



**AMENDED AGENDA
GOVERNANCE & PRIORITIES COMMITTEE
MEETING OF FEBRUARY 26, 2015, AT 9:00 A.M.
(CLOSED MEETING AT 9:00 A.M.)**

**PUBLIC MEETING AT 10:00 A.M.
COUNCIL CHAMBERS
CITY HALL, 1 CENTENNIAL SQUARE**

Page

CALL TO ORDER

APPROVAL OF THE AGENDA

MOTION TO CLOSE THE FEBRUARY 26, 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) (g) Litigation or potential litigation affecting the City*

CLOSED MEETING

1. Potential Litigation
--D. Kalynchuk, Director of Engineering & Public Works
--K. Martin, Partner, Dentons Canada LLP

PUBLIC MEETING

CONSENT AGENDA

ADOPTION OF MINUTES

2. ~~Minutes from the Regular Meeting held February 12, 2015~~

PRESENTATIONS

3. Johnson Street Bridge Replacement Project Contingency Allocation
--D. Kalynchuk, Director of Engineering & Public Works

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The purpose of this report is to seek Council direction for staff to develop

options to increase the Johnson Street Bridge Project contingency.

4. Firefighter Presentation
--Chief Paul Bruce

The purpose of this presentation is to recognize Andrew Wood who participated in an exchange with the Melbourne Fire Brigade.

DELEGATIONS

5. Greater Victoria Public Library 7 - 33
--Kevin Murdoch, Board Chair
--Maureen Sawa, Chief Executive Officer

The purpose of this delegation is present Committee with the GVPL 2015 Financial Plan.

6. Greater Victoria Harbour Authority 35 - 62
--Bill Wellburn, Chair

The purpose of this delegation is to provide an update on the GVHA activities and performance during the past fiscal year and business/strategic plans for the upcoming year.

DECISION REQUESTS

7. Draft City of Victoria Strategic Plan 2015 - 2018 63 - 111
--K. Hamilton, Director of Civic Engagement & Strategic Planning
--J. Johnson, City Manager
Late Item: Report

[Addenda]

- 7A. Department Highlights and Operational Plan - Quarter 4 113 - 173
--K. Hamilton, Director of Civic Engagement & Strategic Planning
--J. Johnson, City Manager
Late Item: Report

[Addenda]

8. Rockland Avenue Greenway 175 - 288
--J. MacDougall, Acting Director of Parks and Recreation

The purpose of this report is to provide Committee with information and receive direction regarding the pilot closure of a portion of the 900 block of Rockland Avenue.

9. Pandora Avenue Protected Bike Lane - Update on Design 289 - 302
Options/Consultation
--D. Kalynchuk, Director of Engineering & Public Works

The purpose of the report is to provide Committee with information regarding a protected bike lane for Pandora Avenue between Store Street and Cook Street.

10. Victoria Conference Centre - Crystal Garden Proponent Evaluation 303 - 316
--J. Jenkyns, General Manager of the Victoria Conference Centre

Late Item: Report

The purpose of this report is to provide Committee with information regarding the Market Sounding process for the Crystal Garden.

[Addenda]

11. Federal Gas Tax Fund 317 - 340
--S. Thompson, Director of Finance

The purpose of this report is to seek Council approval to submit grant applications for the Federal Gas Tax Fund.

12. 380 Cook Street - The Strata Property Act 341 - 351
--R. Woodland, Director of Legislative & Regulatory Services

The purpose of this report is to seek Council authorization to amend the bylaws pertaining to the strata lot owned by the City at 380 Cook Street.

13. Appointment of Animal Control Officers 353 - 354
--R. Woodland, Director of Legislative & Regulatory Services

The purpose of this report is to recommend an appointment of an Animal Control Officer.

NEW BUSINESS

- 13A. **Late Item:** Motion - Kindness Meter Pilot Project Proposal 355 - 359
--Councillors Thornton-Joe and Lucas

The purpose of this motion is for Committee support to request that staff work with merchants on the a Kindness Meter to assist with the issue of homelessness.

[Addenda]

MOTION TO CLOSE THE FEBRUARY 26, 2015, GOVERNANCE & PRIORITIES COMMITTEE MEETING TO THE PUBLIC

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

- Section 12 (3) (a) Personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the City or another position appointed by the City
- Section 12 (4) (b) The consideration of information received and held in confidence relating to negotiations between the City and a Provincial government or the Federal government or both, or between a Provincial government or the federal government or both and a third party.
- Section 12 (3) (c) Labour Relations or employee relations
- Section 12 (3) (e) The acquisition, disposition or expropriation of land or improvements, if the Council considers that disclosure might reasonably be expected to harm the interests of the City.

CLOSED MEETING

CONSENT AGENDA - CLOSED MEETING

ADOPTION OF THE CLOSED MINUTES

14. ~~Minutes from the Regular Meeting held February 12, 2015~~

DECISION REQUESTS

15. Appointment Process - Advisory Design Panel
- 15A. **Late Item**: Disposition of Land
--J. Jenkyns, General Manager of the VCC

REPORT FOR INFORMATION

16. Intergovernmental Negotiations (Verbal)
--Mayor Helps
17. **Late Item**:
Quarterly Update - Labour Relations (Verbal)
--J. Johnson, City Manager

CONSIDERATION TO RISE & REPORT

ADJOURNMENT



**Governance and Priorities Committee Report
For the February 26, 2015 Meeting**

To: Governance and Priorities Committee **Date:** February 18, 2015
From: Dwayne Kalynchuk, P. Eng.,
 Director of Engineering and Public Works
Subject: Johnson Street Bridge Replacement Project Contingency Allocation

Executive Summary

At the January 22, 2015 Quarterly Report Update it was reported that, to the end of December, \$1,015,475 had been allocated from the contingency with \$1,799,525 remaining. However, a number of items yet to be finalized would virtually commit the balance of the contingency. These include additional consulting costs to resolve the steel issue in China; provision of habitat compensation as ordered by the federal government; finalization of the north end fendering dolphins; additional legal costs for change order negotiation and mediation; finalization of the pedestrian overpass foundations; removal of additional soil at the west end abutment; increase in landscape costs to complete the project; payment for seabed land; and potentially increased need for the Owners Quality Assurance and Quality Control program in China.

Additionally, at the January 22, 2015 GPC Meeting, the following action items were discussed:

Action: It was moved by Councillor Madoff, seconded by Councillor Coleman that Committee recommends that Council direct staff on a priority basis to prepare a report bringing forward options for Council's consideration to increase the project contingency.

Action: It was moved by Councillor Isitt, seconded by Councillor Thornton-Joe, that Committee amend the motion as follows: that Council direct staff on a priority basis to prepare a report bringing forward options for Council's consideration to increase the project contingency, **and/or to reduce costs.**

A report was to be provided to Council in February on allocation of funds and funding sources for the contingency; however, a number of the items noted above, such as the fendering, landscaping, and habitat compensation have yet to be finalized, which has an impact on the contingency balance. Another critical item to identify is the additional services required to complete the project due to the delay. A meeting is being held at the end of the month to revise the project schedule. This is necessary in order to estimate additional costs to project completion. While the project consultant has provided several estimates, clarification is still required prior to finalizing costs and a request to Council to allocate funds.

Recommendation:

That Council direct staff to bring forward options for Council's consideration to increase the project contingency at the March 26, 2015 GPC meeting.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "D. Kalynchuk".

Dwayne Kalynchuk, P. Eng.,
 Director
 Engineering and Public Works

Report accepted and recommended by the City Manager:

Date:

 A handwritten signature in blue ink, appearing to read "M. [unclear]".

Feb. 19/15



February 19, 2015

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

Dear Mayor Helps and Council,

Re: 2015 Budget and Five Year Financial Plan – FINAL

The Greater Victoria Public Library respectfully submits its Final 2015 Operating Budget and Five Year Financial Plan for 2015-2019 for approval by Council resolution by May 1, 2015.

We have reduced the Final Operating Budget municipal contribution increase to 3.94% (from the 4.35% presented in the Provisional Budget). Staff have succeeded in finding further efficiencies and alternative revenue sources without negatively impacting public service.

The City of Victoria's share of the 2015 requisition based on converted assessment values and population and including rental adjustment is \$4,475,781.

Library usage in our community continues to be strong. GVPL is consistently ranked as one of the highest per capita circulating libraries in Canada, and we are experiencing heavy use of our public spaces, as the library is increasingly utilized as a community connector. We are appreciative of the City of Victoria's commitment to review and renew City facilities, including the Central Library.

The operating budget increase that we are proposing for 2015 is the minimum amount that will allow us to maintain current library service levels. The Library Board is committed to providing efficient and effective library service to all. GVPL will continue to actively respond to the changing needs of our citizens by working with community partners to explore opportunities to reduce costs and improve services.

Thank you for your vision and ongoing support for the role public libraries play in building strong and vibrant communities.

We look forward to having the opportunity to speak to Council on Thursday, February 26th.

Sincerely,

A handwritten signature in black ink, appearing to read 'K Murdoch', is positioned above the printed name.

Kevin Murdoch,
Chair, Greater Victoria Public Library Board

Enclosures

Copies: Jason Johnson, City Manager, City of Victoria
 Susanne Thompson, Director of Finance, City of Victoria
 Maureen Sawa, CEO, Greater Victoria Public Library
 Donna Phillips, Director of Finance, Greater Victoria Public Library

Governance and Priorities Committee - 26 Feb 2015

Greater Victoria Public Library 2015 Operating Budget (Final)

	2013 Actuals	2014 Budget	2015 Provisional Budget	2015 Final Budget	2014 to 2015 Budget Change	
REVENUE						
Municipal contributions	\$ (14,468,541)	\$ (14,975,793)	\$ (15,627,428)	\$ (15,565,266)	\$ (589,473)	3.94%
Other revenue:						
Provincial grants	(805,665)	(644,503)	(643,011)	(643,011)	1,492	-0.23%
Federal and other grants	(58,658)	(17,592)	(15,534)	(15,534)	2,058	-11.70%
Fines, fees and printing	(684,314)	(678,000)	(622,000)	(622,000)	56,000	-8.26%
Contracts for service	(25,970)	(25,970)	(27,019)	(27,019)	(1,049)	4.04%
Investment income	(69,348)	(40,000)	(61,600)	(61,600)	(21,600)	54.00%
Gain on insurance settlement	(37,832)	-	-	-	-	0.00%
Donations	(165,275)	(30,000)	(10,000)	(10,000)	20,000	-66.67%
Sub-total: Other revenue	(1,847,062)	(1,436,065)	(1,379,164)	(1,379,164)	56,901	-3.96%
Transfer from reserves	(36,404)	(78,000)	(238,976)	(373,190)	(295,190)	378.45%
Transfer for start-up	(261,712)	-	-	-	-	0.00%
TOTAL REVENUES	\$ (16,613,719)	\$ (16,489,858)	\$ (17,245,568)	\$ (17,317,620)	\$ (827,762)	5.02%
EXPENDITURE						
Salaries and benefits	\$ 11,586,437	\$ 11,894,767	\$ 12,417,341	\$ 12,394,212	499,445	4.20%
Library materials	2,120,807	2,179,993	2,249,993	2,264,993	85,000	3.90%
Supplies and services	907,874	917,819	891,695	931,095	13,276	1.45%
Building occupancy	719,850	766,191	860,909	854,709	88,518	11.55%
Other expenses	311,820	334,525	338,817	351,325	16,800	5.02%
Capital expenditures	510,596	301,563	391,813	426,286	124,723	41.36%
Contributions to reserve funds	95,000	95,000	95,000	95,000	-	0.00%
TOTAL EXPENDITURES	\$ 16,252,384	\$ 16,489,858	\$ 17,245,568	\$ 17,317,620	\$ 827,762	5.02%
Net (Revenue) / Expense	\$ (361,335)	-	-	-	-	-
Total Budget, Net of Transfers						
	\$ (16,315,603)	\$ (16,411,858)	\$ (17,006,592)	\$ (16,944,430)	\$ (532,572)	3.25%



FIVE YEAR FINANCIAL PLAN (Final) 2015 - 2019

	2014	2015	2016	2017	2018	2019
Revenue						
Municipal contributions	14,975,793	15,565,266	16,190,768	16,921,034	17,648,159	18,147,259
Provincial grants	644,503	643,011	643,011	643,011	643,011	643,011
Federal and other grants	17,592	15,534	15,534	15,534	15,534	15,534
Fines, fees and printing	678,000	622,000	572,240	526,461	484,344	445,596
Contracts for service	25,970	27,019	27,560	28,111	28,673	29,246
Investment Income	40,000	61,600	60,000	60,000	60,000	60,000
Donations	30,000	10,000	10,000	10,000	10,000	10,000
Transfer from reserves ²	78,000	373,190	212,524	109,259	108,087	110,000
Transfer for start-up - Langford ³	-	-	765,000	-	-	-
Possible transfer for start-up - James Bay ⁴	-	-	-	740,000	-	-
Total Revenue	\$ 16,489,858	\$ 17,317,620	\$ 18,496,637	\$ 19,053,410	\$ 18,997,808	\$ 19,460,646
Expenditure						
Salaries and benefits	11,894,767	12,394,213	12,697,081	13,139,849	13,596,257	13,923,657
Library materials	2,179,993	2,264,993	2,690,250	2,765,082	2,551,521	2,633,046
Supplies and services	917,819	931,095	964,081	989,785	1,012,608	1,022,201
Building occupancy	766,191	854,709	941,457	991,515	1,037,395	1,073,068
Other expenses	334,525	351,325	352,650	361,919	370,028	373,674
Capital expenditures ⁵	301,563	426,285	751,118	700,260	320,000	320,000
Contribution to reserve funds	95,000	95,000	100,000	105,000	110,000	115,000
Total Expenditure	\$ 16,489,858	\$ 17,317,620	\$ 18,496,637	\$ 19,053,410	\$ 18,997,808	\$ 19,460,646
Net Surplus (Deficit)	-	-	-	-	-	-
Budget Increase, Net of Transfers ⁶						
	\$ 450,373 2.81%	\$ 532,572 3.25%	\$ 574,683 3.39%	\$ 685,038 3.91%	\$ 685,571 3.77%	\$ 460,925 2.44%
Budget Increase, Total	\$ 450,373 2.81%	\$ 827,762 5.02%	\$ 1,179,017 6.81%	\$ 556,773 3.01%	\$ (55,601) -0.29%	\$ 462,838 2.44%
Municipal Contribution Increase	\$ 507,251 3.51%	\$ 589,473 3.94%	\$ 625,502 4.02%	\$ 730,266 4.51%	\$ 727,126 4.30%	\$ 499,099 2.83%

Refer to Notes on Page 2.

GREATER VICTORIA PUBLIC LIBRARY
NOTES TO THE 2015 - 2019 FINANCIAL PLAN (Final)

1. This Financial Plan is not in accordance with Public Sector Accounting Board (PSAB) standards, but rather complies with the requirements of the Community Charter for a balanced five year financial plan. It combines financial operating and capital plans.

2. Transfers from Reserves consist of:

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Sources of funding						
Unrestricted donation fund	-	118,173	9,259	9,259	3,087	-
Operating surplus from 2013	-	70,000	80,000	-	-	-
Personnel contingency	-	24,548	-	-	-	-
Endowment reserve	-	15,000	15,000	15,000	15,000	15,000
Replacement reserve	78,000	145,469	108,265	85,000	90,000	95,000
	\$ 78,000	\$ 373,190	\$ 212,524	\$ 109,259	\$ 108,087	\$ 110,000
Uses of funding						
Salaries and benefits	-	76,548	-	-	-	-
Library materials	-	15,000	15,000	15,000	15,000	15,000
Building occupancy	-	60,000	80,000	-	-	-
Other expenses	-	10,325	340	160	13	-
Capital expenditures	78,000	211,317	117,184	94,099	93,074	95,000
	\$ 78,000	\$ 373,190	\$ 212,524	\$ 109,259	\$ 108,087	\$ 110,000

3. **Transfer for Start-up Langford** neighbourhood branch is the budgeted amount to be received from the City of Langford for the new branch, for furniture, equipment and library collection, in accordance with the Library Operating Agreement (LOA) Section 8.1 (c) "Start-up", and which becomes property of the Library Board. The assumed branch opening date is April 1, 2016. The amount consists of \$350,000 for library materials collection and \$415,000 for furniture and equipment.

4. **Possible Transfer for Start-up James Bay** Branch, \$740,000: Although the City of Victoria has not approved the capital request for a James Bay Branch, the financial plan provides preliminary estimates of the start-up costs for furniture, equipment and library collection if this branch is in operation as of July 1, 2017.

5. **Capital Expenditures** do not include the portion of the library materials budget which is also capitalized in accordance with PSAB; these costs are included in Library Materials. The capital expenditures line in this five year financial plan consists of:

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Capital leases - principal	59,063	35,816	42,853	40,260	45,000	40,000
Hardware	105,000	125,000	125,000	125,000	125,000	125,000
Software	-	60,000	-	-	-	-
Furniture & equip. replacement	59,500	60,000	60,000	60,000	60,000	60,000
Furniture & equip. start-up branches	-	-	415,000	390,000	-	-
Building improvements	78,000	145,469	108,265	85,000	90,000	95,000
	\$ 301,563	\$ 426,285	\$ 751,118	\$ 700,260	\$ 320,000	\$ 320,000

6. **Budget Increase, Net of Transfers** excludes the transfer amounts included in Revenues for transfers from reserves and transfers for branch start-ups. Refer to Notes 2, 3 and 4 for more information on these transfers. The percentage increase amount on this line is more representative of the regular operating budget increases, as expenditures funded from reserves are primarily for one-time and/or project-based costs.

7. **Estimated Operating Costs for New Branches:** Incremental increases in operating costs for new branches are included in this plan as follows:

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Langford branch~					
Library materials	-	24,750	33,000	33,000	33,000
Supplies and other	-	31,575	35,920	35,991	36,064
Building occupancy	-	17,175	23,136	23,377	23,622
	\$ -	\$ 73,500	\$ 92,056	\$ 92,368	\$ 92,686
Preliminary estimates					
	\$ -	\$ -	\$ 183,525	\$ 372,870	\$ 378,795

~Langford branch note: no additional salary costs included in plans to date

2015 MUNICIPAL CONTRIBUTIONS (FINAL)

	2014		2015								
	Share 2014	Total Requisition 2014	Share 2015	Operating Budget	Rent Adjustment ¹	Total Requisition 2015	Increase			Building Costs ²	Total Municipal Budget 2015
							\$	%			
Central Saanich	5.28%	\$800,068	5.26%	\$818,733	\$9,310	\$828,043	\$27,975	3.50%		\$0	\$828,043
Colwood	4.78%	722,244	4.73%	736,237	6,330	742,567	20,323	2.81%		26,871	769,438
Esquimalt	5.58%	831,626	5.51%	857,646	(4,057)	853,589	21,963	2.64%		0	853,589
Highlands	0.71%	107,281	0.68%	105,844	912	106,756	(525)	-0.49%		3,873	110,629
Langford	9.61%	1,452,127	9.90%	1,540,961	13,346	1,554,307	102,180	7.04%		56,218	1,610,525
Metchosin	1.63%	246,276	1.63%	253,714	2,170	255,884	9,608	3.90%		9,262	265,146
Oak Bay	6.54%	974,639	6.47%	1,007,073	(4,818)	1,002,255	27,616	2.83%		0	1,002,255
Saanich	34.35%	5,122,315	33.96%	5,285,964	(22,054)	5,263,910	141,595	2.76%		0	5,263,910
Victoria	28.61%	4,282,286	28.77%	4,478,127	(2,346)	4,475,781	193,495	4.52%		93,816	4,569,597
View Royal	2.91%	436,931	3.09%	480,967	1,207	482,174	45,243	10.35%		6,732	488,906
Total	100%	\$14,975,793	100%	\$15,565,266	\$0	\$15,565,266	\$589,473	3.94%		\$196,772	\$15,762,038

¹ The Rent Adjustment is calculated in accordance with Section 8.12 (a), (b) and (c) of the Library Operating Agreement and relates to portions of buildings used to benefit all member municipalities: the Collection and Technical Services section of the Juan de Fuca Branch building and the Administrative portion of the Central Branch building. Municipalities which did not contribute to the initial acquisition of such building or who did not subsequently purchase a portion of such building pays reasonable rent to those Municipalities that did.

² Building Costs for shared facilities are budgets and subject to vary, once actual costs are known. GVPL invoices the municipalities in the latter half of the fiscal year. Central Branch costs are shared by the two branch providers: City of Victoria and Town of View Royal, Juan de Fuca costs are shared by Langford, Colwood, Metchosin and Highlands. Budgeted costs are as follows:

	Central Branch	Juan de Fuca Branch	Total
Shared strata costs (repairs, maintenance, MAM projects, cleaning, security, recycling)	21,684	-	21,684
Direct property manager costs (repairs, maintenance, misc.)	18,038	21,520	39,558
Building insurance	17,105	10,000	27,105
Strata contingency reserve contribution	13,721	-	13,721
Building study/assessment	30,000	-	30,000
Major asset maintenance (MAM) reserve fund contribution	-	64,704	64,704
	\$ 100,548	\$ 96,224	196,772



2015 MUNICIPAL PER CAPITA CONTRIBUTIONS

	2015			
	Total Requisition 2015	Population ¹	Cost Per Capita 2015	Increase per capita
Central Saanich	\$828,043	15,817	\$52.35	\$1.77
Colwood	742,567	16,405	45.26	\$1.24
Esquimalt	853,589	16,389	52.08	\$1.34
Highlands	106,756	2,186	48.84	-\$0.24
Langford	1,554,307	32,834	47.34	\$3.11
Metchosin	255,884	5,130	49.88	\$1.87
Oak Bay	1,002,255	17,657	56.76	\$1.56
Saanich	5,263,910	110,879	47.47	\$1.28
Victoria	4,475,781	82,959	53.95	\$2.33
View Royal	482,174	10,858	44.41	\$4.17
Total	\$15,565,266	311,114	\$50.03	\$1.89

¹ Source of 2015 population figures: BC Stats website:

<<http://www.bcstats.gov.bc.ca/StatisticsBySubject/Demography/PopulationEstimates.aspx>>, 2013 population estimates, accessed on December 19, 2014.

General note: Shared costs by municipality are determined based on 50% property assessment value and 50% population estimate. More detailed information on assessment values and population are available on request.



GREATER VICTORIA
PUBLIC LIBRARY

2015 LIBRARY OPERATING BUDGET AT A GLANCE

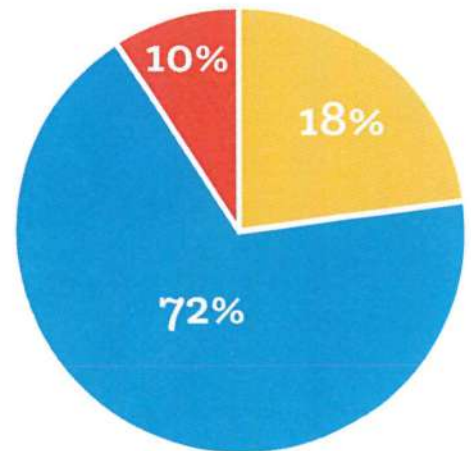
Revenue	\$1,379,164
Transfers from reserves	\$373,190
Municipal contributions	\$15,565,266
Cost to deliver library service	\$17,317,620

Cost per capita	\$50.03
Increase per capita	\$1.89

Municipal Contribution Increase

\$589,473 (3.94%)

- Salaries & benefits \$422,897
- Collection, building occupancy and other \$109,675
- Revenue decrease \$56,901



About GVPL

Greater Victoria Public Library aims to inspire literacy, lifelong learning and community enrichment for all. GVPL provides services, programs and collections in 10 branches, online at gvpl.ca and through outreach activities and partnerships in the community, and is very well-used by more than 315,000 residents in 10 municipalities.

- GVPL has one of the highest circulations per capita in Canada. We circulated 6.1 million items in 2014.
- Over the past three years, library programming and outreach activities have increased by 32% mostly due to collaborative partnerships and cooperation with local community groups.
- In 2014, there were 2.5 million visits to GVPL library branches. People visit the library to socialize, learn, connect, share and create. They come to borrow items, work on computers, attend programs, use meeting spaces or simply enjoy their community "living room".
- GVPL is regarded as an efficient and innovative library system with one of the lowest materials expenditure per capita compared to other Canadian libraries.

Challenges

- Reduced funding from provincial and federal governments and decreasing fine revenues.
- Increasing costs to balance the demand for both new (digital) and traditional (print) collection formats.
- Reaching capacity for expanding services and programming.

Opportunities

- Collaborative, shared services approach to reduce costs and improve service.
- Pursuing new funding sources and revenue models for cost recovery.
- Engaged community of users who support their library.



BRIEFING NOTES

FOR MEMBERS OF COUNCIL, LIBRARY BOARD AND MUNICIPAL CAO'S/ TREASURERS

Subject: Final 2015 Operating Budget

Date: February 2015

Purpose: To provide additional notes on the final 2015 operating budget and explanation of variances.

Summary:

- Request for budget approval by Council resolution by May 1, 2015
- Municipal requisition of 3.25% expenditure increase plus 0.69% for loss of fine revenue for total of 3.94% municipal contribution increase
- Library system cost per capita increase of \$1.89
- Municipal contribution reduced from 4.35% in the provisional budget
- Total budget increase of 5.02% is a result of inclusion of a \$295,190 increase in expenditures funded from reserves ("Transfers), including donation funds on hand
- 61% of transfers are for capital expenditures

Variance Explanations (2015 over 2014 Budget):

Revenue

Provincial grants (-0.23%) – slight reduction based on 2014 funding; 2013 actual grants include a one-time change in funding period.

Federal and other grants (-11.70%) – included a Federal CAP (Community Access Program) grant provided by Industry Canada to fund internet access sites in 2013. This grant was discontinued in 2014. The budget for Federal and other grants includes a Young Canada Works grant for the Summer Reading Club and a Victoria Foundation grant for earnings from the Endowment fund. Endowment funds invested with the Victoria foundation totaled \$475,688 as at December 31, 2013.

Fines, fees and printing (-8.26%) – decreasing as e-formats do not generate overdue fines.

Contracts for service (+4.04%) – for services provided to the CRD Juan de Fuca Electoral Area.

Investment income (+54.00%) – conservatively estimated to include earnings on the unrestricted donation fund, currently invested with Nesbitt Burns, and MFA bond fund.

Gain on insurance settlement – this was a one-time gain due to water damage of collection at the Central Branch in 2013.

Donations (-66.67%) – consist of stable funding from Friends of the Library. While the library has initiated a Development Plan, the program is in its infancy and revenue cannot be reliability projected at this time.

Transfers from reserves (+378.45%) – do not impact municipal contributions; consist of 61% for capital expenditures (software, outreach vehicle lease, tenant improvements) and the balance is for one-time operating costs.

Transfer for start-up – Partial use of \$300,000 from Saanich for relocation of Emily Carr Branch, received in 2013. Balance used and recorded to revenue in 2014.

Expenditure

Salaries and benefits (+4.20%) – increase per collective agreement with no change in full-time equivalents, other than a one year temporary position for a Development Assistant, funded from the unrestricted donations fund. Benefit rate increases are included for pension and MSP, as well as expected increases in payroll taxes.

Library materials (+3.90%) – increase to continue to provide current collections (vendor cost increases), a minor increase for new digital collections as per user demand and replacement of damaged print materials.

Supplies and services (+1.45%) – savings and efficiencies found net of increases for mandatory criminal records checks (every 3 years), a new outreach vehicle operating costs, maintenance contracts for new automated materials handling equipment at the Emily Carr Branch, and adding a network/phone location at 747 Fort Street.

Building occupancy (+11.55%) – consists of utilities and recycling increases, building maintenance of support service areas at Central and Juan de Fuca Branch buildings, and office lease at 747 Fort, which is primarily funded from reserves. There are savings that help to offset increases, such as in janitorial contracts.

Other expenses (+5.02%) – consists of increase in vehicle insurance and printing operating lease costs, including PST.

Capital expenditures (+41.36%) – funded from reserves. More information provided in the notes to the 2015-2019 Financial Plan.

Contribution to reserve funds (0.00%) – contributions to the Contingency Reserve (fund target is 1% of total budget) and Replacement Reserve for tenant improvements and replacements.



2015 Library Budget City of Victoria

February 26, 2015
Kevin Murdoch, Board Chair
Maureen Sawa, Chief Executive Officer

We can do more working together



Governance and Priorities Committee - 26 Feb 2015



2011-2014 Strategic Plan



Building community capacity



GVPL is an essential community partner working with more than 100 local groups, businesses and organizations to make our region a better place to live, play and work.



**GREATER VICTORIA
PUBLIC LIBRARY**

GVPL is the pulse of the community

James Bay Community Project

Downtown Service Providers

Our Place Society

Victoria Native
Friendship Society

Literacy Victoria

Robert Bateman Centre

Mustard Seed Food Bank

School District 61



Royal & McPherson
Theatre Society

Royal BC Museum

Fernwood NRG

Victoria Film Festival

Belfry Theatre

Downtown Victoria Business Association

Lifecycles

Inter-Cultural Association

Mason Street City Farm

Island Health

Mozilla Victoria/Webmaker Victoria

Victoria Immigrant & Refugee Society

MediaNet

Art Gallery of Greater Victoria

The Cridge Centre for the Family



**GREATER VICTORIA
PUBLIC LIBRARY**

Victoria loves its library



Part of Victoria's cultural fabric



Reclaiming & refreshing public space





- Negotiated salaries & benefits
- Collection costs
- Strong usage





- Innovation
- Efficiencies
- Collaboration
- Alternative sources of revenue



Best deal in town!



2015 Final Budget

	2014 Budget Approved	2015 Budget Request	\$ Change	% Change
Salaries & benefits	\$ 11,894,767	\$ 12,394,212	\$ 499,445	4.20%
Library materials	2,179,993	2,264,993	85,000	3.90%
Supplies, services & other	1,252,344	1,282,420	30,076	2.40%
Building Occupancy	766,191	854,709	88,518	11.55%
Capital assets	301,563	426,286	124,723	41.36%
Reserve: maintenance	75,000	75,000	-	0.00%
Reserve: contingency	20,000	20,000	-	0.00%
Total Expenditures	\$ 16,489,858	\$ 17,317,620	\$ 827,762	5.02%
Revenues	\$ (1,514,065)	\$ (1,752,354)	\$ (238,289)	15.74%
Municipal Contribution	\$ 14,975,793	\$ 15,565,266	\$ 589,473	3.94%



2015 Municipal Contribution

Municipality	2014 Share	2014 Requisition	2015 Share	2015 Requisition	Contribution Increase		Per Capita Increase	Per Capita Total
Central Saanich	5.28%	\$ 800,068	5.26%	\$ 828,043	\$ 27,975	3.50%	\$ 1.77	\$ 52.35
Colwood	4.78%	722,244	4.73%	742,567	20,323	2.81%	1.24	45.26
Esquimalt	5.58%	831,626	5.51%	853,589	21,963	2.64%	1.34	52.08
Highlands	0.71%	107,281	0.68%	106,756	(525)	-0.49%	(0.24)	48.84
Langford	9.61%	1,452,127	9.90%	1,554,307	102,180	7.04%	3.11	47.34
Metchosin	1.63%	246,276	1.63%	255,884	9,608	3.90%	1.87	59.88
Oak Bay	6.54%	974,639	6.47%	1,002,255	27,616	2.83%	1.56	56.76
Saanich	34.35%	5,122,315	33.96%	5,263,910	141,595	2.76%	1.28	47.47
Victoria	28.61%	\$4,282,286	28.77%	\$4,475,781	\$193,495	4.52%	\$2.33	\$53.95
View Royal	2.91%	436,931	3.09%	482,174	45,243	10.35%	4.17	44.41
Total Municipal Contributions	100.00%	\$14,975,793	100.00%	\$15,565,266	\$589,473	3.94%	\$1.89	\$50.03



A status quo budget

- Service hours maintained
- Sunday openings maintained
- Library collections that balance the demand for new and traditional formats
- Continuation of community partnerships



Opportunities



CONCEPT
CONCEPT PROPOSAL & LANDSCAPE ARCHITECTURE
LIFE & VICTORIA CITY PLANNING
LIFE & VICTORIA CITY PLANNING



Governance and Policies Committee - 20 Feb 2015



Libraries change lives

“I would like to thank the public library system in general for its continued investment into communities, children and literacy and The Greater Victoria Public Library specifically, for giving me the opportunity (the gift) to receive AND to share with our great community.”

Liam Grigg, GVPL Reading Buddies alumni & Victoria Harbourside Rotary Scholarship recipient



Questions?





November 26, 2014

The City of Victoria
#1 Centennial Square
Victoria, BC
V8W 1P6



Attention: Governance & Priorities Committee

Please accept this letter as a request from Greater Victoria Harbour Authority (GVHA) to make its annual presentation to the Governance and Priorities Committee on January 22, 2015.

The purpose of this presentation is to provide an update on GVHA's activities and performance during the past fiscal year, as well as its business/strategic plans for the upcoming year. It also offers an opportunity to discuss general harbour issues of mutual interest for the City of Victoria and GVHA.

The presentation is expected to take approximately 15 minutes plus Questions & Answers, should the committee desire.

Sincerely,

Bill Wellburn
Chair

GREATER VICTORIA
HARBOUR AUTHORITY

600 - 1019 Wharf Street
Victoria, BC Canada
V8W 2Y9

Corporate Tel: 250.383.8300

Marina Tel: 250.383.8326

Fax: 250.383.8306

Web: www.gvha.ca

GVHA STRATEGIC PLAN 2015-2025 - DRAFT FOR MEMBER AGENCY CONSULTATION
Version 7 January, 2015

STRATEGIC CONTEXT

The Greater Victoria Harbour Authority (GVHA) is a not for profit corporation operating three lines of business: cruise, marinas and real estate. It is a leader in collaboratively developing, promoting and protecting Victoria's working harbour.

GVHA sees itself as a social enterprise that serves and protects the economic, environmental and social interests of the region by partnering in the management of the harbour.

We recognize and respect that the harbour lies in the traditional territory of the Esquimalt and Songhees Nations. We seek to find new ways of engaging in business partnerships that provide their people with visibility and meaningful opportunities in the harbour.

We recognize and respect that GVHA lands and waters are adjacent to several Victoria neighbourhoods, and must align with the vision and regulatory policies and procedures of the corporation of the City of Victoria.

We believe the GVHA and the region are best served by a Board of Directors made up of highly qualified individuals with a wide range of business, community, environmental and marine expertise who are committed to GVHA's mandate.

We are directly accountable to our member agencies: Esquimalt Nation, Songhees Nation, Capital Regional District, City of Victoria, Greater Victoria Chamber of Commerce, Tourism Victoria, Township of Esquimalt and the Victoria/Esquimalt Harbour Society. We also hold ourselves accountable to our stakeholders and the residents of Greater Victoria.

Through the leadership of the Board and management we align our strategic priorities and initiatives with the Constitution established by GVHA's founders.

All surplus cash generated from the operation of GVHA's facilities is reinvested directly into the future of the harbour.

Since taking divestiture of harbour assets from the Federal government in 2002, GVHA's infrastructure investments include increasing cruise ship capacity, renewing and expanding the floats at Fisherman's Wharf and partnering with the Provincial Capital Commission on the revitalization of the Steamship Terminal. We have partnered with the Esquimalt and Songhees Nations to create and install a First Nations narrative mural known as the Unity Wall, the largest mural in the Canada.

We engage with local First Nations and member agencies, empower our staff and engage in meaningful dialogue with the community to ensure a collaborative approach and unified vision for Victoria's harbour in order to integrate transportation, tourism, industry and residential uses in a world-class port.

Going forward, we envision a busy and sustainable working harbour with modern, efficient terminals, industry, docking facilities for recreational and commercial vessels, and public amenities. The harbour will continue to support a vibrant mix of tourism, recreation and industry.

The harbour will be dynamic and accessible to the public: "...a harbour where people live, learn, work and play; a spectacular gateway into Victoria's past and into its future, monumental in look and feel, linking communities and all people together."

GVHA STRATEGIC PLAN 2015-2025 - DRAFT FOR MEMBER AGENCY CONSULTATION
Version 7 January, 2015

Over the next 10 years, the GVHA will implement this Strategic Plan in collaboration with all stakeholders, and in response to emerging issues and opportunities such as:

- *The evolving jurisprudence regarding traditional territory and the relationship with local First Nations;*
- *Environmental requirements;*
- *Business innovation and socially responsible development of Ogden Point and Fisherman's Wharf;*
- *Additional Federal divestiture to local control such as the Seabed and the Water Airport ;and*
- *Development of Inner Harbour properties such as Belleville Terminal and the proposed David Foster Way.*

GVHA STRATEGIC PLAN 2015-2025 - DRAFT FOR MEMBER AGENCY CONSULTATION
Version 7 January, 2015

STRATEGIC FRAMEWORK

Vision

We envision a harbour where people live, learn, work, and play; a spectacular gateway into Victoria's past and into its future, monumental in look and feel, linking communities and all people together.

Mandate

To be effective and respected advocates for best water, marine and marine-related use and development of the whole harbour while optimizing current and future harbour assets.

Guiding Principles

GVHA's actions and decisions will be guided by the following principles:

1. Accountability - We commit to act in the best interests of Victoria Harbour on behalf of GVHA's Member Agencies, their stakeholders and the citizens of the region.
2. Working Harbour - We commit to maintaining Victoria Harbour as a working harbour – “where commerce requiring the connection between the land and water takes place”.
3. Sustainability - We commit to incorporating and balancing the social, environmental and economic impacts of our activities on Victoria Harbour and the community.
4. First Nations Relationship - We commit to working in partnership with the Esquimalt and Songhees Nations to achieve a meaningful role for them in the economy of Victoria Harbour.

Strategic Objectives

1. Economic, Social & Environmental Benefit for Greater Victoria, Songhees and Esquimalt First Nations and Local Communities/ Neighbourhoods
2. Sound Management of GVHA Owned Assets & GVHA Financial Self-Sufficiency
3. Effective Governance and Relationships with Member Agencies, Esquimalt and Songhees First Nations, Local Communities and Neighbourhoods, Stakeholders, Clients, and Employees
4. Community Commitment to Implement a Shared Vision for “a dynamic harbour where people live, learn, work and play”

GVHA CONSTITUTION

1. The name of the Society is GREATER VICTORIA HARBOUR AUTHORITY.
2. The purposes of the society are:
 - (a) To promote and develop the Victoria and Esquimalt harbours to meet local, Esquimalt Nation, Songhees Nation, municipal, provincial and federal interests and priorities.
 - (b) To manage and develop harbour assets and operations in an efficient and integrated manner based on a range of uses.
 - (c) To maintain the operations of the harbour on a self-sufficient basis without recourse to local subsidies and without exposing local communities, Esquimalt Nation, Songhees Nation, the Provincial Capital Commission, or Provincial or local governments to unnecessary liabilities.
 - (d) To work in a cooperative manner with the Members, community associations, governments and private business, developing partnerships where appropriate.
 - (e) To respond to, and be reflective of, community interests, including the harbour users, at all times through consistent forms of consultation.
 - (f) To ensure the public is consistently informed on the operations of the harbour.
 - (g) To manage certain federal harbour assets and responsibilities including the Victoria Harbour Water Airport, Victoria harbour and other federal land and water lots.
 - (h) To acquire control of sufficient harbour lands over time (including water lots, foreshore, and adjacent uplands) to achieve effective administration and operation of the harbour and to ensure equitable treatment for all harbour users.
 - (i) To help to identify creative methods of facilitating a meaningful role for First Nations in the economic development, management and administration of the Harbour Area and of facilitating a public awareness of First Nations' history and presence in the area.
 - (j) To develop and maintain, in a current state, a strategic plan for the harbour that maintains the harbour on a self-financing basis and identifies potential growth for harbour activities.
 - (k) To establish and maintain sufficient working capital to improve existing facilities and develop future additions to harbour facilities.
 - (l) To promote the environmental sustainability of the Harbour Area and to promote compliance with environmental standards in the Harbour Area.
 - (m) To promote sharing of all benefits and resources generated in the Harbour Area.

GVHA STRATEGIC PLAN 2015-2025 - DRAFT FOR MEMBER AGENCY CONSULTATION
Version 7 January, 2015

Objectives (WHAT outcome or <i>ends</i> do we wish to achieve)	Strategies (HOW will we achieve our <i>ends</i> - what are the most significant <i>means</i> we will use eg strategies, plans, initiatives or activities)	Measures (HOW will we measure progress/success towards realizing the Objective)	Targets (WHAT does success look like within the timeframe for this plan)
1. Economic, Social & Environmental Benefit for Greater Victoria, Songhees and Esquimalt First Nations and Local Communities/ Neighbourhoods	<ul style="list-style-type: none"> Economic Development & Revenue Diversification Strategy (eg Ogden Point/Fisherman's Wharf Developments) incl. new 3rd party investment Cruise Ship Sustainability Strategy and Plan <ul style="list-style-type: none"> Ground Transportation Strategy Engagement with Local Communities/Neighbourhoods and GVHA Customers on Ways and Means to Mitigate Community and Environmental Impacts FIRST NATIONS STRATEGIES UNDER DISCUSSION Community Initiatives and Investment Plan (eg Event Sponsorships) GVHA Environmental Policies, Plans and Initiatives 	<ul style="list-style-type: none"> Number of socially responsible jobs/ amount of economic impact created from use of GVHA property Community Impact measures (TBD) TBD TBD Canadian Environmental Standards Environmental Ratings for "Green Marine" and "Clean Marine" 	<ul style="list-style-type: none"> TBD
2. Sound Management of GVHA Owned Assets & GVHA Financial Self-Sufficiency	<ul style="list-style-type: none"> Long Range Capital Plan Financial and Risk Management Policies Cost Control GVHA Revenue Diversification and Socially Responsible Growth Strategies (eg Ogden Point and Fisherman's Wharf developments) 	<ul style="list-style-type: none"> Budget Performance vs Plan variances Facility utilization Balance Sheet/Financial Reserves GVHA efficiency/Labour costs Master Plans for both Developments 	<ul style="list-style-type: none"> TBD

GVHA STRATEGIC PLAN 2015-2025 - DRAFT FOR MEMBER AGENCY CONSULTATION
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<p>3. Effective Governance and Relationships with Member Agencies, Esquimalt and Songhees First Nations, Local Communities and Neighbourhoods, Stakeholders*, Clients, and Employees</p> <p><i>*See Stakeholder Map – includes local residents, other harbour users, commercial enterprises, etc</i></p>	<ul style="list-style-type: none"> • Review of Constitutional Purposes and governance model • Member Agency engagement meetings • Strategic Communications Plan • GVHA Community/Neighbourhood Advisory Committees • GVHA Customer Advisory Committees • HR Plan 	<ul style="list-style-type: none"> • Changes to Constitution and Bylaws • Member Agency satisfaction • Positive awareness score in Reputational Survey (all stakeholder groups) • Stakeholder Effectiveness Rating (Disagree/neutral not to exceed) • Employee engagement score 	<ul style="list-style-type: none"> • TBD
<p>4. Community Commitment to Implement a Shared Vision for "a dynamic harbour where people live, learn, work and play"</p> <p><i>(GVHA can only influence this Objective as it is not entirely within GVHA control)</i></p>	<ul style="list-style-type: none"> • Respect Songhees and Esquimalt Nations rights and interests on their traditional territories • Implementation of consultative strategic planning & accountability process for GVHA • Support and facilitate stakeholder collaboration on developing and implementing a Shared Vision • Engagement with all orders of government and the private sector to secure new investment for harbour development 	<ul style="list-style-type: none"> • Songhees and Esquimalt support • Member Agency acceptance of GVHA Strategic Plan as in alignment with community expectations/Shared Vision • Amount of progress on Continued Federal Divestiture to Local Control • Development of New/Upgraded Harbour Assets 	<ul style="list-style-type: none"> • TBD



GVHA Governance Overview

Member Agency Representatives

Each of GVHA's eight Member Agencies appoints a Member Representative (and an Alternate) to actively represent their agency's interests in GVHA and to serve as a liaison between the GVHA Board and the respective Member Agency. Member Representatives are invited to attend public Board meetings and to formally represent Member Agencies at GVHA's Annual General Meeting.

Member representatives/alternates are asked to:

- Attend public Board meetings and participate in and vote at the Annual General Meeting and any Special General Meetings
- Liaise between the Board and the Member Agencies to keep the Agencies and Alternate informed of GVHA activities and initiatives
- Represent and communicate the interests of their Agency to the GVHA Board

Member Representatives are asked to keep their Alternate briefed and up to date at all times. The Alternate is named with voting rights in the event the Member Representative is unable to attend the AGM or a Special General Meeting.

Board of Directors

Up to 9 directors are nominated by Member Agencies and up to four directors are sourced from the general public. A Board Competency Skills and Experience Matrix is used to assist in determining the Board's current needs when director terms near expiry. The Board of Directors is responsible under the law for the management of GVHA's business and affairs. Directors have a fiduciary duty to act in the best interests of GVHA at all times and must recuse themselves in the event of a conflict of interests.

Corporate Overview

Greater Victoria Harbour Authority (GVHA) is a social enterprise that serves to protect and develop Victoria's working harbour for the economic and social benefit of the region, its residents, the marine industry and the broader business community.

Since establishment as a not-for-profit corporation in 2002, GVHA has been governed by a Board of Directors (Board) comprised of highly qualified individuals with a wide range of business, community, environmental and marine expertise who are committed to GVHA's mandate.

GVHA acts in the best interests of, and is accountable to: eight constituent Member Agencies, community stakeholders, and the residents of Greater Victoria.

Vision, Mandate & Guiding Principles

August 2014

Vision: "We envision a harbour where people live, learn, work, and play; a spectacular gateway into Victoria's past and into its future, monumental in look and feel, linking communities and all people together."

Mandate: "To be effective advocates for best water, marine and marine-related use and development of the whole harbour while optimizing current and future harbour assets."

Guiding Principles:

- Accountability
- Working Harbour
- Sustainability
- First Nations Relationship;

Board Governance

The Board guides and oversees the affairs of GVHA. As a policy board, the board's primary responsibilities include:

- Ensuring sound and effective leadership
- approving corporate strategy and Board policies
- oversight of enterprise risk,
- oversight of operations\
- and communicating with Member Agencies

The Board delegates much of its authority to the leadership of the President and Chief Executive Officer who is responsible to the Board for GVHA's day-to-day operations and for achieving annual and longer-term Board-approved goals and objectives.

GVHA's directors have a fiduciary responsibility to act in the best interests of the GVHA at all times and the Board is directly accountable to the eight Member Agencies.

GVHA takes conflict of interest very seriously.

Composition

The board consists of up to 13 directors - nine nominated by Member Agencies and four independent community directors, all appointed by the board.

GVHA's eight member agencies are as follows:

• Capital Regional District	• Songhees Nation	• Esquimalt Nation
• Victoria/Esquimalt Harbour Society (2 nominees)	• City of Victoria	• Greater Victoria Chamber of Commerce
	• Tourism Victoria	• Township of Esquimalt

Director Qualities, Skills & Appointments

The Board aims to recruit qualified directors who demonstrate:

August 2014

- Analytical, independent thinking and sound business judgment
- Active participation and strong interpersonal skills
- Previous board and leadership experience with an organization of similar size and complexity
- Outstanding personal conduct and a deep commitment to GVHA's vision

Additional professional competencies are considered by the Governance and Nominating Committee (committee) in order to maintain a high performing, well-balanced board that meets the needs of the Member Agencies and community stakeholders and to fill vacancies as they arise in the normal course of board business.

In addition, the Board maintains a comprehensive skills and experience matrix that sets out the overall needs of an ideal board to govern GVHA. The matrix is reviewed annually by the Committee and approved by the Board as a whole. It is used as a tool for recruiting director candidates from the community and for informing member agencies of the Board's specific needs when nominating candidates to fill vacant board positions.

When vacancies arise, qualified director nominees are evaluated by the Committee before being approved by the Board as a whole.

Terms

Directors serve for a three-year term (renewable twice up to a maximum of nine consecutive years service) with approximately one-third of the terms expiring at the end of each calendar year.

The purpose of staggered terms is to allow for an orderly transition of directors' terms and continuity within the Board.

Meetings

The Board has four regularly scheduled quarterly meetings that begin with a public meeting in the evening followed by an in-camera meeting for most of the next day. The Board also meets once a year for an all-day strategic planning session.

Additional special Board meetings (usually one or two per year) may be called at the discretion of the Chair.

Directors are expected to attend all official meetings. It is reasonable to expect that the total time for board and committee meetings, preparation for meetings and attendance at GVHA-related functions will average approximately 20 hours per month.

Compensation

Directors are paid in accordance with GVHA's policy on director compensation and pursuant to a special resolution approved by the Member Agencies. Directors receive both an annual retainer and a meeting fee. Supplementary annual retainers are paid to committee chairs and to the Board chair.

Committees

The Board has five standing committees supporting the work of effective governance of GVHA. Each committee consists of up to five directors and is supported by management resources that are

August 2014

responsible for the committee's area of oversight. Committees meet on a regular basis (usually four to six times per year) and provide advice and guidance to the President & CEO as well as reporting on the results of their work to the Board. In addition, the Board may from time to time establish task forces to assist it in a particular area of work or oversight. Directors usually serve on up to two committees. The committees' roles are summarized as follows:

Audit and Finance Committee: monitors all aspects of the financial management of GVHA's activities, including its annual operating and capital expenditure plans, internal and external financial reporting, investment activities, and internal controls.

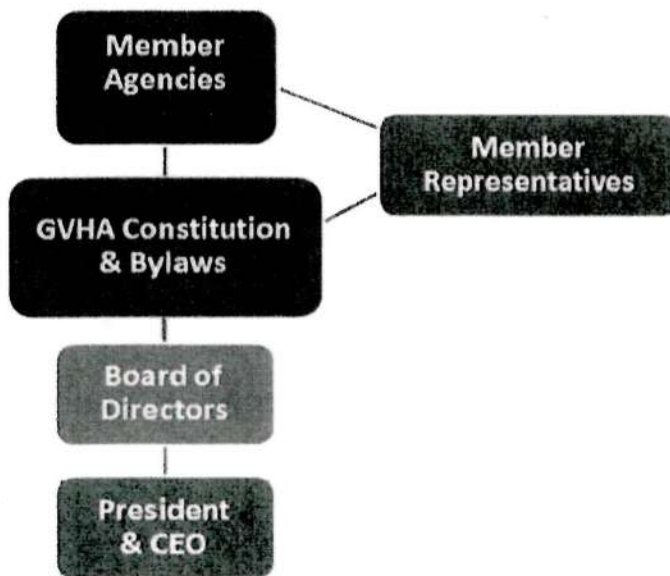
First Nations Economic Development Committee: seeks to identify and improve capacity-building opportunities for GVHA's First Nations partners within the harbour and GVHA facilities.

Governance and Nominations Committee: focuses on the performance of the Board of Directors and guides the Board's composition by identifying the skills and experience required amongst its directors to meet the governance needs of the business.

Human Resources Committee: oversees GVHA's human resources policies, executive compensation and succession, and leads the performance review of the CEO.

Strategic Risk & Oversight Committee: supports management's development of GVHA's strategy and the potential impact on enterprise-wide risks.

GVHA Accountability Framework



August 2014

Annual Presentation to City of Victoria

FEBRUARY 26, 2015

RESPECTING THE TRADITIONAL TERRITORIES

Songhees Nation



Esquimalt Nation



AGENDA

BOARD CHAIR REPORT

- Governance & Accountability
- Strategic Reset
- Status of CEO Search

CEO REPORT

- Steamship Terminal – Maritime Museum
- 2015 Cruise Season
- Ogden Point Masterplan
- David Foster Way



MEMBER AGENCY REPRESENTATIVES

MEMBER AGENCY	REPRESENTATIVE
CITY OF VICTORIA	Margaret Lucas
CRD CAPITAL REGIONAL DISTRICT	David Screech
ESQUIMALT NATION	Janice Rose
GREATER VICTORIA CHAMBER OF COMMERCE	Frank Bourree
SONGHEES NATION	Chief Ron Sam
TOURISM VICTORIA	Suzanne Gatrell
TOWNSHIP OF ESQUIMALT	Meagan Brame
VICTORIA ESQUIMALT HARBOUR SOCIETY	Hannah Horn

2015 BOARD OF DIRECTORS

Nominating Entity	Director	Term	Term Ends Dec 31st	First Appointed
GVHA #1 - Independent	D Crowder	3 yr	2015	2012/01/13
GVHA #2 - Independent	B Wellburn	3 yr	2015	2012/06/01
Songhees Nation	C Clarke	3 yr	2015	2012/11/23
City of Victoria	B Isitt	1 yr	2015	2015/01/19
Esquimalt Nation	Chief Thomas	No expiry		2002/02/08
Vic Esq Harbour Society #2	P Hartman	3 yr	2016	2013/02/15
Tourism Victoria	D Cowen	3 yr	2016	2010/01/01
Chamber of Commerce	D Marshall	3 yr	2016	2013/02/15
Capital Regional District	N Jensen	3 yr	2017	2015/01/19
GVHA #3 – Independent	G Tweddell	3 yr	2017	2015/01/19
GVHA #4 – Independent	S McMichael	3 yr	2017	2015/01/19
Township of Esquimalt	D Schinbein	3 yr	2017	2015/01/19
Vic Esq Harbour Society #1	N Banks	3 yr	2017	2015/01/19

ROLES & RESPONSIBILITIES

MA Representative

- Appointed by each MA to act in its interest
- Invited to attend quarterly public Board meetings
- Attends and votes at General Meetings
- ***Acts as directed by their MA (unless not directed), however, always in MA's best interests***
- Reports back to their MA

MA Nominated Director

- Each MA nominates and Board appoints
- ***Director acts in best interests of GVHA at all times***
- Brings forward MA's perspective to GVHA as information
- Brings forward GVHA's perspective to MA as information
- Not a shared advocate for MA to GVHA or for GVHA to MA
- Accountable to all MA's

STRATEGIC RESET

Current strategic priorities

- First Nations Partnership
- Harbour Divestiture
- Harbour Planning
- Terminal Optimization

Future strategic goals (draft)

- Shared vision for the development of the harbour
- Effective governance and accountability
- Economic and social benefits
- Responsible operational and environmental management
- Financial self-sufficiency and responsible stewardship of GVHA properties
- Effective stakeholder relationships
- Employer of choice

STATUS OF CEO SEARCH

- CEO Search Task Force
- Anticipated start date April
- Transition Task Force continues to support Interim CEO

STEAMSHIP TERMINAL – MARITIME MUSEUM OPTION

- GVHA has head leases with the Province for Steamship Terminal and waterlot
- Option-to-lease signed with Province of BC for level one of the Steamship Terminal - expires February 28, 2015 (can be extended)
- Negotiations with Province on agreement to lease in progress

CRUISE SEASON 2015

- 229 Cruise Ship Calls (2012 record: 224)
- 513k passengers (2012 record: 504k)
- First call: April 22
- Last call: November 9
- Calls per week: 9 - 10
- Average port stay: 7 hrs
- 17% increase in daytime calls
- Passenger & crew spending: \$32 Million
- 880 direct and indirect jobs

CRUISE SEASON 2015 – EMISSIONS CONTROL AREA (ECA)

- January 2015: New ECA Regulations requiring 0.1% sulphur fuel
- For ships with short-term exemptions, GVHA is requesting voluntary switch to low sulphur fuel at or before Brothie Ledge

CRUISE SEASON 2015 – GROUND TRANSPORTATION

2015 initiatives

- Alternate routing being considered to reduce impact through community
- Additional walking signage and update to destination map

Long-term strategy (2016+)

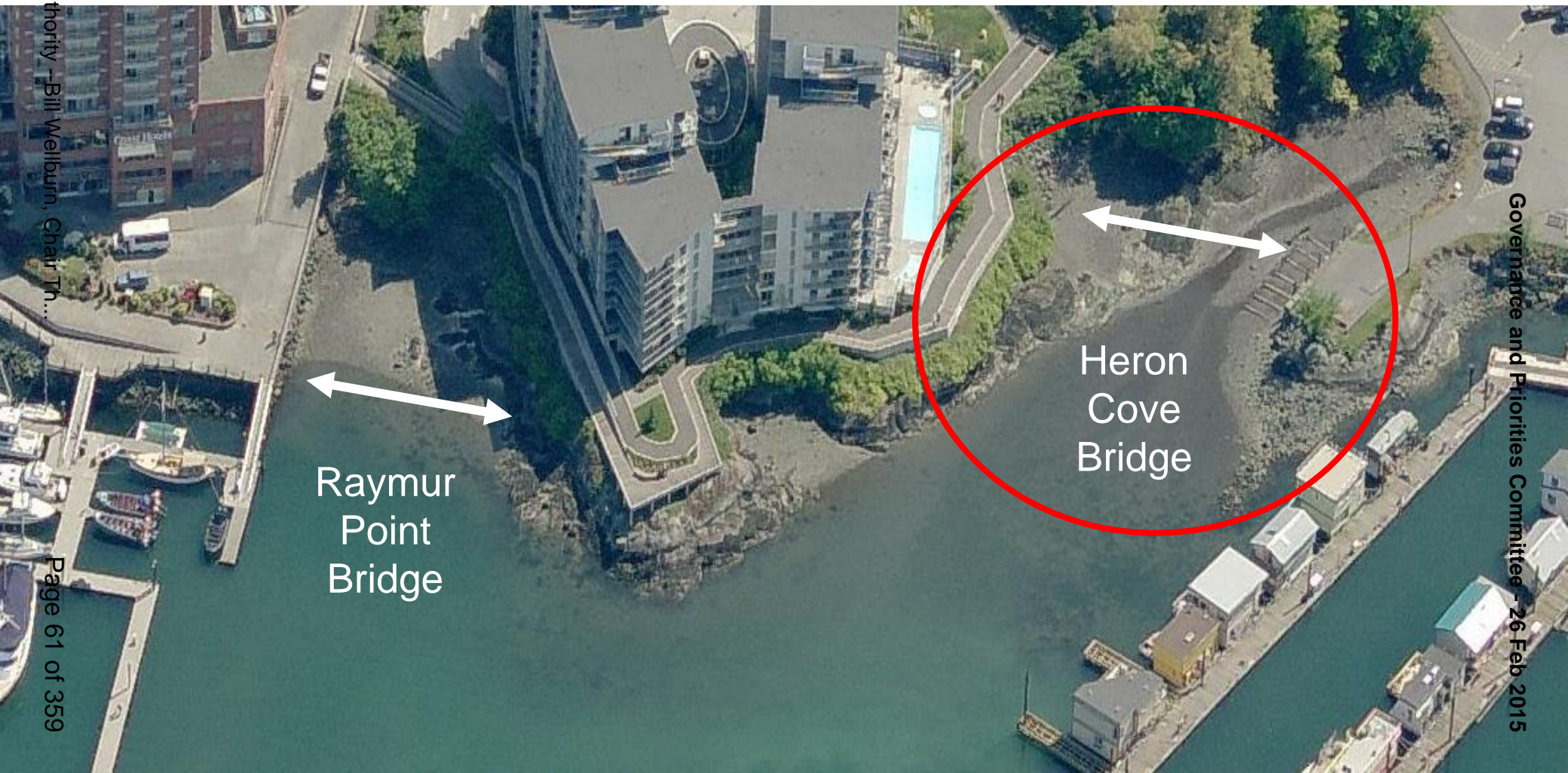
- Principles: Reduce volume, noise & emissions
- Collaborative and innovative solutions with industry and neighbours
- Encourage new investment to improve buses in service

OGDEN POINT MASTER PLAN

- Two year MOU extension to December 2016 requested
- Phase 1 and 2 have been completed:
 - Phase 1 – Technical and Feasibility Study
 - Phase 2 – Market Assessment
- GVHA has retained Stantec Consulting to:
 - Support Phase 3 completion of a Functional and Facilities Plan
 - Prepare Ogden Point Master Plan Engagement Plan
- Preliminary Ogden Point Master Plan Engagement Strategy to be submitted February 26 as part of the City's MOU extension consideration March 16

DAVID FOSTER WAY PATHWAY

GVHA fully supports phased approach to completion.



QUESTIONS & DISCUSSION

TIME FOR ACTION:

“The future is downtown; all signs are pointing in that direction. Our downtown has a jewel, that jewel is the harbour. Together, we can create the conditions to make sure that jewel can truly sparkle.”

Mayor Helps
Presentation to GVHA Board of Directors
February 19, 2015



Governance and Priorities Committee Report

For the Meeting of February 26, 2015

To: Governance and Priorities Committee **Date:** February 22, 2015

From: Katie Hamilton, Director of Citizen Engagement and Strategic Planning
Jason Johnson, City Manager

Subject: Draft City of Victoria Strategic Plan 2015-2018

Purpose:

The purpose of this report is to present the draft City of Victoria 2015-2018 Strategic Plan to City Council for consideration. Upon preliminary approval of the draft strategic plan, public input on the plan will be solicited, coordinated with public engagement on the financial plan.

Background:

On Thursday, February 5, 2015, City Council directed staff to review on a priority basis, the actions and outcomes developed by City Council and report back before February 26, 2015. Staff were asked to consider innovative ways to implement Council's direction, outline resourcing considerations and provide estimates, where possible, to outline how the plan could be delivered within the four-year Council term. Staff were directed to set aside other projects and to make Council's strategic plan items the priority in assigning workload and resources.

The deliverables in the City's proposed Financial Plan and existing resources have been considered, and where funds or expertise are required to expedite deliverables, they have been indicated. Upon staff review, it is felt that the majority of proposed actions and outcomes are achievable within Council's allocated resources and current work plans, and sequencing of several actions have been moved up in the proposed draft. Should Council wish to proceed with all initiatives within the strategic plan and the proposed financial plan, additional resources will be required, and have been estimated, where possible.

Council has indicated an interest in advancing several new parks, transportation and land-use planning initiatives early in the term. To facilitate achieving all of the outlined outcomes by 2018, priority emphasis on initiating a parks master planning process in 2015 is recommended. This will enable the City to complete necessary public engagement and planning early in the term, closely followed by design and construction. Accelerating the design of priority projects to improve the cycling network can also be completed with additional design resources in 2015. Upon completion of the Burnside-Gorge Local Area Plan in 2016, three additional Urban Village and associated transportation corridor plans can be completed by 2018, with no additional resources.

A high degree of interdisciplinary coordination and public engagement are required to deliver the specific actions and meet the ambitious goals outlined within the draft plan. As a result, the creation of an interdisciplinary project team is proposed to support collaborative, holistic planning and public engagement. This proposes additional resources with planning expertise, project management support and engagement capacity for meeting all strategic objectives, while also completing deliverables outlined within the draft Financial Plan. This interdisciplinary model builds upon recent success where less traditional project management approaches have created capacity and yielded positive and intended results. Improvements to parking services, the bicycle master plan process and the new stormwater utility, are recent examples of this.

Once the Strategic Plan and Financial Plan are approved, detailed operational plans will be developed to capture the strategic plan and financial plan deliverables. Quarterly reviews will be scheduled to report on progress being made. An annual review of the Strategic Plan will also be planned to provide Council opportunity to assess and evaluate the actions and outcomes for the coming year.

Appendix A provides a framework outlining the original information provided by Council, the proposed strategic plan, and the resources and considerations related to each objective.

Financial Resources:

Each objective has been reviewed and where resources will, or may, be required, it has been indicated.

OBJECTIVE #1: Innovate and Lead

Interdisciplinary three-staff person project team for three years at \$300,000/year.

OBJECTIVE #2: Engage and Empower the Community

N/A

OBJECTIVE #3: Strive for Excellence in Planning and Land Use

Upon completion of the Burnside Gorge Local Area Plan, three additional urban villages and associated transportation corridors can be completed by the end of 2018, within existing resources.

Capital dollars for implementation of Douglas/Blanshard Corridor to be identified, informed by consultation process.

OBJECTIVE #4: Build the Financial Capacity of the Organization

A business case and financial resources are needed to support property acquisitions/real estate management office.

