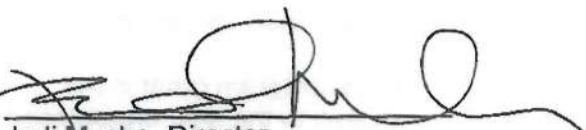
THE CORPORATION OF THE CITY OF
VICTORIA by its authorized signatories:



Mayor Dean Fortin

Corporate Administrator Robert Woodland

BRITISH COLUMBIA HEALTHY COMMUNITIES
by its authorized signatories:



Jodi Mucha, Director

SCHEDULE A

CITY OF VICTORIA YOUTH COUNCIL TERMS OF REFERENCE

(Taken from Section 1.0 Sustainability Plan, Fall 2006 - A Description of the Youth Council)

Our Vision: To be the “go-to” group on municipal youth issues, anti-oppressive leadership, and participatory youth engagement.

Our Mandate:

The Youth Council is a grassroots youth-driven project that strives to build a bridge between youth and the municipal government in order to increase each other's capacity to engage in meaningful ways.

Our Objectives:

- Listen to and communicate regularly with youth;
- Offer youth information and tools for engaging in the municipal political process;
- Train City staff and official in practices that are anti-oppressive and inclusive of youth;
- Take action and raise awareness of pressing issues that are important to youth in coalition with stakeholders;
- Make recommendations and lobby municipal government with and on behalf of youth.

Our Core Values:

We believe:

- Victoria is not a “level playing field” where everyone has equal opportunity. Oppressions (ageism, racism, sexism, colonialism, heterosexism, classism, disablism...) and privileges (oppressions' often invisible opposites) play-out in our lives in many different ways, including in relationships with our friends and family, the laws that govern our City, and even the ways we understand our own identities and experiences.
- The Youth Council must work hard to recognize and address injustices and inequities. We strive for inclusion with influence, not tokenism, within the Youth Council and in our relationship with the municipal government.

This means:

- The Youth Council is committed to reflecting the diversity of Victoria's youth. We are committed to learning and being challenged, and to collaborate whenever possible. We strive to create a space that is respectful, affirming, and fun for all participants.

Our Definition of “Youth”

Those who are eligible for membership, participation or advocacy are any “self-identified” youth who live, go to school, work, access services, or spend some aspect of their lives in the municipality of Victoria.

Terms of Reference *(from the Youth Council website, April 12, 2007)*

- To make the City a more youth-friendly place and to represent different youth in the community
- To make recommendations to the municipal government on behalf of the local youth
- To initiate and encourage opportunities for action and dialogue in the community

SCHEDULE B

EXCERPT FROM COUNCIL MINUTES JANUARY 2008

Recommendation:

That Council approve the following recommendations related to the City of Victoria Youth Council:

- 1) That \$20,000.00 in funding for the Youth Council be allocated for 2008 immediately upon approval by City Council with 10% of this funding allocated to the host organization for enhanced financial administration and the balance allocated for the Coordinator's wages and project expenses.*
- 2) That the Youth Council be included in the City's regular Program Grant process for 2009 requiring it to complete an application for operating funding.*
- 3) That the Supervisory and Evaluation Committee (SEC) evaluate the Youth Council Coordinator's request for a review of the coordinator's salary along with hours and report back to Council with recommendations and impacts.*
- 4. Recommend the Youth Council operations be modified as follows:*
 - a) Bi-monthly activity reporting to Mayor, Council, management and staff changed to semi-annual reporting including consolidating summary notes from community events.*
 - b) Supervisory and Evaluation Committee meetings be changed to annual as the Youth Council is stabilized and the Community Advisory Committee (CAC) is now in place,*
 - c) To ensure plans for financial sustainability, outreach and partnership goals are met, the majority of the Community Advisory Committee be experienced members of the community and past members or coordinators be in the minority and that this be outlined in the upcoming Policy and Procedures Manual.*



FEE FOR SERVICE CONTRACT

PART 1. ORGANIZATION INFORMATION

Organization Name & Incorporation Number:
Victoria Attractions Association DBA Downtown Victoria Ambassadors

Mailing Address:
PO Box 39047 James Bay Postal Outlet, Victoria, BC V8V 4X8

Phone: (250) 881-5275 Fax: (250) 385-5275
Email Address: attractions@shaw.ca

Contact Person(s): Krista Larsen Alternate: David Roberts (250) 508-0075

Contract fee: \$15,000

PART 2. ORGANIZATION DESCRIPTION

The purpose of the Downtown Victoria Ambassador program is to improve the quality, safety and experience of both visitors and residents while visiting Victoria. Through their service as mobile information sources, the Downtown Ambassador volunteers increase visitors' knowledge of things to do and place to see in Victoria while suggesting longer and best quality stays.

With a thorough appreciation for all area events, attractions, accommodations and activities, ambassadors, through the provision of information, directions and assistance, embrace the opportunity to create, share and enhance the enjoyment, safety and visitor experience for tourists and residents.

Ambassadors are well trained and well-travelled and add to the comfort of new visitors with a smile, a friendly hello and the availability to help if visitors require. Many of them speak 2nd and 3rd languages, which also increases a visitor's sense of welcome and delight.

The Downtown Ambassadors daily presence enhances actual and perceived reality of pride, safety and comfort in the downtown community. Ambassadors are trained in basic safety and emergency 911 calls and can facilitate assistance for anyone requiring it.

Above all, the Downtown Ambassadors work with all community stakeholders including retailers, transportation providers and locals in adding to the safety and vibrancy of the downtown core.

In 2012 the Downtown Ambassador program celebrated 20 years. There are currently 5 ambassadors who have worked all 20 years. Mayor Fortin attended our 2012 orientation and delivered the opening remarks.

(Links to major policy documents: CSP – Our Economy; OCP – Section 14, Economy; Economic Development Strategy- Enhance the4 vibrancy, economy and safety of downtown Victoria).

PART 3. DELIVERABLES

The program has over 70 volunteers ranging in ages 18 – 84! Each year we actively recruit through Volunteer Victoria, ambassador referrals, and various volunteer notice boards. Ambassadors work from approximately mid-May through to early September, annually. The program operates 7-days a week, two shifts a day, with approximately 6 ambassadors per shift and walk routes from Douglas St. to Wharf St; lower Belleville St. (Clipper Ferry Terminal) to upper Government, up to an including China Town. The ambassadors also man a portable kiosk located at Yates and Government approximately 5 shifts a week from 1:00 – 4:00p.m. An ambassador will work one or two shifts a week (three to six hours total) All told; ambassadors will meet approximately 30,000 visitors each season.

At the beginning of the season, the ambassadors attend a training and orientation program that includes basic safety and 911 emergency call procedures delivered by the Victoria City Police. Other training may include World Host, partner familiarization programs and the Victoria Guest Services Network trade show featuring many of Victoria's tourism partners. The ambassadors are also required to complete a criminal record check.

Throughout the season, the Downtown Victoria Ambassadors track and record # of visitors met, question types (i.e.: attractions, accommodation, transportation, etc.) and visitor place of origin. The quality of these exchanges is often noted in visitor's comments.



FEE FOR SERVICE CONTRACT

PART 1. ORGANIZATION INFORMATION

Organization Name & Incorporation Number:

Greater Victoria Bike to Work Society
Incorporation Number: S-37679

Mailing Address:

PO Box 8837
Victoria, BC V8W 3S3

Phone: (250) 920-5775

Fax: (250) 920-5773

Email Address: frank@biketowork.ca

Contact Person(s): Frank Hudson, Executive Director

Contract fee: \$2,500.00 annually

PART 2. ORGANIZATION DESCRIPTION

The Greater Victoria Bike to Work Society is a registered non-profit society governed by a volunteer board of directors. Its mandate is to encourage and promote the use of the bicycle as a viable transportation option to and from work.

PART 3. DELIVERABLES

Fee for service contracts deliver or extend a service or program on behalf of the City on an ongoing basis. Please provide a short description of your program or service and the specific measurable deliverables your organization will provide.

The Greater Victoria Bike to Work Week is an opportunity for individuals to try using cycling for transportation to and from work for one week. As a result of their positive experience – cultivated by fun events, prizes, peer and employer support – many people who take up cycling during GVBTTWW continue and become regular cycle commuters.

People discover that cycling to work is a great way to fit exercise into their day. In the workplace, employees who commute to work by bicycle report feeling significantly healthier, happier, more productive, and less likely to change employers. The average commuter cyclist travels an average distance of 5-7 km; or 20-30 minutes in each direction. This is directly in-line with Health Canada's recommendation that people undertake a minimum of one hour of exercise per day to attain optimal health. The community at large benefits as well, from reduced health care costs and fewer vehicle emissions.

The launch of the 19th annual Greater Victoria Bike to Work Week is taking place Wednesday, April 10, 2013 at Victoria City Hall, with the week itself going from Monday May 27 to Sunday June 2, 2013. Locations of event "celebration stations" are throughout Greater Victoria. Events are held each day during the Greater Victoria Bike to Work Week. All aspects of the event are free to registered participants and members of the community.

To ensure participants and the community at large learn the proper skills to safely commute by bicycle, the Greater Victoria Bike to Work Society continues to run its highly successful and effective Bike Skills and Safety courses as well as one-hour workshops. These educational courses are for all skill levels and emphasize safety and knowledge to help make cycling a safe and enjoyable choice for commuting.

The Greater Victoria Bike to Work Week helps the City of Victoria realize its vision of being the most livable city in Canada. The number of people cycling for transportation is a barometer of livability. Our surveys show that 33% of last year's participants started their commute in the City of Victoria.

By supporting the Greater Victoria Bike to Work Week, the City will be benefiting and encouraging three of its constituents:

- Its staff
- The residents of Victoria
- People from Greater Victoria who travel into Victoria to work

This will also tie in with two of the City's strategic areas and goals in its 2013-2015 Strategic Plan. These include: Our Community - the City of Victoria is an outstanding place to live, work, play and visit; and Our Environment – the City of Victoria is home to a natural environment that is celebrated and stewarded for current and future generations.

Additionally, the Greater Victoria Bike to Work Week enhances community well-being, which directly aligns with City of Victoria's 2013-2015 priorities.

Deliverables:

- The City of Victoria will receive designation as Official Bronze Level Funder of the "Greater Victoria Bike to Work Week";
- The City of Victoria will receive priority recognition with primary logo location on all the "Greater Victoria Bike to Work Week" promotional materials including:
 - Approx. 1,500 posters
 - Ads in Newspaper (pending)
 - Approx. 2,200 T-Shirts
 - Home page of website for Greater Victoria Bike to Work Week
 - Feature/photo in Year book
- The Greater Victoria Bike to Work Society will host a Celebration Station at Victoria City Hall during Greater Victoria Bike to Work Week;
- Identification of the City of Victoria at related media conferences and special events including Kick-Off Launch, Commuter Challenge Race and Wrap-up event; and

- Provision of Bike Skills and Safety Courses, and one-hour Bike Safety Workshops. Scheduled courses are available to City of Victoria staff, and upon request, for specific staff groups. (nominal participant fees will apply)

Please return your contract by March 31, 2013 by email to
Kimberley Stratford
Grant Manager
City of Victoria
kstratford@victoria.ca



FEE FOR SERVICE CONTRACT

PART 1. ORGANIZATION INFORMATION

Organization Name & Incorporation Number:

Greater Victoria Coalition to End Homelessness
84261-5221 BC 0001

Mailing Address:

941 Pandora Ave, Victoria, V8V 3P4

Phone: (250) 370-1516

Fax: (250) 250-380-1590

Email Address: awynn-williams@victoriahomelessness.ca

Contact Person(s):

Andrew Wynn-Williams, Executive Director

Contract fee: \$100,000

PART 2. ORGANIZATION DESCRIPTION

The Greater Victoria Coalition to End Homelessness is a partnership of local service providers, non-profit organizations, all levels of government, business and the faith community located in Greater Victoria, British Columbia. The Coalition's mission is to end homelessness by 2018. We do this by bringing together the right partners for each housing and support project.

PART 3. DELIVERABLES

The Greater Victoria Coalition to End Homelessness (The Coalition) has a business plan for 2014-2015 that will focus its activities in seven core areas. These are Housing Development, Communications, Research, Prevention, Aboriginal Homelessness, Economic Inclusion and Business Operations. One third of the contribution from the City of Victoria will be funding for general operations while other deliverables will come in four of the core priority areas. These are in Housing, Communications, Research, and Aboriginal Homelessness. They are as follows:

- A. Housing: Assist with New Project Development** – the Coalition will work collaboratively with municipalities, housing providers and others to assist in the development of affordable, supportive and supported housing units within the region. The focus will be on the projects on the Priority Housing Project List and will include the development of project tools.

- B. Communications: Anti Stigma** - The Coalition will develop a communications campaign that combats stigma and challenges myths around homelessness.
- C. Research: Data Trend Analysis** – Coalition staff will work with the Community and Social Planning Council to produce trended data on a number of regional housing and homelessness indicators for the 2014-2015.
- D. Aboriginal Homelessness:** The Coalition will support the establishment of an Aboriginal Coalition to End Homelessness which would include representation from the entire of Vancouver Island.

Kimberley Stratford
Grant Manager
City of Victoria
kstratford@victoria.ca



Mayor and Council
The Corporation of the City of Victoria
City Hall
1 Centennial Square
Victoria, BC V8W 1P6

December 22, 2014

Re: Community Operating Grant Request from the Maritime Museum of BC

Dear Mayor Helps and Council Members,

The Maritime Museum of BC is requesting a 2015 Community Operating Grant from the City for \$ 20,000. It is my great pleasure to update you on the Museum's achievements and activities in 2014 as a direct result of the City of Victoria's ongoing support and to share with you our exciting plans for the upcoming year including our move from Bastion Square.

Transition to a New Model and New Locations

The Museum is in the midst of a promising transition to a new operating model and new locations. The planned new exhibit space in the Steamship Terminal on Belleville Street will be a destination attraction capable of attracting substantially more visitors based on contemporary, interactive experiences led by Museum volunteers and thus capable of contributing to the economic development of the Inner Harbour.

Shared Services of BC, our landlord in the Bastion Square former Courthouse, informed us in June that the building would have to be closed to the general public as of late October because of structural issues. Together, with the Ministry of Community, Sport and Cultural Development, Shared Services have been working with the Museum to find new exhibit space and storage for the collection. The plan is to minimize our closure to the public while preparing new exhibits. Shared Services is currently negotiating a lease for the museum with the Greater Victoria Harbour Authority for the causeway level of the former Steamship Terminal. Shared Services is also providing storage space at 4000 Seymour Street. This temperature and humidity controlled facility will house collection items not on display on Belleville Street at any given time and the Reference Library. Opening on Belleville Street is planned for December 2015.

Meanwhile packing and moving the collection is a challenge being met by over 30 volunteers under supervision by core staff. Planning for the new exhibit facility, with emphasis on providing enhanced visitor experiences, is underway.

The Society Board sees the transition as an exciting opportunity to re-vitalize the Maritime Museum as a community-supported collaborative, not for profit self-sufficient social enterprise. A rigorous new business plan has been approved which aims at a self-sufficient operation. A new facility on the Inner Harbour will strengthen the area's position as a hub of cultural tourism, will help to make the waterfront a destination for locals and visitors and will spur the economic development of the area.

Adding Value to Our Community

The Maritime Museum holds historically significant collections and stories in public trust so our community memory bank is preserved and remains accessible for current and future generations. The Museum also plays an important role in making Victoria an outstanding place to live and visit: it contributes to the city's distinctive sense of place by welcoming local and visiting guests, sharing stories and experiences of our rich maritime history and heritage, and connecting them to the culture of the city through an exciting line up of permanent and temporary exhibits and programs. These programs are held both within the Museum and out in the community to engage with a broad and diversified range of audiences. They include children's activities, adult lectures, workshops, historical tours, artistic performances, and cultural celebrations. While the Museum has been closed, we are still reaching into the community with offsite programming for children and seniors to promote our mandate.

The Maritime Museum is committed to sharing our maritime stories and history with as many south island residents as possible. We currently support various community groups with free passes for fundraisers and have offered "free admission" days not only to the Museum but also to our lecture series. We are currently exploring models for our new location which would provide more accessibility to locals and school groups.

Expanding Our Partnerships

This year, we committed to expanding our outreach efforts and building new partnerships with various community groups to celebrate Victoria's cultural diversity. Our well-received *Field Trip Project* exhibit, which ran through the summer 2014, brought the stories of the 2011 Japanese tsunami to life through beautiful artwork. We engaged with the local arts community having 8 BC artist produce their own works for the show inspired by the tsunami.

We were also pleased to continue our partnership with the Victoria Symphony. The Museum organized a choral concert of contemporary Great War music in November which was one of a series of commemorative public events staged under the umbrella of the Symphony Society.

Achieving Positive Outcomes

Our team of very committed and passionate professionals, along with a strengthened board of trustees, is working hard to ensure the Museum's long-term sustainability. Our efforts over the last year have been rewarded and the Museum has continued to grow. Admissions numbers

increased significantly with over 20,000 people visiting and participating in our programs this year. We believe this number will at least double in our new location. More importantly, we are committed to broadening access to this vibrant city's cultural and heritage assets which are important contributors to its social and economic well-being and quality of life. We are proud to tell the stories of the foundation of our beautiful city to locals and visitors alike.

Confronting Our Biggest Challenge

Like most cultural and heritage institutions, the Maritime Museum faces the ongoing challenge of inadequate funding. While we continue to work hard to build relationships with corporate sponsors and increase revenues through admissions, donations, memberships, and sponsorships, we are also looking to all levels of government for continued support. The Museum is not eligible to apply for operating or project funding from the CRD Arts Development Fund which is why ongoing operating support from local municipalities is so important. This issue is compounded at present because the Museum is not receiving admission and gift shop revenue during the transition to a new operating model and location.

The City of Victoria's past support through the Community Operating Grant has been a significant part of the Maritime Museum's operating budget. To support our transition to a new waterfront location which should facilitate a greater reach into the community we request a grant of \$20,000 for 2015. These funds will be used to support ongoing community outreach while the museum is closed and support preparations for opening in the new Inner Harbour facility.

During last year's grant deliberations by council, it was mentioned the Museum could be put on a three year granting plan. We would be very interested to discuss this with you and your staff.

The Maritime Museum contributes significantly to Victoria's cultural tapestry and economy, providing employment opportunities, and volunteer experience. The new facility on the Inner Harbour with its contemporary exhibits optimised to provide visitor experiences will be a wonderful enhancement to the Inner Harbour and destination attraction which will encourage tourists and locals to spend more time in Victoria's vibrant downtown core.

You will find attached a detailed description of the Maritime Museum's 2014 activities. Please contact me should you have any questions or wish to further discuss our application.

Sincerely,



Cassie Holcomb
Membership and Grants Coordinator

The Maritime Museum of BC's Highlights for 2014

Community Operating Grant Application

Background

The International Council of Museums defines a museum as "a non-profit, permanent institution in the service of society and its development, open to the public, which acquires, conserves, researches, communicates and exhibits the tangible and intangible heritage of humanity and its environment for the purposes of education, study and enjoyment." The Maritime Museum has been an important contributor to Victoria's cultural landscape since 1955 by ensuring our local and provincial history is preserved and accessible for current and future generations. We hold, protect, and care for a unique collection of historical artifacts and, through exhibits, displays, and programs, share the compelling maritime stories of our province with residents and tourists.

More specifically, we care for over 35,000 artifacts, 40,000 photographs, 1,000 pieces of artwork, 1,800 ship plans, an internationally recognized collection of 5,000 nautical charts, a research library with 6,000 volumes, and archives including unique historical documents and a fleet of three vessels all relating to the maritime culture of Canada's west coast. This rich collection is researched and interpreted by our knowledgeable staff and used as a centerpiece in our displays, exhibits, and programs which are designed to appeal to a wide and varied audience from youth and seniors groups, to local residents, tourists and other British Columbians.

Highlights From 2014

1. Projects

- a. **Charting a New Course:** The Maritime Museum has brought together the board of trustees, staff, volunteers, and members through consultations, surveys and dialogue to strengthen itself as an organization. This renewed energy has led to the creation of our strategic plan, a new brand, an operational plan, and a new business plan, all key pieces in helping the Museum move forward. The new facility will be planned to provide stimulating visitor experiences.
- b. **SS *Beaver* Medals:** The Maritime Museum's *Beaver* Medal recognizes outstanding contributions to our province's marine heritage and ocean sector. Nominations are solicited from the public and winner is selected by a blue-ribbon panel from across the Province's marine sector. This year's medal winners were maritime historian Dr. Barry Gough, former Curator of the Vancouver Maritime Museum Leonard McCann, and veteran hydrographer Captain Tom McCulloch. A special award was given to ROPOS (Remotely Operated Platform for Ocean Sciences), a unique submersible developed, built and operated out of Sidney. The Lieutenant-Governor presented two of the awards in Victoria as the Museum's Honorary Patron.

- c. **Dorothy Restoration:** Believed to be the oldest registered sailboat in Canada, *Dorothy's* Restoration is ongoing on Gabriola Island. Completion is planned in time for the 2015 Classic Boat Festival.
- d. **Ongoing Work on the Collection 2014 Projects:**
 - i. A complete inventory of our model ship collection of 800 items (including earmarking models of historic value as well as those that might be considered for de-accessioning)
 - ii. complete inventory of our art collection (including earmarking those which potentially could be de-accessioned)
 - iii. complete inventory of our collection of 502 ships' badges (including earmarking those which could be potentially be de-accessioned)
 - iv. entered 8,500 photographs in data base (being done primarily by a handful of very dedicated volunteers)
 - v. complete inventory of our ship plan collection of 1800 items
 - vi. managing the Treasures from Within exhibit project
 - vii. Complete verification of library catalogue of 6000 titles, de-accessioned 400 titles redundant to Reference Library mandate. Four items in our "Special Books" collection of historically significant volumes underwent conservation and a further 9 are currently undergoing conservation.
- e. **Research Request Program:** The Museum manages a robust research request program which saw over 110 inquiries from the public answered by our staff and volunteers. Topic areas of research requests can generally be divided into 3 categories:
 - BC History/Heritage refers to queries related to a specific or general maritime events, persons, vessels, or places in British Columbian history.
 - Ship Plans refer to a request for a scan or physical copy of ship plans.
 - Family History refers to research related to the history of an individual's family.

2. Programming

- a. **School and Community Programming:** The Maritime Museum continues to produce and execute first class curriculum- linked school and community programs. We reached over 1250 children this year through our nine school programs aimed at students from pre-school through grade 12. The In addition 1306 people participated in guided "drop in tours" in the museum. Our Director of Exhibits and Visitor Engagement has met with local teachers to improve our programs and better understand educational needs so more children may have the opportunity to learn about our maritime heritage. The Museum plans to secure sponsorship funding in 2015 so that we can deliver school programs without charge.

- b. **Maritime Memories Seniors Program:** This year, we developed a new program for seniors. Maritime Memories is a 90 minute opportunity to socialize while getting hands-on with some of the museum's artifacts. Our resident historian takes seniors through an engaging discussion of each artifact designed to spark memories and lively discussion, while allowing personal access to some of the museum's collection. Over 130 seniors have taken part in 2014 and several bookings have been received for 2015.
 - c. **Coast Capital Pirate School:** Our pirates invaded 13 local community events this year, bringing Coast Capital Pirate School to more than 16,500 people across the CRD. This summer our team taught young wannabe pirates how to be "the best of the worst!" through crafts and interactions with our skilled pirates. Events included: Margaret Jenkins Anniversary Fair, Boat for Hope, Oak Bay Tea Party (two days), Canada Day at the Inner Harbour, Canada Day at Fort Rodd Hill, Seaspans Family Day, Buccaneer Days, Saanich Strawberry Festival, Cadboro Festival, Saanich Fair (three days), CFB Esquimalt's Formation Family Fun Day and Lochside School's Halloween Pirate Bash.
 - d. **Adventures at Sea Children's Industrial Action Day Camp:** Providing child care during the teachers' strike in September, the Maritime offered day camps. Campers spent time discovering the treasures at the Maritime Museum and also enjoyed excursions to the Royal BC Museum, Beacon Hill Park, and Pirate Adventure
3. **Community Events:**
- a. **Discounted/Free Admissions:** This fiscal year, the Maritime Museum distributed over 250 free family passes to various community groups including scouts, cadets and community associations. These passes not only allow local groups to fundraise through raffles and silent auctions, they bring new visitors to the Museum. We will continue to support local groups through this program. The Maritime Museum has also hosted free admission days and events - including our lecture series and popular New Year's Day Levee. Free admission was offered on this and other occasions to allow those who may be financially inhibited from otherwise enjoying the Museum.
 - b. **Be a Tourist in Your Own Home Town:** Almost 500 Greater Victorians visited the Museum each day over the course of the 5 day event this past spring.
 - c. **Adult Lectures:** The Maritime Museum offered lectures to complement our temporary exhibits such as the *Empress of Ireland*. We also hosted two book launches and several other educational lectures on a variety of topics including a well-attended talk about Canadian naval aviators in the Great War and a three part lecture series by distinguished academics about the impact of the War of 1812 on the Pacific Northwest. A new book discussion program was also offered. We plan to continue our lecture series in our new location.

- d. **Classic Boats Festival:** The Maritime Museum has been an integral part of the Classic Boats Festival since its inception more than 35 years ago. Providing space, support, and programming for this three day celebration of our maritime heritage and traditional boats, the Maritime Museum was thrilled yet again to be one of the festival's major partners. Over Labour Day weekend, over 100 boats participated in races, a "sail past" and demonstrations to the delight of audiences both local and visitors alike.
- e. **Boats for Hope:** The Maritime Museum participated once again in the *Variety Children's Charity Boats for Hope* event. Special-needs children and their families were treated to a fun day out on the water with Pirate Adventures and a carnival atmosphere at the Huron Street Coast Guard station. We showed over 200 kids, many who remembered us from last year, how to make scrimshaw (pirate art).

4. Additional Museum Programming and Tours:

- a. **Hudson's Bay Company and Fort Victoria:** The original location of Fort Victoria is right outside the front doors of the Maritime Museum. Our educational staff developed a program which highlighted the importance of the Hudson's Bay Company to our origins as a city. Provided free with admission, visitors made connections to Victoria's dynamic history.
- b. **Vice Tours:** Summer students at the Maritime continued the tradition of evening tours through the summer of 2014. Dressed in period attire, a local tour guide imparted "gossip" from Bastion Square's colourful past based on historical facts. The tour took place inside the Museum as well as out and about through the square telling the forgotten stories of Fort Victoria.
- c. **Ghost Tours and Ghost Hunts:** Our extremely popular and very spooky October programming was once again a success in 2014. Eight ghost tours offered not only the history of our building but well-documented tales of ghostly inhabitants.
- d. **Franklin Expedition:** Staff are completing work on a new program highlighting the Franklin Expedition and its west coast connections.

5. 2014 Temporary Exhibits:

- a. **Convoy PQ-17: The Art of History:** *Convoy PQ-17: The Art of History* was a temporary exhibit which commemorated the tragic events of a doomed convoy during the World War II. This special exhibit had opened in 2013 and continued into March 2014.
- b. **The War of 1812 video installation** (March to April 2014) An interactive video display was added to the permanent exhibit about the importance of Fur Trading to highlight the role of the Pacific in the War of 1812.
- c. **The Empress of Ireland** (April to October 2014) This well-received exhibit explored the tale of Canada's *Titanic* – The *Empress of Ireland* which sunk on May 29, 1914 with

the loss of 1012 lives. This exhibit featured artefacts belonging to a local collector and interpretive panels telling the story of who was on board, BC connections, and how the collision came about. This ship carried thousands of immigrants to Canada, many of whom came to BC in the first decade of the 20th century her loss at sea was the largest Canadian maritime disaster.

- d. **Tsunami backpack exhibit – *The Field Trip Project*** (June to September 2014) Artists from Canada and Japan transformed Japanese elementary school backpacks into a mobile art exhibition to support Tsunami relief efforts. The project had traveled to several North American cities and inspired ideas about recovery from the Tsunami. Local artists were invited to create their own 'backpack art' which was displayed along with the traveling exhibit's featured pieces.
- e. **Activity Deck:** In 2014 the children's activity deck on the ground level was re-configured to offer more options for families. Space for interactive learning for children is planned for the new site.

The Maritime Museum has had a positive 2014. With continued support in 2015 from the City of Victoria, our transition to new locations and a new operating model will enhance our contributions to the local community. Should you have any questions regarding our grant application, please contact:

Cassie Holcomb
Membership and Grants Coordinator
250-385-4222 ext. 105
cholcomb@mmbc.bc.ca

Thank you for your continued support.



FEE FOR SERVICE CONTRACT

PART 1. ORGANIZATION INFORMATION

Organization Name & Incorporation Number:
Victoria AM Association S-19885

Mailing Address:
189 Dallas Road, Victoria, British Columbia V8W 2X2

Phone: (250) 381-1611

Fax: (250)

Email Address: victoriaam@shaw.ca

Contact Person(s):
Jeffrey D. Hayes
President

Contract fee: \$2,000.00

PART 2. ORGANIZATION DESCRIPTION

Victoria AM Association believes in and actively pursue the development of the commercial, civic and social well being of our community by showcasing our unique South Island lifestyle to all visitors and residents.

PART 3. DELIVERABLES

Ogden Point Meet & Greet Program:

Victoria AM Association runs the Ogden Point Meet & Greet program. For this program we dress in Victorian costumes and meet guests to our island arriving by cruise ship. Along with a friendly smile and an offer for a free souvenir pin we provide helpful (and non-commercially driven) advice and information to those visitors.

A reasonable estimate for "ships greeted" is 98%. In 2013 we are anticipating 210 arrivals which results in a predicted 205 ships being greeted. Historically, the only ships which are not greeted are those that arrive very late – typically induced by weather conditions. Each greeting, we take roughly 10 person-hours (2.5 hours @ 4 greeters) which results in 2050 total "greeter hours" being provided for this agreement.

Our specific "hours of greeting" begin at 8:00am. We find that few passengers tend to disembark before that time. End time for greeting is somewhat flexible but at a minimum is 8:00pm. Many times last year greeters were present into the 9:00pm range.

Please return your contract by April 2, 2013 by email to
Kimberley Stratford



FEE FOR SERVICE CONTRACT

PART 1. ORGANIZATION INFORMATION

Organization Name & Incorporation Number:
Victoria Youth Empowerment Society
29717 (May 9, 1986)

Mailing Address:
533 Yates Street, Victoria B C, V8W 1K7

Phone: (250) 383-3514

Fax: (250) 383-3812

Email Address: pat.griffin@vyes.ca

Contact Person(s): Pat Griffin

Contract fee: **\$2,000**

PART 2. ORGANIZATION DESCRIPTION

Please provide a brief overview of the mandate of your organization.

