



**UPDATED AMENDED AGENDA
GOVERNANCE & PRIORITIES COMMITTEE
MEETING OF NOVEMBER 19, 2015
(8:00 A.M. CLOSED MEETING)**

**PUBLIC MEETING AT 9:00 A.M.
COUNCIL CHAMBERS
CITY HALL, 1 CENTENNIAL SQUARE**

Page

CALL TO ORDER

MOTION TO CLOSE THE NOVEMBER 19, 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)(i) the receipt of advice that is subject to solicitor-client privilege, including communication necessary for that purpose.

CLOSED MEETING

DECISION REQUEST

1. **Late Item**: Legal Advice

CONSIDERATION TO RISE & REPORT

ADJOURNMENT OF CLOSED MEETING

PUBLIC MEETING

APPROVAL OF THE AGENDA

CONSENT AGENDA

ADOPTION OF MINUTES

2. **~~Deferred Minutes from the Meeting held November 5, 2015~~**

REPORT FOR INFORMATION

3. Johnson Street Bridge Replacement Project Quarterly Update 5 - 50
--J. Huggett, Project Director
Late Item: Presentation & Report

A report providing an update on the Johnson Street Bridge Project and requesting approval to increase the project budget.

[Addenda]

PRESENTATIONS

4. Tourism Victoria - Annual Presentation & Municipal Regional District Tax 51 - 198
--P. Nursey, President & CEO
--D. Cowen, Board Chair
Late Item: Presentation

A presentation from Tourism Victoria and a motion seeking Council approval to proceed with the Municipal Regional District Tax.

[Addenda]

5. Regional Economic Development Presentation 199 - 258
--Mayor Helps and Councillor Lucas
Late Item: Presentation
A report on a new Regional Economic Development Proposal and a motion to support the proposed regional strategy.

[Addenda]

DECISION REQUESTS

6. Regulations for Medical Marijuana-Related Businesses 259 - 404
--C. Coates, City Clerk
Late Item: Presentation

A report on potential medical marijuana consultation and regulation.

[Addenda]

7. David Foster Harbour Pathway - Heron Cove & Raymur Point Bridges 405 - 426
--T. Soulliere, Director of Parks, Recreation & Facilities
--K. Hamilton, Director of Citizen Engagement & Strategic Planning
--M. Sandhu, Manager of Interdisciplinary Projects
Late Item: Presentation

A report requesting Council approval to proceed with the design and costing for two bridges located on the David Foster Harbour Pathway.

[Addenda]

- | | | |
|---------------------|--|-----------|
| 8. | <p>Great Neighbourhoods
 --K. Hamilton, Director of Citizen Engagement and Strategic Planning
 Late Item: Presentation</p> <p><i>A report proposing Council direct staff to provide updates on the new neighbourhood model within the Quarterly Operational Plan.</i></p> | 427 - 466 |
| [Addenda] | | |
| 9. | <p>Community and Seniors Centres Annual Performance Report for 2014
 --K. Hamilton, Director of Citizen Engagement and Strategic Planning
 Late Item: Revised Page 14 of the Covering Staff Report & Quadra Village Annual Report Attachment</p> <p><i>A report providing Council with the first year of results of the new Performance Measures Annual Report.</i></p> | 467 - 601 |
| [Addenda] | | |
| 10. | <p>Status Report - Action Plan for Housing, Supports & City Services
 --J. Tinney, Director of Sustainable Planning & Community Development</p> <p><i>A report providing an update and recommendations on the status of the actions for Housing, Supports & City Services.</i></p> | 603 - 858 |
| [Addenda] | | |
| 11. | <p>Deferred Skateboarding Regulations – Additional Information (Report to follow)
 --F. Work, Director of Engineering & Public Works</p> <p><i>A report providing Council with additional information regarding proposed Skateboarding Regulations.</i></p> | |
| 12. | <p>Fibre Optic Connection Shared Infrastructure Agreement with Shaw
 --F. Work, Director of Engineering & Public Works</p> <p><i>A report requesting Council authorization to execute an agreement with Shaw to use their fibre optic pipe conduits in exchange for an abandoned watermain.</i></p> | 859 - 866 |
| 13. | <p>Crystal Pool Long Term Plan
 --T. Soulliere, Director of Parks, Recreation & Facilities</p> <p><i>An update on the project approach staff are considering for the Crystal Pool.</i></p> | 867 - 868 |
| NEW BUSINESS | | |
| 14. | <p>Motion - Support for Co-Operative Housing
 --Councillors Madoff and Thornton-Joe</p> | 869 |

A motion providing Committee with information and recommendations on mechanisms to maintain a rent supplement program.

15. Motion - McPherson Theatre 871 - 879
--Councillor Young and Councillor Isitt
Late Item: CRD 2016 McPherson Playhouse Budget

A motion requesting staff's advice on potentially resuming the management of the McPherson Playhouse and the costs of theatre operations.

[Addenda]

- 16A. McPherson Theatre - Supplemental Correspondence 881 - 894

ADJOURNMENT



**Governance and Priorities Committee Report
For the Meeting of November 19, 2015**

To: Governance and Priorities Committee **Date:** November 13, 2015
From: Jonathan Huggett, P. Eng.
Subject: Johnson Street Bridge Replacement Project Quarterly Update

RECOMMENDATIONS:

That City Council:

1. Approve an increase to the project budget of \$2.253 million with funding from the Building and Infrastructure Reserve.
2. Direct staff to transfer to the Building and Infrastructure Reserve any costs recovered from other parties.
3. Direct staff to bring forward an amended Financial Plan Bylaw to the November 26, 2015 Council meeting.

EXECUTIVE SUMMARY

Quarterly reports are prepared on the Johnson Street Bridge Replacement Project throughout the year to keep Council and the community updated on this important project. This is the third quarterly report for 2015, with the next one scheduled for February 2016. Should any emergent issues arise, staff will provide an immediate update to Council.

Since the update on July 16, 2015, the project schedule has been revised to reflect further delays in the delivery of the structural steel. The schedule has been updated to reflect the new bridge opening to traffic in late summer 2017 (last identified as spring 2017). The project is expected to complete by early 2018 (last identified as fall 2017). Ongoing delays to the fabrication of the steel in China continue. The fabrication of this bridge is complex and challenging and the first priority is to get it right from a quality perspective. While important progress on steel fabrication has been made, we are still experiencing difficulties with fabrication of rings and trusses.

Regarding steel fabrication and delivery, steel is now projected to arrive on site towards the end of 2016 and erection is projected to commence in early 2017.

The update on July 16, 2015 resulted in the approved budget for the Johnson Street Bridge Project being increased from \$94.3 million to \$96.854 million. On July 23, 2015 Council approved a budget increase of \$2.554 million with funding from the Building and Infrastructure Reserve. This budget increase was officially approved by Council on August 27, 2015, through an amendment to the Financial Plan Bylaw. Transport Canada and UBCM, federal grant funding partners for the project, have been notified of this information.

Additional funding in the amount of \$2.253 million is being requested to cover known and quantified financial commitments. Other yet to be determined costs, such as fendering and other items will be presented in subsequent submissions.

Council has directed staff to request funds as required. These additional costs include additional professional consulting services, unforeseen ground conditions, city support resourcing, legal costs, and pending change orders. Therefore, it is recommended that an additional budget of \$2.253 million be approved with funding from the Building and Infrastructure Reserve. The Reserve balance projected at December 31, 2015 is \$28 million.

The City is seeking to recover some of these costs through the mediation process where applicable, and costs recovered will be returned to the Building and Infrastructure Reserve.

There remain unresolved issues including ongoing changes to various aspects of the project, costs of fendering, public realm, claim for additional professional consulting services, legal, insurance and mediator, and additional material costs. The total of these costs have not yet been determined; however, the total is significant and will require additional funding. Council will be provided with updates as further information becomes available.

Mediation regarding various claims for additional costs by both PCL and MMM and its sub-consultant is on-going with the exchanges of information between the parties taking place in expectation of the first of several formal mediation sessions, starting in early March 2016. The mediation task is extensive with the exchange of large and comprehensive documents, expert testimony and various preparatory meetings, and requires an extensive time commitment from staff, consultants and legal counsel.

In October a workshop on the public realm areas around the Johnson Street Bridge was held. The event was attended by stakeholders including the Downtown Residents Association, the Victoria West Community Association, the Downtown Victoria Business Association, Reliance Properties, Merrick Architecture, members of the City's new Accessibility Task Force, the Delta and Swans hotels, Ralmax, members of Council, other technical experts and City staff. The sessions included discussions around use of space, connectivity, accessibility, and opportunities for art and placemaking. The intent of the workshop was to develop options for the public realm areas for broad public input. Before proceeding to broader public engagement, a report on the results of the workshop along with initial concept plans will be shared with Council at the December 3 Governance and Priorities Committee meeting.

PURPOSE

As directed by Council, staff provides quarterly reports on the Johnson Street Bridge Replacement Project throughout the year. The purpose of this report is to provide an update to Council and to seek an increase to the project budget. This is the fourth and final report for 2015, with the next update scheduled for February 2016.

SCHEDULE UPDATE

Since the update on July 16, 2015, the project schedule has been revised to reflect further delays in the delivery of the structural steel. The schedule has been updated to reflect the new bridge opening to traffic in late summer 2017 (last identified as spring 2017). The project is expected to complete by early 2018 (last identified as fall 2017). Ongoing delays to the fabrication of the steel in China continue. The fabrication of this bridge is complex and challenging and the first priority is to get it right from a quality perspective. While important progress on steel fabrication has been made, we are still experiencing difficulties with fabrication of rings and trusses.

In the last three weeks, the ring fabrication is currently on hold pending resolution of technical difficulties which are being addressed as an urgent matter. Regular conference calls with all of the key technical advisors have been a priority. PCL's Project Manager will again be traveling to China in the next week to review progress. A solution to the current problems is the number one priority for all advisors and it is expected that work on the rings will re-start within two weeks.

Regarding steel fabrication and delivery, steel is now projected to arrive on site towards the end of 2016 and erection is projected to commence in early 2017.

Financial Implications

The approved budget for the Johnson Street Bridge Project is \$96.854 million as of July 2015.

As of October 31, 2015, actual costs of \$60.404 million have been incurred, including the following:

1. MMM has invoiced \$9.064 million from the budget of \$9.362 million. This reflects the following professional services: project management, design, procurement, administration, geotechnical engineering, and permits.
2. MMM has invoiced \$1.658 million of the \$1.913 million in additional services funded from the contingency. These services include: owner's quality control for the steel fabrication, the steel detailing workshop, supplementary services, unforeseen geotechnical engineering, utility mapping, seismic design review, additional designing, redesigning navigational lighting, joint footing review, review of non-conformance reports, multi-colour lighting review, H&H claims 1 & 2, fendering design, redesign for LED fixtures, redesign control room frame, custom traffic pole base, walkable service review, and the pedestrian bridge rendering
3. PCL has invoiced \$35.420 million, representing 56.01% of the \$63.235 million original contract price. PCL has invoiced an additional \$523,073 of the \$879,137 budgeted from the contingency. These services include: cofferdam, creosote, bedrock, concrete vault, asbestos pipe, sharps and hazardous waste disposal, relocation of generator load bank, fender anode installation, subgrade excavation for retaining wall #2, installation of a street light pole, additional CCTV cameras, installation of rip rap, multi-use trail pedestrian overpass changes, anti-graffiti coating, wall embeds for fenders, traffic signal arm changes and conduit and wiring at Harbour road.

Council's approval on March 26, 2015 of \$1.5 million and on July 9, 2015 of \$2.554 million additional contingency, plus value engineering savings of \$300,000, brings the original \$2.515 million contingency to a revised amount of \$6.869 million. At October 31, 2015 \$4.430 million has been allocated, leaving a remaining \$2.439 million unallocated.