OBJECTIVE #5: Create Prosperity Through Economic Development

The draft financial plan includes on-going funding of \$250,000 per year for economic development function

OBJECTIVE #6: Make Victoria More Affordable

Housing Trust Fund can be increased within annual operating budget. The 2015 Financial Plan includes a \$250,000 contribution.

Additional expertise may be required to support Municipal Housing Strategy, dependent on Council's desired deliverables.

OBJECTIVE #7: Facilitate Social Inclusion and Community Wellness

Staff resourcing for supervised consumption services to be determined based on outcome of 2015 collaboration.

Capital funding required in future years for improvements to Crystal Pool.

Grant funding may be required for Vic High project in 2016.

Increased funding for housing trust fund may be required for increasing supportive housing units.

OBJECTIVE #8: Enhance and Steward Public Spaces, Green Spaces and Food Systems

Advancing the Parks Master Plan requires additional design consulting, and capital costs in future years. Estimated design costs for Parks Master Plan \$250,000. (Design of two special places, off leash area, Victoria West Park)

Estimated capital cost for fenced dog park in 2016: \$35,000. Could be introduced within Victoria West improvements. Victoria West has high concentration of dogs. Could also be considered in another area. Estimate based on an approximate area of Dog Park that can be constructed and fenced, with dog park obstacles/amenities. Approximately 0.7 acres, in a flat area.

Estimated capital cost for Begbie Green improvements: \$100-150k, depending on scope.

Harbour Pathway special places may be candidates for Gas Tax funding.

OBJECTIVE #9: Complete a Multi-Modal and Active Transportation Network

To expedite the design of projects outlined in the cycling network in 2015, civil design consulting services of \$500,000 are needed. (Estimate is based on 10% of capital costs of \$5 million in approved cycling network.)

Cycling projects are candidates for gas tax funding (design and construction).

OBJECTIVE #10: Nurture Our Arts, Culture and Learning Capital

Arts and Culture Master Plan requires consulting funds. TBD for 2016 Financial Plan.

Central Library requires capital funding. Currently not contemplated in Financial Plan.

OBJECTIVE #11: Steward Water Systems and Waste Streams Responsibly

Costs for planning for sewage treatment are currently funded from Sanitary Sewer Utility planning budget.

OBJECTIVE #12: Plan for Emergencies Including Climate Change Short and Long-Term

Seismic analysis is included in proposed 2015 Financial Plan.

Capital funding for fire station to be identified for 2016, informed by facilities assessment.

OBJECTIVE #13: Demonstrate Regional Leadership

N/A

Appendix:

Draft City of Victoria Strategic Planning Framework

Recommendation:

- 1.) That Council approve the strategic plan in principle and direct staff to engage the public on the proposed draft City of Victoria 2015-2018 Strategic Plan and report back with results on April 9, 2015, timed with the financial planning process.

Respectfully submitted




Katie Hamilton
Director of Citizen Engagement and Strategic Planning

Jason Johnson
City Manager

Report accepted and recommended by the City Manager:

Date:


Feb. 25/15

APPENDIX A:

**Draft City of Victoria
Strategic Plan Framework
2015 - 2018**

February 26, 2015

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GOAL STATEMENT

Victoria is a leading edge capital city that embraces the future and builds on the past, where human needs and the environment are priorities, where the community feels valued, heard and understood and where City Hall is trusted. Victoria is a city that is livable, affordable, prosperous and vibrant, where we all work in partnership to support opportunities and get things done.

COUNCIL’S PRINCIPLES FOR STRATEGIC PLANNING

In the planning process we are committed to:

- Start with an open heart and an open mind
- Be honest, frank and respectful in our discussions
- Participate with active listening and respectful challenging
- Keeping a sense of humour
- Believing in the process and the outcome
- Allowing for differences
- Strong facilitation
- Learning from the past
- Making the process visible
- Making sure that we’re starting with a blank slate but also with transparency around priorities
- Engaging the public

In the plan we are committed to:

- Creating a clear plan with agreed on purpose
- Making sure our stated values are clear
- Identifying specific proposals that the public can react to - make defining statements
- Including timelines, measurable, and budgets for all items
- Making the plan accessible

In implementation we are committed to:

- Doing what we say
- Scheduling check in updates on strategic plan execution with Council
- Creating mechanisms for emerging issues
- Aligning our governance structure with our priorities

THE STRATEGIC PLAN IS A LIVING DOCUMENT

Monitoring of the Strategic Plan:

The development of the City of Victoria 2015-2018 Strategic Plan and the process to support its performance has been considered in alignment with the Financial Plan and existing work plans.

Alignment of staff resourcing will occur to deliver on the outcomes and timelines set out. Upon approval of the new Strategic Plan, a new Operational Plan will be introduced outlining all deliverables in the Strategic Plan and the Financial Plan. In addition, metrics to indicate progress towards overall objectives will be developed.

Annual Review:

A strategic planning workshop will be scheduled annually to review the Strategic Plan objectives and review current pressures, conditions and emerging issues. This is an opportunity for Council to adjust actions or outcomes based on new information or issues. Emerging issues can be evaluated against the strategic objectives, and if given higher priority, Council can add to the plan and remove lesser priority items.

The annual review will focus strategic decision-making, address emerging issues, as well as inform budget preparation and annual reporting.

Quarterly Review:

Progress towards completing actions will be completed quarterly with the Governance and Priorities Committee. This is an opportunity for Council and staff to discuss progress being made and indicate opportunities and challenges that may impact achieving the planned outcomes.

Emergencies and Opportunities:

Should there be an emergency issue or opportunity that presents within the year that would impact the delivery of other strategic initiatives, Council through motion can support the addition of a higher priority initiative once Council has received a report on the impact to the approved Strategic Plan.

INTERDISCIPLINARY PROJECT TEAM

A high degree of interdisciplinary coordination and public engagement are required to deliver the specific actions and meet the goals outlined within the plan. As a result, the creation of an interdisciplinary project team is proposed to support collaborative, holistic planning and public engagement.

This proposes additional resources with planning expertise, project management support and engagement capacity for meeting strategic objectives, while also completing deliverables outlined within the draft financial plan. This interdisciplinary model builds upon recent success where less traditional project management approaches have created capacity and yielded positive and intended results. Improvements to parking services, the bicycle master plan process and the new stormwater utility, are recent examples of this.

Placing emphasis on holistic planning and greater community involvement, the team would report within the Citizen Engagement and Strategic Planning Department, leading key initiatives with support from the respective departments. The main focus would be leading the parks, transportation, and urban villages planning initiatives within the timelines set out. This will provide greater capacity for inter-departmental coordination, placemaking, and citizen-led initiatives.

It will coordinate with the new neighbourhoods model being introduced to collaborate with neighbourhood/community associations and organizations earlier in project planning, in particular on parks, transportation, and placemaking projects.

It is proposed on a three-year term basis to add capacity for new projects and expedite progress on planned projects. It will provide opportunity for the City to measure its effectiveness to deliver civic projects in a new way.

Budget:

\$300,000/annually for three years



2015 – 2018 Strategic Plan Framework

COUNCIL ORIGINAL	STAFF PROPOSED PLAN	ESTIMATED RESOURCES	CONSIDERATIONS
OBJECTIVE #1: Innovate and Lead			
2015 ACTION: Be bold.	2015 ACTIONS: Create an interdisciplinary project team to support collaborative, holistic planning and public engagement. This approach introduces new expertise, project management support and capacity for meeting strategic objectives and delivering within Financial Plan. Introduce focused advisory committees and task forces to build capacity and include public input within projects. Conclude previous broad topical advisory committees. 2015-2018 OUTCOMES: Council's governance structure reflects its strategic objectives. Staff is organized into cross-departmental project teams with strong project management capacity.	Interdisciplinary three-staff person project team for three years at \$300,000/year.	Proposed creation of interdisciplinary team unit be established to support collaborative, holistic planning and public engagement. This introduces new expertise, project management support and capacity for meeting strategic objectives, and delivering within Financial Plan. Deliver on what we have committed to, within timelines committed to. Demonstrate leadership. Introduce pilot projects and innovative methods.

COUNCIL ORIGINAL	STAFF PROPOSED PLAN	ESTIMATED RESOURCES	CONSIDERATIONS
OBJECTIVE #2: Engage and Empower the Community			
<p>2015 ACTION: Create Councillor liaison position/role to reach out and work with Esquimalt and Songhees Nations.</p> <p>2015 OUTCOME: Improve relationship with nearby First Nations. (Ongoing)</p> <hr/> <p>2015 ACTION: Make open government actions routine – require automatic posting of reports, etc. (Create and implement a plan and timeline for open government enhancements.)</p> <p>2018 OUTCOME: Transparent government.</p> <hr/> <p>2015 ACTION: Identify dedicated staff to work with CAs (community associations) to inform, collaborate, educate CA Boards and staff on City processes, expectations and opportunities.</p> <p>2015 ACTION: Create “great neighbourhoods initiative” based on Edmonton’s model; amend to fit our local circumstances.</p> <p>2016 OUTCOME: Build capacity of neighbourhood/community associations. (Ongoing)</p> <p>2016 OUTCOME: Empowered neighbourhood residents, place makers and others to lead and implement projects.</p> <hr/>	<p>2015 ACTIONS: Create Councillor Liaison position/role to reach out and work with Esquimalt and Songhees Nations.</p> <p>Identify dedicated staff to work with community/neighbourhood associations to inform, collaborate, and educate community association/neighbourhood boards and staff on City processes, expectations and opportunities.</p> <p>Make open government actions routine – require automatic posting of reports, etc. (Create and implement a plan and timeline for open government enhancements.)</p> <p>Create “great neighbourhoods initiative” based on Edmonton’s model; amend to fit our local circumstances.</p> <p>Utilize online tools, established youth networks and learn from other cities to improve the City’s youth engagement.</p> <p>Work with community to design participatory budgeting opportunities. Be engaged in a meaningful two-way conversation with the public.</p> <p>2015 OUTCOME: Improved relationship with nearby First Nations. (Ongoing)</p> <p>2016 OUTCOMES: Build capacity of neighbourhood/community associations. (Ongoing)</p> <p>Empowered neighbourhood residents, place makers and others to lead and implement projects.</p>		<p>First Nations culture requires high direct involvement of Mayor to Chief.</p> <p>Neighbourhoods unit to be created in spring 2015. Neighbourhood engagement to be initiated soon after.</p> <p>Explore open data portal options.</p> <p>Identify new datasets and real-time updating.</p> <p>Align Youth Council with Citizen Engagement Department and develop Youth Engagement strategy together.</p> <p>Establish engagement metrics to measure increased engagement.</p> <p>Design of participatory budgeting will begin in 2015, with implementation in 2016.</p>

COUNCIL ORIGINAL	STAFF PROPOSED PLAN	ESTIMATED RESOURCES	CONSIDERATIONS
<p>2015 ACTION: Utilize online tools, established youth networks and learn from other cities to improve the City’s youth engagement.</p> <p>2017 OUTCOME: More youth are engaged in city programs, civic issues, and the broader community. (Ongoing)</p> <hr/> <p>2016 ACTION: Participatory budgeting. Be engaged in a meaningful two-way conversation with the public.</p> <p>2018 OUTCOME: Rebuilt trust with the public in terms of meaningful public engagement.</p>	<p>2017 OUTCOME: More youth are engaged in City programs, civic issues, and the broader community. (Ongoing)</p> <p>2018 OUTCOMES: Transparent government. Rebuilt trust with the public in terms of meaningful public engagement. Regional leader in Open Government.</p>		

COUNCIL ORIGINAL	STAFF PROPOSED PLAN	ESTIMATED RESOURCES	CONSIDERATIONS
OBJECTIVE #3: Strive for Excellence in Planning and Land Use			
<p>2015 ACTION: Hire the best City planner in Canada to lead our Planning Department.</p> <p>2018 OUTCOME: Enliven public space. Make Victoria a people-centered place.</p> <hr/> <p>2015 ACTION: Identify as a staff priority in Planning Department: Local Area Planning focused on urban villages and transportation corridors.</p> <p>2016 OUTCOME: Local Area Planning focused on urban villages and transportation corridors.</p> <p>2016 OUTCOME: Create a Development Permit/Heritage Conservation Area on Dallas Road between Cook Street and Clover Point.</p> <hr/> <p>2015 ACTION: Identify as a staff priority: Work through planning process to deliver acceptable form and density for proponent and community.</p> <p>2016 ACTION: Work through planning process to deliver acceptable form and density for proponent and community.</p> <p>2016 OUTCOME: South Block is through Phase 1.</p> <p>2015 ACTION: Establish predictable flat fee per square metre fee for bonus density.</p>	<p>2015 ACTIONS: Hire the best City planner in Canada to lead our Planning Department.</p> <p>Identify as staff priority in Planning Department: Local Area Planning focused on urban villages and transportation corridors.</p> <p>Identify as a staff priority: Work through planning process to deliver acceptable form and density for proponent and community.</p> <p>Establish predictable flat fee per square metre fee for bonus density.</p> <p>Make a decision with regard to whether we are going to delegate more decision-making authority to staff.</p> <p>Empower the City Manager to make/lead the changes required to streamline our processes at City Hall.</p> <p>Increase emphasis on placemaking in our planning. Include active transportation impacts listed in all planning and land use reports.</p> <p>2016 ACTIONS: Work through planning process to deliver acceptable form and density for South Block proponent and community.</p> <p>Complete the Douglas/Blanshard Corridor Master Plan and allocate funds in Financial Plan for quality-of-life infrastructure.</p>	<p>Upon completion of the Burnside Gorge Local Area Plan, three additional urban villages and associated transportation corridors can be completed by the end of 2018, within existing resources.</p> <p>Capital dollars for implementation of Douglas/Blanshard Corridor to be identified, informed by consultation process.</p>	<p>Recruitment for Director of Sustainable Planning and Community Development underway. Interviews in March.</p> <p>Placemaking training to be introduced for all areas to instill into project planning and design.</p>

COUNCIL ORIGINAL	STAFF PROPOSED PLAN	ESTIMATED RESOURCES	CONSIDERATIONS
<p>2016 OUTCOME: Streamline land use policies.</p> <hr/> <p>2015 ACTION: Make a decision with regard to whether we are going to delegate more decision-making authority to staff.</p> <p>2015 ACTION: Empower the City Manager to make/lead the changes required to streamline our processes at City Hall.</p> <p>2016 OUTCOME: Reduced processing time for all types of applications from building permit to rezoning</p> <hr/> <p>2015 ACTION: Increased emphasis on place making in our planning, including active transportation impacts listed in all planning and land use reports.</p> <p>2018 OUTCOME: Enliven public space. Make Victoria a people-centered place.</p> <hr/> <p>2016 ACTION: Complete the Douglas/Blanshard Corridor Master Plan and allocate funds in Financial Plan for quality-of-life infrastructure.</p> <p>2016 OUTCOME: Housing, employment and economic boom in Douglas/Blanshard Corridor through implementation of Master Plan, with substantial new low-cost units, mixed use, and quality-of-life infrastructure.</p>	<p>Commence three new urban village centre plans upon completion of Burnside-Gorge/Douglas Street Corridor Plan</p> <p>2016 OUTCOMES: Reduced processing time for all types of applications from building permit to rezoning.</p> <ul style="list-style-type: none">• South Block is through Phase 1.• Streamlined land use policies.• Local Area Planning focused on urban villages and transportation corridors. <p>Create a Development Permit/Heritage Conservation Area on Dallas Road between Cook Street and Clover Point.</p> <p>2018 OUTCOMES: Housing, employment and economic boom in Douglas/Blanshard Corridor through implementation of Master Plan, with substantial new low-cost units, mixed use, and quality-of-life infrastructure.</p> <p>Enlivened public space. Victoria is a people-centered place.</p>		<p>2018 is a realistic timeline for City to see tangible outcomes in Douglas/Blanshard Corridor after development of new plan.</p>

COUNCIL ORIGINAL	STAFF PROPOSED PLAN	ESTIMATED RESOURCES	CONSIDERATIONS
OBJECTIVE #4: Build the Financial Capacity of the Organization			
<p>2015 ACTION: Complete and implement Municipal Property Acquisition and Management Strategy.</p> <p>2015 ACTION: Create an integrated facilities and real estate arm at City Hall or in Economic Development Office staffed by people who understand business and the market.</p> <p>2015 OUTCOME: Substantially more revenue and strategic influence for City with implementation of Municipal Property Acquisition and Management Strategy.</p> <hr/> <p>2015 ACTION: Complete a full long-term infrastructure and facilities assessment. Move forward with Real Estate Management Plan including property acquisition and divestment.</p> <p>2018 OUTCOME: Maximized and where possible (e.g. School Districts and City lands) consolidated City-owned assets and put these to best and highest use including market rate commercial leases.</p> <p>2018 OUTCOME: Full catalogue and list of long-term investment costs/profits for infrastructure and facilities. Increased revenue from property.</p>	<p>2015 ACTIONS: Create an integrated facilities and real estate arm at City Hall or in Economic Development Office staffed by people who understand business and the market.</p> <p>Complete and implement Municipal Property Acquisition and Management Strategy.</p> <p>Complete a full long-term infrastructure and facilities assessment.</p> <p>2015 OUTCOMES: A business case for a property acquisitions/real estate management office.</p> <p>More revenue and strategic influence for City with implementation of Municipal Property Acquisition and Management Strategy.</p> <p>2018 OUTCOMES: Maximized and where possible (e.g. School Districts and City lands) consolidated City-owned assets, put to best and highest use including market rate commercial leases.</p> <p>Full catalogue and list of long-term investment costs/profits for infrastructure and facilities. Increased revenue from property.</p>	<p>A business case and financial resources are needed to support property acquisitions/real estate management office.</p>	

COUNCIL ORIGINAL	STAFF PROPOSED PLAN	ESTIMATED RESOURCES	CONSIDERATIONS
OBJECTIVE #5: Create Prosperity Through Economic Development			
<p>2015 ACTION: Create an Economic Development Task Force (Mayor-led, few staff resources), to advise on the set up of an Economic Development Office in the City of Victoria that will contribute to the economic viability of the region. Will need a business plan to show viability</p> <p>2015 ACTION: Gather a diverse group of people (15) to form an Economic Development Task Force.</p> <p>2015 ACTION: Task Force created with actions for downtown business attraction and retention.</p> <p>2015 ACTION: Develop a Municipal Incomes Strategy.</p> <p>2015/2016 OUTCOME: Set up of Economic Development Office, some such body to do economic development.</p> <p>2016 OUTCOME: Downtown will be the hub of both large and small business.</p> <p>2016 OUTCOME: Reduced retail and commercial vacancies downtown.</p> <p>2016 OUTCOME: Strengthen our relationship with the Provincial and Federal governments.</p> <p>2016 OUTCOME: Improve health, consumer purchasing power, and</p>	<p>2015 ACTIONS: Create an Economic Development Task Force led by the Mayor, of up to 15 diverse individuals, to advise on the set up of an Economic Development Office in the City of Victoria that supports economic development and contributes to the economic viability of the Region.</p> <p>2016 ACTIONS: Create and implement a plan to revitalize and brand Douglas Street as our “Main Street”.</p> <p>Develop a Municipal Incomes Strategy.</p> <p>Invite Twin City delegations for 2017 “Canada 150” events.</p> <p>2015 OUTCOME: Economic Development Office is set up.</p> <p>2016 OUTCOMES: Downtown is the hub of both large and small business.</p> <p>Reduced retail and commercial vacancies downtown.</p> <p>Improved health, consumer purchasing power, and social solidarity with implementation of Municipal Incomes Strategy.</p> <p>Victoria’s two largest private sector industries – tech and tourism – have grown.</p> <p>2017 OUTCOMES: Downtown is vibrant and is a draw for residents and visitors alike.</p>	<p>The draft financial plan includes on-going funding of \$250,000 per year for economic development function</p>	<p>Discussions about branding of Douglas Street as main street can be initiated within Wayfinding program, for further advancement in 2016.</p> <p>Municipal Incomes Strategy to be informed by economic development function, proposed for 2016.</p>

COUNCIL ORIGINAL	STAFF PROPOSED PLAN	ESTIMATED RESOURCES	CONSIDERATIONS
<p>social solidarity with implementation of Municipal Incomes Strategy.</p> <p>2016 OUTCOME: Work closely with our two largest economic drivers: 1) Tech sector and 2) Tourism.</p> <p>2018 OUTCOME: Victoria is the heart of commerce and business in the Region.</p> <p>2018 OUTCOME: Taxpayers and businesses perceive tax levels fair and reasonable.</p> <p>2018 OUTCOME: Increased median income from \$28,000 to something more livable.</p> <hr/> <p>2016 ACTION: Invite Sister City delegations for 2017 “Canada 150” events.</p> <p>2017 OUTCOME: Victoria will have hosted delegations from each of our Sister City partners.</p> <hr/> <p>2016 ACTION: Create and implement a plan to revitalize and brand Douglas Street as our “Main Street”.</p> <p>2017 OUTCOME: Downtown vibrancy – a draw for visitors and residents alike.</p>	<p>Victoria has hosted delegations from each of our Twin City partners.</p> <p>2018 OUTCOMES: Victoria is the heart of commerce and business in the Region.</p> <p>Taxpayers and businesses perceive tax levels fair and reasonable.</p> <p>Increase household median income from \$45,827 to something more livable.</p>		<p>Household median income is \$45,827, not \$28,000 as previously noted. Updated.</p>

COUNCIL ORIGINAL	STAFF PROPOSED PLAN	ESTIMATED RESOURCES	CONSIDERATIONS
OBJECTIVE #6: Make Victoria More Affordable			
<p>2015 ACTION: Increase City contribution to Affordable Housing Trust Funds. Lobby other cities to do the same.</p> <p>2018 OUTCOME: Create more affordable housing.</p> <hr/> <p>2015 ACTION: Complete Municipal Housing Strategy, include income mixed zoning.</p> <p>2015 ACTION: Form an Affordable Housing Task Force to research, analyze and implement innovative housing policy solutions. Looking at zoning, bylaws, and specifically at inclusionary zoning.</p> <p>2015 ACTION: Work with developers, BC Housing, and private sector landlords. Think and act outside the box. Be willing to pilot new ideas, e.g. Inclusive zoning, tax exemption.</p> <p>2016 OUTCOME: Substantial increase in construction of new low-cost housing units with implementation of income-mixed zoning.</p> <p>2017/2018 OUTCOME: Increased the range of affordable housing not only for those in need of supports but also for working people.</p> <p>2018 OUTCOME: Increased affordable housing stock, specifically rental.</p>	<p>2015 ACTIONS: Increase City contribution to Affordable Housing Trust Funds. Lobby other cities to do the same.</p> <p>Initiate Municipal Housing Strategy; include income mixed zoning.</p> <p>Form an Affordable Housing Task Force to research, analyze and implement innovative housing policy solutions. Look at zoning, bylaws and specifically at inclusionary zoning.</p> <p>Work with developers, BC Housing, and private sector landlords. Think and act outside the box. Be willing to pilot new ideas, e.g. inclusive zoning, tax exemption.</p> <p>Limit annual property tax increases to maximum of rate of inflation plus 1%.</p> <p>Drive more garden suites and secondary suites through an incentive program.</p> <p>Consider re-instituting incentives for suites.</p> <p>2016 ACTIONS: Continue to push for a National Housing Strategy.</p> <p>Consider a CRD Housing Levy.</p> <p>2016 OUTCOMES: Substantial increase in construction of new low-cost housing units with implementation of income-mixed zoning.</p> <p>Complete Municipal Housing Strategy; include income mixed zoning.</p>	<p>Housing Trust Fund can be increased within annual operating budget. The 2015 Financial Plan includes a \$250,000 contribution.</p> <p>Additional expertise may be required to support Municipal Housing Strategy, dependent on Council's desired deliverables.</p>	<p>Propose Council workshop on affordable housing, including Municipal Housing Strategy.</p> <p>Staff to explore City's authority to create income mixed zoning.</p> <p>250 new garden suites may be ambitious. New target to be established, informed by Council workshop. The Zoning Bylaw Review can be a mechanism for considering this.</p> <p>Incentive program for suites can be looked at in 2015, 2016.</p>

COUNCIL ORIGINAL	STAFF PROPOSED PLAN	ESTIMATED RESOURCES	CONSIDERATIONS
<p>2018 OUTCOME: 250 new garden suites are in process.</p> <hr/> <p>2015 ACTION: Limit annual property tax increases to maximum of rate of inflation plus 1%.</p> <p>2018 OUTCOME: Increase affordability and fairness.</p> <hr/> <p>2016 ACTION: Drive more garden suites and secondary suites through an incentive program.</p> <p>2016 ACTION: Look to re-instituting incentives for suites.</p> <p>2018 OUTCOME: 250 new garden suites are in process.</p> <hr/> <p>2016 ACTION: Continue to push for a National Housing Strategy. Consideration of a CRD Housing Levy.</p> <p>2018 OUTCOME: Increased affordable housing stock, specifically rental.</p>	<p>2017/2018 OUTCOMES: Increased the range of affordable housing not only for those in need of supports but also for working people.</p> <p>2018 OUTCOMES: There are more affordable and supportive rental units available.</p> <p>New garden suites are in process. (Target TBD)</p>		

COUNCIL ORIGINAL	STAFF PROPOSED PLAN	ESTIMATED RESOURCES	CONSIDERATIONS
OBJECTIVE #7: Facilitate Social Inclusion and Community Wellness			
<p>2015 ACTION: The City facilitates collaboration among Island Health, VicPD, YES2SCS, and City of Victoria to create supervised consumption services embedded in a continuum of health care services, including harm reduction.</p> <p>2016 ACTION: A Councillor-led process with regard to supervised consumption services, with occasional staff contributions as required, for specific issue-based advice; e.g. land use, zoning, maintenance, etc.</p> <p>2017 OUTCOME: Create accessible health services for Victoria's most marginalized people.</p> <p>2017 OUTCOME: Create accessible health services for Victoria's most marginalized.</p> <hr/> <p>2015 ACTION: Complete public consultation and then re-invest in our public pool and fitness facility.</p> <p>2015 ACTION: Consult public on desired enhancement to Crystal pool and tender improvements by Q1 2016.</p> <p>2016 ACTION: Invest in public pool and fitness facility.</p> <p>2016 ACTION: Work through Facilities Assessment and community engagement ... and seek out possible funding partners.</p>	<p>2015 ACTIONS: The City facilitates a collaboration among Island Health, VicPD, YES2SCS, and City of Victoria to create supervised consumption services embedded in a continuum of health care services, including harm reduction.</p> <p>Develop plan for public engagement on Crystal Pool and Fitness Centre, to be implemented in late 2015 or early 2016.</p> <p>Initiate discussions with YMCA to explore possibility of a common downtown pool and recreation facility delivering many programs.</p> <p>Increase number of subsidized housing units. Deepen partnerships. Lobby upper levels of government and increase investment in the housing trust fund.</p> <p>Continue to keep subsidized housing units a focus and work with partners to create/identify opportunities.</p> <p>2016 ACTIONS: Establish a Councillor-led process with regard to supervised consumption services, with occasional staff contributions as required, for specific issue-based advice; e.g. land use, zoning, maintenance, etc.</p> <p>Work through Facilities Assessment and community engagement plan, and seek out possible funding partners.</p> <p>Tender-required upgrades and invest in public pool and fitness facility.</p>	<p>Staff resourcing for supervised consumption services to be determined based on outcome of 2015 collaboration.</p> <p>Capital funding required in future years for improvements to Crystal Pool.</p> <p>Grant funding may be required for Vic High project in 2016.</p> <p>Increased funding for housing trust fund may be required for increasing supportive housing units.</p>	<p>Collaboration on supervised consumption services is led by Council with social planning support.</p> <p>Planning for Crystal Pool public engagement to be completed in 2015, and to be informed by facilities assessment, for implementation in 2016.</p> <p>Time discussions on potential partners for new Crystal Pool facility with public engagement. This was proposed for 2017/2018 but should occur earlier in planning process.</p> <p>Public input to inform future planning; initiate procurement process for upgrades to Crystal Pool and Fitness Centre in 2016.</p>

COUNCIL ORIGINAL	STAFF PROPOSED PLAN	ESTIMATED RESOURCES	CONSIDERATIONS
<p>2016 OUTCOME: Crystal Pool will have identified future and appropriate funding.</p> <p>2017 OUTCOME: Crystal Pool issues are resolved.</p> <p>2017 OUTCOME: Increase City revenue and recreational opportunities with refurbished Crystal Pool.</p> <p>2017 OUTCOME: Enhance quality of life.</p> <p>2017 OUTCOME: Victoria will have a modern, inclusive public pool and fitness facility in a centralized location.</p> <hr/> <p>2017/2018 ACTION: Initiate discussions with YMCA to explore possibility of a common downtown pool and recreation facility delivery <u>many</u> programs.</p> <p>2018 OUTCOME: Public recreation and cultural facilities are first rate because they are provided efficiently.</p> <hr/> <p>2015 ACTION: Increase number of subsidized housing units. Deepen partnerships. Lobby upper levels of government and increase investment in the housing trust fund.</p> <p>2015 ACTION: Continue to keep this as a focus and work with partners to create/identify opportunities.</p> <p>2017 OUTCOME: Victoria will be closer to ending chronic homelessness.</p>	<p>Continue collaborating with Vic High on new/upgraded school and community sports facility at Vic High. Expect \$ expenditure in 2016.</p> <p>Seniors centres have increased programming options that are not pirated and competitive.</p> <p>2017 OUTCOME: Crystal Pool issues are resolved by replacing or renovating the facility. Victoria has a modern, inclusive public pool and fitness facility in a central location, with increased revenue.</p> <p>2017 OUTCOMES: Created accessible health services for Victoria's most marginalized people.</p> <p>Enhanced quality of life.</p> <p>Victoria is closer to ending chronic homelessness.</p> <p>Opportunities for accessible sports and fitness by children and adults.</p> <p>2018 OUTCOMES: Public recreation and cultural facilities are first rate.</p> <p>Coalition to End Homelessness completes its mandate to end homelessness.</p> <p>City's seniors' facilities have grown their memberships by 50%.</p>		

COUNCIL ORIGINAL	STAFF PROPOSED PLAN	ESTIMATED RESOURCES	CONSIDERATIONS
<p>2018 OUTCOME: Coalition to End Homelessness completes its mandate to end homelessness.</p> <hr/> <p>2016 ACTION: Continue collaborating with Vic High on new/upgraded school and community sports facility at Vic High. Expect \$ expenditure in 2016.</p> <p>2017 OUTCOME: Create opportunities for accessible sports and fitness by children and adults.</p> <hr/> <p>2016 ACTION: Seniors centres increased programming options that are not pirated and competitive.</p> <p>2018 OUTCOME: City's seniors' facilities will grow their memberships by 50%.</p>			

COUNCIL ORIGINAL	STAFF PROPOSED PLAN	ESTIMATED RESOURCES	CONSIDERATIONS
OBJECTIVE #8: Enhance and Steward Public Spaces, Green Spaces and Food Systems			
<p>2015 ACTION: Invest in Begbie Green, Ships Point, and greenspace in other “have-not” park neighbourhoods. Create a micro-grant for volunteer coordination of our commons and community gardens.</p> <p>2016 ACTION: Work through draft policy to bring on three high profile pilot projects. Address deer as an issue.</p> <p>2017 OUTCOME: Boulevard garden opportunities are seen in all neighbourhoods.</p> <p>2018 OUTCOME: Greenspace, parks and food systems that are enhanced, well-maintained and fully utilized.</p> <hr/> <p>2015 ACTION: Invest in Begbie Green, Ships Point, and greenspace in other “have-not” park neighbourhoods. Create a micro-giant for volunteer coordination of our commons and community gardens.</p> <p>2016 ACTION: Complete at least two of the “special sites” along the David Foster Harbour Pathway corridor.</p> <p>2017 OUTCOME: Community wellness and economic vitality with opening of waterfront park at Ships Point.</p> <p>2017 OUTCOME: Done something interesting (and potentially interim) with Ships Point that points it to a better use than</p>	<p>2015 ACTIONS: Initiate Parks Master Planning process, including:</p> <ul style="list-style-type: none">• City greenspace and opportunities for “have not” park neighbourhoods• Commitment to a high-quality park and festival site at Ship Point• Include public dialogue on waterfront park at Ship Point• Discuss dogs in parks, with eye to identify locations, best practices, and plan for fenced dog area in 2016• Identify three high profile projects to advance in 2016 <p>Develop design and make investment to improve Begbie Green.</p> <p>Create a micro-grant for volunteer coordination of commons and community gardens.</p> <p>Develop long-term policies for food security and boulevard gardening including an inventory of City-owned land for food production.</p> <p>Learn from Vancouver’s success in creating garden on Davie Street and replicate model in Victoria.</p> <p>2016 ACTIONS: Introduce new partnerships with citizens and groups to increase food cultivation on public and private land.</p> <p>Monitor efforts in neighbouring municipalities regarding urban deer.</p>	<p>Advancing the Parks Master Plan requires additional design consulting, and capital costs in future years. Estimated design costs for Parks Master Plan \$250,000. (Design of two special places, off leash area, Victoria West Park)</p> <p>Estimated capital cost for fenced dog park in 2016: \$35,000. Could be introduced within Victoria West improvements. Victoria West has high concentration of dogs. Could also be considered in another area. Estimate based on an approximate area of Dog Park that can be constructed and fenced, with dog park obstacles/amenities. Approximately 0.7 acres, in a flat area.</p> <p>Estimated capital cost for Begbie Green improvements: \$100-150k, depending on scope.</p> <p>Harbour Pathway special places may be candidates for Gas Tax funding.</p>	<p>Based on ownership, and synergy with other related projects, the two special places with highest likelihood for advancement are: Heron Cove and Ship Point.</p>

COUNCIL ORIGINAL	STAFF PROPOSED PLAN	ESTIMATED RESOURCES	CONSIDERATIONS
<p>parking lots.</p> <p>2017 OUTCOME: Increase parks space including development of Ships Point.</p> <p>2017 OUTCOME: David Foster Harbour Pathway will be celebrated for its way finding that links all harbour front developments.</p> <hr/> <p>2015 ACTION: Commit to high-quality park and festival site at Ships Point. Consult public on specific design, and complete work with capital budget.</p> <p>2016 ACTION: Hold a place making activity at Ships Point to further flesh out the site plan in the Harbour Principles. Allocate money in 2018 capital budget to complete.</p> <p>2017 OUTCOME: Community wellness and economic vitality with opening of waterfront park at Ships Point.</p> <p>2017 OUTCOME: Increase parks space including development of Ships Point.</p> <p>2017 OUTCOME: David Foster Harbour Pathway will be celebrated for its way finding that links all harbour front developments.</p> <hr/> <p>2015 ACTION: Identify opportunities to link to City budget (Parks Master Plan).</p>	<p>Build upon input from Parks Master Plan process and hold a placemaking activity at Ship Point to advance a site plan in the Harbour Principles. Consult public on specific design, and allocate money in 2018 capital budget to complete.</p> <p>2016 OUTCOME: Complete three high profile projects, identified through consultation in Parks Master Plan and food security discussions.</p> <p>2017 ACTION: Complete two of the “special sites” at Heron Cove and Ship Point, along the David Foster Harbour Pathway corridor.</p> <p>2017 OUTCOMES: Boulevard gardens exist in all neighbourhoods.</p> <p>Increased waterfront park space at Ship Point resulting in community wellness and economic vitality.</p> <p>David Foster Harbour Pathway is celebrated for its wayfinding that links all harbourfront developments.</p> <p>2018 OUTCOME: Greenspace, parks and food systems that are enhanced, well-maintained and fully utilized.</p>		

COUNCIL ORIGINAL	STAFF PROPOSED PLAN	ESTIMATED RESOURCES	CONSIDERATIONS
<p>2015 ACTION: Complete Parks Master Plan.</p> <p>2015 ACTION: Create inventory of City-owned land for food production and partner with citizens and groups to increase cultivation.</p> <p>2016 OUTCOME: Enhance recreational opportunities, ecological protection and green space through implementation with multi-year funding of Parks Master Plan.</p> <p>2016 OUTCOME: Increased food security and resilience with increased food production on City-owned land.</p> <hr/> <p>2015 ACTION: Look to see how Vancouver was able to create garden on Davie Street and replicate model.</p> <p>2016 OUTCOME: Allotment/community garden on private property downtown.</p> <hr/> <p>2016 ACTION: Fenced Dog Park – Begin process to identify locations, best practices, and move forward having one opened.</p> <p>2016 OUTCOME: A fenced dog park is created in an existing park.</p>			

COUNCIL ORIGINAL	STAFF PROPOSED PLAN	ESTIMATED RESOURCES	CONSIDERATIONS
OBJECTIVE #9: Complete a Multi-Modal and Active Transportation Network			
<p>2015 ACTION: Develop task force including Government Street property owners to consider a Local Area Improvement Project.</p> <p>2015 OUTCOME: Extend Government Street Mall.</p>	<p>2015 ACTIONS: Mandate and create a collaborative neighbourhood process and “complete streets” lens for all projects.</p> <p>Designate location for E&N station as close as possible to the new bridge.</p> <p>Collaborative design and completion of network of 4-8 high quality cycling corridors by 2016.</p> <p>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.</p> <p>Designate money in 2015, 2016, 2017 and just build it (cycling network).</p> <p>Sign pedestrian-only lanes just as prominently as streets. Distinguish between “No Exit” and “No Exit for Motor Vehicles”.</p> <p>Review policy for desired right of way widths for road dedications and statutory right of ways.</p> <p>LATE 2015 ACTION: Develop task force including Government Street property owners to consider a Local Area Improvement Project.</p> <p>2016 ACTIONS: Move to full-time bus lanes on Douglas and fewer stops (in accordance with Rapid Bus plans).</p> <p>Work in partnership with First Nations, Province, ferry operators and others to identify financial opportunities for the Belleville Terminal. Allocate</p>	<p>To expedite the design of projects outlined in the cycling network in 2015, civil design consulting services of \$500,000 are needed. (Estimate is based on 10% of capital costs of \$5 million in approved cycling network.)</p> <p>Cycling projects are candidates for gas tax funding (design and construction).</p>	<p>Staff do not believe a bylaw is required for collaborative process and complete streets lens, but more expertise and a coordinated effort are.</p> <p>Staff feel a complete streets and active transportation perspective should appear in all operational departmental reports, where applicable, not just transportation. (Parks, Sustainable Planning and Community Development etc.)</p> <p>Belleville timelines hinge on Province and are likely ambitious.</p> <p>Pedestrian-only lanes can be signed in 2015, earlier than 2016.</p> <p>Rights of Way widths can also be considered in 2015 with recommended changes in new bylaw.</p>

COUNCIL ORIGINAL	STAFF PROPOSED PLAN	ESTIMATED RESOURCES	CONSIDERATIONS
<p>2015 ACTION: 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.</p> <p>2015 ACTION: Designate money in 2015, 2016, 2017 and just build it (cycling network).</p> <p>2016 OUTCOME: Substantial increase in the number of trips by bicycles, with the completion of a skeletal cycling network.</p> <p>2018 OUTCOME: Victoria is a national leader for cycling infrastructure and complete streets planning with a completed cycling network.</p> <hr/> <p>2016 ACTION: Belleville and David Foster Harbour Pathway - Identify financial opportunities to move this forward.</p> <p>2016 ACTION: Belleville Terminal – Work with partners to find financial support for this.</p> <p>2016 ACTION: Work in partnership with ferry operators, First Nations and Province. City has role to play in Belleville Phase 2. Allocate money in 2017 Capital Budget for Belleville Street.</p> <p>2017 ACTION: Prioritize sites and identify funding opportunities (waterfront walkway).</p> <p>2017 OUTCOME: Completion of waterfront walkway.</p>	<p>money in 2017 Capital Budget for Belleville Street.</p> <p>2017 ACTIONS: Prioritize “special places” along the David Foster Harbour Pathway and identify funding opportunities.</p> <p>Keep the Johnson Street Bridge process moving forward and support staff.</p> <p>2016 OUTCOME: Improved quality of life, public safety, air quality, placemaking, and pedestrian and cycling trips through implementation of neighbourhood-led transportation planning and “complete streets” lens for all transportation projects.</p> <p>2016 OUTCOME: Public transit is accessible to all and rivals private automobile trip duration.</p> <p>2016 OUTCOME: Substantial increase in the number of trips by bicycles, with the completion of a skeletal cycling network.</p> <p>2017 OUTCOMES: Extend Government Street Mall.</p> <p>David Foster Harbour Pathway almost completed.</p> <p>Johnson Street Bridge is complete.</p> <p>2018 OUTCOMES: Victoria is a national leader for cycling infrastructure and complete streets planning, having completed six cycling improvement projects at the following locations:</p> <ul style="list-style-type: none">• Pandora Avenue between Store and Cook Streets		

COUNCIL ORIGINAL	STAFF PROPOSED PLAN	ESTIMATED RESOURCES	CONSIDERATIONS
<p>2017 OUTCOME: David Foster Way almost completed.</p> <p>2017/2018 OUTCOME: Belleville Terminal will be completed.</p> <p>2017/2018 OUTCOME: Completed Phase 1 / 2 of the Belleville Terminal Project. Phase 2 = David Foster Way improvements to Belleville Street public realm</p> <hr/> <p>2016 ACTION: Sign pedestrian only lanes just as prominently as streets. Distinguish between “No Exit” and “No Exit for Motor Vehicles”.</p> <p>2016 ACTION: Review policy for desired right of way widths for road dedications and statutory right of ways.</p> <p>2018 OUTCOME: Walking is safe, comfortable and enjoyable.</p> <hr/> <p>2017 ACTION: Keep the Johnson Street Bridge process moving forward and support staff.</p> <p>2017 OUTCOME: Johnson Street Bridge is complete.</p>	<ul style="list-style-type: none">• Johnson Street between Store and Cook Streets• Vancouver Street route (from Vancouver Street/Park Boulevard, to Fifth Street/Tolmie Avenue, via Graham and Fifth Streets)• Off-Bay Street route (Haultain Street/Kings Road between Richmond Road and Dowler Street)• Off-Shelbourne Street route (Doncaster Drive/North Dairy Road to Gonzales Beach)• Wharf/Belleville Streets route between Pandora Avenue and Oswego Street. <p>Completed Phase 2 of the Belleville Terminal Project. Phase 2 = David Foster Harbour Pathway improvements to Belleville Street public realm.</p> <p>Walking is safe, comfortable and enjoyable.</p>		

COUNCIL ORIGINAL	STAFF PROPOSED PLAN	ESTIMATED RESOURCES	CONSIDERATIONS
OBJECTIVE #10: Nurture Our Arts, Culture and Learning Capital			
<p>2015 ACTION: Embark upon development of Arts and Culture Master Plan.</p> <p>2015 ACTION: Identify staff resources required to develop Plan.</p> <p>2016 OUTCOME: Arts and Culture Master Plan</p> <p>2017 OUTCOME: Establish an Arts Centre as cultural hub.</p> <p>2018 OUTCOME: Support for arts and culture will be increased, inclusive and strategic.</p> <hr/> <p>2015 ACTION: Identify scope and develop budget strategy (for a new Central Library).</p> <p>2017 OUTCOME: New Central Library.</p> <hr/> <p>2015 ACTION: Support the 2015 event Western Canada Music Awards/BreakOut West with Rifflandia and fund an Economic Impact Study linked to a Cultural Master Plan.</p> <p>2018 OUTCOME: Successful Western Canada Music Awards/BreakOut West event with Rifflandia will see Region being asked to bid for the JUNOS.</p> <hr/>	<p>2015 ACTIONS: Support the 2015 event Western Canada Music Awards/BreakOut West with Rifflandia.</p> <p>Work with the CRD to increase number of funding partners for McPherson Theatre.</p> <p>Identify resources required to develop Arts and Culture Plan.</p> <p>2016 ACTIONS: Initiate Arts and Culture Master Plan.</p> <p>Fund an Economic Impact Study linked to a Cultural Master Plan.</p> <p>Identify scope and develop budget strategy for a new Central Library.</p> <p>2015 OUTCOME: Increased number of funding partners for the McPherson Theatre.</p> <p>2017 OUTCOMES: Victoria has an Arts and Culture Master Plan.</p> <p>A new Arts Centre serves as a cultural hub.</p> <p>2018 OUTCOMES: Support for arts and culture is increased, inclusive and strategic.</p> <p>Successful Western Canada Music Awards/BreakOut West event with Rifflandia sees Region being asked to bid for the JUNOS.</p> <p>A new Central Library serves the community.</p>	<p>Arts and Culture Master Plan requires consulting funds. TBD for 2016 Financial Plan.</p> <p>Central Library requires capital funding. Currently not contemplated in Financial Plan.</p>	<p>Arts and Culture Master Plan proposed to be initiated in 2016 after Parks Master Planning process. Minimizes community consultation fatigue and maximizes staff resources.</p> <p>McPherson funding strategy to be Councillor-led.</p> <p>Scoping for new library can begin in 2016 with additional information from GVPL, Facilities assessment and property acquisition strategy, as well as economic development function.</p> <p>Due to several considerations and information forthcoming from economic development, property acquisition strategy and Greater Victoria Public Library, “New Central Library” is moved to 2018. Greater Victoria Public Library is presenting to GPC on February 26 regarding a James Bay Library.</p> <p>An economic impact study to be an inherent component of a Cultural Master Plan.</p>

COUNCIL ORIGINAL	STAFF PROPOSED PLAN	ESTIMATED RESOURCES	CONSIDERATIONS
<p>2015 ACTION: Work with the CRD to increase number of funding partners for McPherson Theatre.</p> <p>2015 OUTCOME: Increase number of funding partners for the McPherson Theatre.</p>			

COUNCIL ORIGINAL	STAFF PROPOSED PLAN	ESTIMATED RESOURCES	CONSIDERATIONS
OBJECTIVE #11: Steward Water Systems and Waste Streams Responsibly			
<p><i>NOTE: Council did not identify the years for these highlighted Actions.</i></p> <p>ACTION: Continue discussion on sewage treatment options.</p> <p>ACTION: Begin the discussion of sewage treatment sites for different treatment options.</p> <p>2018 OUTCOME: A sewage treatment plan is underway.</p> <hr/> <p>ACTION: Figure out how to collect recyclables in closed wheeled totes. Make garbage <u>less</u> convenient, not more.</p> <p>2017 OUTCOME: Handle waste in more responsible way.</p>	<p>2015 ACTIONS: Continue discussion on sewage treatment options.</p> <p>Begin the discussion of sewage treatment sites for different treatment options.</p> <p>Communicate to CRD desire to see single stream collection of recyclables in closed wheeled totes. Make garbage less convenient, not more.</p> <p>2018 OUTCOMES: A sewage treatment plan is underway.</p> <p>The City handles waste in a more responsible way.</p>	<p>Costs for planning for sewage treatment are currently funded from Sanitary Sewer Utility planning budget.</p>	<p>Changes to recycling streams to be realized, timed with CRD contract changes.</p> <p>Current CRD contract ends May 30, 2019.</p>

COUNCIL ORIGINAL	STAFF PROPOSED PLAN	ESTIMATED RESOURCES	CONSIDERATIONS
OBJECTIVE #12: Plan for Emergencies Including Climate Change Short and Long-Term			
<p>2016 ACTION: Consider a requirement to upgrade heritage buildings for seismic protection even where use is not changed, combined with subsidy program.</p> <p>2018 OUTCOME: Our heritage buildings will survive a major earthquake. (Ongoing).</p> <hr/> <p>2016 ACTION: Plans to move fire hall forward, worked on and completed.</p> <p>2018 OUTCOME: Fire hall issues are resolved.</p> <hr/> <p>2016 ACTION: Align VEMA's budget through Victoria Fire Department and work with Planning.</p> <p>2017 OUTCOME: City will have increased the capacity of VEMA.</p> <hr/> <p>2017 ACTION: Review drainage systems in low-lying areas of City in light of ocean rise. Adjust base building elevations as needed.</p> <p>2075 OUTCOME: Year 2075 – Our low-lying areas will be protected from flooding.</p>	<p>2015 ACTIONS: Complete seismic analysis of privately-owned properties and infrastructure.</p> <p>Explore potential for City to require upgrades to heritage buildings for seismic protection even where use is not changed, combined with subsidy program.</p> <p>Align VEMA's budget through Victoria Fire Department and work with Planning.</p> <p>Initiate public dialogue and market sounding on fire station options.</p> <p>2016 ACTION: Move forward with plans for a new fire station.</p> <p>2017 ACTION: Review drainage systems in low-lying areas of City in light of ocean rise. Adjust base building elevations as needed.</p> <p>2017 OUTCOME: City has increased the capacity of VEMA.</p> <p>2018 OUTCOMES: City heritage buildings can survive a major earthquake. (Ongoing)</p> <p>Fire Station issues are resolved.</p> <p>2075 OUTCOME: Low-lying areas are protected from flooding.</p>	<p>Seismic analysis is included in proposed 2015 Financial Plan.</p> <p>Capital funding for fire station to be identified for 2016, informed by facilities assessment.</p>	<p>Unclear if City has authority to require upgrades heritage buildings. 2015 Action is reworded to "Explore".</p> <p>Work is currently underway to review VEMA and alignment with Fire Department and other departments.</p> <p>10-week market sounding for Fire Station No. 1 was initiated in February 2015.</p>

COUNCIL ORIGINAL	STAFF PROPOSED PLAN	ESTIMATED RESOURCES	CONSIDERATIONS
OBJECTIVE #13: Demonstrate Regional Leadership			
<p>2015 ACTION: Support the amalgamation process.</p> <p>2018 OUTCOME: To support and work with the Province of British Columbia in the study of the potential for amalgamation in the Region with the intention of putting a recommendation in front of the public in the 2018 election.</p>	<p>2015 – 2018 ACTION: Support and work with the Provincial government in the study of the potential for amalgamation in the Region.</p> <p>2018 OUTCOME: Put a recommendation in front of the public in the 2018 Election.</p>		<p>Council-led actions with staff analysis as needed.</p>

DRAFT ACTIONS AND OUTCOMES

OBJECTIVE #1: Innovate and Lead

2015 ACTIONS:

Create an interdisciplinary project team to support collaborative, holistic planning and public engagement. This approach introduces new expertise, project management support and capacity for meeting strategic objectives and delivering within Financial Plan.

Introduce focused advisory committees and task forces to build capacity and include public input within projects. Conclude previous broad topical advisory committees.

2015-2018 OUTCOMES:

Council’s governance structure reflects its strategic objectives.

Staff is organized into cross-departmental project teams with strong project management capacity.

OBJECTIVE #2: Engage and Empower the Community

2015 ACTIONS:

Create Councillor Liaison position/role to reach out and work with Esquimalt and Songhees Nations.

Identify dedicated staff to work with community/neighbourhood associations to inform, collaborate, and educate community association/neighbourhood boards and staff on City processes, expectations and opportunities.

Make open government actions routine – require automatic posting of reports, etc. (Create and implement a plan and timeline for open government enhancements.)

Create “great neighbourhoods initiative” based on Edmonton’s model; amend to fit our local circumstances.

Utilize online tools, established youth networks and learn from other cities to improve the City’s youth engagement.

Work with community to design participatory budgeting opportunities. Be engaged in a meaningful two-way conversation with the public.

2015 OUTCOME:

Improved relationship with nearby First Nations. (Ongoing)

2016 OUTCOMES:

Build capacity of neighbourhood/community associations. (Ongoing)

Empowered neighbourhood residents, place makers and others to lead and implement projects.

2017 OUTCOME:

More youth are engaged in City programs, civic issues, and the broader community. (Ongoing)

2018 OUTCOMES:

Transparent government.

Rebuilt trust with the public in terms of meaningful public engagement.

Regional leader in Open Government.

OBJECTIVE #3: Strive for Excellence in Planning and Land Use

2015 ACTIONS:

- Hire the best City planner in Canada to lead our Planning Department.
- Identify as staff priority in Planning Department: Local Area Planning focused on urban villages and transportation corridors.
- Identify as a staff priority: Work through planning process to deliver acceptable form and density for proponent and community.
- Establish predictable flat fee per square metre fee for bonus density.
- Make a decision with regard to whether we are going to delegate more decision-making authority to staff.
- Empower the City Manager to make/lead the changes required to streamline our processes at City Hall.
- Increase emphasis on placemaking in our planning. Include active transportation impacts listed in all planning and land use reports.

2016 ACTIONS:

- Work through planning process to deliver acceptable form and density for South Block proponent and community.
- Complete the Douglas/Blanshard Corridor Master Plan and allocate funds in Financial Plan for quality-of-life infrastructure.
- Commence three new urban village centre plans upon completion of Burnside-Gorge/Douglas Street Corridor Plan

2016 OUTCOMES:

- Reduced processing time for all types of applications from building permit to rezoning.
 - South Block is through Phase 1.
 - Streamlined land use policies.
 - Local Area Planning focused on urban villages and transportation corridors.

Create a Development Permit/Heritage Conservation Area on Dallas Road between Cook Street and Clover Point.

2018 OUTCOMES:

- Housing, employment and economic boom in Douglas/Blanshard Corridor through implementation of Master Plan, with substantial new low-cost units, mixed use, and quality-of-life infrastructure.
- Enlivened public space. Victoria is a people-centered place.

OBJECTIVE #4: Build the Financial Capacity of the Organization

2015 ACTIONS:

Create an integrated facilities and real estate arm at City Hall or in Economic Development Office staffed by people who understand business and the market.

Complete and implement Municipal Property Acquisition and Management Strategy.

Complete a full long-term infrastructure and facilities assessment.

2015 OUTCOMES:

A business case for a property acquisitions/real estate management office.

More revenue and strategic influence for City with implementation of Municipal Property Acquisition and Management Strategy.

2018 OUTCOMES:

Maximized and where possible (e.g. School Districts and City lands) consolidated City-owned assets, put to best and highest use including market rate commercial leases.

Full catalogue and list of long-term investment costs/profits for infrastructure and facilities. Increased revenue from property.

OBJECTIVE #5: Create Prosperity Through Economic Development

2015 ACTIONS:

Create an Economic Development Task Force led by the Mayor, of up to 15 diverse individuals, to advise on the set up of an Economic Development Office in the City of Victoria that supports economic development and contributes to the economic viability of the Region.

2016 ACTIONS:

Create and implement a plan to revitalize and brand Douglas Street as our “Main Street”.

Develop a Municipal Incomes Strategy.

Invite Twin City delegations for 2017 “Canada 150” events.

2015 OUTCOME:

Economic Development Office is set up.

2016 OUTCOMES:

Downtown is the hub of both large and small business.

Reduced retail and commercial vacancies downtown.

Improved health, consumer purchasing power, and social solidarity with implementation of Municipal Incomes Strategy.

Victoria's two largest private sector industries – tech and tourism – have grown.

2017 OUTCOMES:

Downtown is vibrant and is a draw for residents and visitors alike.

Victoria has hosted delegations from each of our Twin City partners.

2018 OUTCOMES:

Victoria is the heart of commerce and business in the Region.

Taxpayers and businesses perceive tax levels fair and reasonable.

Increase household median income from \$45,827 to something more livable.

OBJECTIVE #6: Make Victoria More Affordable

2015 ACTIONS:

Increase City contribution to Affordable Housing Trust Funds. Lobby other cities to do the same.

Initiate Municipal Housing Strategy; include income mixed zoning.

Form an Affordable Housing Task Force to research, analyze and implement innovative housing policy solutions. Look at zoning, bylaws and specifically at inclusionary zoning.

Work with developers, BC Housing, and private sector landlords. Think and act outside the box. Be willing to pilot new ideas, e.g. inclusive zoning, tax exemption.

Limit annual property tax increases to maximum of rate of inflation plus 1%.

Drive more garden suites and secondary suites through an incentive program.

Consider re-instituting incentives for suites.

2016 ACTIONS:

Continue to push for a National Housing Strategy.

Consider a CRD Housing Levy.

2016 OUTCOMES:

Substantial increase in construction of new low-cost housing units with implementation of income-mixed zoning.

Complete Municipal Housing Strategy; include income mixed zoning.

2017/2018 OUTCOMES:

Increased the range of affordable housing not only for those in need of supports but also for working people.

2018 OUTCOMES:

There are more affordable and supportive rental units available.

New garden suites are in process. (Target TBD)

OBJECTIVE #7: Facilitate Social Inclusion and Community Wellness

2015 ACTIONS:

The City facilitates a collaboration among Island Health, VicPD, YES2SCS, and City of Victoria to create supervised consumption services embedded in a continuum of health care services, including harm reduction.

Develop plan for public engagement on Crystal Pool and Fitness Centre, to be implemented in late 2015 or early 2016.

Initiate discussions with YMCA to explore possibility of a common downtown pool and recreation facility delivering many programs.

Increase number of subsidized housing units. Deepen partnerships. Lobby upper levels of government and increase investment in the housing trust fund.

Continue to keep subsidized housing units a focus and work with partners to create/identify opportunities.

2016 ACTIONS:

Establish a Councillor-led process with regard to supervised consumption services, with occasional staff contributions as required, for specific issue-based advice; e.g. land use, zoning, maintenance, etc.

Tender-required upgrades and invest in public pool and fitness facility.

Continue collaborating with Vic High on new/upgraded school and community sports facility at Vic High. Expect \$ expenditure in 2016.

Seniors centres have increased programming options that are not pirated and competitive.

2017 OUTCOME:

Crystal Pool issues are resolved by replacing or renovating the facility. Victoria has a modern, inclusive public pool and fitness facility in a central location, with increased revenue.

2017 OUTCOMES:

Created accessible health services for Victoria’s most marginalized people.

Enhanced quality of life.

Victoria is closer to ending chronic homelessness.

Opportunities for accessible sports and fitness by children and adults.

2018 OUTCOMES:

- Public recreation and cultural facilities are first rate.
- Coalition to End Homelessness completes its mandate to end homelessness.
- City’s seniors’ facilities have grown their memberships by 50%.

OBJECTIVE #8: Enhance and Steward Public Spaces, Green Spaces and Food Systems

2015 ACTIONS:

Initiate Parks Master Planning process, including:

- City greenspace and opportunities for “have not” park neighbourhoods
- Commitment to a high-quality park and festival site at Ship Point
- Include public dialogue on waterfront park at Ship Point
- Discuss dogs in parks, with eye to identify locations, best practices, and plan for fenced dog area in 2016
- Identify three high profile projects to advance in 2016

Develop design and make investment to improve Begbie Green.

Create a micro-grant for volunteer coordination of commons and community gardens.

Develop long-term policies for food security and boulevard gardening including an inventory of City-owned land for food production.

Learn from Vancouver’s success in creating garden on Davie Street and replicate model in Victoria.

2016 ACTIONS:

Introduce new partnerships with citizens and groups to increase food cultivation on public and private land.

Monitor efforts in neighbouring municipalities regarding urban deer.

Build upon input from Parks Master Plan process and hold a placemaking activity at Ship Point to advance a site plan in the Harbour Principles. Consult public on specific design, and allocate money in 2018 capital budget to complete.

2016 OUTCOME:

Complete three high profile projects, identified through consultation in Parks Master Plan and food security discussions.

2017 ACTION:

Complete two of the “special sites” at Heron Cove and Ship Point, along the David Foster Harbour Pathway corridor.

2017 OUTCOMES:

- Boulevard gardens exist in all neighbourhoods.
- Increased waterfront park space at Ship Point resulting in community wellness and economic vitality.
- David Foster Harbour Pathway is celebrated for its wayfinding that links all harbourfront developments.

2018 OUTCOME:

- Greenspace, parks and food systems that are enhanced, well-maintained and fully utilized.

OBJECTIVE #9: Complete a Multi-Modal and Active Transportation Network

2015 ACTIONS:

Mandate and create a collaborative neighbourhood process and “complete streets” lens for all projects.

Designate location for E&N station as close as possible to the new bridge.

Collaborative design and completion of network of 4-8 high quality cycling corridors by 2016.

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.

Designate money in 2015, 2016, 2017 and just build it (cycling network).

Sign pedestrian-only lanes just as prominently as streets. Distinguish between “No Exit” and “No Exit for Motor Vehicles”.

Review policy for desired right of way widths for road dedications and statutory right of ways.

LATE 2015 ACTION:

Develop task force including Government Street property owners to consider a Local Area Improvement Project.

2016 ACTIONS:

Move to full-time bus lanes on Douglas and fewer stops (in accordance with Rapid Bus plans).

Work in partnership with First Nations, Province, ferry operators and others to identify financial opportunities for the Belleville Terminal. Allocate money in 2017 Capital Budget for Belleville Street.

2017 ACTIONS:

Prioritize “special places” along the David Foster Harbour Pathway and identify funding opportunities.

Keep the Johnson Street Bridge process moving forward and support staff.

2016 OUTCOME:

Improved quality of life, public safety, air quality, placemaking, and pedestrian and cycling trips through implementation of neighbourhood-led transportation planning and “complete streets” lens for all transportation projects.

2016 OUTCOME:

Public transit is accessible to all and rivals private automobile trip duration.

2016 OUTCOME:

Substantial increase in the number of trips by bicycles, with the completion of a skeletal cycling network.

2017 OUTCOMES:

Extend Government Street Mall.

David Foster Harbour Pathway almost completed.

Johnson Street Bridge is complete.

2018 OUTCOMES:

Victoria is a national leader for cycling infrastructure and complete streets planning, having completed six cycling improvement projects at the following locations:

- Pandora Avenue between Store and Cook Streets
- Johnson Street between Store and Cook Streets
- Vancouver Street route (from Vancouver Street/Park Boulevard, to Fifth Street/Tolmie Avenue, via Graham and Fifth Streets)
- Off-Bay Street route (Haultain Street/Kings Road between Richmond Road and Dowler Street)
- Off-Shelbourne Street route (Doncaster Drive/North Dairy Road to Gonzales Beach)
- Wharf/Belleville Streets route between Pandora Avenue and Oswego Street.

Completed Phase 2 of the Belleville Terminal Project. Phase 2 = David Foster Harbour Pathway improvements to Belleville Street public realm.

Walking is safe, comfortable and enjoyable.

OBJECTIVE #10: Nurture Our Arts, Culture and Learning Capital

2015 ACTIONS:

Support the 2015 event Western Canada Music Awards/BreakOut West with Rifflandia.

Work with the CRD to increase number of funding partners for McPherson Theatre.

Identify resources required to develop Arts and Culture Plan.

2016 ACTIONS:

Initiate Arts and Culture Master Plan.

Fund an Economic Impact Study linked to a Cultural Master Plan.

Identify scope and develop budget strategy for a new Central Library.

2015 OUTCOME:

Increased number of funding partners for the McPherson Theatre.

2017 OUTCOMES:

Victoria has an Arts and Culture Master Plan.

A new Arts Centre serves as a cultural hub.

2018 OUTCOMES:

Support for arts and culture is increased, inclusive and strategic.

Successful Western Canada Music Awards/BreakOut West event with Rifflandia sees Region being asked to bid for the JUNOS.

A new Central Library serves the community.

OBJECTIVE #11: Steward Water Systems and Waste Streams Responsibly

2015 ACTIONS:

Continue discussion on sewage treatment options.

Begin the discussion of sewage treatment sites for different treatment options.

Communicate to CRD desire to see single stream collection of recyclables in closed wheeled totes. Make garbage less convenient, not more.

2018 OUTCOMES:

A sewage treatment plan is underway.

The City handles waste in a more responsible way.

OBJECTIVE #12: Plan for Emergencies Including Climate Change Short and Long-Term

2015 ACTIONS:

Complete seismic analysis of privately-owned properties and infrastructure.

Explore potential for City to require upgrades to heritage buildings for seismic protection even where use is not changed, combined with subsidy program.

Align VEMA’s budget through Victoria Fire Department and work with Planning.

Initiate public dialogue and market sounding on fire station options.

2016 ACTION:

Move forward with plans for a new fire station.

2017 ACTION:

Review drainage systems in low-lying areas of City in light of ocean rise. Adjust base building elevations as needed.

2017 OUTCOME:

City has increased the capacity of VEMA.