The Mission Statement of Victoria Youth Empowerment Society (YES) is twofold: First, to assist youth to remove themselves from the high risk environment of the street and make the transition to healthier and more constructive life situations and Second, to help youth and families make positive choices, which will prevent involvement in at risk behaviour or connection with the street scene.

YES offers day and evening drop-in services that connects youth/families to healthier opportunities. Services offered by YES include: youth and family counselling, community outreach with after-hours access, referrals, assessments, specialized interventions, a missing youth system, assistance with general health issues, advocacy, meeting basic needs (an evening meal, access to showers and laundry facilities, hygiene products, clothing, and recreation/leisure activities), emergency shelter services, specialized youth detox, community development, life skills training, mental health counselling/liaison, independent living support and transitional planning, employment development and assistance with issues related to housing, education, etc.

For additional information please visit our website: www.vyes.ca

PART 3. DELIVERABLES

Fee for service contracts deliver or extend a service or program on behalf of the City on an ongoing basis. Please provide a short description of your program or service and the specific measurable deliverables your organization will provide.

PROGRAM: SUMMER OPPORTUNITIES PROGRAM (SO)

The Summer Opportunity Program (SO) was developed in 1995, in response to the growing need for an alternative to youth "hanging out" in the downtown core. Further it was recognized

that there was a large number of youth who could not afford the summer experiences that many others typically enjoyed.

Now in its fifteenth year, SO provides a daytime drop-in program for Victoria's at-risk and street involved youth who gravitate to the downtown core over the summer. The program offers youth from the ages of 13 to 19 an opportunity to engage in healthy options by providing an alternative from the street or "hanging out". SO also serves as a connection point for youth to access other community resources and provides basic necessities such as healthy meals, showers, clothing, hygiene products and laundry facilities for youth in need.

SO runs 5 days a week (Monday through Friday). Recreational, social and cultural activities are developed for the program in consultation with the youth participants. The activities are provided at no cost to the participants and vary from educational to entertaining. Leisure activities may include: swimming, bowling, trips to the beach, painting, cooking, beadwork, candle making and outings to various Victoria attractions. Educational sessions are provided in areas such as: alcohol and drugs, yoga, anger management, healthy relationships, etc. Using this approach activity workers are able to develop trusting and supportive relationships with the youth and challenge them to engage in teamwork, problem solving, planning and conflict-resolution practices.

Many of the youth who access SO are struggling with issues involving substance misuse, lack of secure housing, unemployment, health concerns and poor nutrition. The Summer Opportunities Program is designed to integrate these needs into healthy options for youth. Youth are given assistance with housing, job searches, resumes, and connection to school/educational options. SO staff also collaborates with youth to facilitate assistance with mental health issues, addiction services, and family counselling.

Funding and in-kind partners include: Service Canada and a broad cross section of the business community, over 20 local schools, professional potters, entertainers, local celebrity servers, corporate sponsors, and numerous volunteers who assist with the Souper Bowls of Hope fundraiser.

SO staff is comprised of two post-secondary students funded in part by Human Resource Service Development Canada, who's wages are enhanced with funds from the Souper Bowls fundraiser.

Measurable deliverables that the program will provide include

Build community capacity and address the needs of diverse citizens particularly those who are vulnerable or marginalized [OCP 15 Objective (d)]

- Downtown partners are provided with an alternative to the frustration of shuffling youth from street to street and a referral target for the business community, outreach workers, police officers and other social service agencies for youth that may be at risk of involvement in the street scene or have no place to go during the summer.
- The program acts as a summer access point for youth in need of assistance with issues such as family conflict, homelessness, unemployment, etc.

Enhance social inclusion for people of all socio economic levels (OCP 15.15)

- To provide a program for youth with very limited financial resources, who cannot afford to participate in the other summer activities/programs that may be available in the community.

Enhance sense of personal and public safety [OCP 15 (Goal G)]

- To provide a healthy option for youth who have a tendency to gravitate to the downtown core in the summer and an alternative to 'hanging out' on the streets.
- To provide safe, supportive and supervised activities/outings that enhance a youth's future likelihood of making healthier and safer choices.

Ensure diverse and accessible opportunities to engage in arts, culture, sports and recreation (OCP 15.2)

- To expose youth to a range of social, educational and recreational activities, that will broaden their positive connection to the community.

Funding from other governments, corporate sponsors and in-kind contributions (OCP 15.15)

- Funding and in-kind partners include: Service Canada, the business community, over 20 local schools, professional potters, corporate sponsors, and numerous volunteers.

Appropriate services for those facing issues of mental illness and addictions issues (OCP 15.24):

- Youth receive support and education on coping with their mental health concerns and connection to mental health services
- Youth will be connected to alcohol and drug detox, long term counselling and residential treatment programs.

Support to attain basic needs (OCP 15.16.1):

- Youth are connected to services that can address their immediate basic necessities (i.e. food/laundry/hygiene products/emergency shelter)
- Assistance to access medical services prior to acute health problems

It is projected that over the summer the SO Program will be utilized by over 100 individual youth. (Last summer 120 individual youth accessed this program). The Summer Opportunities Program will collect data that will provide measurable interventions (most often dealing with youth that present with multiple issues) for over 80% of the youth who utilize the program.

Please return your contract by April 2, 2013 by email to
Kimberley Stratford
Grant Manager
City of Victoria
kstratford@victoria.ca



FEE FOR SERVICE CONTRACT

PART 1. ORGANIZATION INFORMATION

Organization Name & Incorporation Number:
 Burnside Gorge Community Association
 BC Society Number: S-27918
 Registered Charity Number: 135261972RR0001

Mailing Address:
 471 Cecelia rd
 Victoria, BC
 V8T 4T4

Phone: (250) 388-5251 Fax: (250) 388-5269
 Email Address: Correen@burnsidegorge.ca

Contact Person(s):
 Correen Coons

Contract fee: \$10,000

PART 2. ORGANIZATION DESCRIPTION

Please provide a brief overview of the mandate of your 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. This is accomplished through community engagement, providing a continuum of high quality programs and supports that strengthen the lives of children, youth and families in Greater Victoria, fostering community connections and ensuring a representative voice for all of those we serve.

PART 3. DELIVERABLES

Fee for service contracts deliver or extend a service or program on behalf of the City on an ongoing basis. Please provide a short description of your program or service and the specific measurable deliverables your organization will provide.

Program Description:

The Youth Outreach services at Burnside Gorge Community Centre provide intake, assessment and support services to at risk and vulnerable youth. In addition BGCA collaborates with other youth serving government and community agencies to provide appropriate referrals for youth requiring additional services and resources. Maintaining effective and strong relationships with other service providers ensures responsive support for youth and a reduction in duplication of service.

The Youth Outreach worker targets youth aged 12 to 18 who attend our Youth Center programs as well as those youth who are isolated and not connected to their community. Youth workers strive to form positive, healthy, trusting and proactive relationships with both youth and their families. Referrals are received from other BGCA programs and community agencies, such as, Ministry of Children and Family Development, Child and Youth Mental Health, and various schools in the Victoria area. Youth are supported through a variety of activities depending on individual needs identified during assessment and through the relationship building process. Activities may include: one to one counselling, group support, program support in the Youth Center, family mediation, mentorship by staff, advocacy with other agencies, support to build community connections, and referrals to specialized resources. The Youth Outreach Worker supports youth in the context of their family. Intensive support will be given to parents through one to one support, family support and parent education.

Measureable Deliverables:

- Youth will reduce risk factors impacting their health and wellbeing
- Youth will experience an increased sense of personal safety
- Youth will build capacity and competencies to become self-reliant, contributing members of the community
- Youth will have opportunities for the development of social, emotional, cultural, recreational and academic skills
- Youth will recognize and develop their capacity for leadership and community engagement
- Increase strengths and reduce risks to family members of at-risk youth through parent education as well as individual and family support services

How Youth Outreach relates to/enhances the City of Victoria's Sustainability Action Plan:

Social Well-being & Livability

- At risk youth are an untapped asset in our community. They possess skills they are largely unaware of and have a great deal to contribute. Over time, support to youth through outreach services allows youth to recognize and value their capacity to contribute and strengthen community connections.

Environmental Integrity

- Environmental integrity is not possible or realistic without first addressing personal integrity in at-risk youth. Outreach provides opportunities for at-risk youth to participate in, and feel safely connected to, community life, allowing them to develop their capacity for stewardship.

Economic Vitality

- Outreach and support to at-risk youth provides them with opportunities to build their skills and capacity in order to contribute economically to the community.

Please return your contract by April 2, 2013 by email to

Kimberley Stratford

Grant Manager

City of Victoria

kstratford@victoria.ca



FEE FOR SERVICE CONTRACT

PART 1. ORGANIZATION INFORMATION

Organization Name & Incorporation Number: Fairfield Gonzales Community Association
S11840

Mailing Address: 1330 Fairfield Rd, Victoria BC, V8S 5J1

Phone: (250) 382-4604

Fax: (250) 382-44613

Email Address: recreation@fairfieldcommunity.ca executivedirector@fairfieldcommunity.ca

Contact Person(s): Thomas King (Community Recreation Coordinator), Joan Kotarski (Executive Director)

Contract fee: \$15,000.00

PART 2. ORGANIZATION DESCRIPTION

Please provide a brief overview of the mandate of your organization.

Mission Statement: To enhance the quality of life in Fairfield and Gonzales by involving community in identifying and acting on the needs of area residents. The Fairfield Community Place is a community centre that offers a variety of recreational activities and programs for individuals and families in the community. Staff and volunteers strive to reflect and respond to community needs. The resources presently offered are the result of the hard work of a number of Fairfield residents.

PART 3. DELIVERABLES

Fee for service contracts deliver or extend a service or program on behalf of the City on an ongoing basis. Please provide a short description of your program or service and the specific measurable deliverables your organization will provide.

The Jump N Start program is delivered in partnership between the Fairfield Gonzales Community Association and Central Middle and George Jay Elementary Schools. We provide an opportunity for youth to spend time after school on Tuesdays and Wednesdays with a small group of their peers and supportive staff. The Program supports 8-10 youth at George Jay Elementary and 10-12 youth at Central Middle School. The program includes trips to local attractions (e.g. radio stations, museums, community gardens)

and City of Victoria recreational facilities (e.g. Crystal Pool, SOFMA, Public Library, Beacon Hill Park), as well as on-site recreational activities, arts & crafts, games, and cooking. All participants are referred into the program by the schools' Youth and Family Counselors.

The Jump N Start program aligns with the City of Victoria's Strategic Plan 2013-2015 and its first priority to "enhance community well-being" and specifically speaks to the City's Official Community Plan as this program is an "innovative opportunity to sustain, enhance, and deliver community-based recreational, educational, cultural and social programs" (9.13/15.15 Official Community Plan).

The group has four goals/deliverables: (1) build a community of youth in a safe environment; (2) expose youth to community activities where they have an opportunity to try new things; (3) promote self-esteem, social interaction and become a place for youth to develop their "voice"; and (4) identify community resources that youth can access themselves or with their families.

Please return your contract by April 2, 2013 by email to
Kimberley Stratford
Grant Manager
City of Victoria
kstratford@victoria.ca



FEE FOR SERVICE CONTRACT

PART 1. ORGANIZATION INFORMATION

Organization Name & Incorporation Number:
James Bay Health and Community Services Society S19431
(DBA James Bay Community Project)

Mailing Address:
547 Michigan Street, Victoria BC V8V 1S5

Phone: (250) 388-7844

Fax: (250) 388-7856

Email Address: kkennish@jbcv.bc.ca

Contact Person(s): Kaye Kennish, Executive Director

Contract fee: \$10,000

PART 2. ORGANIZATION DESCRIPTION

Please provide a brief overview of the mandate of your organization.

The mandate of the James Bay Community Project is to build healthy, inclusive community in James Bay and beyond by operating and facilitating programs and services that support families, youth, seniors and other community members.

We do this by providing:

- a Family Resource Centre (parent education, programs for children and youth, counselling for families and individuals, family and youth outreach)
- Community Services (health and wellness programs, free phone and computer access, free computer training, public library, free emergency food, community kitchens, help with income tax submissions)
- Seniors Services (seniors outreach worker, free medical drives, help with grocery shopping and home repairs, home visits)
- Volunteer Program (over 300 volunteers, including many from Community Living organizations)
- Victoria Youth Clinic (medical and mental health services to youth aged 12 to 24)

PART 3. DELIVERABLES

Fee for service contracts deliver or extend a service or program on behalf of the City on an ongoing basis. Please provide a short description of your program or service and the specific measurable deliverables your organization will provide.

Description of *Outreach to Youth and Young Families Program*

The *Outreach to Youth and Young Families Program* is a prevention and early intervention program that provides basic resources, informal supports as well as more formal program and counselling interventions for two target groups:

- youth who are young parents
- youth and their families who are struggling with family dynamic issues - relationship conflicts, behavioural issues, substance abuse issues, cultural differences, and/or various mental health concerns

Our Youth and Family Outreach Worker connects with very young parents (ages 16 – 24) who require support regarding parenting concerns and challenges. These young parents are often hesitant to seek support through mainstream family resource programs and need additional resources, support and trust-building to facilitate their inclusion. Working collaboratively with Youth Clinic staff, we encourage the young parents to participate in our day-time family drop-in programs, or if more appropriate, we provide referrals to specialized young parent programs run by other agencies. Through enhanced nutritional dinners/snacks and the distribution of donated food and clothing, we are also able to provide additional basic living supports. For some young parents, use of our free telephone, newspaper, public access computers and information/referral services are very important. The Youth and Family Outreach Worker can also provide one-to-one consultation and counselling regarding positive parenting strategies and/or support with child development concerns. More intensive counselling is available as part of the MCFD contract, if needed.

Our Youth and Family Outreach Worker also provides outreach support and counselling to youth (12 – 19) and their parents. Access to time-limited youth-focused family counselling support is important, while it is ascertained whether other school and/or community assessments and/or services may be more appropriate.

A final aspect of our *Outreach to Youth and Young Families Program* is collaboration and connection with other community agencies to ensure information sharing, collaboration and coordination of services. Through established networks like the James Bay Interagency Committee and the Coalition of Neighbourhood Houses, we are able to make effective referrals and connections for families and youth. The Youth and Family Outreach Worker participates in the Shared Assessment Committee with other community agencies and the Ministry of Children and Family Development. This collaboration has facilitated initiatives like the Coldstar Community Food Project which provides high quality food donations for use in our food programs to partially address food security issues. Additionally the *Outreach to Youth and Young Families Program* benefits from the many hours of multi-generational volunteer time deployed in these programs, and it is particularly gratifying to see some of the youth who have been helped in the past, start to engage in volunteer activities with others.

**Deliverables of Outreach to Youth and Young Families Program
(OCP Sections 15.3.4, 15.16.1, 15.16.2, 15.16.5)**

- 1) Individual counselling, support and advocacy for youth and/or families (*approximately 18 youth/ families*)
- 2) Informal/basic needs supports (emergency food; computer, newspaper and telephone access; resource information, referral and advocacy) to youth and young families (*approximately 25 youth/young families*)
- 3) Opportunities for youth volunteer placements within the agency, where they work with and alongside people of different generations (*approximately 10 youth*)
- 4) Participation of young families in our Family Resource Centre programs including community kitchens, Playgroup Drop-Ins, Baby Group (with a registered nurse), Mother Goose and Triple P Parenting programs (*approximately 5 young families*)
- 5) Connection of young parents and children to communities of interest and opportunities for social interaction (*approximately 15 young families*)
- 6) Access to the medical and mental health resources of JBCP's Victoria Youth Clinic (*approximately 25 youth/ young families*)
- 7) Opportunities for participation in health and wellness programs such as Yoga, Qui Gong, meditation, etc. with other community members (*approximately 25 youth/ families*)
- 8) Referrals of youth and young parents to other appropriate community service providers (*approximately youth/young families*).

Please return your contract by April 2, 2013 by email to
Kimberley Stratford
Grant Manager
City of Victoria
kstratford@victoria.ca



FEE FOR SERVICE CONTRACT

PART 1. ORGANIZATION INFORMATION

Organization Name & Incorporation Number:
Our Place Society Registration # 82709 8344 RR0001

Mailing Address:
919 Pandora Avenue, Victoria, BC V8V3P4

Phone: (250) 388-7112

Fax: (250) 220-4026

Email Address: alf@ourplacesociety.com / gail@ourplacesociety.com

Contact Person(s):
Alf Eamer for finance / Gail Snider for operations

Contract fee: \$25,000.

PART 2. ORGANIZATION DESCRIPTION

Our Place Society is an inclusive community that offers hope and belonging to people in the Greater Victoria area who are homeless or living in poverty. We provide programs and services that nourish spiritual, physical, social, emotional and educational needs. These services include serving over 1200 meals - 5 days per week and 250 lunches on Saturdays and Sundays, a transitional housing program that supports the needs of 45 of Greater Victoria's hardest to house citizens, hygiene services, free clothing, pastoral care, advocacy and a wide range of programs aimed at assisting with educational, recreational and work related pursuits. Our internal outreach team serves our "family" by supporting them with housing referrals, counselling, telephone calls, mail service, identification replacement, computer access, bus tickets, rental housing support and, most importantly, unconditional love and acceptance that they might not receive elsewhere.

PART 3. DELIVERABLES

The success of our internal outreach team is contingent upon people coming into our facility and our workers developing trusting relationships based upon the persons needs and personal circumstances. Building upon our internal programs and services, our Community Outreach worker will offer 15 hours per week of on the street support to marginalized individuals who may not come into our building or who may be better served outside of the facility. Our outreach workers are best positioned to offer this service because of their extensive experience with connecting people with appropriate support services within the community. Through connecting with the street community on a regular basis, the community outreach worker will be able to refer and support these individuals with access to services that will improve their basic quality of life including, but not limited to, health services, educational programs, locations for access to meals, detox services, recreational opportunities, employment opportunities, places of worship culturally appropriate to the individuals and, perhaps most importantly, access to housing. (OCP Section 15.16.1 and 15.16.5)

The success of this service will be measured by tracking the number of contacts made while on

the street, the number of successful referrals to support services and longitudinal monitoring of the number of contacts made as a result of the support received through the outreach team. Anecdotal evidence as well as specific numbers will be gathered from those persons willing to share their experiences with the outreach worker and how their connection with this service has benefited their life situation.

Please return your contract by April 2, 2013 by email to
Kimberley Stratford
Grant Manager
City of Victoria
kstratford@victoria.ca



FEE FOR SERVICE CONTRACT

PART 1. ORGANIZATION INFORMATION

Organization Name & Incorporation Number:
Victoria Youth Empowerment Society
29717 (May 9, 1986)

Mailing Address:
533 Yates Street, Victoria B C, V8W 1K7

Phone: (250) 383-3514

Fax: (250) 383-3812

Email Address: pat.griffin@vyes.ca

Contact Person(s): Pat Griffin

Contract fee: **\$15,000**

PART 2. ORGANIZATION DESCRIPTION

Please provide a brief overview of the mandate of your organization.

The Mission Statement of Victoria Youth Empowerment Society (YES) is twofold: First, to assist youth to remove themselves from the high risk environment of the street and make the transition to healthier and more constructive life situations and Second, to help youth and families make positive choices, which will prevent involvement in at risk behaviour or connection with the street scene.

YES offers day and evening drop-in services that connects youth/families to healthier opportunities. Services offered by YES include: youth and family counselling, community outreach with after-hours access, referrals, assessments, specialized interventions, a missing youth system, assistance with general health issues, advocacy, meeting basic needs (an evening meal, access to showers and laundry facilities, hygiene products, clothing, and recreation/leisure activities), emergency shelter services, specialized youth detox, community development, life skills training, mental health counselling/liaison, independent living support and transitional planning, employment development and assistance with issues related to housing, education, etc.

For additional information please visit our website: www.vyes.ca

PART 3. DELIVERABLES

Fee for service contracts deliver or extend a service or program on behalf of the City on an ongoing basis. Please provide a short description of your program or service and the specific measurable deliverables your organization will provide.

Program: YOUTH OUTREACH SERVICES

The Youth Outreach Team consists of three workers who provide accessible and responsive

outreach services throughout Core Victoria. The Youth Outreach program provides initial and immediate contact to youth and their families in an attempt to resolve current and emerging issues, facilitate prevention/diversion, and advance early identification and crisis intervention to reduce risk to youth and their families. The target population for the Outreach Team is at risk youth (and their families) who predominately fall between the ages of 12-19, but allowances are made to accommodate certain individual cases and situations beyond these ages. The profile of each youth varies considerably and includes downtown street entrenched youth, transient youth from out of Victoria, students, youth from family homes, foster placement settings, group homes, etc.

The Youth Services Outreach program is a short term intervention program with the aim of connecting youth and their families with longer term support. The Team provides services that include: assessment and stabilization, counselling, family mediation, conflict resolution, referrals, and assistance to access appropriate services. Some of the issues that they address include: mental health and addictions, sexual exploitation, repatriation, transitioning to adulthood, legal issues/criminal activity, family conflict and connection to services such as housing, education, employment etc.

The Team is a direct access point/outreach support for various systems dealing with youth and families such as: MCFD social workers and probation officers, teachers, various VIHA services etc. who can be connected to outreach counsellors 24 hours a day, 7 days a week. The Team works in collaboration with community partners to provide a continuum of services for youth and families to enhance their chances to succeed and thrive. They work in partnership with the outreach workers from the various Neighbourhood Houses and in unison with the Victoria Police to provide outreach functions throughout Victoria. The Outreach Team is also a crucial part of the Greater Victoria High Risk Reconnect System that has developed an integrated approach to assist parents/caregivers, MCFD and the Police in locating missing youth or those deemed to be at extreme risk.

The Youth Outreach Team is accredited through CARF (Commission on Accreditation of Rehabilitation Facilities) under the Child and Youth Service Standards, Prevention & Diversion. The program ensures quality service and optimal outcomes by keeping informed of the current best practices and up to date on any new accreditation standards.

Measurable deliverables that the program will provide include:

Support in difficult times [OCP 15 (D)]:

- Outreach to youth that otherwise may be hard to reach because they are homeless or couch surfing with no fixed addresses,
- Youth are provided with supports to transition from youth to adult services.

Appropriate services for those facing issues of mental illness and addictions issues (OCP 15.24):

- Youth receive support and education on coping with their mental health concerns and connection to mental health services
- Youth will be connected to alcohol and drug detox, long term counselling and residential treatment programs.

Support to attain basic needs (OCP 15.16.1):

- Youth are connected to services that can address their immediate basic necessities (i.e. food/laundry/hygiene products/emergency shelter)
- Assistance to access medical services prior to acute health problems

Enhance downtown safety (OCP 15.20):

- Outreach workers monitor downtown and regularly "check in" with youth, in an attempt to prevent youth from congregating on the streets or in unsafe locales and becoming progressively "street entrenched".

Encourage people to make healthier choices (OCP 15 Overview):

- Youth and families are identified prior to crisis and assisted in cultivating improved family relations

- Youth are assisted to secure safe housing prior to resorting to inappropriate alternative housing.
- Youth will be provided with tools to recognize signs of sexual exploitation and the skills to make positive choices
- Youth are provided with assistance to remain in school.

Providing skills training to build individual capacity (OCP 15.3.4):

- Youth will be connected to the YES Life Skills Program that offers a supportive environment to work on both practical and developmental life skills.

It is projected that over the year the Outreach Team will make contact with over 250 individual youth. Of these youth the Team will provide measurable interventions (most often dealing with youth and families that present with multiple issues of varying degrees) for over 150 youth.

Please return your contract by April 2, 2013 by email to
Kimberley Stratford
Grant Manager
City of Victoria
kstratford@victoria.ca

Appendix C

Community Garden Volunteer Coordinator Grant Terms of Reference

Purpose:

The purpose of this grant is to hire a programmer that will be responsible for coordinating volunteer activities in community gardens with food production as a primary focus.

Amount:

The total funding available is \$6000/neighbourhood that has existing community gardens.

Eligibility:

The neighbourhoods that have existing gardens and therefore are eligible to apply include:

- Vic West
- Fairfield-Gonzales
- Fernwood
- Burnside-Gorge
- James Bay
- Hillside-Quadra

To be eligible for the funding the following criteria must be met:

- A community or neighbourhood association
- Responsible for managing a community garden which includes commons gardens, allotment gardens and community orchards
- An agreement with the City for the management of the garden or be on City lands
- Funding for an individual to coordinate volunteers
- One application per eligible neighbourhood is preferred

Ineligible expenses:

- Materials and supplies
- Equipment
- On-going operating costs (eg. water)

Application and Award:

The deadline for application is September of the year prior. Payment of the grant will be issued in March to align with the growing season.

Reporting:

A final report will be required and at a minimum will outline:

- The number of volunteer activities
- Total number of volunteers
- A description of the projects and outcomes achieved



Governance and Priorities Committee Report For the Meeting of April 23

To: Governance and Priorities Committee **Date:** April 13, 2015
 Susanne Thompson, Director, Finance
 Julie MacDougall, Acting Director, Parks and
From: Recreation
 Katie Hamilton, Director, Citizen Engagement
 and Strategic Planning
Subject: Proposed Alignment of Grants Program with City of Victoria 2015-2018 Strategic Plan

Executive Summary

The purpose of this report is to propose a new grant program, with a two-phased implementation, in alignment with the 2015-2018 Strategic Plan for Council's consideration.

As directed by Council in April of 2014, a review to streamline the grant process was initiated for implementation in 2015. On December 18, 2014 Council approved grouping existing grant funding into two categories: direct award grants and grants aligned with the 2015-2018 Strategic Plan. Although festival investment grants would fall into the strategic plan grant category, Council approved festival investment grants for 2015 in December of 2014 to enable those grant recipients to apply for Federal grant funding that had a December 31 deadline. Direct award grants (community and seniors centres, neighbourhood per capita grants, Victoria Heritage Foundation, Victoria Civic Heritage Trust, and Recreation Integration Victoria) for 2015 were approved on February 26, 2015. This report addresses the remaining grants that would align with the recently approved Strategic Plan.

In developing a new program, we researched practices in other communities and although processes vary, all grants require Council's approval. Many municipalities offer different grant programs: some with criteria for the specific funding streams and some without criteria where Council determines the merit of each application individually. Some have grant review committees including citizen members and some municipalities are focussing participatory budgeting efforts on grant programs. Typically, if staff recommendations are made for Council's consideration, staff are simply recommending that an organization applying be considered as they have been confirmed as eligible for the specific grant stream. Council determines the merit of the applications.

In the past, five grant programs had a competitive application process: festival investment, neighbourhood enhancement, greenways, community arts, and sustainability. The budget for these programs totalled approximately \$327,000, of which \$156,000 was allocated to festival investment grants. The remaining grant budget of approximately \$513,000 was for "fee-for-service" grants, for which there is no application intake or opportunity for new applicants seek funding, and grants have generally been approved for the same organizations each year.

The program for festival investment grants is proposed to remain unchanged. This program has a well-established and robust policy and guidelines. It is proposed that for 2015, the fee-for-service grant process remain the same, but that the neighbourhood enhancement, greenways, community arts, and sustainability program grants be discontinued and replaced with a single new grant program aligned with the 2015-2018 Strategic Plan. The Strategic Plan has a broad scope and organizations that applied under the previous grant programs will have an opportunity to apply under the new program.

For 2016, it is proposed that the fee-for-service grant program be discontinued and incorporated into the strategic plan grant program. This phase-in is recommended for 2016, to provide organizations with ample notice, in particular those that have not previously been required to go through a competitive process. Also, as the next phase of the financial planning process, Council has directed staff to explore options for participatory budgeting for 2016. Based on experience from other communities, using a portion of the strategic plan grants could be an opportunity.

The new proposed grant program is designed to provide City Council with greater flexibility, involvement and oversight in the award of grants. It is proposed that the application and evaluation process be consistent for all strategic plan grants, including the timing of applications and awards.

The new process will provide opportunity for new applicants to apply and will be assessed using common eligibility criteria. However, the grant program itself is proposed to be broader in scope encompassing all 13 strategic objectives so that applicants are not restricted to apply for one type of grant when their project or program achieves multiple strategic objectives. Also, it is recommended that one funding envelope be created, instead of individual funding allocations for each strategic objective. This provides Council greater ability to provide funding to applications that will help meet approved strategic objectives the best and should prevent the historical experience of having some grant programs that are undersubscribed.

As part of the Strategic Plan, Council also approved the creation of a micro-grant program for volunteer coordination of commons and community gardens and added \$36,000 to the Financial Plan to fund community garden volunteer coordinators in the six neighbourhoods that currently have community gardens. The micro-grant program has been added as a separate category in the proposed grant policy. The \$6,000 for each of the neighbourhoods with community gardens will be treated as direct-award grants to those neighbourhoods.

Staff's role in supporting the proposed grant program will be to ensure that applicants are eligible. All grants that impact public space will be further assessed to determine implications on the use and function of the public space as well as budget impacts for ongoing maintenance. Adjudication of the merit of grant applications is proposed to be done by Council. It is also proposed that all applicants make a presentation to Council, at special meetings, in support of their application and will be required to report back on achievements. This is common in other municipalities as well.

It is also proposed that for future years, grant applications be due in the fall to enable review and award for the future year in alignment with the financial planning process. This has two benefits: grant applicants will know sooner if they were successful; and Council will be able to award grants prior to setting the budget for the following year, which will eliminate any potential conflicts of interest for individual Councillors when approving the financial plan. This also provides greater administrative efficiency as well as improved ability to effectively communicate the opportunity to access City grant programs.

In 2015, due to the strategic planning process that concluded earlier this month, the grant process

for 2015 is later than desired. Staff are taking steps to ensure that applicants are well informed of the new process and will be offering assistance as applicants are putting their applications together. An information session is proposed to provide opportunity for not-for-profit organizations to learn more about the process and benefit from advice on how to prepare an effective proposal and presentation.

The above changes, along with common eligibility criteria, are reflected in the proposed *Grant Policy* found in Appendix A.