The Summary of Anticipated Additional Costs (Appendix C) identifies total unallocated anticipated costs of \$4.692 million. This balance consists of costs identified on the July 9th, 2015 report to Council that have not yet become payable, as well as costs for which further information became available

subsequent to that report. Included in this amount are estimated insurance costs, additional city support costs, professional consulting services, habitat compensation, changes to CCTV cameras, environmental permitting, unforeseen geotechnical and subsurface issues, legal costs, mediator fees, contaminated soil removal, and additional potential change orders.

After applying the \$2.439 million unallocated portion of the contingency budget, the result is an estimated \$2.253 million funding shortfall. Therefore, staff recommend that Council allocate additional contingency funding of \$2.253 million to be provided by the Building and Infrastructure Reserve. This reserve has a projected balance of \$28 million as of December 31, 2015.

The following table summarizes this request:

Table 1. Summary of Contingency Funding

	Known to Oct 31, 2015
Original project completion contingency	2,515,000
Add: Value Engineering Savings	300,000
Approved Funding March 2015	1,500,000
Approved Funding July 2015	2,554,000
Project Completion Contingency July 2015	\$ 6,869,000
<u>Costs identified to July 2015:</u>	
Insurance	70,892
City support costs	465,680
Professional services	3,606,052
Construction contract	2,284,009
Legal costs for mediation	513,259
Contingency identified to July 2015	\$ 6,869,000
<u>New identified costs:</u>	
Insurance	370,000
City support costs	140,000
Construction contract	275,693
Environmental permitting	75,000
Additional potential change orders	744,259
Legal costs for mediation	648,247
Additional contingency funding request to October 2015	\$ 2,253,199

The City will seek to recover these costs through the mediation process where applicable, and any costs recovered would be returned to the Building and Infrastructure Reserve.

There remain a number of unresolved issues that will require further additional funding including costs of fendering, claim for additional professional consulting services, public realm, insurance adjustment, city support costs, and increased quantities of materials required. At this point, the total cost is yet to be determined for many of these items, but the amount is significant and will require additional funding. Council will be provided with updates as further information becomes available.

For a detailed account of the current Johnson Street Bridge budget, contingency items, and schedule of anticipated costs, please see appendices A, B, and C.

It should also be noted that the additional funds requested in this report do not include an amount for either the Contractor's or the Consultant's claims which are subject to mediation.

There are limited options for the City other than to complete the project and seek resolution of additional costs, where applicable, through the mediation or litigation process.

CONSTRUCTION PROGRESS

Construction Progress

Over the last few months many significant milestones have been reached on construction resulting in very tangible achievements visible to the public. The most significant of which was the work performed by the crew of the Arctic Tuk. The Arctic Tuk, one of the largest barge mounted cranes on the west coast, was brought in to install over 50 precast girders. These girders form the base of what will be the deck of the new bridge. This work required a closure of the waterway to all marine traffic and the cooperation of many stakeholders.



View from the edge of the bascule pier up Pandora. Girders seen will form the deck of the new bridge.

West Approach

On the west approach construction on the pedestrian overpass has started. This connection will provide access from the Galloping Goose trail to the E&N Trail.



Looking south from the future pedestrian overpass location to the future E&N connection

The final layer of asphalt has been installed on Harbour and Esquimalt Roads completing most of the west side road works that can be done prior to the installation of the new bridge. A new bike box has also been installed on Harbour Road at Esquimalt to provide better access to Galloping Goose users commuting into downtown.



Paving equipment operating near the south end of Harbour Road

A new wall at 203 Harbour Road has been completed. This wall separates the public right of way for the multi-use trail from the adjacent Ralmax property currently being used as the PCL site office.



New looking west from the east end within the 203 Harbour Road site

Water Crossing Site

The bascule pier structure has reached substantial completion. All concrete has now been poured to form the shape of the pier including walls, floor and other structural components.



Looking down into the bascule looking west from the edge of the new bridge deck.

Rest Pier protection

Protection for in water structures has begun. Floating protection on the rest pier and piles fronting the west side of the bascule pier have been installed providing an increased measure of protection in addition to the future fendering currently in preliminary stages.



Floating rest pier can be seen at water level. This protection device rises and falls with the tide.

Old rail span removal

The last of the old rail spans was removed in September by the Artic Tuk. This was significant in marking what is essentially the last of the old rail bridge.



Arctic Tuk lowering the last rail span on the deck of its barge.

Temporary trestle removals

PCL has also removed the last of the temporary trestles that were built to construct the new in-water works such as the bascule pier.

East Approach

The East approach of the bridge site has seen significant work in the last few months including extensive work to public space near the Michael Williams statue, frontages of Store Street and future area near the new Janion building. New road alignments, curbs, street lights, intersection signalization as well as extensive underground works has been completed on the east side.

David Foster Harbour Pathway

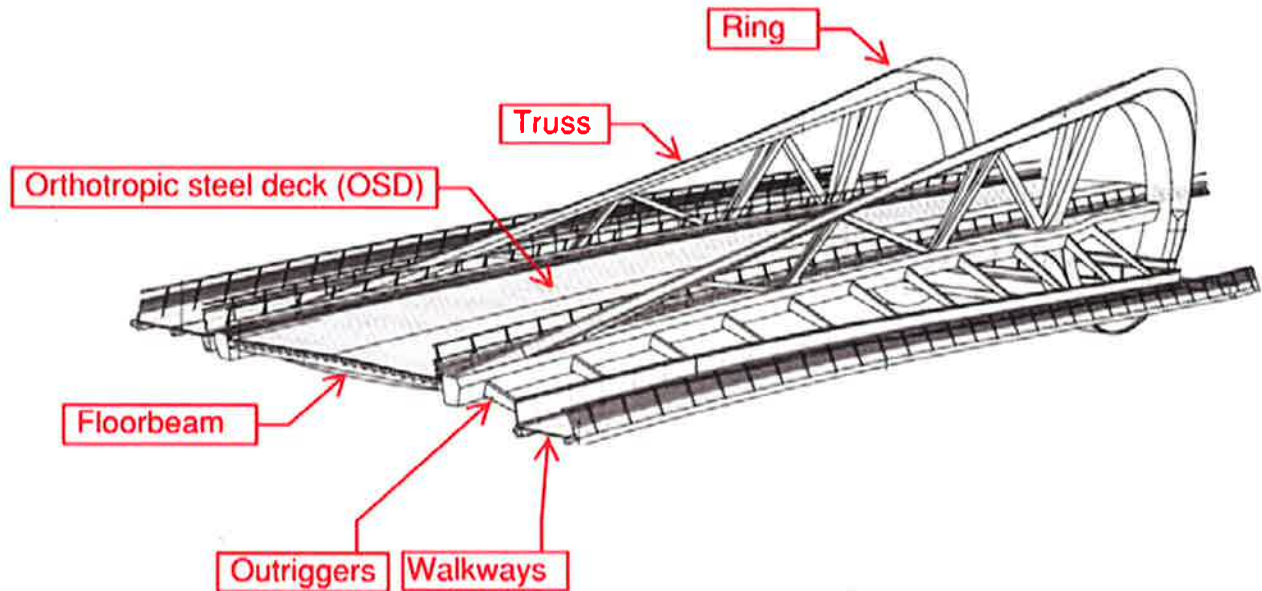
David Foster Harbour Pathway has seen some preliminary work on the bridge site to ensure synergy with the Janion project to the north side and with future connections to the south side of the bridge site.



View looking south at site of future David Foster Harbour Pathway under the new bridge

STEEL – DESCRIPTION OF STEEL COMPONENTS

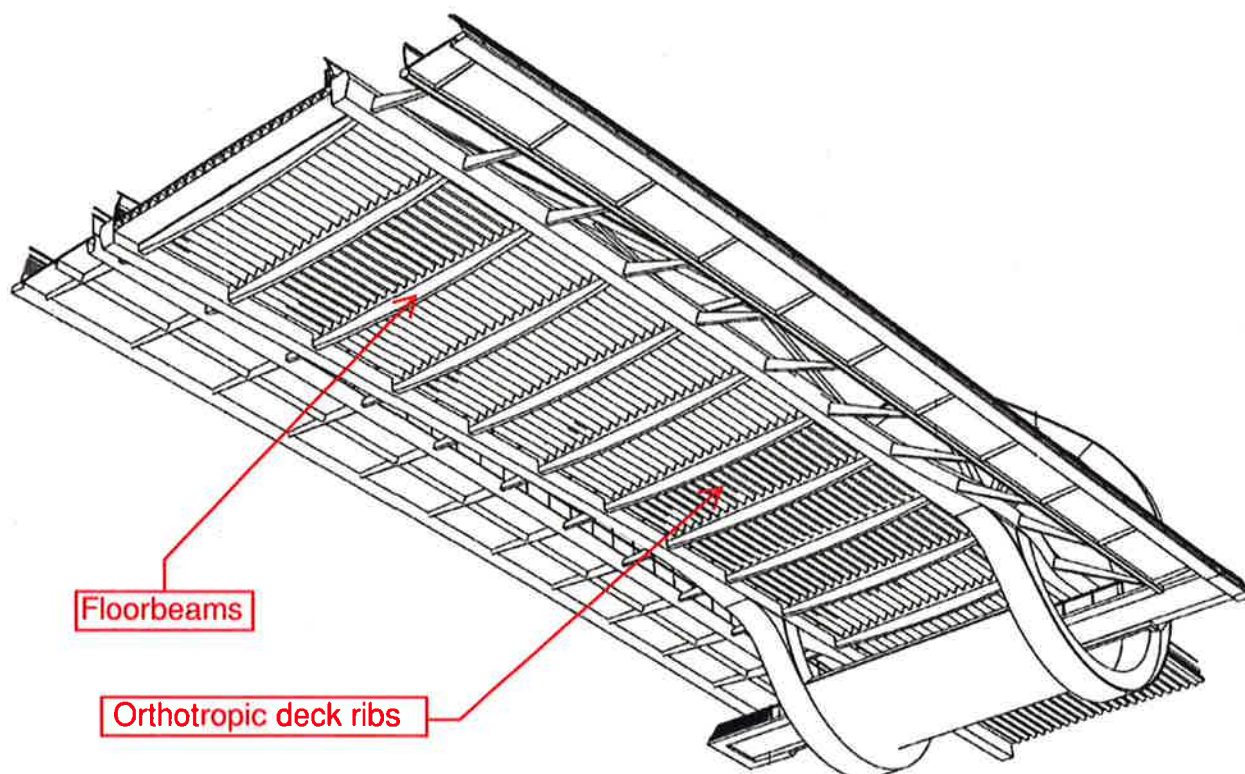
In order to provide visual clarity to Council on the various steel components of the new bridge, this report contains diagrams and photos of the major structural components of the new bridge.