2018 OUTCOMES:

City heritage buildings can survive a major earthquake. (Ongoing)

Fire Station issues are resolved.

2075 OUTCOME:

Low-lying areas are protected from flooding.

OBJECTIVE #13: Demonstrate Regional Leadership

2015 – 2018 ACTION:

Support and work with the Provincial government in the study of the potential for amalgamation in the Region.

2018 OUTCOME:

Put a recommendation in front of the public in the 2018 Election.



Governance and Priorities Committee Report For the Meeting of February 26, 2015

To: Governance and Priorities Committee **Date:** February 22, 2015
Katie Hamilton, Director of Citizen Engagement
and Strategic Planning
From: Jason Johnson, City Manager
Subject: Department Highlights and Operational Plan – Quarter 4

Executive Summary

The purpose of this report is to present the Department Highlights and the Operational Plan for the period of October 1 – December 31, 2014, and the Single Source report for July – December 2014. The Fourth Quarter Operational Plan concludes reporting on the previous Strategic Plan. A new Operational Plan is underdevelopment to align with the new City of Victoria Strategic Plan for 2015 - 2018, once approved.

Appendices:

1. Department Highlights
2. VicPD Quarterly Report
3. Operational Plan October 1 – December 31, 2014
4. Single Source Report July – December 2014

Recommendation:

- 1.) That Council receive the Department Highlights, Operational Plan and Single Source Report for information.

Respectfully submitted

A handwritten signature in black ink, appearing to read "Katie Hamilton".

Katie Hamilton
Director of Citizen Engagement and Strategic Planning

Jason Johnson
City Manager

Report accepted and recommended by the City Manager:

Date:

A handwritten signature in black ink, appearing to read "Jason Johnson".
Feb. 25 / 15

**Department Highlights - Quarter 4
October 1 – December 31, 2014**

CITIZEN ENGAGEMENT AND STRATEGIC PLANNING

2014 Municipal Election

A voter engagement strategy was implemented in 2014 to support the municipal election in November. A number of new tools were introduced with a focused effort to engage new and younger voters.



Total voter turnout was 24,665, approximately 39% of registered voters. This is the highest voter turnout in over 20 years within the City of Victoria.

- Nearly 25,000 “I Voted” stickers were handed out at advance polls and on General Voting Day on Saturday, November 15, 2014.
- 2,000 “Future Voter” stickers were provided to children under the age of 18 attending the polls with their parents.
- The City’s website saw a 400% increase in traffic on Election Day, making it the busiest day ever for www.victoria.ca. Nearly 50% of visitors on Election Day were using a mobile device.

- Responsive to feedback from voters that it was difficult to find information about all candidates in one locations, during the recent election, the City produced an online Candidate Profile Guide. The guide included a photo and profile from each of the candidates. It was the second most accessed page throughout the election period after the main election page, and spiked in traffic in the days leading up to the election.
- The City partnered with Districts of Saanich, Esquimalt and Oak Bay to develop a full-wrap of the Times Colonist newspaper the day before the election. The wrap was designed to raise awareness and call readers to action about the importance of voting on general election day. The information assisted voters in locating their voting station and knowing what identification to bring with them to vote.



Orientation of new Council

A council orientation program was designed to assist Councillors to learn more about City operations and build team early on. Tours of City facilities and Victoria’s harbour were offered, followed by presentations by each department, and workshops on governance.

New financial planning process and plan

Throughout 2014, the City undertook a new approach to its financial planning process. The new process moves away from expense-based budgeting and towards budgeting by priorities, outlining services and capital projects, including the costs, revenues and benefits of each. An improved process will result in a comprehensive and detailed Financial Plan that outlines all services, planned projects and planned enhancements for the coming year.

As part of that process, the City engaged staff across the organization in “Great Ideas” sessions. Throughout October and November, 12 Great Ideas sessions were held, engaging over 280 City staff in discussions around where “Better is Possible.” Six sessions were held at Public Works, three sessions were held in the Parks Greenhouse, one session was at City Hall and two sessions were at Fire Station No. 1. Hundreds of ideas were gathered and continue to be collected, reviewed and implemented. The ideas generated vary. Many ideas result in cost savings, efficiencies, improved support for staff and better service for customers.



The new Financial Plan format will enable the City to better demonstrate the value that residents and businesses receive for their tax dollars. The information outlined in the new budget will help residents understand the services, service levels and operations they receive for their communal investment. The improved information is aimed to simplify the budget and make information more clear and accessible to ensure residents are fully informed on how their tax dollars are being spent. Generating greater awareness around the budget through improved information will build a strong foundation for a more collaborative financial planning process in 2016.

New Employee Portal

In November, the CityHub was introduced to support improved information sharing within the organization. The new employee portal is designed to provide staff with a place to share information, connect with colleagues and access the tools they need every day in an efficient manner. The City Hub is an important tool for sharing information with outside employees and the various departments, a noted area for improvement across the organization.

Online and Media Statistics

In 2014, the Citizen Engagement and Strategic Planning Department issued 162 media releases to generate awareness and understanding, and engage citizens on City initiatives, programs and services.

Social media:

- Facebook: 9,862 likes

- Twitter: 18,551 followers
- YouTube channel: over 7,500 views to date of all videos
- LinkedIn: 696 followers

Garbage collection widget by the end of 2014:

- 6,942 households were signed up for active reminders (email, text, phone, Twitter, iCalendar)
- 10,170 personal garbage calendars downloaded to date
- 14,524 households have accessed this service

Kinder Morgan consultation

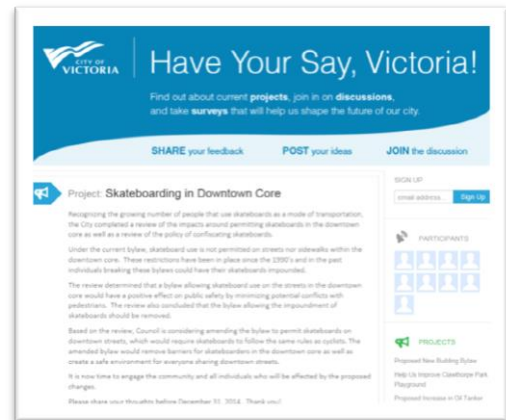
Having applied for and received intervenor status, the City of Victoria took the opportunity to submit questions and evidence, on whether or not the project should be approved by the Board. Of particular significance to Victoria and what the City's focus was in response to Issue #5 (of 12 issues): The potential environmental and socio-economic effects of marine shipping activities that would result from the proposed project, including the potential effects of accidents or malfunction that may occur".

In preparation for the hearing, the City gathered the community's input by way of a public meeting as well as written and electronic submissions to ensure their views were reflected in the City's response to the pipeline expansion. The City accepted input from the community until October 31, 2014 and then made a formal submission to the National Energy Board.

Skateboarding Consultation

Recognizing the growing number of people that use skateboards as a mode of transportation, the City engaged the community to seek feedback on proposed changes that would allow skateboard use on downtown streets. The City's current bylaw, in place since 1990's, does not allow the use of bicycles and skateboards on sidewalks anywhere in the city, but unlike bicycles, the bylaw also does not allow individuals to ride skateboards on streets within the downtown core. Skateboarding is currently allowed in other areas of Victoria outside the downtown core.

An online survey was used to solicit feedback from individuals who would be affected by the proposed changes by allowing skateboarding in the downtown core. The City received 275 surveys from the community including drivers, public transit users, cyclists, skateboarders and pedestrians.



The feedback received will be presented to Council in March 2015.

ENGINEERING AND PUBLIC WORKS

Capital Projects

Below are a list of the capital projects that took place in 2014.

CAPITAL PROGRAM	BUDGET	EXPENDED	UPGRADED
Major Roads	\$1,075,000	\$1,161,223	1,180 metres
Local Roads	\$1,030,391	\$927,446	1,100 metres
Sidewalks	\$358,000	\$329,129	680 metres
Crosswalks	\$104,040	\$132,733	3 crosswalks
Bicycle Infrastructure	\$520,100	\$392,850	1,500 metres bike lane
Traffic Signals	\$57,222	\$69,749	1 intersection
Street Lights/LED Signals	\$46,818	\$23,967	8 locations
Bus Shelters and Bus Stops	\$26,010	\$16,590	3 locations
Active Transportation	\$121,639	\$108,000	5 locations
Victoria West Transportation Plan	\$400,000	\$357,580	3 intersections
All	\$3,739,220	\$3,519,267	

2014 Major Roads (Pavement Management Plan)

- Cook Street from Queens to Caledonia (milling and paving)
- Tolmie Avenue from Glasgow to Fifth (road/sidewalk reconstruction)
- Doncaster Drive from Hillside to Westall (milling and paving)
- Catherine Street from Bay to Wilson (road rehabilitation)
- Douglas Street NB Curb Lane Bay to Hillside (milling and paving)

Minor Roads (Pavement Management Plan)

- Montreal Street from Simcoe to Niagara (sidewalk and paving)
- May Street from Linden to Moss Phase 1 (sidewalk and paving)
- Ryan Street Asquith to Forbes (sidewalk and paving)
- Kings Road from Graham to Blackwood (milling and paving)
- Glasgow Street from Topaz to Topaz Park (thin asphalt overlay)
- Victor Street from Kings to Ryan (thin asphalt overlay)

Sidewalks (Pedestrian Master Plan)

- Sea Terrace from Dunsmuir to Barnard Park (new sidewalk)
- Montreal Street from Simcoe to Niagara (new sidewalk)
- Richardson Street from St. Charles west to lane (new sidewalk)
- Quamichan Street at Somenos (driveway crossing/sidewalk)
- Gonzales from Richardson to Foul Bay (1/2 block completed sidewalk)
- Skinner Street from Tyee to Alston (new sidewalk)

Crosswalks (Pedestrian Master Plan)

- Bay Street at Forbes (narrow crossing distance and add lighting)
- Bay Street at Chambers (narrow crossing distance and add lighting)
- Pandora 500 block (new downtown mid-block crosswalk)

Bicycle Infrastructure (Bicycle Master Plan)

- Installed 1,500 metres of new bike lanes:
 - Cook Street from Finlayson to Maplewood (new bike lane)
 - Johnson Street at Pandora island (narrow for new bike lane)
 - Skinner Street from Bay to Catherine (new bike lane)

Traffic Signals (Infrastructure Management Plan)

- Douglas Street at Bay Street (intersection upgrade)

Victoria West Transportation Plan

- Bay Street at Catherine Street (intersection realignment)
- Catherine Street Bay to Wilson (neighbourhood traffic calming)

Amount of pipe replaced in 2014

- Water Mains – 2,750 metres
- Sanitary Sewer Mains – 28 metres
- Storm Drain Mains – 496 metres



Parking improvements results

In mid-September, the City launched a range of parking improvements to shift customers from high-demand on-street spaces to City parkades to make parking easier and improve customer service. To date, the parking improvements have received high positive support from the community. This is evident through a notable shift in behaviour amongst motorists as well as feedback from local businesses, residents, and media by way of letters, emails, news stories and

social media posts. A Parking Services Review Update will be presented to Council in February 2015.

Since improvements were implemented in September, there has been a marked increase of vehicles parking in parkades. When comparing August - December 2013, to August - December 2014, vehicles have increased from 10% in September to 31% more vehicles in December, over the previous year. The majority of vehicles are parking for three hours or less, so turnover in parkades remains high. Subsequently, vehicles parking on-street has reduced slightly, creating the desired capacity on streets to attract more short term parkers. This appears to have freed up more high-demand on-street parking spaces in the downtown core, generally making parking easier to find.

A \$750,000 annual reduction in parkade revenue was anticipated when the recommendations were implemented, however, this was to be offset by a corresponding increase in on-street revenue, due to rate increases in the areas closest to the City parkades. The increases and decreases have occurred as anticipated; however, since the new parking rates have been implemented, there have been more than 43,000 additional downtown parking transactions. These additional transactions have resulted in a slight increase in parking revenue (\$61,000), compared to the same three month time period in 2013.

Month	City Parkades Total Vehicles 2013	City Parkade Total Vehicles 2014	Percentage Change
August	58,647	58,795	0.25%
September	55,422	60,718	9.56%
October	58,868	76,431	29.83%
November	62,192	74,243	19.38%
December	67,145	88,082	31.18%

Month	On-street Total Transactions 2013	On-street Total Transactions 2014	Percentage Change
July	239,945	237,475	-1.03%
August	248,129	234,528	-5.48%
September	227,526	230,060	1.11%
October	239,465	236,196	-1.37%
November	231,195	214,611	-7.73%
December	232,950	245,668	5.46%

The SafeWalk service has been well-used at the Bastion Square Parkade, with 80 to 120 customers using the service daily. The four other parkades have seen lower use (1 or 2 requests per day); however, security guards at these locations remain available to assist the public with locating their vehicle or offer a helping hand to carry packages to their vehicle. One reason for the popularity of the SafeWalk service at the Bastion Square Parkade is the increased security presence in the afternoon and evenings. An additional security guard situated near the back stairwell in Bastion Square has the opportunity to meet and greet customers as well as offer assistance. Feedback has been very positive, with many daytime customers returning in the evening to use the service.

A *Request for Proposals* for the parking enforcement contract closes in March. At the same time, the City is preparing an in-house model for Council review and consideration in March.

New ParkVictoria app launched

The *ParkVictoria* is a free app and mobile web application designed to make it easier and more convenient to pay for on-street parking. Launched on December 5 to improve customer service, the app enables motorists to pay for on-street parking using their iPhone, iPad, Android smart phone or tablet by downloading the free ***ParkVictoria* app** from the App Store or Google Play. Customers can also use any data-enabled mobile device to access the *ParkVictoria* mobile web application at www.parkvictoria.ca.



By the end of December:

- Over 4,000 customers had downloaded the app
- 1,377 unique users parked on-street and used the app
- Over 600 wallet accounts were set up
- 3,739 parking transactions were paid using the ParkVictoria app

Parking Services is seeing approximately 40 new users of the *ParkVictoria* app a day, and currently processes more than 300 on-street parking transactions daily. To date there has been a minimal impact to all other forms of payment (coin, credit card and parking card).

Call for artists Johnson Street Parkade

Enhancing City parkades to make them more welcoming was identified last year during consultation with members of the Victoria Youth Council as a way to improve the parking experience downtown. Parking Services staff are working with the Culture Division to beautify some of the City's parkades.



A national Call for Artists and artist teams was issued in December to create public art for the enhancement of the Johnson Street Parkade. The artwork may be located inside the building, such as in elevators or stairwells, and/or on the façade of the parkade. The artwork(s) is to be installed by the end of the year. The deadline for submissions was February 2, 2015.

The budget for the completed artwork(s) is up to \$125,000, inclusive of all design, production, installation and administrative costs. The new artwork(s) will be funded by the City's Art in Public Places Reserve Fund.

In addition, two local Calls for Artists will be announced in Spring 2015 to create public art to enhance Centennial Square Parkade and Bastion Square Parkade.

Reducing speed limits

Installation of the City's new 40km/h traffic signs began in December, with work continuing in the next quarter. In early 2015, 21 pedestrian/cyclist signs will also be installed to make drivers more aware that Victoria is a cyclist and pedestrian-friendly municipality. The signs will be installed at entry points around the city.

Once complete, the 40km/h limit signs will be in place at:

- Richmond Road between Fort Street and Crescent Road
- Southgate Street
- Quadra Street
- Bay Street between Blanshard Street and Richmond Road, and Esquimalt Road and the Point Ellice Bridge
- Douglas Street between Belleville Street and Dallas Road
- Gorge Road
- Richardson Street between Cook Street and Gonzales Avenue
- Within the area of Victoria described in the Official Community Plan as the Downtown Core, except for Blanshard and Douglas Streets



Additionally, a reduced speed limit from 50km/h to 30km/h will be made on Cook Street between Southgate Street and Dallas Road.

Public Works holiday food drive

During the first two weeks of December, Public Works crews participated in the annual Holiday Food Drive. Victoria residents were invited to donate food items and grocery store gift cards to support the Mustard Seed Food Bank. Residents could also share their generosity by writing a cheque to the Mustard Seed and attaching it to their Green Bin.

The City's 15th Annual Public Works Holiday Food Drive took place from December 1 –12. In 2014, 2,883 pounds of food was collected in addition to \$120 in monetary donations. The Mustard Seed uses a figure of \$2.50 as being equal to a pound of food.



Victoria's first bike barometer

In early December, a "Cycling Santa" and staff from the City and the Capital Regional District unwrapped Victoria's first bike barometer. Installed along the Galloping Goose Trail at Harbour Road, the device displays the number of cyclists per day and the total for the year, along with the temperature and time.

New intersection and road opened on west side of the Johnson Street Bridge

In mid-December, drivers, cyclists, and pedestrians gained access to the newly completed extension of Harbour Road, creating an access driveway to the Delta Ocean Pointe Hotel – and a new path for pedestrian use.

New traffic signals were installed at the intersection of Esquimalt and Harbour Roads in mid-November. Changes included new traffic lights at the new four-way intersection and new pedestrian crossings.

Cyclists on Harbour Road now activate the lights by positioning their bikes over a new bike detector (bike loop) at the intersection.

Two bus shelters installed

In 2014, two new bus shelters were installed. At Fairfield Road and Kipling, the work included the installation of a bus shelter as well as new lighting and the widening of sidewalks to increase accessibility. A bus shelter was also installed on Cook Street, fronting the Cook Street Village Activity Centre and the sidewalk was widened.

Hosted stormwater best practices conference

In October, the City of Victoria hosted a two-day conference at the Burnside Gorge Community Centre for municipal experts from across Canada, Seattle and Portland to share best practices on stormwater and rainwater management. Over the next 18 months, the City of Victoria will be moving to a stormwater utility model that will also include incentives for managing rainwater sustainably.



Commenced mediation on Johnson Street Bridge

In September, representatives from the City of Victoria, PCL Construction, and MMM Group, met at City Hall to outline continued steps forward and partnership expectations to successfully deliver the new Johnson Street Bridge. As a result of the meeting, the three project partners agreed to mediation in order to work through requested changes to the contract with minimal delays.

Shapiro, Hankinson & Knutson, a firm that specializes in construction law, was selected to assist in the mediation process between the City of Victoria, PCL Constructors Westcoast and MMM Group. The mediation process started on December 2 and is expected to take at least six months to complete, though parts of the mediation may take longer.

The change order requests from both the contractor and the consultant team are now subject to a mediation process. In the spirit of finding resolution to the outstanding issues, all parties are bound to confidentiality of the mediation process and any proposed financial settlement is subject to City Council approval.

Tonnes of organics and garbage collected

In 2014, the City collected 1,830 tonnes of kitchen scraps and 4,300 tonnes of garbage. The CRD manages the processing of the kitchen scraps that are collected in Victoria. As an interim solution for kitchen scraps processing, kitchen scraps collected within the City of Victoria are hauled to the Hartland Landfill and then transported with other regional kitchen scraps to Richmond, BC for processing. Harvest Power uses anaerobic digestion to create electricity from these kitchen scraps. The remaining material will be processed into compost for use in farms and gardens.

This is a temporary measure to treat kitchen scraps as a resource and to keep them out of the landfill. The Capital Regional District manages the processing of kitchen scraps for the majority of municipalities within the Region. They are continuing to work on a long-term solution to process kitchen scraps within the Region.



New software for asset management

The City recently purchased Cartegraph Computerized Maintenance Management Software and Asset Decision Engine. This new software will enable staff to track all work performed across the organization in terms of operational, maintenance and capital activities. Staff will be able to develop benchmarking and key performance indicators for the condition of the City's assets. The software informs decision-making to ensure assets are maintained and replaced in the most cost-effective manner possible by allowing a complete life-cycle analysis. The software centralizes the City's asset registry and work order databases to ensure accurate information is available for decision making.

New poster cylinders for Victoria neighbourhoods

In December, the City announced that new poster cylinders will be popping up around Victoria neighbourhoods to provide communities with a space to share information and promote events. The program has been piloted in Fernwood, Hillside-Quadra and James Bay and will be expanded in partnership with other neighbourhoods.

The poster cylinders have been introduced in an effort to provide an alternative for the placement of posters in public areas. Placing posters on any infrastructure is prohibited by City bylaw, as these posters quickly accumulate and can be left indefinitely on public infrastructure. This creates an unkempt environment and causes neighbourhood concern. The posters on these cylinders will be managed by the local community centre and/or neighbourhood association on a regular cycle determined for each community, likely every week or two.

FINANCE DEPARTMENT

New financial planning process

A major focus of 2014 has been the introduction of a new financial planning process. The new process moves away from expense-based budgeting and towards budgeting by priorities, outlining services and capital projects, including the costs, revenues and benefits of each. An improved process will result in a comprehensive and detailed Financial Plan that has the operating budget organized by department and the capital described in categories, such as active transportation, and complete streets. Council and the public will be able to review every business unit in detail, providing a description of the service, planned improvements and related metrics.

The new Financial Plan format will enable the City to better demonstrate the value that residents and businesses receive for their tax dollars. The information outlined in the new budget and with corresponding tools, both online and in print, will make it easier to participate in the budget process and to understand how the budget is established.



Upon approval and after consultation occurs in the spring, the new Financial Plan will include a summary of the public input within it to demonstrate the consultation efforts undertaken and what was heard from the community. Changes to the Financial Plan to reflect the public input will also be highlighted.

In 2015, the financial planning process for future years will begin much earlier. It will also place greater focus on metrics and service levels within business units. The process is one of continuous improvement each year.

Planning for participatory budgeting

Generating greater awareness around the budget through improved information will build a strong foundation for greater participation. In January, the Director of Finance and Director of Citizen Engagement participated in the participatory budgeting process in Tofino, BC, to learn firsthand what they are considering for their community. Staff continue to research participatory practices in other communities with the intention of working with the community in 2015 on the design of a participatory process here.

A review of the City's grant programs will also occur this year with participatory budgeting as a consideration in terms of how the programs can be improved.

Year-end preparation

In the last quarter of the year, accounting and payroll staff start to prepare for year-end procedures. This includes preparation for annual audit, annual statements, and issuing of T4's to all City and VicPD employees by the end of February.

Information Technology

In 2014, a number of technological improvements were made:

- A new mobile phone contract was introduced in late 2014, providing improved mobile devices for staff and Council, while saving the City approximately \$40,000 per year in costs. Improved mobile devices better serve staff needs. 473 smart phones have been replaced. Another 25 remain.

- Free Wi-Fi was introduced in City Hall. An upgrade for Apple users was made in Q1 to address an issue that impacts those accessing Wi-Fi on iPhone or Mac computers. Wi-Fi is being introduced in Crystal Pool and at Fire Station No. 1 during the first quarter of 2015.
- A number of network improvements were made in 2014, significantly enhancing network stability. The second half of 2014 saw 75% fewer outages than the first half.
- In 2014, tablets and laptops were issued to provide greater flexibility and support for key positions. This was done on a pilot basis to inform future equipment purchases and gauge technical support needs for these devices.
- 175 thin clients (personal monitors communicating with one central computer unit) are being replaced with personal computers, providing greater functionality to employees. This started in 2014 and should be complete by the end of April 2015.
- Over the last quarter, staff have been working with Citizen Engagement staff and staff in Nanaimo to learn more about their e-town hall module. IT staff are preparing new code for introducing the module into the City's website for a March e-Town Hall.
- IT also provided support to the new employee portal project this year. Launched in November, the new City Hub improves information sharing between staff and will encourage greater online collaboration to support project management.
- An online monitoring tool for development projects is in development. Online monitoring of rezoning applications will be introduced in late March; heritage and development permits will follow.
- New mobile devices and laptops were issued to the new Council to support a move from paper agenda management to paperless. Additional training support will be offered to Council early in the New Year to assist with this transition.
- A major upgrade to the Fire Department's software and hardware complement is underway. This will enable mobile terminals in fire vehicles and tablets for fire inspectors to use in the field. New analytics are now available to the fire department to access trends and statistics from their reporting system.
- New email accounts have been established for all firefighters who did not previously have email (approximately 50). This also facilitates their login access to the City Hub employee portal.
- Overall IT system reliability has improved over the past year, improving from 95% to >99% availability. This translates to fewer outages and less down time for users.



Customer Service Centre

Over 5,000 customers each month are served at the Centre. The staff team has been working closely with the new ambassador position, since its introduction in July, to triage customer needs and expedite any wait times.

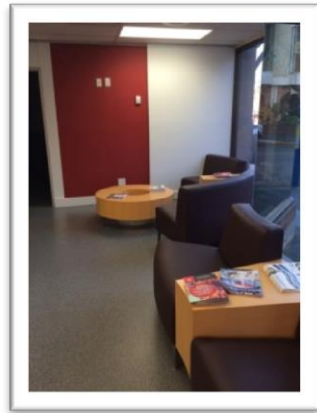
HUMAN RESOURCES

In 2014, 60% of the City's 279 vacancies were filled by internal candidates.

The Human Resources Department is committed to strategic workplace planning. This includes plans for succession and information transfer as 312 employees are eligible to retire in the next five years.

Human Resources staff have begun collaborating with the Citizen Engagement and Strategic Planning Department on a new orientation and recognition program, designed to be meaningful to employees and be based on merit, not simply length of tenure.

In 2014, there was a strengthening and reset of the City's relationship with its unions, and engagement in achieving joint objectives in the area of employee and labour relations. The City has had no new grievances since August.



There was increased focus on the accommodation of individuals within the workforce, earlier return to work, and improvements in attendance and sick time. In 2014, the City saw the lowest usage of sick leave in 10 years, with the reduction from 2013 to 2014 being equivalent to a \$146,000 gain in productivity. This has been achieved through the City's Return to Work Coordinator working in collaboration with departments.

In terms of health and safety, the City recorded the lowest WorkSafe BC usage in eight years. The reduction over the past two years is an estimated insurance savings of more than \$400,000.

In learning and development, the focus for 2015 will be creating individual development plans to retain and develop the City's workforce.

LEGISLATIVE AND REGULATORY SERVICES

Municipal Election



General Voting Day was held on Saturday, November 15 from 8 a.m. to 8 p.m. Advanced voting was held at Victoria City Hall on Wednesday, November 5 and Monday, November 10 from 8 a.m. to 8 p.m. on both days. Advance voting opportunities were also held at the University of Victoria on November 6 from noon to 4 p.m., and at Our Place on November 12 from 8 a.m. to 6 p.m.

On Saturday, November 15, 2014, the Municipal Election results from all 17 polls were tabulated, including 12 Voting Places, four advance voting opportunities, and mail balloting.

Total voter turnout was 24,665, approximately 39% of registered voters. This was the highest voter turnout in the past 20 years.

The results were:

Mayor:

HELPS, Lisa

Councillors: *(alphabetical)*

ALTO, Marianne

COLEMAN, Christopher

ISITT, Ben

LOVEDAY, Jeremy

LUCAS, Margaret

MADOFF, Pamela

THORNTON-JOE, Charlayne

YOUNG, Geoff

CRD Directors:

ALTO, Marianne

ISITT, Ben

YOUNG, Geoff



The response to the non-binding question "Are you in favour of reducing the number of municipalities in Greater Victoria through amalgamation?" was 80% Yes and 20% No.

Inauguration of new Council

The inaugural meeting of the new City of Victoria Council took place on Thursday, December 4. A First Nations blessing was conducted by Elder Mary Ann Thomas of the Esquimalt Nation, and The Honourable Chief Judge Thomas J. Crabtree administered the Oath of Office to the newly elected Mayor and eight Council members. The Reverend Canon Susan House, Priest-in-Charge at Christ Church Cathedral, gave the Invocation, after which Mayor Lisa Helps delivered an Inaugural Address. A short reception followed in the Antechamber.

New technology reduces paper use

To be more sustainable and cost-effective, City Council has been provided with tablets to replace the multiple meeting agenda/report binders that had been supplied in the past. The new tablets were provided to Council in January 2015. The cost savings are estimated to be \$15,000 annually.

Victoria Animal Control Services

In the fourth quarter:

- Animals impounded: 70
- Impound fees: \$3,831.39
- Licences sold: 246
- Licence fees: \$6,331.95
- Reported Incidents: 420
- Actions taken by Officers: 487



2014 Legislative Services at a Glance

- Freedom of Information Requests: 85
- Bylaw Officer Calls for Service: 2,103
- City Archives Inquiries: 2,000

2014 Council and Committee Meetings

- Governance and Priorities Committee: 26 open and 24 closed meetings
- Council: 29 open and 21 closed meetings
- Planning and Land Use Committee: 21 open and 8 closed meetings
- Standing Committees: 8 open meetings



Gorge Waterway Tenure

In the previous quarter, the City amended Zoning Regulations and requested that the Province remove any mooring buoys, derelict or anchored boats from the area. In July, the City applied for tenure over the water lot and wrote to the Minister of Environment and the CRD Chair, requesting process and/or studies of the Gorge Waterway/Portage Inlet marine ecosystem. The City is awaiting approval of its tenure application from the Province for the Selkirk Water.

New Year's Levee at Crystal Pool and Fitness Centre

In December, the annual New Year's Levee was planned and was hosted January 1 by City Council. For the first time, the New Year's Levee was held at the Crystal Pool and Fitness Centre instead of City Hall. Families were invited to enjoy a free swim and meet City Council on January 1 from 1 p.m. – 3:30 p.m. The event had a record attendance of 550 people.

Other Noteworthy 2014 Events

- Legislative Services and Policy and Planning divisions consolidated to improve departmental effectiveness.
- Long-term lease of City water lot on Wharf Street was executed for the Harbour Air Float Plane Terminal.

PARKS, RECREATION AND CULTURE

PARKS

Temporary overhead shelters in City parks

In 2014, there was an increase in camping and occupation of parks and green spaces resulting in impacts on the parks and green spaces themselves, as well as other park visitors and neighbouring residents. There has been increased coordination by City departments and VicPd to monitor and respond to the issue and a detailed report is being prepared for the March 12, 2015 Governance and Priorities meeting outlining the various impacts of the issue.

Annual Leaf Pick-up Service

Annual leaf pick-up service began in City neighbourhoods on November 12 and ended in early January. Residents can place their leaves in loose leaf piles or in tied, clear, 100% compostable bags on the boulevard for pick-up. There is no limit to the number of leaf piles or bagged leaves that can be set out. Victoria residents are asked to have their bagged leaves or leaf piles on the boulevard for pick-up according to their neighbourhood date.



Clawthorpe Park Playground consultation



Clawthorpe Park Playground consultation took place in October and early November. The community was invited to drop by an open house on October 22 at the Oaklands Elementary School library to learn more. Participants had the opportunity to view displays and place stickers next to their favourite play equipment; share their vision in a drawing, meet Parks planners and ask questions, suggest park improvements for the enjoyment of the community, and complete a short survey. The online survey was open until November 30. Public feedback will help inform the design for the new playground. Engagement is now complete and a report will be presented to Council for consideration in March 2015.

Playground and Park improvements

In the fourth quarter, the Parks Division completed the construction of a set of new stairs at Summit Park, located on the north side of Blackwood Street. In addition, the play area and park upgrades at Hollywood and Alexander Parks were completed, both of which included natural play elements. Fitness equipment installations were completed at Topaz Park and Cecelia Ravine Park.

Rockland Avenue Greenway Closure and Enhancement

In January 2014, a section of Rockland Avenue closed to motorists between Quadra and Vancouver Streets to make the greenway safer and more enjoyable for pedestrians and cyclists. Local vehicle traffic could still access Rockland Avenue from Vancouver Street, but there was no exit to Quadra Street.



In addition to increasing Victoria's walkability and improving this cycling corridor, the closed road connects Christ Church Cathedral to Pioneer Square, creating an improved green space downtown. The enhanced greenway is designed to guide vehicle traffic away from this residential street and onto main roads such as Fort and Fairfield.

Engagement opportunities in 2014 included an open house scheduled before the closure, staffed kiosks in Pioneer Square, meetings with stakeholders, and an online survey that closed on December 31. An engagement summary and report on the project will be presented to Council in March 2015 to determine next steps. In the meantime, this section of the greenway remains closed to traffic.

Greenways improvements

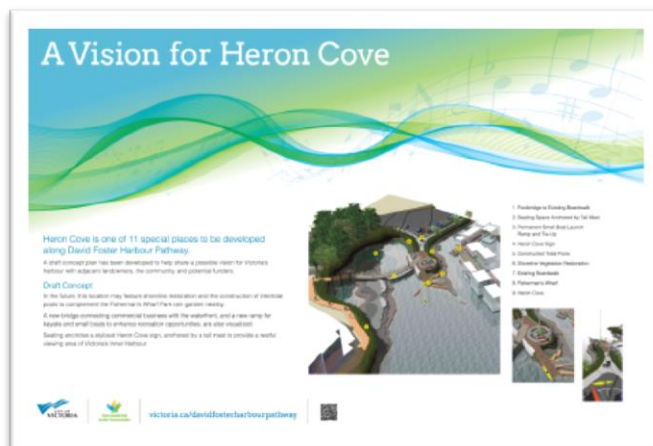
Other greenway improvements over the past quarter included completing 310 metres of new pathway through Oaklands Park, connecting Shakespeare Street north of Haultain to Ryan Streets. In addition, crews completed the staircases and a pathway connection at Hereward Green to connect Hereward Street to the E&N Regional Rail Trail. Boulevard work along Cook Street at Oxford Street consisted of drainage improvements, installing additional pavers to widen the existing sidewalk, and new turf.

9th Annual Tree Appreciation Day

The City held its 9th Annual Tree Appreciation Day at Beacon Hill Park on Sunday, November 2 from 10 a.m. – noon next to the new Rose Garden in Beacon Hill Park. The public was invited to bring their gloves and join the Mayor and staff in the planting of 12 trees in the park. The trees selected were well-suited to the local climate, and are species or cultivars that are new to Beacon Hill Park's tree inventory. Some of the trees included Amur Cork, Sugar Maple, Orange Bark Stewartia, 'Cobblestone' Bur Oak, and 'Goldstar' Magnolia.



\$1.4 million from Trans Canada Trail to advance construction of David Foster Harbour Pathway



On November 7, the City received confirmation of \$1.4 million in funding from Trans Canada Trail (TCT) to help advance construction of the David Foster Harbour Pathway in 2015. The pathway is a five-kilometre, high-quality, paved portion of Victoria's section of the Trans Canada Trail. Construction on this project will mainly focus on connecting gaps in the trail, including pedestrian bridges. The David Foster Harbour Pathway is also an important link on the 7.4-km stretch of the TCT from the Johnson Street Bridge to Clover Point, kilometre-zero of the Western section of the Trans Canada Trail. Two bridge connections will be the focus of consultation in 2015.

Interim boulevard gardening guidelines

Since the City's interim boulevard gardening guidelines were introduced in September, the Parks Division has received four enquiries from community members about planting a boulevard garden.

The interim boulevard gardening guidelines allow property owners to create gardens on boulevards immediately adjacent to their property. The guidelines outline the safety, accessibility, maintenance, and aesthetic elements that should be considered and also the legal responsibilities of managing a specific area of the boulevard. Once a comprehensive boulevard review is complete, final guidelines will be introduced in 2016.

RECREATION

Increased Registration at Crystal Pool and Fitness Centre

The City saw an increase of \$50,000 in revenue for registrations at the Crystal Pool and Fitness Centre in the last quarter, of which \$18,000 can be attributed to online registrations. The facility was closed for two weeks, rather than its usual three-week period, which provided one extra week of programming that could be attributed to the revenue increase.



National Sports Day celebrations

The fourth annual National RBC Sports Day in Canada was held on Saturday, November 29 to celebrate the role of organized sports in promoting healthy communities. The City promoted the following events:

- **National Jersey Day: Friday, November 28**
Victoria City Hall and Crystal Pool and Fitness Centre
 The community and City staff were invited to wear their favourite team jersey to City Hall or the Crystal Pool and Fitness Centre, to receive a single admission pass to Crystal Pool and Fitness Centre, and have their name entered to win four tickets to a Victoria Royals, Victoria HarbourCats, or Victoria Highlanders game.
- **National Jersey Day Everyone Welcome Skate: Friday, November 28**
 Anyone wearing their favourite team jersey had their name entered to win a signed Victoria Royals jersey. Admission was free for those wearing a jersey and \$2 for everyone else. All proceeds went to KidSport Victoria.
- **Sports Day in Canada Free Swim: Saturday, November 29**
 The Crystal Pool and Fitness Centre offered a free swim with games and prizes in celebration of Sports Day.

CULTURE



City of Victoria Butler Book Prize

M.A.C. (Marion) Farrant, author of *The World Afloat*, published by Talonbooks, was named the winner of the 11th annual City of Victoria Butler Book Prize at the Victoria Book Prize Awards Gala on October 15, 2014 at the Union Club of British Columbia.

Call for Nominations for Poet Laureate and Youth Poet Laureate

The Call for Nominations for Victoria's Poet Laureate (new four-year term) and Youth Poet Laureate (one-year term) that was announced in third quarter on September 25 had its deadline extended until November 17 to allow students more time to submit a nomination. The new Poet Laureate and Youth Poet Laureate were announced in the first quarter of 2015.

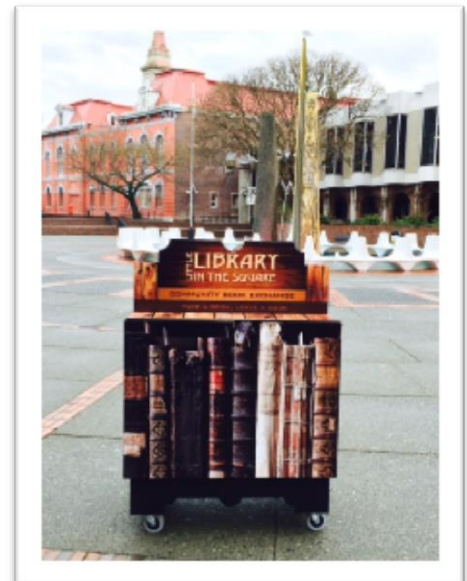
Annual Christmas programming

Partnering with the Downtown Victoria Business Association, the City launched its annual Christmas programming on November 17, which consisted of the 7th Annual Centennial Square Christmas Tree Light-up timed with the Island Farms Santa Light Parade (Saturday, November 29 from 4 p.m. – 5:30 p.m.; the Ferris Wheel in Centennial Square from November 29 – December 21, (Fridays 5 p.m. – 9 p.m.), Saturdays (1 p.m. – 9 p.m.), and Sundays (1 p.m. – 7 p.m.). The City also celebrated and promoted the 49th Annual Carolling Week that took place December 1 – 5 (except Thursday, December 4) from noon – 1 p.m. at City Hall and featured local school choirs.

Big square gets little library

On December 4, the City launched a new *Little Library* offering a free community book exchange in Centennial Square. The library is designed to help foster the love of reading. The community is invited "to take a book, leave a book".

Constructed out of two re-purposed electrical boxes and refurbished with shelves, the *Little Library* features a unique wrap design depicting a wooden cabinet stocked with antique novels. It opens from both sides and is set on wheels, making it easy to position in various areas of the Square to complement public events. Although originally stocked with books donated by staff, the *Little Library* is continually stocked by the community with a variety of reading materials for all ages.



Call to Artists to create public art for Johnson Street Parkade

The Culture Division is working in collaboration with Parking Services staff to beautify the City's parkades. On December 19, the City announced a national, three-stage Call to Artists to create public art to enhance the Johnson Street Parkade.

The artwork may be located inside the building, such as in elevators or stairwells, and/or on the façade of the parkade. The artwork(s) is to be installed by the end of the year. The deadline for submissions is February 2, 2015.

The budget for the completed artwork(s) is up to \$125,000, inclusive of all design, production, installation and administrative costs. The new artwork(s) will be funded by the City's Art in Public Places Reserve Fund. Two local Calls for Artists will be announced this spring to create public art to enhance Centennial Square Parkade and Bastion Square Parkade.

Online Event Feedback Form

The City launched an online event feedback form in summer 2014 to provide citizens with an easy way to submit comments on the festivals and events they attend, plan to attend, or are held near their home or business. Feedback helps the City and event organizers improve future programming and to minimize impacts to surrounding neighbourhoods such as noise, reduced parking or road closures.

In the fourth quarter, the City received enquiries by way of this online form about filming locations around town, how to submit an application to participate in the Island Farms Santa Light Parade, and some comments on noise caused by vehicles honking during the annual Truck Light Parade. The online form will be promoted in the second quarter of 2015, timed with Victoria's busy festival and events season.

SUSTAINABLE PLANNING AND COMMUNITY DEVELOPMENT

STATUS UPDATE FOR MAJOR DEVELOPMENT APPLICATIONS:

Quarter Four – 2014

(Sites with “COMPLETE” status indicated, are included to note progress since previous update and will be removed with next update)

Major Development Applications		
Site	Application Type	Status / Notes
Burnside/Gorge		
1950 Blanshard – affordable housing (Council directed priority processing)	Rezoning/DP	COMPLETE
	Housing Trust Fund Application (for \$543,725 grant towards project)	Recommended for Approval by GPC in Q4 2014 (December 18) and ratified by Council Q1 2015
2680 Blanshard – liquor store	Rezoning	Advancing to PH January 29th.
605-629 Speed & 606-618 Francis – ground floor commercial with residential above	Rezoning/DP	Updated report required for PLUC. Legal agreements have been finalized.
120 Gorge Road East – 26 affordable housing units. (Council directed priority processing)	DP	Application recently received.
Downtown		
755 Caledonia – ground floor commercial with residential tower	DP	COMPLETE
1515 Douglas – office commercial	Rezoning/DP	Advancing to PH – MDA in progress
816 Government – mixed use	Rezoning/DP/HAP	Proceeding to PLUC
613 Herald – commercial with residential above	DP	Awaiting resubmission and TDM study
595 Pandora – commercial with residential above	DP with variance	Referred to ADP, advancing to PH
1312-1314, 1318 Wharf (Northern Junk) – ground floor commercial with residential above	Rezoning/DP	Applicant reconsidering proposal
819 Yates – commercial with residential above	DP	COMPLETE but pending MOE release before issuing DP
1610 Store Street (Janion Hotel) – adaptive reuse for ground floor commercial with residential above	Heritage Designation and Tax Exemption	Approved
Fairfield / Gonzales		
1303 Dallas (Clover Point Pump Station)	Rezoning	PH scheduled then postponed
1030/1038 McClure – residential	Rezoning/DP	Advancing to PH
913 – 929 Burdett Avenue and 914 – 924 McClure - seniors at Mount St Angela	Rezoning/DP/HAP	Application recently received.
Fernwood		
1521-1531 Elford – residential	OCP Amendment/ Rezoning/DP	Referred to ADP, advancing to PH
1310 Gladstone – mixed use	OCP Amendment/ Rezoning/DP	Advancing to PH
Harris Green		
840 Fort (Sawyer Building) – ground floor commercial with residential above	DP	Advancing to Hearing

960-962 Yates – commercial with residential above	Rezoning/DP	Advancing to PLUC
Hillside-Quadra		
2813-2887 Quadra (Quadra Village) – residential	Rezoning/DP	Currently on hold. Site sold. New owners may proceed. MDA & PH on hold pending outcome.
James Bay		
521-557 Superior & 524-584 Michigan (South Block) – mixed use	Rezoning/HAP/OCP	Advancing to Public Hearing
Jubilee (N&S)		
North Park		
1002-1012 Pandora (St. Andrews School) – ground floor commercial with residential above	Rezoning/DP	Applicant reconsidering proposal
Oaklands		
2636 Shelbourne – residential	Rezoning/DP	Advancing to PH
Rockland		
1070 Joan Crescent – cultural facility	Rezoning/HAP	Application recently received
1082 Richmond – residential	Rezoning/DP	COMPLETE but pending signing of priority agreements
1745 Rockland – townhouses	Rezoning/DP	Applicant making revisions
Victoria West		
105 Wilson – affordable housing (Council directed priority processing)	Rezoning/DP	COMPLETE
251-259 Esquimalt (Roundhouse) – commercial heritage phase of the Roundhouse Development	OCP Amendment/DP/HAP	Awaiting required legal agreements, revised plans and design guidelines before advancing to PH

Legend:

DP - Development Permit Application
REZ - Rezoning Application
HAP - Heritage Alteration Permit Application
OCP - Official Community Plan Amendment
MDA - Master Development Agreement

STATUS UPDATE FOR MAJOR BUILDING PERMIT APPLICATIONS

Quarter Four - 2014

(Sites with an "OCCUPANCY GRANTED" status are included to note progress since previous update and will be removed with next update)

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 meters above grade development. Status: IN PROGRESS
740 Hillside	\$18,600,000	Retail and office building, including day care 20 children. Status: OCCUPANCY GRANTED
3050 Douglas Street	\$9,740,000	Three storey Toyota dealership and a two storey Lexus dealership. Connected by parking deck. Status: OCCUPANCY GRANTED
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: IN PROGRESS
621 Fort Street	\$5,140,200	4 storey office building with 1 level of basement - base building only - tenant improvements to follow. Status: OCCUPANCY GRANTED
1006 Government	\$2,000,000	Improvements to seismic upgrading, facade improvements/heritage restoration, building code improvements, new mechanical and electrical systems, envelope and interior rehabilitation of the building. Subsequent tenant improvement permits needed for full occupancy. Status: OCCUPANCY GRANTED
Fairfield / Gonzales		
838 Broughton St	\$10,000,000	82 unit residential building 3 levels of underground parking, bike storage, storage lockers, roof top patio area. 82 units and 2 commercial. Status: IN PROGRESS
1015 Rockland Ave	\$2,048,265	14 residential suites, surface parking (4 storey w/lower level). Status: IN PROGRESS
1969 Oak Bay Ave	\$6,468,639	Four storey mixed use building complete with underground parking. 22 residential units and five commercial rental units. Status: OCCUPANCY GRANTED
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: IN PROGRESS

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: IN PROGRESS
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: IN PROGRESS

Development Summit and Action Plan

A development summit was held during the summer of 2014 to hear from community partners, the development community and staff on ways to improve relationships and processes to help grow the city and manage development thoughtfully and efficiently.

An action plan was developed and approved by Council in September and is now being implemented across the organization. A development summit will be an annual occurrence in future years. Progress towards delivering an action plan will be reported on in March 2015.

Delegated Authority

Staff are in the process of reviewing the work to date and a preparing a new simplified approach for Council's consideration in 2015.

Harbour Vitality Principles

The Harbour Vitality Principles were approved by Council on October 23 following receipt of public feedback. Minor amendments were made to the document in response to the feedback. Next steps include preparation of an implementation strategy in 2015.

Authorization Method for Inspections for Plumbing Permits

The City hosted its first contractors' breakfast on November 19. Over 200 invitations were sent, and all the major local plumbing contractors attended. The City's new authorization method allows the plumbing inspectors to accept a declaration from the plumbing contractors without on-site inspections. This method allows staff to better manage inspection activities and to allow construction to continue without delays due to inspection timing.

Building Bylaw Consultation

Stakeholder consultation started in November with developers, architects, engineers, building officials. Staff presented at eight different venues.

Sign Permits – Electronic Submission

Staff started accepting sign permits electronically in the summer as a pilot project. Customers were given a choice of electronic or paper submission. Most preferred the electronic method, and now almost all sign permits are processed electronically.

VICTORIA FIRE DEPARTMENT

The fourth quarter of 2014 saw a number of fires in Victoria in addition to requests for mutual aid from neighbouring municipalities. The Department is working to increase efficiencies and progression of service delivery.

The City of Victoria and the International Association of Fire Fighters (IAFF) Local 730 negotiated a new 2012 - 2015 collective agreement. The collective agreement provides enhanced training and staffing efficiencies to better meet operational needs, in addition to wage and benefit increases. The collective agreement was completed successfully without a mediator.

The department submitted a draft Fire Prevention and Regulation Bylaw to Council for approval that was adopted on December 18, 2014. The new bylaw better represents current departmental operations, improved clarity and cost recovery strategies.

During this quarter, the Victoria Fire Department responded to 1,598 requests for service. Included in this figure are responses to 35 structure fires, 95 motor vehicle incidents, 242 automated fire alarm responses, 37 requests for public assistance and 1,053 medical aid responses. The Suppression Division, in addition to emergency response, has been active in the Company Inspection and Pre-Plan Programs. Two new programs added this quarter to complement the Pre Plan Program included the Aerial Access and Fire Department Connection Survey for Victoria's 133 high-rise buildings, and a confined space pre-plan project for City of Victoria confined spaces. The intent of these programs is to increase response efficiency through improved familiarity and information access.



The Fire Prevention Division has completed 152 inspections, 25 public education sessions, and 13 fire investigations. The new Fire Investigation vehicle was placed into service to support efficient investigation operations. The Fire Prevention Division, through a coordinated effort with Fire Suppression, was active at City Hall and at all elementary schools within the City of Victoria for Fire Prevention Week. They conducted fire drills and provided fire safety education. To support increased presence in schools in 2015, a member of the Fire Prevention Division was appointed as a School Fire Safety Liaison Officer.

The Training Division facilitated many education and certification sessions this past quarter to maintain specialized disciplines for both City and Regional response. Through the division, the department participated in a Joint Victoria Harbour Emergency Response Group night marine rescue exercise with the fireboat "Protector", CRD Regional Hazmat training, and a Regional Technical High Angle Rope Rescue exercise. Three members completed Officer Certification Programs to qualify for the Captain and Battalion Chief Promotional Pools. In addition, the department conducted training sessions for VicPD to educate their members on the hazards related to fire response. This training included fire science, health hazards, and safety precautions.

The Mechanical Division was instrumental in acquiring the new VEMA USAR vehicle at a considerable savings to the City, and a new Polaris Ranger utility vehicle. The division designed and outfitted the new



fire investigation vehicle, which is the first of its kind in the Region and was chosen for its size, front wheel drive train, and fuel efficiency. The Mechanical Division was responsible for the research and acquisition of the fire investigation vehicle. Commercial vehicle inspections of the department's apparatus and the annual dry dock service of the fireboat "Protector" were also completed. As a Regional maintenance and repair centre, the Mechanical Division completed several services, repairs, and commercial vehicle inspections for neighbouring fire departments.



Victoria Emergency Management Agency (VEMA) has appointed a new Deputy Emergency Coordinator who has brought experience as an emergency planner. Several training sessions for both City staff and VEMA volunteers were conducted this past quarter including: an EOC exercise, Urban Search and Rescue earthquake exercise, and an Evacuee Assistance Team Regional Reception Centre exercise.

The annual BC Shake Out earthquake drill provided City staff an opportunity to practise lifesaving skills in the event of a major earthquake. VEMA also finalized a Memorandum of Understanding with the Canadian Red Cross to provide assistance in large emergencies or disasters. This quarter also included a focus on the advantage of the City's Emergency Plan.

In 2014, the Victoria Fire Department experienced staffing challenges due to leaves of absence and long-term illness. In this quarter, some staffing matters have resolved and some vacancies have been filled through recruitments. The Fire Prevention Inspector vacancy was filled by hiring an internal candidate. The department is also in the process of holding a competition for the position of Deputy Chief of Operations. There are currently two other competitions running - the first is an Alarm Dispatch Operator competition to fill the vacancy created by the hiring of an internal candidate. The second is a Fire Fighter competition to prepare for future vacancies.

The implementation of the new Fire Prevention and Regulation Bylaw, recruitment processes, and continued investigation relating to Harbour Response will be priorities moving into the New Year.

VICTORIA CONFERENCE CENTRE

Crystal Gardens

A market sounding was issued on October 14 to identify alternate opportunities for maximizing the Crystal Garden space, while supporting downtown vitality and embracing the historical significance of the building. This was the first step in assessing market interest and potential for the property.



On October 23, the Governance and Priorities Committee received information about three responses submitted for potential uses for the City's historic Crystal Garden. The City initiated "market sounding" which closed the previous day, resulted in responses from David Roberts and Amit Sofer from the TVM Group, Macaloney Brewers and Distilleries, and Oceans Network Canada. The next steps include an evaluation to Council in Quarter 1 of 2015.

Economic Development

Work continues on economic development initiatives to advance harbour vitality. The new Strategic Plan that will be developed in the first quarter of 2015 will provide staff with direction on next steps.

Naming Rights

Naming rights opportunities continue to be pursued by Spectrum Communications based on direction from Council to pursue exploration by philanthropic naming. The naming rights agreement process continues and will be concluded in the fourth quarter of 2015.

Delegate Days

In 2014, there were 103,000 delegate days. This is in comparison to 104,613 delegate days in 2013 and 94,529 in 2012.

The highest number of delegate days was 136,908 in 2007, just before the global economic downturn.

Reorganization

Over the past year, thoughtful review and evaluation has occurred on how the City can support the arts and culture division in helping to grow the economy while building a more vibrant community. To build synergy in related areas working together, the Arts and Culture division will be aligned and located at the Victoria Conference Centre in January 2015. Under the Economic Development umbrella led by the Victoria Conference Centre, the alignment will support the strengthening of arts and cultural programming, while enhancing the conference business of the Centre. Culture activities will be reported within this section in future 2015 quarterly reports.

Events

Sept 29 – Oct 2	Canadian Urban Forest Conference – 400 delegates
October 4	Victoria Film Festival – 800 delegates
October 8	BC Public Service Agency – 700 delegates
October 8 – 9	Office of the Chief Information Officer – 345 delegates
October 10 – 12	Victoria Marathon Society – 10,000 delegates
October 12 – 14	Captive Resources Inc. – 80 delegates
October 15 – 17	Canadian Construction Association – 130 delegates

Events - continued

October 16 – 17	TBD Holding Inc. – 90 delegates
October 16	Greater Victoria Coalition to End Homelessness – 90 delegates
October 20 – 23	Diversified Business Communications – 165 delegates
October 23	Agilent Technologies Inc. – 15 delegates
October 24	BC Primary Teachers Association – 850 delegates
October 25	Pacific Coast Public Television Association – 400 delegates
October 27 – 31	Institute of Chartered Accountants of BC – 50 delegates
October 27	Federation of Post Secondary Educators – 100 delegates
October 28	Central 1 Credit Union – 50 delegates
October 30	Gold Metal Plates – 500 delegates
October 30	AWM-Alliance Real Estate Group – 60 delegates
November 1	City of Victoria Parks, Recreation and Culture Division – 150 delegates
November 3 – 5	Solution Tree – 400 delegates
November 6 – 8	Nova Clinical Services Inc. – 485 delegates
November 6 – 7	Indigenous Perspectives Society – 95 delegates
November 6	Western Literature Association – 400 delegates
November 8 – 10	Payne's Marine Supply Group – 400 delegates
November 13 – 14	Victoria and District Dental Society – 190 delegates
November 16	Rotary International – District 5190 – 566 delegates
November 14 – 16	Fine Vintage Ltd. – 25 delegates
November 17 – 20	C2C Network – 244 delegates
November 17 – 18	TELUS – 125 delegates
November 18 – 20	Fisheries and Oceans Canada – 55 delegates
November 18	CI Investments – 65 delegates
November 18	nForm – 15 delegates
November 20	Triology Software, Inc. – 45 delegates
November 22 – 23	Studio 4 Athletics – 920 delegates
November 23 – 28	National Energy Board – 100 delegates
November 24	DigiBC - The Digital Media & Wireless Association of BC – 125 delegates
November 28	BC Schizophrenia Society Victoria Branch (Inc) – 200 delegates
November 28 – 30	Out of Hand Crafts Inc. – 5,000 delegates
November 29	Shaw Cablesystems GP – 800 delegates
Nov 30 – Dec 1	Thrifty Foods – 375 delegates
December 2 – 3	ECF Management Inc./Education & Career Fairs – 1,200 delegates
December 3 – 5	Canadian Professional Management Services – 11 delegates
December 4 – 6	BC Road Builder's and Heavy Construction Association – 505 delegates
December 5 – 7	SMUS Parents' Auxillary Society – 806 delegates
December 6	MAXIMUS BC Health Inc. – 350 delegates
December 9	City of Victoria – 500 delegates
December 9	Graphic Office Interiors Ltd. – 18 delegates
December 10 – 12	Canadian Professional Management Services – 10 delegates
December 13	Seaspan Victoria Shipyards – 600 delegates
December 16	Ministry of Forests, Lands and Natural Resource Operations – 170 delegates
December 17 – 18	Computational Hydraulics Int. (CHI) – 6 delegates



Victoria Police Department – Quarterly Report – October to December 2014

Organizational Highlights

VicPD is in the final stages of a new strategic planning process that will guide the department for the next five years. The Victoria and Esquimalt Police Board and the department will hold community consultations on the draft plan before its scheduled completion in the spring of 2015.

VicPD staff finalized the organizational changes to facilitate the full implementation of the Victoria/Esquimalt framework agreement for January 1, 2015. The VicPD Senior Command Team, working with the City of Victoria and Township of Esquimalt, also established clear performance metrics as per the new framework agreement.

VicPD is conducting a number of operational reviews to ensure the best possible deployment of resources. Staffing and roles within the VicPD 911 Communications Centre, the K-9 Section, and the Focussed Enforcement Team are being assessed to optimize efficiency. VicPD is also undertaking a comprehensive review of our current and potential participation in integrated units to ensure that the needs of our citizens are being met while supporting cooperative efforts to address regional issues.

In addition, to address the additional workload demands and complexity of domestic violence investigations, four new investigators will be assigned to the Patrol Division effective March 2015. These investigators are being redeployed from existing resources as part of an organizational realignment.

The VicPD community and business survey initiative has seen an excellent response rate and the results were presented to both Victoria and Esquimalt councils at the Joint Board/Councils meeting in the fall of 2014. Interactive community events for the release of the VicPD Business Survey results are being planned for both Victoria and Esquimalt locations in early 2015.

VicPD launched a new public website (www.vicpd.ca) on November 12, 2014. The site, whose theme is “Working together to ensure healthy communities,” offers a range of options by which citizens can interact with VicPD, learn more about the department’s activities, and report community concerns or issues.

A comprehensive evaluation of the Information Technology function within VicPD was completed on October 21, 2014. VicPD’s Senior Command Team and IT section are now implementing the report’s recommendations to ensure IT resources are being used effectively and efficiently. VicPD and City of Victoria staff continue to work in partnership to co-locate IT servers in one location (VicPD HQ) which will reduce the overall costs for the two IT sections.

Operational Successes

Through the daily application of intelligence-led policing practices and sustained community engagement, VicPD experienced a number of operational successes. Examples include:

October 14, 2014 - A lone VicPD K9 officer is responsible for the arrest of three individuals in a stolen vehicle while seizing weapons and solving a recent mischief.

October 15, 2014 - VicPD's online crime reporting system sees large increase in use by the community this year, allowing VicPD to free up hundreds of hours of officer and call-taker time while giving citizens a quick and efficient means to report crime.

November 18th 2014 - VicPD recognizes citizen with Civic Service Award for assisting an off-duty VicPD sergeant with apprehending a combative thief.

November 20, 2014 - VicPD's Cst. Brendon LeBlanc is awarded the 2013 Traffic Law Enforcement Officer of the Year by the British Columbia Association of Chiefs of Police Traffic Safety Committee for his outstanding work combatting impaired and prohibited driving.

November 21st, 2014 - VicPD's Analysis and Intelligence Section is credited for identifying and apprehending a bank robber.

December 10, 2014 - VicPD's Crime Reduction Unit arrests a well-known property thief and his accomplice, both recently arrested for destroying and stealing parking meters.

Financial Update

The department incurred a surplus of approximately \$387,000 (0.8%) for fiscal year 2014. A significant portion of the surplus was due to a reduction in overtime.

The five-year average for overtime (2009-2013) is \$1,965,548. In 2014, the department spent \$1,808,986 in overtime, resulting in a surplus of \$183,556.

This amount does not include overtime incurred on Canada Day (\$139,950). Costs for Canada Day are charged to "special events" and a significant portion of the overtime surplus was used to offset the cost of overtime for Canada Day. Canada Day overtime costs have risen since 2010 yet there has been no budget increase. The average cost to provide police services for Canada Day prior to 2011 was \$46,571. The three year average from 2011 to 2013 was \$164,461.

Future Priorities

VicPD staff will continue to work with City of Victoria staff to streamline the enforcement of bylaws, including the issue of camping in public parks.

The department will also continue its comprehensive community engagement efforts, especially as the new strategic plan is being developed.

Intelligence-led policing will remain an operational priority for the department and recent improvements in IT service delivery should facilitate the cost-effective application of technology to enhance operations.