Recommendations

That Council:

1. Approve the proposed grant program and process incorporated into the *Grant Policy* as outlined Appendix A
2. Implement a phased-in approach as outlined in this report:
 - a. In 2015, fee-for service grant process will remain unchanged and neighbourhood enhancement, greenways, community arts and sustainability programs will be replaced with the new grant program aligned with the 2015-2018 Strategic Plan
 - b. In 2016, fee-for service grant process will be replaced with the grant program aligned with the 2015-2018 Strategic Plan
3. Direct staff to accept applications until May 24 and schedule two special Governance and Priorities Committee meetings the week of June 14 for presentation by eligible applicants
4. Direct staff to launch the intake for 2016 grants in September 2015 for approval by Council in November 2015 in alignment with the 2016 financial planning process
5. Direct staff to explore, as part of developing options for participatory budgeting, participatory budget opportunities for a portion of the strategic grant budget, prior to the 2016 grant process

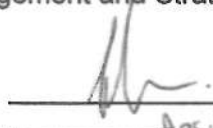
Respectfully submitted,


Susanne Thompson
Director, Finance


Julie MacDougall
Acting Director,
Parks and Recreation


Katie Hamilton
Director, Citizen
Engagement and Strategic Planning

Report accepted and recommended by the City Manager:

Date: 
Apr. 16, 2015

Attachments:

Appendix A - Proposed Grant Policy

Appendix B - 2013 and 2014 Grants Paid

Purpose

The purpose of this report is to propose a new grant program, with a two-phased implementation, in alignment with the 2015-2018 Strategic Plan for Council's consideration.

Background

The City of Victoria has supported the community through grants for over 40 years, contributing to the quality of life of residents, businesses and visitors. Some grants are used to fund delivery of services on behalf of the City, such as community recreation programs and heritage preservation. Other grants have supported festivals, community arts, social services, community and economic development.

The *Community Charter* prohibits the City from providing grants to businesses. Therefore, the grant policy only provides for grants to registered non-profit organizations.

The City has in the past offered several grant funding streams with different application intakes. The historical process required significant staff time to review applications and provide recommendations for Council's consideration. Some grant programs were oversubscribed, such as festival investment grants, whereas others did not receive eligible applications, such as greenways, and therefore remained unallocated (for 2014 the total unallocated amount was \$35,000 for greenways and youth outreach). In addition, in some grant categories, such as economic development, social service agencies and community development, there was no opportunity for new applicants to apply.

On April 10, 2014 Council requested that staff report back on a streamlined grant process for the 2015 budget year.

On December 18, 2014 Council approved the festival investment grants for 2015 for a cash award total of \$156,000. The remaining budget for Strategic Plan grants included in the draft 2015 Financial Plan is approximately \$710,000 (including \$25,000 unspent budget carried forward from 2014). As outlined in Appendix B, historically, the different grant program envelopes varied significantly as did the individual grant awards:

- Fee for service grants (for example outreach, compost education, Community Social Planning Council, Film Commission, Tourism Victoria, Greater Victoria Coalition to end Homelessness, and Greater Victoria Bike to Work Week) have totaled approximately \$500,000 with grant awards ranging from \$2,000 to \$100,000;
- Neighbourhood enhancement grants totaled \$30,000 with grant awards ranging from \$1,900 to \$5,000;
- Greenways grants totaled \$25,000 with grant awards ranging from \$10,000 to \$15,000;
- Community arts grants totaled \$30,000 with grant awards ranging from \$7,500 to \$10,000, and;
- Sustainability grants totaled approximately \$86,000 with grant awards ranging from \$4,600 to \$10,000.

Also on December 18, 2014 Council approved realigning grants into two categories: direct award grants and program grants based on Council's strategic plan. Direct award grants are provided to organizations that provide a service on behalf of the City, such as community and seniors centres; neighbourhood per capita base grants, heritage grants and Recreation Integration Victoria. Council approved direct award grants for 2015 on February 26, 2015.

Council also directed staff to develop the program for strategic plan grants upon approval of the Strategic Plan. The City's 2015-2018 Strategic Plan has 13 objectives:

1. Innovate and Lead

2. Engage and Empower the Community; Strive for Excellence in Land Use
3. Build Financial Capacity of the Organization
4. Create Prosperity through Economic Development
5. Make Victoria More Affordable
6. Facilitate Social Inclusion and Community Wellness
7. Enhance and Steward Public Spaces, Green Spaces and Food Systems
8. Complete a Multi-modal Active Transportation Network
9. Nurture Our Arts, Culture and Learning Capital
10. Steward Water Systems and Waste Streams Responsibly
11. Plan for Emergencies Including Climate Change Short and Long Term
12. Demonstrate Regional Leadership.

As part of the Strategic Plan, Council approved the creation of a micro-grant for volunteer coordination of commons and community gardens. This has been added as a separate category in the proposed grant policy.

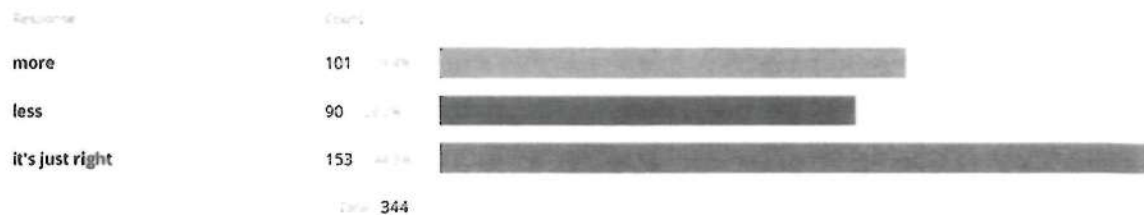
Through the public consultation on the draft strategic plan and the draft financial plan, the City received feedback regarding grants as follows:

1. Do you have any general comments on the City's investment in grants?

In response, common themes included:

- Increased oversight of grants and who gets them is needed
- Support for grants that support arts and culture
- More details of these grants are needed – the public isn't aware of how these dollars are being spent
- Too much money is directed towards grants – they should go towards City services
- Increase scrutiny around the awarding of grants

2. City spending in this area should be:



Municipalities have different processes for grants, but all require Council's approval. Many offer different programs: some with specific criteria for the specific funding streams and some without criteria where Council determines the merit of each application individually. Some have grant review committees including citizen members. Typically, if staff recommendations are made for Council's consideration, staff are simply confirming that an organization applying was eligible for the specific grant stream. Council determines the merit of the applications.

Issues & Analysis

The goal of the proposed grant program is to implement best practices and create a consistent and streamlined process where applicants outline how their project or program supports the achievement of the outcomes identified in the Strategic Plan. As outlined below, a number of considerations have been taken into account.

Streamlined and Consistent Process

Overarching criteria would apply to all strategic grant applications and the application intake period would be aligned with the financial planning process in the fall of each year. Grant applicants would know sooner if they were successful, and applicants, such as those applying for festival investment grants, will be able to leverage other funding opportunities that have December 31 deadlines. The process would also allow for new applicants for all strategic grant objectives.

Festival Investment Grants

It is recommended that the Festival Investment grants, including in-kind allocations, remain unchanged as outlined in the existing Festival Investment Grant Policy and Guidelines. This program has a well-established and robust process. Furthermore, the program is consistent with the Strategic Plan objective Nurture Our Arts, Culture and Learning Capital.

Due to the complexity of applications, specifically how the festivals fit within public space, and the required involvement from Police, Fire and other agencies, the detailed technical review process will also continue.

Greater Flexibility for Council

It is proposed that the program have a broad scope encompassing all 13 strategic objectives.

Rather than establishing individual funding allocations for each strategic objective, it is proposed to pool the entire budget and allocate funding based on applications received in any given year. As a result, grant opportunities will be maximized with no program undersubscribed and Council will be able to allocate funding to those applicants that will best assist in achieving the strategic objectives.

More Oversight and Involvement by Council

For the majority of the grants, staff's role would simply be to ensure eligibility of the applicant based on common criteria (see part 4 of Appendix A). It is proposed that applicants would make a presentation to Council and Council would determine the merit of each application.

To inform Council's decision making, grants that impact public space would be reviewed by staff to determine implications on the use and function of the public space as well as budget impacts.

Micro-grants

As part of the Strategic Plan, Council approved the creation of a micro-grant for volunteer coordination of commons and community gardens. It is proposed that the maximum amount for a micro-grant be \$500. Since the grant amounts are small, it is recommended that applicants for micro-grants not be required to present to Council; however Council will still approve each grant.

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.)

Reporting on Achievements

Organizations would be required to report on their achievements to demonstrate the result of the City's contribution.

In-kind Grants

As part of the recent financial planning process, it was identified that in-kind grants are currently handled on an ad-hoc basis using a number of already established budgets within the financial

plan. It is proposed that a policy for in-kind grants be developed and that all in-kind grants be comprehensively reported on. It is proposed that this policy be developed in 2015 for implementation in 2016.

Participatory Budgeting

As part of the financial planning process, Council has directed staff to explore options for participatory budgeting for 2016. Based on experience from other communities, using a portion of the strategic plan grants could be such an opportunity

Limits on Grant Funding

It is proposed that a number of limits be included in the policy. These limits are intended to ensure the City is not the sole financial support of the applicant, and that the citizens of Victoria benefit from the programs and projects. It is suggested that:

- Requests to cover the applicant's administration costs be capped at 18%
- Applicants be required to be located within the Greater Victoria area
- Requests for annual operating funding be capped at 50%
- Requests for project funding be capped at 75%
- Capital equipment, such as computers and office equipment, be ineligible

Over-subscription for Grant Funding

Based on past experience, the City is likely to receive funding applications totalling more than the available budget. There are a number of different ways that Council could allocate the available funding and it is recommended that Council establish a process for addressing a situation where more funding is requested than is available. Some considerations for Council are:

1. Reduce all grants for all applications so that each application receives a proportionately smaller amount
2. Rate and prioritize grant requests and approve the applications that Council expects to contribute the most toward the strategic objectives
3. Increase the grant budget

Options & Impacts

Option 1: Establish a single program with one funding envelope for all strategic objectives (recommended)

- Replace neighbourhood enhancement, greenways, community arts, and sustainability grant programs with the new grant program
- Festival investment grants remain unchanged
- Fee-for service grants remain unchanged for 2015; replaced by the new grant program in 2016

Pros:

- Provides Council with the most flexibility in that the applications with the most merit, based on the strategic objectives, could receive the most funding and not be restricted by amount in a separate funding envelope
- Provides ample notice to the organizations that have not applied under a competitive process previously

Cons:

- Could make decision-making more difficult since all applicants are competing against each other

Option 2: Establish a new program but allocate funding between all strategic objectives; festival investment grants remain unchanged; same phasing-in approach for fee-for-service grants as in option 1

Pros:

- Applicants know funding available for each category.
- Could make decision-making less difficult since applicants are only competing against other applicants in the same category.

Cons:

- Applications that have more merit than others may be declined due to limited funding for a particular strategic objective.

Option 3: Align existing programs with Strategic Plan objectives

Pros:

- Current programs are known by applicants

Cons:

- Does not address any of the shortcomings of the current programs (some oversubscribed, others undersubscribed; inconsistent processes between the grant programs, reporting requirement not consistent; for the majority of programs no opportunity for new applicants to apply)
- Not all strategic objectives would have a program and if funding envelopes remain the same there would be no funding available to create new ones

Recommendations

That Council:

1. Approve the proposed grant program and process incorporated into the *Grant Policy* as outlined Appendix A
2. Implement a phased-in approach as outlined in this report:
 - a. In 2015, fee-for service grant process will remain unchanged and neighbourhood enhancement, greenways, community arts and sustainability programs will be replaced with the new grant program aligned with the 2015-2018 Strategic Plan
 - b. In 2016, fee-for service grant process will be replaced with the grant program aligned with the 2015-2018 Strategic Plan
3. Direct staff to accept applications until May 24 and schedule two special Governance and Priorities Committee meetings the week of June 14 for presentation by eligible applicants
4. Direct staff to launch the intake for 2016 grants in September 2015 for approval by Council in November 2015 in alignment with the 2016 financial planning process
5. Direct staff to explore, as part of developing options for participatory budgeting, participatory budget opportunities for a portion of the strategic grant budget, prior to the 2016 grant process

Appendix A – Proposed Grant Policy and Application Form

1. Purpose

The purpose of the Grant Policy is to guide the City in managing grants with the exception of Housing and Festival Investment Grants which are guided under separate policies.

2. Objectives

The objectives are:

- Support not-for-profit organizations serving the City of Victoria
- Enhance the quality of life for residents, businesses and visitors
- Deliver services on behalf of the City
- Complement or extend the reach of City service
- Provide a service the City would otherwise deliver given adequate resources
- Meet evolving strategic and community priorities
- Provide opportunity to a diverse group of applicants
- Promote sound financial management
- Provide a fair, consistent, effective and efficient evaluation process
- Promote transparency and accountability

3. Grant Definitions

The City Grant Programs will consist of three grant streams: Direct Award Grants, Strategic Plan Grants and Micro Grants.

Direct Award Grants:

- For eligible organizations delivering a service or program on behalf of the City on an ongoing basis, including a service to operate City-owned facilities

Direct Award Grants are:

- a. Community and senior centre operating grants
- b. Neighbourhood base grants and insurance
- c. Heritage grants
- d. Recreation Integration Victoria
- e. Volunteer coordinators for each neighbourhood with a community garden

Strategic Plan Grants:

- For eligible organizations working on a project or program basis that supports the actions and outcomes of the City's 2015-2018 Strategic Plan Objectives

Micro Grants:

- For eligible community groups delivering a service or program for volunteer coordination of commons and community gardens

4. Eligibility Criteria

Common Criteria

The organization must meet all the following criteria to apply for a grant:

- Registered non-profit organization in good standing in the Province of BC or registered charitable organization in good standing with the Canada Revenue Agency
- Organization resides within the Capital Regional District and the services and activities benefit residents of the City of Victoria

- Complement or extend the reach of the City services
- Evidence of clear mandate and competent administration
- Evidence of ongoing, active volunteer involvement
- Not in arrears with the City of Victoria
- Not in bankruptcy or seeking creditor protection
- Demonstrate financial stability and accountability
- Evidence of diversity of funding sources and/or increasing financial self-sufficiency
- Applicants must apply for funding on an annual basis
- Projects or programs must be substantially completed within the grant time period
- Monitoring and reporting requirements

The grant must be leveraged to create additional financial value by securing one or more of the following:

- Funding from other governments
- Corporate sponsorships
- Matching funds
- In-kind contributions
- Waived fees and charges

The following activities and costs are *ineligible* for grant funding:

- Commercial activities and related costs
- Religious activities and related costs
- Land purchase and land improvements
- Activities and costs that are the responsibility of other governments
- Costs not directly associated with approved project, program or service
- Fundraising costs for the operations of the organization
- Travel costs
- Conference, workshop, training or professional development costs
- Deficit or debt repayment
- Re-investment of unused grant revenue by funded organization

Specific Criteria

Direct Award Grants:

- Fund the operation of City-owned facilities and/or
- Deliver services on behalf of the City

Strategic Plan Grants:

The grant must support the outcomes of at least one of the following City Strategic Plan Objectives:

- Innovate and Lead
- Engage and Empower the Community
- Strive for Excellence in Land Use
- Build Financial Capacity of the Organization
- Create Prosperity through Economic Development
- Make Victoria More Affordable
- Facilitate Social Inclusion and Community Wellness
- Enhance and Steward Public Spaces, Green Spaces and Food Systems
- Complete a Multi-modal Active Transportation Network

- Nurture Our Arts, Culture and Learning Capital
 - Steward Water Systems and Waste Streams Responsibly
 - Plan for Emergencies Including Climate Change Short and Long Term
 - Demonstrate Regional Leadership
- and
- administrative costs are capped at a maximum of 18% of total budget
 - Organizations can be funded up to 75% of project or program costs
 - Operating funding up to 50%

Micro Grant:

- Must comply with all City's food policies such as the Boulevard Gardening Guidelines and Community Garden Policy
- Organizations can be funded to a maximum of \$500 per grant

5. The Grant Review Process

There is one intake period per year. All grants are awarded using a competitive process and/or performance based process.

The process of reviewing the grants would include the following steps:

1. Applications submitted by deadline
2. Staff review applications for eligibility
3. Applications that impact public space will be vetted through appropriate departments to assess the project or program feasibility
4. Staff report eligible applications to the Governance and Priorities Committee
5. Eligible Strategic Plan Grant applicants present to Council
6. Council assesses each application
7. Council awards and approves the grants
8. Grants distributed in July (to coincide with when the City receives its annual funding through property taxes)
9. Recipients report on grant use and deliverables

6. Decision Making

Staff will review all applications and evaluate based on the eligibility requirements. All eligible grant applications will be presented to Council for review. Eligible applicants applying for the Strategic Plan Grants will be required to make a presentation to Council. City Council will decide on all the grant allocations.

7. Grant Limitations

- Not all applicants meeting the Grant Program requirements will necessarily receive a grant
- Based on the number of applications, groups may not receive the full grant that they request
- Approval of a grant in any one year is not an automatic ongoing source of annual funding

8. Monitoring and Reporting

Each grant recipient will be required to submit an annual or post-program report as specified by the City.

8. Repayment of Grant

If the grant will not be used for the stated purpose, the full amount must be returned to the City.

Appendix B: 2013 and 2014 Grants Paid

	2013 GRANTS PAID	2014 GRANTS PAID
<u>Fee-for-service</u>		
Greater Victoria Economic Development Agency	50,000	50,000
Greater Victoria Film Commission	45,000	45,000
SportHost	7,500	7,500
Tourism Victoria	47,500	47,500
Victoria Advanced Technology Association (VIATeC)	22,500	22,500
Community Social Planning Council	16,590	16,590
NEED2	20,103	20,200
St John Ambulance	2,221	2,250
Volunteer Victoria	11,439	11,500
Beacon Community Services (school crossing guards)	30,000	30,000
Compost Education Centre	13,530	13,530
Victoria Youth Council	20,000	20,000
Downtown Victoria Ambassadors	15,000	15,000
Greater Victoria Bike to Work Week	2,500	2,500
Greater Victoria School District-Bike to School Week (one time allocation)	0	3,600
Greater Victoria Coalition to End Homelessness	100,000	100,000
Maritime Museum	20,000	20,000
Victoria AM Society	2,000	2,000
Youth Empowerment Society Summer Opportunities	2,000	2,000
Burnside Gorge Community Association (Youth)	10,000	10,000
Fairfield Community Association (Youth)	15,000	15,000
James Bay Community Project (Youth)	10,000	10,000
Our Place Society (Adult)	25,000	25,000
Youth Empowerment Society - Downtown (Youth)	15,000	15,000
	502,883	506,670
<u>Program Grants</u>		
Sustainability *	86,500	86,542
Neighbourhood Development - Enhancement *	20,597	27,845
Neighbourhood Development - Greenways *	25,000	0
Community Arts *	10,000	30,000
	142,097	144,387
* Detailed listing on following pages		
Festival Investment	154,486	153,395
	799,466	804,452

Appendix B: 2013 and 2014 Grants Paid

Sustainability Grants		
Organization	Purpose	2013 Grant Paid
Bipolar Disorder Society of British Columbia	Stigma Stomp Classroom	6,500
Burnside Gorge Community Association	Youth Self Sufficiency Program	10,000
Community Social Planning of Greater Victoria	Building Resilient Neighbourhoods	10,000
Greater Victoria Cycling Coalition	Bicycles Mean Business	10,000
Healing Cities Institute Society	Living the New Economy	10,000
Oaklands Community Association	Youth Leaders in Training	10,000
Our Place Society	Extend - Our Place Society Pilot Project	10,000
Synergy Sustainability Institute	Regional Green Business Certification	10,000
Together Against Poverty Society	Volunteer Disability Peer Advocacy Project	5,000
Victoria Brain Injury Society	Community Awareness Project	5,000
		86,500
Organization	Purpose	2014 Grant Paid
Bipolar Disorder Society of British Columbia	Stigma Stomp Classroom	6,500
Burnside Gorge Community Association	Youth Self Sufficiency Program	7,500
Community Social Planning of Greater Victoria	Building Resilient Neighbourhoods	7,500
Friends Uniting for Nature Society	FUN Champs	6,000
Healing Cities Institute Society	Living the New Economy	6,000
Lifecycles Project Society	From the Ground Up	8,000
Intercultural Association of Greater Victoria	Hands On: Living Puppet Traditions	5,000
Oaklands Community Association	Oakland Market Sustainability Internship	9,000
Quadra School Parent Advisory	Create Vibrant/Sustainable Landscape - Quadra School	8,292
Society of Friends of St. Ann's Academy	Bringing Leadership to Life	7,500
Victoria Brain Injury Society	Youth Supporting Youth	5,800
Victoria Cool Aid Society	Community Volunteer Training	4,675
World Fisheries Trust	Citizens under the Sea: Mobile Seaquaria	4,775
		86,542

Neighbourhood Enhancement Grants		
Organization	Purpose	2013 Grant Paid
Fairfield Gonzales Community Association	Fairfield Community Garden	5,000
North Park Neighbourhood Association	Beautification/Information	2,678
Victoria West Community Association	Dishwasher/Community Dinners	2,800
Fernwood Neighbourhood Resource Group	Community Orchard	4,900
Oaklands Community Association	Growing Young Farmers Garden Project	3,315
Victoria West Community Association	McCaskill Street Wall Art	1,904
		20,597
Organization	Purpose	2014 Grant Paid
Burnside Gorge Community Association	Cecelia Ravine Garden	5,000
Fairfield Gonzales Community Association	Educational Awareness - Neighbourhood Resiliency	3,525
Fernwood Neighbourhood Resource Group	Commercial Kitchen Upgrades	4,125
Learning Disabilities Association of BC	School Partnership project - Youth Literacy	5,000
James Bay New Horizons Society	Honey Bee Education Garden and Beehives	4,200
North Park Neighbourhood Association	Neighbourhood Planning and Branding Exercise	3,400
Fernwood Community Association	Shape Your Future	2,495
Fernwood Community Association	Grant Street Book Box Lending Library	100
		27,845

Appendix B: 2013 and 2014 Grants Paid

Greenways Grants		
Organization	Purpose	2013 Grant Paid
Fernwood Community Association	Central Middle School Greenways Path	15,000
North Jubilee Neighbourhood Association	Fern Park Green Project	10,000
		25,000

Community Arts Grants		
Organization	Purpose	2013 Grant Paid
Open Space	Artist in Residence - Visual Arts	10,000
		10,000
Organization	Purpose	2014 Grant Paid
Fairfield Gonzales Community Association	Fairfield Gonzales Stories Mural Project	7,500
Theatre Inconnu	Family Interactive Puppet Art	7,500
Pandora Arts Collective Society	Collaborative Community Film Project	7,500
Suddenly Dance Theatre Society	Suddenly Dance WITS Residency	7,500
		30,000

Feedback on Proposed Changes to City's Grant Program

Purpose

- Summarize input on proposed changes to grant program aligned with the 2015-2018 Strategic Plan and recommend changes based on the feedback
- Seek approval of 2015 Fee-for-Service grants
- Direct award grants and festival investment grants already approved and to remain unchanged

Original Grant Programs

Five programs with competitive application processes (grant awards range from \$2,000 - \$15,000):

- Festival Investment \$156,000
- Neighbourhood Enhancement \$30,000
- Greenways \$25,000
- Community Arts \$30,000
- Sustainability \$86,000

One program without competitive process (grant awards range from \$2,000 - \$100,000)

- Fee-for-service \$513,000

Implementation

Proposed to phase-in over two years

- **2015:**
 - Fee-for-service grants remain unchanged
 - Festival investment grants remain unchanged
 - Replace neighbourhood enhancement, greenways, community arts and sustainability grants with grant program aligned with Strategic Plan
- **2016:**
 - Festival investment grants remain unchanged
 - Replace fee-for-service grants with new grant program aligned with Strategic Plan
 - Explore options for participatory budgeting

Consultation

- Over 200 groups invited
- Information session attended by 50 people
- Feedback in writing encouraged over a two-week period
- Seven written submissions received

Summary of Feedback

At meeting:

- Support for the proposed changes
- Desire for a simple application and reporting form
- Concern regarding reporting timeline
- Concern regarding resource impact for organizations to present to Council

Summary of Feedback

In writing:

- Support for streamlined and consistent approach
- Support for alignment with the Strategic Plan
- Early grant cycle and award better for organizations to budget
- One year funding commitment can be challenging
- Concern about timing of reporting requirements
- Support for simplified applications and reporting
- Concern that presenting to Council is time consuming
- Concern around the timing of payment for community garden grants

Fee-for Service Grants

- **Appendix B**
- **Requests total \$503,070**

Community Garden Volunteer Coordinator

- **\$6,000 for each of the six neighbourhoods that have existing community gardens**
- **Appendix C**

Recommendations

1. **Approve the Grant Policy, including amendments as a result of the feedback**
 - a) **A simple application form with a shorter version for the micro-grants**
 - b) **A streamlined reporting form**
 - c) **An interim report requirement for the 2016 intake**
 - d) **Pay community garden volunteer coordination grants and micro-grants in March**
 - e) **Require presentations to Council only for grant requests over an amount determined by Council**
2. **Direct staff to accept applications for the 2015 Strategic Plan grants until June 26, 2015**

Recommendations

3. Direct staff to report on eligible applications at the July 9, 2015 Council meeting (decisions on awards to be made on July 23 after presentations)
4. Direct staff to schedule two Town Hall meetings for presentations by eligible applicants the week of July 13, 2015
5. Approve the 2015 Fee-for-Service Grants as outlined in Appendix B
6. Approve the terms of reference for the Community Garden Volunteer Coordinator grant as outlined in Appendix C



Governance and Priorities Committee Report

For the meeting of June 4, 2015

To: Governance and Priorities Committee **Date:** May 27, 2015
From: Robert Woodland, Director of Legislative & Regulatory Services
Subject: Action Plan for Housing Supports & City Services for Sheltering in City Parks

Executive Summary

The lack of adequate housing opportunities for homeless people in Victoria has resulted in many taking shelter in City parks. These sheltering activities are having a number of impacts on City parks and resources, and the community. Council directed staff to develop strategies that would address the housing needs of homeless people as the primary means to reduce the need for and impacts arising from sheltering activities in City parks.

On April 16, 2015 Council reaffirmed its commitment to a *Housing First Strategy*, which seeks to provide permanent housing for those in need. Council also recognized that it will take time to achieve solutions through this strategy, and instructed staff to develop short-term initiatives for alternative, temporary housing options. City staff and Victoria Police (VicPD) also recommend that a number of operational initiatives be taken to better manage the current situation in parks.

The proposed *Action Plan for Housing Supports & City Services for Sheltering in City Parks* (Appendix A) outlines a number of initiatives that respond to Council's direction. It is recommended that Council endorse the *Action Plan* and make a commitment to fund capital grants and operating expenses necessary to achieve the *Action Plan* objectives. Further development and implementation of alternative, temporary housing initiatives would flow from Council's decisions.

Recommendation

That Council approve:

1. The *Action Plan for Housing, Supports and City Services for Homeless People Sheltering in City Parks* outlined in Appendix A of this report; and
2. Additional operating funding of up to \$350,000 from 2015 contingencies to support specific *Action Plan* initiatives, subject to final approval by the City Manager.

Respectfully submitted,

A blue ink signature of Robert Woodland.

Robert Woodland
 Director of Legislative & Regulatory Services

A blue ink signature of Julie MacDougall.

Julie MacDougall
 Assistant Director, Parks & Recreation

Report accepted and recommended by the City Manager:

Date:

 A blue ink signature of the City Manager.

June 1, 2015

Purpose

The purpose of this report is to:

1. Provide Council with information on actions being taken in response to Council's direction given April 16, 2015
2. Seek further Council direction on alternative, temporary housing options for homeless people currently taking shelter in City parks and other operational initiatives.

Background

The focus of this report is to propose an *Action Plan* for Council's consideration that responds to Council's resolution passed on April 16, 2015:

Use of Parks & Green Spaces for Overnight Shelter

1. *Re-affirm the City's commitment to a Housing First strategy, partnering with the federal and provincial governments and housing providers to increase the supply of new housing with supports to reduce and eliminate homelessness,*
2. *That the City continues to take on an active advocacy role in pushing the provincial and federal governments to fulfil their duty to adequately fund housing, mental health and addiction services, in the region;*
3. *Direct staff to report on a priority basis on options for increasing the supply of temporary shelter and housing in the city, including micro-housing options, based on best practices in other communities, to provide alternatives in the near-term to unregulated, overnight shelter, including working with the province to increase the number of shelters beds to 260 year round.*

This report describes actions being taken in response to parts 1 and 2 of Council's resolution; however, the focus for Council's decision-making is part 3 of the resolution.

The creation of affordable housing units for a variety of residents, and especially housing and supports for those in need are key objectives of the City's Strategic Plan. Relevant parts of the Strategic Plan include:

2015 – 2018 Strategic Plan

Objective 6: Make Victoria More Affordable

Actions

1. Form an Affordable Housing Task Force to research, analyse and implement innovative housing policy solutions. (2015)
2. Increase City contribution to Affordable Housing Trust Fund. (2015)
3. Initiate Municipal Housing Strategy. (2015)
4. Review Affordable Housing Trust Fund to consider increasing the amount per door and building family housing. (2015)

Outcomes

1. Substantial increase in construction of new low-cost housing units with implementation of income-mixed zoning. (2016)
2. Increased range of affordable housing not only for those in need of supports, but also for working people, families and youth. (2017/2018)
3. More affordable and supportive rental units are available. (2018)

Note: The Housing Affordability Task Force (Action 1) was convened in May 2015 and will report out on its work by July 2015. Council increased its annual funding to the Victoria Housing Reserve (Action 2) by \$750,000. Both of these actions are expected to enable Actions 3 and 4.

Objective 7: Facilitate Social Inclusion and Community Wellness

Actions

1. Increase the number of subsidized housing units, lobby upper levels of government and increase investment in the Affordable Housing Trust Fund. (2015).
2. 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. (2015)
3. Facilitate creation of supervised consumption services embedded in a continuum of health services, including harm reduction. (2015/2016)

Outcomes

1. Created accessible health services for Victoria's most marginalized people. (2017)
2. Victoria is closer to ending chronic homelessness. (2017)
3. Coalition to End Homelessness completes its mandate to end homelessness. (2018)

Note: The City remains actively engaged in its efforts to advocate for more permanent supportive and affordable housing units (Action 1), primarily through the Greater Victoria Coalition to End Homelessness (the Coalition). Council allocated \$45,000 in 2015 to help implement Action 2.

To support some of the Strategic Plan objectives Council recently approved the following expenditures in the 2015 – 2019 Financial Plan as outlined below:

2015 – 2019 Financial Plan

1. \$750,000 (additional) into the Victoria Housing Reserve.
2. \$45,000 (new) for storage of homeless persons' belongings.

Consistency with Official Community Plan

The Official Community Plan (OCP) recognizes that parks and open spaces are critical components of a complete community and serve many different uses in an urban environment. They help to improve the liveability of densely developed areas, enable active lifestyles and

personal health, provide spaces for respite and contemplation, highlight historic and cultural landscapes, and provide indoor and outdoor gathering places.