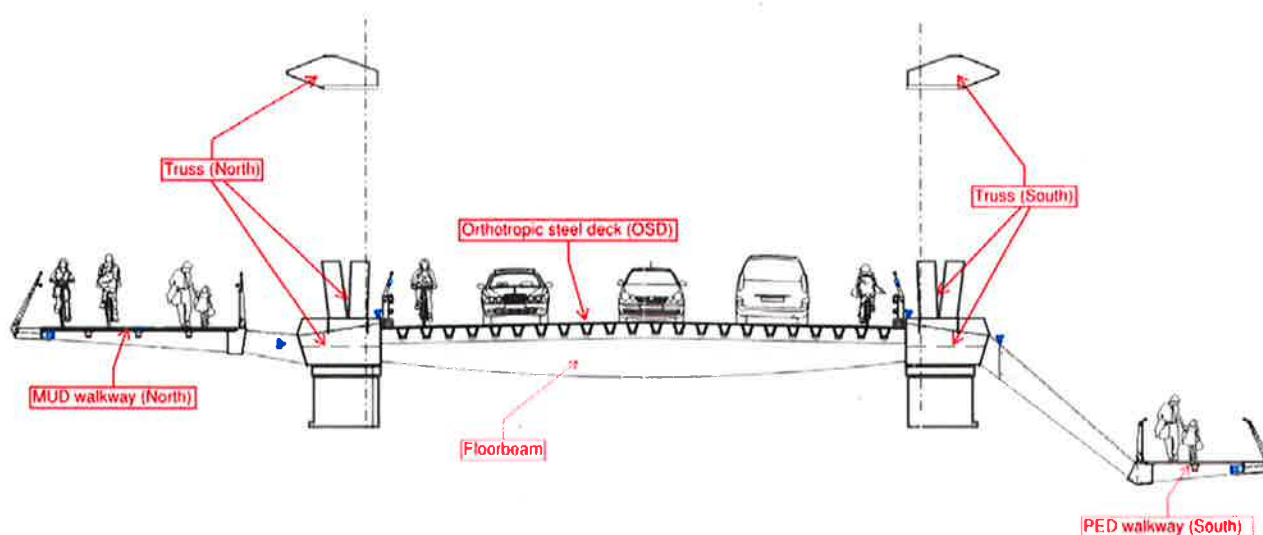
Major structural components of the bridge include:

- Trusses (one on each side of the longitudinal span);
- “Rings” (circular members at the end of the trusses which integrate with the bridge raising mechanism);
- Floorbeams (which are supported by the trusses);
- Steel deck (which carries vehicle traffic and which is attached to the top of the floor beams);
- Outriggers (which are attached to the trusses);
- Walkways (to carry pedestrian traffic) which are supported by the outriggers; and
- Counterweights (which are utilized to minimize the work done by the bridge machinery to lift and lower the span).

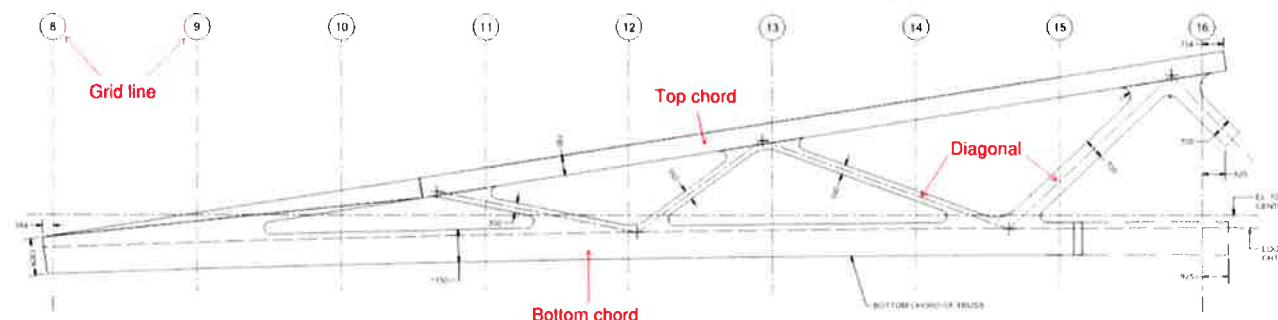
The following image shows the underside of the bridge and illustrates the floorbeams and “ribs” of the steel deck. This particular deck is “orthotropic” meaning the structural steel deck plate is stiffened. It is the ribs, which run parallel to the direction of travel, which provide strength to the orthotropic steel deck.



On the outside of each truss is a walkway. The bridge runs in an east to west direction and on the south side there is a pedestrian walkway and on the north side there is a multi-use walkway. The multi-use walkway is wider than the pedestrian walkway to accommodate both pedestrians on foot as well as bicycles. The steel deck roadway is made to accommodate three lanes of traffic, one westbound and two eastbound, as well as two bicycle lanes in both directions.



The main structural elements of the bridge are the trusses that span across the waterway. The following drawing illustrates the main elements of the trusses, and also indicates the numbered grid lines which are used on some of the drawings to indicate the relative location of various parts of the bridge.



Each truss runs from approximately grid line 8 to grid line 16. There is a north truss and a south truss (i.e. one on each side of the bridge) which runs east to west. Each truss consists of a top chord, bottom chord, and multiple diagonals connecting the chords. The trusses are single box members that are fully welded from plate steel. "Single box" refers to the fact that each truss member (top chord, diagonal, bottom chord) has four sides welded together to form a box-shaped structural member of some length.

The two trusses are connected together by floorbeams that span between the trusses at the level of the bottom chords of the trusses. There is a floorbeam at each gridline which are 5.05m apart.

The rings are constructed from double box members (as opposed to the single box structure of the trusses) that are made up of plate steel that is welded together. The plates on the top and bottom, and in this case the long side, of the double box are referred to as "flanges." The plates on the inside, outside, and middle, and in this case the short sides, of the double box are referred to as "webs."

The flanges are also given different names depending on their location: top, outside, inside, and middle. The following drawing highlights the different flange zones of the ring:

STEEL PROGRESS/ FABRICATION/QUALITY ASSURANCE

The following summarizes the steel fabrication process:

- Truss fabrication is nearing completion on the South truss, with final inspections and minor component assembly ongoing.
- North truss welding is ongoing, the rings are currently in assembly in preparation for welding around the circumference of the ring; these are some of the largest welds on the project.
- The lower counterweight is in the final stages of welding and assembly; the two major components will be connected in the near future.
- The roadway deck (OSD) is currently being welded and assembly of the parts is anticipated to begin in a few weeks.

The ring fabrication is currently on hold pending resolution of technical difficulties which are being addressed as an urgent matter.

PCL staff visited the fabrication facility in China during the week of September 7, 2015. Two days were spent at the facility reviewing progress, preparations for record submission, and development of plans for trial assembly.

A summary of recent steel manufacturing progress, including photos, is as follows:

Truss fabrication is nearing completion on the South truss, with final inspections and minor component assembly ongoing. North truss welding is ongoing. The rings are currently in assembly in preparation

for welding around the circumference of the ring; these are some of the largest welds on the project. The lower counterweight is in the final stages of welding and assembly, with the two major components to be connected in the near future. The roadway deck (OSD) is currently being welded and assembly of the parts is anticipated to begin in a few weeks.

Photo 1 – South truss inspection and testing



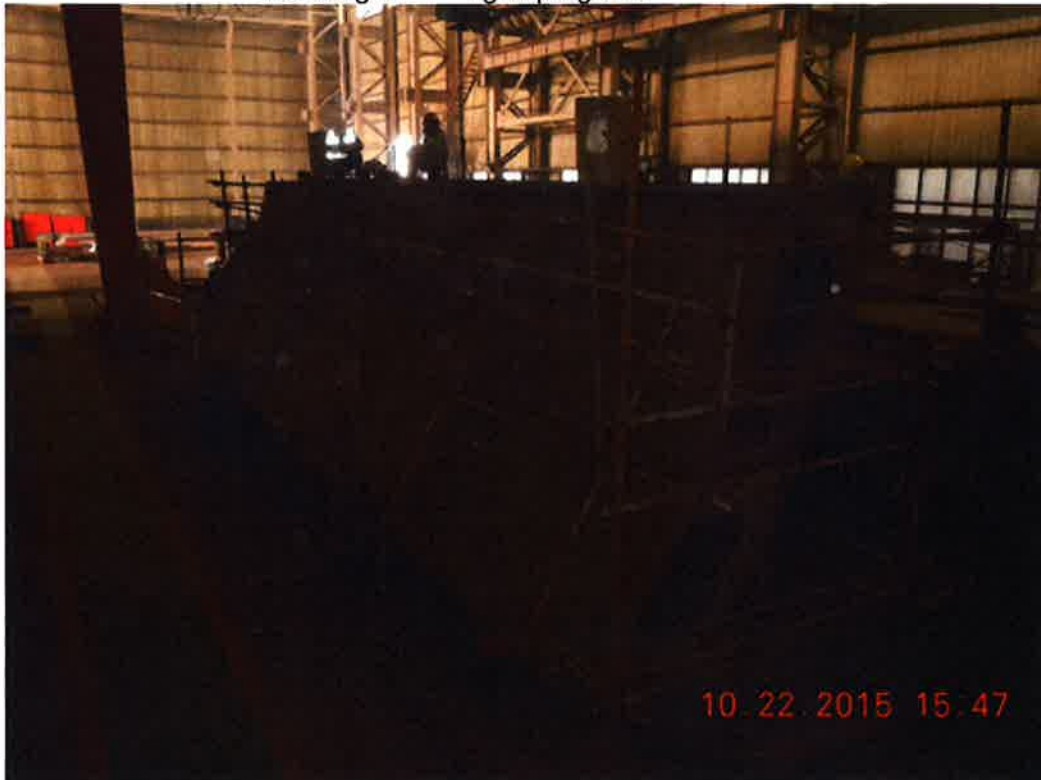
Photo 2 – Orthotropic steel deck end floor beam assembly and welding



Photo 3 – South ring assembly and fit-up in progress



Photo 4 – Lower counterweight welding in progress



MEDIATION UPDATE

The mediation process is ongoing and involves legal counsel and representatives of the City, PCL, MMM, and Hardesty and Hanover, as well as the insurer for MMM and Hardesty and Hanover. The mediator, a senior construction lawyer, has set timelines for the exchange of information between the parties regarding all known claims, including the City's claims, leading up to a mediation session scheduled for March 2016 in Vancouver.

The purpose of this session is to negotiate a resolution of all known claims among the parties. However, subsequent mediation sessions may be required to deal with future claims. For example, the full consequences of the delay in the fabrication of the steel cannot be determined until the steel has been delivered.

The mediation proceedings are confidential and all of the parties are not able to disclose the content of the proceedings.

PUBLIC REALM UPDATE

Staff continue to correspond and meet regularly with businesses to keep them updated on bridge work. This includes door-to-door visits as well as emails to stakeholders in the area. Citizens are keen to see the area improved and traffic and parking return to normal and actions are being taken to complete as many areas of the public realm as quickly as possible.

PCL expects to complete work currently underway in public roadways as well as work in front of businesses between Pandora Avenue and Johnson Street (near Michael Williams statue) by the beginning of December and in time for the holiday season.

In October a workshop on the public realm areas around the Johnson Street Bridge was held. The event was attended by stakeholders including the Downtown Residents Association, the Victoria West Community Association, the Downtown Victoria Business Association, Reliance Properties, Merrick Architecture, members of the City's new Accessibility Task Force, the Delta and Swans hotels, Ralmax, members of Council, other technical experts and City staff. The sessions included discussions around use of space, connectivity, accessibility, and opportunities for art and placemaking. The intent of the workshop was to develop options for the public realm areas for broad public input. Before proceeding to broader public engagement, a report on the results of the workshop along with initial concept plans will be shared with Council at the December 3 Governance and Priorities Committee meeting.

FENDERING UPDATE

Design of the north side fendering is expected to be completed by mid-November. At that time PCL will review the design and obtain competitive tenders for the work to establish a final cost.

A report on fendering will be brought forward to Council early in 2016 for budget approval, before any work commences. Work on the north side fendering is expected to be completed in late summer 2016, and until it is completed, PCL is arranging to provide some temporary protection of the completed bridge works until the final fendering can be completed.

SAFETY AND ENVIRONMENT

Environmental monitoring is being conducted by Hemmera field representatives on a regular basis. An archaeological monitor from Stantec and a First Nations representative are on-site during the excavation works at the west and east side of the project.