City Manager's Office

	Key Initiative	Milestones				Status	Comments
		Q1	Q2	Q3	Q4		
1.	Outline a new financial plan process for 2015		June			Complete	Implementation is in progress
2.	Outline orientation package/process for Council consideration			October		Complete	
3.	Outline strategic planning process for Council 2015			October		Complete	
4.	Implement Esquimalt Policing Decision					Ongoing	
5.	Lead multi-property land swap with Province of BC					Complete	
6.	Outline additional organizational goals for 2014		June			Complete	
7.	Present JSB review Council		June			Complete	Ongoing updates
8.	Quarterly updates to Council on Strategic Operational Plan		July		February 2015	In progress	Improvements made each quarter
9.	Review of City Policies					Ongoing	
10.	Review options for sewage treatment local					In progress	Update at March 12 GPC

Citizen Engagement and Strategic Planning

	Key Initiative	Milestones				Status	Comments
		Q1	Q2	Q3	Q4		
1.	Support development of new budget process					In progress	
2.	Open Government/Open Data:					In progress	
	• Enhance open data catalogue and develop open data licence		June				
	• Develop Online document library		June				
	• Raise awareness of VicMap enhancements and how to use	Ongoing					
	• Prepare workplan for 2015				December	In progress	
3.	Lead Customer Service Action Plan					Complete	
	• Progress report		May				
	• Create position of Customer Service Ambassador		May				
	• Customer service improvements in HR and Mayor’s office				October	Complete	
	• Review customer service model					In prgoress	Q1 2015
4.	Assist development of HR Orientation and recognition programs				December	In progress	
5.	Redevelop employee intranet				December	Complete	
6.	Conduct consultation on proposed parking recommendations		May			Complete	
	• Develop communication and customer service program for changes to Parking Services			September		Complete	
7.	Education program for new stormwater utility					In progress	Rebate program to GPC in January 2015 Industry education Q1-Q4 Launch of stormwater utility and credit/rebate program Q2 Property owner education Q2-Q4

	Key Initiative	Milestones				Status	Comments
		Q1	Q2	Q3	Q4		
8.	Develop communications and engagement plan to support new budget process and communicating taxpayer impacts				December	In progress	Implementation in progress. Dovetailed with Financial Plan process
9.	Develop communications to support 2014 Municipal Election			November		Complete	
10.	Revise Public Notice advertising for brand and plain language					March 2015	March GPC
11.	Implement web enhancements:						
	• Blog		May			Complete	
	• Online consultation portal "Have Your Say Victoria"		May			Complete	
	• Emergency Notification system		May			Complete	
	• Online registration for recreation programs			August		Complete	
	• Responsive design for mobile devices			September		Complete	
	• Freshen homepage			September		Complete	
12.	Develop communications strategy and support updating Bicycle Master Plan			July		Complete	Engagement complete for Phase 1
13.	Develop communications strategy to support priority capital projects, including Bay Street Bridge and Fire Hall #1			TBD			Will be determined by project plans. Market Sounding issued February 17, 2015
14.	Develop communications strategy to support Dallas Road bike path					On hold	
15.	Develop engagement strategy for redevelopment of Johnson Street Bridge S-curve lands					2015	Was October. Consolidating public realm green space engagement in one process
16.	Develop communications to support Local Area Planning processes					In progress	Project Charter approved January 2015
17.	Support engagement on Harbour Dialogue		March to	July		Complete	
18.	Manage communications to support Johnson Street Bridge Replacement Project	Ongoing				In progress	
19.	Develop communications strategy for improving communication of capital projects				December	In progress	Staff focus groups in October. Implement in 2015

	Key Initiative	Milestones				Status	Comments
		Q1	Q2	Q3	Q4		
20.	Review Wayfinding Program:						
	• Scope project with SPCD		June				Implement in 2015
	• Update Council					Q2 2015	Was September
21.	Engagement summary for Central Business District Zoning regulations		May			Complete	
22.	City Employee Forum		June		December	Ongoing	Held quarterly; last forum was in December 2014
23.	Support Special Committee Meeting: Speed Limits				November	Complete	
24.	Sewage planning				October	In progress	New
25.	Improved reporting on strategic initiatives					In progress	Q2 2015
26.	Support Council orientation				December	Complete	
27.	Support for TEDxVictoria				November	Complete	

Engineering and Public Works

	Key Initiative	Milestones				Status	Comments
		Q1	Q2	Q3	Q4		
1.	Conduct a Parking Services Review				December	Complete	
	• Report to GPC on consultation results		May			Complete	
	• Implement recommendations			September to	December	In progress	
2.	Renovations of Building spaces						
	• Public Service Centre in City Hall			August		Complete	
	• Customer Service Improvements to Human Resources				October	Complete	
3.	Stormwater Utility:						
	• Consolidate sewer and stormwater bylaws and create stormwater utility.		June			Complete	Presented to GPC in July
	• Implement					In progress	
4.	Purchase of 2920 Bridge Street for improved storage for City equipment	February				Complete	
5.	Transfer Siem Lelum (120 Gorge Road) Supportive Housing Property to province					Q2 2015	Awaiting BC Housing to complete review of closing documents before title can be transferred to VNFC
	• Housing Agreement Bylaw to Council				October		
6.	Implement Douglas Street Corridor transit improvements						
	• Phase 1 implementation			June/July		Complete	Peak hour lanes in service June 9
	• Phase 2 design				December	In progress	
	• Phase 2 construction					In progress	Commenced Q1 2015
7.	Update the Bicycle Master Plan					In progress	
	• GPC report on engagement and next steps			July		Complete	
	• Delivery of Phase 2 update plan				August - Q1 2015	In progress	Updated document anticipated for Q1 2015
8.	Asset Management Implementation Plan						
	• Pilot implementation of software			September			Software testing underway

	Key Initiative	Milestones				Status	Comments
		Q1	Q2	Q3	Q4		
	• GPC report					Q2 2015	
9.	Develop policy for Post-Seismic Standards for Civic Buildings and Infrastructure					Q3 2015	Was December 2014
10.	Launch new cigarette butt recycling program for downtown aimed at keeping city streets clean					Complete	Trial program initiated in June with 22 participating sites. Positive public response.
11.	Complete exterior lighting on City Hall				December	Complete	
12.	New seasonal decorations for Douglas and Blanshard and install new banners for 2014 holiday season				December	Complete	
13.	Upgrade lighting in Centennial Square to LED to add colour and improve visibility				October	In progress	Existing floodlighting upgraded to LED.
14.	Introduce new community "paint- out kit" program to remove graffiti in neighbourhoods		May			Complete	Kits are being distributed
15.	Replace Johnson Street Bridge and replace utilities in area	Ongoing				In progress	
	• Independent review					Complete	
	• Quarterly reports					Underway	
16.	Renovate or Replace Fire Hall #1:					In progress	
	• Project Planning RFP					Q1 2015	Market Sounding initiated February 17, 2015
	• Report to GPC on options					May 2015	
17.	Dallas Road Bike Path					On hold	Will be prioritized as part of larger Bike Master Plan discussion
18.	Issue RFP for developing Sanitary Sewer Master Plan			TBD		On hold	Previous deadline of September. On hold until sewage treatment is finalized.
19.	Advance environmental sustainability initiatives:						
	• Update Council on preparation and					Q2 2015	Was Q1

	Key Initiative	Milestones				Status	Comments
		Q1	Q2	Q3	Q4		
	implementation of Climate and Energy Resiliency Plan						
	• Update Council on implementation of Carbon Neutral Plan					Q2 2015	
	• Update Council on preparation and implementation of Climate Change Adaptation Plan					Q2 2015	Was December 2014
	• Prepare solar roof capability mapping					Q2 2015	Was December 2014
20.	Review potential for point of renovation energy audits					Q2 2015	Was May 2014
21.	Complete preliminary design and costing for Point Ellice Bridge					Complete	
	• Update cost estimates for GPC			September		Complete	January 2015 GPC
22.	Repair Dallas Road seawall						
	• Immediate repairs			September		Complete	Work will continue until early Fall on 2 sections of wall
	• Additional repairs					Ongoing	Ongoing work by city crews Phase 2 in 2015; Phase 3 in 2016
23.	Progress report on Late Night Great Night to GPC					In progress	Surveys conducted of late night patrons, taxi drivers. Report now scheduled for Q1 2015. Was September.
24.	Review of Sidewalk Café bylaw					2015	Moved due to workload
25.	Commercial Alley Improvement Project			September		Complete	Public street art gallery installed in June. Cleaning/sealing of asphalt scheduled
26.	Highway Access Bylaw				December	Complete	Additional authority given to the Director of Engineering
27.	Support development of new budget process					In progress	

	Key Initiative	Milestones				Status	Comments
		Q1	Q2	Q3	Q4		
28.	Amend street and traffic bylaw, re: skateboarding regulations					In progress	Report went to GPC in Q4. Council requested consultation on proposed recommendation. Report to GPC in March 2015
29.	Work plan to Lower Speed Limits				December	Complete	Approved by Council and implemented by staff. Speed limit signs being installed.



Finance

	Key Initiative	Milestones				Status	Comments
		Q1	Q2	Q3	Q4		
1.	Develop new Budget Process						
	• Implement new budget process					In progress	New budget process to be implemented in Q1-Q2 2015
	• Outline new process		June			Complete	
2.	Introduce Electronic Billing for:						
	• Property Taxes		May			Complete	850 have signed up for this
	• Utilities		May			Complete	Promo launch in September
	• Business Licences					Complete	
3.	Finalize Policing Agreement					Complete	
4.	Update Waterworks Bylaw to clarify billing adjustments					In progress	Council approved changes in Q2. Legal is updating bylaw. March 26 Council
5.	Sewer/stormwater bylaw					Complete	Approved by council
6	Budget monitoring and reporting for Johnson Street Bridge Replacement project						
	• Annual report		June			Complete	
	• Annual financial audits		June			Complete	
7.	Support development of stormwater utility credit and establish billing system					In progress	Working towards launch for Q2 2015
8.	Information Technology enhancements					Ongoing	Network stability improved. Free Wi-Fi for customers in City Hall. PC Computer upgrades underway. Tablet pilot underway.

Fire

	Key Initiative	Milestones				Status	Comments
		Q1	Q2	Q3	Q4		
1.	Support development of new budget process					In progress	
2.	Support renovation or replacement of Fire Hall #1:						Engineering is lead on project
	• Project Planning RFP		May			Q1 2015	Was May. Informal Market Sounding initiated February 17, 2015
	• Report to GPC at conclusion of Market Sounding					May 2015	
3.	Develop Victoria Emergency Response Plan					In progress	Draft Plan undergoing staff review. Q3 2015
4.	New Fire Prevention Bylaw					Complete	
5.	Implement fire company commercial inspection program		April			Complete	
6.	Review response capacity based on risk assessment. Report to GPC					In progress	Now Q3 2015. Delayed due to competing priorities.
7.	Host BC Fire Chief's Convention (VCC)		June			Complete	
8.	Develop tsunami map and education program for Victoria residents and businesses					2015	
9.	Launch new partnership and hoarding awareness program		April			Complete	
10.	Shakeout Event				October	Complete	Annual event.
11.	IAFF Collective Bargaining					Complete	
12.	Department Strategic Plan					In progress	Q1 2015. New.

Human Resources

	Initiative	Milestones				Status	Comments
		Q1	Q2	Q3	Q4		
1.	Develop new employee orientation program					Q2 2015	Was December
2.	Enhance the City's employee recognition program						
	• Conduct employee focus groups					Q2 2015	Was December
	• Develop new program					Q2 2015	Was December
3.	Conduct collective bargaining (CUPE, Trades, etc.)			August		Q2 2015	Carpenters union still needs to be negotiated
4.	Develop Manager Resource Program					Complete	
	• Manager session			TBD			
	• Develop training program				October		
	• Roll-out Module/training program				TBD		
5.	Day of Mourning		April			Complete	
6.	Maintain WorkSafe BC Certificate of Recognition <ul style="list-style-type: none"> • Communicate results • Conduct 2014 audit 				December	Complete	Decision not to pursue based on the extensive staff support required to conduct interviews and compile audit. Staff efforts will be redirected into work that yields a higher ROI.
7.	Conduct Workplace Bullying and Harassment Prevention Training sessions		June			In progress	Crystal Pool sessions underway
8.	Return to Work/Stay at Work programs to reduce WorkSafe and sick leave time by 25% over 2013				December	Complete	
9.	National Occupational Health and Safety Awareness Week		May			Complete	
10.	Whistleblower Policy to GPC		June			Complete	
11.	Employee Indemnification Policy		May			Complete	
12.	Review spare board		April			Complete	
13.	Support development of new budget process					Complete	

	Initiative	Milestones				Status	Comments
		Q1	Q2	Q3	Q4		
14.	Improve customer reception area				October	Complete	
15.	IAFF Collective Bargaining				December	Complete	



Legal Services

	Key Initiative	Milestones				Status	Comments
		Q1	Q2	Q3	Q4		
1.	Finalize Police Agreement		April			Complete	
2.	Provide contract and other legal services to Johnson Street Bridge Replacement Project					Ongoing	
3.	Building Bylaw			September		In progress	Draft completed – initiating consultation with industry in Q1 2015
4.	Fire Inspection Bylaw			September		Complete	Bylaw adopted
5.	Highway Access Bylaw amendment		June			Complete	
6.	Impounding Bylaw amendment					May 2015	Re-prioritized based on other priorities
7.	Inspection Bylaw amendment				December	2015	Re-prioritized based on discussions with other departments
8.	Land Use Procedures Bylaw amendment					Q2 2015	Early 2015 due to complexity and workload. Was Q1.
9.	Sign bylaw (housekeeping amendments)					Complete	Bylaw adopted in January 2015.
10.	Special Event Permits Bylaw					In progress	Legal work completed in 2014. Awaiting results of consultation and review by other departments.
11.	Streets and Traffic Bylaw (updates)				December	Ongoing	Amendment on speed limits adopted in December. Other updates (truck routes, jaywalking, car shares) in progress. Some expected to be ready for March 2015.
12.	Zoning Regulation Bylaw (updates)					Complete	Legal work completed and bylaw amendments are ready for the first and second reading – adoption requires a public hearing.
13.	Support development of new budget process					Ongoing	
14.	Downtown zoning – Central Business District					On hold	Late 2015. Work has commenced but is now on hold pending Council's decisions on strategic priorities and budget.



	Key Initiative	Milestones				Status	Comments
		Q1	Q2	Q3	Q4		
15.	Gorge Waterway Rezoning			September		Complete	
16.	Sewage Treatment (local option)					Ongoing	
17.	Review of Parks Regulation Bylaw					On hold	On hold pending Council
18.	Dockside MDA amendments					In progress	Deadline in 2015. Work is starting now
19.	120 Gorge Road (completing negotiations)					Ongoing	
20.	Council Procedure Bylaw amendments					On hold	Pending review of governance by Council.
21.	Indemnification Bylaw amendment			August		Complete	
22.	OCP amendments and updates					Ongoing	
23.	Bradshaw Appeal			September		In progress	Hearing held in September; judgment dismissing appeal released in January 2015; collecting costs.
24.	Ghai Judicial Review			August		Complete	Petition dismissed.
25.	Hillside Mall rezoning judicial review					Ongoing	No hearing date set yet



Legislative and Regulatory Services

	Key Initiative	Milestones				Status	Comments
		Q1	Q2	Q3	Q4		
1.	Implement Council Governance improvements:						
	• Prepare for Council Standing Committees						
	○ coordinate recruitment of public members		April			Complete	
	○ conduct orientation for new members		May			Complete	
	○ establish meeting schedule		May			Complete	
	• Governance manuals – roles, responsibilities, Council-staff relations, guide for public					Complete	
	• New Council/Committee report format and staff training					In progress	Q1 2015. Dependent on outcome of broader “Report Summit”. Was December. TBD – waiting for approvals for training.
	• Develop Delegation Bylaw					In progress	Initial scoping work completed, awaiting direction.
2.	Improve organizational awareness of Freedom of Information and Protection of Privacy Act (FIPPA):					In progress	
	• Deliver FIPPA awareness training to staff		June			In progress	Has started and will continue
3.	Improve public access to Archives’ digital record collection					Deferred	Shifted to 2015 to coordinate with other departments.
4.	Conduct 2014 Civic Election					Complete	
	• New Council orientation and governance education					Complete	
5.	Implement Records Management Development Program:						
	• Recruit records manager		May			Complete	
	• Prioritize records management development projects					In progress	Preliminary technical analysis has been completed. Departmental consultation planned for Q3

	Key Initiative	Milestones				Status	Comments
		Q1	Q2	Q3	Q4		
6.	Propose Secondary Suite Enforcement Policy					Q2 2015	Was July
7.	Propose new policy and bylaw to regulate special events					In progress	To Council in Q3
8.	Allocate exclusive parking stands for sightseeing vehicles (effective April 1, 2015):					Complete	
	• Council direction on proposed process					January 2015	
	• Seek Council approval of recommended stand allocations					February 2015	Bylaw adopted
	• Update Vehicles for Hire Bylaw to reflect new allocations					February 2015	Bylaw adopted
9.	Enhance delivery of Bylaw and Licensing Services:						
	• Revise Inspection Bylaw					In progress	To Council for consideration in 2015
	• Develop Impounding Bylaw					In progress	To Council for consideration in 2015
10.	Explore lease of Selkirk Waterway from Province:						
	• Report to Council		May			Complete	
	• Implement Council direction			July		In progress	Tenure application to Province completed.
11.	Develop Consultation Bylaw to address development on parks and green spaces:						
	• Report to Council on options					In progress	Requires additional internal consultation in 2015.
	• Implement Council direction			TBD			
12.	Honorary Citizen Awards:						
	• Coordinate nominations process and select members		April			Complete	
	• Awards ceremony		May			Complete	
13.	Conclude Inner Harbour floatplane terminal lease			July		Complete	
14.	Support development of new budget process					Ongoing	

	Key Initiative	Milestones				Status	Comments
		Q1	Q2	Q3	Q4		
15.	Review contaminated site studies and develop and implement remediation plans for 1012/1014 Yates Street:						
	• Complete technical studies		May			Complete	
	• Report to Council on proposed plan				October	Complete	Remediation option approved.
16.	Relocate RCMP Mess from 2013 Harbour Road		September			Complete	
17.	Intervene in Trans Mountain Pipeline Expansion Project public hearing						
	• Solicit public feedback and provide consultation summary to Council				December	Complete	Public meeting held in September. Online survey available until October 31. Summary provided to Council in January 2015.
	• Submit information request					January 2015	
	• Submit evidence					May 2015	
18.	TransCanada Pipeline Intervener Status					Ongoing	Response from Kinder Morgan received in January

Parks, Recreation and Culture

	Key Initiative	Milestones				Status	Comments
		Q1	Q2	Q3	Q4		
1.	Introduce new online registration system for Crystal Pool and Fitness Centre programs			August		Complete	
2.	Support development of new budget process					In progress	
3.	David Foster Way Project Charter to GPC and David Foster Way Implementation:		May			Complete	
	• Janion/JSB Connection Planning and Design			TBD		In progress	Q1 2015
	• Raymur and Heron Coves Planning and Design					In progress	Report to GPC March 2015. Consultation proposed.
4.	Develop Crystal Pool Investment Strategy					In progress	
	• RFP		April			Complete	
	• Estimates and options to GPC					Complete	Update report to GPC in January 2015
5.	Call for Public Art for Johnson Street Bridge					TBD	
6.	Select new Poet laureate for next three years and host LitArtCity variety of poetry events in April, Poetry Month		April			Complete	Announced in January 2015
7.	Evaluation of Welcome Pole in Centennial Park to restore to reinstall in 2015						
	• Removal	March				Complete	
	• Report to GPC			TBD			Not repairable. Consulting family of artist
8.	Partner with Open Space Gallery on "Reclaim the Streets"		April			Complete	
9.	Create new playgrounds at Alexander and Hollywood parks:						

	Key Initiative	Milestones				Status	Comments
		Q1	Q2	Q3	Q4		
	• Consultation	February				Complete	
	• Installation			November		Complete	
10.	Consultation on Pilot Rockland Avenue Greenway:						
	• Road closure	January				Complete	
	• Consultation		Ongoing	Ongoing	Ongoing	In progress	Consultation is complete. Report to GPC February 2015
11.	Advance Greenways plan:					In progress	
	• Oaklands Pathway			September		Complete	Completed early. Was November.
	• Higgins Road greenway and Hillside drainage				November	TBD	Under review due to community feedback
	• Hereward stairway connection to E & N Rail			September		Complete	
12.	Open new rose garden in Beacon Hill Park		June			Complete	
13.	Install three new outdoor fitness stations:						
	• Topaz Park				November	Complete	
	• Cecelia Ravine Park				November	Complete	
	• Oaklands Park				November	Complete	
14.	Michigan Street Community Garden relocation:						
	• Identify site and report to GPC			July		Complete	
	• Infrastructure improvements				TBD	In progress	Option are being explored in consultation with SD#61 and JBNA
15.	Acquire property for new park in Burnside Gorge neighbourhood					TBD	
16.	Support development of engagement plan for Johnson Street Bridge S-Curve Lands					TBD	Was October 2014
17.	Implement Beacon Hill Park transportation changes:						
	• Temporary completed		June			Complete	
	• Permanent completed					In progress	Almost complete. Bollards on

	Key Initiative	Milestones				Status	Comments
		Q1	Q2	Q3	Q4		
							Hayward Street to be replaced with self-watering planters in Q2 2015.
18.	Trans Canada Trail Alignment		TBD			Complete	TransCanada Trail has approved the alignment
19.	Host Urban Forest Conference				October	Complete	
20.	Royal Athletic Park upgrades:						
	• new seating		April			Complete	
	• field improvements					Deferred	Now proposed as a larger project in 2017-2018.
	• parking lot lighting				November	Complete	Six light poles were replaced with LED lighting.
21.	Agreement with CRD regarding Beacon Hill Park Burial Ground				December	Complete	
22.	Scope development of Natural Areas Management Plan including priorities for protection, policy.					In progress	Was November. Subject to Council's Strategic Plan.
23.	Report to GPC about urban forest inventory and removals						Moved from October to 2015
24.	Clawthorpe Playground consultation				October	Complete	Summary of public input to GPC March
25.	Implement Park Management Improvements:						
	• Complete road pathway connection at Summit Park – Blackwood					Complete	
	• Pioneer Square Restoration				November	Complete	Completed 2014 work. New work planned for 2015.
26.	Prepare workplan for community consultation with Jubilee neighbourhood, re: potential community facility					On hold	Was September
27.	Review of grant allocation in process					Complete	New item
28.	Interim Boulevard Gardening Guidelines		July			Complete	New item

Sustainable Planning and Community Development

	Key Initiative	Milestones				Status	Comments
		Q1	Q2	Q3	Q4		
1.	Initiate Local Area Planning:						
	• Terms of reference for local area plan program		June			Complete	Terms of reference were approved by Council
	• Project charter for Priority Area 1					Complete	Approved Q1 2015. Burnside-Gorge-Douglas confirmed as first Local Area Plan. Startup phase in progress
2.	Implement OCP and DCAP Monitoring and Evaluation Program • Annual report				December	Complete	Approved Q1 2015
3.	Density Bonus System for outside downtown					Q2 2015	Was December, now planned for April 2015 due to Council schedule and other priority items
4.	Report on engagement results for Central Business District changes to Downtown Core Area Zoning Bylaw			July		Complete	Council approved approach of creating new DCA Zoning Bylaw and directed preparation of bylaw
5.	Inner Harbour Revitalization for Ship Point, Lower Wharf lot and Belleville terminal			July		Complete	
	• Public Engagement (Initial Phases)			July			
	• Technical workshop			July			Approved October 2014
6.	Initial finds of senior housing and support needs assessment to GPC					Q2 2015	Was December, will be early 2015 due to Council scheduled. RFP has been issued, research and engagement complete, draft assessment under review
7.	Update on Housing Action Plan				December	Q2 2015	In progress
8.	Update Zoning Regulation Bylaw (through Zoning Bylaw Improvement Project) to address:					Ongoing	Revised Scope: Develop a new comprehensive Zoning Bylaw for the Downtown Core Area and recommendations for Council regarding next steps. To be developed in phased approach

	Key Initiative	Milestones				Status	Comments
		Q1	Q2	Q3	Q4		
							starting with new zones for Central Business District including Bonus Density regulations. (Completed by Q4 2015) Prepare new zones and regulations for remainder of Downtown Core Area. Timing TBD.
	• “Urgent” housekeeping fixes					Ongoing	
	• Grade Calculations in in Low Density Residential Areas					On hold.	Was December. Delayed by other priorities.
	• Commercial Zoning in Residential Neighbourhood (Lodging/Boarding)					On hold	Not prioritized as current work program item. DPA 16 introduced since this was raised as an issue so some design controls available.
	• Home Occupation					On hold	Not prioritized as current work program item.
	• Parking				December	In progress.	Will initiate work in December: It is an 18 month process to complete.
9.	Workshop on delegation of authority on special development and heritage applications			September		In progress	Workshops held in September. Next steps to be determined depending on how Council wishes to proceed.
10.	Update Land Use Procedures bylaw					Q1 2015	
11.	Update Building Bylaw				December	In progress	Draft and first round of consultation completed
12.	Renew Victoria Accord Lands Agreement/Legislative Precinct					In progress	Made progress on amendment bylaws and agreements during Q4. Public Hearing scheduled in Q1 2015
13.	Support development of new budget process					In progress	
14.	Host Development Summit			July		Complete	
	• Develop Action Plan			September		Complete	Implementation in Progress. Development Summit will become annual event.
	• Implement Action Plan					Ongoing	Status report in Q1 2015
15.				September		Complete	

	Key Initiative	Milestones				Status	Comments
		Q1	Q2	Q3	Q4		
	Gorge Waterway Bylaw Amendments						
16.	Expedited process for affordable housing developments (105 Wilson and 1950 Blanshard)				October	Complete	Both applications approved in Q4



Victoria Conference Centre

	Key Initiative	Milestones				Status	Comments
		Q1	Q2	Q3	Q4		
1.	Pursue Naming Rights Agreement					Q4 2015	Consultant is conducting market research. Will take more time than originally expected. Was Q2.
2.	Complete VCC Optimization Review			September		Q2 2015	VCC Advisory Committee reconstitution once Arts, Culture and Events staff are now co-located at VCC
3.	Complete acquisition and transfer of Crystal Garden from Province		June			Complete	
4.	Energy management to retain BOMA BEST certification	Ongoing				In progress	
5.	Develop and implement Business Ambassador Program	Ongoing				In progress	
6.	Reduce energy consumption and carbon footprint (over 2013)	Ongoing				In progress	
7.	Support development of destination business brand for meetings and events			September		In progress	VCON unified identity complete and was shared with hotel/VCC and TVIC representatives at September 3 meeting
8.	Continued measurement and refinement of VCC/TVIC collaboration agreement (deliverable)		Ongoing	Ongoing	Ongoing	In progress	
9.	Leadership in the Victoria Conference Optimization Network		June	Ongoing	Ongoing	In progress	
	• Project Charter					Complete	
	• Form collaboration group					Complete	
10.	Documenting lifecycle of VCC to prepare for asset management				December	In progress	
11.	Support development of new budget process					In progress	
12.	Implement Economic Development Strategy • Explore downtown hub for	Ongoing				In progress	

	Key Initiative	Milestones				Status	Comments
		Q1	Q2	Q3	Q4		
	entrepreneurs • Support #thisisvic						
13.	Develop Market Sounding for Crystal Garden			October		In progress Will conclude in Quarter 1	Closed October 22, 2014 Evaluation of submissions continues.

HUMAN RESOURCES – J. Jenkyns

July 7/14 # 463841	Ripple Rock Consulting	Executive Coaching	\$ 38,500.00
<p>Best Value: The City has worked with Ripple Rock Consulting in the past and has benefited from their municipal perspective and services in fostering high performance teams.</p> <p>Approved By: <u>City Manager</u></p>			
Oct 28/14 # 466946	The Executive Network	Recruitment Services Manager – Fleet Operations	\$ 12,000.00
<p>Best Value: The City had undergone two national recruitments for this position, using traditional methods – neither produced a successful candidate. City requires outreach and network of a search firm to assist. The Executive Network is a local firm that provided the service within the time frame required, at a fraction of the cost of larger recruitment firms that the City has used in the past.</p> <p>Approved By: <u>Manager, Supply Management</u></p>			

FIRE - VEMA – P. Bruce

July 9/14 No PO	District of Sooke – Fire Department	Rescue Truck	\$ 35,000.00
<p>Best Value: The Urban Search and Rescue team within VEMA had a need for a new rescue vehicle. The District of Sooke was selling its rescue truck as it was no longer credited as a piece of fire apparatus. However, it is well suited to the needs of the tasks of the USAR team. In surveying the market we have not found an appropriate vehicle at a similar or lower price</p> <p>Approved By: <u>Director of Finance</u></p>			



Governance and Priorities Committee Report

For the Meeting of February 26, 2015

To: Governance and Priorities Committee **Date:** February 13, 2015
From: Julie MacDougall, Acting Director, Parks and Recreation
Subject: Rockland Avenue Greenway

EXECUTIVE SUMMARY

The purpose of this report is to provide an update on the findings from the pilot temporary closure of a portion of the 900 block of Rockland Avenue and to receive Council direction regarding the future of this closure.

The 900 block of Rockland Avenue is located between Quadra Street and Vancouver Street, and is bordered by Pioneer Square to the north and the Christ Church Cathedral to the south. The intent of this road closure is to enhance the pedestrian and cycling experience through the neighbourhood, encourage active transportation in the community, and create an expanded park connection between Pioneer Square and the Christ Church Cathedral.

Rockland Avenue between Quadra Street and Vancouver Street is identified as a 'People Priority' Greenway in the City of Victoria Greenways Plan (2003). The closure was included as a high priority in the Pioneer Square Management Plan, and is supported by the Official Community Plan.

From January 2014 to December 2014, the City piloted a temporary one-year closure of the roadway to gauge the impact on traffic, including pedestrian and cyclist safety, and to assess public support.

Three public information sessions were held and an online survey was available on the City of Victoria website from May to December. The results indicate general support of the closure. In total, 447 completed surveys were submitted. Of the surveys received, 66.4% of respondents were generally in support of the closure and 18.8% were generally opposed to the closure. 14.8% of respondents were neutral.

A traffic impact assessment was conducted prior to the closure and again during the closure. The results indicate that the pilot closure has resulted in minimal impacts to vehicular levels of service and intersection safety in the surrounding area.

RECOMMENDATION

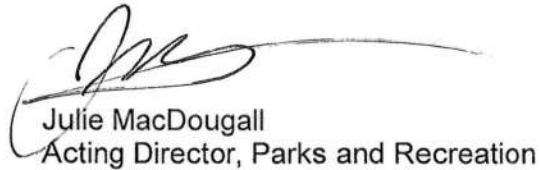
That Council:

1. Maintain the closure of this portion of the 900 block of Rockland Avenue to vehicular traffic, and,
2. Direct staff to implement short-term greenway beautification improvements in 2015 subject to the proposed 2015 financial plan, and,
3. Direct staff to develop plans and cost estimates for permanent improvements for consideration in the 2016 financial plan.

Respectfully submitted



Leigh Sifton
Manager, Parks Planning and Design



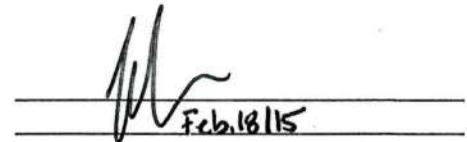
Julie MacDougall
Acting Director, Parks and Recreation



Katie Hamilton
Director, Citizen Engagement and Strategic Planning

Report accepted and recommended by the City Manager:

Date:



Feb. 18/15

PURPOSE

The purpose of this report is to provide an update on the findings from the pilot closure of a portion of Rockland Avenue and to receive Council direction regarding the future of this closure.

BACKGROUND

The 900 Block of Rockland Avenue is located between Quadra Street and Vancouver Street, and is bordered by Pioneer Square to the north and the Christ Church Cathedral to the south (See Appendix A: Site Map).

The pilot closure of a portion of the 900 block of Rockland Avenue was implemented in response to the Pioneer Square Management Plan, the Greenways Plan, and is supported by the Official Community Plan. The intent of this road closure is to enhance the pedestrian and cycling experience through the neighbourhood, encourage active transportation in the community, and create an expanded park connection between Pioneer Square and the Christ Church Cathedral.

Official Community Plan

The Official Community Plan (2012) states the following goals and objectives related to Greenways and alternative transportation:

- Goal 7a: Transportation options reduce fossil fuel dependence, help conserve energy and produce low greenhouse gas emissions and other air contaminants.
- Goal 7b: Victorians move freely and efficiently via a safe, integrated and convenient network of public transit, bike routes and a supportive, inviting pedestrian realm in preference to driving alone.
- Objective 7.15: Maintain the City's Greenways Plan as a policy framework of an integrated, hierarchical greenway network composed of People Only Greenways, People Priority Greenways, and Shared Greenways.

Active Transportation

Rockland Avenue between Quadra Street and Vancouver Street is identified as a 'People Priority' Greenway in the City of Victoria Greenways Plan (2003). The vision of the Greenways Plan is to "provide a superb, human-scaled, people-friendly environment so that pedestrians, cyclists and other non-motorized users will be rewarded with a safe, enjoyable and engaging experience as they use Greenways." A 'People Priority Greenway' is described in the Plan as "designed for pedestrians, bicycles and other non-motorized rolling traffic, and motor vehicles". Rockland Avenue forms part of a larger east-west connection in the Greenways network linking Oak Bay Avenue to Quadra Street.

Pioneer Square Management Plan

The potential to close a portion of Rockland Avenue between Quadra Street and Vancouver Street was considered in the development of the Pioneer Square Management Plan:

Two rounds of public consultation were undertaken during the development of the Pioneer Square Management Plan. Both surveys included a question about the potential to close a portion of the 900 block of Rockland Avenue to vehicular traffic, with responses being generally in support of the closure.

- Survey 1 (June/July 2011): 63.4% supportive, 26.7% not supportive, 9.9% no response or neutral.

- Survey 2 (March/April 2012): 54.4% supportive, 28.0% not supportive, 17.7% no response or neutral.

A Traffic Impact Assessment was undertaken during the management planning process to evaluate the potential impact of the closure on nearby streets and intersections. Based on existing and projected levels of service for intersections surrounding the 900 block of Rockland Avenue during peak travel times, minimal impacts to intersection safety and capacity in the area were expected to result from the partial closure of this street. The assessment also found that this portion of Rockland Avenue had a relatively high mode share of existing pedestrian and bicycle traffic during peak periods (35%).

Council approved the Pioneer Square Management Plan in April 2013 with the recommendation to undertake a pilot closure of the roadway as a high priority, subject to public consultation and traffic impact assessment.

ISSUES AND ANALYSIS

The City closed the roadway for one year in January 2014 to provide the community the opportunity to experience the enhanced greenway and for the City to assess any changes in traffic volumes on nearby streets and intersections. The pilot project included the installation of signage and temporary bollards at each end of the closure (see Appendix B).

Public Feedback

Three public information sessions were conducted on-site during the one year closure where residents were able to view information panels and fill in a survey. The survey was also made available on the City of Victoria website from May to December 2014. The City used a number of communications tools to create awareness around the closure and engagement opportunities, including: website and social media updates, media releases, print ads, and street signage.

In total, 447 completed surveys were submitted. Of the surveys received, 66.4% of respondents were generally in support of the closure and 18.8% were generally opposed to the closure. 14.8% of respondents were neutral.

The survey collected information on neighbourhood of residence, age of respondent, and frequency of use of Rockland Avenue before and during the closure. The survey also provided space for respondents to comment on aspects that they liked about the closure, aspects that they didn't like about the closure, and future improvements.

When asked "What do you like about the greenway enhancement and road closure" response themes included:

- Creation of a safer space for cycling, walking, children.
- Enhanced opportunities for outdoor recreation (eg. Tai chi, training intervals, cycling with children).
- Quieter / more peaceful park space with better connections between the park and the Cathedral.
- Safer pedestrian crossings at Rockland and Vancouver / Rockland and Quadra.
- Traffic calming / reduction in vehicular traffic.
- Prioritizes pedestrians and cyclists.
- Adds public space / green space / community space to the downtown.

When asked "What do you dislike about the greenway enhancement and closure?" response themes included:

- Increased number of illegal left turns from Quadra to Burdett.
- Increased traffic on Fairfield.
- Road closure inconveniences drivers accessing Downtown and increases need for left hand turns.
- Closure is not long enough / not impactful enough.
- Bollards / Signage are ugly, unappealing.
- Lack of greenery / too much asphalt.
- Closure looks incomplete / temporary / boring.

The survey also asked what could be done to improve or enhance the closure. Response themes included:

- Landscape improvements, including: furnishings, lighting, landscaping, bike racks, community gardens, picnic tables, native planting, narrowed paving.
- Addition of a bicycle left turn lane from Quadra onto Rockland.
- Addition of a cyclist controlled crossing from Vancouver onto Rockland.
- Allow left turns from Quadra onto Burdett.
- Allow one-way vehicular traffic on Rockland.

A complete Public Engagement summary is attached as Appendix C: Engagement Summary Report.

Vehicle Traffic Impact Assessment

In April 2011, the City conducted a Traffic Impact Assessment to evaluate the potential impact on nearby streets resulting from a partial closure of Rockland Avenue. The assessment found that based on existing and projected levels of service for intersections surrounding the 900 block of Rockland Avenue, minimal impacts to intersection safety and capacity in the area were expected to result from the closure.

In December 2014, the same intersections as those counted in 2011 were recounted to evaluate the impact of the closure of Rockland Avenue on surrounding streets. At six of the seven intersections recounted in 2014 motor vehicle traffic volumes decreased. The one exception was at the intersection Quadra and Burdett which saw an increase of 4% in traffic volume. The differences in pre and post traffic volumes is likely attributable to the time of year and the limited amount of data that was collected for each location.

Traffic models created for both pre and post traffic count data indicate that there is no change in level of service at any of the intersections in the study area. Each of the intersections in the model continues to operate at an acceptable level of service.

Based on the data collected and the results from the traffic models created, the closure of the western portion of the 900 block of Rockland has resulted in minimal impacts to the levels of service and intersection safety in the surrounding area.

OPTIONS AND IMPACTS

Option 1 (Recommended)

Maintain the closure of this portion of Rockland Avenue to vehicular traffic and implement short-term greenway beautification improvements in 2015, subject to approval of the 2015 financial plan. Short-term improvements will focus on improving the aesthetic qualities of the new community space for pedestrians and cyclists, and will include elements such as planters, seating, improved closure signage and bollards.

Develop permanent improvements such as relocating curbs, increasing green space and narrowing pavement as part of the 2016 financial plan.

Impacts:

- A request for \$40,000 for short-term improvements to this section of Rockland Avenue is included for consideration in the 2015 financial plan.

Option 2

Re-open 900 Rockland Avenue to vehicular traffic. Add street markings and/or signage as per Greenways Plan to designate this street as a shared space for cars and cyclists.

Impacts:

- Decreases the quality of the cycling and pedestrian environment through this section of Rockland.
- Traffic volumes along Rockland may return to pre-pilot closure levels.

RECOMMENDATION

That Council:

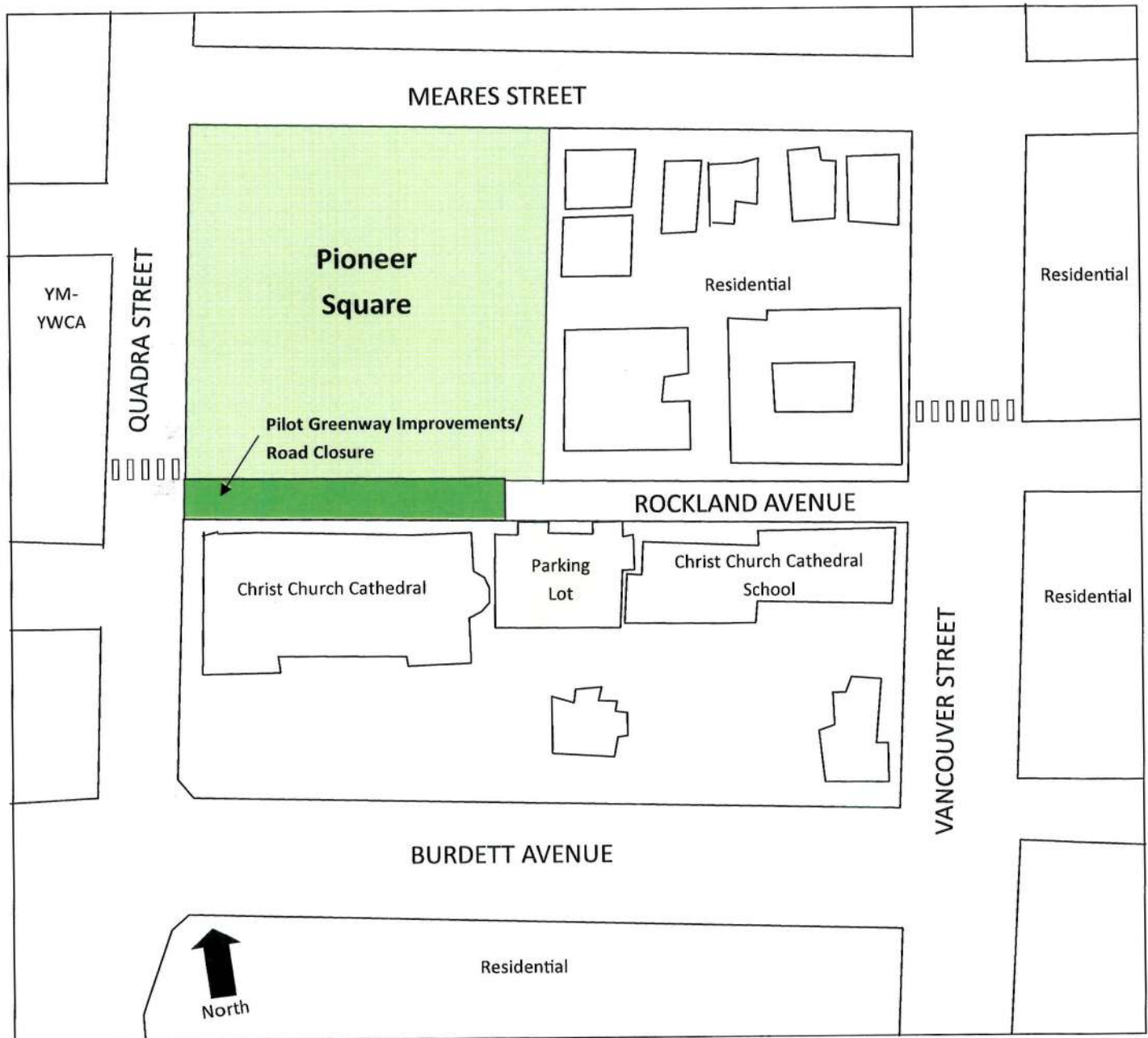
1. Maintain the closure of this portion of the 900 block of Rockland Avenue to vehicular traffic, and,
2. Direct staff to implement short-term greenway beautification improvements in 2015 subject to the proposed 2015 financial plan, and,
3. Direct staff to develop plans and cost estimates for permanent improvements for consideration in the 2016 financial plan.

Attachments

Appendix A: Site Map

Appendix B: Photo of Existing Closure

Appendix C: Engagement Summary Report







ENGAGEMENT SUMMARY REPORT

Rockland Greenway Enhancement and Pilot Road Closure

JANUARY – DECEMBER 2014



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 Correspondence.....

FOR MORE INFORMATION:
City of Victoria

1 CENTENNIAL SQUARE, VICTORIA, BC V8W 1P6 | victoria.ca

Executive Summary

From January 2014 to December 2014, a one-year pilot traffic closure for a portion of the 900 block of Rockland Avenue was held. The pilot closure had been included as a high priority recommendation in the Pioneer Square Management Plan, approved by Council in April 2013.

The intent of the temporary closure was to gauge the potential success of converting this section of street to pedestrian and cyclist traffic only, to provide an extended period for community feedback on the change, and to assess any impacts on traffic volumes of surrounding streets and intersections.

During the pilot closure period, three public information sessions were held to collect feedback on this proposed change. An online survey was available from May to December.

The survey resulted in 447 completed responses. Of these responses there were 297 in support of keeping the enhanced greenway and traffic closure, 84 responses in opposition to the project and 66 neutral responses. Seven letters were received. Five of the letters expressed concerns and two were letters of support.

The results of a traffic impact analysis, conducted prior to the closure and again during the closure, will also be taken into consideration.

What We Heard

When asked "What do you like about the greenway enhancement and road closure?" response themes included:

- Creation of a safer space for cycling, walking and children, traffic calming
- Safer crossings at Rockland and Vancouver/Quadra
- Enhanced opportunities for outdoor recreation
- More peaceful park space, better connections between the park and the Cathedral.
- Adds public space/green space/community space to the downtown.

When asked "What do you dislike about the greenway enhancement and closure?" response themes included:

- Increased number of illegal left turns (Quadra to Burdett), increased traffic on Fairfield.
- Road closure inconveniences drivers accessing Downtown and increases need for left hand turns.
- Closure is not long enough/not impactful enough, looks incomplete/temporary/boring.
- Bollards/Signage are ugly, unappealing.
- Lack of greenery/too much asphalt.

The survey also asked what could be done to improve or enhance the closure. Response themes included:

- Landscape improvements, including: furnishings, lighting, landscaping, bike racks, community gardens, picnic tables, native planting, narrowed paving.
- Addition of a bicycle left turn lane from Quadra onto Rockland.
- Addition of a cyclist controlled crossing from Vancouver onto Rockland.
- Allow left turns from Quadra onto Burdett.
- Allow one-way vehicular traffic on Rockland.

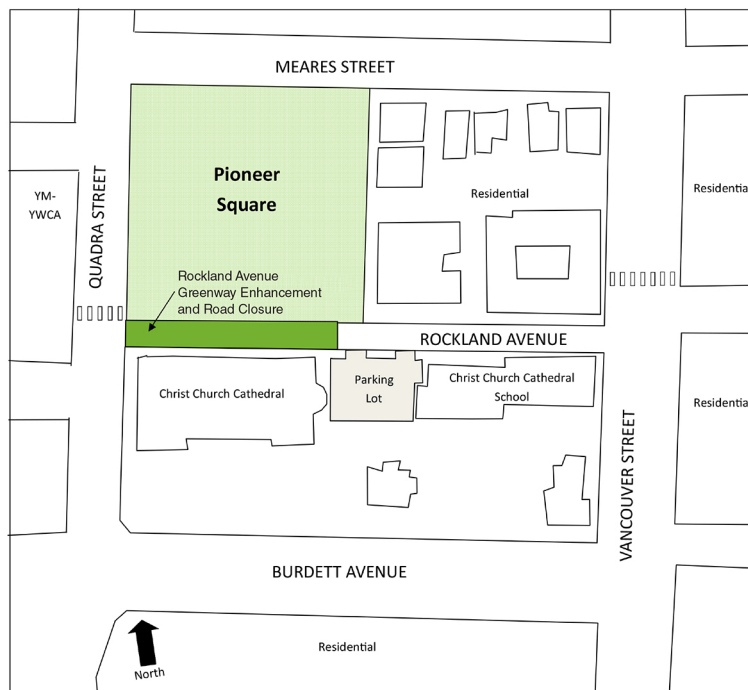
Part 1: Introduction

Introduction

The 900 Block of Rockland Avenue is located between Quadra Street and Vancouver Street, and is bordered by Pioneer Square to the north and the Christ Church Cathedral to the south. Rockland Avenue between Quadra Street and Vancouver Street is identified as a 'People Priority' Greenway in the City of Victoria Greenways Plan.

From January 2014 to December 2014, a one-year pilot traffic closure of a portion of the 900 block of Rockland Avenue was held. The pilot closure had been included as a high priority recommendation in the Pioneer Square Management Plan, approved by Council in April 2013.

Prior to approving the Pioneer Square Management Plan community engagement activities included regular meetings with the Pioneer Square Management Plan Advisory Committee. This group included representation from neighbouring organizations and businesses, the Fairfield Gonzales Community Association, the Victoria Police Department and other related stakeholders. One-on-one stakeholder meetings were also held. The City also held two phases of broader community engagement, first asking what improvements the community would like to see in Pioneer Square and then asking for input on the draft management plan. Both phases of engagement showed support for the pilot road closure.



Map of Rockland Greenway Enhancement

Part 2: Engagement Objectives and Process Design

Engagement Objectives

The City of Victoria sought input on the pilot greenway enhancement and road closure and invited citizens to share their thoughts and experiences.

- The goals of the engagement outreach were to:
- To collect ideas about how to improve the potential enhanced greenway.
- Find out whether the one-year pilot to improve the section of the Rockland Avenue greenway provided the community with an enhanced pedestrian and cyclist corridor they wanted to keep or whether the impacts of traffic and parking changes outweighed the benefits.

Process Design

The engagement program was targeted at residents, organizations and businesses within close proximity to the 900 block of Rockland, but was open to all community members.

The following communications tools were used to create awareness of this engagement opportunity:

- Website information: Have Your Say, Latest News, Events Calendar
- Media releases, event and calendar listings
- Social media: regular and promoted posts
- Stakeholder email
- Fact sheet and invitations
- Print ads
- Posters, street signage
- Three information stations in January, July and September

Feedback was collected via:

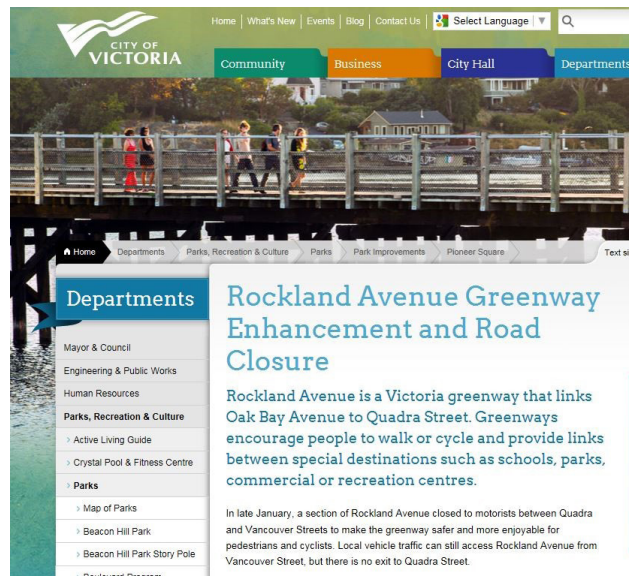
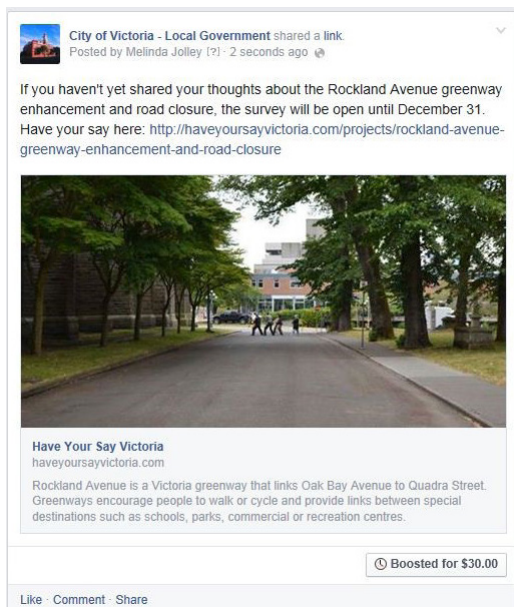
- Online and print survey
- Correspondence
- Social media

Part 3: Communication Tools

The following communications tools were used to create awareness of this engagement opportunity:

- Website information: Have Your Say, Latest News, Events Calendar
- Media release, event and calendar listings
- Social media: regular and promoted posts
- Stakeholder email
- Fact sheet and invitations
- Print ads
- Posters, street signage
- Three information stations in January, July and September. These were hosted in Pioneer Park, beside Rockland Avenue.

Here are some examples:




Outreach and Feedback Opportunities

Thank you to those who came out to the information session at Christ Church Cathedral in January. This [fact sheet \[PDF - 232 KB\]](#) was mailed to the community, inviting them to learn more about the project.

Online Survey

We are seeking input on the changes and invite you to share your thoughts and experiences by completing a short [online survey](#) by **December 31, 2014**.

CITY OF VICTORIA
WINTER/SPRING 2014



INFORMATION SESSION: Rockland Avenue Greenway Enhancement and Road Closure

Rockland Avenue is a City of Victoria greenway that links Oak Bay Avenue to Quadra Street. Greenways provide links between special destinations such as schools, parks, commercial or recreation centres, and encourage people to walk or cycle.

INFORMATION SESSION

Tuesday, January 21, 2014
3 p.m. – 7 p.m.

Christ Church Cathedral
Chapter Room
930 Burdett Avenue
(Access from side entrances)

To make the Rockland Avenue greenway safer and more enjoyable for pedestrians and cyclists, the City will be closing a section of this road between Quadra and Vancouver Streets to motorists. (SEE ME ON REVERSE.) Local vehicle traffic will still be able to access Rockland Avenue from Vancouver Street, but there will be no exit to Quadra Street.

In addition to increasing Victoria's walkability and improving this cycling corridor, Christ Church Cathedral will

and for City staff to assess any changes in traffic volumes on nearby streets and intersections. Bollards and signage will be installed to direct motorists.

The City's Greenways Plan, Pioneer Square Management Plan and Official Community Plan support the closure to improve this Victoria greenway.

[Learn More](#)
You are invited to drop by an information session Tuesday, January 21, 2014.



Rendering from display board.

Part 4: Engagement Channels

Survey

The survey was available at all three information stations and was also available online from May through until December 2014.

466 people completed the survey. Of the 447 completed responses, 297 were in support of keeping the enhanced greenway and traffic closure, 84 responses were in opposition to the project and 66 were neutral.

Where do you live?

- 26% within a five minute walk
- 32% Fairfield or Downtown (further than five minutes)
- 26% Victoria but not Fairfield or Downtown
- 16% other

Age:

- 24% 30–39
- 20% 40–49
- 20% 60–69
- 18% 50–59

What brings you to use this section of Rockland?

- 36% coming to and from Downtown
- 28% visit local business or organization
- 22% live in the neighbourhood
- 12% other
- 2% Christ Church Cathedral

Prior to the greenway enhancement and road closure and since the pilot program, how often did you use this section of Rockland Avenue? Some trends from this question included:

- Weekly and daily walking and cycling patterns increased during the closure.
 - Respondents that used the route for walking a few times a month stayed the same, but respondents that walked the route a few times a week increased from 68 to 79. The numbers of respondents who walked the route a few times a day increased from 33 to 46.
 - Respondents that used the route for cycling a few times a month increased from 87 to 93. Respondents that cycled the route a few times a week increased from 58 to 92. The numbers of respondents who cycled the route a few times a day increased from 10 to 20.

When asked “What do you like about the greenway enhancement and road closure?” response themes included:

- Creation of a safer space for cycling, walking, children.
- Enhanced opportunities for outdoor recreation (eg. Tai chi, training intervals, cycling with children).
- Quieter/more peaceful park space with better connections between the park and the Cathedral.
- Safer pedestrian crossings at Rockland and Vancouver/Quadra.
- Traffic calming/reduction in vehicular traffic.
- Prioritizes pedestrians and cyclists.
- Adds public space/green space/community space to the downtown.

When asked “What do you dislike about the greenway enhancement and closure?” response themes included:

- Increased number of illegal left turns from Quadra to Burdett.
- Increased traffic on Fairfield.
- Road closure inconveniences drivers accessing Downtown and increases need for left hand turns.
- Closure is not long enough/not impactful enough.
- Bollards/Signage are ugly, unappealing.
- Lack of greenery/too much asphalt.
- Closure looks incomplete/temporary/boring.

The survey also asked what could be done to improve or enhance the closure. Response themes included:

- Landscape improvements, including: furnishings, lighting, landscaping, bike racks, community gardens, picnic tables, native planting, narrowed paving.
- Addition of a bicycle left turn lane from Quadra onto Rockland.
- Addition of a cyclist controlled crossing from Vancouver onto Rockland.
- Allow left turns from Quadra onto Burdett.
- Allow one-way vehicular traffic on Rockland.

How did you hear about the survey?

- 217 Facebook
- 88 Other (word of mouth, etc)
- 80 City of Victoria Website
- 58 Parks signage
- 27 Twitter
- 6 Newspaper

Correspondence

Seven letters and emails were received in regards to the Rockland pilot greenway enhancement and road closure. Five of the letters expressed concerns and two were letters of support.

Comments included:

- Negative impact of losing direct driving route and less space for cars
- Rockland is safest driving route, don't want to lose it
- Pedestrians and cyclists already have enough room
- Positive impact of safer crosswalks
- Safety improvements are appreciated, as is the revitalization of Pioneer Square
- Suggestion to reduce speed by Vancouver and Richardson to 30km
- Suggestion for a new marked and lit crosswalk at Vancouver and Richardson
- Negative possible impact of more drug use in expanded green space
- Traffic on Burdett Avenue has increased and is problematic, cars are travelling faster, damage on boulevard from cars turning around on Burdett

Part 5: Next Steps

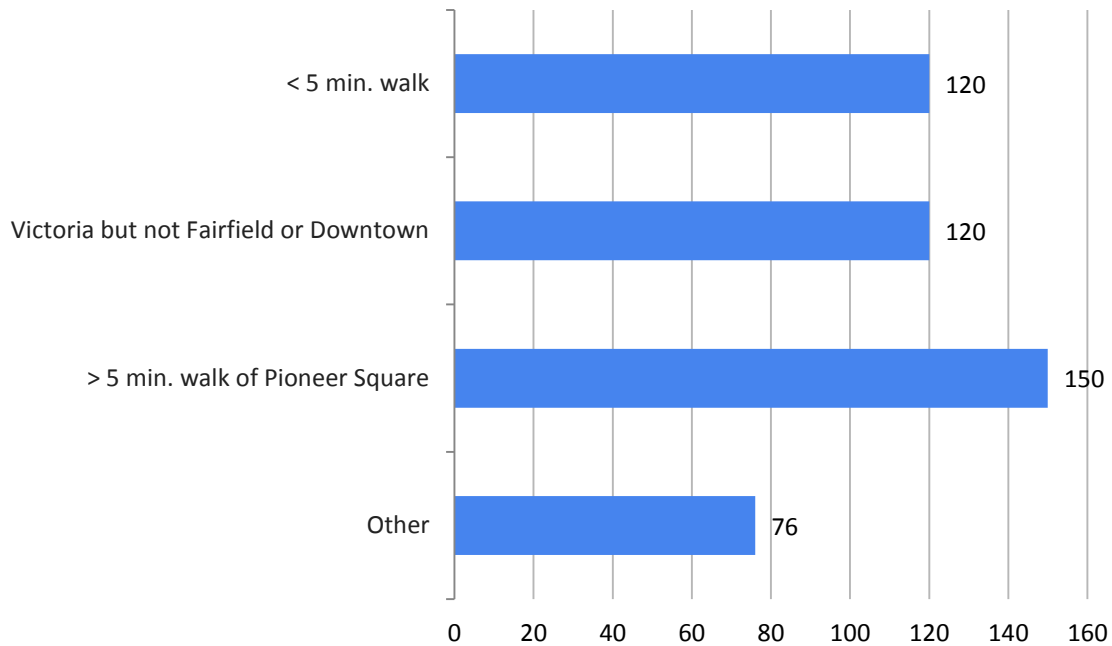
This feedback, along with the traffic studies, will be presented to Council in February to help inform the decision as to whether or not the Rockland Avenue greenway enhancement pilot will become permanent. Once a decision is made and funding is secured, short term and longer term improvements could begin.

Part 6: Engagement Data

Survey Results and Correspondence Attached

Rockland Ave. Greenway Enhancement & Road Closure Survey Results

Q1 Where do you live?



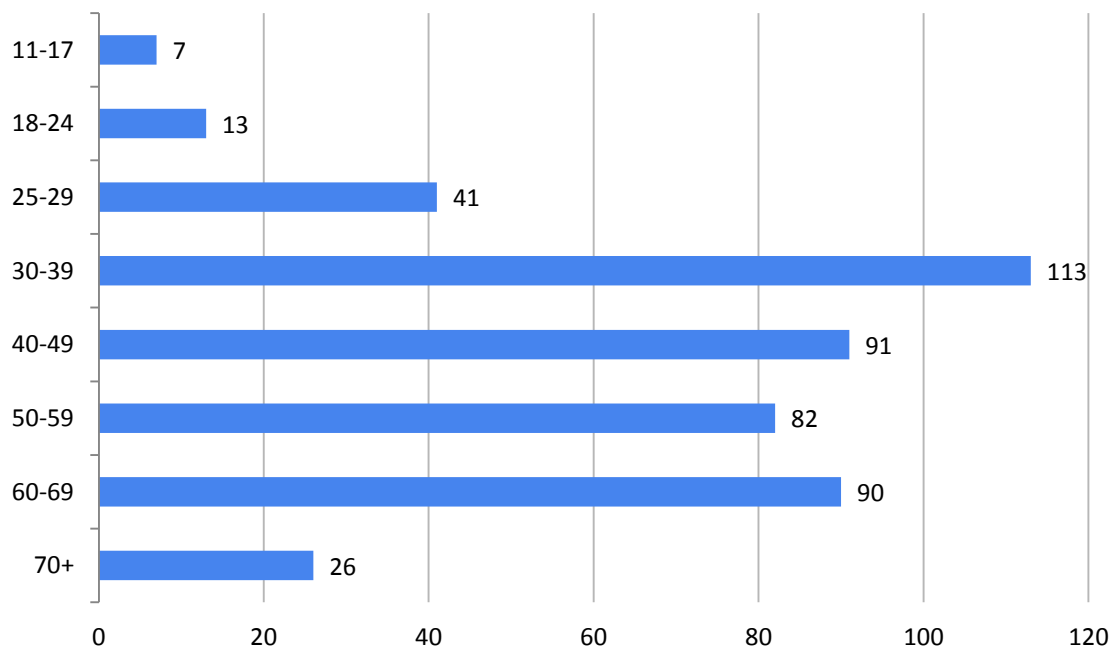
Total Respondents: 466

Other:

Saanich	24
Oak Bay	15
Rockland	5
Esquimalt	3
Gordon Head	3
Fernwood	2
Near camosun landsdowne	2
Cedar Hill	1
Burdett Ave	1
Quadra+Tolmie	1
3035 Cook St.	1
950 Rockland Ave	1

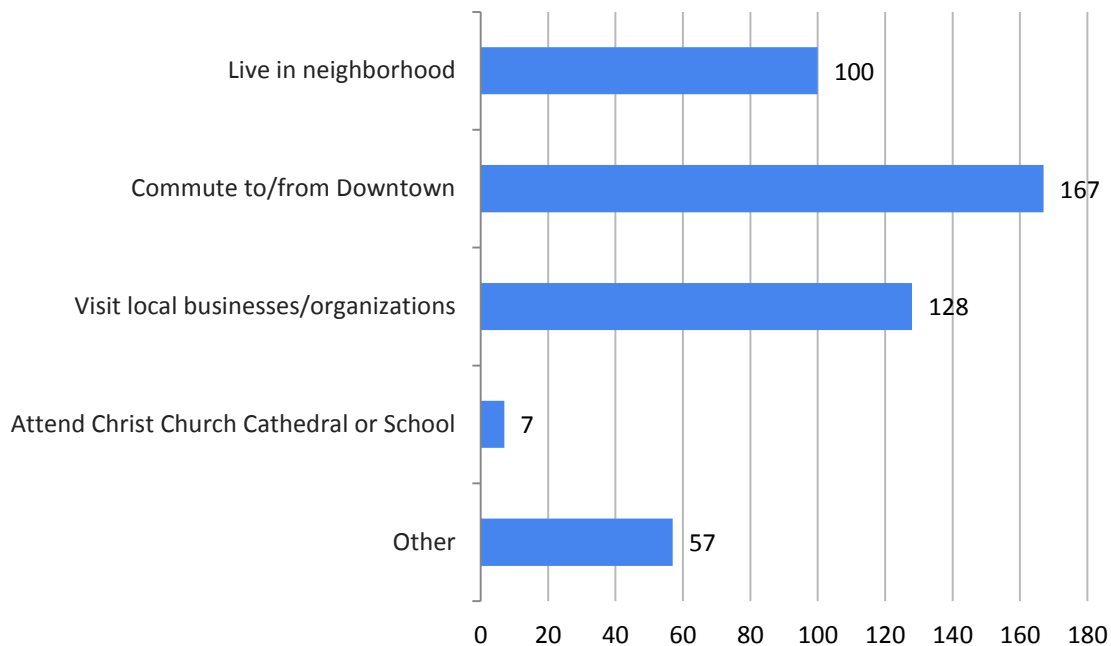
Fairfield Oak Bay Border	1
I recently moved from the corner of Quadra and Burdett to James Bay	1
Uvic area	1
Langford	1
Mt Tomie	1
Sooke	1
Interior BC	1

Q2 What is your age?



Total Respondents: 463

Q3 What brings you to this section of Rockland Avenue?