Many parks and open spaces also play an important role in providing animal and plant habitat and maintaining ecosystem services. "Park" is defined in the OCP as "land managed by the City of Victoria that provides outdoor space for unstructured or structured leisure activities, recreation, ecological habitat, cultural events, or aesthetic enjoyment, not including planted areas within street rights of way." Considering the purpose of parks outlined in the OCP, their use for sheltering activities does not support OCP objectives for parks and open spaces, and is not a valid, long-term housing option for homeless people in our community.

Issues and Analysis

The *Action Plan* outlined in this report is meant to address the immediate issues arising from people taking shelter in City parks. These issues include the need for adequate housing options, supports for people in need, and improved City services to respond to the current situation.

The *Action Plan* outlines a range of housing initiatives that respond to Council's direction given April 16, 2015. The *Action Plan* also proposes a number of operational initiatives that are either necessary to support the housing objectives or to improve the City's response to the impacts that arise from people taking shelter overnight in parks.

Housing options are reviewed ranging from temporary housing options (e.g. additional emergency shelter mats) to permanent housing options (E.g. supportive housing). The report recommends that separate and concurrent strategies be pursued for both permanent and temporary housing options, since it is expected that people will continue to take shelter in City parks until there are adequate housing options available.

City staff and VicPD believe it is important to provide an adequate service response to the impacts that sheltering activities are having in City parks. The City needs to maintain adequate service levels to monitor bylaw compliance, respond to complaints from the public, and maintain and restore City parks. A series of actions are proposed that are intended to ensure an adequate service level to respond to public complaints and impacts flowing from people taking shelter in City parks.

The City does not have a role in the direct provision of housing and social services to people in need at this time. The City relies upon the Provincial government, Provincial agencies such as BC Housing and Island Health, and a local network of community service providers to perform these important functions. In light of this, the City would rely on partnerships with local service providers or community groups to undertake any of the temporary housing options outlined in this report.

Research, policy development, service coordination and advocacy for local housing and social service supports is primarily focused through the Greater Victoria Coalition to End Homelessness (the Coalition). City staff and elected officials participate on the Coalition, and the City provides an annual grant of \$100,000 to support the Coalition's operations.

2015 – 2016 Housing Initiatives

1. Temporary Housing Initiatives

A Housing First strategy seeks to establish adequate, permanent housing for people in need. However, the time required to build an adequate supply to meet the demand for permanent housing will take several years. In the meantime, temporary housing such as formalized outdoor shelter locations and micro-housing villages may be a more suitable alternative to unregulated overnight sheltering in City parks. The following initiatives are recommended for Council's consideration.

a. Increasing the Supply of Emergency Shelter Beds in the Region

A study published by the Canadian Homelessness Research Network indicates that the average monthly cost to operate an emergency shelter unit is \$1,932 per person while the same monthly costs were \$701 for a rent supplement unit and about \$200 monthly for a social housing unit. Most emergency shelter units created in the past decade have come through partnerships within the Federal Government's Homelessness Partnering Strategy (HPS). In 2014, the HPS program was renewed for a three year term, but with a drastically reduced funding pool and policies restricting the use of funds to Housing First initiatives.

Housing First approaches support placing a homeless person or family directly into a housing unit and bypassing the shelter programs. Hence, the Coalition is currently working with BC Housing and other partners to explore the possibility for additional rent supplement funding and financing to support the development of more affordable housing units in the region. It is reasonable to expect that the current complement of emergency shelter spaces will continue to be needed to address the needs of those who require these services on a temporary basis; however, success in securing more resources for rent supplements and affordable rental housing development should eventually reduce demand on the existing services to the point where they are not operating at full capacity.

Until that time, it may be necessary to secure funding to open additional emergency housing mats through service providers. Emergency mats provide a temporary housing option suitable for people who do not wish to shelter outdoors. Recently, BC Housing advised that they are committed to funding additional rent supplements for 20 people, which is expected to free up 20 spaces in the emergency housing supply. It should also be noted that this strategy addresses the primary issue in the Adams' decision; namely, that the right to take overnight shelter in a park only applies if no shelter mats are available.

The Victoria Cool Aid Society has indicated that they believe some individuals currently sheltering outdoors would take advantage of emergency shelter beds if they were made available during the summer period.

Staff recommend that the City and the Victoria Cool Aid Society work jointly with local service providers to secure funding (~\$112,000) to enable the 40 emergency "winter season" mats for adults to remain open during the summer period (May

through October) to provide an alternative to sheltering in City parks.

Staff also recommend that the City work with the Out of the Rain youth shelter program to identify and secure funding (~\$40,000) to support the 35 youth emergency mats during the additional months of September 2015 and April/May 2016.

b. Creating New Forms of Micro-Housing

Alternatives to traditional temporary shelters are operating in some jurisdictions. Staff have reviewed the following five alternative models:

- Eugene, OR – Opportunity Village
- Eugene, OR – Rest stop pilot program
- Portland, OR - Dignity Village
- Portland, OR - Right 2 Dream Too
- Seattle, WA – Tent Cities 3 and 4

The sites listed above provide a variety of sleeping facilities, including semi-permanent wooden structures, Conestoga huts and/or tents. Some provide communal gathering, eating and/or washroom facilities. All have “site rules,” including prohibitions against alcohol or illegal drug use on site. Findings from this preliminary research have raised some questions that reinforce the expectation that several temporary housing options may be needed to address the City’s situation:

1. Which homeless people sheltering in City parks would this model be appropriate for?
The Coalition’s *Creating Homes, Enhancing Communities* report provides a useful analysis of the needs levels of the estimated 367 individuals currently experiencing chronic homelessness in the region. Further discussions with partners and stakeholders is required to determine which of the identified four “need level” groups could be suitably sheltered and supported on a temporary basis using this alternative housing model.
2. What is the right role for the City in this type of alternative housing model?
In all of the alternative models listed above, either the residents, a non-profit organization or a faith community is responsible for day to day supervision and management of the site. In some cases, the host City has contributed land and assistance with ensuring that structures meet any applicable life safety requirements. City staff are exploring the potential interest of local groups who might wish to lead the operation of a micro-housing village.

Discussions with potential micro-housing proponents suggest that this model will be suitable for some of the people who take shelter in City parks. It will be important to move forward with a model that has the greatest chance for success in order to build further community support and interest in this approach. For that reason, City staff do not believe that a micro-housing approach should be the sole focus of the City’s temporary housing strategy.

The City foresees its role in this model as a facilitator that enables an interested and viable community group to operate the village. The City’s role should be focused toward

- Assisting in locating and acquiring a potential site
- Facilitating regulatory approvals, such as zoning and permits
- Facilitating any grant applications for funding
- Developing operating and “neighbourliness” rules with the site manager
- Identifying life safety considerations in the design and construction of the site
- Providing City services to the site (E.g. water, garbage collection, safety inspections, community policing)

Based on the experiences in Oregon, an ideal site would be about an acre in size, located near to transit services and close to other services that residents might need, such as health care and social service supports. Compatibility with neighbours is also a key consideration. A multi-year lease of a paved or level site of this size may be available in a number of locations near the central part of Victoria. Securing a lease with a private landowner on an underutilized site may provide suitable land tenure. The map in Appendix B shows the general geographic area that might have a suitable site for a micro-housing village.

Staff recommend that Council consider identifying and supporting a “grass roots” organization to develop a “made in Victoria” micro-housing approach, subject to:

- Identifying an appropriate site of sufficient size to serve about 35 to 50 residents
- Developing an agreement with the organization on objectives and operations
- The City’s commitment to provide funding and City services to the project

c. Regulating Overnight Sheltering in Specific Park Locations

Permitting the temporary use of specific City park areas for overnight sheltering and providing services to support these sites is another alternative form of temporary housing. This is different from the micro-housing option in that people would reside in their own tents, and built structures would not be permitted. This model could be structured in one of two ways:

1. A site where continuous occupation of the tenting area by residents is permitted; or
2. A site where residents are only permitted to shelter overnight, and must move-on the next day.

In light of the primary purpose of parks outlined in the OCP the permanent designation of a park area for use as temporary housing is not recommended.

Past experience and information from other communities suggests that the number of residents should be limited to less than 50 persons in one site to maintain safety and community order within the shelter area. The following facilities and services are recommended to support either model:

- Portable toilets or washrooms
- Potable water
- A designated area to prepare and cook meals
- A site manager supported by security staff
- A fenced area to support residents’ safety
- Garbage receptacles and collection service
- Storage for belongings

In addition, routine contact with the following services are recommended:

- social service and housing outreach
- health services outreach
- community policing
- fire department and ambulance service

The choice of suitable location(s) for this model should consider the following factors:

- proximity to services that homeless people typically need and use
- a location not immediately adjacent to neighbours who would be adversely affected

Immediately available locations would include City parks; however, many parks will be unsuitable if they are not close to services, or are too close to adjacent, sensitive land uses (e.g. elementary schools, residences). Other City sites might also be suitable, such as a surface parking lot; however, there are fewer potential sites. Acquiring a lease over private land or the purchase of land for such a purpose is also possible, but would take more time and have higher financial risk, especially if the site proves unsuitable. If the intention is for this type of housing option to operate in the long-term then land other than park land should be acquired for this purpose.

Larger parks might provide opportunity for a temporary, designated sheltering area. Four of these parks are shown in the Map included as Appendix B. Within these parks there may be areas that could support sheltering activities on a temporary basis:

- the southwest corner of Topaz Park
- the parking lot at Royal Athletic Park
- Banfield Park
- Stadacona Park

Due to the unique legal status of Beacon Hill Park, its consideration as a designated, continuous sheltering location is not recommended for consideration. Based upon City staff assessment of available parks sites, an area in the southwest corner of Topaz Park may provide a suitable location due to the presence of washrooms, hard surface fenced areas for shelters, the distance from neighbours and the proximity to downtown services.

The model where continuous occupancy in the sheltering area is maintained day and night provides stability for the residents. It is important that management and security over the site is maintained to ensure resident safety and to prevent others from victimizing residents. The need for fencing and the on-going presence of shelters will exclude the general public from using the designated area of the park. It is expected that special events and playing field bookings will be affected by the designation of a park area for temporary sheltering use.

The model that permits overnight camping only is more disruptive to the lives of the nightly residents. However, it does not create a sense of permanency of the use in the park, and allows for clean-up of the site each day. This approach could also be more flexible as designated site(s) could be moved from time to time to reduce the impact on one specific location or park.

In either approach, the VicPD note that establishing a designated temporary sheltering area without proper management and security could not be supported. Of primary concern to the VicPD is that creating a designated temporary sheltering area where persons are permitted to reside will place an already vulnerable segment of the population at serious risk for further victimization.

The current situation, where homeless people may shelter in any park overnight, disperses people to many park areas. This reduces the burden on any one park, but spreads the impacts to many areas of the City.

Staff recommend that Council consider a single site designated for continuous overnight sheltering. The next steps would include:

- City staff would seek partners to provide management and support to the site
- City staff would prepare an operating budget for the site that includes the recommended services.

Staff also recommend that Council endorse the operational initiative (noted below) to add portable toilets or extend washroom hours in locations where people continue to take shelter.

2. Advocacy for Permanent Housing and Supports

The City of Victoria is an active member of the Greater Victoria Coalition to End Homelessness. The Mayor is Co-chair of the Coalition Leadership Committee, which also includes the CEO of BC Housing and senior administrators with Island Health and the Ministry of Social Development and Social Innovation. The Coalition uses best practice research to inform its positions on how to effectively address homeless issues in Victoria and engages in annual counts of shelter use and a regular one-night count of homeless individuals in the region. The next one-night count is scheduled for the early part of 2016.

The Coalition's most recent publication, "Creating Homes, Enhancing Communities" outlines the outstanding needs of chronic emergency shelter users and outlines the specific needs of four key intervention groups. It also provides a summary of the estimated cost associated with creating the housing and support services to help these individuals. This report represents the most current and comprehensive analysis of needs in this area. With respect to the three areas of interest to Council, the report and advocacy work of the Coalition suggests the following with respect to addressing the needs of homeless populations in Victoria.

a. Proposals for New Transitional and Supportive Housing

The partners that make up the Greater Victoria Coalition to End Homelessness have collaborated to create the "Priority Housing Project List" process. Through this process, supportive and affordable housing projects are assessed and approved by a sub-committee of the Coalition's Management Committee on the basis of how well the project will address the needs of homeless populations in the region. The process is supported by the non-profit organizations currently building and operating supportive and affordable housing projects and the list provides a planned approach

to building the resources needed to achieve the Coalition objective of eliminating homelessness.

The current list includes 7 projects, 6 of which are proposals to add an additional 130 units of supportive housing and 108 units of affordable rental housing through new builds or additions to existing programs. The list also includes a project to add 90 additional rent supplements to the Streets to Homes program operated by one of the local non-profit providers. This will allow the program to access 90 more units in the private rental market that can be used as supportive housing. Some of the projects on the list have already received grant approval from the Victoria Housing Reserve fund, and others are likely to apply once there is evidence of commitment from other potential funding partners.

City staff recommend that Council consider supporting projects on the Priority Housing Project List for City funding from the Victoria Housing Reserve.

b. Social and Health Services Supports

The "Creating Homes, Enhancing Communities" report, recently completed and released by the Coalition, estimates that there are approximately 367 chronically homeless individuals in Victoria. These are individuals who are either repeat users of the shelter systems, or who are engaged with community based intervention teams and are abjectly homeless due to their circumstances (E.g. mental health issues or chronic addictions) rendering them unable to maintain themselves in a shelter or housing unit. The report estimates the cost of developing and operating housing as well as the resources needed to provide adequate support services to these populations. In addition, there are also efforts underway to explore the establishment of a safe consumption site for those people suffering chronic addiction issues. The City's interest in contributing to the development of this service is outlined in Council's newly adopted Strategic Plan.

Staff recommend that the City work with Island Health and health services providers to facilitate the establishment of a safe consumption site and associated health services.

2015 Operational Initiatives

It is expected that people who are homeless will continue to take shelter in City parks until there are other housing options available to suit individual needs. The operational initiatives outlined below are recommended to address the City's immediate need to improve its service response to the impacts arising from people taking overnight shelter in City parks. Many of these initiatives are also required if the City is to discourage unregulated overnight sheltering in any park in favour of other temporary housing options such as designated sheltering locations, emergency shelter beds, micro-housing or permanent supportive housing.

1. Storage Project for Homeless Persons Belongings

The objectives of the storage facility project are to:

- provide a place where homeless individuals can safely store their personal belongings; and

- reduce the amount of unattended chattels on public and private property

Council approved \$45,000 toward this initiative, conditional on a service provider identifying and operating at a location(s) that does not have negative impacts on surrounding neighbours or land uses. A city staff team is currently working with a community group coordinated by Our Place Society to implement this initiative by September 2015.

City staff will review the proposed location(s) to determine whether the storage facility use is consistent with the zoning for the site, and will be seeking to fund a service provider in a location(s) that meets Council's criteria. It is expected that provision of the service at a single new location will likely create increased pedestrian traffic, which may have an impact on immediate neighbours. Having more than one storage facility location may prove more convenient for people and reduce the number of people at any given location. Staff will explore opportunities for decentralizing the service in other locations within the approved budget.

Further Council decision-making may be required in the event that:

- regulatory approvals by Council are required to enable this use at a specific site
- additional funding is required to enable more storage sites.

2. Additional Social Service Outreach

VicPD currently has one officer integrated with the Island Health Assertive Community Treatment (ACT) teams. This Officer's area of responsibility is spread across all 4 ACT Teams operating within the City of Victoria and in addition, is a resource to the 713 Outreach Team and the newly proposed and operating Severe Addiction and Mental Illness (SAMI) Team. Each ACT Team currently has a client base of 65 persons per team and 713 Outreach is at that same level. Many of the ACT Team Clients are homeless persons and a significant majority of the 713 Outreach Team Clients are homeless. VicPD is currently working very closely with their Island Health Partners to evaluate resources and identify gaps in services.

Currently, Island Health, BC Housing and Cool Aid Society are working on a plan to free up emergency shelter beds and extend outreach services to people sleeping rough in the City. BC Housing is adding 20 rent supplements to the existing program to allow individuals in transitional housing units to move to more independent housing in the community, which should help free up shelter beds as clients move from emergency to transitional housing. During this process it will be important to engage with those individuals sleeping rough in parks and on the streets in order to estimate the number of people without housing and the level of services needed to adequately engage them and assist them in moving through the housing continuum.

Recent discussions with BC Housing, Island Health and Cool Aid Society have identified the opportunity for the City to work in partnership within this initiative by providing, on a six-month pilot basis, the funding to hire an outreach worker to work alongside Victoria Police and Bylaw Officers to engage with the street community, refer them to immediate assistance where needed and assess their short and long-term needs. Staff members of the 713 Outreach and the Downtown ACT Team have indicated that the work of this person would fill a gap in current outreach efforts and expressed a commitment to working with this additional resource in order to assist individuals in accessing needed resources. VicPD advise that the proposed new street outreach services would be of assistance in their interactions with the homeless in the City.

Staff recommend that Council authorize an expenditure of up to \$35,000 to support a six month pilot project to employ a social services outreach worker to engage with people sheltering in parks to assess their needs and provide assistance.

3. Monitoring & Clean-up

City staff and VicPD believe it is important to provide a consistent level of information, monitoring and service response to mitigate the impacts of sheltering activities. The City will continue monitoring sheltering activities with a compassionate approach that is respectful of a person's situation. It is recommended that Council consider increasing the service level response to the impacts arising from overnight sheltering in City parks, as outlined below:

a. *Special Clean-up and Garbage Collection Team*

A designated seven day per week clean-up and garbage collection team is needed to improve the City's service response in parks. The team would work directly with Bylaw Officers and VicPD and focus their service to specific areas identified during daily parks monitoring. This crew would also be tasked to service any designated temporary housing sites as part of their routine operations. Without this service, parks crews will be diverted from their regular parks maintenance duties, which will impact the level of cleanliness of the City's parks system.

Staff recommend that Council authorize an expenditure of up to \$100,000 to support the operation of the special clean-up service for the remainder of 2015.

b. *Improve Washroom Access & Garbage/Sharps' Bins*

Improving access to washrooms in parks that are known to have frequent sheltering activities may reduce public health issues in those parks. This initiative would also be required to support any designated temporary sheltering area within a park. Options include extending washroom hours or installing portable toilets in areas of need. It is hoped that this initiative would improve the sanitary conditions in parks that experience a high frequency of sheltering.

Preliminary cost estimates for the two approaches are:

Extend City washroom hours until 2:00am (per washroom facility)

• Washroom monitoring and security	\$4200 per month
• Additional cleaning & maintenance	<u>\$1800 per month</u>
• Total monthly cost per washroom	= <u>\$7,000 per month</u>

Portable toilets (per unit)

• Portable toilet rental	\$565 per month
• Additional cleaning & maintenance	\$95 per call

Proposed locations for extended washroom hours include Topaz Park, Stadacona Park and Beacon Hill Park. Portable toilets could also be deployed adjacent to frequent sheltering areas or in support of a designated sheltering location. It is expected that

there will be a need for close monitoring of the washroom and portable toilets to ensure that these facilities remain clean and safe. In the event of misuse or vandalism, staff may need to change service arrangements.

Adding waste receptacles in specific park areas and installing more sharps' bins would help alleviate the amount of discarded waste, including hazardous waste such as hypodermic needles. These additional bins would be focused in high frequency sheltering areas or in support of designated sheltering locations. Costs to collect from and maintain these additional receptacles is included in the Special Clean-up and Garbage collection program (noted in (a)). Staff will also explore opportunities with other service providers to collect hazardous waste from sheltering locations in parks.

Staff recommend that Council authorize an expenditure of up to \$150,000 to fund extended washroom hours and/or the provision of portable toilets in specific City parks.

c. Improved Public Information

Having people comply with the City's bylaws is dependent upon their awareness of the regulations. A number of actions will be implemented to improve the information available about the rules that apply to taking shelter in City parks.

A staff team is preparing an information pamphlet that can be distributed to inform people about the City's regulations on sheltering activities. This can be handed out in person by VicPD and Bylaw Officers, and made available in other locations such as shelters and hostels. Staff will continue to monitor and respond to postings on social media that communicate misinformation about the City's bylaws.

The use of signs in parks is also being considered in certain areas. Parks staff will review locations where the installation of signs may be appropriate, such as signs to identify sensitive ecosystem areas where sheltering is prohibited. The expected cost to sign existing sensitive park areas is about \$5,000.

Staff recommend that Council authorize the expenditure of up to \$5,000 for the installation of signs in City parks.

d. Continue with Bylaw Officer & VicPD Parks Monitoring

To support this action Bylaw Officer positions and schedules have been modified for 2015. However, to sustain a seven day monitoring routine with VicPD additional salary funding of about \$47,000 is required for 2015. At this time, funding will be sourced from 2015 contingencies provided sufficient funding remains in that account through the year.

The focus of monitoring activities will be to encourage people who shelter in parks to abide the City's regulations about the permitted times, and to encourage those people to clean-up their site each morning. There will be on-going communication with people regarding appropriate and inappropriate locations for sheltering and the impacts that sheltering activities have on the community. Partnering with another social service outreach program is also recommended, as noted above.

Staff recommend that Council authorize the expenditure of up to \$47,000 to sustain the Bylaw Officer compliance monitoring service level for 2015.

e. *Incentives for Compliance*

Acknowledging peoples' cooperation in abiding the overnight sheltering regulations and cleaning up after themselves may help improve the condition of parks and improve the relations with VicPD and City staff. Small incentives such as coffee or meal certificates offered by police or bylaw officers to homeless people may build cooperation and reduce the demand on City services over time. Staff will identify funding for this initiative from within the approved 2015 budget.

f. *Apply Sheltering Exemption Only to Homeless People*

To support this action Bylaw Officers and VicPD will actively communicate to people found sheltering in parks that this right is only available to homeless people. Travellers or visitors to the City who are not homeless will be warned and/or ticketed as the circumstances warrant. Correct information about the City's bylaw exemption for homeless people will continue to be communicated through various media.

4. *Improve City Management of Parks*

City staff and VicPD believe that new bylaw regulations are needed to support the temporary housing options and improve the City's management of City parks used for overnight shelter. These regulations would better balance the right to overnight shelter with the right to use and enjoy City parks. Proposed regulations include:

- Limiting continuous park occupation
- Limiting the areas within parks where overnight sheltering is permitted
- Identifying parks where overnight sheltering is not permitted
- Improving the authority to close a park for restoration or to abate a nuisance

People who continuously occupy a park area, by sheltering overnight and using the park throughout the day have a greater impact on the park environment and other park users. If people who shelter overnight are not required to move from their sheltering area they give the impression to others that continuous occupation of the park is an acceptable practice. Garbage accumulates over time and the wear and tear on the park area increases.

To reduce the physical impact on a specific park area it is recommended that a regulation be adopted that requires a person who took shelter overnight to pack up and move at least 100 metres from their sheltering site. It is also recommended that a person not be permitted to continuously occupy the same park area for more than six hours, unless they are engaged in overnight sheltering as permitted under the bylaw. For certainty, this proposed regulation would not apply to anyone who was taking shelter overnight in a park as authorized by the City's bylaw or who is a resident of a designated sheltering location.

Certain types of parks, or areas within parks are more susceptible to damage from sheltering activities. Park areas that have rare native plant species or shallow soils may be more adversely impacted by sheltering activities. Small parks set in residential areas can create immediate community impacts when sheltering activities occur.

Generally speaking, larger City parks have the capacity to accommodate more sheltering activities without causing immediate impacts to the park environment or neighbours. This may be a result of the park's size, the physical diversity of the park environment and/or the distance from adjacent neighbours.

Staff recommend that Council consider restrictions on the use of certain parks or park areas for sheltering activities. This would involve identifying specific parks where sheltering is not permitted based upon a set of criteria such as park size and adjacency to residential buildings. Proximity criteria could also be used to identify areas within larger parks unsuitable for sheltering; for example, the proximity to an adjacent residential use, a park border or a playground.

When a park becomes damaged or sheltering activities are causing a nuisance or public health issue, the City should use its authority to close the park for overnight sheltering to allow for restoration and recovery, or to abate a nuisance to neighbours. This authority would temporarily prohibit sheltering activities from that park or park area; where possible, other permitted uses of the park would continue.

It is recommended that staff bring forward *Parks Regulation Bylaw* amendments to enable these changes that will improve the City's management of its parks. Without these new regulations, City staff will not have the tools available to encourage people to shelter in appropriate locations. Staff are able to prepare these bylaw amendments for Council's consideration in July 2015.

5. Progressive Bylaw Compliance Strategy

Some individual's behaviours or repetitive sheltering activity are so problematic that they constitute a nuisance to adjacent properties, cause excessive damage to City parks and may constitute a safety hazard for the public. The VicPD estimate that the percentage of persons who are not compliant with the current regulations at between 2% to 5% of all people sheltering in parks overnight. The VicPD report a disproportionate amount of time and resources is being expended on the enforcement of the existing bylaw with a small number of persons who do not comply.

In these specific circumstances, VicPD and City staff recommend that Council authorize a progressive compliance strategy to deal with the situation. The strategy would include warnings, municipal tickets, bylaw prosecution and seeking of a Court order to stop the problematic activities. The primary purpose of such a strategy is to convey to people taking shelter in City parks that there are some reasonable expectations as to behaviour, and that disregarding such expectations has consequences.

Staff recommend that Council authorize a progressive bylaw compliance strategy, that includes warnings, municipal tickets, bylaw offence prosecutions and Court orders in situations where:

- An individual's behaviour or sheltering activities are so problematic that they are causing nuisance, damage to the park or present a safety hazard to other park users; and
- Efforts to seek voluntary compliance are ineffective.

Financial Implications

This report includes a number of options that have financial implications totalling \$350,000. Costs for some of these options, primarily the temporary housing options, have yet to be determined.

The recommended funding source is the City's contingency budget, which has an allocation of \$1 million for 2015. This budget is intended to fund emergency or unforeseen costs such as wind and snow storms. The implication of allocating funding from this budget is that less would be available should an unforeseen event occur. If an event occurs where the cost exceeds the remaining amount in the contingency budget, Council can authorize a transfer from the Financial Stability Reserve.

It is recommended that an allocation of \$350,000 from the City's contingency budget be set aside to cover the cost of the options that Council wishes to implement.

Should Council wish to explore any of the options where the cost is yet to be determined, it is recommended that staff report back to Council with the cost implications once they have been determined, and that Council allocates funding at that time.

Conclusion

Strategies and actions that yield more housing units and social service supports provide a path to the long-term resolution of people needing to shelter overnight in City parks. The City should be prepared to fund projects on the Priority Housing Project List from the Victoria Housing Reserve, as this will increase the number of permanent housing units available in the community.

The City currently contributes staff and Council time as well as \$100,000 per year in funding to the Greater Victoria Coalition to End Homelessness. Considering the substantial amount of research and policy analysis completed through the Coalition, and the range and depth of stakeholder participation in the advocacy efforts of the Coalition, it is recommended that the City maintain its current level of investment in this partnership.

It is also necessary to broaden the types of temporary housing options available to homeless people in need of shelter. Since this group of people does not have uniform needs, a multi-faceted, temporary housing strategy is recommended:

- Seek funding for up to 75 additional emergency shelter beds year-round
- Seek out and support a local organization to spearhead a micro-housing initiative for up to 50 people
- Designate a location within a larger City park to permit continuous sheltering at that location or overnight sheltering only.

To complement these housing approaches, it is recommended that the City undertake a number of operational actions to improve the service delivery response to the impacts of overnight sheltering in City parks.

Recommendation

That Council approve:

1. The *Action Plan for Housing, Supports and City Services for Homeless People Sheltering in City Parks* outlined in Appendix A of this report; and
2. Additional operating funding of up to \$350,000 from 2015 contingencies to support specific *Action Plan* initiatives, subject to final approval by the City Manager.