UPDATE ON RISK MANAGEMENT

Effective risk management requires continuous monitoring and updating. The following (Table 2) are the current significant project risks and their mitigation strategy:

Table 2. Risk Management Matrix

Risk	Detail	Mitigation
Delivery of Steelwork being fabricated in China	The quality and timing of the steel is perhaps the most critical issue facing the Project	Continued ongoing close monitoring and field inspections.
Financial consequences of mediation	The financial consequences of the mediation are not yet known, and may not be known for some time.	City staff are working with legal counsel to ensure a full and accurate exchange of information with the other parties occurs. Any agreement on financial issues requires the approval of Council.
Fendering	There are financial challenges related to the north side fendering.	Re-evaluation of the north side fendering designs together with a stakeholder consultation
Public Realm design	Need to ensure both public acceptance and financial viability of the public realm issues	Staff and consultants preparing options, costings and further consultation.
Management of Contingency Funding	March 2015 Council approved \$1.5 million additional funding and directed that Council wanted detailed updates on major contingency funding items. July 2015 Council approved additional \$2.554 million.	Project Director is preparing detailed contingency funding reports, and is looking for cost savings opportunities. A more detailed assessment of the probable project costs is being constantly undertaken.
Machinery Issues	A critical part of the bridge is the machinery operation. Work is underway on production of the machinery.	Regular off site inspections of the machinery fabrication are being carried out. Hardesty and Hanover have engaged a specialist machinery expert familiar with this kind of work.

Next Steps

The following are the priority tasks over the next three months:

1. Complete the rings, trusses, and orthotropic deck fabrication in China so that the various components can begin trial assembly, prior to painting and shipping.
2. Optimize the design of the north side fendering and obtain competitive tenders prior to seeking Council approval for additional expenditure.
3. Regarding mediation, continue information exchange and obtain expert witness testimony leading to a two day mediation session in March 2016.
4. Complete as much of the roadworks and general site work as possible so that the area of the construction site may be reduced.
5. Begin installation of the machinery in the bascule pit for opening and closing the bridge.
6. Continue consultation and pricing of options for the public realm.
7. Finalize the design and begin construction of the pedestrian bridge linking the Galloping Goose Trail to the E&N Trail.

RECOMMENDATIONS:

That City Council:

1. Approve an increase to the project budget of \$2.253 million with funding from the Building and Infrastructure Reserve.
2. Direct staff to transfer to the Building and Infrastructure Reserve any costs recovered from other parties.
3. Direct staff to bring forward an amended Financial Plan Bylaw to the November 26, 2015 Council meeting.

Respectfully submitted,




Jonathan Huggett, P. Eng.
Project Director



Susanne Thompson
Director of Finance

Report accepted and recommended by the City Manager: _____

Date: _____


November 13, 2015

List of Attachments

- Appendix A – JSB Budget Update
- Appendix B – Project Completion Contingency
- Appendix C – Schedule of Anticipated Costs
- Appendix D – Summary Schedule

Appendix A - Budget Update

Budget Update	Adjusted Budget	Actuals (Oct 31, 2015)
Project Component		
Professional Services		
Design Management, Design & Contract Administration	10.884	10.468
Design consultant optimization	0.250	0.250
Development Costs to end 2010	1.333	1.333
Approvals & Permitting	1.129	1.125
Legal/Procurement	1.272	1.226
Additional Professional Services funded from Contingency	2.112	1.776
Subtotal	16.979	16.178
Construction Costs		
Main Bridge Contract	62.941	35.626
Project Completion Contingency	2.439	-
Additional Construction Costs funded from Contingency	0.879	0.322
Subtotal	66.258	35.949
General Construction		
Early Marine Works, Rail Bascule Removal	2.431	2.431
Insurance	1.587	1.236
Other Works & TELUS Duct Removal	2.546	1.649
Additional General Construction funded from Contingency	0.390	0.374
Subtotal	6.954	5.690
City Costs (over 5 years)	2.043	1.341
Property	1.000	0.997
Finance Fees	1.000	0.249
Value Added Tax (HST/PST)	2.619	-
Total	96.854	60.404

Appendix B - Project Completion Contingency

			Known to Oct 31, 2015
Original Project Completion Contingency			2,515,000
Add: Value Engineering Savings			300,000
Approved Funding March 2015			1,500,000
Approved Funding July 2015			2,554,000
Project Completion Contingency October 2015			6,869,000
	Vendor	Actuals	Committed
Professional Services			
Archaeological Services	Stantec	88,538	100,000
Selective Demolition	Stantec	7,099	50,000
Mediation Legal Fees	Denton's	446,359	492,506
Mediator Fees	Shapiro Hankinson and Knutson	20,753	20,753
JSB Control Room - Architect Services	Low Hammond	10,443	15,000
Architectural Design Review	Frank D'Ambrosio	1,881	5,000
Public Realm Design Revisions	Sharp & Diamond	-	29,065
CO #2 City QA for Structural Steel	MMM	37,782	160,500
CO #3 Resolution of China Fabrication QA/QC NCR's	MMM	188,634	188,634
CO #4 Workshop	MMM	53,156	53,156
CO #5 Supplementary Services	MMM	204,878	264,600
CO #6 Geotechnical Assess of Retaining Wall 2	MMM	4,000	4,000
CO #7 Utility Mapping	MMM	4,200	4,200
CO #8 Seismic Design	MMM	13,700	13,700
CO #9 Additional Designing	MMM	53,657	53,657
CO #10 Redesign Navigational Lighting	MMM	9,000	9,000
CO #11 Construction Joint Footing	MMM	7,780	7,780
CO #12 Review of NCR's	MMM	88,400	100,000
CO #13 Multi Colour Lights	MMM	1,749	1,749
CO #14 H&H Claim #1	MMM	360,000	360,000
CO #15 Fendering Design	MMM	29,077	70,715
CO #16 MMM Redesign for LED Fixtures	MMM	-	3,500
CO #17 Redesign Control Room Frame	MMM	6,612	6,612
CO #18 Custom Traffic Pole 11 Base	MMM	5,223	5,223
CO #19 H&H Claim #2	MMM	595,000	595,000
CO #20 Walkway Service Review	MMM	3,750	3,750
CO #21 MMM Redesign East Side Power Kiosk	MMM	-	4,988
CO #22 MMM Ped Bridge Rendering	MMM	1,800	1,800
Construction Costs			
Contaminated site refuse disposal permit	MOE	4,640	4,640
Hydro Relocation and Power Supply	BC Hydro	356,646	357,426
Hydro Kiosk Relocation	BC Hydro	2,959	2,959
Extending Conduit and Permit	Telus	7,533	7,533
Ground water monitoring	Hemmerra	2,188	2,188
Insurance Extension on Bridge Delay	AON	-	70,892
Rock blasting	PCL	-	15,000
CO #5 Hazardous Waste Disposal	PCL	33,566	33,566
CO #6 West Cofferdam Soil Disposal	PCL	243,168	243,168
CO #9 Soil Disposal	PCL	20,242	20,242
CO #10 Relocation of Generator Load Bank	PCL	9,993	49,964
CO #11 Fender Anode Installation	PCL	7,700	7,700
CO #12 Retaining Wall 2 Foundation	PCL	27,934	27,934
CO #13 Install Street Light Pole	PCL	2,169	2,169
CO #14 CCTV Cameras	PCL	2,392	23,921
CO #15 Install Rip Rap	PCL	109,955	219,911
CO #16 MUT Ped Overpass	PCL	-	147,300
CO #17 Anti Graffiti Coating	PCL	15,608	19,510
CO #19 Removal of Bedrock L10	PCL	38,281	38,281
CO #20 Removal of Creosote	PCL	12,065	12,065
CO #21 Wall Embeds For Fenders	PCL	-	17,890
CO #22 Traffic Signal Arm Changes	PCL	-	3,277
CO #23 Removal of Concrete Vault	PCL	-	1,170
CO #24 Removal of Asbestos Pipe	PCL	-	2,264
CO #25 Conduit and Wiring at Harbour Rd	PCL	-	4,462
CO #26 Removal and Disposal of Sharps	PCL	-	4,343
City Costs			
Project Support	COV & JR Huggett Co	196,297	441,450
Public Realm Irrigation Installation	COV	4,883	20,000
Public Realm Workshop	Delta Hotel	-	4,230
		3,341,688	4,430,342
Remaining Unallocated Contingency			2,438,658

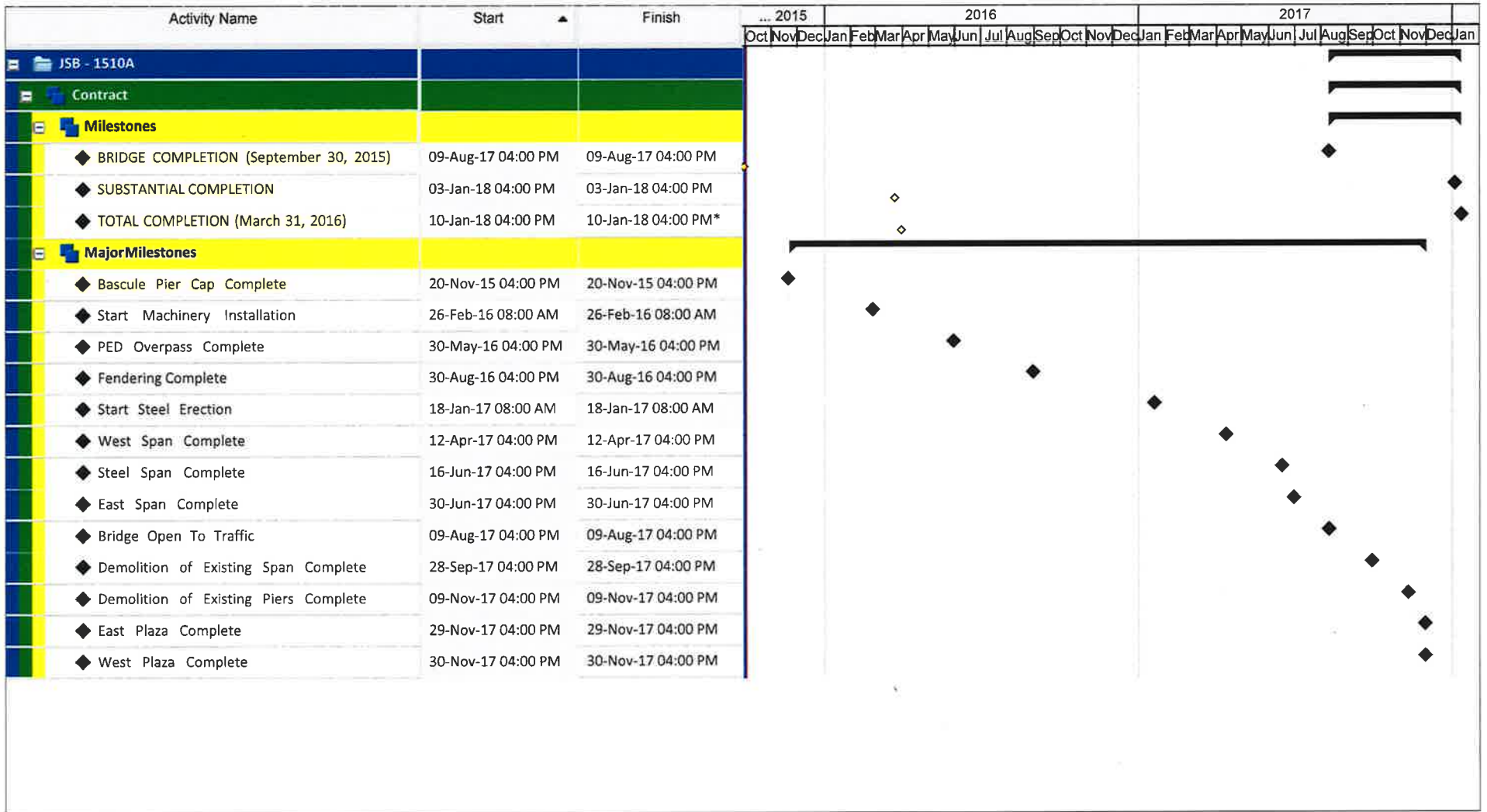
Appendix C - Summary of Anticipated Additional Costs