Total Respondents: 459

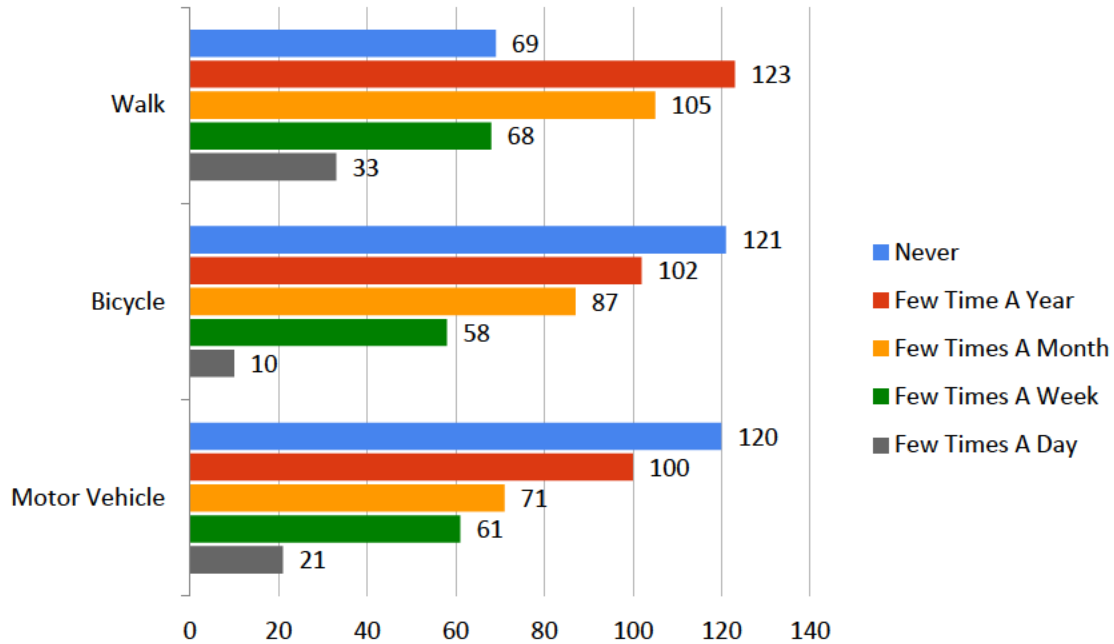
Other:

- All of the above. Also using Pioneer Square for recreation
- Attend events at Christ Church Cathedral and the Royal Theatre and downtown.
- Attend Royal Theatre events
- Children at SJD
- commute to fairfield, oak bay
- Commute and visit businesses
- commute to Oak Bay
- Cycling
- Drive a Hotel Shuttle
- Enjoy walking from James Bay to the Rockland and Fairfield area. Less auto traffic would be appreciated!
- Fort St
- Free parking on Vancouver St to attend Royal Theatre
- Friends live in the neighbourhood
- Generally getting around without a car
- Going to see friend

- hardly ever use it
- Heard there was a survey
- I cycle from Rockland to Saanich and use this route
- I don't often use it
- I live in the area, 2 blocks away, i commute to downtown, my child attends CCCS, and i often visit local businesses in the area.
- I visit family members who are buried there.
- it is one of my favourite streets, and connects to downtown from where I live
- lunch time peace & quiet
- member of the YWCA
- my walk to work
- photography
- Recreational
- Recreational cycling
- Recreational cycling
- Running
- running routes in the area
- The Y, and work
- The YMCA and friends
- travel to family and businesses
- Use route to get to/from Moss St. Market or friends in South Oak Bay on bike.
- Visit family
- visit friends and family, used to live on rockland
- visit local businesses plus recreation
- visit local organizations; attend Christ Church Cathedral, commute to and from downtown
- walk the labyrinth @ the cathedral
- Walk to YMCA
- Walking and visiting local businesses
- walking between downtown and cook street village
- Walking for fitness
- Walking for pleasure
- We walk to town for exercise & frequently cross Pioneer Square.
- work
- work in area and child a student at CCCS

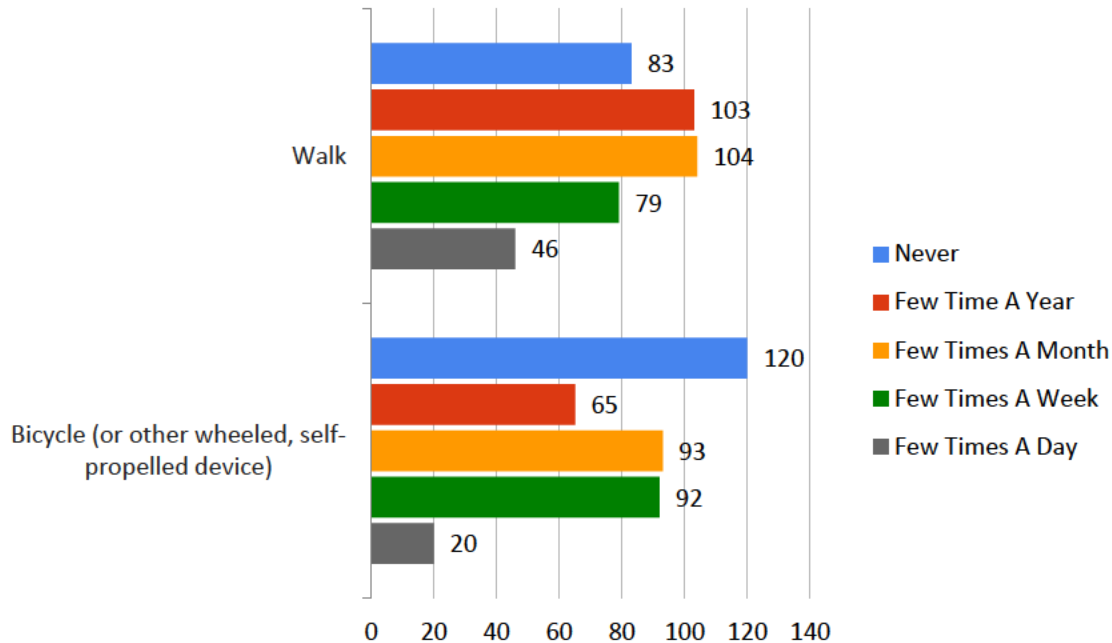
- work in neighborhood
- work in Rockland
- Work in the neighbourhood
- YMCA

Q4 Prior to the greenway enhancement and road closure, how often did you use this section of Rockland Avenue?



Total Respondents: 451

Q5 Since the greenway enhancement and road closure, how often do you use this section of Rockland Avenue?



Total Respondents: 450

Q6 What do you like about the greenway enhancement and road closure?

- - The Vancouver-Rockland intersection, which was very dodgy before, is far safer for pedestrians and cyclists thanks to reduced through traffic on Rockland.
- - Both Rockland and Vancouver are far more walkable and cyclist-friendly.
- - Pioneer Square is fa
- *Could* be a greening factor and an improvement
- A good start to a greener more people friendly transport infrastructure in Victoria
- A group of us from work have been using the greenway enhancement for Tai Chi at lunch once or twice a week. It's been great to share the space with pedestrians and cyclists. It has a great community feel.
- Also, since the greenway enhancement, I have noticed a slight reduction in traffic along Quadra St. I work on Broughton Street at Blanchard and also use the YMCA so this area is a part of my daily commute as a pedestrian/cyclist. I've always found it difficult to cross Vancouver as a pedestrian or turn right or left from Broughton onto Quadra as a cyclist due to the speed of vehicles coming from the North and obstructed views due to parking along Vancouver. The

greenway may contribute to reduced traffic here.

- A place where I can let my 5 yr old try cycling on the street and we can cycle side by side and chat.
- a quick respite from the traffic
- A safe place to ride, makes cycling and walking the more enjoyable transportation option.
- A safe space for cyclists to cycle, we need more of them.
- Above questions restrict the responses to or from Vancouver and Quadra St. Redesign the questionnaire... My value from the closure is that there is less pedestrian vehicular conflict at Quadra and Rockland at The Cathedral. There has been no "greenway enhancement yet!
- absence of vehicles and a good route to eventually cross Cook St.
- Absolutely nothing!
- adding to contiguous trails and linking greenways up -- all improves
- Adds some calm to this nook. Safe thoroughway for pedestrians and cyclists. It used to be crazy busy with cars cutting through
- All greenways are encouraging to see. They offer a beautiful, natural area to walk and enjoy. I don't think the road closure is so bad.
- Anything that encourages people to use something other than their car, I'm all for.
- As a pedestrian and cyclist I see no improvement at all.
- As a pedestrian and cyclist it is nice to have a tiny car free zone.
- At last it feels like a park and safer to walk to .
- my neighbours and I love it
- Awesome! Quieter, little opportunity for non-vehicles to have some more space.
- Beautiful, quiet, safe.
- Beauty, peace
- Being able to walk beside the cathedral with the trees in pioneer square is so great! Please keep it closed to motorists.
- best thing is no cars trying to cut through with little disregard for anyone else
- Better for biking and walking, safe for kids, enhances the park
- Better on bike and by foot now! Safer!
- Blocks vehicle traffic destined to and from Downtown from using residential streets to avoid traffic on Fairfield, Fort and Yates Streets
- Brings peace and connects the Cathedral space with the Square
- By reducing car traffic, it expands the space of the park "or at least the sense of it" and the quiet that comes with that, and it has a "calming" effect on the surrounding area. This encourages the use of the park by more people, whether stopping there (which I do now, but didn't use to), or just walking through, or cycling on Rockland street.
- Calm space next to the square.
- Calmer. Greener. Quieter. Safer for bikes.
- Calms and enhances the Cathedral precinct.
- Calms the neighborhood

- Calms the traffic in this hi pedestrian aria. With the YMCA there ,Lots of use for training intervals on Rockland .And now It's very safe to cross at Rockland and Quadra.
- Cars sped down the street, making it unsafe before the closure. I feel safer and it's a more enjoyable, quiet walk.
- Closing the gap between the cemetery/park and the cathedral.
- Completes the public space between the Cathedral grounds and the park.
- Created continuity between Pioneer Square and greenspace around cathedral
- Creates a quiet space
- creates a space for safer cycling to get out families and new cyclists!
- Creates possibilities
- Traffic calming
- Grow a park
- Creates the possibility of a community space, and provides cyclists an essential route.
- Creation of more pedestrian culture.
- Crossing the street at Vancouver and Rockland is safer now.
- Crossing Vancouver St is now safer because there are no cars turning left onto Vancouver St from Rockland and the addition of the pedestrian crosswalk. The park is cleaner and more brightly lit.
- Crosswalk is safer without drivers trying to turn onto or off of Rockland.
- Cycling without noisy vehicles
- Decreases wear on the road
- Don't have to worry about cars, quiet/relaxing portion of my commute
- Don't have to worry about cars, quieter, better air quality.
- Don't like it, causes unsafe left turns from Quadra onto Burdett. Also taxi rides go up due to the fact that customers have to go blocks out of their way to get from town to points east.
- Ease and safety of riding my bike with kids trailer.
- Easier to turn/cross onto/over quadra
- Easier to walk through
- Easier turning movements by bike at Vancouver St. where fewer conflicts with vehicles overshooting stop line. Nice and quiet on the greenway section.
- Easy access to Rockland without having to worry about cars.
- Enhanced safety and security.
- Enhanced walkability, more neighbourly feelings, improved space for events
- everything, it's a great idea.
- Excellent, I can walk and have no worries about traffic
- Expanding the park and removing the stupid left-turn off Quadra.
- Feel safer cycling and walking. Crosswalk much safer @ Quadra & Rockland.
- Fewer drivers gunning it across Quadra street. Closures for residential streets helps calm traffic and keep drivers on the main roads.

- Forces vehicles off that narrow residential road who are usually looking for short cuts and therefore drive fast or recklessly (guilty as charged myself at times).
- Fully support the closure
- Good for biking
- Good for kids in area
- Good idea! It showcases the Cathedral and Park and adds to the pleasant park atmosphere
- Good space for the YMCA work outs. Traffic calming.
- Good! Make way for humans not cars!
- Great for cycling.
- Great, I love it.
- greater safety & enjoyment for walkers and cyclists
- Greenways are good. Strategically-placed bicycle and walking pathways are great.
- I am concerned about the homeless camping here
- I am in favour of any transportation plan to makes it easier and safer to walk and cycle around the city.
- I am neutral, but it does seem like more social engineering on the part of the City of Victoria.
- I appreciate that the city has decided to close streets in order to make Victoria a more walkable city, though I think the decision to choose this street is flawed.
- I bike up vancouver street and turn onto rockland to access the YMCA. My turn onto rockland is made safer, the ride up rockland more pleasant.
- I can walk in the middle of the road and not worry about cars (for part of it anyway), it's quieter.
- I cut through here on my bike commute- not every day, but often.
- Good bike alternatives that don't involve traffic improve quality of life & attractiveness for businesses downtown looking to attract young professionals like myself to the area.
- I didn't think it was necessary to have this greenway. It made regular commuting difficult in the neighborhood I live in
- I do like the closure. my answer chanded in terms of decrease usage because I used to live on vancouver street and walked this section 2x day but have moved in the last year to farther into Fairfield and now I bike vancouver street 2x day instead but sometimes use the closed street if I travel down quadra. quadra makes for harder left turns in traffic than vancouver street though.
- I do like the Pioneer Park upgrade very much but do not see that closing HALF a block of Rockland adds anything other than confusion.
- I don't appreciate the closure. It is incredibly disruptive for very little aesthetic gain.
- I don't feel that blocking off half a street adds any value to walkers or cyclists.
- I don't like it
- I don't like it at all. The illegal # of left hand turns from Quadra onto Burdett has multiplied significantly.
- I don't like it.
- I don't like it.
- I don't like it. It hasn't enhanced my cycling experience as it is swept less so lots of detritus on

the road surface. When I bring my car to work, I find my return trip less efficient. If I don't want to use Fort St for my eastbound trip, I must go to Fairfield as Meares is one way and no left turn is permitted on Burdett. I have seen more people risk this unsafe manoeuvre

- I don't like it. The closed off area is a road. Leave it as such. A few barriers across a small section of road do not make it a greenway, it just disrupts traffic flow. I notice pedestrians including myself always use the existing sidewalk.
- I don't like it. You have cut off my direct route home from downtown. I now have a choice of going up Fort Street or driving all the way to Fairfield Road. Either choice is out of my way and wastes gas.
- I enjoy the fact that it directs car traffic elsewhere. Despite the fact that I had used the road in the past I feel completely comfortable having it closed to cars now.
- I enjoy the park more....
- I enjoy using this greenway because I feel safer turning off of quadra at this point as opposed to taking Fort st. There is a crosswalk, the traffic is generally slower due to proximity to the Y and the park. I feel that it is a convenient connection to Vancouver St and I could take my children here. Removing this greenway would hurt those who have enjoyed using it. It has allowed me to take in the architecture of the church, to see it from a new perspective.
- I feel safer walking and biking with my children
- I feel safer when walking and bike riding in this zone. I like being away from the noise and pollution of car traffic.
- I find it easier to turn left on to Rockland from Cook.
- I fully support greenway enhancements. And road closures as they make alternate ways of moving through communities possible and pleasurable.
- I go to the Y 3 times a week and rarely see anyone on the greenway.
- I have always loved this block of Rockland. So beautiful & historic. It is even better now, as there is less traffic, and the intersection of Rockland & Quadra is not as dangerous, as drivers can no longer turn onto Rockland.
- i honestly didn't even realize it was shut. I drive down Vancouver on a regular basis and haven't really noticed any change to the traffic. I think it's great - I do visit the church from time to time and there's no need for there to be a road there.
- I like any enhancements that encourage more walking, cycling and car-free places.
- I like how the crosswalk was moved from Burdett to Rockland. This was really needed, and is much safer.
- I like it being closed to traffic so that people can enjoy the park without having to watch for oncoming cars
- I like it.
- I like it. Although I used to use it with the car - I have found other routes that work just as well.
- I like that it gives a small corridor where, as a cyclist, I don't have to worry about cars passing me at break-neck speeds. I also hear that it used to be used as a common cut-through for vehicle traffic at peak times. If so, I like that it might serve as a deterrent for dangerous/impatient driver behavior- a principle similar to traffic calming, which I see as an important movement away from the dangers and expense of continued personal automobile use.

- I like that it has reduced traffic in the neighbourhood.
- I like that it is a quick and car-free / congestion free way of accessing the core.
- I like that it seems to encourage more people to use the green space around the church. It creates a sense of community when we have created areas where people can walk and interact with each other. Roads cut up our community and people are walking around things instead of creating areas where people who walk congregate into more open areas.
- As a cyclist I enjoy not having to deal with parked cars that will cut you off when pulling out of a parking spot. I found that because it was a quieter road before cars wouldn't shoulder check when pulling out and it was dangerous. I like having more bike/pedestrian only roads as it is safer for everyone.
- I like that Pioneer Square got cleaned up. They even refurbished my family's Obelisk.:)
- I like that there are fewer cars in that short thoroughfare.
- I like that there are less cars. But the parking lot at the end still has a lot of traffic.
- I like that there are no motor vehicles using it. It makes using both the road and the park much more pleasant.
- I like the connection the greenway makes between the Cathedral and Pioneer Square. It makes a more enjoyable and cohesive public space. It has no impact traffic.
- I like the idea for this new project making the city safe.
- I like the idea if a pedestrian / bike friendly area but that area is kinda creepy and with no cars it now feels really isolated at night. Also it is about as far away from oak bay as you can get so since the rear if the road is open trying to imply that the closer at one end somehow makes the whole stretch safer is not completely true.
- I like the idea in general of creating bikeways.
- I like the peacefulness and feeling of safety from being hit by a car.
- I like the principle of it, that road closures can actually occur and it is acceptable where it makes sense to do so. I like the freedom of riding my bike in an area without vehicles. It was OK before because there wasn't much traffic on it, but it is a nod in the right direction that those who ride bikes have a valid place in the transportation system.
- I like the separation of car and bike/pedestrian traffic more. would like more.
- I like to see more pedestrian infrastructure, safe walking areas, places kids can walk and/or play, less focus on cars, less 'reward' for those who chose to drive everywhere.
- I liked how there was no cars near the park and actually found it beautiful.
- I liked that the crosswalk on Vancouver was moved from Burdett to Rockland.
- I love having a shortcut path without vehicle traffic to get downtown. I love the idea of biker/pedestrian roads to have access to Victoria, like the goose. It reduces the stress both for cyclists and drivers.
- I love it! It's quieter, makes access to the park much lovelier, feels safer for biking, and is a preferred route for biking.
- I love that it makes crossing Quadra street at the crosswalk A LOT safer - especially on the way to and from work when it's busy.
- I LOVE the closure: it's quiet, it's pleasant it's safer. People smile at me when I ride through here, it incentivizes me to stay off main roads on my bike, it's a beautiful part of town I would

otherwise avoid.

- I love the park like feeling of the area between the cathedral and the far edge of Pioneer square; no looking out for car traffic, just enjoying the trees and the serenity of the enlarged downtown park space.
- I love the respite from fighting for road space with cars.
- I LOVE the road closure. Perfect area with park and church. Walk that area everyday now. So nice. So peaceful. What a difference. Serenity.
- I really enjoy riding and walking with no vehicle traffic
- I saw a group doing tai-chi on the pavement at lunch and I thought that was just nifty.
- I support the closure. Vancouver Street is *supposed to* be a bike route, but on-street parking, combined with motorists trying to use Vancouver as a shortcut makes Vancouver very very dangerous. The Rockland closure is one small step towards reclaiming Vancouver Street as a safe thoroughfare for pedestrians cyclists, and people like me and my family who live in the neighbourhood.
- I support transferring road space to active transportation modes and appreciate increased green space (I sometimes eat lunch in the park and likely would do so more often if road space landscaped)
- I think it brings some peace to the park and is not a great inconvenience to cars.
- I think it helps pioneer park feel more friendly, as if the roadway were a part of the cathedral. Hard to explain, but it's really shifted that area to feeling more open and pedestrian friendly. As a regular driver, I still love having walking spaces. I think downtown needs slower-paced places like this.
- I think it is a bad idea.
- I think it is a good move in general allowing more people space downtown and hopefully, encouraging more drivers to walk, bike or use transit as well as reducing noise and exhaust pollution.
- I think it will be nicer to walk through this new little park.
- I think it's a relief from the ever encroachment of more and more cars. It feels safe.
- I think it's done a really good job of diverting traffic to the main streets. It's made a great route home from the YMCA
- I think the Greenway project is a great idea for a new green space.
- I'm all for putting pedestrians/cyclists first!
- I'm very much in favour of any improvements to cycle infrastructure and reduced automobile usage, more people space.
- I've been hit twice (once in a car and once on a motorcycle) in the quadra rockland intersection so I like that it is close to cars
- If it was a "proper" greenway, not just a barricaded street, I might like it but, as it is now, it's a big "nothing".
- Improved pedestrian and bicycle traffic
- Improves traffic, better bike usage and safety
- In light of the kids from Christ Church and the Y preschool using that area, I think it's a great idea to keep the greenway closed to cars. The intersection of Rockland & Vancouver was also very

dangerous before, due to the misalignment of Rockland at that location and low visibility as a result of parked cars on Vancouver. I think it was an accident waiting to happen, so again - glad that this has been rectified.

- Increase sense of safety and cleanliness
- Park looks much more esthetically pleasing
- With no traffic, it positively enhances the overall atmosphere of the park
- increased comfort for pedestrians and cyclists
- Increases pedestrian safety at the Quadra Street crosswalk
- Indifference
- it adds to the beauty of the cathedral and park
- It cuts down on necessary vehicle traffic, keeping the street nice and quiet. I don't use it as part of my bicycling route normally because it's just one block - I prefer to use it if I need to switch between Quadra and Fernwood, but as it is only one block, I don't consider it "a bicycle route"
- It feels much safer than the other options for cycling.
- it feels quieter
- It feels safe and welcoming, most roads are scary on a bike.
- It feels safer
- It has decreased the danger crossing at the intersection of Rockland and Vancouver. It has also decreased the amount of vehicles driving down Rockland as a cut-through into downtown.
- It has made it much safer to cross Rockland at Quadra as a pedestrian.
- It has made the traffic much safer and the neighbourhood more attractive. There is absolutely no need for motorized traffic between the cathedral and the park nearby.
- It helps to connect the church to the park beside it. Somehow it calms everything within what is arguably a sacred space. Potential for great public space if the right kinds of investments are made by the City.
- It increases the accessibility of the area by my chosen methods of transportation, and has the potential to actually increase greenspace in the city if it is made permanent with appropriate features.
- It is a great improvement to public space within the city.
- It is a much nicer and quieter route for me to walk downtown from my home. It also creates a nice area to connect Christ Church with the park.
- It is a perfect route to downtown. Traffic calms the area in a serious way. I love it. More please!
- It is calm around the church and graveyard
- It is great to be able to cross that section of road without worrying that a car turning won't see me. They're often so concerned about grabbing their chance to turn off Quadra that they don't check for pedestrians. It also makes the park quieter and more peaceful.
- it is much safer to turn onto Rockland and is a serene ride
- It is safe.
- It is so much quieter in Pioneer Square, much more suitable for a cemetery
- It makes that corner much less of a death trap. Cars only come speeding along from 2 directions now, not 3.

- It makes the neighborhood feel more welcoming.
- It makes the transition from downtown to Fairfield safer.
- It makes the view of the Church more enjoyable.
- It might look nice
- It proves not every single connection around downtown needs to be about motor vehicles!
- It provides a more direct route from downtown when biking.
- It provides a safe place for pedestrians and cyclists.
- It provides a safe place to walk before and after school days and events. I know the kids won't get hurt when crossing this street.
- It provides more space for walking, as that stretch of sidewalk is very narrow and bordered by scratchy tree limbs. Also it feels much safer, even when one is on the sidewalk.
- It quiets the area.
- It re-shapes the city with the right priorities. We drives DO NOT need that block. I drive ALL THE TIME (sorry), ferrying children all over James Bay, Downtown and Fairfield. This little block shut off makes me dream a little - it makes me realize that people are working for a greener, more sane world.
- It recognizes the fact, well-demonstrated around the world, that road closures are very beneficial - just as car traffic grows to fill more road space (latent demand), traffic decreases as road space decreases, as people adjust transportation habits and shift to more sustainable modes.
- IT SUCKS!!!! I hate the road closure.
- It ties into the change in the cross walk on Vancouver St
- it's a beautiful connection between the historic park and the cathedral.
- It's a peaceful way to walk to work! Quiet and I don't have to worry about cars
- It's a safer environment without cars
- It's a step in the right direction of reclaiming our city, for people, from the motor vehicle.
- It's a welcome respite from the traffic. I also appreciate how it connects the church to the park and gravesite.
- It's a wonderful little respite from cars on my bike ride to work downtown.
- It's easier to turn left on my bike from quadra onto rockland through the barriers, and is much more pleasant to bike and walk on that block.
- Also, on a woo-woo level, I just really enjoy having some space in the neighbourhood that doesnt prioritize cars.
- The new crosswalk across vancouver is such an improvement over the old awkward diagonal one at burdett that i organize my walking routes around using it. It has probably cut my jaywalking in half on vancouver-- high five, city.
- it's easy to turn left off of Quadra (when cycling) because there is a crosswalk there so cars driving north on Quadra are already prepared to stop. No cars on Rockland means that there are no cars coming out of Rockland that could turn into my bike.
- It's great to have a quiet, safe block to traverse en route to other places. We need many more car-free bits of busy downtown Victoria.
- It's great to have lower traffic volumes. Definitely feel safer walking or cycling downtown and

because of my small child, feel much more at ease letting him run around and play in the area.

- It's lovely neighbourhood for walking/cycling, the whole area is like a walk in the park.
- It's more open, so helps with visibility and provides safer environment given fact that homeless people sometimes spend time in park space.
- It's MUCH more pleasant to walk and cycle on. The corner of Rockland and Vancouver seems to have less traffic.
- There's less stress involved in crossing Vancouver.
- It's much safer for pedestrians. The crosswalk was always busy and cars would use Rockland as a shortcut and speed through endangering pedestrians.
- It's nice to have the cathedral attached to the park - they belong together. I always felt like the road was an intrusion.
- It's quieter to sit in the park and the street is more peaceful to walk on.
- it's the beginning of the inevitable sensible closure of all core area streets to cars.
- Just like the thought of more green space
- Less car traffic.
- Less cars on this section of my commute
- less cross traffic to Quadra st.
- safer crossing for kids
- Less noise pollution in the area especially during the early morning while residents are sleeping.
- less traffic
- Less traffic
- Less traffic in that area since it is so pedestrian heavy
- Like the idea of more green space, encourages walking
- location
- looks nice
- Love no traffic as I'm biking. The area is much more peaceful now
- Lovely space for the area community to use!
- Makes a nice park
- Might bring more pedestrians through. Feels nice to walk through
- More comfortable cycling
- more green space
- More greenspace and public space downtown.
- More greenspace for pedestrians
- More non motorized vehicle routes make cycling easier and less stressful.
- More room to walk with a stroller, the sidewalks are too narrow
- More space for people
- Motor vehicles are prohibited which makes it easier to bike
- Moving the pedestrian walkway to Rockland from Burdett was smart.
- Much safer for pedestrians

- My cycling experience is more enjoyable and relaxing getting through town to the Galloping Goose Trail.
- My Kids do like the novelty of walking in the middle of the street.
- N/A
- Neutral - it makes sense in terms of calming traffic in the area
- Nicer
- nlvqaibwfpvstbzwjdupsjb, dwkpajxstl
- No Cars
- No cars - better for walking and cycling.
- no cars or trucks
- No cars or trucks
- No cars turning left off Quadra onto Rockland just past the pedestrian crosswalk. Also Rockland there is a narrow street not suited to amount of traffic that was using it to get between Quadra and Vancouver.
- No cars, feels safer and is peaceful and pleasant.
- No cars, safe, quiet.
- no cars!!
- No cars.
- No left turns from Quadra allows traffic to flow more easily
- No more cars turning left onto Rockland at speed from Quadra. For some reason drivers tended to be a bit reckless there.
- no traffic
- No Traffic
- No traffic worries
- No traffic, the downtown core needs more foot traffic only areas
- No worries about vehicle traffic.
- not a thing
- Not dodging a constant stream of vehicles using Rockland as a shortcut from Vancouver to downtown.
- not having to worry about cars while I am cycling.
- Not much at the moment... the street doesn't belong there still along with the ugly signs.... Let's see a proposed site sign with landscaping details...and walkway
- Not much.
- Not much. Don't see the point, it wasn't bad before.
- not one thing
- Not sure
- Nothing
- nothing
- NOTHING

- Nothing
- Nothing
- Nothing
- Nothing
- Nothing
- nothing
- nothing
- Nothing
- nothing
- Nothing
- Nothing
- Nothing except that the park is neater
- Nothing It absolutely has no affect on traffic in a positive way, it has only made it worse
- Nothing it is a wasteful enhancement.
- Nothing-it is a total waste of taxpayer money. People who walk this stretch are still using the sidewalk and it gives nothing to the cyclists that they didn't already have
- Nothing!
- Nothing!
- NOTHING!
- It's asinine. My first impression was "election year boondoggle". Don't get me wrong, I like the idea, the execution is just HORRIBLE!
- Nothing! Our house on Vancouver St has increased traffic, decreased emergency access, decreased vehicle accessibility. Also Fort St/Vancouver St bus stop/bike lane now a nightmare; raised the number of right hand turns at that corner
- Nothing.
- Nothing.
- Nothing.
- Nothing.
- Nothing.
- Nothing.
- Nothing. In my mind, it serves no useful purpose.
- nothing. it annoys me!
- Nothing. Terrible idea and even worse waste of taxpayer dollars.
- nothing...I think it's wasted on this block...not that pretty for walking...and leads to nowhere...
- Now that I know that it has been closed to cars I will probably bike tree more often. It's such a great area to ride in and is on te way to the beach from my house.
- park it out more
- peaceful
- Peaceful, quite, walkers, cyclists. Perfect location between two quite spots. No need for cars on

that road. Walk it everyday and it is not disruptive to cars at all. Quite area!

- pedestrian friendly
- Perfect!!
- Pioneer square is a quieter place to enjoy
- Preferred it when it was open to vehicles. You've created a glut of vehicles turning left onto Fairfield Road, as you've eliminated the only street between Fort Street and Fairfield Road into which one can turn left legally. I never see pedestrians or cyclists on it. Please, change it back.
- Prevented autos from turns onto Rockland Ave., safer for pedestrians.
- Provides a more seamless, safe route. Nice crossing at Quadra.
- Provides a nice calm space for pedestrians and a good calmed neighbourhood bikeway.
- Provides a safer walking / cycling environment.
- provides easy access to Library and downtown without noise and pollution from traffic and is a natural connector from where we live in the Rockland/ Victoria neighbourhood
- Provides more green space and pedestrian friendly areas.
- puts pedestrians and cyclists first
- Quick pedestrian link to downtown and YMCA
- Quiet area beside Cemetery.
- Quiet space in the city
- quiet, safe
- Quiet, scenic, contemplative, no traffic.
- Quiet. Green. Calm. Feels respectful to the architecture and the surroundings. Feels like a lovely calm spot in an otherwise pretty unattractive part of downtown.
- Quieter and safer
- quieter walk; more pleasant park; openness of the area; enhances overall view of the whole church, school and park area.
- quieter, safer, and there aren't cars whipping down the street in effort to get where they are going fast. And by that, I mean the cars I encountered going down that street were clearly in a rush, and behaving less safely. This is why a lot of people use short cuts. So not only is there traffic, but drivers being less safe.
- quietness
- Quiets things down - no major impact on traffic
- Reduces backup of traffic on Quadra from vehicles trying to turn onto Rockland.
- Reduces the traffic on Vancouver Street.
- Makes for a safer walk home
- Safer for biking, especially at night
- Reduces noise in the neighbourhood
- Reduction in traffic. Its a good idea to limit cars to fewer roads and open more spaces to walking, biking and other mobility modes.
- Reduction in vehicle traffic. Increased safety for pedestrian and cyclist.
- Resident (car) no road closure

- road closures are great ways to provide pedestrian cycling infrastructure.
- Rockland was not a good street for car traffic.
- safe, pleasant space for walking and cycling. Improves the neighbourhood and calms traffic.
- Safe. Quiet.
- Safer crossing to ymca
- Safer cycling!
- safer for kids at cathedral school
- Safer for walking/biking; less fast traffic, more access for nature; beautiful connection between the Cathedral and the historic cemetery
- Safer option with children
- Safer travel for pedestrians and cyclists
- Safer, less exhaust, more peaceful - beautiful walk
- safer, more enjoyable to walk, more aesthetically pleasing, encourages walking and cycling
- Safer, more liveable, better quality of life. Thank you!
- Safer, quiet route
- Safety
- Safety for cyclists. Easier turn onto Rockland from Quadra.
- SAFETY when biking with my daughter. We often bike on Rockland as our route from downtown-> Fernwood. I feel that Rockland is safer for biking than Fort, even though Fort has a bike lane. We were quite happy to see this closure. It made biking the Rockland route even better.
- Safety! No cars is lovely. Vancouver has gotten too crowded with cars (even though is a bike lane) so it is nice respite.
- Slightl t really doesn't make much difference to me to have an empty paved road.
- Simple. Straightforward.
- Slows me down, appreciation of nature
- small but nice cut-through on a bike.
- that it is a greenway
- That it is so peaceful, because there are no cars one feels safe to look at the trees, Pioneer Square, the Cathedral
- That Victoria is finally starting to close roads to improve cycling and walking comfort.
- That was a dreadful intersection for pedestrians. I walk through there at least twice a day on my way to and from work. I was almost hit there up to three times a week by inattentive or impatient drivers. Since the closure, I have been almost hit exactly ZERO times.
- That you have closed the road
- The air is cleaner. I am happier knowing that greenhouse gas emissions are not increasing as quickly because I see people being encouraged to cycle and walk. I don't see any monster trucks with Alberta license plates and this makes me quite happy.
- The City finally improved the pedestrian crossing at Rockland and Vancouver ... it's safer for pedestrians and vehicles too ... the improvement was long overdue

- The closure reduces traffic back ups in a very busy pedestrian crossing areas of Quadra. This reduces the uncertainty pedestrians feel when crossing the road. The closure also improves the serenity of the cemetery and the pedestrian commute to Fairfield.
- The concept of greenway enhancement - the more the better in the downtown area especially as it relates to the improvement of bicycle corridors and lanes.
- The greenway enhancement is very nice.
- As for the road closure, I don't see the reason behind it. Kind of useless.
- The greenway has been a wonderful enhancement to the area. It is great to have one more safe stretch on the way downtown. This is my favorite part of the whole ride between downtown and East Fairfield. I also stop in the park now, because it is so peaceful. Although I still make car trips, it is no inconvenience because i just take Meares instead. We have so many street catering to the car. PLEASE keep tiny spaces like this car free.
- The park improvements are great.
- The park space can be expanded and the road was just annoying for traffic on Quadra.
- The rationale, for me, is that it creates less traffic around the school.
- The recognition of the priority cycling should be for the city and the recognition that it is unnecessary for cars to have access everywhere.
- The sidewalk is narrow and often congested with pedestrians walking at different paces, and runners. The option of moving to the road to "pass" makes it a safer route. I also enjoyed seeing skateboarders and cyclists claim it as their "space." I think it has also increased the number of cyclists using Rockland.
- The space feels much safer for active transportation.
- The thing I like most is that cars aren't trying to cross Vancouver from this section of Rockland now. That was very scary in the past as a cyclist that uses Vancouver every day.
- The walk is quieter, safer without auto traffic; and healthier with less exhaust fumes; I am more inclined to take that route than before and linger and enjoy the greenery; free of autos it seems more appropriate of the cemetery; with reduced exhaust fumes it seems to me there is less potential for destructive erosion to the gravestones and cathedral stone walls; I appreciate having more space to walk free of auto traffic.
- There are fewer cars on the road when riding through (so it's bother safer and just generally more comfortable) and when sitting in Pioneer Square. It's more peaceful.
- There are no cars in the area of the closure
- There is no crosswalk between the Cathedral and Pioneer Square on Quadra, and it has always been dangerous for pedestrians due to motor traffic. This closure has made access to the Quadra/YMCA crosswalk much safer and accessible.
- There seems to be fewer people using Rockland as a through street from Oak Bay to downtown. Far fewer people speeding on that street.
- This is a closure of an insignificant block. It does not impact self-propelled transportation at all, and so I don't like or dislike it.
- This project prioritizes pedestrians and cyclists.
- Eliminates or diverts cut through traffic that typically uses neighborhoods as a fast short cut around busy streets, and they typically speed.
- It's better to keep the shortcut motorists away from park, residential, and quiet neighborhoods.

- Ties the Cathedral and park together. Takes cars out of the question of turning on/ off Quadra while cycling
- traffic calming
- it's a nice area to be quieter
- Traffic calming, better feature in the community. Quiet.
- Traffic calming!
- trees and residential atmosphere
- Turning onto Rockland ave from Quadra heading from south to east on my bicycle is now easier as there are no cars coming out of Rockland onto Quadra.
- Victoria could be a much foot and bike friendly. This is a start to removing so many cars from downtown
- Way better now
- Fits with the park and cathedral to make a quiet space.
- We need more of these! It provides a safe entry to the church and the Y.
- We should be encouraging walking and cycling in every way we can.
- When citizens got together an animated the space through Greater Victoria Placemaking Network.
- When crossing Quadra, the lack of traffic coming from Rockland means there's less of an opportunity for me to be hit by a car. As a cyclist, it offers me a car-free way to get over to Vancouver street and beyond.
- While on my bike, I have a moment of peace on my commute home.
- Yes, it truly makes a difference in a smooth connection of quiet roads to cycle, It makes a big difference to cyclist -- vehicles have many other options.

Total Respondents: 466

Q7 What do you think could be improved about the greenway enhancement and closure?

- 0
- - Make it permanent.
- - Install nice-looking permanent barriers on Quadra and Rockland which complement the church's architecture.
- - Add more plants/trees down middle of Rockland to further beautify the greenway.
- ***There ought to be a cement barricade at Rockland and Vancouver preventing cars from turning off of Vancouver to Rockland (especially left) where the new crosswalk is. Car traffic could still access Rockland from Cook St side
- 1. Better signage for the pedestrian crosswalk to slow cars: The pedestrian crosswalk between the greenway and YMCA is very busy. I find cars often do not stop for pedestrians crossing between these areas.

- 2. Assigned cycling lanes: Cycling lanes around the need to improved to connect with the greenway.
- 3. Lighting: It is also poorly lit, so I avoid using the greenway at night for safety.
- A bikepath extending the greenway along Rockland. Safer for cyclists.
- A clearly marked cyclist left turn lane onto rockland from Quadra so cars understand we have a right to be there while wait for oncoming traffic to clear.
- A left turn lane for bicycles from Quadra Street.
- A left turn lane for bicycles from southbound on Quadra onto Rockland.
- A public washroom!
- A strip of green or some plants to liven it up
- Access to dog poopie bags ;)
- Add artwork and beautify the road (make it less of a road!)
- add some sort of activated traffic light for crossing Vancouver and Quadra
- Additional closures to expand the project.
- Allowing cars still travel eastbound on Rockland.
- Appreciate the enhanced pedestrian crosswalk crossing Vancouver St. and wish there were a walkway extending all the way up Rockland Ave. to Oak Bay Ave.
- As a driver, the closure makes it difficult to get from the Y (or other nearby businesses) to Cook street. Your only choice now is Fairfield or Fort because Meares is one-way and there's no left turn on to Burdett. Perhaps remove the prohibition on left turns at Burdett?
- Asking area residents if there was ever a real problem. I used to live on 1700 block of Rockland and I have never found this part of Rockland busy.
- Beautified and tied in to park.
- Better left hand from Quadra onto Rockland heading south
- Better lighting
- better separation of pedestrians and cyclists - it's a bit of a free for all right now
- Better signage
- Aspects of the road closer to Quadra could be made more appealing to pedestrians and cyclists
- Bicycle left turn lane on Quadra to Rockland.
- Certainly, make it permanent! Put in the plantings and rejoin the cathedral and its "yard"
- change design into a greenspace / park land
- Change it back to the way it was.
- Clean it once and a while in the fall. It took forever for the city to clear a thick cover of leaves which are very unsafe for cyclist when it's wet. Put in a cobble style ground and perhaps some more plants to create lanes.

- Clearer bike lanes and path
- Close more streets!
- Close off Government Street, too!
- Close the road at the beginning of Pioneer Park, &. Develop a car turn around for people who visit the church & the Care Residence.
- Closure should have been better advertised. Activities should be hosted in the space, or at least something done with the space, such as putting in vegetable boxes, public art, street hockey, etc.
- Community garden and benches on the road
- Community gardens
- Complete the project as planned.
- cover the existing roadway with grass, a pedestrian park and a bicycle path.
- Designated cycle/walking route for safety
- Designated cycling and walking lanes and lines. Or, signage to encourage walkers to "keep right."
- develop it as more of a bike/walking path; garden the parts that aren't needed for the path.
- different paving of closed portion or grass....
- dig up the asphalt, provide 2 - 3 spots of parking for park use, use that area for bike rack installment, more benches
- Do it on Meares rather than Rockland.
- This brings two main benefits: 1. The new greenspace is IN THE SUN rather than in the shadow of the cathedral. 2. Access to/from Broughton St (i.e. YMCA, Library Parkade and Royal Theatre) is safer from Rockland than from Meares (traffic backs up from Fort/Quadra intersection) or Burdette (poor visibility as Quadra goes down the hill).
- Do more of these, wherever possible!
- Don't do it.
- Don't like bollards as they look so imposing....maybe some planters?
- Drivers are taking liberties to park in areas that would otherwise be illegal before the closure. The markings and signage are unclear regarding the parking so these should be updated too.
- Either enhance, or open the road
- Elements could be added to encourage people to hang out
- eliminate it
- ENDING IT IMMEDIATELY.
- Eventually, I hope that it can be a narrow bike and pedestrian pathway rather than a road

- Expand it
- Expand it.
- Expand the concept to include other areas.
- Expand the park into the street area closure area. Then it's no longer a street it's a park.
- extend it
- extend it and make more greenway enhancements around Victoria.
- Extend it to other areas of the city
- Extend it!
- Extending it
- find pastoral routes to set free...and routes that have connectivity...one block closures are a waste of time...
- Fix crosswalk at Rockland/Quadra - scary!
- Focus on some seating options for pedestrians, lighting at night
- Force Seniors Care Home at nw corner of Rockland and Vancouver Street to use an enclosed structure to store waste bins.
- Gardens and benches. Restore gravestones.
- Get rid of it
- Get rid of it.
- Get rid of it. Again, don't see the point. It wasn't bad before and is now just inconvenient for drivers.
- Get rid of the road and make the park bigger.
- Grass it in, plant trees and flowers, create an enhanced sense of space.
- Grass or benches on the old road
- Have it made permanent
- Hmm -- pretty good
- How about some green in the greenway. (as in, ditch the asphalt.)
- I do feel that at Quadra, when I am biking, cars seem to not look out for traffic coming out of this street since the closure. Maybe more signs to make them aware that there is bike traffic coming through.
- As well, it might be a nice idea to get rid of the raised sidewalk and have it more level with the existing road. Kinda like in Europe where the road and sidewalks then to blend together. It forces both bikers and pedestrians to be more aware of where they are walking and not do so blindly.
- I don't know
- I don't know. I haven't seen it yet.
- I feel there might be opportunities, especially with the Church's input, as well as the input of some of the surrounding residents (maybe the Y), for some improvements in

terms of functionality. Taking the principles of 'placemaking' might increase the value of the space for the surrounding community, especially if it was connected to increasing the use of the park.

- I hope eventually you will fill in the western end of Rockland with grass, a playground, some kind of nice setting. With a bike path going through to Quadra St.
- I think far too much attention and public funding have been directed at a project with little public value. The park can be refreshed without stopping traffic entirely on what was always a low-use street. The street closure doesn't seem like a good use of funds.
- I think it functions well as it is. I had once thought that a meditation labyrinth would be an asset, but not now -- it's of greater use to pedestrians, cyclists and boarders.
- I think it is fine as is but I can also see some reconfiguring of the road and sidewalks for joint use and esthetics.
- I think it is perfect the way it is.
- I think it looks nice, no complaints.
- I think it should be reopened for vehicle traffic
- I think it's great just the way it is!
- I think you need to make that part of town not so creepy to walk through. Around the park when I used to walk it there was always a vagrant or two and sometimes it felt like they were doing not so legal things which is kinda creepy.
- I work one half block from the Cathedral. The inability to turn left on Burdett from Quadra combined with the Rockland greenway means I have to drive 6 blocks to pick my child up from school. A controlled intersection at Burdett would be a great improvement.
- I would like to see it be made permanent.
- I would like to see the pavement removed except for a bicycle path.
- I would love to see it made permanent with more greenery and dedicated bike lanes.
- I'd like to see more traffic calming on vancouver street itself bc cars drive very fast and I see 'almost collisions' a lot between cars and bikes or cars and pedestrians. maybe add those planter boxes I the middle of the street along vancouver street between fort and Fairfield? the closed section of rockland could have improved lighting and add grass.
- I'm not sure how much it's used by pedestrians and cyclists. Most people I see cut through the church or Pioneer Square
- if it is permanently closed, I am presuming part of Rockland as it connects with Quadra would become "green" as in grassed and part of pioneer square. the current metal barriers are not conducive to walking
- If it is to become permanent, an upgrade of the road would be nice. Separate designated lanes for pedestrians and cyclists would be helpful as the usage increases.
- If it was made permanent

- If it's going to be permanent, make the Quadra end a narrow bottleneck, rather than bollards, so only ped and bike traffic can get through.
- If they are going to close it they need to plow under the road, extend creative landscaping to Christ Church Cathedral with a special walking path along side the park and Christ Church Cathedral...
- If we had something vibrant there, such as a restaurant or plantings or a place to sit.
- Improve the sidewalks on Rockland Ave.
- Integrate more of the space into the park precinct. Reduce the access road to a driveway.
- It could look nicer. Planters could be used instead of bars.
- It doesn't go nearly far enough. The City should be planning these as a whole corridor, not just one isolated corridor.
- It functioned perfectly well before for pedestrians, cyclists and motorists, so retain its original layout and functions.
- It has become a safety hazard. People don't pay attention that part of the road is still open to vehicles. Either open it up again or close the entire section
- It is ironic thus is being called a Greenway Enhancement when the total enhancement is five or six steel bollards. No green has been added.
- It is ugly the way it is screened off. Would need attractive barriers.
- It isn't attractive or inviting.
- It now feels like a park
- return grave stones
- make it permanent
- It should be made permanent. The pavement should be replaced with greener features, like a permeable surface and grass.
- It should be much longer. At least a 20 minute bike ride.
- It shows little commitment/effort, such a tiny baby step that it's progress is muted by the mass of blacktop in our city.
- It's ONLY 1 city block. Get serious about your promises.
- Victoria's Official Community Plan and the Downtown Core Area Plan reflect an old-school, car-centric perspective, in spite of the plans' well-intentioned aspirations to create sustainable transportation and mobility systems that give priority to pedestrians, cyclists, and transit—a lofty goal void of wind beneath its wings. The only sign of “priority to pedestrians, cyclists, and transit” provided in the plans is a simple chart: an inverted pyramid that places pedestrians at the top and motorists at the bottom - but it's a lie.
- It's time to follow through with the city's promises to prioritize vulnerable road users.
- It would be great if we could drive down the street again. It could be on an uneven or raised surface to slow the cars down. Like in a parking lot or side street.

- It would be nice if it was actually extended.
- It'd look nice if it was somewhat blended into the park.
- It's a nice way to get into downtown from the east without going all the way up to the bike lane on Yates, as the light at Rockland makes crossing Cook easier. (I *never* cross at Richardson, the so-called "bike route", because it's far too unsafe/uncomfortable without a light.) However, the crossings of Vancouver and Quadra on either side of this block are very difficult! They both have fast cars, little visibility, and weird jogs. This could be a very useful and pleasant "all ages and abilities" cycling connector *only* if you improve these two crossings.
- It's at the perfect quite location. I can't think of anything but please keep the greenway!
- It's great. But we need similar closures elsewhere in town. In areas of the city where the streets are in grid fashion, there's a lot of short-cutting of vehicles through residential neighbourhoods. Closures like this could be useful. So go ahead and roll it out elsewhere!
- It's hard to turn left onto it when on a bike coming down Quadra. Especially in rush hour at the end of the day.
- It's perfect now.
- It's very dimly lit, drunks and drug addicts hang out in the side church entrance on Rockland and have no consequences because the police can't drive through and see them
- It's very short, so I'm not sure how useful it really is, and crossing Vancouver at Rockland by bike is dangerous.
- its elimination
- Its fine
- Just keeping it and adding more streets as no car streets such as lower Gov. street with the addition of street vendors and musicians..It's worked very well in many European cities.
- Keep it
- Keep motorcycles and scooters out. They use it, as if they are a bike, and they are too fast and noisy.
- Keep the greenway, make more
- Keep this permanent.Have a street fest.
- Keeping it closed. It's not necessary to keep open.
- landscaping of the roadway to tie it into the park wit wide pedestrian and bicycle path.
- Landscaping.
- Leave it open
- Less asphalt, more green.
- Less concrete, more grass

- Less pavement, more attractive permanent bollards and curbs, more green space and trees.
- lighting, walking/cycling lanes marked on pavement
- Like what doing
- Local markets or enhanced landscaping to encourage people to walk through. Perhaps gardens with local plants, or some landscape art.
- Longer and more connected network of people friendly trails
- Looks great - more young oaks and nature plants planted for succession
- Looks just like a closed street. It should have planters and greenery as well as public seating
- Love it as is. Need more in city neighbourhoods
- Made permanent
- Make it a park or some kind of play area e.g., playground, basketball court. That part of town is in desperate need for these kinds of facilities. Nice compliment also to the services provided by the "Y" and the Christ Church School.
- Make it bigger! Make enhancements to make it even more people friendly.
- make it longer
- Smaller footprint posted making it easier to turn into
- Make it longer and permanent.
- Make it longer. Make a car-free corridor.
- Make it permanent
- make it permanent
- Make it permanent
- Make it permanent and landscaping in to tie the cathedral and Pioneer Square back together visually.
- Make it permanent and make a seamless park-like transition to the Cathedral property.
- Make it permanent and maybe remove some of the 'road' feel to it.
- Make it permanent not trial.
- Make it permanent with separate bike and pedestrian lanes
- Make it permanent! I love it.
- Make it permanent. Roll out some grass and plants. Make the pavement porous. Provide a wide place for walking and biking instead of a road which still looks car-centric and means it is not permanent.
- make it prettier -- flowers
- sidewalk is rough for wheelchairs-improve it
- Make Rockland a one way street from Quadra to Vancouver.
- make sure that you are finding ways to enhance parking within the city.

- Make the no thru traffic zone longer. Plant more trees.
- Make the posts at Quadra & Rockland wider apart so that i don't have to worry about hitting them when turning on to Rockland from Quadra.
- Make the street a bike path and plant grass and trees along it.
- Making it green?
- Making sure it's well labelled on maps and streets so motorists don't get peeved when they try going down it.
- Making sure that information is on maps (eg: CRD cycling map)
- Maybe a bit more lighting at night?
- Maybe just better signage off Quadra?
- Maybe permitting left turns on to Burdett going southbound
- Maybe putting large planters on the section of road that is effectively automobile-innaccessible. Or, eventually, removing the paving altogether.
- More activities!
- Swings! Pic nic tables! Benches! Gardens! Pop-up Markets! Large games of chess!
- MORE closures. MORE roads dedicated to cycling.
- More connectivity with other greenways.
- More controlled ingress and egress for bikes merging into busy streets
- More greenery? Boulevards into living gardens instead of just grass, or something? Might at well.
- more greenery.
- More greenway -- Vancouver street or something? Traffic is getting worse all the time -- I've lived in Fairfield for a dozen years -- Vancouver is a natural bike route but there is increasing traffic (car) making it scary. More and more scary all the time.
- More greenways!
- More landscaping
- More landscaping in the park. The cenotaph looks nice, but the rest of the park could do with some flowers or nice shrubs. The lighting situation has improved, but it is still quite dark at night and I don't feel safe walking down the street.
- More of it. I am particularly concerned about how unsafe it is for bicycles to ride in Victoria.
- More of them!
- more perennials
- More permanent measures could be taken to modify the street to better pedestrianize it and connect the Cathedral site to the park - e.g. plantings, surface treatments, etc.
- more plants!
- More publicity so drivers aren't surprised and angry.

- more relaxed atmosphere. That pioneer park is a haven of propriety and dullness.
- More similar road closures (but open for bikes and walking) What about Government Street??
- More street cleaning, make it one way east bound
- More trees
- More trees and shrubs
- N.A.: I think the road should be re-opened.
- n/a
- N/a.
- nada
- nicer barriers
- nlvqaibwfpvstbzwjdupsjb, dwkpajxstl
- No comment!
- No idea
- None at this point.
- Not really related - but there is still a lot of drug use/camping going on in Pioneer Square since the park improvements were made. Police need to patrol the area more, or put up an iron fence around the park to discourage that kind of activity.
- Not sure
- not sure, seems pretty good right now
- nothing
- nothing
- Nothing - it's good.
- ok as is
- On a bike, turning from Rockland onto Vancouver to get to the greenway is quite unsafe. Poor visibility and lots of traffic. While it is possible to dismount and cross at the crosswalk this is not ideal. A stop sign or another priority cycling signal / safety measures would be ideal.
- One way traffic on the alternate streets and roads.
- Only improvement is to re-open it.
- Open it back up
- Open it back up to cars. Also, put an advanced left at Fairfield Road.
- Open it back up to traffic.
- Open it back up to vehicular traffic!
- Open it back up!
- open it back up.. you cant turn left on Burdett so it doesnt work to close off this access

road.

- open it up again
- Open it up again.
- open road back up
- Open the road
- Open the road again
- Open the road again. It only moves traffic to other roadways.
- Open the road!
- Open up Rockland Avenue and make it a one way street.
- opening the road to cars,
- Paint bike lanes perhaps.
- Park tables & benches to enhance use
- Perhaps a bike lane specifically. It would be hard to see though since there are so many leaves that fall on the path during the fall (and seeds in the spring).
- Also getting through the intersections prior and after the greenway can be tricky sometimes with a bike. Would be cool if the quadra exit by the YMCA had a cross walk directly at the end of it.
- Perhaps adding a bike lane but leaving it open to people in cars and other vehicles. .
- perhaps put some benches for people to sit and relax and read a book
- PERMANENT installation of closure devices
- Permanent removal of the pavement or enhancement with more green features such as tree planters or flower beds.
- Personally, I drive and prefer it open to vehicular traffic. It's a great concept, but an odd spot to have it. It's out of the way. Why not shut down Gov't St to all but foot traffic - put vendors in the middle of the street!
- Pioneer Square has always been a sketchy park. The addition of the lighting hasn't improved this. And the addition of the greenway has only made it worse. The lighting isn't the problem. Nor are the cars that passed down the streets on either side. In point of fact, having Rockland open to car usage made the park feel safer. The park attracts shady characters and appears dangerous because no one uses the park to commute (if you're walking anywhere, you walk parallel to the park but not through it), there are no shops around it or city life to speak of (the cathedral, which is more active on the Burdet side, is dead apart from Sundays, the offices along the opposite side similarly dead, the YMCA faces away from the park etc.).
- Pioneer Square, and now Rockland Greenway, are basic urban planning failures. As Jane Jacobs, and generations of urban planners since, have taught us, parks like Pioneer Square need more through traffic, more city life, not less" the addition of the parkway reduces the amount of eyes on the park, and subsequently makes it more dangerous. I avoid walking down it, preferring to take the open and active Burdett, or

the bustle of Fort street. Walking down the Greenway at night (especially on weekends) is a harrowing experience, one which I encourage the decision makers to do, as shady figures congregate in the park, and in the stairwells alongside the cathedral. More traffic through this area makes it feel more normalized and more safe, especially at night.

- Place them on more direct street running to the downtown.
- planter boxes
- planters overflowing with flowers, benches
- Plantings, benches, more attractive barriers.
- Please change the ugly bollards that are installed on Quadra. Some foliage, trees, or
- Different bollards would be more pleasing to the eye.
- Please ensure it is easy to get into & out of on a bicycle
- Probably removing that parking lot at the end of the street, folks in cars still fly down the street trying to get to the end of the for the parking lot. Maybe throwing up a new "No exit" sign on the Vancouver street, I can't remember if one is there.
- Proper maintenance of sidewalks on both sides of Rockland Avenue.
- Provide calming all through Rockland/Courtney downtown, not through closure necessarily, but speed limits and such
- Provide more continuity for cyclists/pedestrians so it is not confined to one street
- Public art!
- put a pedestrian-activated flashing light on the crosswalk across Quadra
- Put it back the way it was
- put it somewhere else... maybe on Mason st, the one-way street on the other side of pioneer square. Make that a bike only laneway.
- put up some nice planers in the centre to separate the street into two lanes
- rain gardens or greenery in appropriate parts of the roadway
- Re-landscape the roadway so that it blends into park and churchyard. Include greenspace as well as hard-scaping for walking/bikes.
- RE-OPEN ROCKLAND
- Re-open Rockland as I have never observed any serious traffic build-ups from southbound vehicles turning left onto Rockland
- Re-open the road
- Re-open the road!
- Re-open the street
- Re-open the street, or get rid of the street portion altogether, now it just looks shabby.
- Rebuild the street so cars don't feel deprived or accidently drive into barricade. Tear out the street, plant and design a nice slowspeed pathway designed with the cathedral adjacent.

- Remove curb and road surface; install narrower path and green space. It looks too much like a road right now. I rarely see people using it.
- Remove it and open it up to vehicles again.
- Remove it.
- Remove pavement, replace with walking path and cycling path (separate), landscaping incl. native grasses, shrubs (berries?), flowers, gardens...
- Remove roadway, turn to greener. The permanent dark shadow cast by the cathedral makes this are somewhat unpleasant at all times. I do not believe it attracts for any reason beyond as a thoroughfare.
- Remove some of the tarmac - close more roads
- Remove the asphalt; replace with walkway and grass
- Remove the pavement while allowing for cyclists and mobility aids.
- Remove the road and put in some community garden spaces.
- Remove the road to make a pedestrian and bike path. Make the cathedral flow smoothly into the park.
- Remove the stupid blockage.
- Removing it
- Reopen
- Reopen it to vehicular traffic.
- Replace the metal barriers with some large permanent, garden boxes.
- Restore the street back to its original purpose.
- Revert to how it was previously
- right beside the church it is rather dark at night, but the section is short so the street light beyond arrives quickly
- rip out the asphalt and put in grass with a designated cycle path
- Show me a design for making it into a greenway!
- Signage. Monitoring the area re: homeless and possibly drug use. Dealing with left turn probs as it is difficult to do so from Meares and Burdett. Engage public with street market or events. I often park in the area (Meares/Vancouver St.) and walk downtown. My husband worked in area for years. Engage people!
- Some cement picnic tables for eating your lunch or picnicking, some historical signs about houses, some maps on special walks in the hood.
- Some flower beds etc.
- Specific lanes for walking or biking.
- start anywhere and put in place a citizens' board to create a process of citizen inputs to change...
- Stretching and extending it to reach further roads.

- Take it down.
- Take the barriers down and leave it as it was.
- Tear up some of the road and make it grass with bike/walking paths
- Tear up the asphalt and create a public plaza.
- The bollards at the end should be changed to concrete planters. The road surface should be changed from asphalt (an impervious surface) to a better surface - something that allows drainage and enhances the nearby greenery of the park.
- The city needs to find a way to connect this to other cycling/walking paths, right now, it is disconnected
- The creation of a designated bike area in the greenway would help with using the space for non-cycling activities - running, other exercise activities or relaxing. More seating to give it a park-like feel rather than a road feel.
- The crosswalk leading to Vancouver/rockland (or lack there of) it's very dimly lit and for people continuing onto cook-very dangerous..
- The park is scary to me. It doesn't seem friendly and it's dark and not well used.
- The paved part is not very interesting or attractive. Maybe it could be "livened up" somehow. Sorry, I don't have great ideas but it seems like a bit of wasted space that could be green or used for kids to play or...? Maybe the Y could partner is promoting it as it's so close. Maybe they have some ideas.
- The plans look great, particularly increasing the green and reducing the road.
- The possible turning of Burdett Ave into one-way EB, to make a short couple around the whole Cathedral precinct.
- The road needs updating, very uneven and often messy with leaves and branches.
- This survey was manually entered and appeared to be missing the second page
- To make it permanent!
- Traffic calming at the intersection of Rockland and Vancouver.
- Often motorists travel at high speed on the road on their way to parking behind the cathedral.
- traffic is safer
- Turn it back into roadway. Travelling by car you have to go all the way to Fairfield on Quadra to return to Rockland since both adjacent roads are one way or do not enter. Really inconvenient.
- Turn that whole stretch of road into sidewalk - same height, same paving, so that families can walk together on one level. It would help to have a crosswalk in front of the church, so that when you walk on the closed road area, you come out to a crosswalk rather than having to double back to find the crosswalk at the YMCA.
- Turn the road into a bike path!

- Undo it
- Unfortunately, it now means drivers going south on Quadra cannot make a legal left turn from Fort Street until Fairfield Street although very many do now, at Burdett in front of my building. In the five years I have lived here I have seen 4 accidents none of which involved a left hand turn onto Burdett. The problem has always been cars travelling too fast on Quadra especially going North. My suggestion would be to remove the no left turn at Burdett allowing cars to legally turn there, and put in a yellow painted road bump near the crest of the hill and a flashing orange light with a "Dangerous Intersection " sign or a speed restriction on approaching the intersection or perhaps a yield sign and enforce it. My experience is the danger is the speeding cars approaching the intersection going too fast and not watching out or being attentive using defensive driving skills. Truck drivers seem to be more aware and approach slower and cautiously from what I have witnessed, but then they are professionals.
- Use the space for a purpose to justify the closure. Sunday market etc.
- veggie boxes, more greenspace
- We don't need the whole road, plant some trees, native plants, less pavement!
- Welcoming signs for cyclists. Painted left turn lane on Cook St. Landscaped area with grass, benches and a children's play area (along with cycle path).
- Would like it to connect to other separated bike lanes- not just paint on pavement.
- Look at how separated bike lanes in Paris and Vancouver have improved commute ability, safety, and less congestion. Victoria doesn't need to re-invent the wheel- just copy what other cities are already doing well.
- Would like to see landscaping of road space, even if only some planters and benches.

Total Respondents: 427

Q8 What do you dislike about the greenway enhancement and closure?

- 0
- - Drivers are doing illegal left turns onto Burdett Ave. from Quadra St. now to avoid having to drive down the hill to Fairfield Rd. to turn left. This has created a dangerous situation and increased traffic on Burdett Ave which already has extra traffic
- As a cyclist, exiting to Quadra is confusing, difficult, potentially dangerous, with conflicts between cyclist as pedestrians, turns onto Quadra. Somewhat but less so entering off Quadra.
- Barriers are ugly, an impediment to cycling
- As I live on Vancouver St. in between Fort and Fairfield. It is a real pain to get to Vancouver Street from downtown. The only options are Fort or Fairfield (that is 6 blocks

in between) as on Quadra the street prior to Rockland is a oneway down and the next street Burdett is no left turn, and then next St. McClure is blocked off. So it is now a huge detour to get home every evening. Not only that I have noticed a considerable more amount of traffic at the Fort and Blanshard St. and View St. intersections as everyone is now turning left there...and the traffic is very congested at peak times after work. Often waiting for 2-3 sets of lights to turn left on View/Fort.

- As it is, it is ugly and uninviting for people to stay.
- blocks traffic flow and the signs are ugly - not inviting.
- Can't cut through in my car, have to drive 2 blocks out of my way - wasting gas, causing emissions
- Can't drive through to Vancouver St
- Closes a habitat ____ (can't read word) by car
- Closure to vehicular traffic. I think this eliminates most or all left turns from Quadra when heading south between Fort and Fairfield. Open it up again.
- Completely unnecessary. Seems like it was a make-work project.
- Could be longer
- Didn't know it was going to be closed until I almost drove into barricade.
- Difficult to see the bollards at twilight. Need a raised curb.
- Disruptive for commuters with very little aesthetic gain. I took that specific route every day x 2. I feel that walkers, commuters and cyclists all used this street efficiently. Blocking off street seems unnecessary at best.
- Does not go far enough
- Everything
- everything
- Everything.
- Everything. Roads are for cars. Sidewalks are for pedestrians.
- First of all, your own description of "Greenway" is that it "follows natural land or water features". How in the world does this apply to that block of Rockland? My impression, as someone who walks to town this way several times a week, is that it has made no difference to myself. On the other hand, it must be a considerable inconvenience to motorists. It what sense have you created a "Greenway"? You've added yellow and black markers onto a stretch of grey asphalt. Is it 'green' to require cars to drive further?
- Forces drivers to Fairfield Rd. when travelling south on Quadra before they can turn left .Open up the other road beside the church to left turns.
- Forcing vehicle traffic to the adjoining roadways must be a PITA for those on Meares St (for instance).
- funnels traffic on to other streets, reduce parking.
- Further impacts traffic. There are already one-way streets and intersections that do not

allow you to turn left when heading towards Fairfield. Therefore, trying to go left means going even farther out of my way. I don't really understand this closure. It's positive impact is not very far reaching. Why aren't you looking for a bigger shift, like making part of Govt St. a pedestrian walk??

- Greatly reduces vehicle routes between that part of downtown and Rockland/Fairfield. With no other routes between Fort and Fairfield I'm seeing more illegal lefts onto Burdett (I do it myself) and more congestion at the Quadra/Fairfield intersection as there is no room for a turning lane.
- Have to take more circuitous routes, out of the way.
- having half a block closed for traffic is ridiculous. how is it supposed to make it safer when you get to the end and there's nowhere for cyclists to go but on the road again? the crosswalk and the sidewalk were fine. I use them all the time.
- high fences
- How temporary it looks
- I believe that many more people make illegal left turns now to park near the church and probably go to the Y (noting Y parking tags in car windows). You can't turn left after Fort resulting in lots of extra blocks to park when it used to be easy to do so. I think if I saw lots of people using it I wouldn't mind as much.
- I can't turn left off Quadra to get to Vancouver. But this really isn't problem.
- I can't turn onto Quadra, but I am willing to lose this in favour of a quieter, safer neighborhood.
- I do miss driving to work on Rockland all the way, now I have to do a bunch of corners.
- I don't like that we can't go left anymore to get to our place on Burdett. We can't turn left onto Burdett and now we have to go up Fort, a much more congested street. A small inconvenience, I guess...
- I don't like the current look of the closure- it is ugly and not clear that it is a through way for cyclists.
- I don't like where the cross walk is on Vancouver - it's too far from Rockland if you are walking north so people don't bother using it (they still cross Vancouver at Burdett)
- I don't live at the closure point so I can't comment on how it effects others. From my view there are no negatives.
- I don't see why the road has been closed. People who used to drive this street now have to go a longer route around, although I see many people making an illegal left turn at the following block - that is a dangerous place to make a left. I also see more traffic down at the Fairfield intersection.
- I either have to make an illegal left turn onto Burdett to get home, or turn right on Burdett, do an illegal U-turn, then cross over Quadra.
- I grew up on Richardson St and often walked and frequented the area. What was a pleasant park is a little more sketchy now so attention could be given to making it more

user friendly and safe. Plus my comments above re: left turns from both parallel streets. Too grey.