Appendix A
Action Plan for Housing, Supports and City Services
for Homeless People Sheltering in City Parks

Action Plan for Housing, Supports and City Services for Homeless People Sheltering in City Parks

2015-2016 Housing Initiatives

Initiative	Actions	Status	Recommendation
1. Temporary Housing Initiatives	a. Increase the supply of emergency shelter spaces in the region. (260 beds year round)	BC Housing funding approved for 20 new rent supplements. Will free up 20 beds in the emergency housing supply.	Support Coalition strategy to reduce demand for shelter beds by placing homeless people directly into housing. Write to Provincial government to raise awareness of issue and request additional funding and supports.
		40 adult shelter mats and 35 youth shelter mats are closed during summer months.	Support Cool Aid Society in seeking \$112,000 in funding to open 40 adult emergency mats between May and October.
		Funding needed to these 75 emergency mats between April and November.	Support Out of the Rain program in seeking funding of \$40,000 to open 35 youth emergency mats for September 2015 and April/May 2016.
	b. Creating new forms of micro-housing	Workshop on micro-housing villages has stimulated interest and dialogue about this model.	Identify and support a local group that wishes to implement a micro-housing village by: <ul style="list-style-type: none"> - Helping to identify a site - Provide a project grant - Support site with City services
	c. Regulating Overnight Sheltering in Specific Locations	Homeless persons may take shelter in any City park when there are no shelter beds available.	Establish a specific location within a park for a temporary sheltering location: <ul style="list-style-type: none"> - Seek a partner to manage site - Develop and approve a budget - Support with services

Action Plan for Housing, Supports and City Services for Homeless People Sheltering in City Parks

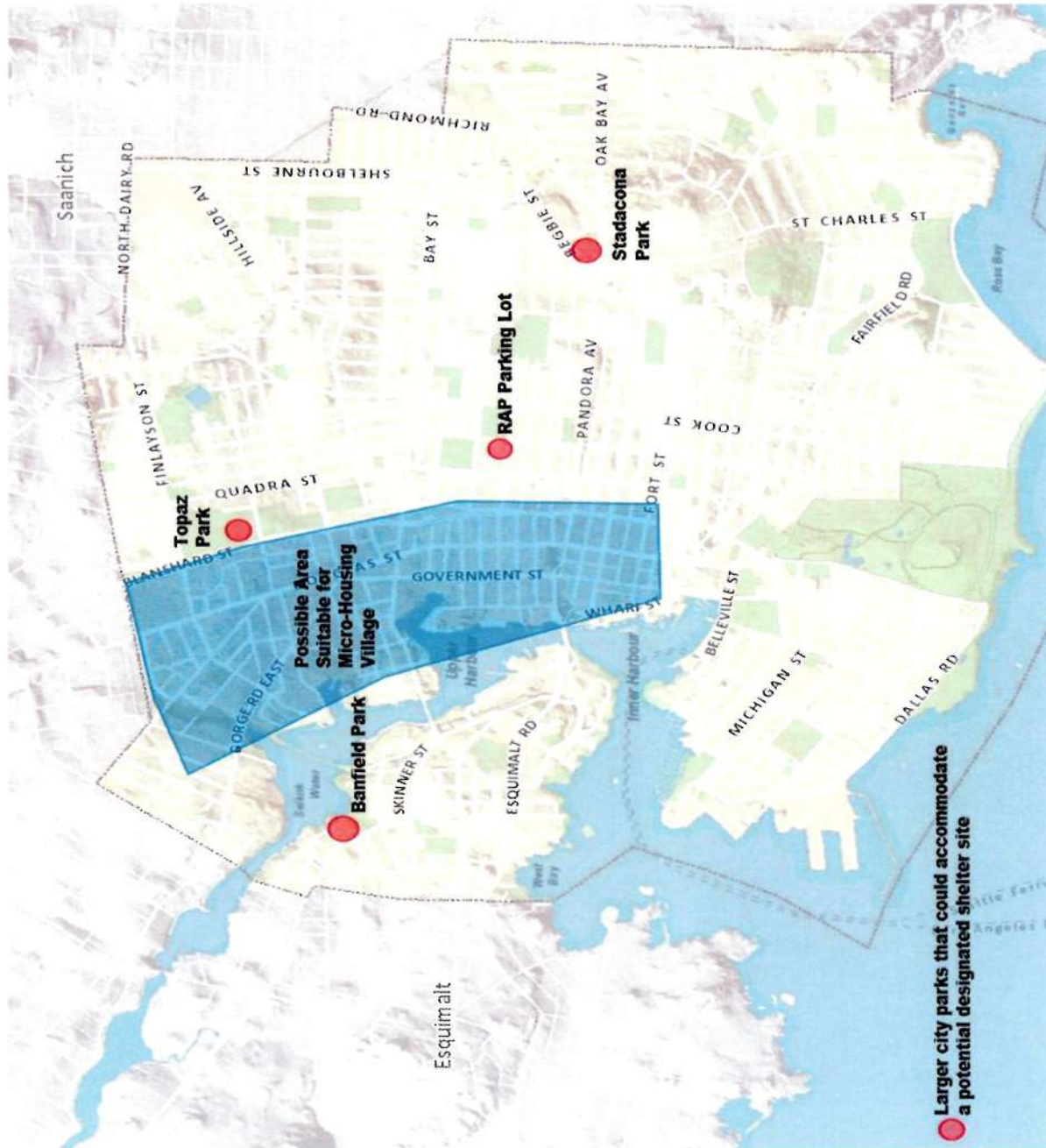
<p>2. Advocacy for Permanent Housing & Supports</p>	<p>a. Proposals for New Transitional & Supportive Housing</p> <p>b. Social and Health Service Supports</p>	<p>GVCEH (Coalition) partners have developed a Priority Housing Project List (PHPL) to prioritize supportive and affordable housing projects.</p> <p>Coalition report "Creating Homes, Enhancing Communities" published with analysis of homeless populations' needs.</p> <p>City Strategic Plan supports establishing a safe consumption site and other health services</p>	<p>Support the Priority Housing Project List, and fund projects that apply for Victoria Housing Reserve capital funding.</p> <p>Facilitate timely processing of applications for funded PHPL projects.</p> <p>Support Coalition recommendations in <i>Creating Homes, Enhancing Communities</i> report.</p> <p>Continue to support Coalition with City funding (\$100,000) and staff support.</p> <p>Support Island Health and their partners to establish a safe consumption site.</p>
<p>3. Continue to research alternative short-term housing options.</p>	<p>a. Review other temporary, alternative housing sites/models employed in PNW cities (E.g. Seattle, Portland).</p> <p>b. Assess needs of local homeless population and potential suitability for temporary, alternative housing models.</p> <p>c. Evaluate City micro-housing and temporary sheltering initiatives outlined in (2).</p>	<p><i>Creating Homes, Enhancing Communities</i> report published that provide useful insight into homeless populations' needs</p>	<p>Review experiences from these models and apply insights to Victoria models.</p> <p>Evaluate implementation of micro-housing and temporary sheltering options in Victoria.</p>

Action Plan for Housing, Supports and City Services for Homeless People Sheltering in City Parks

2015 Operational Initiatives

Initiative	Actions	Status	Recommendation
1. Storage Project for homeless' belongings	a. Explore potential service arrangements with downtown social service providers to create a storage facility for homeless persons' belongings.	Budget of \$45,000 approved. Staff initiating project discussion with potential partners.	Establish site(s) by July 2015. Evaluate 2015 project and make recommendations for 2016 budget.
2. Additional Social Service Outreach	a. Work in partnership with BC Housing, social services providers and Island Health to increase outreach resources for homeless people. - add a social support outreach position on a pilot basis to accompany BLS/VicPD to assess needs / direct homeless people to services	BC Housing, Island Health and Cool Aid Society are creating 20 new rent supplements to open up transitional housing and shelter spaces.	Fund a six month outreach position to provide immediate support to homeless individuals, assess need level and refer to required services. - \$35,000 for six month pilot
3. Monitoring & Clean-up	a. Designated special clean-up and garbage disposal team that works closely with Police and Bylaw Officers (additional resources)	Requires funding approval to initiate seasonal hiring - Ready for mid-June	Approve seasonal special clean-up crew - 2 person crew, May to October, 7 days - \$100,000 total additional cost
	b. Review improved access to washroom facilities Review additional garbage and sharps' bins in key locations	Costs identified. Funding approval required. Locations TBD.	Fund additional washroom services from 2015 contingencies to November 30 th . - \$85,000 for washrooms - \$65,000 for portable toilets Evaluate and make recommendations for the 2016 budget.
	c. Install signs in Parks to increase awareness/support compliance. Develop overnight sheltering information materials increase awareness, support compliance and direct people to shelter housing & services.	\$5,000 funding required Underway.	Install signs in specific parks - \$5,000 cost. Distribute information materials to shelters and homeless people in parks.
	d. Continue Bylaw Officer & VicPD compliance monitoring (some additional salary funding required)	Bylaw Officers adopted new work schedule for 7 day service. Additional funding for BO salaries required to support 7 day service level (~\$47,000)	Fund Bylaw Officer salary expense to maintain 7 days per week monitoring. - \$47,000 for 2015 only.
	e. Consider incentives for bylaw compliance	Under development	Support small incentives to acknowledge cooperation with VicPD and City.
	f. Apply sheltering exemption only to homeless people	Ready to implement - No further approval needed	Improve messaging to itinerant campers respecting sheltering exemption.
4. Amend Parks Bylaw	a. Limit areas within parks where overnight sheltering is permitted b. Limit continuous park occupation c. Improve authority to close park for restoration d. Identify parks where sheltering is not permitted	Bylaw amendments drafted	Council consider adopting proposed bylaw amendments to improve City management of parks.
5. Compliance Strategy	a. Develop options for a progressive compliance strategy for the most problematic sheltering activities	Tools available that require support of Council.	Support compliance strategy for problematic sheltering activities.

Appendix B Map of Potential Locations for Alternative Shelter Models





Governance and Priorities Committee Report

For the Meeting of June 4, 2015

To: Governance and Priorities Committee **Date:** May 22, 2015
From: Julie MacDougall, Assistant Director, Parks and Recreation
Subject: Quadra Heights Playground Improvements

Executive Summary

The purpose of this report is to present the results of recent public engagement and to outline the next steps for the renewal of the Quadra Heights playground and park.

Quadra Heights Park is a small neighbourhood park, one acre in size, located in the Hillside/Quadra neighbourhood. It is north of Finlayson Avenue and south of Tolmie Avenue. The park currently features a playground, benches, a picnic table and several mature trees as well as a pathway connection to Reed Street.

The 2015 Financial Plan includes \$100,000 for Quadra Heights Park to replace aging play equipment to better meet the needs of the community.

In the spring of 2015, nearby residents and the general public were invited to participate in two open houses and an online survey. Idea boards were also placed onsite to collect feedback from residents and visitors. Participants, including children, were asked to specifically share what kind of playground equipment they would prefer, along with other park improvements. Open houses were held on-site (May 2 and May 6) and a total of 35 residents attended. Additionally, 50 responses were received through the online survey.

Several themes were heard during engagement:

- A combination of natural play areas and manufactured play equipment was preferred.
- Swings were the most popular type of playground equipment.
- There was an interest in reducing the amount of sand, with support for keeping a small sanded area as sand wasps were identified as a concern.
- Better lighting was requested, as were more picnic tables and benches.
- A few issues surrounding dogs in the park were raised through the engagement. In total eight comments were received, including requests for clearer bylaw signage, requests for a fenced area, and requests for a bag dispenser.
- There was interest in ziplines and water features, although these elements are unlikely due to park size and project budget.

A conceptual plan for the park and play area upgrade that responds to the results of the public engagement is attached. The future improvements will include:

- A combination of manufactured and natural play areas.
- Play equipment that accommodates a range of ages, with focus on ages 18 months to five years.
- Swings and climbing elements.
- A new pathway and seating area including bicycle parking.
- An expanded open grass area.

Manufactured play equipment will be selected through the City of Victoria purchasing process. A tender process will be initiated in early June and the results of the public engagement process will be considered in selecting the successful bid.

A budget of \$100,000 for the play area and park upgrade has been approved in the 2015 Financial Plan. Construction of this play area upgrade will commence in October 2015, and is expected to take eight weeks.

Recommendation:

That Council receive this report for information.

Respectfully submitted


for 
Leigh Sifton
Manager, Parks Planning & Design


Julie MacDougall
Assistant Director, Parks & Recreation

for 
Katie Hamilton
Director, Citizen Engagement & Strategic Planning

Report accepted and recommended by the City Manager:

Date:


May 29, 2015

Purpose

The purpose of this report is to present the results of recent public engagement and to outline the next steps for the renewal of the Quadra Heights playground and park.

Background

Quadra Heights Park is a small neighbourhood park, one acre in size, located in the Hillside/Quadra neighbourhood. It is north of Finlayson Avenue and south of Tolmie Avenue. The park currently features a playground, benches, a picnic table and several mature trees as well as a pathway connection to Reed Street. The playground includes swings, a merry-go-round and a play structure. See Appendix A for a site map and photos.

Quadra Heights Park is one of five playgrounds located within a one kilometer radius. Two large community playgrounds and park amenities such as sports fields, hockey/basketball courts, tennis courts, outdoor fitness equipment and a lacrosse box are located within 500m of Quadra Heights Park.

The 2015 Financial Plan includes \$100,000 for Quadra Heights Park to replace aging play equipment and to better meet the needs of the community. The current play equipment is approximately 15 years old. Play equipment manufacturers recommend a 10 to 15 year replacement cycle. At the same time as play equipment is replaced, the City considers all park users and upgrades to other site amenities when possible. Items outside of the budget may be considered within future year capital planning.

To facilitate engagement, staff developed options for play equipment that took into consideration the size of the park and the budget available for these improvements.

Issues and Analysis

In the spring of 2015, nearby residents and the general public were invited to participate in two open houses and an online survey. Idea boards were also placed onsite for three weeks to collect feedback from residents and visitors. Participants were asked to specifically share what kind of playground equipment they would prefer, along with other park improvements. Feedback from children was encouraged through an interactive craft station where they could build their future playground.

The engagement program focused on residents living closest to the park. Broader community participation was sought through advertising and social media. The Quadra Days community event was also used to inform the community about the upgrades and to encourage their participation in the survey.

Open houses were held on-site (May 2 and May 6) and a total of 35 residents attended. Additionally, 50 responses were received through the online survey. No letters or emails were received.

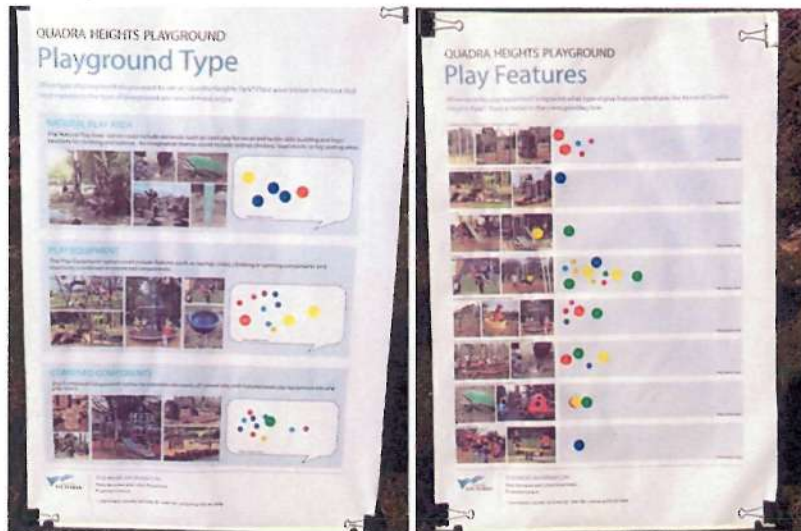
Several themes were heard during engagement:

- A combination of natural play areas and manufactured play equipment was preferred.
- Swings were the most popular type of playground equipment.
- The existing merry-go-round was seen as a unique feature of the park.
- There was an interest in reducing the amount of sand, with support for keeping a small sanded area as sand wasps were identified as a concern.

- Better lighting was requested, as were more picnic tables and benches.
- A few issues surrounding dogs in the park were raised through the engagement. In total eight comments were received, including requests for clearer bylaw signage, requests for a fenced area, and requests for a bag dispenser.
- There was interest in ziplines and water features, although these elements are unlikely due to park size and project budget.

What We Heard

Open House



- When asked about the preferred playground type, manufactured play equipment ranked the highest, followed closely by a combination of natural play areas and manufactured equipment. Natural play areas were ranked third.
- In terms of play features, swings were the most popular, followed by: playhouse/social/imaginative elements, climbing features, spinning features and natural play elements.
- Art pieces by children included ideas about swings, slides, waterparks and ziplines.

Ideas Boards



The Ideas Board was used for the first time in a parks project and met with high participation. It enabled the City to reach park users when they were in the park, outside of formal events. It asked about what new play equipment visitors would like to see at the park and what other park improvements would be enjoyed:

- Keeping the merry-go-round was a popular comment.
- Swings were the most popular piece of play equipment.
- There was an interest in keeping some sand, but a concern about dealing with the wasps and cats related to the sand.
- Better lighting was requested.
- There was some interest in catering to a wider range of ages.
- More picnic tables and benches was a request from some.
- Ziplines and waterparks were common requests.

Online Survey

64% of survey respondents were from Hillside Quadra and another 14% were from Saanich, as this park is very close to the Saanich border. 54% lived within a five minute walk of the park.

- The most popular features of the current playground included swings (32 responses) and the merry-go-round (27 responses), followed by the play structure (16 responses).
- The least liked features included the sand surfacing (20 responses), the play structure (16 responses) and the merry-go-round (11 responses).
- When asked about the choice of a natural play area or manufactured equipment, 90% of participants requested a combination of both.
- In terms of new play equipment, swings were the most popular (29 responses), followed by natural play elements (26 responses) and a climbing structure (23 responses).
- Comments about unique play equipment for this park included: keeping the merry-go-round or replacing it (10 responses).
- General ideas about how the park could be improved included: accessible surfacing, removing sand and related wasps, more picnic tables and eating areas.

Social Media

- One comment was received requesting a rubber surface on the playground.

Next Steps

A conceptual plan for the park and play area upgrade is attached (Appendix C) that responds to the results of the public engagement. The future improvements will include:

- A combination of manufactured and natural play areas.

- Play equipment that accommodates a range of ages, with focus on ages 18 months to five years.
- Swings and climbing elements.
- A new pathway and seating area including bicycle parking.
- An expanded open grass area.

Given the proximity to other nearby neighbourhood parks and the types of play equipment located in those parks; comments from the public regarding the ages of children visiting the park; and, the amount of area available for the playground, the new play equipment will accommodate a range of ages, but will be targeted to younger children (18 months to five years).

The feasibility of a zipline or waterpark in a small neighbourhood park is limited due to the size of the park and the budget available. Hard surfaces for basketball have also not been considered, due to sound impacts from this small park and the proximity of two existing basketball courts in this neighbourhood.

Manufactured play equipment will be selected through the City of Victoria purchasing process. A tender process will be initiated in early June and the results of the public engagement process will be considered in selecting the successful bid.

A budget of \$100,000 for the play area and park upgrade has been approved in the 2015 Financial Plan. Construction of this play area upgrade will commence in October 2015, and is expected to take eight weeks.

Recommendations

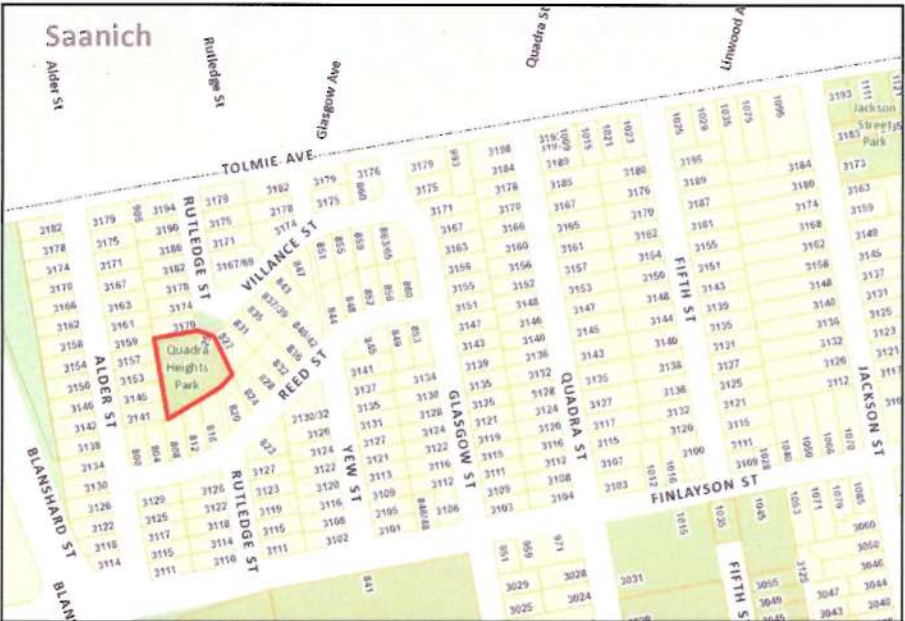
That Council receive this report for information.

Appendices

Appendix A: Site Map and Photos

Appendix B: Conceptual Plan

Appendix A: Site Map and Photos



Appendix B: Conceptual Plan



Quadra Heights Playground Improvements

Governance and Priorities Committee: June 4, 2015



Report Purpose

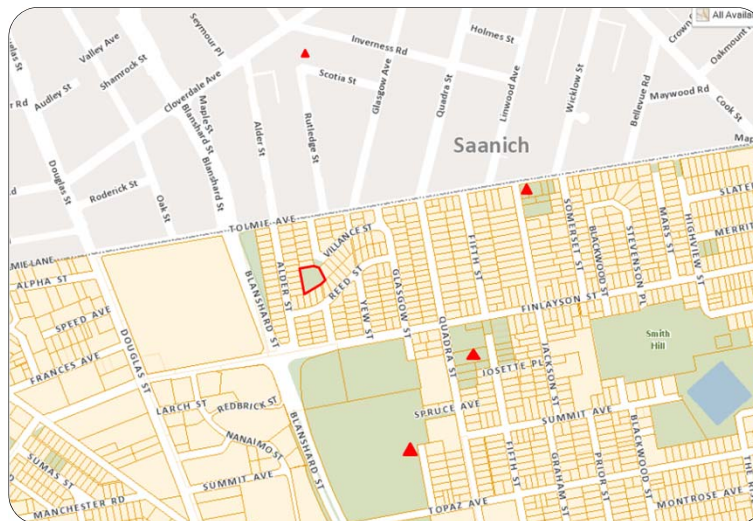
- To present the results of the public engagement and to outline the proposed improvements for Quadra Heights Park playground and park renewal project



About Quadra Heights Park



About Quadra Heights Park



About Quadra Heights Park



Existing Play Features

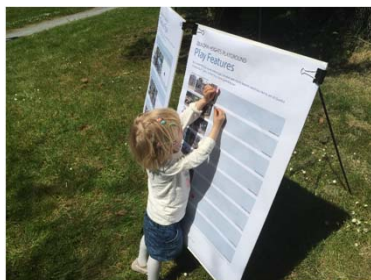


- Current play equipment was installed in 1999 and includes:
 - Swings
 - Play structure
 - Merry-go-round



Engagement Highlights

Two open houses at the park



Engagement Highlights



- Feedback from children was encouraged through an interactive craft station where they could build or draw their future playground



Engagement Highlights

On-site ideas board



Quadra Heights Park Improvements



This year the City of Victoria is upgrading the playground at Quadra Heights Park. Tell us what equipment and improvements you would most enjoy.

This survey will take approximately 5 - 7 minutes to complete.

Please note that information you provide in your answers will form part of the public record for this project. In your answers, please do not provide any personal information you do not wish to share publicly such as your name or contact information.



Engagement Highlights

We want to hear from you!

The City of Victoria is upgrading the playground at Quadra Heights Park at the corner of Rutledge Street and Villance Street.

Tell us what equipment and improvements you would most enjoy.

Share your ideas before May 12:

- Visit the park and share your thoughts on the ideas board.
- Stop by an open house in the park:
 - Saturday, May 2, 1-3 p.m.
 - Wednesday, May 6, 4-6 p.m.

Fill in the survey:
haveyoursayvictoria.com
Tweet your ideas to #vicparks
Email: parks@victoria.ca
Call: 250.361.0600

You added 6 new photos.
 Posted by Malinda Jolley (1) · 2 hrs · 4k

Share your ideas about what new playground equipment you'd like to see at Quadra Heights Park. Drop by the park and write your thoughts on the Ideas Board, visit the open house at the park this Saturday 1-3 or fill in a short survey: www.haveyoursayvictoria.com

What other new play equipment

Picnic benches more

Bigger slide, The swing or the car

579 people reached

Like · Comment · Share

James Roughley, Danielle City Oswald, Patti Shaughnessy and 7 others like this.

We want to hear from you!

The City of Victoria is upgrading the playground at Quadra Heights Park at the corner of Rutledge Street and Villance Street.

Tell us what equipment and improvements you would most enjoy.

Share your ideas before May 12:

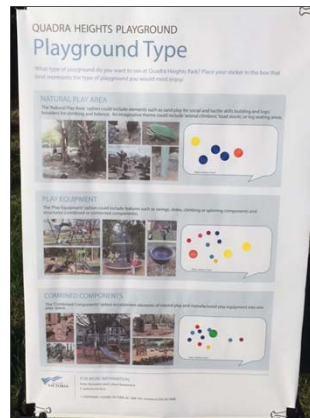
- Visit the park and share your thoughts on the ideas board.
- Stop by an open house in the park:
 - Saturday, May 2, 1-3 p.m.
 - Wednesday, May 6, 4-6 p.m.

Fill in the survey:
haveyoursayvictoria.com
Tweet your ideas to #vicparks
Email: parks@victoria.ca
Call: 250.361.0600



Engagement Highlights

- 35 residents attended the two open houses
- 50 survey responses were received



What We Heard

Key Themes: Play Features

- Combination of natural play areas and manufactured play equipment was preferred
- Swings were most popular type of playground equipment followed by playhouse/social/imaginative elements, climbing features, spinning features and natural play
- Existing merry-go-round seen as a unique feature
- Interest in reducing amount of sand, with support for keeping a small sand play area
- Ziplines and waterparks were suggested



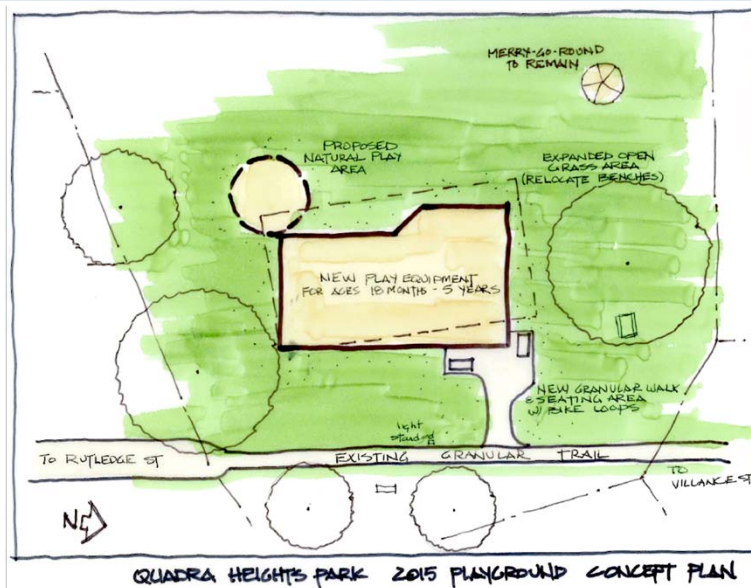
What We Heard

Key Themes: Other Park Amenities

- Better lighting was requested
- More picnic tables and benches
- Dogs in Parks:
 - Requests for clearer bylaw signage
 - Requests for fenced area
 - Requests for dog bag dispenser



Conceptual Plan



Next Steps

- Manufactured play equipment will be selected through the City of Victoria purchasing process. A tender process will be initiated in early June and the results of the public engagement will be considered in selecting the successful bid.
- A budget request of \$100,000 for the play area and park upgrade has been approved in the 2015 Financial Plan.
- Construction would commence in late summer and is expected to take eight weeks to complete.



Recommendation

- That Council receive this report for information





Governance and Priorities Committee Report

For the Meeting of June 4, 2015

To: Governance and Priorities Committee **Date:** May 22, 2015
From: Julie MacDougall, Assistant Director, Parks and Recreation
Subject: Victoria West Park Improvements Engagement Plan

Executive Summary

The purpose of this report is to seek Council approval of the proposed engagement strategy for Victoria West Park to provide the public with the opportunity to shape potential park improvements in 2016.

This park is the second largest park in the Victoria West neighbourhood and the eighth largest in the City. It meets the needs of the Victoria West neighbourhood, and also serves as a draw for residents of Greater Victoria. It currently contains a multi-use sports field, a lawn bowling club, a skate park, a basketball court, a leash-optional area, a playground, two parking areas and a public washroom.

The creation of a park improvement plan for Victoria West Park supports Objective 8 in the 2015-2019 Strategic Plan: "Enhance and Steward Public Spaces, Green Spaces and Food Systems". A park improvement plan will address several park infrastructure needs in a single year including the integrity of the beginner bowl at the skate park; renewal of the playground and sports field structures; soft landscape re-development; renewal of sports field irrigation; and, leash-optional needs.

The public will be engaged between June 2015 – September 2015. Engagement objectives include:

- Engage community members about park improvements for Victoria West Park; and,
- Work collaboratively with people who currently use the skate park on the design of engagement events and design of future improvements.

The City will report back to Council in October 2015 with an engagement summary and proposed park improvements.

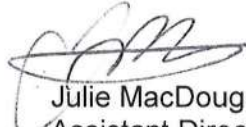
Consultation and design costs of \$50,000 for Victoria West Park improvements were approved in the 2015 Financial Plan. Park construction costs were not included in the Financial Plan as they will be determined through the design process and informed by the results of public engagement. The 2016 Financial Plan will include a capital budget request for the proposed improvements, including any long-term investment recommendations.

Recommendation:

That Council endorse the proposed engagement strategy for Victoria West Park.

Respectfully submitted

for 
Leigh Sifton
Manager, Parks Planning & Design


Julie MacDougall
Assistant Director, Parks & Recreation

For 
Katie Hamilton
Director, Citizen Engagement & Strategic Planning

Report accepted and recommended by the City Manager:

Date:


May 21, 2015

Purpose

The purpose of this report is to seek Council approval of the proposed engagement strategy for Victoria West Park to inform the creation of a park improvement plan.

Background

Victoria West Park is the second largest park in the Victoria West neighbourhood and the eighth largest in the City. It meets the needs of the Victoria West neighbourhood, and also serves as a draw for residents of Greater Victoria. The park was first established in 1921 and has seen many improvements since then to address the changing needs of local residents.

Victoria West Park currently offers a range of park facilities, including a multi-use sports field for baseball and soccer, a skate park, a lawn bowling club, a basketball court, a leash-optional area, a playground, two parking areas and a public washroom (see appendix A for a site plan).

Details surrounding existing park facilities include:

- The ball diamonds are used daily on weekdays and sporadically on weekends, and serve slo-pitch teams from across Greater Victoria. The soccer pitch is not currently used due to the field condition and the grade of the land.
- The lawn bowling area is leased to the Vic West Lawn Bowling Club which has approximately 75 members.
- The skate park is the only City operated skate park in Victoria. The original facility was installed in 1992, and is currently used as a learner's bowl. A large expansion was added in 2002 and a memorial feature added in 2012. The skate park is heavily used by both skateboarders and BMX riders.
- The basketball court was installed in 2002. Depending on the season the level of use is sporadic. During nicer weather it is used almost daily.
- The playground was installed in 1996. It includes a swing set, and a play structure.
- The leash-optional dog area is one of 12 in Victoria. Victoria West has the highest per household ratio of licensed dogs in Victoria. One in two homes has a licensed dog. This area is across the park from the playground, leaving distance between these two park uses. It is not fenced. Triangle Park is nearby on Wilson Road and is also used by dog owners, but is not a leash-optional area. The community has indicated that there are conflicts between the off-leash area and other park users. There is an opportunity to explore improvements to the off-leash area to minimize conflicts, including the consideration of a fenced dog park, as outlined in the City's Strategic Plan.

The key factors driving the need to look at how best to update the park include:

- The age and condition of the playground equipment and the ability to keep it up to current CSA standards.
- The condition of the beginner portion of skate park (the oldest portion) is aging and is in need of redesign and re-pouring as patching is no longer effective for any length of time.
- Users of the leash-optional area have indicated support for improvements to the fencing and have indicated that they would be interested in fundraising for this project.
- Use of the sports field for some activities is limited due to the condition and grading of the turfed area.
- Increased density in the neighbourhood as a result of multi-storey condominium development.

The creation of a park improvement plan for Victoria West Park supports Objective 8 in the 2015-2019 Strategic Plan: "Enhance and Steward Public Spaces, Green Spaces and Food Systems". A park improvement plan will address several park infrastructure needs in a single year including the integrity of the beginner bowl at the skate park; renewal of the playground and sports field structures; soft landscape re-development; renewal of sports field irrigation; and, leash-optional needs.