Summary of Anticipated Additional Costs	Estimates June 30, 2015	Allocated From \$6.869M Contingency	Subsequent Estimates Oct 31, 2015
1. Insurance ^a	\$ -	\$ 70,892	\$ 370,000
2. Additional City Support Costs ^b		441,450	140,000
3. Professional Consulting Services ^c			
MMM			
17 Month Extension - MMM Site Personnel	1,127,000		1,127,000
Additional MMM Support Team	150,000		150,000
Redesign of Components Subsequent to IFD's	65,794		65,794
Urgent and Unforeseen Items	500,000	98,337	401,663
MMM Change Orders #4-11		410,093	-
MMM Total	1,842,794	508,430	1,744,457
Hardesty & Hanover			
Additional Meetings for H&H	215,625		215,625
Additional Field Reviews	335,115		335,115
Additional Shop Drawings and Submittal Reviews	443,950		443,950
Additional Responses to RFIs and RFCs	193,875		193,875
Fabrication Support and Review of NCRs	164,600	40,000	124,600
Hardesty & Hanover Committed Payments	(360,000)		(955,000)
Hardesty & Hanover Allocation	-	955,000	-
Hardesty & Hanover Total	993,165	995,000	358,165
4. Construction contract			
Fendering ^d		25,590	TBD
Additional Landscaping Costs		53,295	TBD
Multi-Use Trail Overpass	152,000	147,300	5,000
East Side Archaeological Monitoring		100,000	
Additional Owners Quality Assurance Program		409,134	
Seabed Land	50,000		100,000
Habitat Compensation ^e	54,978	219,911	55,000
Changes to CCTV Cameras		23,921	5,509
Environmental Permitting	5,000	6,828	80,000
Graffiti Coating	19,510	19,510	
Generator Load Bank Relocation		49,964	
Unforeseen Geotechnical and Subsurface Issues	225,000	53,780	171,220
Imported Fill	50,000		50,000
5. Legal Costs for Mediation	186,000	492,506	569,000
6. Architectural Design Review		20,000	
7. Selective Demolition		50,000	
8. Hazardous Waste Removal		281,077	
9. Soil Disposal		20,242	
10. Retaining Wall #2 Foundation		27,934	
11. Streetlight Pole		2,169	
12. Traffic Signal Arm Changes		3,277	
13. Conduit and Wiring at Harbour Rd		4,462	
14. Hydro Relocation and Power Supply		357,426	
15. Rock blasting		15,000	
16. Extending Conduit and Permit		7,533	
17. Mediator Fees		20,753	79,247
18. Relocation of BC Hydro Service Kiosk		2,959	
Total:	\$ 3,578,447	\$ 4,430,342	\$ 3,727,598
Potential Additional Costs Identified			
Fibre Optic Cable Connection			20,000
Contaminate Soil (Harbour Rd)			200,000
Additional Pending Change Orders			744,259
Unknown Costs to be Determined			
Pier Modification			
Additional material costs			
Architect - Operator's Hut			
Hand Rail Design and Construction			
Insurance Actual Adjustment ^a			
City Support Costs April 2016 to End of Project			
Potential Additional Costs:			\$ 964,259
Total Unallocated Anticipated Costs:			\$ 4,691,857
Current Unallocated Contingency at October 31, 2015			\$ (2,438,658)
Budget Shortfall:			\$ 2,253,199

Notes

- a) Excludes insurance coverage for fendering & PCL professional liability coverage/Subject to actual bridge cost and future claims or losses
b) City Support Costs include Project Director, and staff support in the areas of Citizen Engagement; Finance; Engineering; and Public Works
c) \$360,000 is for the first H&H settlement/ \$595,000 is for second H&H settlement
d) Total cost to be determined upon approval of fendering design
e) Subject to increase - dependent on how deep the silt is

Appendix D - Summary of Project Milestones





Construction



Marine Channel Closure

- Mid-September, the bridge channel was closed to most marine traffic
- Over 50 girders now form the base of what will be the deck of the new bridge
- Artic Tuk occupied the entire waterway on the north side of the bridge

Marine Channel Closure

- The last of the old rail spans was removed in September by the Artic Tuk
- This was significant in marking what is essentially the last of the old rail bridge
- Day-to-day impacts to upper harbour user operations were minimized during closure

Marine Channel Closure



Construction Progress – West Approach

- Construction on the pedestrian overpass has started
- This connection will provide access from the Galloping Goose trail to the E&N Trail

Construction Progress – West Approach



Construction Progress – West Approach

- The final layer of asphalt has been installed on Harbour and Esquimalt Roads
- This work completes most of the west side road works that can be done prior to the installation of the new bridge

Construction Progress – West Approach



Construction Progress – West Approach

- A new bike box has also been installed on Harbour Road at Esquimalt
- The bike box provides better access to Galloping Goose users commuting into downtown

Construction Progress – West Approach



Construction Progress – West Approach

- A new wall at 203 Harbour Road has been completed
- The wall separates the public right of way for the multi use trail from the adjacent property currently being used as the PCL site office

Construction Progress – West Approach



Construction Progress – West Approach

- Many keen to see the area returned to normal and actions are being taken to complete as many areas of the public realm as quickly as possible
- PCL completing landscaping along Esquimalt and Harbour Roads and will return possession and responsibility of the area back to the City in December

Construction Progress – Bridge Site

- In-water bridge structures are substantially completed
- The bascule pier structure has reached substantial completion
- All concrete has now been poured to form the shape of the pier including walls, floor and other structural components

Construction Progress – Bridge Site



Construction Progress – Bridge Site

- Rest Pier protection is being put in place
- Floating protection on the rest pier and piles fronting the west side of the bascule pier have been installed
- This provides increased protection in addition to the future fendering

Construction Progress – Bridge Site



Construction Progress – East Approach

- East approach has seen significant work in the last few months
- Extensive work to public space near the frontages of Store Street and around the new Janion building including new road alignments, curbs, street lights, intersection signalization and underground works

Construction Progress – East Approach

- PCL is completing work in public roadways as well as work in front of businesses between Pandora Avenue and Johnson Street (near Michael Williams statue)
- The work is expected to be completed by the beginning of December and in time for the holiday season

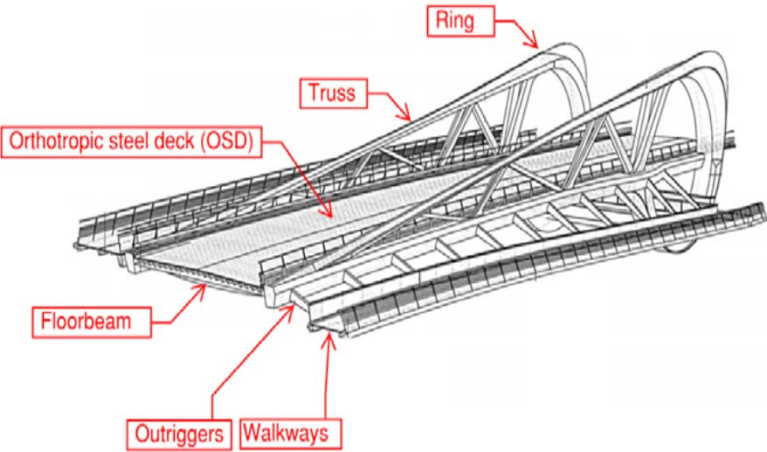
Construction Progress – David Foster Pathway

- David Foster Harbour Pathway has seen some preliminary work on the bridge site
- This work will ensure synergy with the Janion project and with future southern connections

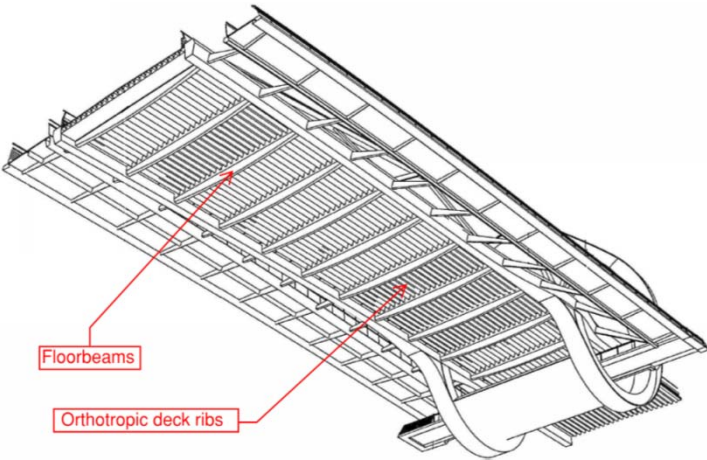
Construction Progress – David Foster Pathway



Steel Fabrication



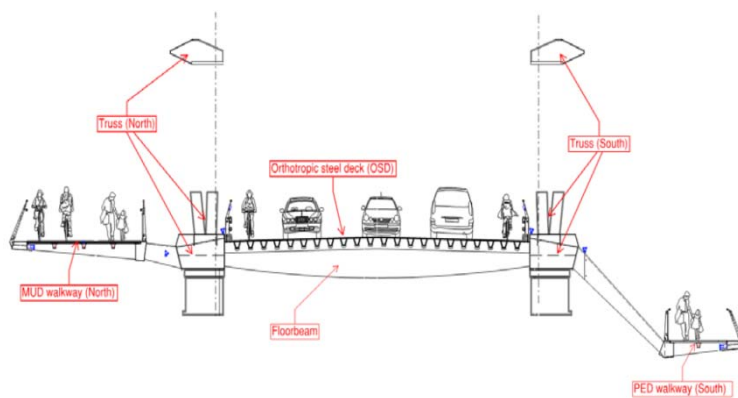
Steel Fabrication



Steel Fabrication

- On the outside of each truss is a walkway
- South side has a pedestrian walkway and north has a multi-use walkway
- The multi-use walkway is wider to accommodate pedestrians and bicycles
- The steel deck roadway accommodates three lanes of traffic, one west, two east, and bike lanes in both directions

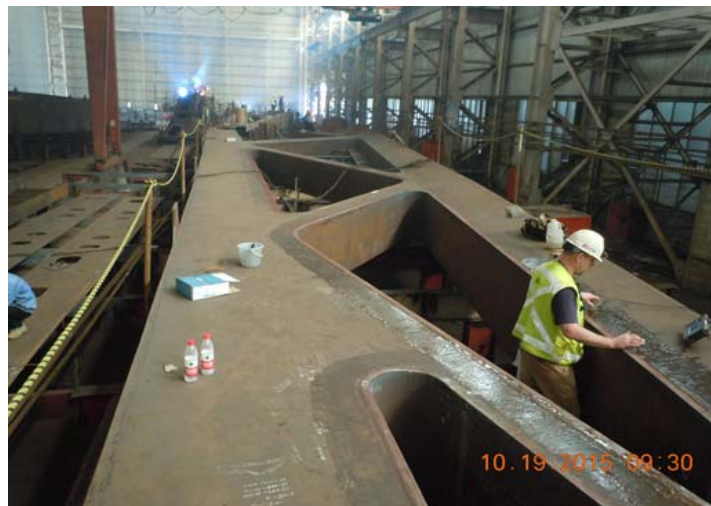
Steel Fabrication



Steel Fabrication

- Steel is now projected to arrive in Victoria towards the end of 2016
- Erection is projected to commence in early 2017