- I have seen many cars surprised about the blocked road
- I like everything about it, just wish it was longer.
- I like it
- I like it but ultimately I don't really get it. It's such a short section of road. Looking at the big picture, does closing it really matter?
- I like it!
- I like it!
- I like the whole project.
- I love it
- I support the concept of Greenways in the right context, but this particular Greenway enhancement has nearly no benefit at all. Vehicle use of the roadway was never an issue in terms of "Greenway uses" in this area. So this gives significant inconvenience to drivers, more fuel use, generation of exhaust, etc, for no benefit.
- I think it is a huge waste of taxpayer money. Closing one street does not make it a greenway. It is still pavedâ€¦ not green! I was attending a city council meeting for another issue and was horrified to witness how much time and money was being spent on this when it could have been used elsewhere.
- I think it is perfect the way it is.
- I usually forgot it was closed, which was irritating s a driver.
- I wish it could be longer!
- I would never want to walk through there at night.
- I used to drive elderly relatives along the street to show them one of the pretty little areas after Beacon Hill Park was closed . There are getting to be fewer places in town to take the elderly and very young that don't involve long walks in good weather.
- I'd move the cross walk down a few feet. Everytime I approach from the end heading west cars think I'm going to cycle across the cross walk. I'd say 75% of those drivers are totally unsure of how this situation works and are over cautious to the point of being unsafe. In those situations, the person that takes the initiative is the safest which is usually the cyclist.
- I'd prefer if it were bigger, but that's not really feasible.
- I would prefer if the no left turn designation onto Burdett were lifted.
- Often it can be difficult to turn left onto the greenway when on bicycle because of traffic. It's easier to (illegally) turn left onto Burdett, which I often do. Traffic seems to thin out by then, even though it's only one more block.
- If debris accumulates it takes a while to have the road clean, and when it's dark, wet and full of leaves and branches riding can be a challenge
- ignorant comments from drivers

- ill think on that
- im ok with it
- impedes traffic
- In its current form, it is not permanent and so could made into a street again.
- Inconvenient for drivers heading down Quadra...have to take Fort or Fairfield if you want to turn left! It wasn't bad before, I don't see the logic in changing it. Sadistic?
- It attempts to meet some admirable goals but does not. Even if the road were narrowed for bicycles only, it would still be a thoroughfare unsuitable for children's games, picnicking, etc.
- It blocks the flow of traffic leaving downtown, simply going to Rockland, forcing it into a busier congested area and onto Fort St ...
- It cuts off a useful route for driving between home and downtown.
- It does not seem like there is much upkeep or thought put into the closure with the exception of putting in the barricades.
- It has been inconvenient to drive around the area on the days that I take my car.
- It has caused a major traffic problem. I watch drivers making illegal left hand turns from Quadra onto Burdett all the time, including commercial vehicles.
- It has diverted traffic to Burdett and has resulted in an increase in vehicles making illegal left turns from Quadra on to Burdett. It is dangerous and will result in a serious accident or death.
- It has pushed more traffic to Fairfield. I live on Fairfield, between Cook and Moss. There are more cars, travelling at higher speeds. This is dangerous for cyclists, pedestrians anyone trying to get out of a parked car along that road.
- It has redirected an enormous amount of additional traffic on already overcrowded residential roads in the area
- It is a total waste of tax payers dollars, and no one is benefiting from it. There already is a wonderful park, that hardly anyone uses, and this closure only inconveniences people that travel in the area.
- It is an inconvenience not to be able to drive thru this street. In addition, I would not feel safe walking in this area of town, especially at night.
- It is an unnecessary inconvenience for anyone using Rockland to access either the Broughton or Courtney entrance to the Library parkade.
- It is counter productive because it causes cars to drive 4 or more blocks extra to go around. This causes more CO2 emissions and puts strain on other intersections. Also more dangerous because some cars turn left on a dangerous intersection. The space isn't used for any purpose - except for cyclists - to justify the closure other than aesthetics.
- It is paved asphalt, we could just have path for bikes and pedestrians and more plantings, a community garden or a restaurant.

- it is short, but a start.
- It is short, we could have more like this around Victoria.
- It is too short.
- It isn't _____ (permanent? perennial? Manual application, can't read writing)
- It makes driving from the Rockland area to downtown more dangerous with additional requirements for left hand turns and more of a nuisance.
- It makes for a more expensive cab ride home when drinking downtown.
- It makes it more difficult to explore parking spots in the area when going to the YWCA. However, I can put up with that.
- It may have resulted in more traffic on Vancouver Street, but the new crosswalk counterbalances that.
- It needs to be longer!
- It seems like a small, almost useless gesture. The area affected is tiny and it seems pointless to me, given that it is an inconvenience for a lot of people who live and work in the area and are trying to get in and out of town.
- It seems pointless. Open it back up to traffic.
- It serves no real (as opposed to theoretical) positive purpose. In the countless times I've used that section of road both as a pedestrian and motorist over many years, I've never found the road busy, with speeding traffic. Cyclists and pedestrians were already safe.
- It is highly inconvenient when driving to have no place to turn left off of Quadra between Fort and Fairfield Road (Meares is one way in the opposite direction, and left turns onto Burdett are already prohibited (I live in Fairfield between Fort and Fairfield Road). There is nowhere else in the City that I can think of where drivers have so few options (except the 'new' Beacon Hill Park, with its much-disliked road closures). Rockland was always a secondary, through road, from Quadra to Oak Bay Ave. It makes no sense to chop one block off of that. It is stated above that the closure takes traffic off a residential street. But one whole side of the street is taken up by the Cathedral precinct, and the other side of the street is half Pioneer Park, partly an extended care home (which doesn't generate many pedestrians), and only one very small apartment building. All the rest of Rockland Ave., which continues to be a secondary thoroughfare for cars, is totally residential!
- Also, I have heard comments that the road is much less safe after the closure, because of remaining drivers having to turn around in a narrow street-end.
- It serves very little purpose for very little if any benefit to anyone. It was a useful connection between Quadra Street and Rockland Avenue for people in cars and other vehicles. It was a much more complete street before this cul -de-sac approach was tested. It provided connections for every one. The street is in shade most of the time so it is not a place a pedestrian would necessarily linger. Pioneer Park does not need any additional space.
- It still feels a little to hard and concrete, more planter boxes to emphasize the green

space?

- It still feels temporary
- It was done with super ugly black and yellow bars. Couldn't the same thing be accomplished with cement planters (like on Southgate & Vancouver St.) to enhance our "Garden City"?
- It's a basic urban planning failure (see my more lengthy response to Question 7). Few cars pass down this area of Rockland to begin with and Pioneer Square, which attracts urban blight owing to the fact that it is situated in a dead and under-surveilled area, has only become more dangerous, despite the investment of lighting.
- It's a bit drab, as it is. Better signage could let bicyclist know that it's a throughfare to other cycling routes (like the upcoming re-do of Vancouver St) or Cook St Village (or other key destinations). Wayfinding is important, not just for residents and Victorians, but also for tourists who might visit Victoria and want to explore all we have to offer via bike or foot.
- It's a nuisance as have to find alternative roads to travel on
- It's disappointing that it was a pilot or test project.
- It should have just been done, and the money spent on reviewing and assessing could have been better used to implement other greenway enhancements and road closures. The results were a no brainer that shouldn't have required all of these costly discussion and surveys.
- Show some courage in the future and just cut to the chase. Motorists will adapt - yes they will whine, they always do, so just cut out the wasted efforts to appease or convince them.
- It's great! Nothing bad to say about it. I'd just like to see more of these around the city.
- It's incomplete and looks like a temporary closure. Also, there is no blending of Pioneer Sq and the Cathedral It;s still two siloed bits of territory.
- It's just another bad idea brought to you by the idiots running city hall.
- It's kind of shabby at the moment, bike lanes are defined, it's dark and the cross walk in a poor location.
- It's only 1 block, so it really doesn't create a legitimate greenway corridor. Creating more closures along a route (like Haultain) would be better.
- It's only one block, needs to be expanded
- It's only temporary.
- It's too short
- lack of access to downtown/Broughton St
- Lack of advertisement.
- Lack of vehicle access and thoroughfare.
- less options to drive home
- Looks temporary

- makes access to Rockland and to Richardson from the west and north much more difficult and confusing, unnecessarily. despite the gushy prose about making the so-called "greenway safer and more enjoyable for pedestrians and cyclists", it does no such thing; it just creates a dead zone. it is neither green nor an enhancement.
- Makes it hard to get to Vancouver street area from Broughton street area
- Makes it much more difficult to access downtown library area. One has to drive down View, or down Meares and make a difficult left turn onto Quadra then right onto Broughton, or down Rockland, then left to Burdett, right on Burdett, right on Quadra (at the top of the hill, which can be quite dangerous) and left on Broughton...whereas before one could drive straight down Rockland, right onto Quadra and left onto Broughton...much easier and safer too.
- Makes travel in the area by car more frustrating requiring more cross traffic crossing
- Money should have been spent on other municipal concerns
- n/a
- n/a
- n/a
- n/a
- N/a,
- nada
- Needs to be made permanent.
- Nil
- nil
- Nil
- nlvqaibwfpvstbzwjdupsjb, dwkpajxstl
- No access to parking when visiting friends or going to work. Used to pay for a spot on church property.
- No complaints, just please make this permanent.
- No complaints, love it! That was always a dodgy corner for pedestrians, due to a cross walk right next to it.
- No dislikes - support fully,
- No dislikes. It could be longer!!
- No longer accessible to those that cannot get around under their own steam, as is Beacon Hill Park. When my mother was dying with cancer, could not driver her through her favorite part.
- Nobody said what it was until I saw this survey. All I knew was that it was a road closure. Perhaps I missed the initial press releases.
- not a thing

- Not green enough, yet.
- Not sure
- Nothing
- nothing
- Nothing
- Nothing
- Nothing
- Nothing
- nothing
- Nothing
- Nothing
- nothing
- Nothing
- nothing
- Nothing
- nothing
- Nothing
- nothing
- Nothing
- nothing
- Nothing
- nothing
- Nothing
- nothing
- Nothing
- Nothing except that we need more of them.
- Nothing to dislike.
- Nothing to dislike. It's a great idea.
- Nothing-- it's great!
- Nothing, although once it becomes permanent public space and is no longer reserved for private cars, the asphalt can go. The area will then become a true attraction.
- Nothing, excellent idea
- Nothing, except the remaining pavement.
- Nothing, I think it's awesome
- nothing, I wish every street were like that.

- Nothing, it merely requires expansion
- Nothing, we should do this more.
- Nothing!
- Nothing!
- Nothing!
- Nothing! We love it.
- Nothing.
- Nothing.
- Nothing.
- Nothing.
- Nothing.
- Nothing.
- nothing.
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- Nothing.
- Nothing.
- Nothing.
- Nothing.
- Nothing. (well, I guess the bollards are a bit ugly - a green barricade would be better)
- Nothing. Although I enjoyed the experience of driving down this street, I am in no way inconvenienced by it. It improves walk ability and cycling in Victoria.
- nothing. I love it.
- Nothing. I love it.
- Nothing. It's great!
- Nothing. Just wish there were more of these spaces around town.
- Nothing...I love it...

- nothing; I see no negatives
- Old road instead of grass/gravel
- Pain in the ass, congests surrounding streets.
- People (illegally) turn left onto Burdett once they realise that they can't go down Rockland from Quadra.
- Poor signage entering on to greenway (cars don't expect bikes to turn)
- Poor use of funds, closure is inconvenient for me personally twice a week, and kind of odd. I understand that there are planning priorities and a good principle of enhancing walkability, but this project doesn't seem to increase convenience for walkers or cyclists much. Maybe the church community likes it? I don't understand what constituency was actually being served or benefiting from this change.
- Preferred it's use for vehicles. It is too short of a stretch of road to cut off and make into a pedestrian traffic zone.
- Re question above
- 3 streets with no left turn access now from Quadra
- replace signs with permanent artistoc barriers
- Resident (car) no road closure
- Right now it's boring
- road shut down
- Rockland is a through street. It is essential for traffic flow and for access to buildings on both sides of the street.
- Rockland rd is now too wide beside the church. Add more green space.
- Rockland street is the shortest path between home and the office for me. I generally walk or bike, but occasionally have to drive. The closure didn't really bring any improvement to my experience biking or walking and has created a great deal of frustration for driving.
- I'm coming from Richardson St and going to the Library parkade. There's now no safe or legal option other than the high volume (and out of my way) paths of Fort St and Fairfield.
- I have a 5 minute drive no matter what, so my frustration is more about the increased hassle and hazzard of driving on Fort & Fairfield rather than Rockland.
- As I said, it seems like a good idea, but put the greenspace in the sun.
- The Tai Chi in the middle of the street was really annoying when I was trying to ride through on my bike.
- see #6
- see #7
- See 6
- See above
- See above

- See above, it is very very dark after 5pm
- See above. I frequently walk this way at night and find the area dark and unwelcoming. I felt safer knowing there was vehicle traffic also using the street.
- See my answers to Q 6 and Q7-no added value to anyone; waste of taxpayer money, safety hazard
- See note in question 7. Also - the greenway barely counts. It's only half a block. If the idea is to make it safer for pedestrians and cyclists, it's really only a token measure. I'm through it on my bike in about 10 seconds. I would rather see better traffic control measures, more and better controlled/lighted crosswalks, and way better cycling lanes everywhere. If you close a road you should think through alternate travel routes. This wasn't done.
- See point 6
- See question 7
- seems to minimize parking
- Seems unnecessary. What improvement does it make to a low-volume traffic street? How much does all of this consultation cost?
- Short
- Sick of motorists being inconvenienced and cyclists taking over!
- Since you cannot make a left hand turn on Burdett, I have to drive all the way down Quadra to Fairfield and then back up Cook to get home from the YMCA. I use to go down Rockland.
- some cars take the road still then try and 3/4/5/6/7 point turn around and halt all the other people using it.
- sort of ugly barricades
- Street does not get cleaned as often of debris be it leaves or other stuff.
- Temporary look and feel.
- That currently it is only temporary.
- That I can't drive on it anymore. SO EVERYTHING, REALLY.
- That it has taken this long to enact, hahaha. Seriously, though, a differentiation of cycling versus walking lanes would be a nice touch.
- That it is being done as an experiment. You generally know what the results will be, so you don't really need to experiment. This was proposed decades ago, and it's surprising that it's taken so long to accomplish.
- That it is closed to motor vehicles.
- That it is not permanent and that some believe it should be open to motor vehicles
- That it isn't bigger.... I wish it could be longer
- That it isn't longer

- that it made driving more dangerous and inconvenient when either trying to turn left on Quadra or heading back downtown from Rockland.
- that it may go away
- That it might be temporary
- That it too so long to close.
- That it took so long to conceive of the idea.
- That park is a bit sketchy with drug users
- That there's not more of them!
- That we can not turn left onto Rockland heading south on Quadra.
- The bollards are a bit too close together, a bit more space between them would be safer for cyclists.
- The bollards are ugly, uninviting and dangerous for cyclists. They should be replaced/enhanced with something better designed, when the greenway is made permanent.
- The bollards are ugly. Permanent curbing and more green space instead of asphalt would be better.
- The closure results in everyone turning onto and then off of Meares Street to go around the closed area. Meares has parking on both sides and it narrow. This results in a long line of traffic waiting as people are parking. Also the turn onto Quadra is so much more dangerous from Meares than Rockland due to sightlines. I often thought if there was an accident there the person should sue the City for putting them in that situation unnecessarily.
- The excuses people make around how this change has forced drivers to make illegal left turns one block south off Quadra.
- The fact that it is closed!
- The greenway does not slow the traffic along Quadra and still creates an awkward bike route if you have to turn left on Vancouver coming from the East or West on Rockland.
- the increased GHGs by diverting traffic to a longer route, probably increased illegal turns to find alternate routes
- The lamps in the park are glaringly bright making it unpleasant to sit or even walk in the park once they come on. I often would go there to watch the sunset and evening dusk settle in but now find it too uncomfortable due to the harshness of the bulbs. Perhaps a softer more glowing light like the street lamps there with lower wattage could be installed to make it more pleasant and still serving the purpose of safety.
- The Mickey mouse signs to close the street are an eyesore.
- Difficult to drive downtown now. It was very handy to go to the library. It had very little traffic anyway. What was the point?
- The only thing is that there's nowhere to turn left off of Quadra between Fort and Fairfield, with the "no left turn" at Burdett, one-way at Meares, dead-ends at McClure

and Collinson, and all of a sudden, that's a huge circumvention. Just sayin'.

- The park is still mostly just a haven for drug users. I don't see anyone sitting in the park and reading a book. The problem is that many homeless people don't have anywhere else safe and free to go during the day, so who can blame them?
- The pillions blocking cars are a hazard to bicycles.
- The road closure. Nothing done yet. I see no great benefit
- The road remains.
- The temporary gates are set too close together and are hard to navigate easily by bike. The lack of easy left-hand turn option for bikes.
- The volume of entitled whining from car drivers might reverse it!
- There is no signage that I could see when I drove by that was trying to promote the "greenway". The only reason I know what that closure is all about is because of FB.
- There is no way around
- there is nothing to dislike about this greenway
- There should be more
- This is a complete waste of tax payer money. There is plenty of walkable space either side of the park and around the Christchurch area.
- this is just one link... we need to get to a fossil-fuel free zone soon....
- This survey was manually entered and appeared to be missing the second page
- Tired of seeing roads closed...
- Too dark in that area
- too little too late too seldom too dull
- Too little, too late.
- It's such an insignificant effort, to an insignificant area of town.
- Too short
- too short
- type of barriers
- UNACCEPTABLE lack of left turn access (eastward) for Quadra St. southbound vehicles for 5 consecutive streets between Fort and Fairfield !
- Dislike having to use the congested Fort street and additional time and fuel while eastbound on Broughton or Courtney from Blanshard.
- Vehicles still use the first section - especially to turnaround - making it blocked or narrow and car filled (when on a bike).
- Very few additional people are using it. It was never a high traffic area. We now use one street over...not Fort or Fairfield.
- Was never a busy street, so it doesn't really add much to close it off. And now when I do drive, I have to make dangerous left or right turns to get from Cook to

Quadra&Broughton.

- Well... it's not very green. It's gray. But I understand that's because it's temporary.
- What I dislike most is the amount of time and effort the City has spent on this. It is one block. There is no street life because there is no business to activate it. The park is used primarily by homeless people, which does not make it inviting for most people. (please do not use this as an excuse to further persecute the homeless.)
- This block is not worth caring about.
- what s to dislike
- While it seemed like a good idea, since the closure I have noticed a HUGE increase in illegal left turns southbound from Quadra onto Burdett Street in order to access Vancouver Street. This is very dangerous as Burdett is at the top of a hill and northbound cars have no time to stop. I believe it was a fatality years ago which resulted in the no left turn.
- You have cut off my direct route home from downtown. I now have a choice of going up Fort Street or driving all the way to Fairfield Road. Either choice is out of my way and wastes gas.

Total Respondents: 417

Q9 What else could be done to further enhance this section of Rockland Ave for pedestrians and cyclists?

- 0
- - Improve and widen the sidewalk on the south side of Rockland.
- - Add benches on the south side of Rockland.
- ?
- * Would be cool if the quadra exit had a cross walk directly at the end of it.
- * Bike lanes on the quadra side.
- 1) Remove pavement, replace with walking path and cycling path (separate), landscaping incl. native grasses, shrubs (berries?), flowers, gardens...
- 2) Make surrounding streets pedestrian/cycling as well.
- A full closure, with an expansion down the corridor.
- A light on Vancouver.
- A sidewalk that goes straight through on both sides of the road
- Add a bike lane and a proper traffic light on cook and quadra with a bicycle button.
- Add some pleasant sitting/resting areas along the route.
- Adding reasons to be in the area. Shops businesses anything to actually go there besides the park
- Address access issues with intersection (or lack thereof) @ Vancouver and Rockland avenue.
- Advanced bike light at Rockland and Vancouver and Rockland and Quadra to make it bike primary.
- again, re-landscaping so it doesn't just look like a blocked of road.
- Are there even bicycle lanes on rock land at all? Put up share the road signs like on cook street. Pedestrians can walk on sidewalks.
- As above - Welcoming signs for cyclists. Painted left turn lane on Cook St. Landscaped area with grass, benches and a children's play area (along with cycle path).
- As I said in Q7, make the crossings of Quadra and Vancouver safer for people of all ages/abilities on bicycles. In addition, landscape it more like a park than a parking lot. I would like to see the closures like the ones that exist in the West End of Vancouver. Having lived there, I can attest that they are a great benefit to the neighbourhood.
- ban cars permanently
- Beautification
- Better crosswalks, extend through to cook street.
- Better lighting at night

- Better lighting?
- Better signage and knowledge about the walkway/thru-way
- Better signage and road markings re: bike lane. Brighten it up, looks dark and grey. A welcome sign with description so people know it's more than a blocked road.
- better signage for cyclists and pedestrians to direct them towards other connecting greenways/bike routes
- Better street lights at night? I don't know. It isn't a very welcoming street as it is.
- Bike lanes connecting to a separated bike/ walk route along Brighton to the coast.
- Bike lanes, community gardens & other green sitting spaces, benches
- Bike lock ups. Benches.
- bike path on Quadra, get cars off Vancouver st. with bike permeable blockades (Vancouver has done marvellous traffic calming for bikes.)
- Can't think of a thing.
- Central planters of native plants to divided the "lanes." We are the garden city ;)
- Clean up debris on the closed section of the road; widen and level the sidewalk adjacent to the park. I walk to work everyday and see many people with mobility aids struggling to navigate the narrow and uneven sidewalk.
- Clean up trees and shrubberies along the sidewalk side. Provide a crosswalk at the end of the closed area.
- clearly defined bike lanes
- Close all of Vancouver Street to cars and convert it to a bike lane. Or, you could remove parking from one side of the street and create a separated bike lane.
- Close of Burdett, which is not as frequently travelled as Rockland
- Conduct a contest amongst qualified landscape professionals.
- connect it to a wider network
- bike racks
- Connect the street area to the park and match the purpose. Add a bike kiosk for bicycle repairs like there is on the Goose. Add an information kiosk about how this change came to be. Accentuate the positive!
- Continue a cycling route through Fairfield and downtown that is primarily for bicycles. Meares would be a great bike route instead of using Fort. Likewise, Haultain makes a better bike route than Bay st.
- Continuous bike lanes along this road.
- Could you also close the next block (to the east?)
- Create a more obvious walk vs. ride area. If anything.
- Create bicycle lanes
- Dedicate bike lanes.

- Dedicated bike lanes that are physically separated from traffic
- Designated cycle/walk paths with space for others to enjoy without getting in each other's way.
- Divide the lanes like they are in Beacon Hill Park to separate pedestrians and cyclists.
- Do something to lessen the crazy increased car traffic on Vancouver Street like create traffic calming roundabouts at Meares and Humboldt or better yet, block off access from Southgate (going North) and Fort Street (going South). That way cyclists and pedestrians will have a bit of respite from the ever increasing vehicular traffic.
- Doesn't need enhancement. The street was already quiet enough for cyclists - never a high-volume, dangerous thoroughfare - and suitable for pedestrians - they (we) already had adequate sidewalks plus all of Pioneer Park to walk in.
- If you insist on doing something, put a line down the road to separate cars from bicycles (but even this seems unnecessary - none of the rest of Rockland Ave, with far greater traffic volumes has a bike lane).
- don't know
- don't know
- Encourage use of diagonal pathway through the park.
- Enforce the residential parking. Currently staff from a nearby old folks home monopolise all of the available spots.
- Establish a right of way for cyclists ride southward on Quadra Street and turning left onto Rockland.
- Expand it, now, not sometime in the future after some pilot projects - NOW.
- Expanding it would be wonderful, but the existing portion is perfect as is
- extend it so that people notice it more
- Extend it.
- extend the greenway
- Extending the greenway further into Fairfield.
- Fix Vancouver St. Crosswalk at Rockland to make it more visible. Make sure the turning light at Fort and Quadra is actually working
- Folks in cars slowing down for the cross walk on Quadra, they fly up and down that street.
- Food trucks or coffee kiosks
- Formalize the edge of Quadra so vehicles don't mistakenly turn before noticing it is closed.
- gardens in the street. skateboard jump. benches. or bike racks. Gardens for vegetables everywhere. Why are we still planting thousands of dollars worth of ornamentals every year and no edibles for those who would and should be benefitting from this waste of P anR dollars.

- Give the cyclists their own lane as we still can't walk on the street for fear of being run over by bikes.
- Green space and attractive walkway, bicycle path and seating. However, money would be better spent in doing this in another part of the downtown area. See below #10.
- Have a greenway that connects all the way across Cook as Cook near Rockland is a poor street for cycling
- Have Traffic and Roads engineers actually ride bicycles, both ways, on this section to realize what-all needs to be improved and upgraded.
- Hmmm. Maybe a little bit better signage, but it's not bad at all right now.
- How about remembering the commuters!!!!
- How can you further enhance it? It's closed to cars. Isn't the the holy grail for cyclists and pedestrians?
- I don't know
- I don't think Rockland is worth a lot of attention. It is narrow, windy and hilly, which does not make it a great connector.
- I don't think the people in the nearby home would walk in that area. And I doubt that parents of the school kids are encouraging them to wander there either.
- I find this preoccupation with only bikes and pedestrians wording. I generally walk to and from the downtown area but recognise that the town must be accessible to all forms of transportation.
- i have never seen a problem - it never been on that section of road at same time as a bicycle - unlike Vancouver St, where i see bikes commuting regularly
- I like that the road is wide for cyclists and pedestrians. As a pedestrian my preference is always to walk on something softer than concrete as it is preferable for my joints. So if you reconfigure the roadway would you please use asphalt or bark mulch for walkers and not concrete. Thank you!!!
- I think drug use and loitering in Pioneer Square is a problem. I wouldn't walk through there at night, nor would I sit on the grass or let my kids wander through there for fear of hypodermic needles. I wish I had the answer to this, rather than just a comment on the problem, sorry.
- I think it is excellent overall, I just do not like it that from Fort St to Fairfield Rd it is illegal to turn left of of Quadra. I feel that is a long distance...
- I think it is perfect the way it is
- I'd like to see a bike path added to the greenway that extends down Rockland to Vancouver and a pedestrian and cyclist-controlled turn/crosswalk onto Vancouver. Even though Vancouver is the bike route, a left turn off Rockland is tricky to navigate due to views obstructed by parking and fast vehicles along Vancouver. I usually avoid this route for biking due to having to turn left at this awkward intersection.
- I'm not certain, you've already asked this question.

- if you think you could somehow widen and put in a bike lane, go for it. pedestrians are fine on the sidewalk. I have used it that way for 4 years and had no problems.
- Improve cycling facilities leading to the closure. Ex: proper cyclist crossing at Rockland and Vancouver street.
- improve pedestrian crossing at Rockland and Vancouver
- Improve the connections to the section so that it is a more useable route across the city. Particularly Vancouver St.
- Improve the park beside the church. It's not inviting.
- In order for this closure to make sense in the context of a pathway, it seems Rockland would have to be widened (or, gasp, made a one-way street) to accommodate real bike lanes. But as someone who doesn't even own a car, and who is less inconvenienced by this project now than when it was first instituted, I still think the closure is misguided as a practical decision.
- Include a bench or two and maybe some planters so that people could stop awhile & enjoy the park.
- Increase the number and length of traffic calmed streets in the surrounding area to create a better network for pedestrians and cyclists, because good networks enhance mobility than single projects.
- Install a cyclist crossing light activator.
- Reduce speeds on Vancouver and Quadra (throughout Victoria), and increase enforcement of safe driving, to encourage a sense of community.
- Although they aren't often violating the actual speed limit to any great degree, motorists drive far too fast on Vancouver and Quadra in this neighborhood.
- Integrate it with Pioneer square.
- It already felt pedestrian friendly before the changes as it is easy to walk through the park and then on to the sidewalk. Cyclists and cars can use the street together.
- It feels disconnected, need to connect to Meares and/extend a bit more so people can use
- It has a sidewalk, it's not like it was even enhanced for walkers. Cyclists have plenty of space on the road and had it before the change. Don't see the point of it.
- it has never needed any enhancement for pedestrians or cyclists
- It needs to be returned to its original purpose. I rarely see cyclists or pedestrians on it. It is unsafe to walk down this stretch of Rockland at night and sometimes in the day due to the shaded park, shading from the mammoth church structure and the type of loiterers and visitors it attracts.
- It needs to link up better with a broader network of safe spaces.
- It was fine before!! Relaxed traffic and the odd person on the sidewalk. Never seen a cyclist using that street, either before or after the closure.
- It was fine the way it was. People have a sidewalk and the whole park to walk through.

Giving cyclists one block free of traffic doesn't seem to add that much value... cyclists already used that road anyways. Why close it off further. It makes no sense.

- It was fine the way it was. The improvements to Pioneer Square are welcome, but there is no need to eliminate vehicular traffic on Rockland.
- It's such a short stretch that it seems pointless.
- Just some landscaping to better integrate the church and existing park space.
- There are a few sections further along Rockland where power poles set in the side walk leave little space for pedestrians - would be nice if this could be corrected.
- Just what you are doing is fine
- Keep pedestrians and cyclists separated with a physical barrier.
- Landscaping, public art, and regionally compliant way finding be added. That's the standard white on green signage without CoV corporate branding.
- Landscaping.
- Left turn lane on Quadra for cyclists? It's difficult to turn there when traffic builds up behind the crosswalk.
- Less pavement, more attractive permanent bollards and curbs, more green space and trees.
- lighting, separation of bikes & walkers / runners
- Lights.
- Love it as is
- Maintaining Pioneer Park was all that was necessary.
- make it longer
- Smaller footprint posted making it easier to turn into
- Make it longer! The entire two blocks behind the Y, down to "Humboldt Valley" could be turned into pedestrian and cyclist routes. More people out and about, chatting, playing music - what could be better?
- Make it obvious that it is a bike route. I'm guessing that it's a bit of a secret at the moment.
- Make it permanent
- Make it permanent and divide cyclists from pedestrians more clearly.
- Make it permanent by removing pavement, installing bike lane(s), and replacing the rest with grass and/or paving stones.
- Make it permanent!
- Make it permanent! Widen the park from the cathedral to connect to Pioneer square. Narrow the paved surface.
- Make it possible to bike through still, but have a raised curb to go over so bikes don't go through at top speed.

- Make the closure permanent and expand to other parts of the neighbourhood
- Make this closure one of many.
- markings on the road, lighting
- Maybe delineating a bike lane, and then "turning over" the rest of that part of the street to pedestrians (which might involve removal of pavement and sidewalk, replaced with a footpath and a bike path).
- Maybe put up a sign indicating bike route (if there is one I haven't noticed it).
- maybe improved lighting? or make the left turn from quadra a bit safer somehow?
- mini light posts beside side walks for nights.
- mini light posts for night time.
- More activities!
- Swings! Pic nic tables! Benches! Gardens! Pop-up Markets! Large games of chess!
- More bike racks.
- more green - grass or a garden
- more green and growing things!
- put up a bike sign!
- More green features. More signage. Better connections on adjacent roads going east-west.
- More green paint
- More ____?
- Need a full network
- More greener or lawns..
- More lighting
- More lighting to improve safety (re: homeless)
- More maintenance.
- More marked crosswalks for peds.
- More must be done to make Vancouver Street friendly for cyclists.
- More notification about it.
- More plants, expand concret to earth/ gardens
- More signage for cars
- more signage for cars?
- More signage, earlier in the routes.
- More street lighting, quite dim right now.
- More trees and shrubs
- More trees planted.
- Move the cross walk to the corner of Rockland and Vancouver (on the west side)

- Move the crosswalk further south on Quadra so it aligns with the greenway. Also, widen the crosswalk and paint wider crosswalk stripes so it's really visible. Cars sometimes do not stop for pedestrians at the crosswalk in the current setup.
- My comment above regarding having more of a level street and curb would be nice.
- My office is on Broughton so we are very near the park. And I live nearby. We don't use the park because it used to have a lot of garbage, sometimes needles and certainly cigarette butts from homeless people. The road really had nothing to do with this.
- n/a
- N/a
- n/a
- nada
- nil
- no
- No idea
- Not much because of the big buildings that are aligned.
- Maybe a street food truck festival?
- Not sure
- not sure
- Not sure.
- Nothing
- nothing
- nothing
- Nothing
- Nothing beyond expanding the park into the street area.
- Nothing comes to mind.
- Nothing for this section.
- Nothing needs to be done on this section, but the rest of Rockland could use speed enforcement. 50 is the normal speed, even though it's posted at 30kmh.
- Nothing occurs to me - the fact it exists is fabulous!
- Nothing that I can think of. However, I would love to see bikes lanes installed on the rest of Rockland or Richardson or even Fairfield Road.
- Nothing, I hope
- Nothing.
- Nothing. Save the tax money for other necessary projects.
- nothing...it doesn't go anywhere...
- One of those nifty Bike stations with pumps and tools that Saanich installed. Come now,

this is Victoria, we are way better than Saanich!

- Paint bicycle lanes on both sides of Vancouver Street between Richardson and Pandora to facilitate bicycle movements onto other bicycle routes
- paint road excitingly
- paths CLEARLY designated separately for pedestrians and cyclists
- Pedestrians have a sidewalk on either side of this section of Rockland so the closure does nothing for them. There is more than enough room for both cars and cyclists to co-exist safely on this section. Besides, you can count the number of cyclists who use this section daily on one hand.
- Pedestrians have sidewalks and who cares about cyclists? Cyclists have been given too much consideration for the small percentage of the population they represent
- Perhaps a pedestrian activated light for the crosswalk across Quadra? People seem to just walk right out without looking and a light could help with visibility.
- Perhaps a traffic calming approach or Woonerf approach could be implemented. This would enhance the pedestrian and bicyclist experience but not exclude the connection through for people in cars and vehicles.
- Picnic tables/ benches/grass
- please remove the barricades and turn it back into a road
- Police walkthroughs, brighter lights
- Protected left hand turn pocket off of Quadra for cyclists. Wider bollard spacing and bollards further back from intersection to allow for smoother turns.
- Public art, benches, etc
- Pull up the pavement and extend the green space, excepting a bicycle lane.
- Put a bike lane down the one side. I notice no one walks down the blocked off area...everyone uses the sidewalk...why not put a bike lane down the one side and leave the lane open for cars to pass.
- Put in a playground or some kind of interesting structure to make it a little less morbid and more inviting a space.
- Put in lights to stop traffic for cyclists on either end.
- PUT IT BACK THE WAY IT WAS!
- Put it somewhere else... maybe on Mason st, the one-way street on the other side of pioneer square. Make that a bike only laneway.
- put paving stones in instead of road pavement to absorb rainfall by the surrounding trees and plants; put more trees and plants for shade and beauty and benches for rest stops for those who need a bit of respite in their travelling.
- RE-OPEN ROCKLAND
- reduce the speed limit, add separated bike lanes.
- Remove enough pavement that it no longer looks like a road.

- Remove part of the road and replace with plants.
- Remove road, add fountain, sculptures
- Remove some of the tarmac - close more roads
- Reopen the street to car traffic. Choose a different street, one which already has significant through-traffic. Learn a little about urban planning before making decisions, and attempt to get an understanding of the area before you make them.
- Return it to its 'natural state'. (Which is probably not what you would mean by this.)
- Rip up pavement except for a smaller bike path
- Rockland was always available to pedestrians and cyclists before. I used it many times in cars, on a bike and walking.
- Safe crossing Quadra and Vancouver. Many cars don't see bikers
- seating, greenspace, making it welcoming to use for placemaking and public enjoyment
Space for a bike corral? Could it be used for market space? Live music? Summer festival? (Rifflandia venue?!)
- see #7
- See #7
- See #7
- See #7
- See #7
- See above
- see above
- see above
- See answer for #7...less pavement.
- See answer to #7, above.
- See my answer to Q7. Close the entire section or open the entire section.
- See my answer to Question 7 above.
- See note #7 re controlled intersection at Burdett to allow and facilitate safe left turns.
- See question 7 answer.
- Seems good
- Separate Danish - Copenhagen style bike lanes.
- Separate pedestrians from cyclists
- Should not just be for pedestrians and cyclists
- Show me a design that incorporates the space between the Cathedral and The wonderful grand job on Pioneer Square
- Sidewalks along the south side of Rockland in this block could be improved and made more accessible.

- Signage, more seating, paving
- Since pets cannot go on the grass, we have to try to keep them on the narrow sidewalk, but cyclists drive on the far right side of the street making it hard to walk a pet in this area. We're always watching out for cyclist - made even worse when some think they have full access to the sidewalk. Perhaps painted lines keeping cyclist closer to the centerline and keeping them off the sidewalk. This is really only an issue because of the restriction that prevents dogs from going onto the grass (and the only sidewalk is on the park side)
- Slow traffic to 30 km along Vancouver.
- Some benches and greenery.
- Some bike racks for parking your bike, and visit restaurants and local shops. What about coin operated bike rental machines.
- specify location of a cycle path and walking path; designate remainder for park land or public square
- Speed bumps for the cyclists -- or some other feature to keep bicycle speed low. .
- Street art
- The City fails to show why enhancements were needed in the first place. High cyclist volume? High rate of accidents?
- The crosswalk could use a touch operated flashing light to indicate when someone wants to cross.
- The park has drug users so I don't use it after dark. Not sure how to fix this except to have more patrols.
- The pedestrians can walk on the sidewalk . . that stretch of pavement that was meant for walking. There is plenty of room on the sidewalks . . why do they need the road?
- The space could benefit from a map billboard to show commuting routes.
- The state of the pavement on Rockland near Fort is terrible, especially on a bicycle.
- There are other areas around the Castle and Government House where similar traffic limitations should be made.
- There is no need to further enhance this section. The money could be better spent elsewhere where there is more pedestrian activity.
- This survey was manually entered and appeared to be missing the second page
- Tie in access through Vancouver St for bikes and pedestrians. Continue walkway feel.
- vegetable boxes and other forms of place making
- water fountain, nice places to sit plantings
- Wayfinding signage being added and more green space rather than asphalt.
- We are walkers and feel there is excellent pedestrian and cycle access. Too much catering to cyclists
- Well, pedestrians could stick to walking on the sidewalks. Imagine?!

- And cyclists could abide by the rules of the road. Imagine that too?!
- What about those of us who cannot cycle? We can't walk everywhere.
- What more can be done?! This is a stupid question.
- Who cares
- Who cares
- Widen the sidewalks. Open the god damn road!
- Works for me.

Total Respondents: 402

Q10 Do you have any additional comments or suggestions?

- 0
- - This greenway is great and should be made permanent!
- - I live three blocks down from Pioneer Square and walk through the square at least once a day. I love this greenway - great initiative!
- - It's great to see the City taking real steps to improve wa
- 1. The survey design could be improved by allowing selection of several items in some questions, e.g. Question 3
- 2. If the City places much weight on online surveys, they should be much better advertised to ensure greater awareness, opportunity for better sampling of opinion, and avoidance of abuse by interest groups.
- a very bad corner before . traffic has a bad habit of crowding at this location .
- All the closure of Rockland has done is give additional security & privacy to the drug users to sit and shoot up and leave their needles in the grasses, & smoke dope & now makes it unsafe for adults or children to enjoy any of the park...any day...any time. Greenway made safer & more enjoyable for pedestrians??? What a joke
- Although I mostly walk downtown, I do empathize with the drivers frustration around this Burdett and Quadra intersection. Too often, almost daily I see and hear the angry frustration between drivers trying to make the illegal turn and impatient, even self righteous reactions of drivers behind them that only increase the risk of accident by emotionally forcing the turning driver to take a bigger risk than their objective reasoning would prefer. Removing the left turn sign would eliminate this dangerous dynamic which ticketing has not remedied. Personally, I don not want to see more traffic passing in front of my home but then I don't want to see unnecessary conflicts or worse yet, accidents. I have spoken with engineers about this who have come and taken measurements to apply to theoretical models which is fine. But there is no substitute for actual experience over time as to how effective these theories are in real life. Even the

accident statistics and descriptions do not reveal all that is involved or what stress- full human dynamics are playing out. I hope you will consider the insights I am sharing as additional information regarding this problem and finding a solution. It is my opinion that something needs to change sooner than later.

- As above
- Be bold, follow staffs advise, and enable this type of project to be completed.
- Be proud and promote that it's a bike route. Could even make it 30km along there so that cars aren't jerks when passing cyclists.
- Blocking one short space is not a solution at all. Open it back up and rethink this strategy.
- City staff have done great work on this project to date.
- Clarification of my interest: past citizen of Victoria. Fully intend to retire in Victoria when my skiing years are done. Will continue to bike wherever I can as long as I can!
- Close off Government Street, too!
- Close the corresponding section of Meares to through traffic. Give access the driveways of the buildings on the Fort ST side.
- This puts the new green space in the SUN rather than in the shadow of the cathedral. This will make it a much nicer place to walk and bike.
- Closures such as this are cost effective ways at improving active transportation. More should be undertaken.
- Connect this street to other parts of the cycling network like Richardson and Vancouver so cyclists can find calmer routes through town
- Connecting this greenway to a cycle route on Vancouver St and beyond.
- consider closures, try summer months trial, on Government. Be bold, be courageous!
- Consider more closures of this kind in the city. I would like to see a city where the car can have access but doest rule.
- Disgusted with (once again) City Halls' waste of resources on a tiny park with little draw for the vast majority of the city's residents. This work is so not needed.
- Do it elsewhere! Please cut down on vehicles short cutting through residential streets! Drivers criss-crossing through grid streets drive very fast and often don't stop at stop signs when cornering. I see this at many streets that connect to Fairfield and Dallas Rds.
- Don't capitulate to vehicle owners
- Don't restrict access or parking too much or people will flock to the malls and our lovely downtown will suffer. Overall I have nothing against this greenway, but wonder about the impact on the area.
- Ecosystem considerations. Why not reclaim some of the area for native vegetation and parkland

- Even though i am a pedestrian and occassional cyclist here, I feel it is more important that the road be open to vehicular traffic. Without this avenue, it is not easy to turn left into the area without going several streets down (Meares is one way the other way). There is not a lot of traffic; I feel it more important it be left open to cars; pedestrians wold prefer to walk through the cemetary anyway; and bicycles can still use it.
- Expand trial road closures throughout the city. Copenhagen and other cities have had great success implementing "road diets" where road space and parking is incrementally taken away from cars every year and given over to pedestrian and bike space or other public uses. It is proven that far from worsening congestion, people gradually adjust their travel habits in response to such measures. The result is modal shift away from cars towards active transportation, and lower city costs to maintain ever less amounts of road infrastructure.
- Extend a bicycle lane up Rockland to Linden Avenue then along Richardson to Davie Street.
- Extending the greenway or painting in cycle paths and more signage.
- Find a way to welcome wild animals and birds - place educational materials of some sort about how to live alongside wild creatures - try to get the message out that 'inconvenience' to humans does not warrant 'removal/cull'.
- Get rid of it please.
- Get your head out of your collective asses and open the fucking road!!!
- Good effort and wishful thinking, but useless. It must have been a political decision, not based on peoples needs.
- However, the park looks much nicer now. (nothing to do with the street closure)
- Greenway Selkirk ave from Sunnyside yo Arm
- I also greatly appreciate the recent improvements including side walk and cross walk at Rockland and Vancouver. This was always one of the more frightening crossing of my commute to and from down town Victoria.
- I also would like to see a controlled crosswalk installed at Brougthon St across Quadra St. that could be controlled by both pedestrians and cyclists so the can safety turn left. This would encourage less j-walking here and facilitate a safer left turn onto Quadra for cyclists. It may even reduce the speed of vehicles along Quadra.
- I am glad to have an opportunity to make my views known and welcome the chance to continue to do so.
- I am primarily a driver due to work, and am happy to see these kinds of road closures that makes biking and walking more safe and enjoyable.
- I applaud the city for this small action and hope to see other areas undergo similar re-visioning.
- I appreciate these road closure experiments the city is doing. I hope to see more.
- I believe it is timely and very important that the City of Victoria start to seriously create more bike separate roadways. My friend got hit by a cop car the other day! No matter

who you are it just doesn't seem like a safe idea to keep cyclists and drivers on the same road. They are too different vehicles to be sharing road space it seems. Please seriously start to develop Victoria into a safer place to encourage cyclists in the city. :D

- I commute by car about 3 days /wk. to my office on Courtney St. There is no noticeable increase of traffic on Quadra and my lunch time walks are made more pleasant.
- I don't understand the stated benefit of increasing green-space by having it right from the Cathedral through Pioneer Park. Pioneer Park was already a lovely little urban gem without road closure. The closed road, being on the north side of a tall building is always in shade - not a place park users or pedestrians would want to linger, especially if bicyclists are riding along the road.
- I strongly object to the Parks Dept/City of Victoria increasing our property taxes, by fiddling with roadways in parks (Beacon Hill Park and now Rockland Ave.), to solve imaginary, theoretical problems, and in fact to create new, larger problems which they have not thought through. It's almost as if the Parks Department is searching for ways to spend money to illustrate their power and importance! I know of no widespread public consultation before Rockland Ave. was closed - this makes citizens feel powerless!
- Also, regarding the survey questions: re. frequency of usage of Rockland Ave., the categories jump from "a few times a month" to "a few times a year". As a pedestrian I walk through Pioneer Park once or twice a month. That doesn't fit in "a few times a month", but it is oftener than "a few times a year" (which I had to check off) would imply.
- Thank you to the Parks Dept. for maintaining our wonderful parks and playgrounds, and for the beautiful garden plantings throughout the parks and the city. Please don't extend your activities to our roads!
- i have always thought Government Street from the intersection at Humboldt up to Fort or View should be closed to cars. It could be a BEAUTIFUL green space, where caf  s have their tables on the 'street', fairy lights strung across the space, buskers with music...like Lincoln Avenue in Miami. Tourists just walk out on to Government as if it is car free (they assume it is...seems like it should be) and are shocked by approaching cars.
- From December 1st through December 24th we could have a nightly 'parade' with dancing, music, drumming, fake snow...like they have in Bellevue, Washington...their 'Snowflake Lane' parade draws thousands of people to the surrounding restaurants and shops, and is an awesome memory maker for families. Victoria could easily have that parade in the Government Street greenway.
- (I understand there would be lots of restructuring for cars...delivery trucks to Government Street businesses, and those on Fort between Douglas and Government (perhaps that section would be two-way traffic instead of one-way...like Courtney Street is there).
- I have been living here for the past 5 months, and I find quite peaceful in terms of vehicle noise.
- I honestly think this is somebody's "good idea" gone wrong. It has caused a lot of

inconvenience, and a waste of taxpayers dollars.

- I hope the greenway stays. It has improved the neighborhood.
- I like the idea. As a frequent user of the area, I appreciate the reduced vehicle traffic. But as a frequent commuter, I find it a frustrating and ill conceived effort.
- I live at Rockland and Vancouver and I find this closure a pain for when I do have to drive some where it is especially bad when returning home, cause you can't turn left at Burdett when going south bound on Quadra.
- I love it that we are doing this kind of thing. I would like to see more of these throughout the city.
- I once watched a large delivery truck trying to back up the closed section of Rockland to make a food delivery to Mount Edwards. The intersection was blocked for several minutes as it manouevered back and forth. Obviously large vehicles cannot go in front first as there is no where to turn around.
- I see very little negative about this but would like to see the continuation of the improvemtn to Pioneer Square itself.
- I strongly believe that the Rockland closure should be reopened.
- I think bicycle paths or greenways are great, if they're chosen well. I don't know how useful this short section of Rockland is. Regarding bicycle pathways in general, they should be on QUIET STREETS, not on highly-trafficked bus arteries (e.g. on Vancouver St not Douglas). But I strongly support greenways in general. Thank you for welcoming input.
- I think closing this street was a ridiculous idea. Victoria has plenty of green spaces - and this street is in the centre of the city. Pioneer park is not a well attended park, except by drug users & homeless. Closing the street has not changed that fact.
- I think the closure was overkill and that traffic calming measures such as those on Leighton Rd (Jubilee area) would have been adequate.
- I truly do not see any real benefit from this change, and would be quite happy with it returning to previous confiuration.
- I use Rockland Avenue as part of a running route, so it is nice to be able to use the road rather than the sidewalk. However, it is such a short distance that is closed to traffic that it almost seems pointless, at least for my purposes.
- I wish city council would take on projects that are actually needed in this city, rather than trying to invent needless ways to spend our tax dollars.
- I would have thought that the City would have learned from its Beacon Hill Park road closure debacle. Apparently not. Return it to its previous multi-function purpose with some improvements, if possible, for bicyclists and pedestrians. I really wonder about the priorities of Parks when the funds required for this could be used for improvements that are necessary in existing parks e.g. The checkers pavilion on top of Beacon Hill.
- I would like to see the city build more infrastructure for pedestrians and cyclists. I drive, cycle (with kids) and walk downtown. Nice to have a choice off ways to get around

town, safely.

- I would like to see Vancouver Street developed as a cycling priority road all the way North and connecting to Graham St.
- I would love to see more of these; and/or more separated (not just with painted lines) bike lanes and routes.
- I would love to see more of this sort of project around the city, especially in the downtown area. Victoria likes to pride itself on its "greenness"... this is small (but very significant) step in the direction of real change toward that goal. Greenways encourage many different types of people to use those spaces (encouraging a sense of civic pride and commitment) as well as providing physical/environmental benefits (e.g. improved rainwater retention and drainage, cooling effects, bird habitat, etc).
- I would prefer that it be returned to the way it was.
- I'd love to see more roads converted to walking and biking only in the city.
- I'm so excited that the city decided to try out a project like this and I hope they try more of them in other neighbourhoods!
- If I owned a bicycle I would use the area for this activity as well.
- If I was going to pick a road to close, I would think Broad street would be a better choice so we could have restaurants etc. on the sidewalk
- If there were a few events held there and more colour it would be more inviting. I wasn't aware it was a 'greening', just a blocked road for traffic purposes. Keep it. Enhance it. And... open up Beacon Hill Park again. Used to take our elderly parents through and walk through gardens. Can't enjoy the drive thru to Dallas for their views and navigating the park is confusing. We rarely go there anymore.
- if this is kept closed I would suggest to install some flower pots to brighten up the area
- if you close one road you should look at others (like Burdett) to open so traffic can flow.. the left turn from Broughton to Fort St is way too dangerous, especially with folks coming from the Y
- It is a really beautiful space so I understand the decision to block it off but I don't find it personally better.
- It was a goofy idea. We thought the church lobbied for it.
- It would be great to see a master plan for off street bikeways and greenways so that the city can be traversed without competing with cars.
- It's a car-centered world. Let's not hand over tiny victories like the Rockland greenway back to the car. There are plenty of other routes drivers can take. and things like this go a long way towards making our city the cycling friendly, great place that it is.
- It's fine with me. No inconvenience.
- keep doing this sort of thing!
- Keep it closed please!
- Keep it closed.

- Keep it open
- Keep it up - we don't need all these roads for cars, we need safe places to skateboard, play ball, etc
- Keep it up! Streets need to be more pedestrian and bike friendly.
- keep it with the closure
- Keep up the good work
- Keep up the great work!
- Kudos to Victoria for doing this
- Leigh for mayor!
- Let's do this to more residential roads.
- Let's get serious about separated bike lanes. I cannot think that there is any good argument that says 100% of all roads must be reserved for cars.
- Looking forward to seeing similar enhancements on other Victoria streets
- love it
- Love it! Let's keep it! :)
- Many years ago, your old survey for your pedestrian master plan revealed that Victoria's citizens want car-free zones, but subsequent city plans made NO mention of this.
- Where are our pedestrian free zones? Where is proof of your vulnerable road user priority?
- What are you waiting for, a loved one of yours to be killed downtown in a crosswalk before you take action?
- Come on, get it together!
- Meares between Vancouver and Quadra is one way (east to west). Make Burdett between Vancouver and Quadra one way (east to west) and Make Rockland one way (west to east).
- More closures like these throughout the city please!
- more community vibrancy
- More no car spaces please
- More of the same!
- More of these projects in Victoria please
- more roads closed to cars please. Government, Vancouver, Haultain?
- More roads closed to cars. Concerts and art displays in the park
- More side streets should be blocked off to cars for better walking and cycling. This is a good initiative.
- Move bus stop at the Fort/Vancouver back up to Fort so that cars can turn right
- My impression is that this was a lovely stretch of road that had infrequent traffic, which

was never an issue to pedestrians or cyclists who used it. You've decided to address an issue that didn't exist. I speak as a pedestrian.

- n/a
- nada
- Need more greenways in this city.
- nil
- No
- No
- no
- no
- no
- No
- No thank you.
- No, other than I generally appreciate the City's efforts for trying to increase It's walk/cycleability and limiting traffic. You guys should try this on Government St.
- No.
- None.
- None.
- nope
- Not at this time.
- Now if only there was some easy place to cross cook st on a bike between rockland and fairfield...
- Observation about nearby crosswalks: why are drivers so reluctant to stop at the new Vancouver/Rockland crossing? It's very clearly marked. This isn't an issue at the Rockland/Quadra crossing.
- On the sign outside Pioneer Park which I walk past at least twice daily.
- Only that I read on one of the facebook threads that drivers or someone is arguing that shutting this route off to drivers 'increases immersions'. Any semi intelligent person knows that's a ridiculous argument. Please don't consider that a valid concern for people who are simply losing a short cut to rush through.
- Open the road
- Open the road again or permit a left turn at the next block to save gas and time.
- OPEN UP Rockland Ave. to eastward traffic from Quadra (revert to original 2 way traffic pattern, before closure).
- ALTERNATIVELY, allow left turn from Quadra southbound vehicles on Burdett.
- Our city needs to have a bit of courage. If you want to make it more bicycle friendly, more pedestrian friendly, start restricting the usage of cars in the downtown core. Minor

and ill conceived experiments like the Rockland Greenway demonstrate a lack of resolve (an insignificant street, poorly planned, poorly researched) and conviction in the ideas that could very well transform our city into something even more special. We have the collective will to be the most craft brew, craft coffee, craft cocktail friendly city in Canada. The shop keepers, bar tenders, cafe owners etc. are helped along by making the city more pedestrian and cyclist friendly. These emerging industries help power our economy, keeping the tech companies and the tourists happy. Projects like this one, in their poor and half-baked implementation, demonstrate that the City of Victoria's decision makers lack the resolve and the conviction to make our city better.

- I should end by saying that we have also the opportunity to be one of the most forward, green cities in North America. We can approach this again through the issue of restricting the usage of cars. However, restricting the usage of cars, and altering the flow of traffic, is not something that one can do willy nilly. It requires research, thought and urban planning. When will the city put its back into it and take a bit of heat in the name of setting in motion the plans that will make Victoria an incredible cultural, culinary and athletic destination?
- Our family is 100% supportive of closure like this, that make walking and cycling safer and more accessible. Kudos to the city for these progressive moves.
- Perhaps Vancouver Street could become more bicycle friendly. Lots of cars short cut through it & maybe they could be encouraged to take Cook or Quadra & leave Vancouver for locals, for pedestrians & bikes. It's a beautiful street.
- Plan not working revert back to roadway.
- Please add flashing lights at crosswalk at Quadra
- Please do more of this stuff. We need to take back our streets for the safety of pedestrians and cyclists.
- please don't revert to a car street
- Please don't spend tax dollars making this change permanent.
- Please keep these corridors coming! They are a good stopgap until The Public takes more seriously the need for physically separated bike lanes.
- Please keep this closure it's an amazing great start and a huge improvement in my community.
- Please keep this for cyclists, pedestrians, and other non-car use.
- Please keep this road blocked off to motor vehicles!
- Please make more of these spaces throughout the city where there is lots of redundancy in existing roadways.
- Please open it up again to vehicular traffic.
- Please open the road
- Please please don't let the gray-haired contingent reverse this like they did in Beacon Hill Park! Sometimes I swear City Hall thinks that only old people live in this city.

- PLEASE stop these silly projects. They are frustrating to more people than they are benefiting.
- Please, please keep the closure in effect!
- Please, please, please more bike lanes into downtown. It is unsafe to ride your bike in Victoria.
- Please, stop jamming up the streets - this is just a source of frustration for the residents (this area is not likely a commuter route to Oak Bay or Saanich)
- Plow under the road, remove ugly signs, install proposed site sign with details of the landscaping etc. until the decision to keep the road open or close it and landscape accordingly.
- Preferred it when it was open to vehicles. You've created a glut of vehicles turning left onto Fairfield Road, as you've eliminated the only street between Fort Street and Fairfield Road into which one can turn left legally. I never see pedestrians or cyclists on it. Please, change it back.
- quit closing roads and re-open this one!
- Reopen the street and stop this stupid ideological crusade catering to a very small segment of the city who cycle.
- Reverse the greenway. This is another bizarre way that the mayor has tried to make Victoria more "bike friendly" by reducing the areas on which we can drive cars.
- Scrap this greenway and used the money more effectively!
- should be extended to longer bike/pedestrians only streets, like in other cities such as portland. victoria has the highest per capita bike commuters but lags behind as far as being a bike friendly city.
- Shut Government Street to cars. (Again, I am a heavy driver, who frequently uses Gov St.)
- Since the closure of that section of street there has been a huge increase in vehicle traffic illegally turning left onto Burdett Ave off Quadra St. (I've even seen accidents and cops giving motorists tickets). So if this is going to be a permanent closure then you have to put in lights at the Burdett and Quadra St to stop the madness that is going on there when people panic because they could not turn left onto Rockland.
- Closing down our streets like that is creating chaos for motorists and cyclists. Why can't pedestrians walk on the sidewalks?
- Special (free) Parking Areas for autos, for walkers from other parts of Victoria, suggested walking trails or directions for walkers and site seers
- Spend tax dollars wisely .
- stop closing down roads to cars
- Stop frivolously spending money
- Stop pushing forward the biking agenda
- Stop trying to fix what isn't broken.

- Thank you for attempting the closure, and for the opportunity to fill out this survey!
- Thank you for closing Rockland and making steps towards making Victoria a more walkable and bikable place. Also I think this survey is essential. Still, for future closures I think they should be more attractive.
- Thank you for considering the needs of pedestrians.
- Thank you for doing this and keeping Victoria a liveable, walkable , bikeable city!
- Thank you for doing this, this is a very very small step toward making the city more liveable.
- Thank you for experimenting with car-free zones. We need more to encourage more pedestrian and cycling in the city. Please make this permanent, and consider increasing it by a block, or extending it to Meares as well
- Thank you for improving this most beautiful and historic block of Rockland. I would like to see more of this type of thing (access restricted to bikes & pedestrians only)
- Thank you for making the city (a little) more friendly for people who walk and cycle. More needs to be done but this is a step in the right direction.
- Thank you for providing more foot traffic areas; the down town core gets sooo congested in the summer with traffic, its nice to have somewhere where drivers are not experienceing road rage
- Thank you!
- thanks for closing this street
- Thanks for doing this!
- thanks for making the city more pedestrian and bike friendly. Car drivers do not need unlimited access to all roads for mere convenience.
- Thanks! I love it and use it all the time.
- The closure shows the truly sad state of Victoria's Planning and Engineering.
- The reason this block was closed is because it is entirely not worth caring about"if it was worth caring about, staff would never have had the courage to close it.
- Courage is what is needed, not hiding behind more so-called consultation. We can't know how great this city can be until you build it.
- And this is not building it. This has been a sad waste of time and money that has done nothing to create an active or vibrant street that people will want to spend time on. Why? Again, because you chose a street with no services to activate, and you closed one block. One block. This is pathetic.
- The end result is counter-productive if the aim is to be more ecologically friendly.
- The idea that the closure increases walkability is nonsense ... and forcing local traffic onto other streets is a stupid idea that only an engineer could come up with !!
- The intersection of Fairfield and Vancouver needs a traffic light. It seems most people can't figure out a 4-way stop.
- The Rockland Street closing is a great start... now let's move onto making adjacent

Vancouver Street more pedestrian and bicycle friendly while accommodating local vehicle traffic.

- The work done in James Bay by the wharf is a great use of green space. That could be a model.
- There doesn't seem to be much point to this closure of Rockland. As a pedestrian i don't feel any safer using this section and have noticed that most people walking still use the sidewalk. If you're trying to make people want to be in this area the homeless situation in Pioneer Square needs to be addressed.
- There has been a lot of construction and it seems they are always digging up something in the park/cemetery.
- think that's all..just safe biking and walking around town..
- This city needs much better cycling infrastructure. It is shameful.
- This is a complete waste of money and time. I would like to see a pedestrian only area in a more high profile place where many visitors could use it. (I think lower Gov.t just up from the Inner Harbour up to the Bay Centre.) Look at many examples of this in Europe and throughout the world.
- This is a great start. We need closures like this on many other streets.
- This is one half of a city block street. It makes no sense to me to pretend it helps motivate people to get out of cars and onto bicycles.
- This kind of greenway should be expanded throughout the city. Motor vehicle roads should be very limited.
- This segment of Rockland is a good connector, however Richardson should also be included as a greenway. Richardson is flatter and is a connector through to McNeil. Bikemaps.org shows that it is has higher cycling volume than Rockland does.
- This should become permanent
- This survey was manually entered and appeared to be missing the second page
- This was a great idea!
- This was a stupid idea.
- thousand s
- Traffic calming on Vancouver. It is far too busy for a bike route. Put in some speed humps etc. Make it so cars go on Cook (where they should be!)
- traffic calming, improve bike lane safety on vancouver street. drivers are too fast!
- Use other traffic caming measures such as roundabouts and diverters they work to slow cars and allow for multi-uses.
- Vancouver Street and all bike routes off main streets should be made 30km or 40km speed limit. With some enforcement of course. Johnson St bridge is now 30km but almost no one does it because there is little if any enforcement.
- Very grateful for the relocated crosswalk. I feel much safer now.