Issues and Analysis

Staff are proposing to begin community engagement around the future of the park starting June. A variety of tools and approaches will be used to engage all current and prospective parks users in a discussion on future improvements and uses. The objectives of the engagement strategy are to:

- Engage community members about park improvements for Victoria West Park
- Work collaboratively with people who currently use the skate park on the design of engagement events and design of future improvements

Engagement Approach

A two phased engagement strategy is proposed. The first phase will begin in June.

Phase One- Preliminary Engagement (June – July 2015)

The first phase will focus on collecting the community's thoughts around possible parks improvements. This will focus on what elements are used and enjoyed now, what's missing, what needs improvement and what other activities would be of interest.

Preliminary engagement will include:

- Update the Vic West Community Association on the engagement activities planned. We will also ask for their assistance in raising awareness of the engagement opportunities.
- Online Survey: An online survey will be launched in early June to solicit ideas for future park improvements. The survey will remain open for one month.
- Ideas board: an ideas board will be placed in the park to collect input from park visitors.
- Community Design Picnic: In early July, the City will host a community design picnic in Victoria West Park to engage community members in a conversation about park improvements. This event aims to build community as well, as neighbours will be encouraged to bring a blanket and basket and discuss how the park could be improved.

In addition, users of the skate park will be engaged by City of Victoria youth programmers and the Skate Park Host. Together they will design an event through which they can provide input on improvements to the skate park, and park improvements in general, in a way that best works for them. Following this initial engagement, the consultant retained to develop designs for the skate park will work closely with this group in the design of these improvements.

The following tools will be used to create awareness about preliminary engagement opportunities:

- A neighbourhood mail drop;
- Print advertising;
- Information on website and social media;
- Informational signs posted near the main access points for the park; and,
- Participation in community events, including Vic West Street Fest (June 7th) and skate park competition (June 13th).

During the engagement process, staff will check to ensure feedback collected is reflective of all key stakeholder groups. If, through the survey and workshop, there is a gap, more focused

engagement will be done in early July to ensure all those impacted in the decisions have an opportunity to provide input and that their input is reflected in the park improvement plan.

Once all feedback is collected, concepts of what the park could include and look like will be created.

Phase Two - Closing the Loop (September – October 2015)

The concepts will be shared and refined with the public in September to ensure they reflect the needs and interests of the community. The proposed second phase of engagement includes:

- Public Open House: A public open house will be hosted in September to present the concept options for the park, skate park and to collect a second round of feedback.
- Online Survey: An online survey will be available to solicit feedback on concept options.

The following tools will be used to promote this phase of engagement:

- Information posted on website and social media;
- Print advertising; and,
- Stakeholder emails.

All feedback and final design recommendations for Victoria West Park will then be taken back to Council in October for consideration.

Options & Impacts

Consultation and design costs of \$50,000 for Victoria West Park improvements were approved in the 2015 Financial Plan. Park construction costs were not included in the Financial Plan as they will be determined through the design process and informed by the results of public engagement. The 2016 Financial Plan will include a capital budget request for the proposed improvements, including any long-term investment recommendations.

Recommendations

That Council endorse the proposed engagement strategy for Victoria West Park.

Appendices

Appendix A: Site Map

Appendix B: Site Photos

Appendix A: Site Map



Appendix B: Site Photos



Victoria West Park Improvements Engagement Plan

Governance and Priorities Committee: June 4, 2015

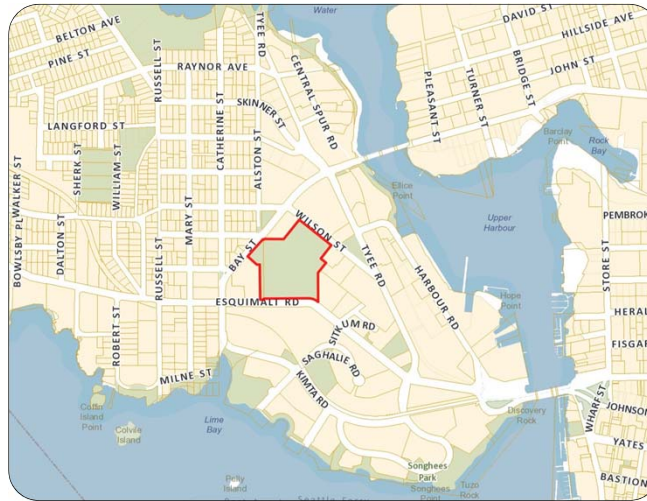


Report Purpose

- To seek Council approval of the proposed engagement strategy for Victoria West Park to inform the creation of a park improvement plan.



About Victoria West Park



About Victoria West Park



Existing Park Facilities - Sports Fields

- The ball diamonds are used daily on weekdays and sporadically on weekends, and serve slo-pitch teams from across Greater Victoria.
- The soccer pitch is not currently used due to field condition and grade of the land.



Existing Park Facilities – Lawn Bowling

- The lawn bowling area is leased to the Vic West Lawn Bowling Club which has approximately 75 members.



Existing Park Facilities – Skate Park

- Only City operated skate park in Victoria.
- Heavily used by both skateboarders and BMX riders.
- Oldest portion requires resurfacing.



Existing Park Facilities – Basketball Court

- Basketball court is used almost daily in nice weather.



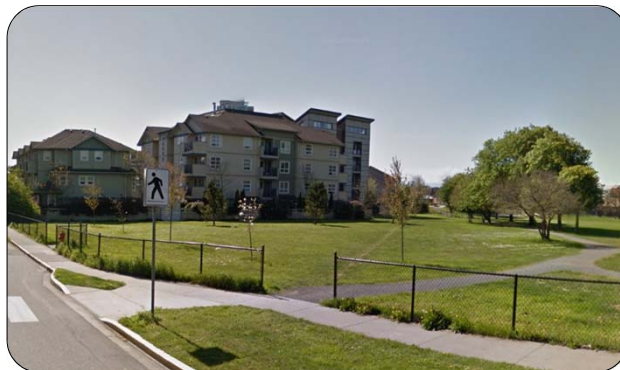
Existing Park Facilities – Playground

- Playground includes a swing set and play structure.
- Equipment is aging and requires replacement.



Existing Park Facilities – Dog Area

- One of 12 leash-optional areas in Victoria.
- Not currently fenced



Existing Park Facilities

- Two parking areas
- One public washroom facility



Park Improvement Plan

Key factors driving the need for park improvements include:

- The age and condition of playground equipment
- The condition of the beginner portion of skate park
- Usage of the leash-optional area
- Current limited use of the sports field for some activities
- Increased density in the neighbourhood as a result of multi-story condominium development.

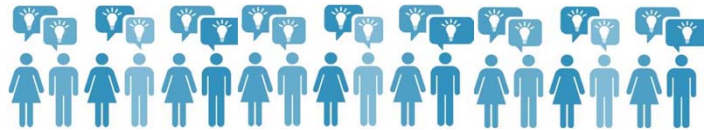


Engaging Citizens in Park Improvements

Phase One – Preliminary Engagement (June – July 2015)

What elements are currently enjoyed and what could be improved.

- Engage the Vic West Community Association
- Ideas Board placed in the park
- Online Survey
- Community Design Picnic (July 7th)



Engaging Citizens in Park Improvements

Outreach will include:

- Neighbourhood mail drop
- Print advertising
- Website and social media



Engaging Citizens in Park Improvements

- Signs posted near main access points for the park
- Participation in community events
 - Vic West Street Fest (June 7th)
 - Skate park competition (June 13th)



Engaging Citizens in Park Improvements

Phase Two – Closing the Loop (September – October 2015)

Park improvement concepts will be shared and refined with the public in September to ensure they reflect the needs and interests of the community through:

- Public Open House (September 2015)
- Online Survey



Budget and Timelines

- Consultation and design costs of \$50,000 for Victoria West Park improvements were approved in the 2015 Financial Plan.
- All feedback and final design recommendations for Victoria West park will be presented to Council in October 2015 for consideration.
- Park construction costs were not included in the Financial Plan as they will be determined through the design process and informed by the results of public engagement.
- The 2016 Financial Plan will include a capital budget request for proposed improvements.



Recommendation

- That Council endorse the proposed engagement strategy for Victoria West Park.





Governance and Priorities Committee Report

For the Meeting of June 4, 2015

To: Governance and Priorities Committee **Date:** May 27, 2015
From: Julie MacDougall, Assistant Director, Parks and Recreation
Subject: Canada 150 Community Infrastructure Fund

Executive Summary

The purpose of this report is to provide an overview of the Canada 150 Community Infrastructure Fund and to seek Council approval to apply for funding.

On May 15, 2015, the Government of Canada announced the new program and will invest \$150 million over two years across Canada, with \$46.2 million targeted for the West (British Columbia, Alberta, Saskatchewan and Manitoba). The objective in Western Canada is to ensure a lasting legacy with a strong preference given to upgrades to existing cultural and community facilities that will provide long term benefits and will be viewed with pride by the community.

The types of projects that will be considered include community centres, cultural centres, parks, trails, bike paths, libraries, recreation facilities, tourism facilities, docks and cenotaphs. Strong preference will be given to projects where there is a strong ability/capacity to complete them by fall 2017. The maximum grant award is \$500,000 and can be no more than 50% of the project costs. Preference will also be given to projects where funding sources other than the Canada 150 Community Infrastructure Program are confirmed or intended.

In developing this recommendation staff reviewed potential projects in the context of the program funding criteria as well as the City's Strategic and Financial Plans. Priority projects include Crystal Pool and Fitness Centre, Library, Vic High field/sports facility, David Foster Harbour Pathway and Victoria West Park improvements. With the exception of Victoria West Park and David Foster Harbour Pathway improvements the other projects are not yet well enough defined to prepare a funding request. The David Foster Harbour Pathway project best meets the funding criteria, is a strong project and staff have enough information to prepare and submit the application, by the deadline.

In addition stakeholder support for this project has been confirmed. On May 19, 2015 a meeting was convened by the Chamber of Commerce that had broad community representation including City staff, which was chaired by the CEO from the Royal British Columbia Museum. While the focus of the meeting was around signature events to celebrate Canada's 150th anniversary, a number of infrastructure projects were referenced, indicating that there would be support for advancing David Foster Harbour Pathway improvements.

Applications are due on Wednesday June 17th, 2015 and only one intake is planned.

Recommendations:

That Council:

1. Instruct staff to submit a grant application to the Canada 150 Community Infrastructure Fund for David Foster Harbour Pathway improvements.
2. Authorize the Mayor and the Corporate Administrator to execute any agreement related to a successful grant application.

Respectfully submitted,



Julie MacDougall
Assistant Director
Parks and Recreation




Thomas Soulliere
Director,
Parks and Recreation



Susanne Thompson
Director, Finance

Report accepted and recommended by the City Manager:

Date:


May 28, 2015

Purpose

The purpose of this report is to provide an overview of the Canada 150 Community Infrastructure Fund and to seek Council approval to apply for funding.

Background

On May 15, 2015, the Federal Government announced the Canada 150 Infrastructure Program. The vision of the program "Giving Back to Canada", will see an investment of \$150 million over the next two years to support projects that will rehabilitate community facilities resulting in a lasting legacy from the program. The funding available for Western Canada (British Columbia, Alberta, Saskatchewan and Manitoba) is \$46.2 million and will be administered by Western Economic Diversification. Two groups of projects will be funded with the intent of allocating evenly between them:

- Those seeking up to \$250,000; and
- Those seeking between \$250,000 and \$500,000.

The types of projects that are eligible for funding include community centres, cultural centres and museums, parks, recreation trails, libraries, recreation facilities, tourism facilities, docks, cenotaphs and other community infrastructure for public benefit. The maximum funding requested cannot exceed 50% of the total costs, including any other Federal Funding received to-date.

Other key eligibility criteria:

- Be for rehabilitation, renovation or expansion of existing infrastructure for public use;
- Be community-oriented, non-commercial, and open for use to the public; and,
- Be materially complete by March 31, 2018, with preference given to projects substantially complete by fall 2017.

The attributes of a strong project as identified in the program will meet the following criteria:

- Projects that will rehabilitate existing cultural and community facilities that will leave a meaningful lasting legacy resulting from Canada 150;
- Projects where funding from sources other than the Canada 150 Community Infrastructure program is confirmed or intended (requires written proof); and,
- The applicant has demonstrated an ability to complete the project by the fall of 2017.

The application must be fully complete and submitted by June 17, 2015, and the applicant must be available for follow-up until the end of August.

On May 19, 2015 there was a meeting convened by the Chamber of Commerce that had broad community representation including City staff, which was chaired by the CEO from the Royal BC Museum. While the focus of the meeting was around signature events to celebrate Canada's 150th anniversary, a number of infrastructure projects were referenced, indicating that there would be support for advancing David Foster Harbour Pathway improvements. The community partners that were at this meeting included Department of National Defence, SportHost, Tourism Victoria, Butchart Gardens, Greater Victoria Public Library, Sisters of Saint Ann's, Volunteer Victoria, Hatley Park, Hotel Association of Greater Victoria, Victoria Francophone Society and the Victoria Symphony Orchestra.

Issues & Analysis

In developing this recommendation staff reviewed potential projects in the context of the program funding guidelines and criteria as well as the City's Strategic and Financial Plans. Priority projects include Crystal Pool and Fitness Centre, Library, Victoria High field/sports facility, David Foster Harbour Pathway and Victoria West park improvements. With the exception of Victoria West Park and David Foster Harbour Pathway improvements the other projects are not yet well enough defined to prepare a funding request.

Advancing the implementation of David Foster Harbour pathway provides for a significant contribution to a public amenity within the City that will be a meaningful legacy for future generations. Further, several organizations have developed funding agreements for improvements to the pathway that align well with this application. This includes partnerships with Trans Canada Trail, VanCity and the David Foster Foundation, for a combined total of over \$1,550,000 of funding towards this project. The City has included the David Foster Harbour Pathway in the 2015 Financial Plan and has identified \$3,133,000 towards improvements over the next two years. This combination of funding sources, the significance of the pathway in the City of Victoria and the capacity to deliver the project makes David Foster Harbour Pathway a strong project as per the funding guidelines.

A second project that can be delivered and is contained in the City's 2015 Financial Plan are improvements to Victoria West Park. The consultation and design of the improvements for this park, which provides City-wide as well as neighbourhood amenities, will be underway later this spring. Victoria West Park has many features that also make it an attractive project in that much of the infrastructure is in need of refurbishment including the skate park (the only one within the City), the playground, the sports fields and the leash-optional dog area. This project currently does not have additional funding partners beyond what will be proposed in the 2016 Financial Plan. While also a eligible project, the impact of the improvements are not as broad in scope as David Foster Harbour Pathway.

Options & Impacts

There are three options available to Council.

1. Instruct staff to submit a grant application for David Foster Harbour Pathway improvements to the Canada 150 Community Infrastructure Program. (recommended)

This option authorizes staff to complete and submit an application for the first intake. An application for the funding of this project provides for a strong application. Given the size and scope of the project the maximum funding mount would be requested.

2. Instruct staff to submit a grant application for Victoria West Park improvements to the Canada 150 Community Infrastructure Program.

This project meets the criteria, however, the scope of the improvements and legacy in the City and neighbourhood may not be viewed as strong as option 1.

Recommendations

That Council:

1. Instruct staff to submit a grant application to the Canada 150 Community Infrastructure Fund for David Foster Harbour Pathway improvements.
2. Authorize the Mayor and the Corporate Administrator to execute any agreement related to a successful grant application.



Governance and Priorities Committee Report

For the June 4, 2015 Meeting

To: Governance and Priorities Committee **Date:** May 29, 2015
From: Brad Dellebuur, Acting Assistant Director, Transportation and Parking Services
Subject: Confined Space Rescue Agreement with The Township of Esquimalt

The purpose of this report is to receive Council approval to extend the existing agreement with the Township of Esquimalt for their Fire Department to provide Confined Space Rescue Service to City of Victoria employees when working on the water distribution system within the boundaries of the Township of Esquimalt.

The City of Victoria owns and operates the water distribution system that provides service to the residents and businesses in the Township of Esquimalt. As part of this system, there are five primary, and numerous secondary, confined spaces City staff are required to enter periodically to conduct system maintenance. As part of WorkSafeBC requirements, the City of Victoria must have an agency provide Confined Space Rescue service. The City of Victoria's Fire Department provides this service for confined spaces within the City of Victoria. Esquimalt Fire Department provides this service in their municipality.

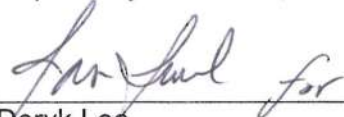
Esquimalt's Fire Department has been providing this service in Esquimalt since 2011. The service consists of being on standby when required, and having trained staff on shift when City staff are required to enter these spaces. There is no charge for the stand-by service; the City of Victoria only pays a fee if there is a rescue incident (no incidents 2011-2014).

The existing agreement expired in June 2014, however, both parties wish to extend the agreement (attached) to June 30, 2019.


Recommendation:

That Council authorize staff to execute an agreement with the Corporation of Esquimalt, for their Fire Department to continue to provide Confined Space Rescue Service to the City of Victoria's employees when working on the water distribution system within the boundaries of the Township of Esquimalt.

Respectfully submitted,



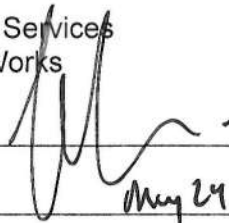
 Deryk Lee
 Manager
 Underground Utilities Operations
 Engineering and Public Works



 Brad Dellebuur
 A/Assistant Director
 Transportation & Parking Services
 Engineering and Public Works

Report accepted and recommended by the City Manager:

Date: _____


 May 29, 2015

THIS Agreement is made as of the ____ day of June, 2015.

BETWEEN:

THE CORPORATION OF ESQUIMALT
1229 Esquimalt Road,
Victoria, B.C.
V9A 3P1

(hereinafter called "Esquimalt")

OF THE FIRST PART

AND:

THE CORPORATION OF THE CITY OF VICTORIA
1 Centennial Square
Victoria, B.C.
V8W 1P6

(hereinafter called "Victoria")

OF THE SECOND PART

WHEREAS on June 10, 2011, Esquimalt and Victoria entered in to an agreement to establish the terms and conditions under which Esquimalt's Confined Space Rescue Service will be provided to Victoria's employees when working within the boundaries of the Township of Esquimalt (hereafter the "**2011 Agreement**");

AND WHEREAS the 2011 Agreement expired on June 30, 2014 but both Esquimalt and Victoria wish to extend it for a further five year period;

NOW THEREFORE THIS AGREEMENT WITNESSES that in consideration of the mutual promises exchanged herein, and for other good and valuable consideration, the parties agree as follows:

1.0 EFFECTIVE DATE

The provisions of this Agreement are effective as of July 1, 2014 (the "**Effective Date**"), notwithstanding the date of execution of this Agreement by the parties.

2.0 EXTENSION

Pursuant to section 2.1 of the 2011 Agreement, the parties agree to extend the operation of the 2011 Agreement by five years from the Effective Date, expiring on June 30, 2019.

3.0 RATIFICATION

Except for the extension of the term in accordance with section 2.0 of this Agreement, the parties ratify and confirm the terms of the 2011 Agreement and agree to continue to operate in accordance with all the terms of the 2011 Agreement.

4.0 COUNTERPART CLAUSE

This Agreement may be signed in counterpart that

- (a) have the same effect as if the parties had all signed the same documents;
- (b) will be construed together to be an original document; and
- (c) will constitute one and the same agreement.

IN WITNESS WHEREOF the parties hereto have set their hands and seals as of the day and year first above written.

Executed by **THE CORPORATION OF**)
THE TOWNSHIP OF ESQUIMALT this)
 ____ day of June, 2015)
)
 _____)
 Authorized Signatory)
)
 _____)
 Authorized Signatory)

 Witness

Executed by **THE CORPORATION OF**)
THE CITY OF VICTORIA this ____ day)
 of June, 2015)
)
 _____)
 Authorized Signatory)
)
 _____)
 Authorized Signatory)

)

 Witness

THIS Agreement is made as of the 10th day of June, 2011.

BETWEEN:

THE CORPORATION OF ESQUIMALT
1229 Esquimalt Road,
Victoria, B.C.
V9A 3P1

(hereinafter called "Esquimalt")

OF THE FIRST PART

AND:

THE CORPORATION OF THE CITY OF VICTORIA
1 Centennial Square
Victoria, B.C.
V8W 1P6

(hereinafter called "Victoria")

OF THE SECOND PART

WHEREAS the Esquimalt Fire Department has established a specialized Confined Space Rescue Service that is capable of servicing the Township of Esquimalt;

AND WHEREAS Esquimalt and Victoria wish to establish the terms and conditions under which Esquimalt's Confined Space Rescue Service will be provided to Victoria's employees when working within the boundaries of the Township of Esquimalt;

NOW THEREFORE THIS AGREEMENT WITNESSES that in consideration of the mutual promises exchanged herein, and for other good and valuable consideration, the parties agree as follows:

1.0 DEFINITIONS

1.1 In this Agreement:

- (a) **"Confined Space"** means an area, other than an underground working that is enclosed or partially enclosed, is not designated or intended for continuous human occupancy, has limited or restricted means of entry or exit that may complicate the provision of first aid, evacuation, rescue or

other emergency response service; and, is large enough and so configured that a worker could enter to perform assigned work.

- (b) **"Confined Space Rescue"** means rescues of persons from Confined Spaces.
- (c) **"Rescue Available Service"** means personnel trained in Confined Space Rescue are on duty and available but are not necessarily present at or near the Confined Space and are not otherwise committed to activities that would preclude a Confined Space rescue response.
- (d) **"Rescue Stand-by Service"** means personnel trained in Confined Space Rescue are on duty and present at or near the Confined Space and are not available for other emergency duties.

2.0 TERM

- 2.1 This Agreement shall be for a 36 month term commencing July 1st, 2011 and terminating June 30th, 2014. This agreement may be extended through mutual agreement of the parties.
- 2.2 Either party may terminate this Agreement at any time upon sixty (60) days notice in writing to the other party.

3.0 CONFINED SPACE RESCUE SERVICE

- 3.1 Esquimalt agrees to provide the following service to Victoria within the territorial boundaries of the Township of Esquimalt:
 - (a) Rescue Available Service, in accordance with the terms of this Agreement, for all Confined Space work assessed by Victoria as low or moderate hazard; and
 - (b) Rescue Stand-by Service, upon request, in accordance with the terms of this Agreement, for all Confined Space work assessed by Victoria as requiring such service.
- 3.2 Esquimalt will provide Confined Space rescue services under this Agreement in accordance with the standards it employs for all other Confined Space rescue services within Esquimalt, unless a variance of such standards is agreed upon between the parties, provided however that the Confined Space rescue response team deployed under the Agreement shall consist of not less than five persons trained in Confined Space Rescue.
- 3.3 The City of Victoria will provide hazard assessments for all of the confined spaces entered in Esquimalt classifying them as low, moderate, or high hazard.

- 3.4 Esquimalt will provide all equipment and personnel necessary for the provision of Confined Space Rescue services under this Agreement and will ensure that all personnel are fully trained in the provision of Confined Space Rescue.
- 3.5 Esquimalt will provide "Rescue Available Service" only for all low and moderate hazard classification Confined Spaces.
- 3.6 Prior to Victoria employees entering into a Confined Space within the Township of Esquimalt, Victoria shall contact the Esquimalt on duty Assistant Chief to confirm the Esquimalt Fire Rescue is available to provide:
- (a) Rescue Available Service for work in Confined Spaces classified under section 3.3 as a low or moderate hazard Confined Space; or
 - (b) Rescue Stand-by Service for work in Confined Spaces where such service is being requested by Victoria.
- 3.7 Victoria shall provide the following information to the Esquimalt on duty Assistant Chief:
- Time of entry
 - Location of the confined space
 - Number of personnel entering the confined space
 - Approximate time of exiting the confined space
 - Name and location of the standby person from Victoria
 - Phone number of the contact person in contact with the standby person
 - Location of the Confined Space Entry Permit
- 3.8 Victoria personnel shall not enter the Confined Space unless all of the requirements listed in section 3.7 have been met and Esquimalt has confirmed that Esquimalt Fire Rescue is available to provide the necessary services in accordance with section 3.1.
- 3.9 In the event the Victoria personnel have entered a low or moderate hazard Confined Space and Esquimalt Fire Rescue receives and responds to a separate call for service such that it can no longer provide the Rescue Available Service, then the Esquimalt on duty Assistant Chief will call the Victoria contact person to advise that Rescue Available Service is no longer available. The contact person will notify the on site standby person and all Victoria personnel shall exit the Confined Space until such time as they are advised by Esquimalt Fire Rescue that coverage is again available.
- 3.10 In the event the Victoria personnel have entered a Confined Space (section 3.6(b)), Esquimalt shall not discontinue to provide the Rescue Stand-by Service until and unless all Victoria personnel have exited the Confined Space.

- 3.11 The Victoria contact person shall advise Esquimalt Fire Rescue when the entry is completed and all personnel are out of the Confined Space.
- 3.12 Victoria will, immediately upon becoming aware of a Confined Space emergency involving Victoria employees, notify Saanich Fire Dispatch at (250) 475-6155 to request Esquimalt Fire Rescue and provide details of the incident.
- 3.13 Despite any other term of this Agreement:
- (a) Esquimalt does not guarantee the availability of Confined Space Rescue services at all times; and
 - (b) Esquimalt's on-duty Assistant Chief may, at any time, refuse to make Confined Space Rescue services available to Victoria or, after deploying Esquimalt Fire Rescue personnel to provide Confined Space Rescue services, re-assign Esquimalt Fire Rescue personnel to other duties.
 - (c) Section 3.13 (b) would conform to the requirements of section 3.10 in the event such action is required.

4.0 FEES

- 4.1 During the Term of this Agreement, Victoria agrees to pay to Esquimalt the following fees for Confined Space Rescue services provided to Victoria under this Agreement:
- (a) No fee shall be payable for Rescue Available Service unless there is a rescue incident in which case, Victoria shall pay to Esquimalt, on a fee for service basis, Esquimalt's costs calculated in accordance with the current Esquimalt / IAFF 4264 Collective Agreement regarding overtime rates for emergency incident call out of personnel, based on a call out of a crew of five to backfill the crew that responds to the rescue incident for a minimum of three hours and any further personnel required to assist in the actual rescue.
 - (b) Victoria shall pay to Esquimalt for Rescue Stand-by Service, on a fee for service basis, Esquimalt's costs calculated in accordance with the current Esquimalt / IAFF 4264 Collective Agreement regarding overtime rates for emergency incident call out of personnel, based on a call out of a crew of five to backfill the crew providing Rescue Stand-by Service for a minimum of three hours and reasonable costs that are related to the callout of any additional personnel that are required to assist in the event of a rescue being required.
 - (c) Except for losses due to negligence of Esquimalt or its employees, Victoria shall reimburse Esquimalt for Esquimalt Fire Department

equipment that is damaged or destroyed, or any specialized equipment and supplies required, during the provision of Confined Space rescue operations of Victoria employees under this Agreement.

5.0 INDEMNITY

5.1 Esquimalt agrees that it will indemnify and save harmless Victoria from and against any claims, suits, actions, causes of actions, costs, damages or expenses of any kind that result from:

- (a) the negligence of Esquimalt and its employees, contractors and agents in the provision of services under this Agreement; or
- (b) a breach of this Agreement by Esquimalt.

5.2 Victoria agrees that it will indemnify and save harmless Esquimalt from and against any claims, suits, actions, causes of actions, costs, damages or expenses of any kind that result from:

- (a) the negligence of Victoria and its employees, contractors and agents in the provision of services under this Agreement; or
- (b) a breach of this Agreement by Victoria.

6.0 GENERAL PROVISIONS

6.1 Notice

It is hereby mutually agreed that any notice required to be given under this Agreement will be deemed to be sufficiently given if:

- (a) delivered at the time of delivery; and
- (b) mailed from any government post office in the Province of British Columbia by prepaid registered mail addressed as follows:

if to Esquimalt:

1229 Esquimalt Road
Victoria, B.C. V9A 3P1
Attention: Corporate Administrator

if to Victoria:

1 Centennial Square
Victoria, B.C. V8W 1P6
Attention: Municipal Clerk

Unless otherwise specified herein, any notice required to be given under this Agreement by any party will be deemed to have been given if mailed by prepaid registered mail, or sent by facsimile transmission, or delivered to the address of the other parties set forth on the first page of this Agreement or at such other addresses as the other parties may from time to time direct in writing, and any such notice will be deemed to have been received if mailed or faxed, 72 hours after the time of mailing or faxing and, if delivered, upon the date of delivery. If normal mail service or facsimile service is interrupted by strike, slow down, force majeure or other cause, then a notice sent by the impaired means of communication will not be deemed to be received until actually received, and the party sending the notice must utilize any other such services which have not been so interrupted or must deliver such notice in order to ensure prompt receipt thereof.

6.2 Time

Time is to be of the essence to this Agreement.

6.3 Binding Effect

This Agreement will enure to the benefit of and be binding upon the parties hereto and their respective heirs, administrators, executors, successors, and permitted assignees.

6.4 Waiver

The waiver by a party of any failure on the part of the other party to perform in accordance with any of the terms or conditions of this Agreement is not to be construed as a waiver of any future or continuing failure, whether similar or dissimilar.

6.5 Headings

Section and paragraph headings are inserted for identification purposes only and do not form part of this Agreement.

6.6 Language

Wherever the singular, masculine and neuter are used throughout this Agreement, the same is to be construed as meaning the plural or the feminine or the body corporate or politic as the context so requires.

6.7 Cumulative Remedies

No remedy under this Agreement is to be deemed exclusive but will, where possible, be cumulative with all other remedies at law or in equity.

6.8 Law Applicable

This Agreement is to be construed in accordance with and governed by the laws applicable in the Province of British Columbia.

6.9 Relationship of Parties

No provision of this Agreement shall be construed to create a partnership or joint venture relationship, an employer-employee relationship, a landlord-tenant or a principal-agent relationship.

6.10 Amendment

This Agreement may not be modified or amended except by the written agreement of the parties.

6.11 Integration

This Agreement contains the entire agreement and understanding of the parties with respect to the matters contemplated by this Agreement and supersedes all prior and contemporaneous agreements between them with respect to such matters.

6.12 Survival

All representations and warranties set forth in this Agreement and all provisions of this Agreement, the full performance of which is not required prior to a termination of this Agreement, shall survive any such termination and be fully enforceable thereafter.