Steel Fabrication



Steel Fabrication



Project Schedule



Project Schedule

- On-going delays to the fabrication of the steel in China continue
- The fabrication of this bridge is complex and the priority is to get it right from a quality perspective
- Important progress on steel fabrication has been made, however there are difficulties with some elements

Project Schedule

- Since July 16, the project schedule has been revised to reflect further delays in the delivery of the structural steel
- The schedule has been updated to reflect late Summer 2017 as the timeframe the new bridge will open to traffic and public use
- The final project completion date is early 2018

Financial Overview

- The approved budget for the Johnson Street Bridge Project is \$96.854 million
- Council has directed staff to request funds as required
- Potential additional costs have been identified at an estimated \$2.253 million
- These additional costs include additional professional consulting services, unforeseen ground conditions, staff resourcing, and legal costs

Financial Overview

- After applying the \$2.439 million unallocated portion of the contingency budget, the result is an estimated \$2.253 million funding shortfall
- Therefore, it is recommended that an additional budget of \$2.253 million be approved with funding from the Buildings and Infrastructure Reserve

Financial Overview

- The City will seek to recover some of these costs through the mediation process
- Costs recovered would be returned to the Buildings and Infrastructure Reserve

Mediation

- Mediation regarding various claims for additional costs on-going with the exchanges of information between the parties
- Expectation the first of several mediation sessions, starting in early March 2016
- Extensive process with the exchange of large and comprehensive documents, expert testimony and various preparatory meetings,

Fendering Update

- Design of the fendering is expected by mid November
- PCL will obtain competitive tenders to establish costs
- A report on fendering will be brought forward to Council early in 2016 for budget approval before any work commences

Fendering Update

- Work is expected to be completed in late summer 2016
- PCL is arranging to provide temporary protection of the completed bridge works until the final fendering can be completed

Public Realm – Technical Workshop

- October 13 & 14 a workshop on the public realm was held
- Was attended by 25 people

Public Realm – Technical Workshop

- Stakeholders included:
 - The Downtown Residents Association,
 - The Victoria West Community Association,
 - The Downtown Victoria Business Association,
 - Neighbouring property representatives from Reliance Properties, Merrick Architecture, the Delta and Swans hotels, and Ralmax,
 - Members of the City's new Accessibility Task Force,
 - Members of Council,
 - Other technical experts and City staff

Public Realm – Technical Workshop

- The sessions included discussions around use of space, connectivity, accessibility, types of art, and placemaking
- The intent of the workshop was to develop options for the public realm areas for broad public input
- These options are being refined into plan view drawings and will be shared with Council in a separate report at the December 3 GPC meeting

Recommendation

That City Council:

1. Approve an increase to the project budget of \$2.253 million with funding from the Building and Infrastructure Reserve
2. Direct staff to transfer to the Building and Infrastructure Reserve any costs recovered from other parties
3. Direct staff to bring forward an amended Financial Plan Bylaw to the November 26, 2015 Council meeting

Thank You



**Governance and Priorities Committee Report
For the Meeting of November 19, 2015**

To: Governance and Priorities Committee **Date:** November 18, 2015
From: Jonathan Huggett, P. Eng.
Subject: Johnson Street Bridge Replacement Project Steelwork, Schedule, and Budget Update

RECOMMENDATIONS:

That City Council:

1. Direct staff to arrange for the H&H Engineer of Record (Keith Griesing) to appear before Council in public session on December 3, 2015 to present his opinions on the quality of the structural steel being fabricated in China.
2. Direct staff to advise PCL that the City will not accept the schedule proposing a January 2018 project completion date and that the City will not authorize any further progress payments until an acceptable schedule is received.
3. Reduce the budget revision request by 1.0 million from 2.253 million to 1.253 million and advise PCL that the City will recover 1.0 million from the next progress payment to offset the City's additional costs.
4. Direct staff to transfer to the Building and Infrastructure Reserve any costs recovered from other parties.
5. Direct staff to bring forward an amended Financial Plan Bylaw to the November 26, 2015 Council meeting.

BACKGROUND

Steelwork, Schedule, and Budget Implications

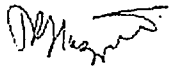
The fabrication of the steelwork in China by ZTSS continues to have quality and schedule problems. The current steel fabrication problems can be summarized as follows:

1. 75 cracked tack welds on the Orthotropic Steel Deck (OSD). These have been repaired but their cause is undetermined. Although they appear to be small, transverse cracks are significant issues. According to H&H, through cyclic loading of the structure during operation, a 3mm crack could propagate from a weld, into the base metal of the bridge and cause irreparable damage. Even if the cracks are repaired, there is a risk that this could occur or that other cracks could appear. An investigation of this issue is ongoing.
2. South truss dropped backing bar: PCL are currently working with the fabrication team to develop a proposed inspection and repair plan. This will involve drilling holes for borescope inspection and cutting access holes into the structure to allow safe access for repairs inside of the truss. The extent of this issue is unknown at this time.
3. South ring middle web fit up and assembly. Current efforts to resolve this issue include mapping the details of each tack weld placed on the south ring. H&H will need to evaluate these conditions and establish the desired repair criteria. This may include weld removal, re-inspection, backing bar replacement, and a fitness for service analysis performed by H&H.

The fabrication problems are significant and causing further delays to the delivery of the steelwork. There is concern that there are significant defects in the steelwork, despite the fact that this is the second time this steelwork is being fabricated, and that extra protections that have been put in place to improve quality. There is concern that further problems will arise before the steelwork is completed.

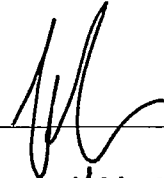
Meetings have been held with PCL, ATEMA, MMM, H&H to discuss these issues. Staff have explored options for the City to ensure that the steelwork quality is satisfactory and that the project schedule impacts are minimized. In addition funding continues to be a challenge. The public report today is requesting an additional \$2.253 million in funding be approved by Council, but since that repair was drafted, staff have discussed reducing that request by \$1 million which will be made up by deducting \$1 million from PCL's next progress claim.

Respectfully submitted,



Jonathan Huggett, P. Eng.
Project Director

Report accepted and recommended by the City Manager:



Date: November 18, 2015

TOURISM VICTORIA

Marketing our favourite destination

October 28, 2015

Her Worship Mayor Lisa Helps
City of Victoria
Via email to Christine Havelka: chavelka@victoria.ca

Re: Request to Speak at Governance and Priorities Committee Meeting November 19

Dear Mayor Helps,

Please accept this letter as a formal request to speak at the Governance and Priorities Committee Meeting on November 19, 2015.

Tourism Victoria has been working with yourself and Councillor Lucas on the framework of a renewed relationship between our two organizations. The Deputy City Manager and City Manager are both fully engaged and briefed on this framework as well.

At your request, we would like to bring this renewed relationship framework to the Governance and Priorities Committee meeting on November 19, 2015. We would require 15 minutes of the Committee's time.

We look forward to briefing Councillors on this framework and thank you for your consideration of this request.

Sincerely,



Paul Nursey
President & CEO
Tourism Victoria

CC: Jason Johnson – City Manager, City of Victoria
Jocelyn Jenkyns – Deputy City Manager, City of Victoria
Margaret Lucas – Councillor, City of Victoria
Dave Cowen – Chair, Tourism Victoria Board of Directors

**Council Member Motion****For the Governance and Priorities Committee Meeting of November 19, 2015**

To: Governance and Priorities Committee **Date:** November 13, 2015
From: Mayor Lisa Helps and Councillor Margaret Lucas
Subject: Municipal Regional District Tax (MRDT)

Background:

In British Columbia, destination marketing at the community level is governed through the Municipal Regional District Tax (MRDT). Tourism Victoria is currently grandfathered under the old legislation. All but six municipalities in British Columbia have modernized their relationship with their Community Destination Marketing Organization (CDMO's). The majority of CDMO's are on a 5 year renewal with their local councils; Victoria is on an annual renewal.

Tourism Victoria's 2017-2022 Strategic Plan supports the MRDT Application. It is aligned with industry priorities, City of Victoria Strategic Plan and the Mayor's Task Force on Economic Development; "Making Victoria – Unleashing Potential". Tourism Victoria held an open house with accommodators in the City of Victoria and there was broad support for the MRDT Application.

We are now seeking Council approval to proceed with the Municipal Regional District Tax (MRDT) application. We have attached supporting correspondence and letters of support.

Motion:

That Council approve in principle the development of a renewed relationship with Tourism Victoria based on the following four principles:

1. Remove Grandfather Status and name Tourism Victoria the Eligible Entity for Destination Marketing.
2. Continue with the VCON partnership. Tourism Victoria will take the lead on the Sales & Marketing function at the Victoria Conference Centre. This will drive synergies and improve performance.
3. The Tourism Industry, through Tourism Victoria, will make a \$1M dollar industry contribution towards the David Foster Harbour Pathway, focused on Phase 2 of the Belleville Street Harbour Pathway. This matches the City of Victoria's contribution of \$1M dollars.
4. Accommodation sector voluntarily agrees to raise MRDT from 2% to 3%.

The application process takes approximately 9 months. These framework elements are effective January 1, 2017. We plan to come back to Council with a completed accommodation registry and strategy along with the completed MRDT application in by February 2016.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "L. Helps".

Mayor Lisa Helps

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

Councillor M. Lucas

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b. BC Hotel Association Four Recommendations to Enhance the MRDT Program 125

c. Hotel Association of Canada overview of accommodation taxes across Canada 128

Creating a New Win-Win-Win for Victoria



Tourism Victoria is working on a renewed relationship with the City of Victoria and the Accommodation Sector to move to the more modern Municipal Regional District Tax (MRDT) system.

Background

- In B.C., destination marketing at the community level is governed through the MRDT
- Tourism Victoria is currently 'grandfathered' under the old legislation
- All but six municipalities in British Columbia have modernized their relationship with their Community Destination Marketing Organization (CDMOs)
- Majority of CDMOs are on 5 year renewal with their local city councils; Victoria is on an annual renewal



Current Funding Structure

- 50% of funding from 2% MRDT
- 25% from a voluntary 1% Destination Marketing Fee (DMF) from 21 participating hotels
- 25% membership dues, buy-ins and grants

Considerations

- 2015 Provincial Budget: Province raised the ceiling of the MRDT from 2% to 3%
- Given the effectiveness of destination marketing many communities are in the process of raising their ceiling
- By moving to 3% MRDT, Tourism Victoria will be able to achieve more reach and impact = more demand at all star levels
- The Victoria Hotel Destination Marketing Association could choose to continue with the 1% DMF if it sees value in doing so



Win #1: City of Victoria and Residents

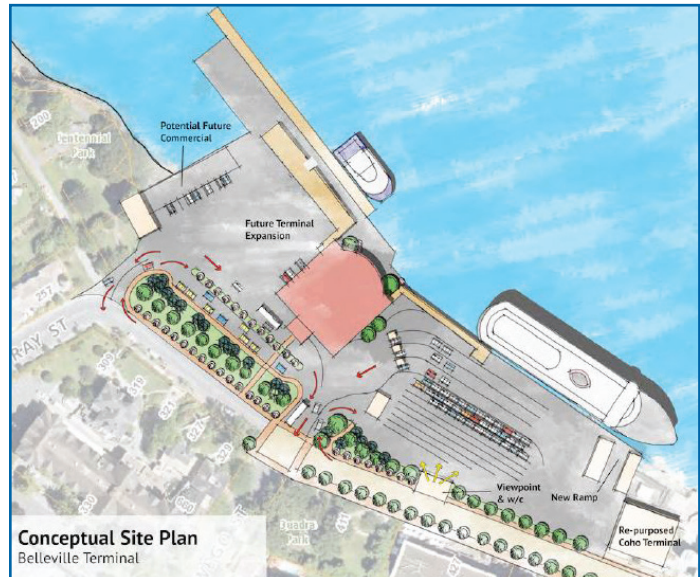
- Tourism industry, through Tourism Victoria, makes a \$1M dollar industry contribution over 11 years to building the David Foster Harbour Pathway (DFHP), integrated in Phase 2 of Belleville Terminal
- Both the DFHP and completion of the Belleville Street Terminal are important priorities of the City of Victoria Strategic Plan
- Residents benefit from timely progress of DFHP
- The City of Victoria receives meaningful and concrete consideration for granting eligible entity status to Tourism Victoria and is treated as a true and meaningful partner