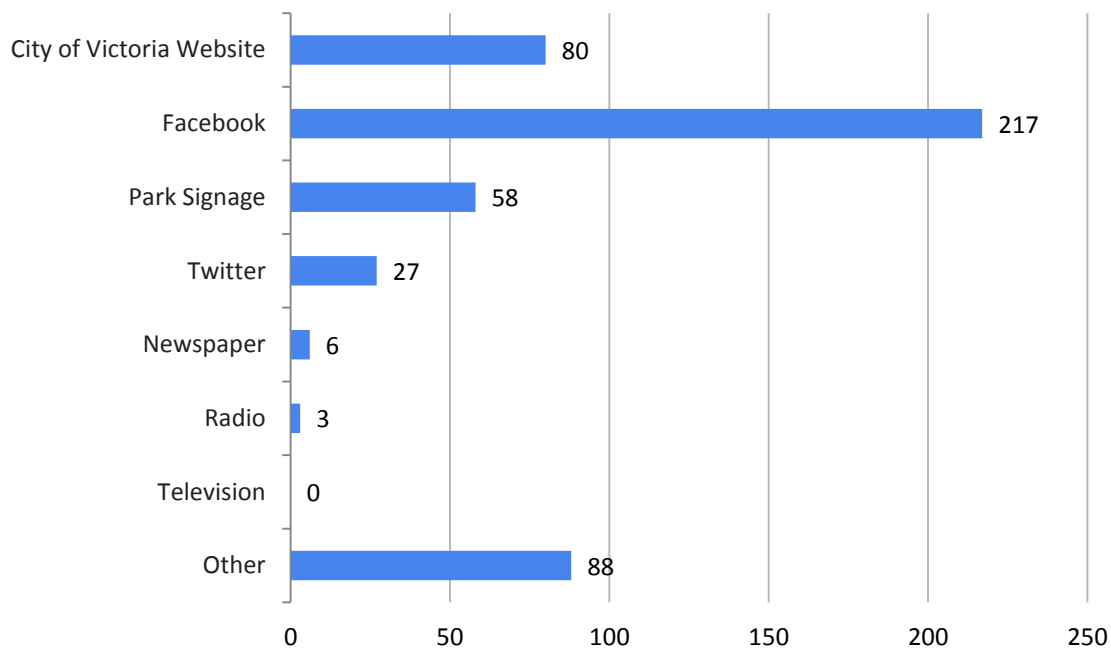
- Victoria in particular and north America in general lags very far behind Europe in creating liveable cities, spaces for humans without cars, alternate transportation systems, mass transport systems, green spaces. It's time the paradigm shifted from one where all transportation strategies revolve around the car to one where cars are secondary to clean, sustainable, healthy transportation choices.
- Victoria needs to do more than add paint to roads. I am also a car commuter some days- so I get it... but as a driver, we need to be separated from bikes & pedestrians.
- Multi-modal transportation options need to be safe for all. How much does the new blue bridge cost? How much does a separated bike lane cost?
- Walkways connect by walking, cycling and other non-vehicular modes of healthy movement of citizens from one enclave to another making Victoria a friendlier and healthier city to live in.
- WE all need more scattered road closures to reduce our love affair with the automobile.
- We need more of these projects in Victoria.
- We need more of these streets. Vancouver St is getting to be dangerous as there is an increase of vehicles that often go too fast. Where are the bike paths for Fairfield rd and Vancouver st. That's what I would like.
- We need more of these, all throughout the City! Identify areas that can become no-through roads, close them to traffic and allow people to feel safe cycling again!
- We need to do more of this.
- What's next, please.
- Why are any of my tax dollars being spent on social engineering projects when valuable infrastructure is falling apart?
- why cherry pick a single block to close to traffic...find a long and winding route for permanence...
- Why don't you leave things alone? There are so many more important matters that need our attention. I do not like the way that our money is being wasted.
- why not make it at least 1 way for vehicles? then you can have a bike corridor without taking space out of the park. I'd hate to be a recycling or garbage truck driver on that street. how the heck do you turn around? I've gotten stuck pulling out of the Y multiple times. have to get to vancouver/cook, but can't turn left on Rockland OR the next street. Waste way more fuel trying to get around the block to go home than it's worth. give us the road back!
- Without a draw for area closures to enhance the area shutting down roads aren't useful. If you want to make a pedestrian area Government St would be a better candidate.
- Worry about the garbage and people living in the park and not about the road.
- Would love to see more of this around town where feasible. Love it!
- Yes - do something about vehicle speeding on Rockland Ave, especially east of Cook St. I walk this road every day and it is not safe for pedestrians or cyclists due to

speeding. Rockland Ave. is a 30km zone but most drivers go 10-20K over the speed limit. I see close calls all the time when speeding cars try to pass bikes, especially on the several blind corners that exist there. Closer to Govt House, deer are a hazard for speeding cars. Better roadside signage would help a lot, since the current speed limit signs aren't very noticeable. I also think white painted speed limit signs on the actual asphalt (like a school zone) would help a lot. I've already noticed that cyclist and pedestrian traffic has increased since the greenway changes were made - something needs to be don't to make the rest of Rockland Ave safer. thank you

- yes, to keep Victoria healthy and vital, developers need to provide space for more neighbourhood green space, as well as adequate parking for residents, any new businesses and those tourists who come into the local areas.
- Yes, unblock Beacon Hill and revert to the original traffic patterns there. Stop faffing about.
- Yes. Remove the bollards and stop wasting my *&^\$%\$^ing tax dollars.
- you are doing a great job
- **Section 22**
- You call it a green space and therefore should be green; ie: grass, plants

Total Respondents: 401

Q11 How did you hear about this survey? (Please select all that apply)



Total Respondents: 440

Other:

- A friend put it on FB
- a friend told me
- Asked where could voice concerns
- Bicycle list-serve.
- btww
- bus signage
- Business Associate
- Christ Church Cathedral
- Christ Church Cathedral
- City employee
- co worker advised
- CRD E-mail notice
- Direct email from GVCC
- email
- email
- email
- email
- email
- Email from friend
- email from GVCC
- Emailed from a friend
- Facebook
- Facebook
- Fairfield Community Centre
- family
- feiend told me
- forwarded by others
- friend
- Friends and coworkers
- from Nick at planning.
- Greater Victoria Cycling Coalition
- Greater Victoria Cycling Coalition
- GVCC
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- GVCC - email
- GVCC email
- GVCC email
- GVCC email
- GVHA Harbour Currents email.
- Harbour Currents
- I was at the session
- interested friends
- Internet
- It was emailed to me
- It was hard to find on the site! I heard about it at a community meeting.
- John Luton
- John Luton
- Lorne Daniel had copies at an event in the greenway
- mayor's email
- Mayor's news e-mail.
- neighbour
- Old Cemeteries Society
- Passing by as a ride through many times daily
- Public open houses
- Rode by (2nd survey)
- Saw us
- spouse
- Trans-form Speaker Series
- walk by
- Walked by
- Walked by
- Walked by

- walking by
- Walking by
- Walking by
- We keep in close contact
- word of mouth
- word of mouth
- word of mouth
- Word of mouth
- Word of mouth.
- word-of-mouth

Leigh Sifton

From: Michelle Harris
Sent: Friday, Oct 11, 2013 10:16 AM
To: Leigh Sifton; Doug Demarzo
Cc: Julie MacDougall
Subject: FYI - FACEBOOK post re: Pioneer Square upcoming pilot partial road closure / BHP bollards pilot update

Thought you may want to include this in your public consultation file on Pioneer Square. It was posted on the City's wall late yesterday.

Section 22

I heard you are planning to close off Rockland Avenue by the cathedral. What a terrible idea! That is my family's main route to and from the Fairfield area to downtown, we use it many times per week. Meares is one-way, Fort is one-way, you can't turn left from Quadra onto Burdett, nor left from Burdett onto Quadra. Pray tell us how we are to transport our vehicles from home to downtown now? Stupid stupid idea. You are forcing us to drive much farther than necessary and make unnecessary left turns. In years past I have also picked up and dropped off residents of Mt. Edwards. How will that be accomplished now? And when are the bollards coming down in Beacon Hill park? Another stupid idea. Was it not for a trial period? Are you going to be closing all the roads in the city soon?
16 hours ago

When are you going to GPC with the results/recommendations for Beacon Hill Park? The second part of her post asks when the bollards in BHP will be coming down.

Thanks,
Michelle

From: Section 22

Sent: Thursday, Jan 9, 2014 5:48 PM

To: Parks (Public Inquiries)

Cc: Mayor (Dean Fortin)

Subject: your THREAT to close yet another vital roadway between Quadra and Vancouver as mentioned in today's newspaper.

I am totally opposed to your closing the road between Quadra and Vancouver as mentioned in today's paper. That road is just a road. Whoever thinks up this stupid greenway idea should be out fixing the potholes on Richardson Street between Durban and Moss and stop trying to close down vital links of roadway.

I live on Richardson and have lived in the area since Section 22. Who are you to close my road for cyclists and walkers only? There is a sidewalk for walkers and the cyclists should not get preferential treatment. Is this a YMCA lobby you are falling for? I am a Section 22 and I need that road to stay open. I pay taxes and it is a vital link. You have Meares going only one way and there is no left turn onto Burdett which would leave me driving up Fort which is a nightmare of traffic or going all the way down to Fairfield to get to my home on Richardson St.

Please leave what has always been a vital road alone. Who the Hell are you people anyways to change long established routes of the citizens? This makes me furious!!!!

Section 22

From: Section 22
Sent: Monday, Jan 13, 2014 2:19 PM
To: Parks (Public Inquiries)
Subject: Rockland Avenue Greenway Enhancement and Road Closure - Request for Feedback

Attention Project Leader, Rockland Avenue Greenway Enhancement and Road Closure

As we will be out of town on the date of the proposed information session, please accept the following for consideration in your summary of feedback received from the scheduled January 21 st 2014 public meeting:

1. **We are in full support of both the intent and details** of the Rockland Greenway Plan and Road Closures as announced and published to date. We believe that closure of Rockland to through traffic will mitigate the conflict presently existing both between pedestrians crossing in the Quadra Street crosswalk and southbound Quadra Street traffic attempting to turn eastwards onto Rockland, and also between pedestrians crossing both Rockland on the east side of Quadra then crossing Quadra in the crosswalk.

2. The removal of the marked crosswalk on Vancouver Street at the crest of the hill at Burdett Avenue appears to have resulted in an increase in vehicle speeds for both northbound and southbound vehicle traffic on Vancouver Street. Cathedral School on Vancouver Street is one of the few elementary schools in greater Victoria which abuts an arterial/major collector roadway upon which the posted vehicle speeds are not limited to 30 KPH.

Because vehicle sight lines are reduced buy the presence of the crest of Vancouver Street hill at Burdett Avenues, **we suggest the vehicle speeds be posted as reduced to 30 KPH between the intersections of Vancouver and Mears Streets to the intersections of Vancouver and Richardson Streets for both north and southbound traffic.**

3. With the removal of the marked crosswalk at Vancouver Street and Burdett Avenue, we have noticed that the are numerous eastbound pedestrians on the south sidewalk of Burdett who turn southbound on the sidewalk on the west side of Vancouver Street, then, as they progress downhill, jaywalk across Vancouver Street between the crest of the hill at Burdett and the bottom of the hill at Richardson. Visibility of these persons on the roadway to southbound vehicular traffic is limited by the crest of the Vancouver Street hill. During weekday nights and all day and nights on weekends, pedestrians crossing the Vancouver Street slope are further obscured to both north and southbound Vancouver Street traffic by parked vehicles on both sides of Vancouver Street.

We suggest that an additional marked and lighted crosswalk be added to Vancouver Street at the intersection of Richardson Street.

The segments of the above project completed to date, i.e. the clean-up in Pioneer Square, look good.

In addition, the repairs to sidewalks on both the east and west sides of the intersection of Vancouver Street and McClure Street have been well done by City crews with minimal inconvenience to either vehicle traffic or adjacent residents. As a result of the visibility constraints outlined above for Vancouver Street immediately south of Burdett Avenue, it should be noted that **City of Victoria crews reduced and posted the vehicle speed limits down to 30 KPH for the full duration of the sidewalk reconstruction initiative.**

Thank you for the opportunity to provide input to your information meeting. Residents in the affected areas truly appreciate the thoroughness and consideration of City of Victoria staff in designing and implementing these initiatives. Please keep up the good work.

Section 22

From: Section 22

Email

Reference :

Daytime Phone : Not provided

Closing off half of Rockland is the most inane idea. This enlargement of the green space only provides more space for the drug sellers and users. It also provides less access for cars and I realize this is the purpose of City of Victoria. Have you noticed increasing vacant store space downtown???? Downtown is falling apart thanks to decisions from City Hall.

IMPORTANT NOTICE: This message is intended only for the use of the individual or entity to which it is addressed, and may contain information that is privileged, confidential and exempt from disclosure under applicable law. If the reader of this message is not the intended recipient, or the employee or agent responsible for delivering the message to the intended recipient, you are hereby notified that any dissemination, distribution or copying of this communication is strictly prohibited. If you have received this communication in error, please notify The City of Victoria immediately by email at publicservice@victoria.ca. Thank you.

IP Address: Section 15, Section
22

From: Section 22
Sent: Saturday, Jan 18, 2014 1:42 PM
To: Parks (Public Inquiries)
Subject: Rockland Ave. Greenway

I may not be able to attend the open house so I take this opportunity to thank you for the work done thus far.

The relocation of the crosswalk is a major safety enhancement, and I thank you for making this a priority in the revitalization of Pioneer Square. I, and the many other people who cross there, can do so with much greater confidence.

I look forward to the opening of the greenway, and the re-routing of vehicles to roads designed for higher traffic volumes.

Regards

Secti
on

Section 22

City of Victoria
1 Centennial Square
Victoria, BC

January 21, 2014

Dear Mayor and Council

I received your Information Session leaflet about the Rockland Ave Greenway Enhancement and Road Closure.

I am opposed to yet another closure of a road in Victoria. The city council is turning our road system into a corn maze! How difficult it must be for tourists trying to navigate all these road that are blocked off not to mention the gardens in the middle of the roads, bike lanes etc.

Your leaflet indicates that this is being done to increase Victoria's walkability, improving this cycling corridor and for the community to experience the enhanced greenway.

I walk through Pioneer Park 10 times a week on my way to and from work and I fail to see how closing this road is improving the walkability of Victoria. I am perfectly happy walking through Pioneer Park just the way it is and closing the road is not going to enhance my walk. I also don't see that shutting down a small portion of the road to cars is going to improve the cycling corridor. This is just a bunch of utter nonsense!

I also drive this road as I find that it is the shortest, safest and easiest route when I'm going downtown to my bank on Courtney and Douglas or the Library, Bay Centre etc. You are not going to force the traffic to Fort and Fairfield Rd. I try to avoid using Cook St as it is very busy at certain times of the day and it is also difficult to make a left turn onto Yates St. I will end up using Burdett if Rockland Street is blocked off.

I also use this route coming home by car sometimes as I come along by the YMCA and turn right onto Quadra and left on Rockland as you can't make a left turn onto Burdett. Going down to Fairfield is not the most direct route to my home.

I know that you have had information sessions in Pioneer Park, but did you ever take a count of how many cars use this road every day?

Have you even asked any of the drivers where they are going and why they use this road?

Have you asked the drivers that pick up the garbage from the apartment how it will impact them?



*This pretty much sums it up.
City councils decisions are a joke!*

436537 B.C. Ltd.
#101 905 Burdett Avenue
Victoria, B.C.
V8V 3G6

Parks Dept. of Victoria
#1 Centennial Square
Victoria, B.C.
V8W 1P6

August 1, 2014

Dear Sir or Madam:

I am writing to give you information about what negative effects have been encountered by myself and my tenants after the closure of Rockland Avenue for the bike passageway. With our location I believe that we may be the only major property affected by such closure.

I own the black & white apartment block at 905 at the corner of Burdett Avenue and Quadra Street. I am President of 436537 B.C. Ltd which runs La Maison Blanche Apartments. My office for such is situated on the ground front floor facing Burdett Avenue. Since the closure of Rockland Avenue there have been four major problems:

1. The traffic on this street has increased considerably. It is not the quite church neighborhood street it used to be with cars only coming up and down for parking purposes. I have also noticed a lot more cyclist on this street. Why are they not using the other one?
2. Now that it has become a major thoroughfare, cars **speed** down the road trying to make up for lost time by going around or because it is a wide street. This has become a concern for parents picking up Christ Church school and daycare children. Also for those double 'parking' while they wait for a car to pull out of its spot on the street.
3. Those drivers who either don't know about the closure, until it is too late, and **do obey the NO LEFT TURN** sign onto Burdett, will drive down to the back entrance of our block's parking lot and try to turn around in a contracted space. The problem is that visibility going downhill on Quadra street is restricted because of landscaping that is required to protect a huge B.C. Hydro transformer on our property. The angle to which one has to come in at and the necessity of avoiding traffic racing up Quadra hill means that extra care must be taken. We here all know what to do but diverted traffic does not. There have been a few near misses. Then there are the ones who **disobey the NLT signs of which there are two**. There has been a considerable increase in offenders. This fact can be confirmed by the number of tickets that parked and partially hidden police officers have given out in a short period of time. I'm sure

you can check with the Police Department. When asked what the fine was, one officer once told me there were two different ones - at that time one was \$75 and the other was for \$95. Don't know what it is now but it is surely making money for the city coffers while I pay for damages on the boulevard and sidewalk in front of the building.

4. Another major problem is what drivers do in order to turn around to get into a parking spot. They either enter Burdett and then have to turn around to park on left side or they come up from Vancouver Street and then need to turn around for a spot on the other side. This means turning around in 'my' large 3 minute loading zone. I call it mine because I pay over \$900.00 per year Boulevard Tax. Smaller cars will stay on the road but trucks and SUVs think they can just drive up over the curb onto the wide entrance sidewalk and/or the grass. Years ago I asked the city to install cement pads on either side to stop mud and grass damage. They agreed it was necessary. Unfortunately, the area has become twice as bad and ugly looking (**see the photo**). I am rather annoyed that I have to have this ugliness in front. For the above mentioned money I used to get the boulevard cut and watered regularly and the street swept along the curb. Now it just looks crappy. (see other photo). I did write a letter a couple of years ago to the Property Assessment Board about not getting much work done so requesting a reassessment of tax but they said to talk to the city. I did but no one took the time to respond to my letter or request.

During the length of time that it has taken me to compose this letter, 3 trucks have turned around right up onto the lawn, 8 cars have whizzed by and 6 bicyclists have gone by - 2 without helmets. Have, before, seen police ticket bikers for this when parked out front by the church driveway 'hiding' spot. Obviously they don't know or want to use the Greenway road so has it really been worth all that money which could have been used for Park's workers to clean up weeds along street curbs. Seeing it grow worse every day when coming into work especially along upper Johnson Street going out of the city and Pandora coming in to the city, but that is another problem not connected to this but note worthy.

In closing, I hope you will give thought to my letter when final decision is made regarding closure. Again, it is the specific location of my building that has made us probably the most affected by the change. I assume I am the only property owner directly affected but by paying over \$32,000.00 Property Tax, I feel some consideration should be given,

Thank you for your time in reading the above letter.

Yours truly,



President, owner 436537 B.C. Ltd.



From: Hall, Stuart [<mailto:head@cathedralschool.ca>]
Sent: Friday, January 02, 2015 12:59 PM
To: Leigh Sifton
Subject: Re: 900 Block Rockland - Pilot Closure

Hello Leigh,

Just returned from Christmas holidays and saw this email far down the page. I realize that the deadline has passed, however, here are my thoughts briefly.

1. Much easier and safer now to cross Quadra from the YMCA to the park at Rockland.
2. Quieter now for the school due to reduced traffic on Rockland.
3. Safer for school students who often run laps around the Cathedral Hill block. The Rockland sidewalk is narrow and close to the road, so having reduced traffic increases safety.
4. School students use Pioneer Square more since it has been enhanced and cleaned up.
5. We have noticed more employees from nearby businesses using Pioneer Square more often for brown bag lunches, etc. This helps make Pioneer Square friendlier and safer.
6. I have had no complaints from parents about not being able to access Rockland from Quadra.
7. Overall the closure has been an improvement.

Thank you Leigh.

Stuart Hall
Head of School
Christ Church Cathedral School
912 Vancouver Street
Victoria, British Columbia
Canada, V8V 3V7
Tel: (250) 383-5125
Fax: (250) 383-5128
www.cathedralschool.ca

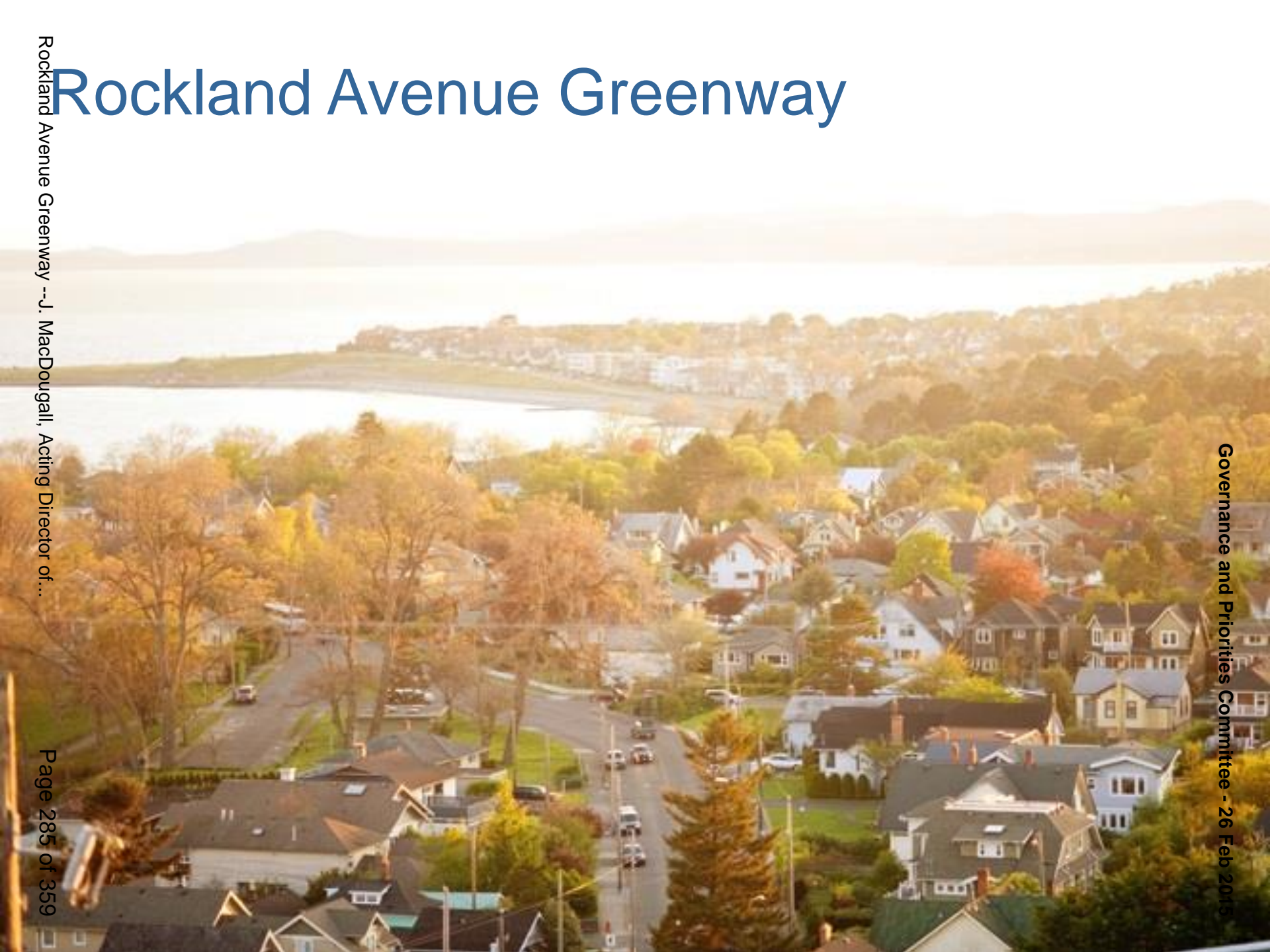
"I saw the angel in the marble and carved until I set him free."

-- Michelangelo



1 Centennial Square
Victoria, British Columbia
V8W 1P6
victoria.ca

Rockland Avenue Greenway



Site Map

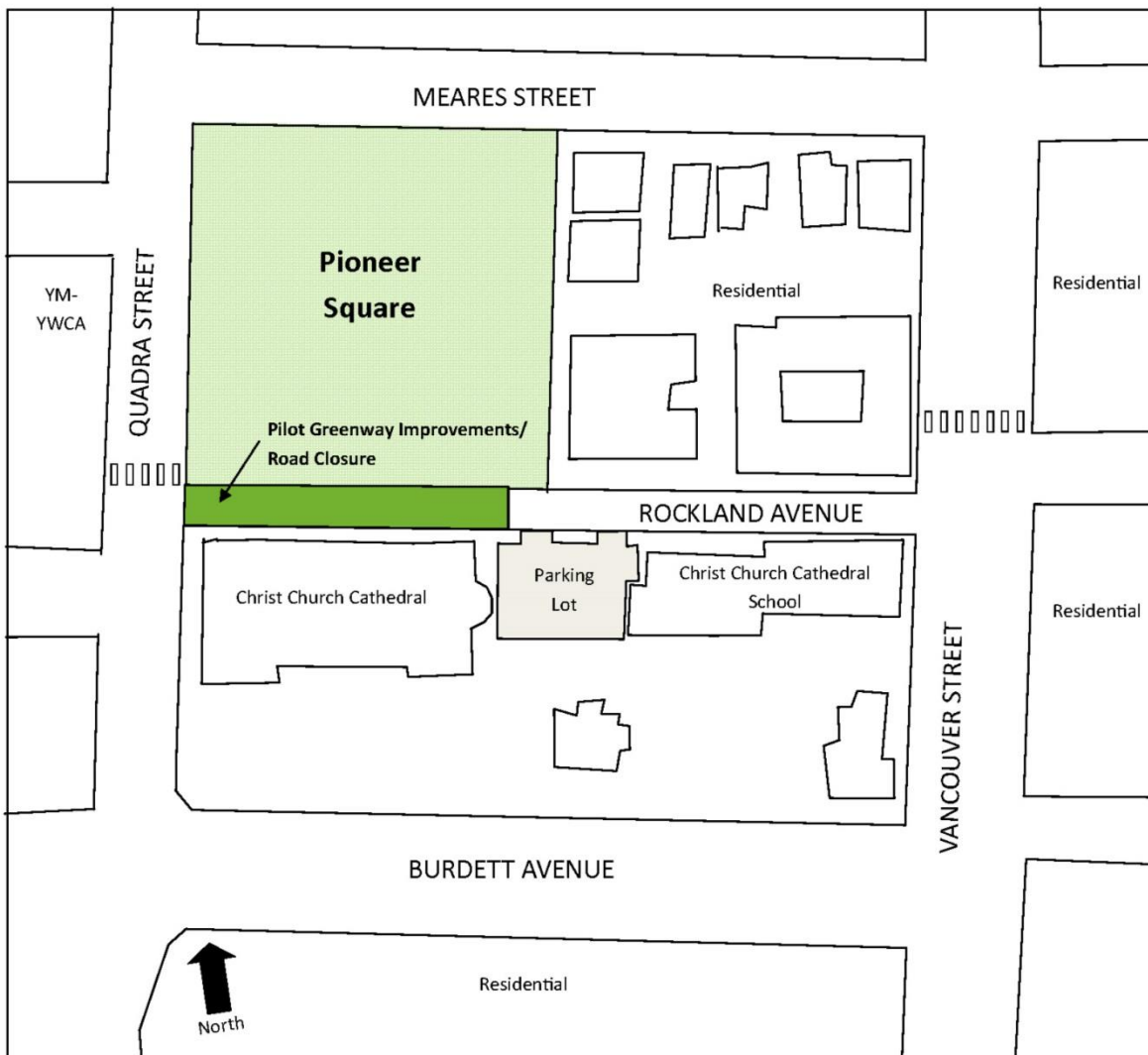


Photo of Existing Closure



Recommendation

That Council:

1. Maintain the closure of this portion of the 900 block of Rockland Avenue to vehicular traffic, and,
2. Direct staff to implement short-term greenway beautification improvements in 2015 subject to the proposed 2015 financial plan, and,
3. Direct staff to develop plans and cost estimates for permanent improvements for consideration in the 2016 financial plan.

Governance and Priorities Committee Report

For the February 26, 2015 Meeting

To: Governance and Priorities Committee **Date:** February 20, 2015
From: Dwayne Kalynchuk, Director, Engineering and Public Works
Subject: Pandora Avenue Protected Bike Lane – Update on Design Options/Consultation

Executive Summary

On August 28, 2014, Council approved a new cycling network to guide prioritized implementation of new bicycle facilities over the next five years (2015-2019). The top-ranked project was the installation of an “All Ages and Abilities” bike facility on Pandora Avenue between Store Street and Cook Street. Council directed staff to move forward with design work and consultation for proposed improvements on Pandora Avenue for people who ride bikes, including consideration of a two-way protected bike lane. In December 2014, Council subsequently directed staff to consult with the cycling community regarding the Pandora Avenue design, particularly the 700 block, and report back to Council on the recommended design.

The “All Ages and Abilities” level of design targets newer and less confident cyclists, and includes features that encourage a low-stress, high-quality experience for people who ride bikes, such as physical separation from traffic on major streets, safer crossings and intersections, and intersection design prioritizing cycling movements.

A cycle track, or protected bike lane, is an exclusive bike facility that is physically separated from motor traffic and distinct from the sidewalk. Cycle tracks can be separated from motor traffic by raised medians, on-street parking, or bollards. By separating cyclists from motor traffic, cycle tracks offer a higher level of security than bike lanes, and are attractive to a wider spectrum of the public.

Several design options have been examined, including:

1. Two-way protected bike lane – with signal traffic changes
2. One-way protected bike lane – with traffic signal changes
3. One-way protected bike lane – no changes to traffic signals

Cost estimates for each of the options were based on providing physical separation through a combination of methods, including parked vehicles, paint markings, and raised concrete medians.

Although not planned for implementation as part of the Pandora Avenue project, staff also looked at design options for the Johnson Street corridor, as decisions made for Pandora Avenue could impact what would be constructed on Johnson Street. Each of the options were evaluated for functionality, safety, impact on all transportation modes, costs, and street design/curb use impacts were also identified.

The higher level of comfort and safety for people who ride bikes on a two-way protected bike lane facility is desirable, however, the required traffic signal changes to install this type of facility on Pandora Avenue would have an impact on people who walk downtown. While all three options are supportable, on balance, a one-way protected bike lane installation (without traffic signal changes) has the least impact on other modes of transportation.

Engagement opportunities, including in-person and online options, including an on-street open

house along the 700 block of Pandora Avenue, is planned to take place in April. Staff will report back on the results of the public engagement process in May 2015. Following Council confirmation of the preferred option, design drawings and final cost estimates will be developed, with construction currently scheduled to start in September 2015.

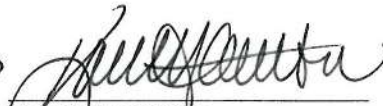
Recommendation:

1. That Council endorse the proposed engagement process for the Pandora Avenue Protected Bike Lane project.
2. That staff report back to Council on feedback received from public consultation on a proposed cycling facility for Pandora Avenue, prior to proceeding to final design.

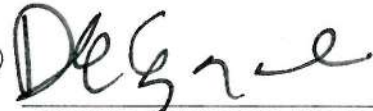
Respectfully submitted,



Brad Dellebuur
Acting Assistant Director,
Transportation and Parking
Services




Katie Hamilton
Director,
Citizen Engagement and
Strategic Planning



Dwayne Kalynchuk, P.Eng.
Director,
Engineering and Public Works

Report accepted and recommended by the City Manager:


Date: Feb 20/15

Purpose

The purpose of this report is to update Council on the review of a two-way cycle track option and comparisons with other design solutions for Pandora Avenue between Store Street and Cook Street, and seek Council endorsement of the proposed public engagement.

Background

On August 28, 2014, Council approved a new cycling network to guide prioritized implementation of new bicycle facilities over the next five years (2015-2019). The top-ranked project was the installation of an "All Ages and Abilities" bike facility on Pandora Avenue between Store Street and Cook Street. In addition, Council also passed the following motions specific to the Pandora Avenue project:

- That Council authorize staff to proceed with design work and consultation for the proposed Pandora Avenue project, including consideration of a two way cycling track.
- That Council direct staff to bring forward the Pandora Avenue construction project for early consideration of approval, as part of the 2015 Financial Plan Review.

On December 18, 2014, to address concerns related to streetscape improvements and the provision of a protected bike lane associated with the proposed Official Community Plan Amendment and Development Permit Application for 1515 Douglas Street and 750 Pandora Avenue, Council passed the following motion:

- That Council direct staff to consult with the cycling community regarding the design of the proposed cycling track on Pandora Avenue, particularly the portion fronting the 700 Block, and report back to Council on its recommended design.

Prior to proceeding to consultation, staff would like to update Council on the review of a two-way cycle track option and comparisons with other design solutions for Pandora Avenue between Store Street and Cook Street, seek Council endorsement on a preferred design to take to the public for feedback, and inform Council on the proposed public engagement.

Issues & Analysis

The "All Ages and Abilities" level of design targets newer and less confident cyclists, and includes features that encourage a low-stress, high-quality experience for people who ride bikes, such as physical separation from traffic on major streets, safer crossings and intersections, and intersection design prioritizing cycling movements. Public input on the Bicycle Master Plan indicated cycling network improvements on Pandora Avenue would be paired with similar changes on Johnson Street, as part of a one-way couplet system. When Council formally approved the Bicycle Master Plan, they directed staff to evaluate if a two-way cycling track would be appropriate for Pandora Avenue.

A cycle track, or protected bike lane, is an exclusive bike facility that combines the user experience of a separated path with the on-street infrastructure of a conventional bike lane, and is physically separated from motor traffic and distinct from the sidewalk. Cycle tracks can be separated from motor traffic by raised medians, on-street parking, or bollards. By separating cyclists from motor traffic, cycle tracks offer a higher level of security than bike lanes, and are attractive to a wider spectrum of the public.

Several design options have been examined for the Pandora Avenue corridor, including:

1. Two-way protected bike lane – with signal traffic changes
2. One-way protected bike lane – with traffic signal changes
3. One-way protected bike lane – no changes to traffic signals

Although not planned for implementation as part of the Pandora Avenue project, staff also looked at design options for the Johnson Street corridor, as a two-way protected bike lane on Pandora Avenue could impact decisions on what would be constructed on Johnson Street.

Each of the three options were evaluated for functionality, safety, impact on all modes, costs, and street design/curb use impacts were also identified.

Option 1. Two-way protected bike lane on Pandora Avenue – requires traffic signal changes

A two-way protected bike lane on Pandora Avenue would serve as an extension of the Galloping Goose Trail through downtown – people on bikes entering and exiting the downtown area would have the feeling of comfort travelling further on a bike facility physically separated from moving traffic. The Galloping Goose Trail is currently planned to end at the Pandora/Store intersection.

A two-way protected bike lane would require separate traffic signals, to advise people riding bikes when they have the right-of-way. People riding bikes would experience less delay and a higher degree of safety/comfort, if right turn vehicles at signalized intersections on Pandora Avenue were provided a separate signal phase. Drivers at intersections would be prohibited from turning right across the protected bike lane at the same time cyclists were using the protected bike lane, eliminating conflicts. This phasing arrangement would also eliminate potential conflicts between drivers and pedestrians. This arrangement is similar to that used on Hornby Street in Vancouver.

Additional hardware would be required at the seven signalized intersections on the corridor. Separate signal heads and signs would be required to regulate Pandora Avenue drivers turning right, and additional signal heads and signs would be required to direct people riding bikes, including those people riding bikes east on Pandora Avenue.



Two-way protected bike lane (with signal changes) – Pandora/Blanshard

As the traffic signals on Pandora Avenue are part of the Central Business District network of traffic signals, providing a separate phase for right-turn traffic on Pandora Avenue requires increasing the cycle lengths used for the entire downtown network. Given the existing volumes and traffic patterns, increasing the cycle length could increase fuel consumption, emissions and increased travel times on downtown streets. Lengthening cycle lengths would also increase overall

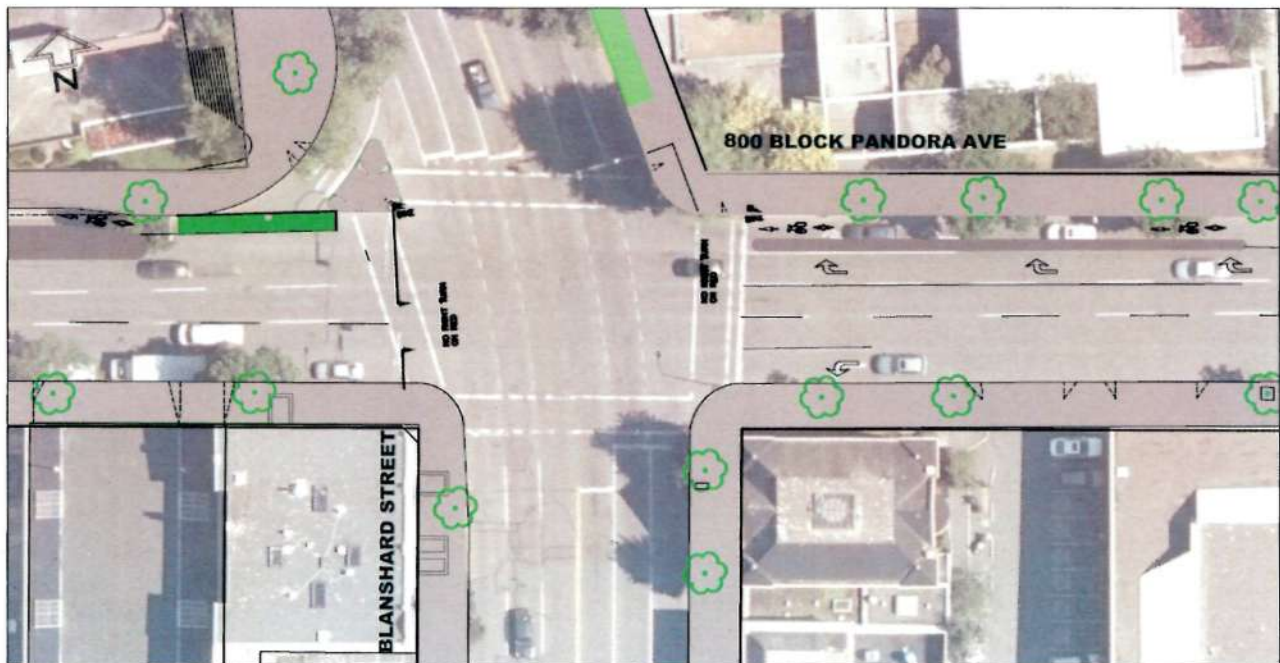
intersection delay to people walking downtown. As an example, pedestrians wishing to cross Douglas Street at Pandora Avenue intersection during the PM peak period (3:00-6:00pm) are currently delayed a maximum of 42 seconds. With an increased cycle length, pedestrians making the same movement could be delayed a maximum of 62 seconds. The maximum delay for all pedestrians at intersections not on the Pandora Avenue corridor could increase by 10 seconds.

44 of the 146 on-street parking spaces on the north side of Pandora Avenue between Store Street and Cook Street (30%) would be removed to accommodate a two-way protected bike lane. Generally, 9-11 parking spaces would be removed in each block, except in the 700 and 800 blocks, where 3 on-street spaces per block would be removed. The estimated reduction in annual parking revenue would be approximately \$85,000.

A Class D cost estimate for the two-way option was \$1.95M. The estimate included construction of concrete medians, reconstruction of curb, gutter and sidewalk as required, new traffic signal hardware and associated underground ducting, downtown traffic signal network changes, tree removal and replacement, partial road repaving, bus shelter relocations, signs, and paint markings.

Option 2. One-way protected bike lane on Pandora Avenue – requires traffic signal changes

A one-way protected bike lane on Pandora Avenue (with traffic signal changes) would provide a similar level of protection to cyclists as the two-way option, but would not require traffic signal hardware and signage for eastbound cyclists. The protected bike lane would be 1.8m wide. People on bikes would only travel westbound on the corridor, but would experience the higher degree of safety noted in the two-way option, due to the separate right turn signal phases. Because the separate signal phase requires increasing cycle lengths, impacts to other modes downtown would be the same as for the two-way option noted above.



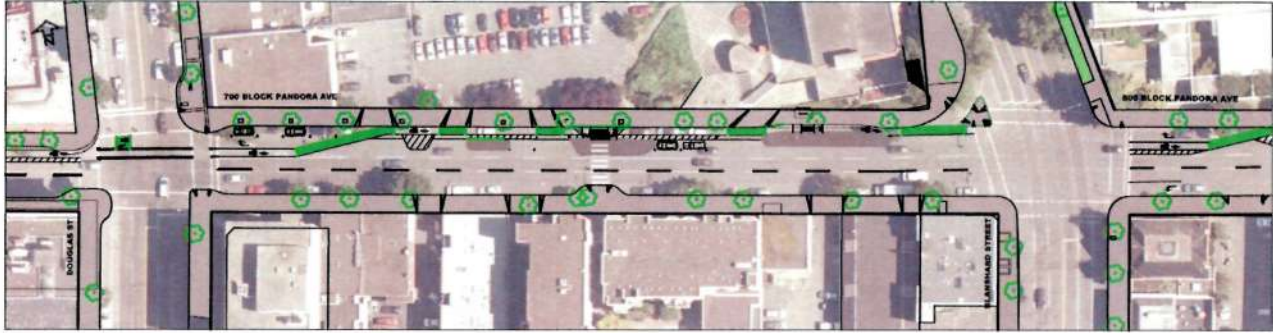
One-way protected bike lane (with signal changes) – Pandora/Blanshard

A one-way protected bike lane would displace 21 of the 146 on-street parking spaces (15%) on Pandora Avenue between Store Street and Cook Street. 4-6 parking spaces would be removed in each block, except in the 600 block, where 9 on-street spaces would be removed, and the 800 block, where only 1 on-street space would be removed. The estimated reduction in annual parking

revenue would be approximately \$40,000.

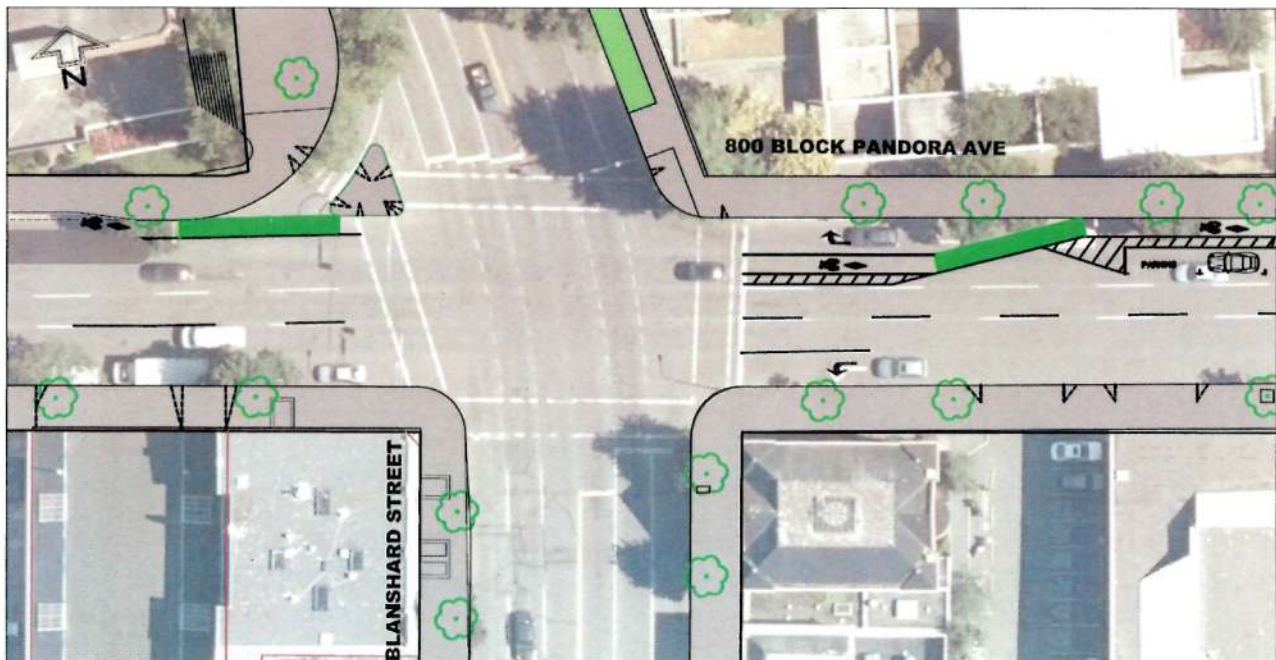
A Class D cost estimate for the one-way option with required traffic signal changes was \$1.53M. The estimate included construction of concrete medians, reconstruction of curb, gutter and sidewalk as required, installing new traffic signal hardware and associated underground ducting, downtown traffic signal network changes, tree removal and replacement, partial road repaving, bus shelter relocations, signs, and paint markings.

Option 3. One-way protected bike lane on Pandora Avenue – no traffic signal changes required



One-way protected bike lane (no signal changes) – 700 block Pandora Avenue

A one-way 1.8m wide protected bike lane on Pandora Avenue could also be installed, where no traffic signal changes would be required. This option would not require separate signal phases, and conflict zones where right-turning car-drivers and people on bikes converge would be highlighted with road markings and signs. Conceptual designs exceed the National Association of City Transportation Officials (NACTO) recommended minimum guidelines for bike lane width (1.8m vs. 1.5m min.), and the buffer space between parked vehicles and the bike lane would also be higher than the recommended minimum guidelines (1.0m vs. 0.9m min.). This improves the comfort level for people riding bikes, as well as for people entering and exiting parked vehicles.



One-way protected bike lane (no signal changes) – Pandora/Blanshard

For the majority of the corridor, people on bikes would be buffered from moving traffic by parked

cars and other physical barriers, similar to the two-way protected bike lanes. On the approach to a signalized intersection, the alignment of the protected bike lane would move away from the edge of the roadway, and bike riders and drivers turning right would cross paths – visibility would be maximized at these locations, and the bike path would be highlighted to indicate bike riders would be using this area. Options for intersection approach treatments are shown below:



Mixing Zone

A combined bike lane/turn lane encourages motor vehicles and bicyclists to negotiate the space within the travel lane in advance of the intersection.



Through Bike Lane

Maintaining the bike lane to the left of a right turn-only-lane positions road users to avoid right-hook collisions.

One-way protected bike lane - options for intersection approach treatments

Traffic signal changes would not be required for this installation. People riding bikes in the protected bike lane would move in concert with Pandora Avenue drivers. There would be minimal impact to other people walking or driving on Pandora Avenue, or on other downtown streets.

Constructing this option would displace 21 of the 146 on-street parking spaces (15%) on Pandora Avenue between Store Street and Cook Street, as per the other one-way option. The estimated reduction in annual parking revenue would be approximately \$40,000.

A Class D cost estimate for this option was \$1.33M. The estimate included construction of concrete medians, reconstruction of curb, gutter and sidewalk as required, tree removal and replacement, partial road repaving, bus shelter relocations, signs, and paint markings.

Johnson Street Improvements – Integration with Pandora Avenue

As noted above, staff also looked at design options for the Johnson Street corridor. Should Council prefer to install a two-way protected bike lane on Pandora Avenue, the need to install fully protected bike lanes on Johnson Street may be reduced.

Installing a protected bike lane on Johnson Street between Cook Street and Broad Street would cost approximately \$490,000. However, the existing road width on Johnson Street is insufficient to provide a physically separated bike lane, without either removing all the on-street parking on the south side of the street, or widening.

Removing south side parking on Johnson Street between Store Street and Broad Street to provide a protected bike lane would cost an additional \$95,000.

Widening the same section of Johnson Street to maintain south side parking would cost an additional \$1.505M, and would impact space for people walking (the reconstructed sidewalks on these blocks would be less than 3m wide), and aesthetics (the seven boulevard trees on the south

side of the street between Government Street and Broad Street would have to be removed).



One-way protected bike lane (widening/maintain south side parking) - 500 block Johnson Street

For comparison, 1.8m marked bike lanes (extending the proposed bike lanes on the new Johnson Street Bridge) could be implemented in these blocks for approximately \$20,000.

Regardless of the final design chosen for Pandora Avenue, road space on Johnson Street should be allocated for people riding bikes. Construction of bike facilities on Johnson Street is currently scheduled for 2016.

Conclusions

The higher level of comfort and safety for people who ride bikes on a two-way protected bike lane facility is desirable, however, the required traffic signal changes to install this type of facility on Pandora Avenue would have an impact on people who walk downtown. While all three options are supportable, on balance, a one-way protected bike lane installation (without traffic signal changes) has the least impact on other modes of transportation.

Class D cost estimates for the various options in this report are outlined below:

Type of Facility	Cost
Pandora Avenue Two-way (with traffic signal changes)	\$1,950,000
Pandora Avenue One-way (with traffic signal changes)	\$1,530,000
Pandora Avenue One-way (without traffic signal changes)	\$1,330,000

Cost estimates for each of the options were based on providing physical separation through a combination of methods, including parked vehicles, paint markings, and raised concrete medians. A Class B estimate for the work will be developed during final design stage, following Council confirmation of the preferred option.

\$1.3M is currently identified in the 2015 Capital budget for the Pandora Avenue bike lane project, and construction is currently scheduled to start in September 2015.

Engagement Approach

In-person and online engagement opportunities will be provided this spring to ensure community members are able to participate in a way that is most convenient for them. An on-street open house is being proposed along the 700 block of Pandora Avenue with a portion of the street protected with a physical barrier to demonstrate what a protected bike lane could look like. Bike parking will be provided and cyclists will be encouraged to ride down to the open house. The highly visual event is anticipated to raise greater awareness in the community and encourage passers-by to stop and learn more about the project.

Information, including the conceptual illustrations of the three options, along with a survey, will be provided in-person and online.

The open house and survey will be promoted through social media, print media and through a targeted outreach to downtown and transportation stakeholders. Stakeholders include current cyclists and cyclist advocacy groups, Greater Victoria Cycling Coalition, Capital Bike and Walk, businesses along Pandora Avenue, members of the Downtown Victoria Business Association, residents and property owners along Pandora Avenue, Downtown Victoria Residents Association, pedestrians, drivers, BC Transit, emergency services, and the transportation sector.

Additional details regarding the engagement process are provided in Appendix A.

Next Steps

Public engagement is planned to take place in April. Staff will report back on the results of the public engagement process in May 2015. Following Council confirmation of the preferred option, design drawings and final cost estimates will be developed, with construction currently scheduled to start in September 2015.

Recommendations

1. That Council endorse the proposed engagement process for the Pandora Avenue Protected Bike Lane project.
2. That staff report back to Council on feedback received from public consultation on a proposed cycling facility for Pandora Avenue, prior to proceeding to final design.

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Pandora Avenue Bike Lane

Communication and Engagement Strategy



February 2015



Purpose

- To determine what the potential impacts of a bike lane along Pandora Avenue may be for business owners, cyclists, local residents, pedestrians and motor vehicle drivers.
- To seek community feedback on the preferred type of separation from vehicle traffic.

All feedback collected will be considered for implementation in the final design.

Background

In early 2014, the City began the first phase of replacing the Bicycle Master Plan first introduced in 1995, with a new plan that will guide cycling improvements for the next 25 years. The result of extensive community engagement and technical analysis in phase one was the development and Council adoption of an updated bicycle network map to guide improvements for the next 25 years, six cycling improvement areas to be implemented over the next five years and four new improvement projects for 2014.

During community engagement, the area of highest interest was the Pandora Avenue corridor. As one of the main east/west roads through the downtown core, Pandora serves one-way traffic – westbound towards the Johnson Street Bridge for thousands of commuters a day and hosts dozens of businesses storefronts and residential buildings. Consequently a designated bike lane along Pandora Avenue was included as one of the six cycling improvements for implementation over the next five years.

Communications and Engagement Objectives

- To seek community feedback on the impacts and preferred separation of the Pandora Avenue bike lane.
- Proactively reach out to downtown stakeholders, including those along Pandora, to ensure they are aware of the opportunity to provide input.
- Raise awareness about other cycling infrastructure improvements in Victoria.

Engagement Approach

Both in person and online engagement opportunities will be provided this spring to ensure community members are able to participate in a way that is most convenient for them. An on street open house is being proposed along the 700 block of Pandora Avenue with a portion of the avenue protected with a physical barrier to share what a protected bike lane could look like. Bike parking will be provided and cyclists will be encouraged to ride down to the open house. The highly visual event is anticipated to raise greater awareness in the community and encourage passerby's to stop in and learn more about the project.

Information, including the conceptual illustrations along with a survey, will be provided online. To ensure downtown businesses are aware of the new bike lane, staff will proactively work with the Downtown Victoria Business Association to communicate the information to their members.

The open house and survey will be promoted through social media, print media and through a stakeholder email.

Engagement Budget: \$4,000. Budget is included in the 2015 operating budget.

Stakeholders

- Current cyclists and cyclist advocacy groups: Greater Victoria Cycling Coalition, Capital Bike and Walk
- Businesses along Pandora Avenue
- Members of the Downtown Victoria Business Association
- Residents and property owners along Pandora Avenue
- Downtown Victoria Residents Association
- Pedestrians
- Motor vehicle drivers
- BC Transit
- Emergency services
- Transportation sector

Key Messages

- The protected bike lane will be the first bike lane physically separated from motor vehicle traffic in Victoria.
- Pandora Avenue was identified by the community as a high priority for cycling facilities and would be the first project to be completed.
- We want to hear from everyone from pedestrians, motorists, businesses to current and future cyclists on the potential impacts of the bike lane and what type of separation would be preferred by the community (raised medians, on-street parking, or bollards).

Evaluation Framework

Principles	Goal	Tactic	Measures
Inclusion	<p>All individuals affected by the decision are involved in the engagement.</p> <p>There are no practical or financial barriers to participating in the engagement.</p>	<p>Barriers to engagement are removed by providing a convenient open house location/time, available and accessible information on the website and an online platform to provide feedback</p>	<p>Report number of individuals participating in each engagement effort:</p> <ul style="list-style-type: none"> Attendance at open house Number of completed surveys (hard copy and electronic). <p>Report neighbourhood and age of participants to measure geographic and demographic diversity.</p>
Balanced and Complete Information	<p>Stakeholders have the information required to provide informed feedback.</p> <p>Information on the issue is balanced and relevant.</p> <p>Clear information about how public input will be used.</p>	<p>Provide clear and concise information in multiple formats.</p>	<p>Information is provided to the public in a timely manner. Information is posted on the website in advance and notice of the opportunity to provide feedback is given three weeks in advance.</p>
Fair Process	<p>Use methods that are appropriate for meeting goals of engagement.</p>	<p>Offer multiple opportunities to be heard.</p>	<p>Report number of residents making use of the different opportunities for engagement.</p>
Capacity Building	<p>The engagement process provides stakeholders with additional knowledge.</p> <p>The process helps build relationships between the City and residents.</p>	<p>Provide clear and concise information in multiple formats.</p>	<p>Identify any new relationships.</p> <p>Report number of queries received through email, twitter, Facebook, online engagement platform, blog and written.</p>
Resources Used	<p>Remain within budget</p>		<p>Budget was not exceeded.</p>



Governance and Priorities Committee Report For the Meeting of February 26, 2015

To: Governance and Priorities Committee **Date:** February 20, 2015
From: Jocelyn Jenkyns, General Manager, VCC
Subject: Victoria Conference Centre – Crystal Garden Proponent Evaluation

Executive Summary

The Victoria Conference Centre was established as a self-financing department of the City of Victoria in 1989. The centre is the sales organization for conferences in Victoria and works in partnership with the business, post-secondary, technology, tourism and hospitality sectors to bring direct spending related economic impact to the city of between \$40 and \$60 million a year.

In 2007, the VCC took over the lease of the Crystal Garden to accommodate larger conference programs. In 2010, in response to a shortfall of revenues associated with the Crystal Garden, Council began to provide a subsidy to the VCC. In April 2014 the City gained ownership of the Crystal Garden as part of a larger land swap with the Province.

Late last year, as a result of unsolicited proposals coming forward to Council to express interest in a possible lease of the Crystal Garden, Council passed a motion that staff make recommendations for Crystal Garden to Council, based on the current state of the viability of the Crystal Garden and concurrently on the proposals received.

In October 2014, the City of Victoria issued a Market Sounding document to gauge interest in securing a long-term tenant to lease the Crystal Garden. There were three respondents to the original market sounding: Macaloney Distillers and Brewers, Ocean Networks Canada, and TVM Group. Since that time the Canadian College of Performing Arts have expressed interest in the facility and TVM group and Ocean Networks Canada have provided the City with updated submissions.

To provide Council with consistent information on the proponents based on their business plans, a list of key terms were developed (Appendix A) which DTZ Barnicke, the City's leasing agent in conjunction with staff have used to evaluate the proposals. The VCC has also been evaluated using the same key terms to provide Council with an "apples to apples" comparison of the proponents.

Recommendation:

That Council receive the attached report.

Respectfully submitted

Jocelyn Jenkyns
GM Victoria Conference Centre

Report accepted and recommended by the City Manager:

Date:

Feb. 24/15



February 12, 2015

KEY TERMS SUMMARY

RE: THE CORPORATION OF THE CITY OF VICTORIA

**CRYSTAL GARDEN LEASING OPPORTUNITY
713 DOUGLAS STREET, VICTORIA B.C.
APPROXIMATELY 2,137 SQUARE METRES OR 23,000 SQUARE FEET**

DTZ Victoria Real Estate Ltd. (the "Brokerage") has been engaged and authorized by our client, THE CORPORATION OF THE CITY OF VICTORIA, (the "Landlord") to issue this request for a summary of key terms and answers associated with your expressed interest in leasing the commercial space within the property known as "Crystal Garden" located at 713 Douglas Street in the City of Victoria B.C. We would ask that your response be delivered to the address described herein no later than 4:00pm PST on Tuesday February 17th, 2015. Any such responses should consider and adhere to the following guidelines:

1. **Confidentiality:** The information contained in your response document will be treated as confidential and will be reviewed only by the Brokerage and the Landlord (including council in camera) based on a need to know basis until a decision is made at which time the City is required to disclose the terms of any final agreement reached.
2. **Description of Tenant:** Please identify the legal entity that will be the "Tenant". We would also like to see a list of the directors of record and a description of the ownership structure. If there is any intention of transferring ownership following successful completion of a lease or at a future date, please provide a detailed description of these intentions. It is also important to note if you intend to provide any "Guarantors" for the premises, and who they will be.

Legal Entity (Tenant): _____
Directors: _____

Ownership Structure: _____

Guarantor(s):

3. **Financial Covenant:** Enclose in confidence a current corporate financial summary and/or funding commitments to support the build-out, start-up costs, and rent proposed herein.

4. **Premises:** Confirm the size of space you are prepared to lease: _____sf

If the area is less than 23,000sf, please identify on a plan which area is of most interest to your organization and enclose herein. If you intend to share the space with another entity (i.e. VCC), please describe and show clearly how that shared space will be demised and operated. What ratio of the total space will you occupy versus the other Tenant(s)? _____

Are you interested in leasing any or all of the retail space fronting along Douglas Street comprised of a total estimated rentable area of 4,076 square feet? _____

5. **Lease Term:** Please confirm your preferred length of lease term: _____ years

6. **Possession for Fixturing:** What date would you like to take possession? Are you flexible on timing?

7. **Fixturing Period:** The Tenant shall have _____ (____) days base and additional rent free commencing upon the Tenant taking possession of the Premises for Tenant Fixturing (the "Fixturing Period").

8. **Commencement:** The Lease term shall commence on (a) the earlier of the expiration of the Fixturing Period or (b) the date the Tenant opens for business within the Premises. The Tenant anticipates Commencement to be _____, _____ based on Articles 6 and 7 above.

9. **Rental Terms:** For the term of the Lease, the base rental rate plus applicable sales tax shall be payable in monthly installments as follows:

Effective Year	Size of Premises (sq. ft.)	Base Rent \$/sq. ft.	Annual Payment
1		\$	\$
2		\$	\$
3		\$	\$
4		\$	\$
5		\$	\$
6		\$	\$
7		\$	\$

8		\$	\$
9		\$	\$
10		\$	\$

Please Note: If you value different areas to be more or less valuable for your use, please provide the blended average overall on a price per square foot basis and annual rental payments in the format above.

10. **Additional Rent:** Estimated to be approximately \$10.75psf (2014)
11. **Utilities:** In addition to base net rent and additional rent, the Tenant shall be responsible for its own telephone, internet and separately metered utilities attributed to the subject premises.
12. **Use:** The Leased Premises shall be used solely for the purpose of a

13. **Landlord's Contribution:** Please identify your expectations with respect to any Free Rent Periods required and/or Tenant Improvement Allowance requested.
- The Tenant shall not be required to pay base rent during the first _____ (____) _____ following Commencement. During the Free Rent Period, the Tenant shall be responsible for all additional rent and utilities.
- In consideration of completion of the Tenant's leasehold improvements and Tenant's Work (the "Tenant's Work") in respect of the Premises, the Landlord will pay to the Tenant, as a one-time contribution towards the cost of the Tenant's Work, an amount equal to _____ (\$_____) multiplied by the Rentable Area of the Premises.
14. **Tenant Conditions:** Outline your due diligence required to finalize a lease at Crystal Garden (i.e. financing, lease review, space planning, build-out costs):

How long do you anticipate requiring to complete your due diligence work noted above and satisfy all conditions, following reaching an acceptable offer to lease with the Landlord?

Is rezoning required for your use? _____

- 15. Condition of Premises:** If you envision taking possession of the Premises in any condition other than "as is, where is", please provide a general outline of the base building work that you anticipate requiring the Landlord to complete to accommodate your use (i.e demolition, power upgrades).

Please provide a basic outline / scope of work for your improvements or tenant upgrades that you anticipate completing within the Premises to make the space suitable for your use:

It's agreed and understood that the above descriptions are preliminary at this stage and subject to change in future.

16. Proposal Only:

No proponent shall have any claim for any compensation of any kind whatsoever as a result of participating in this request for a summary of key terms, and by submitting a response/proposal each proponent shall be deemed to have agreed that it has no claim.

This request does not constitute an offer to lease or any offer to enter into a contract with the proponent. No agreement shall result upon submission of responses/proposals. There will be no obligation on the part of the Landlord to proceed with any lease or other transaction unless the Landlord executes and delivers in writing a formal lease agreement to a proponent.

The Landlord reserves the right to respond to or conduct negotiations with one or more proponents or to reject all responses/proposals. The Landlord is not required to offer or disclose any modified terms and conditions resulting from negotiations to any other proponents before accepting a proposal from the successful proponent.

The Landlord may cancel this request at any time for any reason and may reissue a request for proposal or other form of procurement for the same subject matter as this request, or similar subject matter, at any time and for any reason, at its sole discretion.

17. Communication:

All submissions and communication regarding this request should be directed to the Landlord's Brokerage / Agents as follows:

DTZ Victoria Real Estate Ltd.
888 View Street
Victoria, B.C. V8W 1K2
Attention: Amanda Neal and Dave Bornhold
Email: amanda.neal@dtzvictoria.com dave.bornhold@dtzvictoria.com
Ph. (250) 382-3400


Note that responses can be delivered in hardcopy or e-mailed to Amanda and Dave at the addresses above.

If you have any questions, please feel free to contact the undersigned. Thank you for your interest in Crystal Garden and consideration in this matter. We look forward to your response.

Yours truly,

DTZ Victoria Real Estate Ltd.
On behalf of The Corporation of the City of Victoria


Amanda Neal
Partner / Associate


Dave Bornhold
Partner / Associate



Crystal Garden Review GPC Meeting – February 26, 2015



Crystal Garden Chronology

- 1925 *Designed by Francis Rattenbury and inspired by the Crystal Palace*
- 1967 *Crystal Garden is closed.*
- 1977 *The City of Victoria gives the building to the Province for one dollar.*
- 1980 *Crystal Garden reopens as a botanical garden and conservation centre.*
- 2004 *A RFP for a long-term lease issued by the Provincial Capital Commission (PCC).*
- 2007 *The City of Victoria takes over a long term lease of the facility from the bankruptcy trustees.*
- 2014 *City gains ownership of Crystal Garden in Provincial land swap.*

Crystal Garden as expansion to Victoria Conference Centre Expansion

2007	lease for additional 23,000 Sq. Ft.
2008	opened to accommodate additional and larger conference programmes
2010	City provides subsidy to offset operating costs
2013	identified for review of business model in VCC Optimization Review
2014	City directs staff to review business model and to report back in December 2014

Crystal Garden Market Sounding

- Issued to gauge interest in facility from community
- Respect historical and heritage significance of building
- Enhance the vibrancy of downtown
- Viable from a sustainable perspective



Crystal Garden Proponents

- Canadian College for the Performing Arts.
- Ocean Networks Canada.
- Macaloney Brewers and Distillers Ltd.
- TVM Group.
- Victoria Conference Centre.