6.13 Notice of Violations

Each party shall promptly notify the other party of any matter which is likely to continue to give rise to a violation of its obligations under this Agreement.

6.14 Settlement

The parties acknowledge that they have a common goal of providing public service and will attempt to settle any differences arising in the administration of this Agreement amicably through discussion in good faith with a view to providing quality public service at a reasonable cost.

6.15 Arbitration

- (a) Disputes not capable of resolution through discussion under 6.14 shall be submitted to arbitration pursuant to the *Commercial Arbitration Act*, R.S.B.C. 1996, c. 55, to a single arbitrator appointed jointly by the parties.
- (b) No one shall be nominated to act as an arbitrator who is in any way financially interested in this Agreement or in the business affairs of either party.
- (c) If the parties cannot agree on the choice of any arbitrator each party shall select a nominee and the nominees shall jointly appoint an arbitrator.
- (d) The laws of the Province of British Columbia shall govern this Agreement and any arbitration or litigation in respect hereof.
- (e) The award of the arbitrator shall be final and binding upon the parties.

7.0 COUNTERPART CLAUSE


This Agreement may be signed in counterpart that

- (a) have the same effect as if the parties had all signed the same documents;
- (b) will be construed together to be an original document; and
- (c) will constitute one and the same agreement.

IN WITNESS WHEREOF the parties hereto have set their hands and seals as of the day and year first above written.

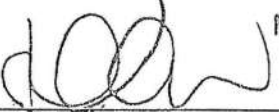
Executed by THE CORPORATION OF
THE TOWNSHIP OF ESQUIMALT this
11th day of July, 2010: ML


Authorized Signatory

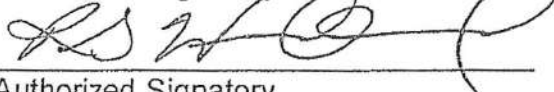

Authorized Signatory


Witness

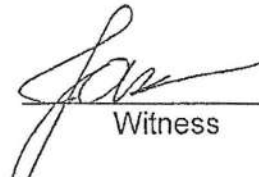
Executed by THE CORPORATION OF
THE CITY OF VICTORIA this 10th day
of June, 2010: RN


Authorized Signatory

MAYOR DEAN FORTIN
#1 Centennial Square
Victoria BC V8W 1P6


Authorized Signatory

Robert G. Woodland
Corporate Administrator
City of Victoria
#1 Centennial Square
Victoria BC V8W 1P6


Witness

END OF DOCUMENT



Governance and Priorities Committee Report

For the June 4, 2015 Meeting

To: Governance and Priorities Committee **Date:** May 14, 2015

From: Robert Woodland, Director of Legislative and Regulatory Services

Subject: Application for a permanent change to Hours of Sale in relation to a Liquor Primary Liquor License, for the **Irish Times Pub and Oyster Bar**, 1200 Government Street, Licence No. 301113

Executive Summary

The purpose of this report is to seek a Council resolution, in accordance with the requirements of the *Liquor Control and Licensing Act*, regarding an application by the Irish Times Pub and Oyster Bar in relation to their Liquor Primary License for the premises located at 1200 Government Street, for a permanent change to extend their hours of operation in relation to their liquor service.

The applicant has noted that they have been approached by a number of tourists and residents who are seeking more places along Government Street to be open for breakfast. As a result, the applicant is requesting to change their current opening time from 11:00AM to 9:00AM daily. The current occupant load for the pub is 250 persons. There would be no change in occupant load as a result of this application.

Recommendation:

That Council, after conducting a review with respect to noise and community impacts regarding the application to amend the hours of liquor service for the Liquor Primary License of the **Irish Times Pub and Oyster Bar**, Liquor License No. 301113, located at 1200 Government Street, supports:

- The application of the **Irish Times Pub and Oyster Bar** to amend its Liquor Primary Licence for their Pub to allow a change in operating hours to include 9:00AM to 1:00AM from Monday to Sunday.
- The Council provides the following comments on the prescribed considerations;
 - (a) The location is within a mixed commercial zone which authorizes offices, retail, multi-unit residential, transient accommodation, restaurants, clubs and associated uses. There is a small amount of residential use in the immediate vicinity. The Liquor Primary licensed operation is compatible with the neighbouring land uses. The business is located within the Historic Commercial District and is within the Intermediate Noise District which allows for a higher noise threshold.

- (b) This request represents a change in operating hours to enable liquor service 2 hours earlier each day. This change is expected to have minimal impact on the neighbourhood due to the time of day involved in the longer opening hours and the nature of service being provided during that time period. There have been no complaints of noise or nuisance from the pub in the past 5 years. There is no concern that this change would result in the business being operated contrary to its primary purpose.
- (c) The views of residents were solicited via a mail out to neighbouring property owners and occupiers within 50 metres of the pub and a notice posted at the property. Two responses were received by the City, both in support of the application.

Respectfully submitted,



Mark Hayden
Manager, Bylaw and
Licensing Services



Robert Woodland
Director Legislative and
Regulatory Services

Report accepted and recommended by the City Manager:



Date:

May 28, 2015

MATERIALS RECEIVED VIA PUBLIC CONSULTATION PROCESS:

Attached 4 (Two letters from the applicant and 2 email letters of support from the public)

Purpose

The purpose of this report is to seek a Council resolution regarding an application by the Irish Times Pub and Oyster Bar, in relation to their Liquor Primary licensed business located at 1200 Government Street for a change to their hours of liquor service for the pub.

Background

The Irish Times Pub and Oyster Bar is located at 1200 Government Street which is located at the NW corner of the intersection of Government and View Streets. The venue is a full service pub offering food and beverage service during all hours of operation. The pub has been in business since 2004 and is requesting this change for the primary purpose of being able to offer breakfast service to local residents and tourists.

In their attached letters (see Attachments), the applicant has described the full rationale for their request. A map of the subject property and immediate area is also attached to this report.

Location

Official Community Plan

- The property is within the Core Historic Place designation in the Official Community Plan. Area uses include: commercial, including office, retail, visitor accommodation, multi-unit residential and mixed use.
- The area is covered by Development Permit Area 1 (HC): Core Historic which enables Council to review and approve the character of commercial, industrial and multi-family residential developments. Heritage conservation is also included as a purpose of the DPA.

Downtown Core Area Plan

- The property is within the Historic Commercial District of the Downtown Core Area Plan, which supports growth in the tourism, retail and entertainment sectors. Residential dwellings are also encouraged in the upper stories of existing buildings.

Zoning and Designations

- The property is zoned CA-3C Zone, - Old Town District
 - Permits offices, retail, residences restricted to the second and higher storeys, transient accommodation, restaurants, clubs,
 - No off-street parking is required in this Zone.
- The property is Heritage Designated.
- The site falls within the Intermediate Noise District.

Neighbourhood Compatibility

- The building is on the north west corner of View and Government Streets. The site is bounded on all sides with the CA-3C Zone, Old Town District. Immediately adjacent uses include:
 - North: retail with upper floor offices
 - West: restaurant and offices
 - East (across Government) retail with upper floor offices and the Bay Centre retail mall.
 - South: entrance to Bastion Square and hotel, pub and retail uses

The closest residential use to the site is the 21-unit New England Hotel retail/residential building approximately 125 m north on Government Street

The Sustainable Planning & Community Development Department has no objection to the application as the use is permitted, the application for the change in hours will not significantly change the existing pub operations and the potential for additional noise affecting neighbouring businesses and residential neighbours is minimal.

Liquor Control and Licensing Branch

The General Manager of the provincial Liquor Control and Licensing Branch (LCLB) issues liquor licences under the authority of the *Liquor Control and Licensing Act* and regulations. Local government is to provide comments and recommendations to the LCLB on all liquor-primary licence applications regarding the potential for noise and impact on the community if the application is approved.

Relevant Policy / Bylaw

- a) Liquor Licensing Policy;
- b) Liquor Licensing Fee Bylaw.

Issues & Analysis

This application is being pursued as a permanent change to the operating conditions as the pub operator wishes to commence providing a breakfast service on a daily basis. Two letters from the applicant detailing the reasons for the requested change are attached to this Report.

The change to the operating hours being requested by the applicant is within the hours of operation contemplated by the City's Liquor Licensing Policy. This policy provides guidance on closing hours for Liquor Primary businesses, but does not specify approved opening hours other than what is allowed by the LCLB (which is 9:00AM).

Within a 50 metre radius there are 2 other liquor primary licensed businesses with a seating capacity of 258 seats (see below). Also within a 50 metre radius there are 3 food primary licensed businesses with a seating capacity of 259 persons. It is noted that 2 of the 3 food primary businesses open for service at 10:00AM and the other one opens for service at 11:00AM.

LIQUOR PRIMARY VENUE	HOURS	SUNDAY HOURS	SEATING	TYPE
Bedford Regency 1140 Government St.	11:00AM to 1:00AM	11:00AM to Midnight	90	Hotel Lounge
Garrick's Head Pub 1140 Government St.	11:00AM to 1:00AM	11:00AM to Midnight	168	Hotel Pub

Bylaw Enforcement

The Bylaw and Licensing Services Division has no concerns with the application. There have been no complaints made about the Liquor Primary Licensed operation of the pub with respect to nuisance or noise in the past 5 years. A Good Neighbour Agreement for the licensee, as required by the Business Licence Bylaw, is in place.

Engineering & Public Works Department

The Community Development Coordinator reviewed this application and provided the following comments:

Providing more hours of operation for businesses allows businesses opportunities to be more profitable and gives downtown patrons more options for dining. While there is a public health concern with increasing alcohol availability in the community, the hours of the requested extension are not typically associated with significant alcohol consumption.

Police

As the increase in operating hours falls in the morning time only, the Police Department has no concerns with, or objections to, this application.

Public Engagement and Consultation

In accordance with the City's Liquor Licensing Fee Bylaw and Liquor Licensing Policy, all owners and occupiers within 50 metres of the applicant's location were solicited by a mailed notice to provide input regarding this application. In addition, the business displayed a poster at the access points to their business for a 4 week period which also invited people to provide input to the City with respect to this application.

The result of this consultation was that the City received 2 email letters from the community, both in support of the application. Copies of these email letters are attached to this Report.

Conclusions

The request complies with the City's current liquor licensing policy as the proposed opening and closing hours contained in the requests are within the hours specified by City Policy where such parameters have been set. The Liquor Primary Liquor Licence associated with this pub has been operating since 2004. There have been no complaints received related to noise or nuisance in the past 5 years in relation to the operation of the pub.

City staff from all Departments have no concerns about the proposed change to the operating hours for liquor service. The public consultation conducted by the City has resulted in two letters from the public, both supportive of the application. This is a general indication that the community has no concerns about the proposed changes. Therefore, a Resolution supporting the application has been drafted to meet the Liquor Control and Licensing Branch requirements.

Recommendations

That Council, after conducting a review with respect to noise and community impacts regarding the application to amend the hours of liquor service for the Liquor Primary License of the **Irish Times Pub and Oyster Bar**, Liquor License No. 301113, located at 1200 Government Street, supports:

- The application of the **Irish Times Pub and Oyster Bar** to amend its Liquor Primary Licence for their Pub to allow a change in operating hours to include 9:00AM to 1:00AM from Monday to Sunday.
- The Council provides the following comments on the prescribed considerations;

- (a) The location is within a mixed commercial zone which authorizes offices, retail, multi-unit residential, transient accommodation, restaurants, clubs and associated uses. There is a small amount of residential use in the immediate vicinity. The Liquor Primary licensed operation is compatible with the neighbouring land uses. The business is located within the Historic Commercial District and is within the Intermediate Noise District which allows for a higher noise threshold.
- (b) This request represents a change in operating hours to enable liquor service 2 hours earlier each day. This change is expected to have minimal impact on the neighbourhood due to the time of day involved in the longer opening hours and the nature of service being provided during that time period. There have been no complaints of noise or nuisance from the pub in the past 5 years. There is no concern that this change would result in the business being operated contrary to its primary purpose.
- (c) The views of residents were solicited via a mail out to neighbouring property owners and occupiers within 50 metres of the pub and a notice posted at the property. Two responses were received by the City, both in support of the application.

ATTACHMENTS

The following documents are attached:

1. An aerial photograph (map) of the property and surrounding area.
2. Two letters from the applicant explaining the purpose for the requested change.
3. Two letters from the public generally supporting the requested change.



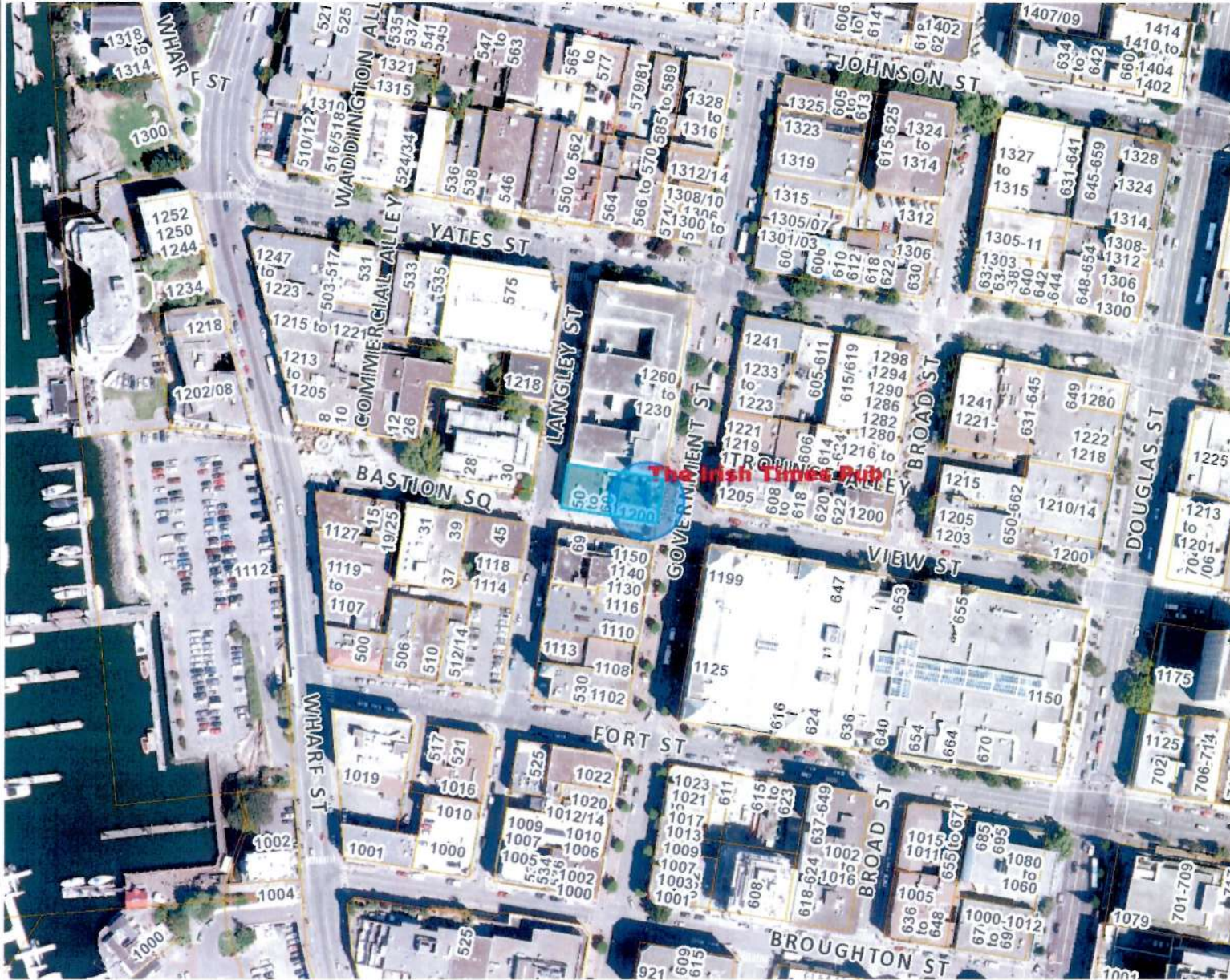
The Irish Times Pub - 1200 Government Street

05/08/2015



Legend

Victoria Parcels



1: 2,445



Notes

124.2 0 62.11 124.2 Meters

NAD_1983_CSRS_UTM_Zone_10N

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

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

THIS MAP IS NOT TO BE USED FOR NAVIGATION

April 16 2015

Attn: Mark Hayden Manager Bylaw and Licensing

Proposal to open early at the Irish Times and the Bard and Banker

We are seeking approval to change our hours to a 9 am opening at the Irish Times Pub and the Bard and Banker Pub. We would like to accommodate tourists and locals by offering breakfast. As you know we allow minors in our pubs and it has been a great success. We love the families and they are so happy to be able to experience our rooms and food. Currently we turn away many families and groups looking for spots to eat breakfast. In this part of downtown we do not have any restaurants or pubs that are open early. The cruise ship season is around the corner and with that Victoria will have 54 Cruise ships arrive before 9:00 am. The Irish Times and Bard and Banker would like to be open to serve these guests. Early opening would be very beneficial to the city of Victoria by adding a much needed dining option for our tourists as well it would ensure people and activity on the street which will have the positive effect of moving the transient population from Government Street. We would like to offer the tourist a world class welcome and we need to be able to open at 9:00 am to meet the needs of tourists and locals alike.

Thank you for taking the time to review this.

Sincerely,

Nancy Stewart

Mark Hayden

From: Nancy Stewart <[REDACTED]>
Sent: Monday, May 4, 2015 1:14 PM
To: Mark Hayden
Attachments: image001.png; image002.png; image005.jpg

Good Afternoon Mark,

I have attached a letter of our intentions for breakfast for the Irish Times.

We are very excited about the possibility of offering our guests early hours. Just in the last 2 weeks since I wrote that letter I have personally turned away 10+ groups per morning. They are all looking for breakfast places to eat. I have now noticed that Lady Marmalade is no longer in business so options are limited in this area. We have had many favorable comments on the posters from our guest. All are supportive. I emailed Wendy Bowkett so I hope she will support this as well. Wayne Brown our liquor inspector verbally let me know that he thought it was a good idea.

Please let me know if you have any questions

Thank you for your time,

Cheers
Nancy

Nancy Stewart
General Manager



Mark Hayden

From: Brennan Storr [REDACTED]
Sent: Monday, Apr 13, 2015 1:52 PM
To: Liquor Licence Email
Subject: Change to Irish Times operating times

Hello,

We have operated a small consultancy on Langley Street, not far from the Irish Times Pub and Oyster Bar, for a number of years and have had no issues with the establishment. We do not object to the change in operating hours.

Kind regards,

Brennan Storr
Office Manager
Cortex Consultants

Mark Hayden

From: Nancy <[REDACTED]>
Sent: Wednesday, May 6, 2015 10:58 AM
To: Liquor Licence Email
Subject: Irish Times 9am weekend opening

I think it is great for downtown. With many cruise ships arriving early the downtown needs to wake up and have establishments open to keep the revenue downtown.

Nancy Smith
[REDACTED]

Sent from my iPad



Governance and Priorities Committee Report

For the June 4, 2015 Meeting

To: Governance and Priorities Committee **Date:** May 14, 2015

From: Robert Woodland, Director of Legislative and Regulatory Services

Subject: Application for a permanent change to Hours of Sale in relation to a Liquor Primary Liquor License, for the **Bard and Banker Pub**, 1022 Government Street, Licence No. 050182

Executive Summary

The purpose of this report is to seek a Council resolution, in accordance with the requirements of the *Liquor Control and Licensing Act*, regarding an application by the Bard and Banker Pub in relation to their Liquor Primary License for the premises located at 1022 Government Street, for a permanent change to extend their hours of operation in relation to their liquor service.

The applicant has noted that they have been approached by a number of tourists and residents who are seeking more places along Government Street to be open for breakfast. As a result, the applicant is requesting to change their current opening time from 11:00AM to 9:00AM daily. The current occupant load for the pub is 370 persons. There would be no change in occupant load as a result of this application.

Recommendation:

That Council, after conducting a review with respect to noise and community impacts regarding the application to amend the hours of liquor service for the Liquor Primary License of the **Bard and Banker Pub**, Liquor License No. 050182, located at 1022 Government Street, supports:

- The application of the **Bard and Banker Pub** to amend its Liquor Primary Licence for their Pub to allow a change in operating hours to include 9:00AM to 1:00AM from Monday to Sunday.
- The Council provides the following comments on the prescribed considerations;
 - (a) The location is within a mixed commercial zone which authorizes offices, retail, residences restricted to the second and higher storeys, transient accommodation, restaurants, clubs and associated uses. There is a small amount of residential use in the immediate vicinity. The Liquor Primary licensed operation is compatible with the neighbouring land uses. The business is located within the Historic Commercial District and is within the Intermediate Noise District which allows for a higher noise threshold.

- (b) This request represents a change in operating hours to enable liquor service 2 hours earlier each day. This change is expected to have minimal impact on the neighbourhood due to the time of day involved in the longer opening hours and the nature of service being provided during that time period. The pub has had one complaint of noise in the past 5 years, which was quickly resolved by the licensee. There is no concern that this change would result in the business being operated contrary to its primary purpose.
- (c) The views of residents were solicited via a mail out to neighbouring property owners and occupiers within 50 metres of the pub and a notice posted at the property. No responses were received by the City.

Respectfully submitted,




Mark Hayden
Manager, Bylaw and
Licensing Services



Robert Woodland
Director Legislative and
Regulatory Services

Report accepted and recommended by the City Manager: _____

Date: _____


May 28, 2015

MATERIALS RECEIVED VIA PUBLIC CONSULTATION PROCESS:

Attached 1 (A letter from the applicant)

Purpose

The purpose of this report is to seek a Council resolution regarding an application by the Bard and Banker Pub, in relation to their Liquor Primary licensed business located at 1022 Government Street for a change to their hours of liquor service for the pub.

Background

The Bard and Banker Pub is located at 1022 Government Street which is located at the SW corner of the intersection of Government and Fort Streets. The venue is a full service pub offering food and beverage service during all hours of operation. The pub has been in business since 2008 and is requesting this change for the primary purpose of being able to offer breakfast service to local residents and tourists.

In their attached letter (see Attachments), the applicant has described the full rationale for their request. A map of the subject property and immediate area is also attached to this report.

Location

Official Community Plan:

- The property is within the Core Historic Place designation in the Official Community Plan. Area uses include: commercial, including office, retail, visitor accommodation, multi-unit residential and mixed use.
- The area is covered by Development Permit Area 1 (HC): Core Historic, which enables Council to review and approve the character of commercial, industrial and multi-family residential developments. Heritage conservation is one of the purposes of the DPA.

Downtown Core Area Plan:

- The property is within the Historic Commercial District of the Downtown Core Area Plan, which supports growth in the tourism, retail and entertainment sectors. Residential dwellings are also encouraged in the upper stories of existing buildings.

Zoning and Designations:

- The property is zoned CA-3C Zone - Old Town District
 - Permits offices, retail, residences restricted to the second and higher storeys, transient accommodation, restaurants, clubs,
 - No off-street parking is required in this Zone;
- The property is Heritage Designated; and
- The site falls within the Intermediate Noise District.

Neighbourhood Compatibility:

- The building is on the south west corner of Fort and Government Streets. The site is bounded on all sides with the CA-3C Zone, Old Town District. Immediately adjacent uses include:
 - North: (across Fort): retail with upper floor offices,
 - West: Temple Building with restaurant and offices,
 - East (across Government) retail with upper floor offices, and
 - South: retail with upper floor offices.

The closest residential use to the site is the 21-unit Harbour Court condominium on the upper floors of the building at 910 Government and 525 Broughton Street with its entrance on Broughton Street approximately 120 metres from the Bard and Banker entrance.

The Sustainable Planning & Community Development Department has no objection to the application as the use is permitted, the application for the change in hours will not significantly change the existing pub operations and the potential for additional noise affecting neighbouring businesses and residential neighbours is minimal.

Liquor Control and Licensing Branch

The General Manager of the provincial Liquor Control and Licensing Branch (LCLB) issues liquor licences under the authority of the *Liquor Control and Licensing Act* and regulations. Local government is to provide comments and recommendations to the LCLB on all liquor-primary licence applications regarding the potential for noise and impact on the community if the application is approved.

Relevant Policy / Bylaw

- a) Liquor Licensing Policy;
- b) Liquor Licensing Fee Bylaw.

Issues & Analysis

This application is being pursued as a permanent change to the operating conditions as the pub operator wishes to commence providing a breakfast service on a daily basis. A letter from the applicant detailing the reasons for the requested change is attached to this Report.

The change to the operating hours being requested by the applicant is within the hours of operation contemplated by the City's Liquor Licensing Policy. This policy provides guidance on closing hours for Liquor Primary businesses, but does not specify approved opening hours other than what is allowed by the LCLB (which is 9:00AM).

Within a 50 metre radius there are 2 other liquor primary licensed businesses with a seating capacity of 258 seats (see below). Also within a 50 metre radius there are 6 food primary licensed businesses with a seating capacity of 611 persons. It is noted that 2 of the 6 food primary businesses open for service at 10:00AM and the other 4 open for service at 11:00AM.

LIQUOR PRIMARY VENUE	HOURS	SUNDAY HOURS	SEATING	TYPE
Bedford Regency 1140 Government St.	11:00AM to 1:00AM	11:00AM to Midnight	90	Hotel Lounge
Garrick's Head Pub 1140 Government St.	11:00AM to 1:00AM	11:00AM to Midnight	168	Hotel Pub

Bylaw Enforcement

The Bylaw and Licensing Services Division has no concerns with the application. There has been only 1 complaint made about the Liquor Primary Licensed operation of the pub with respect to nuisance or noise in the past 5 years. This was a noise complaint from May 2014 and was quickly resolved by the pub manager. A Good Neighbour Agreement for the licensee, as required by the Business Licence Bylaw, is in place.

Engineering & Public Works Department

The Community Development Coordinator reviewed this application and provided the following comments:

Providing more hours of operation for businesses allows businesses opportunities to be more profitable and gives downtown patrons more options for dining. While there is a public health concern with increasing alcohol availability in the community, the hours of the requested extension are not typically associated with significant alcohol consumption.

Police

As the increase in operating hours falls in the morning time only, the Police Department has no concerns with, or objections to, this application.

Public Engagement and Consultation

In accordance with the City's Liquor Licensing Fee Bylaw and Liquor Licensing Policy, all owners and occupiers within 50 metres of the applicant's location were solicited by a mailed notice to provide input regarding this application. In addition, the business displayed a poster at the access points to their business for a 4 week period which also invited people to provide input to the City with respect to this application.

The result of this consultation was that the City received no feedback from the community.

Conclusions

The request complies with the City's current liquor licensing policy as the proposed opening and closing hours contained in the requests are within the hours specified by City Policy where such parameters have been set. The Liquor Primary Liquor Licence associated with this pub has been operating since 2008. The one noise complaint received in respect to liquor service in the past 5 years was quickly resolved by the pub management.

City staff from all Departments have no concerns about the proposed change to the operating hours for liquor service. The public consultation conducted by the City has resulted in no feedback from the public which is a general indication that the community has no concerns about the proposed changes. Therefore, a Resolution supporting the application has been drafted to meet the Liquor Control and Licensing Branch requirements.

Recommendations

That Council, after conducting a review with respect to noise and community impacts regarding the application to amend the hours of liquor service for the Liquor Primary License of the **Bard and Banker Pub**, Liquor License No. 050182, located at 1022 Government Street, supports:

- The application of the **Bard and Banker Pub** to amend its Liquor Primary Licence for their Pub to allow a change in operating hours to include 9:00AM to 1:00AM from Monday to Sunday.
- The Council provides the following comments on the prescribed considerations;

- (a) The location is within a mixed commercial zone which authorizes offices, retail, residences restricted to the second and higher storeys, transient accommodation, restaurants, clubs and associated uses. There is a small amount of residential use in the immediate vicinity. The Liquor Primary licensed operation is compatible with the neighbouring land uses. The business is located within the Historic Commercial District and is within the Intermediate Noise District which allows for a higher noise threshold.
- (b) This request represents a change in operating hours to enable liquor service 2 hours earlier each day. This change is expected to have minimal impact on the neighbourhood due to the time of day involved in the longer opening hours and the nature of service being provided during that time period. The pub has had one complaint of noise in the past 5 years, which was quickly resolved by the licensee. There is no concern that this change would result in the business being operated contrary to its primary purpose.
- (c) The views of residents were solicited via a mail out to neighbouring property owners and occupiers within 50 metres of the pub and a notice posted at the property. No responses were received by the City.

ATTACHMENTS

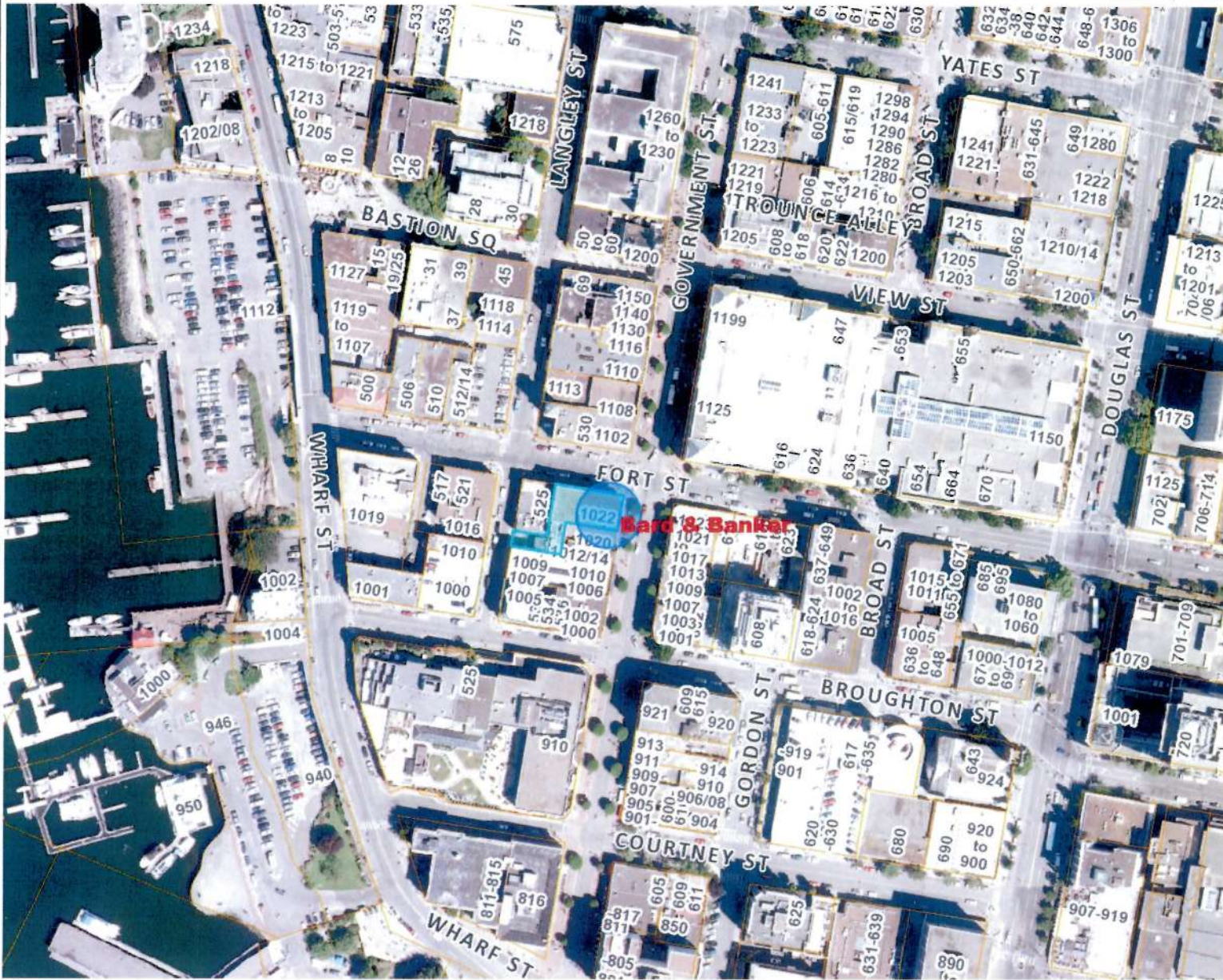
The following documents are attached:

1. An aerial photograph (map) of the property and surrounding area.
2. A letter from the applicant explaining the purpose for the requested change.