Phase Two: Priority for investment

Win #2: Accommodation Sector

- Moves destination marketing organization from grandfathered status to eligible entity status with reasonable controls of a five year renewal vote from accommodation properties and the City
- Compression and rate; demand fills hotels, there is greater compression on the hotels with remaining rooms
- Increased marketing reach = more guests to Victoria = more hotel rooms sold at every star level
- Tourism industry, through Tourism Victoria, is lead on marketing and sales at the Victoria Conference Centre; reduces duplication of efforts



Win #3: Tourism Industry

- Benefits from completion of DFHP and Belleville Street Terminal, both key tourism infrastructure pieces
- Able to remain competitive in market against other destinations
- Increased marketing reach increases compression in destination
- Eligible Entity status means more stability for Tourism Victoria and its 870 members



Contact

Margaret Lucas
City Councillor
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Board Chair
Tourism Victoria
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Paul Nursey
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Tourism Victoria
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Creating a New Win-Win-Win Relationship with the City of Victoria

Tourism Victoria and the City of Victoria are working towards a renewed relationship that provides benefits for the tourism industry, including the accommodation sector, in Victoria in line with new Provincial Guidelines for Municipal Regional District Tax. (Accommodation tax) Tourism Victoria has completed an Open House with the Accommodation Sector in Victoria on November 5th, 2015. Tourism Victoria is seeking agreement in principle of the renewed framework from Governance and Priorities Committee on November 19th, 2015 so that work can continue towards a full application in the spring of 2016.

Eligible Entity Communications Package: Elements of the Framework

1. **Tourism Victoria is Granted Eligible Entity Status:** City of Victoria moves from a "grandfathered status" community for Municipal and Regional District Tax (MRDT) program to one where Tourism Victoria is the eligible entity for MRDT. Renewal and approval of the Tourism Victoria tax status moves from annual renewal by City Council to one via City Council and an accommodation sector vote every five years. This puts Victoria in line with all community Destination Marketing Organizations (DMOs) created after 1997 and provides for a medium term planning horizon and medium term predictability certainty for Tourism Victoria, allowing the organization to focus on building the business rather than preparing for the annual renewal process.
2. **Industry Contribution to David Foster Harbour Pathway (DFHP):** The tourism industry, through Tourism Victoria, will make a \$1 million industry contribution over 11 years to building the David Foster Harbour Pathway (payment schedule attached). This investment is focused on phase two of the Belleville Street Terminal plan. Both the DFHP and completion of the Belleville Street Terminal are important priorities of the City of Victoria strategic plan. The City of Victoria receives meaningful and concrete consideration for granting eligible entity status to Tourism Victoria and is treated as a true and meaningful partner. This industry contribution is a vital and important piece in completing the long anticipated renewed Belleville Street terminal as it would largely secure resourcing for Phase Two of the project.
3. **Sales and Marketing at Victoria Conference Centre:** Over the past year Tourism Victoria, the Victoria Conference Centre (VCC) and conference hotels have worked together in partnership to improve the performance of the meetings business through the Victoria Conference Optimization Network (VCON). However, there are efficiencies that can be partnered on to further improve the business. Until such time as the ownership of the VCC reverts back to the Fairmont Empress in 2037 or sooner, VCON (representative of the tourism industry), through Tourism Victoria, is the lead on marketing and sales at the VCC. The MRDT that currently goes to VCC to execute sales and marketing would instead go to Tourism Victoria to execute a robust sales and marketing plan in partnership with VCC. The plan would have to be jointly approved by the City of Victoria and Tourism Victoria, and have meaningful business and revenue targets to ensure the City of Victoria can maintain and keep the VCC in good order and competitive in the marketplace. VCC business results will likely improve due to implementation of innovations in sales and marketing for the Centre such as consistent branding, improved marketing and sales functions, and a reduction in duplication of efforts and investments. This is the further deepening and operationalization of the VCON program and partnership. The destination as a whole will

benefit as this will reduce duplications from the current state where both Tourism Victoria and the VCC have sales and marketing functions for the meetings business. This will also create deeper partnership and synergies between Tourism Victoria and the VCC.

4. **Voluntarily Increase MRDT from 2% to 3%:** The framework of this renewed relationship supports the position of the British Columbia Hotel Associations (BCHA) and the four recommendations of the BCHA to enhance the MRDT program, formerly known as the Additional Hotel Room Tax (see appendix B). There are also a number of provincial requirements that are easily met by strong DMOs such as Tourism Victoria (see appendix A). With the BCHA conditions met, it is hoped the Victoria accommodation community will vote to raise the ceiling of the MRDT from 2% to 3% in order to stay competitive with other communities in British Columbia. It is important to disclose that all communities who increase their MRDT ceiling from 2% to 3% must make a contribution of 0.2% to a Provincial fund to support bids for major national and international events that support tourism. In all practical terms, the MRDT collected from customers would increase from 2% to 3% and the MRDT for marketing and sales for Victoria as a destination, through Tourism Victoria, would increase from 2% to 2.8%.

Frequently Asked Questions

1. **Why is it important to do this now?** Tourism Victoria faces several structural disadvantages compared to other community DMOs in British Columbia. The organization operates in the politically fractured Greater Victoria region. In the two municipalities that do provide MRDT support at this time, Victoria and Saanich, annual renewal is required instead of a renewal cycle of once every five years. Most other communities in British Columbia have five year renewal cycles. As a result, Tourism Victoria has to spend more time paying attention to the vagaries of local governments in this complex region, when more time could and should be spent on long term planning and sales and marketing. Tourism Victoria has largely been able to overcome these structural disadvantages due to its highly innovative and creative approaches to marketing, a very large and growing membership base of 885 engaged businesses¹, effective public affairs, and a very supportive hotel community through a voluntary Destination Marketing Fee (DMF), applied to marketing and sales efforts along with supporting festivals and events. Tourism Victoria risks having its structural disadvantages compounded if it falls behind its competitors with regards to MRDT rate and continuing with an annual renewal cycle in a fragmented landscape.
2. **Which other communities in British Columbia are working to raise the MRDT from 2% to 3%?** Vancouver started collecting the 3% MRDT on September 1, 2015. Our intelligence informs us that Whistler, Nanaimo, Kelowna, Kamloops, various communities in the Fraser Valley and Cranbrook are organizing to move from 2% to 3% now, bearing in mind there could be more and this list could change at any time. These communities are at varying stages of progress through the application process whereas Victoria has not started the application process yet. The reason these communities are organizing now is they feel they can build a temporary competitive advantage by increasing their marketing reach and building larger business development funds to secure meetings business. If executed well, this temporary community advantage could help

¹ Tourism Victoria's membership number includes some businesses that have membership in multiple membership categories. This is typical of many Destination Marketing Organizations across North America.

these communities increase their market share at the expense of those who are not as organized.

3. **This is complex proposal with multiple elements, is that necessary?** When contemplating the various opportunities and our evolving relationship with the City of Victoria, it was important to structure a framework that had the best interests of all parties in mind. In building a renewed framework as industry (Tourism Victoria and hotel associations), we only want to go to governments (City of Victoria and Province of British Columbia) once and once only. This renewed framework addresses the needs and strategic priorities of the British Columbia Hotel Association (BCHA), Tourism Victoria, and the tourism industry as a whole in Greater Victoria, the City of Victoria, and the Province of British Columbia. While it is a complex proposal with compromises by several parties, it truly is win-win-win that creates a stable and more effective framework for years to come.
4. **Will increasing the MRDT from 2% to 3% make us decrease our competitiveness from a pricing point of view?** Attached to this package is summary of all the accommodation taxation rates across Canada provided by the Hotel Association of Canada (see appendix C). As you will see, this increase does not make British Columbia or Victoria out of line with other jurisdictions within Canada. At 16%, pre-DMF hotels will still be lower than they were under HST, with a greater proportion dedicated to demand generating marketing and sales. DMF hotels at 17.2 % will be roughly on par as before, and well in line with other markets in Canada.
5. **How would the increased MRDT revenue be invested?** The Government of British Columbia MRDT guidelines require a five year strategic plan and an annual business plan to support the application and ongoing continuation in the program. Tourism Victoria is already operating on an approved three year strategic plan so this plan would need to be updated with an extended time horizon. **Tourism Victoria's advisory committees and Board of Directors** would be important inputs into the process along with broader stakeholder consultation. However, in principle there are some straightforward opportunities that would drive excellent returns for the accommodation sector and the tourism industry as a whole. Tourism Victoria currently invests in promotional activity in primary markets of Seattle, Vancouver and San Francisco as well as secondary markets of Portland, Calgary and Edmonton. Tourism Victoria refines and adjusts its approach in each market annually based on market performance and economic conditions. With increased investment Tourism Victoria could undertake more sustained activities in these vital source markets on a more predictable basis. Tourism Victoria could also deepen its current efforts to drive off-peak season business. Furthermore, there are current partnership and co-op opportunities with Destination British Columbia and Destination Canada that Tourism Victoria is not fully able to take advantage of due to budgetary and capacity constraints. In summary, Tourism Victoria could widen and deepen its reach in important markets where it already has brand presence and better leverage these dollars with partners to drive more share of advertising voice for Victoria.
6. **If the accommodation sector raises the MRDT from 2% to 3%, what will happen to the current 1% DMF to which many hoteliers contribute?** The main difference between MDRT and DMF is that MRDT is more stable and predictable. A DMF is always at risk due to competitive and legal pressures or other factors. Moving from 2% to 3% MRDT would effectively

replace the current state of 2% MRDT and 1% DMF from most Victoria hoteliers. Smaller inns and B&Bs (with more than 3 rooms) would also contribute to the full 3% MDRT whereas none currently contribute to the DMF. This would provide more equity. Should the Victoria Hotel Destination Marketing Association continue to see value in collecting a DMF, it could certainly continue to do so.