Key terms – areas of focus

- Description of tenant
- Use
- Financial covenant
- Premises
- Preferred lease term
- Possession for fixturing and commencement
- Rental terms

Key terms – areas of focus

- Landlord's contribution
- Tenant's conditions
- Condition of Premises

Next steps

- Detailed responses with Council in camera
- Recommendations for moving forward



Governance and Priorities Committee Report

For the Meeting of February 26, 2015

To: Governance and Priorities Committee
From: Susanne Thompson, Director, Finance
Subject: Federal Gas Tax Fund

Date: February 13, 2015

Executive Summary

On May 22, 2014, the Government of Canada, the Province of British Columbia and the Union of BC Municipalities signed the renewed Gas Tax Agreement. This ten year funding program runs from 2014 to 2024. The objective of this program is to provide funding support for the capital costs of local government infrastructure projects that are larger in scale, regional in impact, or innovative and support the national objectives of productivity and economic growth, a clean environment and strong cities and communities.

The Gas Tax funding is delivered through three program streams: the Community Works Fund, the Strategic Priorities Fund and the Greater Vancouver Regional Fund. The program streams available to the City of Victoria are the Community Works Fund and the Strategic Priorities Fund. The Community Works Fund provides annual allocated funding to the City and is scheduled to receive about \$17 million from 2014 to 2019. The Strategic Priorities Fund is an application-based funding program available to local governments outside the Greater Vancouver Regional District. This program pools approximately \$28 million of the \$253 million granted to British Columbia annually.

The Strategic Priorities Fund has two funding streams: Capital Infrastructure and Capacity Building. Each eligible Local Government may submit two applications under the Capital Infrastructure Projects stream and one application under the Capacity Building stream and must have Council approval. It is anticipated that there will be a least two intakes in the first five years.

Applications are due on April 15, 2015.

Staff reviewed the 20 Year Capital Plan and compiled a list of six potential projects for the Federal Gas Tax Fund Strategic Priorities Fund – Capital Infrastructure Projects stream first intake. Upon a detailed evaluation of each project against the selection criteria, staff recommend that Council approve the submission of the two applications for the Bicycle Master Plan Implementation and the Water Meter Replacement projects. For the Federal Gas Tax Fund – Capacity Building stream first intake, staff recommend that Council approve the submission of the one application for the Facilities Assessment project.

Recommendations:

That Council:

1. Instruct staff to submit two grant applications for the Bicycle Master Plan Implementation and the Water Meter Replacement projects for the Federal Gas Tax Fund Strategic Priorities Fund – Capital Infrastructure Projects Stream first intake.
2. Instruct staff to submit one grant application for the Facilities Assessment project for the Federal Gas Tax Fund – Capacity Building Stream first intake.
3. Authorize the Mayor and the Corporate Administrator to execute any agreement related to a successful grant application.
4. That this report be forwarded to the February 26, 2015 Council Meeting agenda.

Respectfully submitted,



Jo-Ann O'Connor
Manager, Financial Planning


Susanne Thompson
Director, Finance


Dwayne Kalynchuk
Director, Engineering

Report accepted and recommended by the City Manager:

Date:


Feb. 17, 2015

Attachment A: City of Victoria Gas Tax Allocation and Projects Funded (2006 – 2014)
Attachment B: Program Guidelines for the Federal Gas Tax Fund Strategic Priorities Fund
Attachment C: Selection Criteria – Federal Gas Tax Fund Strategic Fund – Capital Infrastructure Potential Projects

Purpose

The purpose of this report is to provide an overview of the Federal Gas Tax Fund and to seek Council approval to apply for funding for the Gas Tax Fund Strategic Priorities Fund.

Background

On May 22, 2014, the Government of Canada, the Province of British Columbia and the Union of BC Municipalities signed the renewed Gas Tax Agreement. This ten year funding program provides predictable, long-term and stable funding for public infrastructure in British Columbia while creating jobs and prosperity.

The Gas Tax funding is delivered through three program streams: the Community Works Fund, and the Strategic Priorities Fund which are applicable to the City of Victoria and the Greater Vancouver Regional Fund which apply only to municipalities within the Greater Vancouver Region.

The Community Works Fund provides direct allocated funding twice annually to all local governments in British Columbia. The allocated amounts are based on a funding formula that consist of a \$50,000 funding floor plus a per-capita amount for each local government. The City of Victoria's allocated funding for 2014 to 2019 is approximately \$17 million (\$3.26m in 2014/15, \$3.26m in 2015/16, \$3.42m in 2016/17, \$3.42m in 2017/18 and \$3.59m in 2018/19).

The Strategic Priorities Fund is available to all local governments outside the Greater Vancouver Regional District and replaces the General Strategic Priorities and Innovations Fund programs from the First Gas Tax Agreement. The Strategic Priorities Fund has two funding streams: Capital Infrastructure and Capacity Building. This fund is an application-based funding program, which will deliver approximately \$145 million over the first five years of the renewed agreement.

Since 2006, the City has received allocated funding of \$17.5 million from the Community Works Fund and has been awarded \$19.9 million for the application based funding. (Attachment A)

Objective

The objective of the Strategic Priorities Fund is to provide funding for local government infrastructure projects and capacity building projects including asset management, long term infrastructure planning and sustainability planning that are larger in scale, regional in impact and or innovative. Additionally, the projects must align with the national goal of productivity and economic growth, a clean environment and strong cities and communities. (Attachment B)

Applications

Each eligible Local Government may submit two applications under the Capital Infrastructure Stream and one application under the Capacity Building Stream and must have Council approval. The application deadline is April 15, 2015.

Project Categories

Under the renewed Gas Tax Agreement the eligible project categories have expanded from the previous agreement.

The project categories under the Strategic Priorities Fund Capital Infrastructure are:

- Public Transit

- Local Roads, Bridges and Active Transportation
- Solid Waste
- Community Energy Infrastructure
- Drinking Water
- Wastewater
- Disaster Mitigation
- Recreation Infrastructure
- Tourism Infrastructure
- Brownfield Redevelopment
- Local and Regional Airports
- Short-sea Shipping
- Short-line Rail
- Highways
- Broadband Connectivity
- Cultural Infrastructure
- Sport Infrastructure

The project categories under the Strategic Priorities Fund Capacity Building are:

- Asset Management Planning
- Integrated Community Sustainability Planning
- Long-term Infrastructure Planning

Cost Sharing and Limits

This program offers funding up to a 100% of eligible costs of approved projects. There will be approximately \$145 million in the first five years allocated to the Strategic Priorities Fund; \$138 million and \$7 million for the Capital Infrastructure and the Capacity Building stream respectively. It is anticipated that there will be two intakes within the first five years; the second to be announced at a later date.

Eligible Projects

To be considered an eligible project the applicant must meet the following screening criteria:

- applications must be submitted by an eligible Local Government either individually or as a co-applicant with another Ultimate Recipient
- applications must be for a project that is an Eligible Projects as defined in the Gas Tax Agreement
- the project must not have started prior to the submission of the application
- the project must be larger in scale or regional in impact or innovative

Selection Process and Criteria

Applications will first be screened to ensure the applicant and project meet eligibility requirements. The eligible applications will then be reviewed and scored against the selection criteria. The criteria is as follows:

Selection and Scoring Criteria

- how much the project is expected to align with the objectives of productivity and the economic growth; a clean environment; and strong cities and communities
- the timing of the project and its outcomes

- the capacity of the community to undertake, evaluate and document the project, and to operate and maintain it
- the degree to which the project develops or supports strategic infrastructure investment decisions or links to sustainability or capital investment plans
- the degree to which asset management practices were considered
- the degree to which the project uses sustainability principles or leads to sustainable outcomes
- the degree the project benefits more than one community or is identified as regional in impact
- the size or scale of the project in relation to the size of the community
- the degree to which the project reflects inter-jurisdiction cooperation
- the degree to which the innovative plan, process, method or technology could be used in other jurisdictions
- the relative benefit of the innovative process, method or technology over existing processes, methods and technologies
- utilizes best technologies and practices

Award Date

Staff contacted the grant administrators and though a confirmed date could not be provided, it is anticipated that the funding decisions will be announced late 2015.

Issues & Analysis

Under the Federal Gas Tax Fund Strategic Priorities Fund the City can submit two applications under the Capital Infrastructure Projects Stream and one application under the Capacity Building Stream as follows:

Capital Infrastructure Projects Stream

Staff reviewed the draft Capital Plan and identified six potential projects. These projects were carefully assessed based on the screening, selection and scoring criteria. (Attachment C)

Below are the potential six projects which meet all the criteria:

1. Water Meter Replacement

This project is to replace end of life under-reading water meters with new advanced metering infrastructure. Water meters are an important part of the water distribution system as they measure the volume of water used by customers. The consumption volume is used to bill for water and sanitary sewer fees. Accurate water meters promote water conservation, provide accurate and timely billing, promote customer equity and provide valuable data for system operation, design and maintenance.

This project is estimated to cost \$5 million and is identified in the draft 20 Year Capital Plan to start in 2016 and to be complete in 2020.

2. Brick Storm Drain Rehabilitation

The City's brick mains are approaching 100 years in age and are at end of life. Many of these mains are located within easements and under buildings. The project scope includes investigation, design and rehabilitation of approximately 1000 meters of storm drains phased over five years.

This project is estimated to cost approximately \$5.5 million and in the draft 20 Year Capital Plan is proposed to start in 2016 and to be complete in 2020.

3. Downtown Emergency Fire Fighting Water Supply

The City has recognized the need to provide a reliable post seismic fire protection system to protect its downtown core area. The current fire fighting water supply system does not meet current seismic design standards.

The scope of this project includes replacement of approximately 7 kilometers of water mains with seismically upgraded pipe phased over eleven years. The estimated cost of this project is approximately \$12 million and in the draft 20 Year Capital Plan is scheduled to commence in 2015 and to be completed in 2025. Should this project be awarded it would accelerate the completion date by three years to 2022 in order to meet the funding criteria.

4. Bicycle Master Plan Implementation

With extensive community input, the City's Bicycle Master Plan cycling network was updated in 2014. The updated network map identified priority cycling routes that will be the focus of cycling improvements over the next twenty five years to provide better connections to and within downtown, public schools, community and senior centers and with existing or proposed cycling routes in other municipalities, ensure that urban villages and town centers are all on, or within one block of a cycling route and to construct "All Ages and Abilities" routes, offering a low-stress, high quality cycling experience that will include traffic calming measures, physical separation and safer intersections and crossings.

The total estimated cost for implementing the top six priority projects identified in the Bicycle Master Plan update is approximately \$5 million. In the draft Capital Plan, these priority projects are proposed to be phased over the next five years from 2015 to 2019.

5. LED Street Light Replacement

The LED Street Light Replacement project would replace HPS street lights with lower maintenance and lower environmental impact LED lights. This new technology is estimated to realize significant energy consumption savings directly reducing electricity costs. Currently, this project would be eligible for BC Hydro's rebate program that contributes to offset the cost of the capital outlay.

In the draft Capital Plan, this project is proposed to commence in 2015 and span over three years for a completion date in 2017. The estimated costs of this project is \$2.2 million which have taken into account the BC Hydro incentives.

6. David Foster Harbour Pathway

The David Foster Harbour Pathway will be five kilometers in length extending from Rock Bay to Ogden Point and will be one of the longest continuous pedestrian and cycling harbour pathways in North America. In 2014, the Trans Canada Trail through the City of Victoria was realigned to follow the David Foster Harbour Pathway route from Johnson Street Bridge to Ogden Point.

The draft Capital Plan has proposed this project to start in 2015; however this is one phase of the full anticipated five year project. This phase will deliver the Heron Cove and Raymur Point Bridges, the design connection from the Johnston St. Bridge to Janion, the Reeson Park connection and the wayfinding plan for permanent signage.

The full cost of this phase is estimated at about \$3.7 million, however the City has received grant funding of \$1.4 million from the Trans Canada Trail and donations received by Van City

and David Foster in the amount of \$100,000 and \$50,000 respectively. For this phase the net cost to the City will be approximately \$2.1 million.

Based on staff analysis of the selection criteria as outlined in Attachment C and discussions with grant administrators, the Bicycle Master Plan Implementation and the Water Meter Replacement projects have the highest likelihood of success. Though the Downtown Emergency Fire Fighting Water Supply project scored the second highest, it is not being proposed as the project cost is relatively large in relation to the total funding available. The Water Meter Replacement project is recommended over the LED Street Light Replacement and David Foster Harbour Pathway as the estimated project cost is larger.

Capacity Building Stream

Upon review of the draft Capital Plan, staff have identified the Facilities Assessment project as meeting the screening and selection criteria for the Capacity Building Stream.

The Facilities Assessment project will inventory all City owned buildings and their condition to guide future capital investment and prioritization and a long-term strategy for the City's facilities.

In the draft Financial Plan this project will commence and be completed in 2015 and is estimated to cost \$300,000.

Options & Impacts

There are two options available to Council.

1. Instruct staff to submit two applications for the Bicycle Master Plan Implementation and the Water Meter Replacement projects for the Federal Gas Tax Fund Strategic Priorities Fund – Capital Infrastructure Projects Stream first intake and to instruct staff to submit one grant application for the Facilities Assessment project for the Federal Gas Tax Fund – Capacity Building Stream first intake. (Recommended)

This option authorizes staff to complete and submit three applications for the first intake. Submitting these applications for the three project provides the greatest likelihood to receive funding.

2. That Council receive this report for information.

This option would result in applications not being submitted to the first intake. It is expected that a second intake will be announced; however that date is not known

Recommendations

That Council:

1. Instruct staff to submit two grant applications for the Bicycle Master Plan Implementation and the Water Meter Replacement projects for the Federal Gas Tax Fund Strategic Priorities Fund – Capital Infrastructure Projects Stream first intake.
2. Instruct staff to submit one grant application for the Facilities Assessment project for the Federal Gas Tax Fund Strategic Priorities Fund – Capacity Building Stream first intake.

3. Authorize the Mayor and the Corporate Administrator to execute any agreement related to a successful grant application.
4. That this report be forwarded to the February 26, 2015 Council Meeting agenda.

Attachment A

City of Victoria

Gas Tax Allocation and Projects Funded (2006 - 2014)

Direct Allocated Funding

Community Works Fund (including interest)	\$	17,536,709
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Projects

Rehabilitation of View/Vancouver	2,844,995
Storm Drain Brick Main Assessment and Rehabilitation	4,182,200
Greenways - Harbour Pathway	702,527
Storm Drain Main Rehabilitation (2010)	170,091
Integrated Stormwater Management Plan	145,869
James Bay Storm Drain Bypass - Phase 2	659,179
Ross Bay Cemetery Storm Drain Main Replacement	55,138
Gonzales Storm Drain Main Replacement	64,483
Bay at Government Storm Drain System Upgrades	19,127
Storm Drain Lateral Replacement (2010)	37,612
Storm Drain Lining Rehabilitation (2012)	215,719
	<u>9,096,942</u>

Preliminary Balance December 31, 2014	\$	8,439,767
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Application Based Grant Approvals**Innovations Fund**

Sustainability Framework	\$	200,000
James Bay Inflow & Infiltration Pilot Project	\$	3,000,000

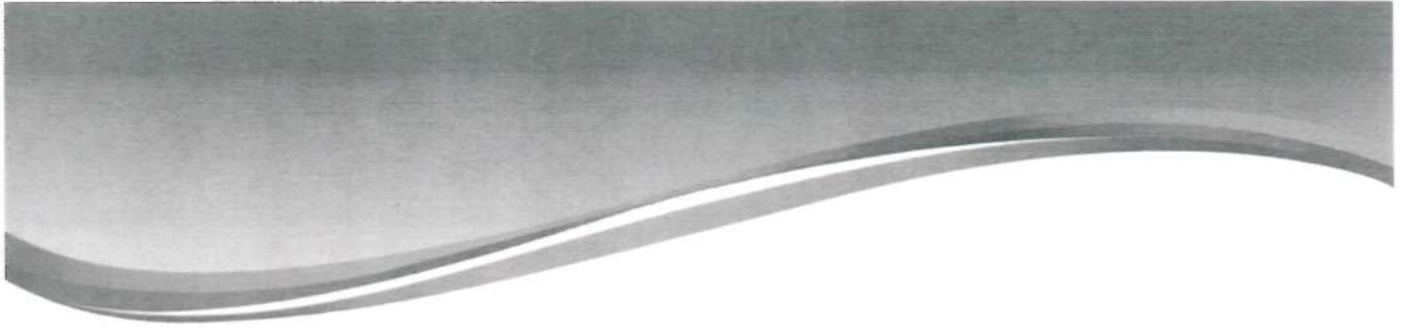
General Strategic Priorities Fund

Johnson Street Bridge	\$	16,500,000
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Regionally Significant Projects Fund

Craigflower Road/Skinner Street Bike Lanes	\$	260,000
--------------------------------------------	----	---------

Total	\$	19,960,000
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STRATEGIC PRIORITIES FUND APPLICATION

Program Guidelines for the Federal Gas Tax Fund Strategic Priorities Fund

Capital Infrastructure Projects Stream and Capacity Building Stream

December 2014

Quick Facts

Strategic Priorities Fund	
Program Purpose	Provides funding for strategic investments that are large in scale, regional in impact or innovative.
Eligible Applicants	All local governments outside the Greater Vancouver Regional District.
Eligible Projects: Capital Infrastructure Projects Stream	Public Transit; Local Roads and Bridges; Community Energy Systems; Drinking Water; Solid Waste; Wastewater; Highways and Major Roads; Local and Regional Airports; Short-Line Rail; Short-Sea Shipping; Broadband Connectivity; Brownfield Redevelopment; Disaster Mitigation; and Cultural, Tourism, Sport and Recreation Infrastructure.
Eligible Projects: Capacity Building Stream	Capacity Building including Asset Management, Long-Term Infrastructure Planning, and ICSP.
Application Limit	Two (2) capital infrastructure projects stream applications One (1) capacity building stream application.
Available Funding	Up to 100% of net eligible costs of approved projects.

Contact UBCM Gas Tax Program Services:

For further questions on Strategic Priorities Fund, please contact us via e-mail at gastax@ubcm.ca or by phone at 250-356-5134.

Gas Tax Program Services
525 Government Street
Victoria, BC V8V 0A8

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1. Program Overview

In May 2014, Canada, BC and UBCM signed the renewed Gas Tax Agreement (GTA) which provides a ten-year commitment of federal funding for investments in Local Government infrastructure and capacity building projects in British Columbia.

One of the key funding programs established through the GTA is the Gas Tax Strategic Priorities Fund (SPF). The SPF is an application-based funding program, which pools approximately \$28 million of the \$253 million annual federal Gas Tax Fund for strategic investments that are considered larger in scale, regional in impact, or innovative.

The SPF replaces the General Strategic Priorities Fund and Innovations Fund programs from the First Gas Tax Agreement and is available for Local Governments outside of the Greater Vancouver region¹.

2. Goals and Objectives

The SPF program provides grant funding specifically targeted for the capital costs of local government infrastructure projects that are larger in scale, regional in impact, or innovative and support the national objectives of productivity and economic growth, a clean environment and strong cities and communities. The SPF program also provides grant funding for Local Government capacity building projects, including asset management, long term infrastructure planning and sustainability planning that support the national objectives and are large, regional or innovative.

3. Application Deadline

The deadline for submitting your SPF application is **April 15, 2015**.

4. Eligible Applicants

The SPF program is open to all Local Governments in British Columbia outside of the Greater Vancouver Regional District.

Local Governments may choose to apply either as an individual applicant, or as a co-applicant with another ultimate recipient. Ultimate Recipients are defined as: a local government; a non-municipal entity, including for-profit, non-governmental and not-for-profit organizations; and BC Transit.

¹ The SPF pools 25% of Local Government Gas Tax per capita allocation outside of the GVRD. Local Governments within the GVRD pool their per capita allocation towards the Greater Vancouver Regional Fund program.

5. Application Limits

Each eligible Local Government may submit two (2) applications under the SPF-Capital Infrastructure Projects Stream and one (1) application under the SPF-Capacity Building Stream for a total of three (3) applications.

If a Local Government has submitted an application under the New Building Canada Fund-Small Communities Fund and would like the application considered under the SPF it will constitute one of its two Capital Infrastructure Projects stream applications.

6. Project Categories

SPF Capital Infrastructure Projects Stream

Public Transit	Brownfield Redevelopment
Local Roads, Bridges and Active Transportation	Local and Regional Airports
Solid Waste	Short-sea Shipping
Community Energy Infrastructure	Short-line Rail
Drinking Water	Highways
Wastewater	Broadband Connectivity
Disaster Mitigation	Culture Infrastructure
Recreational Infrastructure	Sport Infrastructure
Tourism Infrastructure	

SPF Capacity Building Stream

Asset Management Planning*	Long-term Infrastructure Planning
Integrated Community Sustainability Planning	

Examples eligible projects under each category can be found in Annex A of this program guide.

*A requirement of a Local Government Gas Tax Community Works Fund agreement is to engage in asset management planning practices over the term of the agreement. The Gas Tax Partnership Committee has developed an Asset Management Framework to assist local governments in meeting this commitment. This framework will be found on the UBCM website (www.ubcm.ca) as well as Asset Management BC website (<http://www.assetmanagementbc.ca>).

UBCM will also be launching the Asset Management Planning Grant (AMP) program in December. For details on how to apply for an AMP grant, please visit the Local Government Management Services section of the UBCM website.

7. Eligible and Ineligible Costs

Eligible Costs for SPF Capital Infrastructure Projects Stream

Eligible Costs are the expenditures associated with acquiring, planning, designing, constructing or renovating a tangible capital asset, as defined by Generally Accepted Accounting Principles (GAAP), and any related debt financing charges specifically identified with that asset.

In addition, eligible costs also include expenditures directly related to the joint communication activities and with federal project signage for GTF funded projects.

The application will ask you to include the class of cost estimate for the project. For examples of classes of cost estimate, see the CCA Joint Federal Panel document (page 9) found online at:

[http://www.cca-acc.com/pdfs/en/CCA/Guide to Cost Predictability.pdf](http://www.cca-acc.com/pdfs/en/CCA/Guide%20to%20Cost%20Predictability.pdf)

Eligible Costs for SPF Capacity Building Stream

Expenditures related to strengthening the ability of Local Governments to improve local and regional planning including capital investment plans, integrated community sustainability plans, life-cycle costs assessments, and Asset Management Plans.

Expenditures could include developing and implementing:

- i. Studies, strategies, or systems related to asset management, which may include software acquisition and implementation
- ii. Training directly related to asset management planning
- iii. Long-term infrastructure plans

Ineligible Costs for Capital Infrastructure and Capacity Building Projects

Ineligible Costs include:

- Leasing costs
- Overhead costs, including salaries and other employment benefits of any employees of the Ultimate Recipient
- Direct or indirect operating or administrative costs
- Costs related to planning, engineering, architecture, supervision, management and other activities normally carried out by its staff
- Purchase of land or any interest therein, and related costs
- Legal fees
- Routine repair and maintenance costs.

Employee and equipment costs are **only** eligible if:

- a) The Ultimate Recipient demonstrates that it is not economically feasible to tender a contract
- b) The employee or equipment is directly engaged in the work under the parameters of the contract

- c) And the arrangement has received prior approval in writing by UBCM.

If the use of own force employee or equipment costs is being considered, please provide in addition to the application, a letter addressing the conditions above.

Please note that while most eligible costs are eligible from the date of the application submission, own force employee and equipment costs are only eligible from date of UBCM approval.

8. Phasing of Projects

For large projects that require significant funding support, it is recommended that applicants submit “phased” approach. Applicants should apply for a component of the phased project or identify how the project could be phased. Each phase should be a stand-alone aspect of the project. It is important to note that successful grant awards for phased projects do not ensure subsequent funding for future phases of the project.

9. Ineligible Projects

Projects, which would otherwise be eligible, become ineligible if the project is started prior to the date the project is included in a SPF application. The project is deemed to have been started if a construction tender has been awarded or construction has commenced.

Under the Capacity Building stream, projects that have been submitted under the UBCM Asset Management Planning (AMP) grant program, are deemed ineligible projects under the SPF-Capacity Building Project Stream, unless they are identified as a distinct or phased component of the overall project.

10. How to Apply

Applications must be received through the UBCM online application form and must include the following:

- ✓ Completed online application form
- ✓ Attached feasibility study and/or detailed designs/ detailed cost estimates and other relevant supplemental documentation
- ✓ A Council/Board resolution indicating support for the application

Online application form can be found at: https://ubcm.formstack.com/forms/spf_application

11. Funding Amount Limit

A SPF grant can fund up to 100% of eligible costs of an eligible project.

12. Available Funding

Over the first five years of the Gas Tax Fund, there is approximately \$145 million in the SPF pool. It is anticipated that there will be a minimum of two intakes over the first five years.

Approximately 5% of SPF funding will be reserved for projects under the Capacity Building stream.

Funding allocations and decisions are made by the Gas Tax Management Committee.

13. Selection Process and Criteria

Applications will first be screened to ensure the applicant and the project meet eligibility requirements. Those meeting eligibility requirements will then be reviewed and scored against the selection criteria noted below. Funding decisions will be made primarily on the basis of the relative ranking of the applications in relation to these criteria. Applicants are responsible for ensuring that applications include full and accurate information to assess eligibility and to score the project on the stated selection criteria.

Screening Criteria

- Applications must be submitted by an eligible Local Government either individually or as a co-applicant with another Ultimate Recipient.
- Applications must be for a project that is an Eligible Project, as defined in the GTA and listed in Annex A.
- The project must not have started prior to the submission of the application.
- The project must be 'larger in scale' or 'regional in impact' or 'innovative'.

Selection and Scoring Criteria

SPF Capital Infrastructure Projects Stream

Selection criteria are based on the program purposes and objectives listed above. These selection criteria form the basis of the scoring and ranking of applications. Note the criteria listed below are not listed in order of priority; applicants should provide full information in relation to all of the criteria that are relevant to the project for which funding is requested.

- How much the project is expected to align with the objectives of productivity and the economic growth; a clean environment; and strong cities and communities
- The timing of the project and its outcomes
- The capacity of the community to undertake, evaluate and document the project, and to operate and maintain it
- The degree to which the project develops or supports strategic infrastructure investment decisions or links to sustainability or capital investment plans
- The degree to which asset management practices were considered
- The degree to which the project uses sustainability principles or leads to sustainable outcomes (e.g., demand management; resource management and construction practices)
- The degree the project benefits more than one community or is identified as regional in impact
- The size or scale of the project in relation to the size of the community

- The degree to which the project reflects inter-jurisdiction cooperation
- The degree to which the innovative plan, process, method or technology could be used in other jurisdictions
- The relative benefit of the innovative process, method or technology over existing processes, methods and technologies

SPF Capacity Building Stream

Scoring will be based primarily on:

- How the project is expected to align with the program objectives of productivity and economic growth, a clean environment or strong cities and communities
- The degree to which the project is identified as large in scale
- The degree to which the project is considered regional in impact
- Contribution to innovation
- Long term thinking
- Integration with other plans, planning or sustainability activities
- Collaborative elements, including engaging community members and other partners
- Implementation program
- Monitoring and evaluation component
- Linkage to capital investment plans
- Contribution to efficient use of infrastructure and other resources

14. Approved Applications

Successful applicants will be notified after funding decisions have been made.

Content of Funding Agreements

All grant approvals are subject to the execution of a funding agreement between the recipient and UBCM. The agreement will set out the roles and responsibilities of the parties, including a deadline for completion of the project and other recipient obligations.

Applicable Law

Recipients are responsible for ensuring that all projects are implemented in accordance with all laws applicable in British Columbia and for ensuring that any required permits, licenses, or approvals are obtained.

Payments

Payments will be made available to recipients in accordance with the terms and conditions of the funding agreement. Payments are also on condition of the following:

- That UBCM has received sufficient funds from Canada
- That a holdback of 15% be placed on the project until such time as it is deemed complete
- The Ultimate Recipient is in compliance with the terms and conditions of the funding agreement.

ANNEX A: Examples of Eligible SPF Projects

Project Category	Description	Examples
Public Transit	Infrastructure which supports a shared passenger transport system which is available for public use	<ul style="list-style-type: none"> • Transit infrastructure such as rail and bus rapid transit systems, and related facilities • Buses, rail cars, ferries, para-transit vehicles, and other rolling stock and associated infrastructure • Intelligent Transport Systems such as fare collection, fleet management, transit priority signaling, and real time traveler information system at stations and stops • Related capital infrastructure including bus lanes, streetcar and trolley infrastructure, storage and maintenance facilities, security enhancement, and transit passenger terminals
Local Roads, Bridges, and Active Transportation	Roads, bridges and active transportation (active transportation refers to investments that support active methods of travel)	<ul style="list-style-type: none"> • New and rehabilitation of roads • New and rehabilitation of bridges • Cycling lanes, paths, sidewalks and hiking trails • Intelligent Transportation systems • Additional capacity for high occupancy/ transit lanes, grade separations, interchange structures, tunnels, intersections and roundabouts
Regional and Local Airports	Airport related infrastructure (excludes National Airport System)	<ul style="list-style-type: none"> • Construction projects that enhance airports and are accessible all year-round, through the development, enhancement or rehabilitation of aeronautical and/or non-aeronautical infrastructure (includes runways, taxiways, aprons, hangars, terminal buildings etc.) • Non-aeronautical infrastructure such as groundside access, inland ports, parking facilities, and commercial and industrial activities

Project Category	Description	Examples
Short-line Rail	Railway related infrastructure for carriage of passengers or freight	<ul style="list-style-type: none"> • Construction of lines to allow a railway to serve an industrial park, an intermodal yard, a port or a marine terminal • Construction, rehabilitation, or upgrading of tracks and structures, excluding regular maintenance, to ensure safe travel • Construction, development or improvement of facilities to improve interchange of goods between modes • Procurement of technology and equipment used to improve the interchange of goods between modes • Short-line operators must offer year-round service
Short-sea Shipping	Infrastructure related to the movement of cargo and passengers around the coast and on inland waterways, without directly crossing an ocean	<ul style="list-style-type: none"> • Specialized marine terminal intermodal facilities or transshipment (marine to marine) facilities • Capitalized equipment for loading/unloading required for expansion of short-sea shipping • Technology and equipment used to improve the interface between the marine mode and the rail/highways modes or to improve integration within the marine mode including Intelligent Transportation Systems (ITS) <p><i>Note: The purchase of vessels, infrastructure that supports passenger-only ferry services, rehabilitation and maintenance of existing facilities such as wharves and docks, and dredging are not eligible for funding</i></p>
Community Energy Systems	Infrastructure that generates or increases efficient use of energy	<ul style="list-style-type: none"> • Renewable electricity generators • Electric vehicle infrastructure/fleet vehicle conversion • Hydrogen infrastructure (generation, distribution, storage) • Wind/solar/thermal/geothermal energy systems • Alternative energy systems that serve local government infrastructure • Retrofit local government buildings and infrastructure

Project Category	Description	Examples
Drinking Water	Infrastructure that supports drinking water conservation, collection, treatment and distribution systems	<ul style="list-style-type: none"> • Drinking water treatment infrastructure • Drinking water distribution system (including metering)
Wastewater	Infrastructure that supports wastewater and storm water collection, treatment and management systems	<ul style="list-style-type: none"> • Wastewater collection systems and or wastewater treatment facilities or systems • Separation of combined sewers and or combined sewer overflow control, including real-time control and system optimization • Separate storm water collection systems and or storm water treatment facilities or systems • Wastewater sludge treatment and management systems
Solid Waste	Infrastructure that supports solid waste management systems including the collection, diversion and disposal of recyclables, compostable materials and garbage	<ul style="list-style-type: none"> • Solid waste diversion projects including recycling, composting and anaerobic digestion • Solid waste disposal projects including thermal processes, gasification, and landfill gas recovery • Solid waste disposal strategies that reduce resource use
Sport Infrastructure	Amateur sport infrastructure (excludes facilities, including arenas, which would be used as a home of professional sports teams or major junior hockey teams)	<ul style="list-style-type: none"> • Sport infrastructure for community public use • Sport infrastructure in support of major amateur athletic events
Recreation Infrastructure	Recreational facilities or networks	<ul style="list-style-type: none"> • Large facilities or complexes which support physical activity such as arenas, gymnasiums, swimming pools, sports fields, tennis, basketball, volleyball or other sport-specific courts, or other facilities that have sport and/or physical activity as a primary rationale • Community centers that offer programming to the community at large, including all segments of the population • Networks of parks, fitness trails and bike paths

Project Category	Description	Examples
Cultural Infrastructure	Infrastructure that supports arts, humanities, and heritage	<ul style="list-style-type: none"> • Museums • The preservation of designated heritage sites • Local government owned libraries and archives • Facilities for the creation, production, and presentation of the arts • Infrastructure in support of the creation of a cultural precinct within an urban core
Tourism Infrastructure	Infrastructure that attract travelers for recreation, leisure, business or other purposes	<ul style="list-style-type: none"> • Convention centers • Exhibition hall-type facilities • Visitor centres
Disaster Mitigation	Infrastructure that reduces or eliminates long-term impacts and risks associated with natural disasters	<ul style="list-style-type: none"> • Construction, modification or reinforcement of structures that protect from, prevent or mitigate potential physical damage resulting from extreme natural events, and impacts or events related to climate change • Modification, reinforcement or relocation of existing public infrastructure to mitigate the effects of and/or improve resiliency to extreme natural events and impacts or events related to climate change <p><i>Note: this category is related to disaster prevention (such as dykes, berms, seismic upgrades etc.) and <u>not</u> response (such as fire trucks, fire halls etc.)</i></p>
Broadband Connectivity	Infrastructure that provides internet access to residents, businesses, and/or institutions in British Columbia	<ul style="list-style-type: none"> • High-speed backbone • Point of presence • Local distribution within communities • Satellite capacity

Project Category	Description	Examples
Brownfield Redevelopment	Remediation or decontamination and redevelopment of a brownfield site within municipal boundaries, where the redevelopment includes: the construction of public infrastructure as identified in the context of any other category under the GTF, and/or the construction of municipal use public parks and publicly-owned social housing.	<ul style="list-style-type: none"> • New construction of public infrastructure as per the categories listed under the Federal Gas Tax Agreement • New construction of municipal use public parks and affordable housing
Asset Management	Increase local government capacity to undertake asset management planning practices.	<ul style="list-style-type: none"> • Asset Management Practices Assessment • Current State of Assets Assessment • Asset Management Policy • Asset Management Strategy • Asset Management Plan • Long-Term Financial Plan • Asset Management Practices Implementation Plan • Asset Management Plan Annual Report
Integrated Community Sustainability Plans	Increase local government capacity to undertake integrated community sustainability plans	<ul style="list-style-type: none"> • Integrated community sustainability plans • Regional growth strategies • Community development plans • Community plans
Long-term Infrastructure Plans		<ul style="list-style-type: none"> • Transportation plans • Infrastructure development plans • Liquid waste management plans • Solid waste management plans • Long-term cross-modal transportation plans • Water conservation/demand management plans • Drought management contingency plans • Air quality plans • GHG reduction plans • Energy conservation plans

Attachment C**Selection Criteria - Federal Gas Tax Fund Strategic Priorities Fund – Capital Infrastructure Potential Projects**

CRITERIA	Water Meter Replacement	Brick Storm Drain Rehabilitation	Downtown Emergency Fire Fighting Water Supply	Bicycle Mater Plan Implementation	LED Street Light Replacement	David Foster Harbour Pathway
<u>Screening Criteria</u>						
• Eligible Project Category	1	1	1	1	1	1
• Project Not Started prior to submission of Application	1	1	1	1	1	1
• Larger in Scale	1	1	1	1	1	1
• Regional in Impact	1	0	1	1	0	1
• Innovative	1	1	1	1	1	1
• Productivity & Economic Growth	0	1	1	1	1	1
<u>Selection and Scoring Criteria</u>						
• Clean Environment	1	1	1	1	1	1
• Strong Cities and Communities	1	1	1	1	1	1
• Timing & Outcome	1	1	1	1	1	1
• Capacity of the community to undertake, evaluate and document the project, and to operate and maintain it	1	1	1	1	1	1
• Supports strategic infrastructure investments decisions or links to sustainability or capital investment plans	1	1	1	1	1	1
• Degree to which Asset Management practices were considered	1	1	1	1	1	1
• Degree to which the project uses sustainability principles or leads to sustainable outcomes	1	1	1	1	1	1
• Degree the project benefits more than one community or is identified as regional in impact	1	0	1	1	0	1
• Size or scale of project in relation to the size of the community	1	1	1	1	1	1
• Degree to which the project reflects inter-jurisdiction cooperation	0	0	0	1	1	1
• Degree to which the innovative plan, process, method or technology could be used in other jurisdictions	1	1	1	1	1	0
• Benefit of the innovative process, method or technology over existing processes, methods and technologies	1	1	1	1	1	0
Total Selection Criteria:	16	15	17	18	16	16
Total Cost	\$5 million	\$5.5 million	\$12 million	\$5 million	\$2.2 million	\$2.1 million



Governance and Priorities Committee Report

For the Meeting of February 26, 2015

To: Governance and Priorities Committee
From: Robert Woodland
 Director of Legislative & Regulatory Services
Subject: 380 Cook Street – The Strata Property Act

Date: February 4, 2015

Summary

The purpose of this report is to seek Council authorization to amend the bylaws pertaining to the strata lot owned by the City at 380 Cook Street.

Strata Plan VIS2529, known as Southgate Villa, is a mixed use strata building comprising thirty five residential condominiums and two commercial units, one of which is owned by the City. The City's unit – strata lot #1 – is occupied by the Cook Street Village Activity Centre, formerly the New Horizons Seniors' Centre. A location plan and photograph are attached in Schedules A and B respectively. As shown in Schedule C, Southgate Villa's bylaws provide that:

1. The condominium owners shall form a section within the strata corporation known as the "Residential Section", and
2. The City, as owner of strata lot #1, together with the owner of the other commercial unit shall form a separate section known as the "Commercial Section".

A section is a legal entity with the same powers and duties as a strata corporation in respect of matters exclusive to that section. Thus, a section must elect a strata council, create its own bylaws, have a separate budget, hold AGMs and hire a property manager. Because sections have a more complex governance structure, they are more difficult and expensive to administer.

Neither the Residential Section nor the Commercial Section at Southgate Villa has the structure required of a section and, hence, are in contravention of the Strata Property Act. The property managers for VIS2529, Cornerstone Properties Ltd., have proposed amending the bylaws by means of the resolutions attached in Schedule D. Together, they will cancel the two sections and allow the strata formally to conduct its business as a single strata corporation with different groups of owners identified in the bylaws. This is known as a types strata, and means that the strata fees (operating expenses) will continue to be allocated differently between the residential and commercial units.

At Southgate Villa the residential owners and the other commercial owner have indicated that they wish to replace sections with types. As it has operated successfully as a types strata for many years without the costs and administration associated with introducing sections, it is recommended that the bylaws be amended to replace the sections provision with types.

Recommendations:

1. That Council authorizes the Corporate Administrator to vote in favour of Resolution #1 of the Commercial Section of the Owners, Strata Plan VIS2529 to cancel the Commercial Section.
2. That Council authorizes the Corporate Administrator to vote in favour of Resolution #1 of the Owners, Strata Plan VIS2529 to cancel Sections.
3. That Council authorizes the Corporate Administrator to vote in favour of Resolution #2 of the Owners, Strata Plan VIS2529 to introduce Types.

Respectfully submitted,



Neil Turner
Property Manager



Robert Woodland
Director of Legislative
& Regulatory Services

Report accepted and recommended by the City Manager:



Date:

Feb. 17, 2015

Purpose

The purpose of this report is to seek Council authorization to amend the bylaws pertaining to the strata lot owned by the City at 380 Cook Street.

Background

Strata Plan VIS2529, known as Southgate Villa, is a mixed use strata building comprising thirty five residential condominiums and two commercial units, one of which is owned by the City. The City's unit – strata lot #1 – is occupied by the Cook Street Village Activity Centre, formerly the New Horizons Seniors' Centre. A location plan and photograph are attached in Schedules A and B respectively. As shown in Schedule C, Southgate Villa's bylaws provide that:

1. The condominium owners shall form a section within the strata corporation known as the "Residential Section", and
2. The City, as owner of strata lot #1, together with the owner of the other commercial unit shall form a separate section known as the "Commercial Section".

Notwithstanding its bylaws, Southgate Villa has always operated as a single strata corporation which differentiates between the residential owners and the commercial owners; this is known as a types strata.

Issues & Analysis

Strata sections and types are often misunderstood concepts. As a result, strata corporations may adopt bylaws to create sections, but then operate as if types had been created; this is the case at VIS2529. Consequently, the property managers, Cornerstone Properties Ltd., have proposed amending the bylaws by means of the resolutions attached in Schedule D. Together, they will cancel the two sections and allow the strata formally to conduct its business as a types strata.

Sections Within A Strata

A section is a legal entity with the same powers and duties as a strata corporation in respect of matters exclusive to that section. Although the creation of sections is generally prompted by a desire to allocate expenses fairly, sections require far more than separate budgets or the allocation of expenses, including their own strata council, separate bylaws and budget, the holding of AGMs and a dedicated property manager. As such, sections have a more complex governance structure and are more difficult and expensive to manage and administer.

Neither the Residential Section nor the Commercial Section at Southgate Villa has the structure required of a section and, hence, are in contravention of the Strata Property Act. Last year, the Real Estate Council of British Columbia, the licensing body for individuals and companies providing strata management services, instructed its members who manage strata properties with sections to bring them into compliance with the Strata Property Act.

Even after sections are properly created, the strata corporation retains powers and duties regarding matters of common interest to all owners, such as obtaining insurance. Each section is obligated to perform the duties that relate exclusively to its own lots, including the allocation of both operating and capital costs. Thus, as an example, the costs associated with both maintaining and replacing the elevator at Southgate Villa would be borne by the Residential Section only as the commercial lots on the ground floor are a separate section.

Types Within A Strata

As an alternative to creating sections, a strata corporation's bylaws can identify different groups of strata lot, known as types. These are typically residential and commercial lots, but other types can be differentiated. Unlike sections, types are not legal entities and do not require any of the

governance structure outlined above. In accordance with the Strata Property Regulation, a strata corporation may allocate operating costs to a particular type, but not capital costs paid out of its contingency reserve fund or raised by special levy.

Thus, in the above example, the cost of maintaining the elevator at Southgate Villa would continue to be shared between the residential owners only, but the cost of replacing it would be borne by the strata corporation from the contingency reserve fund to which all owners contribute. Alternatively, all owners, including the City, could be required to contribute to a special levy on the basis of unit entitlement. A copy of the unit entitlement is attached in Schedule E.

Present Situation At Southgate Villa

The City has owned Lot #1 since 1992, during which time Southgate Villa has operated as a types strata. As shown in Schedule E, the residential owners currently pay \$2.812 per unit of unit entitlement per month in strata fees (\$8,672.33/3084 units), as opposed to the commercial owners who pay \$1.891 per unit of unit entitlement per month (\$1,828.50/967 units). This reflects the additional operating costs attributed to the residential owners in the strata corporation's budget.

Options and Impacts

Council has the following options:

1. Replace the sections provision in the bylaws with types. The City can cancel the Commercial Section without the agreement of the other commercial owner as it has sufficient unit entitlement to achieve the $\frac{3}{4}$ vote that is required to pass the resolution.
2. Introduce the governance structure required to operate the Commercial Section created by the existing bylaws. The other commercial owner would be obliged to participate in the governance structure, however unwillingly, as the section is required by the bylaws until such time as they are amended.

When the matter of allocating costs by type or section is considered, the former may appear to be the obvious choice as it avoids the apparent duplication of administrative costs. However, the fact that capital costs cannot be allocated amongst types of strata lots may, in the long run, be a disincentive for at least one of the types.

At Southgate Villa, the residential owners and the other commercial owner have indicated that they wish to replace sections with types. The Commercial Section comprises two lots only; one owned by the City and one owned by Duckett Managements Ltd. Thus, the costs and administrative effort required to create the governance structure outlined above – in effect, a mini strata corporation – would have to be borne by these two parties.

As Southgate Villa has operated for many years as a types strata, and the other owners – both commercial and residential – wish to continue doing so, it is recommended that its bylaws be amended to replace the sections provision with types.

Recommendations:

1. That Council authorizes the Corporate Administrator to vote in favour of Resolution #1 of the Commercial Section of the Owners, Strata Plan VIS2529 to cancel the Commercial Section.
2. That Council authorizes the Corporate Administrator to vote in favour of Resolution #1 of the Owners, Strata Plan VIS2529 to cancel Sections.
3. That Council authorizes the Corporate Administrator to vote in favour of Resolution #2 of the Owners, Strata Plan VIS2529 to introduce Types.

**Schedule A
Location Plan**



Schedule B
Cook Street Village Activity Centre



Schedule C

**STRATA PLAN VIS2529 BYLAWS
SOUTHGATE VILLA**

Division 1 - Duties of Owners, Tenants, Occupants and Visitors

Definitions:

- 1 "Residential Strata Lots" means all those strata lots designed for residential use being strata lots 3 to 37 inclusive of the strata plan and "Residential Strata Lot" means any one of them.
- 2 "Commercial Strata Lots" means all those strata lots which are not Residential Strata Lots being strata lots 1 and 2 of the strata plan and "Commercial Strata Lot" means any one of them.

Separate Sections:

- 1 The owners of all Residential Strata Lots shall form a separate section (the "Residential Section") within the strata corporation.
- 2 The owners of all Commercial Strata Lots shall form a separate section (the "Commercial Section") within the strata corporation.

**Schedule D
Three Resolutions To Be Voted On**

**3/4 VOTE RESOLUTION #1 OF THE COMMERCIAL SECTION
OF THE OWNERS, STRATA PLAN VIS 2529 TO CANCEL COMMERCIAL SECTION
(TO BE EFFECTIVE ONLY IF 3/4 VOTE RESOLUTIONS #1 OF EACH OF
THE RESIDENTIAL SECTION
AND THE STRATA CORPORATION ARE APPROVED)**

Whereas Bylaw 2 filed on ♦ under Land Title Office Registration No. ♦ provides for the creation of the Commercial Section;

And whereas the owners of commercial strata lots (being strata lots 1 and 2) would like to cancel the Commercial Section if the owners of the strata lots comprising the Residential Section and the Strata Corporation similarly vote to approve, as applicable, the cancellation of the Residential Section;

And whereas Section 193 requires that the cancellation of a section in part be approved by way of a 3/4 vote resolution of the applicable section;

BE IT RESOLVED AS A 3/4 VOTE RESOLUTION of the Commercial Section that:

- (a) the Commercial Section be cancelled; and
- (b) the bylaws of the Strata Corporation be amended by repealing the following bylaws:

Definitions:

- 1. *Residential Strata Lots" means all those strata lots designed for residential use being strata lots 3 to 37 inclusive of the strata plan and "Residential Strata Lot" means any one of them.*
- 2. *"Commercial Strata Lots" means all those strata lots which are not Residential Strata Lots being strata lots 1 and 2 of the strata plan and "Commercial Strata Lot" means any one of them.*

Separate Sections:

- 1. *The owners of all Residential Strata Lots shall form a separate section (the "Residential Section") within the strata corporation.*
- 2. *The owners of all Commercial Strata Lots shall form a separate section (the "Commercial Section") within the strata corporation.*

END OF RESOLUTION

**3/4 VOTE RESOLUTION #1 OF THE OWNERS, STRATA PLAN VIS 2529
TO CANCEL SECTIONS
(TO BE VOTED ON ONLY IF 3/4 VOTE RESOLUTIONS #1 OF EACH OF
THE COMMERCIAL SECTION
AND THE RESIDENTIAL SECTION ARE APPROVED)**

Whereas Bylaws 1 and 2 filed on ♦ under Land Title Office Registration No. ♦ provide, respectively, for the creation of each of the Commercial Section and the Residential Section;

And whereas the owners of the strata lot(s) comprising each of the Commercial Section and the Residential Section have at this meeting voted, by way of 3/4 vote resolutions, to cancel, as applicable, the Commercial Section and the Residential Section;

And whereas Section 193 requires that the cancellation of a section in part be approved by way of a 3/4 vote resolution of the Strata Corporation;

BE IT RESOLVED AS A 3/4 VOTE RESOLUTION of the Strata Corporation that:

- (a) the Commercial Section and the Residential Section each be cancelled; and
- (b) the bylaws of the Strata Corporation be amended by repealing the following bylaws:

Definitions:

- 1. *Residential Strata Lots" means all those strata lots designed for residential use being strata lots 3 to 37 inclusive of the strata plan and "Residential Strata Lot" means any one of them.*
- 2. *"Commercial Strata Lots" means all those strata lots which are not Residential Strata Lots being strata lots 1 and 2 of the strata plan and "Commercial Strata Lot" means any one of them.*

Separate Sections:

- 1. *The owners of all Residential Strata Lots shall form a separate section (the "Residential Section") within the strata corporation.*
- 2. *The owners of all Commercial Strata Lots shall form a separate section (the "Commercial Section") within the strata corporation.*

END OF RESOLUTION

**3/4 VOTE RESOLUTION #2 OF THE OWNERS, STRATA PLAN VIS 2529
TO AMEND BYLAWS**

(Section 128(1) of the *Strata Property Act*)

BE IT RESOLVED BY A ¾ VOTE of The Owners, Strata Plan LMS VIS 2529 (the "**Strata Corporation**") that the following be adopted as Bylaw #32:

Types of Strata Lots

#32 Types of Strata Lots

32 (1) The Residential Strata Lots shall be one "type" of strata lot while the Commercial Strata Lots shall be a different "type" of strata lot.

32 (2) A contribution to the operating fund which relates to and benefits only the Residential Strata Lots shall be shared only by the owners of the Residential Strata Lots. Each Residential Strata Lot's share of such contribution shall be calculated in accordance with the following formula from section 6.4(2) of the ***Strata Property Regulation***:

$$\frac{\text{unit entitlement of Residential Strata Lot}}{\text{total unit entitlement of all Residential Strata Lots}} \times \text{contribution to operating fund}$$

32 (3) A contribution to the operating fund which relates to and benefits only the Commercial Strata Lots shall be shared only by the owners of the Residential Strata Lots. Each Residential Strata Lot's share of such contribution shall be calculated in accordance with the following formula from section 6.4(2) of the ***Strata Property Regulation***:

$$\frac{\text{unit entitlement of Commercial Strata Lot}}{\text{total unit entitlement of all Commercial Strata Lots}} \times \text{contribution to operating fund}$$

32 (4) In accordance with section 6.4(3) of the Strata Property Regulation and despite bylaws 32(2) and 32(3), each strata lot's share of a total contribution to the contingency reserve fund or a special levy is to be calculated using the following formula:

$$\frac{\text{unit entitlement of strata lot}}{\text{total unit entitlement of all strata lots within strata plan}} \times \text{contribution to special levy or contingency reserve fund}$$

END OF RESOLUTION

Schedule E

Lot #	Unit#	Unit Entitlement	Last Years Assessments	Difference per Month	Balance due Mar - May/14	New Monthly Assessments
1	001	737	\$1,377.73	\$15.86	\$47.58	\$1,393.59
2	002	230	\$429.96	\$4.95	\$14.85	\$434.91
		967	\$1,807.69	\$20.81	\$62.43	\$1,828.50
3	101	109	\$303.02	\$3.49	\$10.47	\$306.51
4	102	110	\$305.80	\$3.52	\$10.56	\$309.32
5	201	101	\$280.78	\$3.23	\$9.69	\$284.01
15	202	97	\$269.66	\$3.11	\$9.33	\$272.77
6	203	74	\$205.72	\$2.37	\$7.11	\$208.09
14	204	78	\$216.84	\$2.50	\$7.50	\$219.34
7	205	102	\$283.56	\$3.27	\$9.81	\$286.83
13	206	68	\$189.04	\$2.18	\$6.54	\$191.22
8	207	68	\$189.04	\$2.18	\$6.54	\$191.22
12	208	68	\$189.04	\$2.18	\$6.54	\$191.22
9	209	90	\$250.20	\$2.88	\$8.64	\$253.08
11	210	102	\$283.56	\$3.27	\$9.81	\$286.83
10	211	107	\$297.46	\$3.43	\$10.29	\$300.89
16	301	101	\$280.78	\$3.23	\$9.69	\$284.01
26	302	97	\$269.66	\$3.11	\$9.33	\$272.77
17	303	74	\$205.72	\$2.37	\$7.11	\$208.09
25	304	78	\$216.84	\$2.50	\$7.50	\$219.34
18	305	102	\$283.56	\$3.27	\$9.81	\$286.83
24	306	68	\$189.04	\$2.18	\$6.54	\$191.22
19	307	68	\$189.04	\$2.18	\$6.54	\$191.22
23	308	68	\$189.04	\$2.18	\$6.54	\$191.22
20	309	90	\$250.20	\$2.88	\$8.64	\$253.08
22	310	102	\$283.56	\$3.27	\$9.81	\$286.83
21	311	107	\$297.46	\$3.43	\$10.29	\$300.89
27	401	101	\$280.78	\$3.23	\$9.69	\$284.01
37	402	97	\$269.66	\$3.11	\$9.33	\$272.77
28	403	74	\$205.72	\$2.37	\$7.11	\$208.09
36	404	78	\$216.84	\$2.50	\$7.50	\$219.34
29	405	102	\$283.56	\$3.27	\$9.81	\$286.83
35	406	68	\$189.04	\$2.18	\$6.54	\$191.22
30	407	68	\$189.04	\$2.18	\$6.54	\$191.22
34	408	68	\$189.04	\$2.18	\$6.54	\$191.22
31	409	90	\$250.20	\$2.88	\$8.64	\$253.08
33	410	102	\$283.56	\$3.27	\$9.81	\$286.83
32	411	107	\$297.46	\$3.43	\$10.29	\$300.89
		3084	\$8,573.52	\$98.81	\$296.43	\$8,672.33



Governance and Priorities Committee Report

For the Meeting of February 26, 2014

To: Governance and Priorities Committee **Date:** February 6, 2015
From: Robert Woodland, Director of Legislative and Regulatory Services
Subject: Appointment of Animal Control Officer

Executive Summary

Victoria Animal Control Services Ltd. is the City's contract service provider for animal licensing and compliance services related to the Animal Control Bylaw. They have made a staffing change which requires the action set out below to ensure that their staff member has the legal authority to fulfill the contract obligations. This change is to appoint one new Animal Control Officer.

City staff have reviewed the background records check and resumes in accordance with the Animal Control Services contract and support this new appointment.

Recommendations:

1. That Mr Gary THIEL be appointed as
 - a. "Animal Control Officer" pursuant to section 49 (1) of the *Community Charter*, and
 - b. that his appointment be rescinded upon termination of his employment by Victoria Animal Control Services Ltd.
2. That this motion be forwarded to the February 26th, 2015 Council Meeting for ratification.

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:

 Feb. 15, 2015

Purpose & Background

The *Community Charter* authorizes Council to make bylaws for the purposes of enforcing the bylaws of the City and regulate animal control issues, including the designation of Bylaw Enforcement Officers and Animal Control Officers. The City's Animal Control Bylaw authorizes the City to appoint a Poundkeeper to carry out administrative duties under the Bylaw. The Ticket Bylaw authorizes Animal Control Officers to act as bylaw enforcement officers and issue municipal tickets for violations under the Animal Control Bylaw and specified sections of the Parks Regulation Bylaw. An appointment as an Animal Control Officer will provide the proper authorities for a person to carry out the following duties:

1. Dealing with dangerous dogs – Animal Control Officer [s. 49(1) *Community Charter*];
2. Conducting administrative and compliance duties under the Animal Control Bylaw – Poundkeeper [s. 4(b) Animal Control Bylaw]; and
3. Enforcing animal control issues in the City as an Animal Control Officer under the Animal Control Bylaw and specified provisions of the Parks Regulation Bylaw [s. 2 Animal Control Bylaw].

Victoria Animal Control Services Ltd. (VACS) is the City's contract service provider for animal licensing and to provide compliance services related to the Animal Control Bylaw. They have made a staffing change which requires the action requested to ensure that their staff members have the legal authority to fulfill the contract obligations. This change includes appointing a new Animal Control Officer. This person has been hired by VACS to provide relief coverage on holidays and weekends for their regular staff complement. City staff have reviewed the background records checks and resumes in accordance with the Animal Control Services contract and support this new appointment.

Issues & Analysis

The Animal Control Bylaw contains regulations which are administered and enforced by Victoria Animal Control Services Ltd. Implementing this request will allow Victoria Animal Control Services Ltd. to continue to fulfill their contract obligations to the City.

Recommendations

1. That Mr Gary THIEL be appointed as
 - a. "Animal Control Officer" pursuant to section 49 (1) of the *Community Charter*, and
 - b. that his appointment be rescinded upon termination of his employment by Victoria Animal Control Services Ltd.
2. That this motion be forwarded to the February 26th, 2015 Council Meeting for ratification.



Council Member Motion

For the Governance and Priorities Committee of February 26, 2015

Date: February 23, 2015 **From:** Councillors Thornton-Joe and Lucas
Subject: Kindness Meter Pilot Project Proposal

Summary

Kindness Meters have been used in many cities as a way for individuals to assist with the issue of homelessness. The Fort Street Merchants have asked that they be given the opportunity to pilot this project and they have the support of the merchants on the block. Staff can collect the funds and give to the organizer to distribute to local organizations.

Recommendation

That Council ask staff to work with the Fort Street merchants on the Fabulous Fort Kindness Meter Pilot Project.

Respectfully submitted,


Councillor Charlayne Thornton-Joe


Councillor Margaret Lucas

February 9, 2015

To the City of Victoria,

Attached you will find a brief outline of a proposal that the Fort St Business Association is hoping you will give some consideration to.

Our initiative, which I believe would be the first of its kind in Victoria, is called a Kindness Meter. Our hope is to install two old style parking meters in the 700 block of Fort St and to collect funds for two local organizations who service the homeless in downtown Victoria.

Our goal with this initiative is to assist in the collection of funds towards ending homelessness in Victoria through an interactive and engaging collection method.

The details of this proposed pilot project are attached.

We hope you will give this proposal consideration and we look forward to hearing from you.

With Kind Regards,

Teri Hustins

Oscar & Libby's

Fabulous Fort

Fabulous Fort Kindness Meter Pilot Project

Project/Initiative/Goal:

To install two old styled parking meters as a way to collect funds for two local charitable organizations which provide services to the homeless people in downtown Victoria.

Location:

At the midblock cross walk in the 700 block of Fort St (cross walk between Vancity & Brown's the Florist); a meter on each side of the cross walk (north & south side of the street).

Timelines:

We are hoping that this pilot project could be implemented in the spring or summer of 2015.

Charitable Organizations:

To pair the initiative with two local organizations which provide services to the homeless: one which provides immediate relieve and another with a long term approach to ending homelessness in Victoria.

Parking Meters:

Use two old styled parking meters and have them painted in Fabulous Fort Street's colours (lime green, pink & white). Have some sort of small signage on them explaining the purpose of the meters and the charities that the funds will be going to.

Business Support:

We have the support of many of the businesses in the 700 block of Fort St (Viatec, Oscar & Libby's, Good Planet Co, Green Kiss, Monk Office, Coastal Community Credit Union, Aegean Café, Vancity, Russell Books, Dutch Bakery, Brown's the Florist, Crust Bakery, King's Deli).

City of Victoria's involvement:

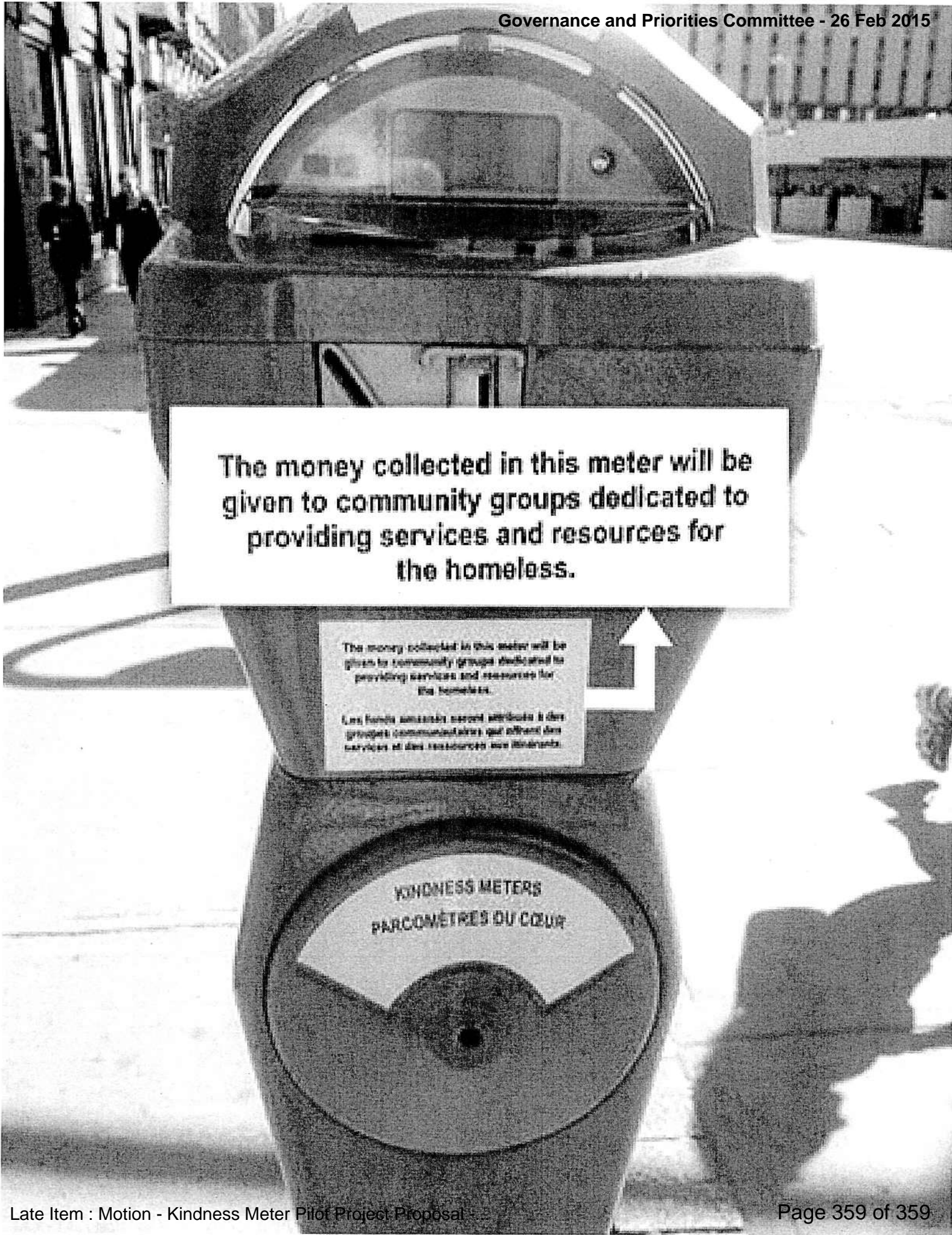
We are hoping that the city will provide, paint, sign and install the meters. We are also hoping that the city will collect the funds from the meters from these meters.

Benefit to the city:

*this initiative will give people who traverse the 700 block of Fort St an engaging and active way to contribute towards ending homelessness in Victoria.

*this project, will bring awareness and hopefully stimulate conversation/awareness about homelessness in our city.

*there will be much social media about this "kindness meter" by the Fort St Business Association and its collaborations/partnership with the city on this initiative.



**The money collected in this meter will be
given to community groups dedicated to
providing services and resources for
the homeless.**

The money collected in this meter will be
given to community groups dedicated to
providing services and resources for
the homeless.

Les fonds amassés seront attribués à des
groupes communautaires qui offrent des
services et des ressources aux itinérants.

KINDNESS METERS
PARCOMÈTRES DU CŒUR