The Bard and Banker Pub - 1022 Government Street

05/08/2015



Legend

Victoria Parcels

1: 2,450



Notes

124.5 0 62.23 124.5 Meters

NAD_1983_CSRS_UTM_Zone_10N

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

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

THIS MAP IS NOT TO BE USED FOR NAVIGATION

April 16 2015

Attn: Mark Hayden Manager Bylaw and Licensing

Proposal to open early at the Irish Times and the Bard and Banker

We are seeking approval to change our hours to a 9 am opening at the Irish Times Pub and the Bard and Banker Pub. We would like to accommodate tourists and locals by offering breakfast. As you know we allow minors in our pubs and it has been a great success. We love the families and they are so happy to be able to experience our rooms and food. Currently we turn away many families and groups looking for spots to eat breakfast. In this part of downtown we do not have any restaurants or pubs that are open early. The cruise ship season is around the corner and with that Victoria will have 54 Cruise ships arrive before 9:00 am. The Irish Times and Bard and Banker would like to be open to serve these guests. Early opening would be very beneficial to the city of Victoria by adding a much needed dining option for our tourists as well it would ensure people and activity on the street which will have the positive effect of moving the transient population from Government Street. We would like to offer the tourist a world class welcome and we need to be able to open at 9:00 am to meet the needs of tourists and locals alike.

Thank you for taking the time to review this.

Sincerely,

Nancy Stewart



Governance and Priorities Committee Report

For the June 4, 2015 Meeting

To: Governance and Priorities Committee **Date:** May 7, 2015
From: Robert Woodland,
 Director of Legislative and Regulatory Services
Subject: Air Space Parcel – 2300 Dowler Place

Executive Summary

The purpose of this report is to seek Council authorization to acquire an air space parcel (ASP) from the Province of BC.

The ASP above the City's fee simple lot at 2300 Dowler Place is currently owned by the BC Transportation Financing Authority. It was created in 1982 so that it could be leased to Island Farms for the construction of a service conduit over Queen's Avenue as it existed at that time. The infrastructure, part of their dairy processing plant, was allowed to pass over the road provided no part of it was lower than six metres above the ground.

The ASP is located above a City owned lot at 2300 Dowler Place which is formerly part of Queen's Avenue. This lot is leased to Agropur Co-operative as part of the Island Farms dairy processing plant fronting on to Blanshard Street. A location plan and a lease plan are attached in Schedule A and Schedule B respectively.

Agropur has asked the Province to transfer the ASP to the City. The Province has agreed to do so, and it is recommended that the title is transferred to the City since the City is already Agropur's landlord for the bare land lease. The land lease between the City and Agropur would then be modified so that it includes the ASP.

Recommendations

1. That Council authorizes the Mayor and Corporate Administrator to execute and register the documentation required, in a form satisfactory to the City, to transfer ownership of the air space parcel with PID 001-042-173 from BC Transportation Financing Authority to the City.
2. That Council authorizes the Mayor and Corporate Administrator to execute an agreement modifying a lease dated January 1, 2009 between the City and Agropur Co-operative, as renewed and modified by an agreement dated January 1, 2013, in a form satisfactory to the City, such that the lease includes the air space parcel identified with PID 001-042-173.
3. That Council authorizes City staff to make an application to the Land Title Office to discharge Charge S127509 from the air space parcel with PID 001-042-173 after the City becomes the registered owner of that property

Respectfully submitted




Neil Turner
Property Manager



Robert Woodland
Director of Legislative and
Regulatory Services

Report accepted and recommended by the City Manager:

Date:


May 28, 2015

Purpose

The purpose of this report is to seek Council authorization to acquire an air space parcel from the Province of BC.

Background

An air space parcel (ASP) is a three dimensional "box" of air space, which is defined in the *Land Title Act* as "a volumetric parcel, whether or not occupied in whole or in part by a building or other structure, shown as such in an air space plan". The owner of an ASP has a right to construct and occupy the area within the boundaries of the three dimensional parcel.

The ASP in question is located above a City owned lot at 2300 Dowler Place which is formerly part of Queen's Avenue. The ASP was created in 1982 by the Province and it is currently owned by the BC Transportation Financing Authority. This is a somewhat unique situation, as two separate land titles exist in respect of the land at 2300 Dowler Place:

- The fee simple lot located at ground level; and
- an air space parcel in the form of a "box", the lowest plane of which is approximately six metres above the ground.

Agropur, and its predecessor, Island Farms, have leased the fee simple lot (land) from the City since 1987 as part of its dairy processing plant fronting on to Blanshard Street. The lease was last renewed January 1, 2013 for a term of five years at the fair market rent of \$45,000.00 per annum. A location plan and a plan of the land lease are attached in Schedule A and Schedule B respectively.

In addition, Agropur and its predecessor have leased the ASP from the Province for nominal rent since 1982. The ASP was created specifically so that it could be leased to Island Farms for the construction of a service conduit over Queen's Avenue (as it existed at that time). The physical infrastructure located within the ASP is part of their dairy processing plant and passes over the former road with no part being lower than six metres above the ground.

Issues and Analysis

Agropur has asked the Province to transfer the ASP to the City. The Province has agreed to do so and has provided the City with an executed form to register the transfer of ownership with the Land Title Office. This appears to be a logical thing to do since the City is already Agropur's landlord for the fee simple lot (land) lease. Aside from minor registration fees for the transfer, there is no cost to the City for doing so.

In anticipation of the City acquiring ownership of the ASP, Agropur and the City have agreed to modify the existing land lease so that the land lease includes the ASP at no additional rent. The City would then apply to the Land Title Office to discharge any redundant charges to the ASP title while under Provincial ownership.

Because the lease of a two dimensional area of bare land is normally deemed to extend "to the heavens and the centre of the earth" (other than any rights reserved such as easements, SRWs or mineral rights), adding the ASP to the existing bare land lease does not create any additional value. Therefore, continuing the nominal rent for the air space parcel is supportable and the fair market rent for the modified land lease remains \$45,000.00 per annum.

Options and Impacts

Since the City is already Agropur's landlord for the bare land at 2300 Dowler Place, it seems logical that the City should become their landlord for the ASP also. There does not appear to be

any liability associated with acquiring title to the ASP since the parties have agreed to discharge the former lease between the Province and Agropur. The ASP also provides an additional measure of control over the aerial dairy infrastructure above 2300 Dowler Place.

Recommendations

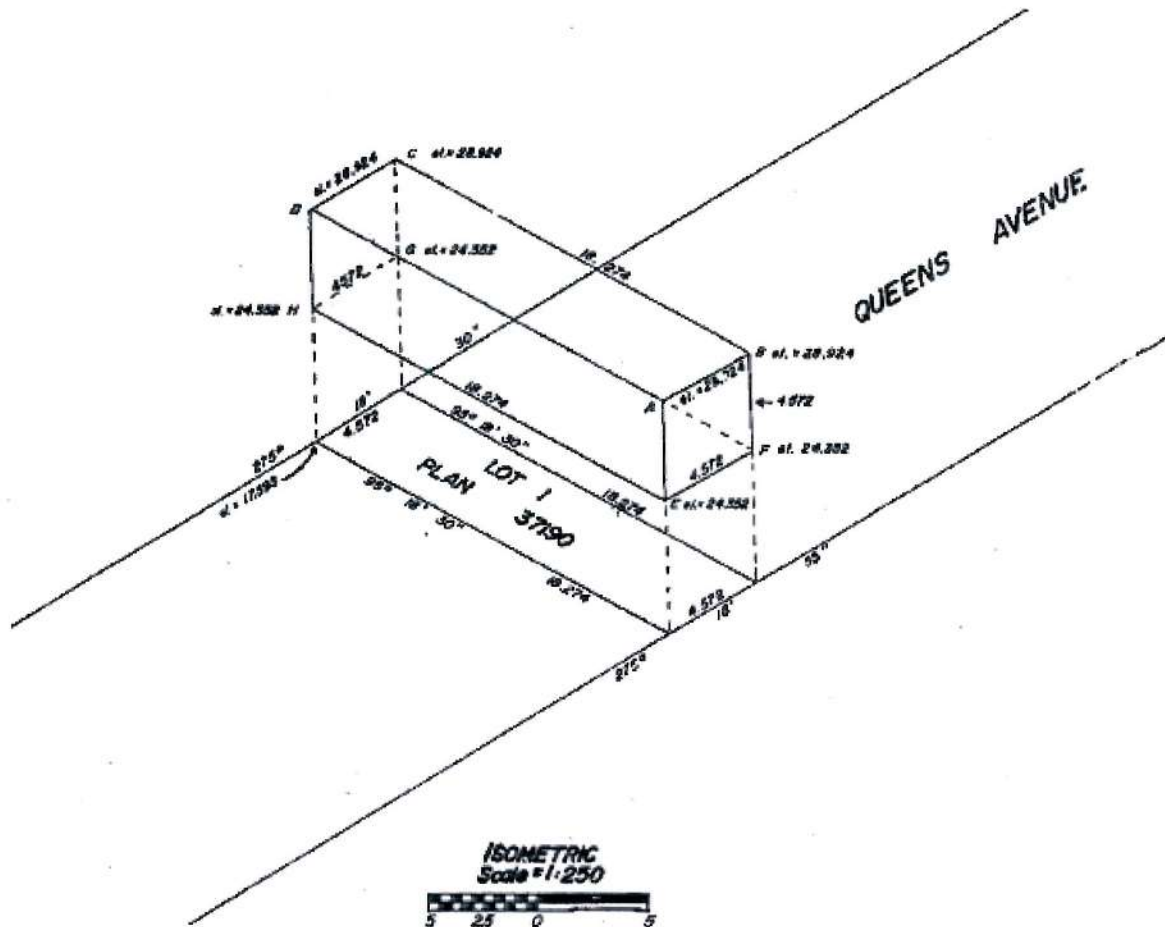
1. That Council authorizes the Mayor and Corporate Administrator to execute and register the documentation required, in a form satisfactory to the City, to transfer ownership of the air space parcel with PID 001-042-173 from BC Transportation Financing Authority to the City.
2. That Council authorizes the Mayor and Corporate Administrator to execute an agreement modifying a lease dated January 1, 2009 between the City and Agropur Co-operative, as renewed and modified by an agreement dated January 1, 2013, in a form satisfactory to the City, such that the lease includes the air space parcel identified with PID 001-042-173.
3. That Council authorizes City staff to make an application to the Land Title Office to discharge Charge S127509 from the air space parcel with PID 001-042-173 after the City becomes the registered owner of that property

Schedule A
Location Plan



Schedule C

AIR SPACE PLAN OF
LOT 1 PLAN 37190, SECTION 3, VICTORIA DISTRICT, EXCEPT THEREOUT ALL
SPACE BELOW THE 24.352 METRE PLANE AND ABOVE THE 28.924 METRE
PLANE OF GEODETIC DATUM



BOOK OF REFERENCE		
Air Space Parcel Number	Air Space Parcel CONTENTS	Volume Cubic Metres
Air Space Parcel Number 1	A,B,C,D,E,F,G,H	382.0

ELEVATION GEODETIC

The Geodetic Elevation was derived from Qty of Victoria Bench mark No. 25 - 123 a monument at Queens and Dowler Streets (Elevation 18.807 metres Geodetic)

Minister of Transportation and Highways

[Signature]
Authorized Signatory

Authorized Signatory



Council Member Motion

For the Governance and Priorities Committee meeting of June 4 2015

Date: May 25 2015

From: Mayor Helps and Councillor Madoff

Subject: Proposed Strategic Plan Amendment Process

Recommendation

That Council adopt the process laid out in Appendix A for proposing amendments to the 2015-2018 Strategic Plan.

Summary

On April 16 2015 Council adopted a four-year strategic plan that included the following principles for plan implementation:

In implementation Council is committed to:

1. Doing what we say
2. Remaining open to new information, new ideas and public input
3. Scheduling quarterly check in updates with Council on strategic plan execution
4. Creating mechanisms to consider emerging issues
5. Aligning our governance structure with our priorities

Appendix A and this report address principles 2, 3 and 4. Principle number 5 will be addressed in two special Governance and Priorities Committee meetings on June 29th and July 15th.

The purpose of this report is to identify a process that would provide an opportunity for emerging issues and opportunities as well as emergency issues and extraordinary opportunities to be brought forward for consideration to the Governance and Priorities Committee.

The intent of this process is to ensure that the flexibility necessary to respond to emerging issues is in place while, at the same time, ensuring that the existing objectives identified in Council's Strategic Plan are not unintentionally superseded by new initiatives.

The Governance and Priorities Committee Quarterly Update provides one opportunity for amendments to the Strategic Plan to be considered. Emerging issues and opportunities that are not particularly time sensitive could be brought forward at this time, following the process outlined in Part One of Appendix A.

Emergency issues and extraordinary opportunities could be brought forward to any Governance and Priorities Committee meeting following the process outlined in Part Two of Appendix A.

The proposed process allows Council to remain open and responsive to new information, new ideas, public input and new opportunities while ensuring that objectives identified in Council's Strategic Plan are completed.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read 'Z. Helps'.

Mayor Helps

A handwritten signature in black ink, appearing to read 'Pamela Madoff'.

Councillor Madoff

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*.



Council Member Motion

For the Governance and Priorities Committee meeting of June 4 2015

Date: May 29 2015

From: Mayor Helps and Councillor Coleman

Subject: BC Senior's Games 2017

Recommendation

That Council support a bid to host the BC Senior's Games in the capital region in 2017 and commit to a contribution of up to \$60,000 in cash and up to \$55,000 in kind in 2017 should the region be successful in its bid.

Summary

This proposal helps to achieve two Strategic Objectives in the City's Strategic Plan: Engage and Empower the Community as well as Facilitate Social Inclusion and Community Wellness. At this time what is being requested of Council is support in principle and a conditional contribution of up to \$60,000 in 2017. At this time there are no budgetary or staff work plan impacts.

Hugh MacDonald of SportHost approached me with an offer that SportHost put together a bid for the BC Senior's Games 2017. Details outlining both the benefits and requirements of the Games are outlined in detail in the supplementary materials appended to this report. The financial contribution of the hosting region is \$60,000 and up to \$55,000 should the Games be awarded. I have approached Oak Bay, Esquimalt and Saanich to determine whether those municipalities are interested in co-hosting the Games along with Victoria, in which case the \$60,000 and up to \$55,000 would be split among the four municipalities in a way deemed fair by all.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "M. Helps".

Mayor Helps

A handwritten signature in purple ink, appearing to read "C. Coleman".

Councillor Coleman

Notes from the 2017 55+ BC Games Bid Package

Proposed dates: Sep 12 -16, 2017

Economic Impact: \$2,100,000 (2009 Richmond Games)

Financial Support: \$85,000, a portion of registration fees and a contribution to the cost of facility rentals.

Host Society to raise funds from corporate sponsorships and Friends of the Games.

Note page 4 of bid doc for funding sources

Bid deadline: noon June 26, 2015.

Introduction:

12 Zones (3,500 – 4,000 participants) (20-31 SPORTS) (four days of competition, Wed to Sat.)

Participants cover all transportation, accommodation and meal expenses.

Org committee must register as a non-profit society. This society employs an Ops Manager.

Budget is estimated at \$390,000. Legacy funds approximately \$75,000.

1,200 community volunteers.

City Council support required: \$60,000 cash and \$55,000 in-kind.

Min 1,500 beds and 400 RV Sites within 40K of Village

Required venues:

- Accreditation Centre
- Opening and Closing Ceremony Venue (seating for 2,000)
- Medical Centre
- Food Services
- Facilities for a minimum of 20 sports (listed on pages 11 & 14 of bid package guidelines)

Resolutions from Councils indicating support for the bid.

Proposed Hosting of

2017 55+ BC GAMES

Greater Victoria, British Columbia, Canada

Business Plan Outline

Proposed Hosting of

2017 55+ BC GAMES

Greater Victoria, British Columbia, Canada

Business Plan Outline

Purpose

This business plan sets out the nature and scope of the event and its positive impact on Victoria and the Capital Region's reputation as quality hosts and providers of services to support world class sporting events. The plan addresses economic impact and support for an investment by local levels of government towards the cost of hosting this major event.

Proposed Hosting of
2017 55+ BC GAMES
Greater Victoria, BC
Business Plan Outline

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1. EXECUTIVE SUMMARY

The BC Senior Games Society is a nonprofit society that assists host communities and volunteers by providing event management services through an agreement with the BC Games Society.

The BC Senior Games Society has invited our community to bid to host the 55+ BC Games (formally known as the BC Seniors Games) to be held in August or September 2017, 2018 and 2019. Communities may bid on one or all of the Games, however, only one will be awarded.

The Capital Region is in a favourable time and place to play host to the 2017 55+ BC Games. It would also be the first time in the event's history that the competition would be held in the provincial capital city. 1,200 community volunteers will work to stage a world class competition showcasing athletes from all over British Columbia.

Past Games have generated significant economic impacts on the host cities. Richmond BC hosted the 2009 Games, where 3,900 participated in 29 sports generating an over \$2,100,000 economic impact.

The BC Senior Games Society provides financial support in the amount of \$85,000 in funds from the Ministry of Community, Sport and Cultural Development, a portion of all participant registration fees and contribute to the cost of facility rentals, equipment and officials through various sport fees.

As there is no one municipality in the Greater Victoria Region that has all of the required facilities to host the Games, it is proposed that neighbouring municipalities submit a single bid on behalf of the region by the deadline for bids proposals by noon, June 26, 2015..

This plan outlines how an experienced and capable group could assume the role of the Victoria Host Committee. Offering a dynamic blend of professional, community, business, and athletic leadership the region has the ability to deliver an exceptional 55+ BC Games in September (12-16) 2017.

2. BACKGROUND AND OVERVIEW

There are three organizations involved in organizing the Games: the BC Senior Games Society, the BC Games Society and the Host Society.

Once the 55+ Games have been awarded to a community, an Organizing Committee must be formed and registered as a separate no-profit Society. The Host Society will be led by a volunteer Board of Directors. The Host Society will employ an Operations Manager.

The 55+ BC Games could involve 3,500 to as many as 4,000 registered participants and non-participants from across BC. The athletes will compete in 20 to 31 different sports over four days of competition to be held from Wednesday to Saturday of the Games week.

Participants are responsible for their own travel to and from the Games. They are also responsible for their own accommodation expenses (hotels, motels, and campgrounds) and meal expenses.

Recent Host communities include:

2009 – Richmond – 3,865	2012 – Burnaby – 3,652
2010 – Comox Valley – 3,518	2013 – Kamloops – 3,745
2011 – West Kootney – 3,186	2014 – Langley – 3,940

The Ministry of Community, Sport, and Cultural Development, through the Sport and Recreation Branch, provides funding to the BCSGS, which in turn provides funding to the Host Society. Other funding for the Games includes municipal financing and support in-kind. Funding sources also include Host Society fund raising initiatives including Corporate Sponsorships and Friends of the Games.

BCSGS Grant	\$85,000
BCSGS Legacy Grant	\$5,000
Registration Fees (\$30 per)	\$105,000
Sports Fees	\$45,000
Municipal Support	\$60,000
Sponsorships	TBD
Municipal In-kind	\$55,000

The Host Society's approximate expenditure budget is \$390,000. In the past, total revenues have exceeded expenditures by approximately \$75,000.

The Economic Impact on the Richmond Games was \$2.1 million and on the Langley Games was \$3.1 million in direct spending and an overall \$6.5 million impact with indirect and induced spending.

To stage a successful Games, the Host Society will need to recruit approximately 1,200 community volunteers.

The bid application must contain an official document/formal letter of Resolution from City Councils indicating support for the bid. This resolution must include a minimum commitment of as \$60,000 financial contribution to the Host Society, in addition to at least \$55,000 of in-kind support.

3. Core Venue Requirements for THE 55+ BC GAMES

Accreditation Centre

A facility large enough to host the Accreditation Centre for Tuesday and Wednesday of the Games for 3,500 to 4,000 + participants. The facility would allow space for a table for each sport (20 – 60 tables), 12 zone tables and volunteer registration tables.

Ceremony Venue

Venues for the Opening and Closing Ceremonies with seating capacities for 2,000 to 2,500 at the Opening Ceremony and approximately 500 at the Closing Ceremony.

Medical Facility

The temporary Games Medical Clinic in an accessible venue, staffed on a volunteer basis. It is intended to meet medical needs of participants.

Food Services

Food vendors will be located at all sport venues on competition days. A facility for a dance must be large enough to facilitate an area for snacks, a no host bar, tables & chairs and an area for dancing to accommodate approx. 2,500.

Sport Venues (minimum 20 sports)

1. Archery – flat ground field at least 100m x 85m (possible venues – Royal Athletic Park, Bullen Park)
2. Badminton – 10 courts (possible venues – PISE, UVIC's McKinnon Gym)
3. Bocce – 2 courts (possible venue – Carnarvon Park)

4. Bridge – 10 tables (possible venue – Victoria Community Centre)
5. Carpet Bowling – 12-16 carpets (possible venue – Oak Bay Recreation Centre)
6. Cribbage – 25 tables (possible venue – Oak Bay Winsor Pavilion)
7. Cricket – regulation sized pitch (Beacon Hill Park)
8. Cycling – time trial – 16 km start finish same place/ road race 40, 50, 60 km hill climb 2-3km – (possible venues – Dallas Rd. Saanich, Mt Doug)
9. Darts – 40 boards (possible venues – Cedar Hill and Oak Bay Rec Centres, Sticky Wicket)
10. Dragon Boat – park space for 13 – 20 teams, launch for 4 boats (possible venue -inner harbour)
11. Equestrian – two competition rings and a warm up ring (possible venue – Beaver Lake Park)
12. Fast Pitch – 4 fenced in fields with skinned infield diamonds (possible venue – Hyacinth Park)
13. Five Pin Bowling – no options
14. Floor Curling – 6 rinks (possible venue Pearkes Arena)
15. Golf – 2 – 18 hole courses (possible venues – Victoria GC, Uplands GC, Cordova Bay GC)
16. Horseshoes – 8-10 pitches (possible venues – Beacon Hill Park, Bullen Park)
17. Ice Curling – 8 sheets (possible venue – Archie Browning Arena)
18. Ice Hockey – 3 rinks (possible venue – Pearkes Arena)
19. Karate – 3 rings 10m x 10m (possible venues – rec centres or conference centre)
20. Lawn Bowling – 6 regulation greens (possible venue – Carnarvan Park)
21. Mountain Bike – Cross-country/off road course (possible venues – Mt Doug, Elk Lake)
22. Pickleball – 8 -20'x44' courts (possible venues – rec centres, SCP, PISE)
23. Slo-Pitch – 6-8 diamonds (possible venues – MacDonald Park)
24. Snooker 4- 6x12 tables 2 -5x10 tables (possible venue – Peacock Billiards)
25. Squash – 2 regulation courts (possible venues – YMCA , Cedar Hill Rec Centre)

- 26. Soccer – 4 regulation fields (possible venue - Topaz Park)
- 27. Swimming – min 6 lane 25m pool (possible venue Saanich Commonwealth Place Pool)
- 28. Table Tennis – 12-14 tables (possible venues – Rec Centres)
- 29. Tennis – 12 courts (possible venues – Oak Bay or Cedar Hill Rec Centres)
- 30. Track & Field – 6 -8 lanes, long jump, high jump, and pole vault pits, discus and hammer throw cages, shot put and javelin throw areas (venue – Centennial Stadium)
- 31. Whist – 15 tables (possible venues – Rec Centres)

*All facilities should be wheelchair accessible.

4. IMPACT FROM HOSTING

From Victoria's temperate climate, superb location surrounded by outstanding natural venues to its first class sport and tourism facilities, this enthusiastic community is an ideal location to host the 55+ BC Games.

Hosting this event will ensure that the Greater Victoria Region is a preeminent host community, with a view to reinforcing the development of sport facilities in the region. By providing the region an opportunity to host the Games, it will ensure the ability to build additional experience and skill sets for hosting future sporting events such as the Canada 55+ Games with the potential of a \$16.5 million economic impact.

These games are an excellent promotional opportunity for Greater Victoria and its municipalities to showcase the amazing region we call home.

Participation Numbers

The BC Senior Games Society is forecasting that 3,500 registered competitors and officials will attend the 2017 Games.

Hosting & Volunteer Involvement

Twelve hundred volunteers will be needed from the region.

Economics

SportHost Victoria and the BC Games Society has been completing and collecting comprehensive economic impact studies for events taking place in the region. Based on comparing similar events, with similar numbers of competitors

and visitors, the host committee can expect similar results for the 2017 55+ BC Games.

Previous Games, with similar number of participants produced direct spending of \$2.1 – 3.1 million. This direct spending generated a further indirect economic activity by the companies supplying goods and services to stage the events doubling the overall impact.

Other Legacies from Hosting

Hosting these major games will assist in building support for Victoria as a world class hosting community and destination and as a worthy and appropriate site for hosting other provincial, national and international events. Legacy funds derived from the Games is distributed by the Host Society Legacy Committee in accordance with the BC Seniors Games Society's Legacy Policy. The Legacy Policy includes the provision that 50% of the Legacy be forwarded to the BC Seniors Games Society to go towards the staging of future annual 55+ BC Games. The Host Society's legacy is to be spent primarily on the development of facilities or services for the 55+ population to promote an active healthy lifestyle within the boundaries of the Host Society.

5. HOST COMMITTEE

Currently a local "Bid Committee" is required to pursue the opportunity to host the 2017 Games in the Greater Victoria region. If the bid is successful, this Bid Committee will identify potential members of a local volunteer organizing committee to assist in the organization and presentation of the Games. The team will consist of a volunteer chair and two vice chairs, on site event volunteers and contracted professional support services. Each chair oversees their own implementation unit and will work with a group of volunteer coordinators who will lead implementation teams.

The Host Committee provides the local human resources and local volunteer support necessary to stage the Games.

It is proposed that a "Bid Committee" consist of representatives of the four core municipalities that have within their boundaries the required facilities to host the Games (City of Victoria, District of Saanich, Esquimalt Municipality, and the Oak Bay Municipality).

6. ROLES AND RESPONSIBILITIES

The general structure of the Host Committee is an executive committee which will include the chairperson and a tba number of vice chairs, who will head the major aspects of the operation required to host the event. Directly under the vice chairs will be directors who will in turn direct sub-committees.

Suggested committee members include:

Chair

The Chair is responsible for recruiting and supervision of the executive committee. The Chair attends individual committee meetings as required and conducts all executive committee meetings.

Vice Chair Business and Promotions

The objective of this committee is to increase registrations through a greater level of event awareness. This position will be responsible for committees including special events activities, public awareness, corporate sponsorships, programs, 50/50 draws, and souvenir merchandise.

Vice Chair Hosting

This Vice Chair is responsible for lounges, medical, media, decorations, athlete services, transportation. The VC schedules regular meetings for all volunteer coordinators to develop strategy and monitor their progress.

Vice Chair Facilities

This Vice Chair's responsibilities include liaison with all the sports facilities being used by the Games, construction and signage, décor, media facilities, officials, statisticians, timers, security, and accreditation.

Vice Chair Special Events and Volunteers

The committee will act like a personnel agency for the placement of volunteers on the various Units/Teams required to operate the Games. The committee will also be responsible for the volunteer appreciation activities including the volunteer handbook, outfitting, and recognition reception.

Vice Chair Administration

This Chair will oversee operations for all aspects of the Games working directly with the Host Committee Chair and Vice Chairs regarding day to day operation of the Games.

Vice Chair Finance

Vice Chair Finance will assist in the development of the Games budget in cooperation with the Chair and Vice Chairs. The VC will also develop and maintain the financial management and control systems and provide financial reports to the executive committee.

7. KEY DATES AND SCHEDULES

The initial milestone will be the securing of the Games for the Victoria Region. A formal written bid presentation is required by June 26, 2015.

The BC Seniors Games Society has provided a “Bid Package” detailing application components and relevant information as well as a bid application Check List.

8. GOALS AND OBJECTIVES

Determine the interest and political will to support and prepare a bid:

- To stage a premium event that provides the best facilities and conditions in which the participants may compete on an equal basis to the best of their abilities.
- To make the volunteer experience as enjoyable as possible by providing an enhanced recognition program and an opportunity for local input during the planning of the Games, while removing the concern of financial liability.
- To ensure the Games are organized and presented in an efficient and cost-effective manner, such that both the BC Seniors Games Society and the Host Committee can benefit financially in order to further develop their legacies and communities.
- To promote and stimulate a positive experience for all who attend the Games.

It is desirable to hold the Games as centralized as possible noting that most visitors will be accommodated in hotels in the downtown core. It is key to use competition venues as close to accommodations as possible. A key venue required to host the Games is Centennial Stadium located in Saanich at the University of Victoria. Therefore it is suggested that the four core municipalities of Victoria, Oak Bay, Esquimalt, and Saanich could partner to successfully host the Games.