7. **Why is moving from Grandfathered Status to Eligible Entity Important?** The BCHA has long lobbied for the removal of the Grandfather Status and to move DMOs to Eligible Entity status, but with reasonable controls of a five year renewal vote. This allows both industry and the local government to ensure there is accountability, transparency and alignment in the use of the 3% MRDT funds. Tourism Victoria would welcome this as it would allow for a five year renewal cycle (consistent with civic industry organizations like the Downtown Victoria Business Improvement Association) instead of the current annual approval process from the City of Victoria.
8. **What other communities still have Grandfathered status?** There are six remaining grandfathered communities in British Columbia who accessed the old Additional Hotel Room Tax (AHRT) program prior to it being updated and modernized in 1997. The six remaining communities are: Victoria, Saanich, Oak Bay, Whistler, Prince Rupert and Smithers. Vancouver has its own provincial legislation with regards to MRDT due to the complexity of the relationship with the Vancouver Convention Centre.
9. **What is the plan with Regards to Saanich?** Tourism Victoria receives MRDT from the City of Victoria and the District of Saanich. The vast majority comes from Victoria because hotels are largely concentrated in Victoria. Once a renewed relationship is completed with the City of Victoria, Tourism Victoria can engage with the District of Saanich and accommodation providers in Saanich to discuss future options. We will keep Saanich briefed and informed through the process, but with Victoria as the current focus, there is no timeline for these discussions at this time.
10. **Why is it important to offer the City of Victoria a \$1 million industry contribution to the David Foster Harbour Pathway/Belleville Phase Two?** Tourism Victoria and the BCHA both wish to move Tourism Victoria from grandfathered status to Eligible Entity. The Union of British Columbia Municipalities has not been in favour of granting grandfathered communities Eligible Entity status in the past because it is seen as City Council *losing some control* by moving from an annual to a five year renewal. It is important the City of Victoria be treated with respect and for Tourism Victoria to build a deeper and more collaborative relationship with the municipality. The City of Victoria is motivated to complete the David Foster Harbour Pathway and Belleville Terminal as both are **important elements of the City of Victoria's Strategic Plan**. These two assets are important elements of local tourism infrastructure and will also benefit residents. This proposal is an innovative and creative way to create a win-win-win.
11. **How is the David Foster Harbour Pathway progressing?** The City of Victoria has committed \$1 million in 2015 towards the progress of the David Foster Harbour Pathway and has secured an additional \$800,000 partnership investment with the Province of British Columbia through **Cycle BC to build two bridges connecting the Inner Harbour Pathway to Fisherman's**

Wharf. These improvements to the pathway will directly benefit several hotels on the Inner Harbour by allowing for easy of movement of customers, better access to their restaurants, patios, etc. The proposed \$1 million industry contribution through this renewed relationship will accelerate development of the David Foster Harbour Pathway, ensuring renewal of important infrastructure for residents and visitors alike.

12. **Can Tourism Victoria afford to make the industry contribution to the David Foster Harbour Pathway/Belleville Phase Two and remain an impactful sales and marketing organization?** The proposed industry contribution payments are spread over 11 years and range in value from \$65,000 annually in 2017 to the final payment of \$100,000 in 2028. In 2014 Tourism Victoria identified more than \$300,000 in structural cost savings through a combination of reducing overhead and re-prioritizing resources from low priority activities, such as sales calls to India. When combined with a membership base that is continuing to grow, improved performance from member buy-ins to advertising platforms and better financial performance from business units such as Visitor Services, Tourism Victoria can comfortably make these annual payments without disrupting core sales and marketing activities.

13. **What is the benefit of having VCON (representative of the tourism industry), through Tourism Victoria, deliver the sales and marketing functions at the Victoria Conference Centre?** There will be synergies, additional efficiencies, a reduction in duplication in IT, sales efforts, memberships/directories and others from the current state, as well as an application of a common brand and an integrated approach to positioning and marketing. This is further deepening and operationalizing the VCON process; however, we need to ensure the City of Victoria's revenues from the VCC improve over time as the City of Victoria is the asset owner. Tourism Victoria and industry fully understand this and improved revenue for the VCC are also in Tourism Victoria's best interest due to incremental hotel room revenues. When the innovation in sales and marketing from Tourism Victoria integrates through collaboration and partnership with the VCC's experience and existing customer relationships of their respected sales team, results are bound to improve.

14. **The Victoria Conference Centre currently has an advisory committee, what will happen to that advisory committee?** Tourism Victoria already has a committee structure providing advice to management and the Board of Directors. It's logical that a meetings related committee could remain and be part of Tourism Victoria's overall governance structure.

15. **Why is the Proposed Effective Date January 1, 2017?** While several other destinations are working quickly to increase their MRDT to build bigger business development funds and to expand their marketing reach, we felt it important to respect the contracting cycle of tour operators and give customers reasonable notice. This time will also allow for smooth transition of the sales and marketing function at the VCC and for any unforeseen details to be managed effectively. It is also important to note the Province of British Columbia is requesting that applications from communities for increased to MRDT be submitted at least nine months in advance. For these two reasons, January 1, 2017, is a reasonable timeline.

16. **I am a small hotelier or innkeeper, what's in it for me?** The benefits for smaller hotels can be summarized in two words: compression and rate. It is important to stress that as growing

demand fills hotels and inns, there is then greater compression on the hotels and inns with remaining rooms. Increased marketing reach means more customers to Victoria, which in turn equals more hotel rooms sold at every star level. In 2015 we saw this occur and rate increased substantially for all concerned. The increased ability to expand our destination's marketing reach on the leisure side of the business, and to more effectively sell and confirm conference business to get business on the books, will help all accommodators in Victoria during the good times and the challenging times.

17. **What are the Requirements of the Province of British Columbia to increase the Ceiling of MRDT?** There are revised and very clear provincial guidelines for raising the MRDT from 2% to 3%. These can be found here <http://www.destinationbc.ca/getattachment/BC-Tourism-Industry/Municipal-and-Regional-District-Tax-Program/MRDT-Program-Requirements-Master-Document-September-1.pdf.aspx> These guidelines stress community consultation, alignment, increased reporting and accountability for outcome-driven results. These are all principles that Tourism Victoria already undertakes and embraces. While some re-formatting of existing documents would be required, as well as some more formal submissions to complete, Tourism Victoria already meets the threshold of the application process.
18. **What is the Benefit to the Province of British Columbia?** The Province of British Columbia has renewed interest in the success of the tourism industry. They have started a coordinated policy approach to the tourism industry across their various ministries that touch or have levers in tourism. Just this year alone, the Province of British Columbia invested \$17.4 million in Belleville Terminal Phase One in partnership with ferry operators and, as previously mentioned, through the Cycle BC initiative, invested \$800,000 to improve the David Foster Harbour Pathway by connecting Fisherman's Wharf to the Inner Harbour. **Being able to announce Phase Two** of Belleville Terminal and to have all parties (City of Victoria, Tourism Victoria, Hotel Association of Greater Victoria, Province of BC) focused on securing resourcing for Phase Three of Belleville Terminal is a win for all concerned and a great example of collaboration across government and industry.

Payment Schedule of Industry Contribution to David Foster Harbour Pathway

The following proposed payment schedule is structured to allow for Tourism Victoria to continue its core functions of marketing, sales, visitor services and continue sponsoring key festivals and events while making its industry contribution to the David Foster Harbour Pathway. Should the industry go into a cyclical downturn, Tourism Victoria could continue on with its payments.

Year	Contribution	Comments
2015 – 2016	\$0	Time required for new provincial guidelines to be released, Accommodation Sector vote, City Council approval etc. <i>If Eligible Entity Status is achieved sooner, then industry contributions could start sooner.</i>
2017	\$85,000	
2018	\$85,000	
2019	\$85,000	
2020	\$85,000	
2021	\$90,000	
2022	\$90,000	
2023	\$95,000	
2024	\$95,000	
2025	\$95,000	
2026	\$95,000	
2027	\$100,000	Payments end after \$1M is completed.
2028 and beyond	No further commitment from industry through Tourism Victoria.	



ELIGIBLE ENTITY & MRDT DISCUSSION

VICTORIA CITY COUNCIL
NOVEMBER 19TH, 2015

WHY WE ARE HERE

- **Last renewed in 1988, almost 30 years ago**
- **New Provincial MRDT guidelines and regulations**
- **Opportunity to connect dots on several strategic priorities to drive win-win-win outcomes**

WHY WE ARE HERE

- **Renewed negotiated framework**
- **For implementation January 1, 2017**
- **Coming early, briefing and seeking agreement in principle**
- **If supported can proceed towards finalizing a new framework**
- **Application to Provincial Government spring 2016**

ABOUT TOURISM VICTORIA

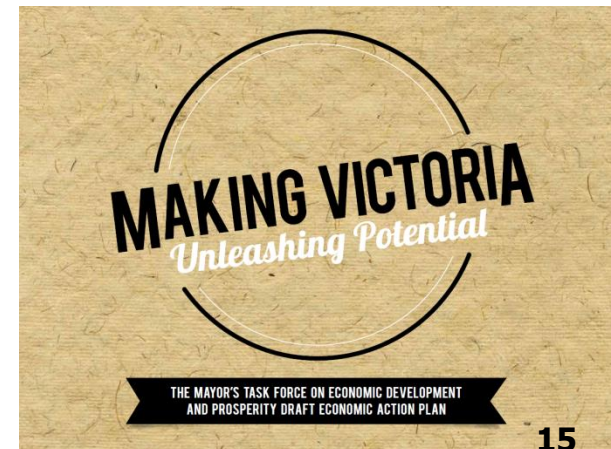
- **We are a Friendly Giant**
- **Membership growth by 175 Businesses to 885 in last 18 months**
- **Constructive, engaged and collaborative**

TRANSFORMATION AND RESULTS

- **Deep transformation building on a solid marketing platform**
- **Strategy focused, all investments to have outcomes**
- **Rapid modernization of our organization**
- **Research and Data Analytics**
- **Automated lead generation lead nurturing**
- **Improvements ongoing**

IMPROVEMENTS IN STYLE

- **Progressive, positive and collaborative**
- **Engaged and in touch with needs of city and business community**
- **Only get our elbows up with requests for money/ideas not based on research or with return on investment**
- **Look for policy linkages**

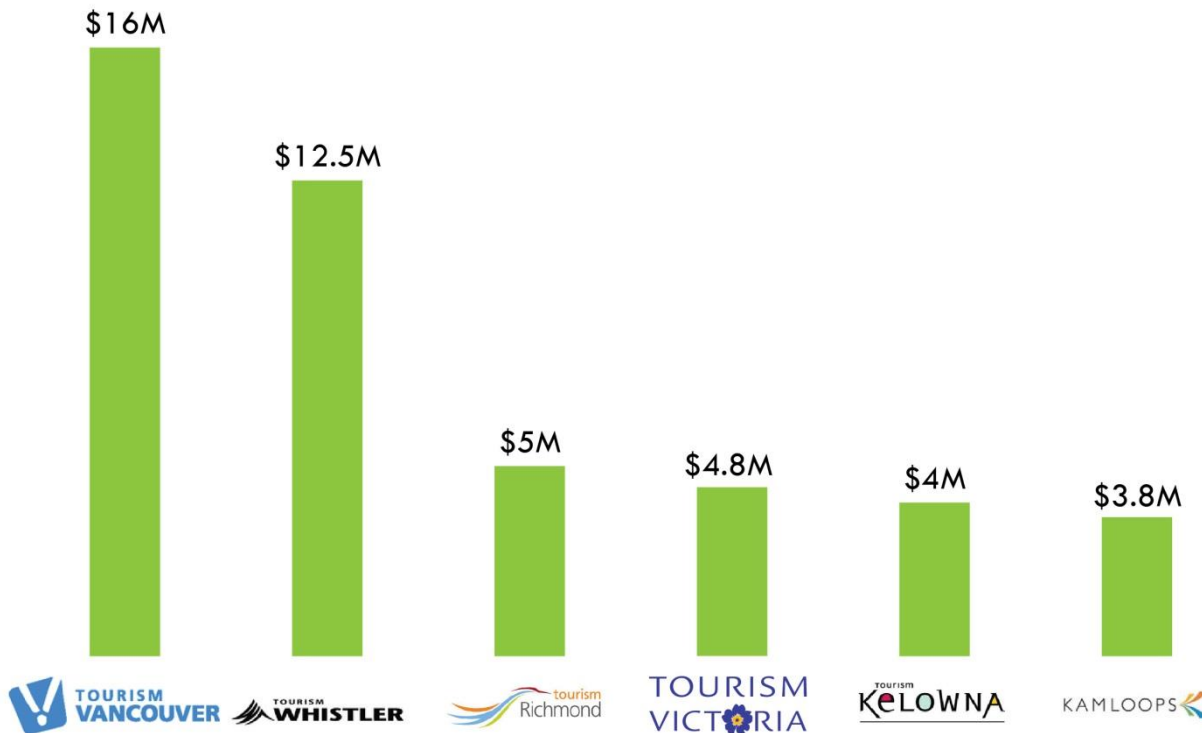


MRDT BACKGROUND

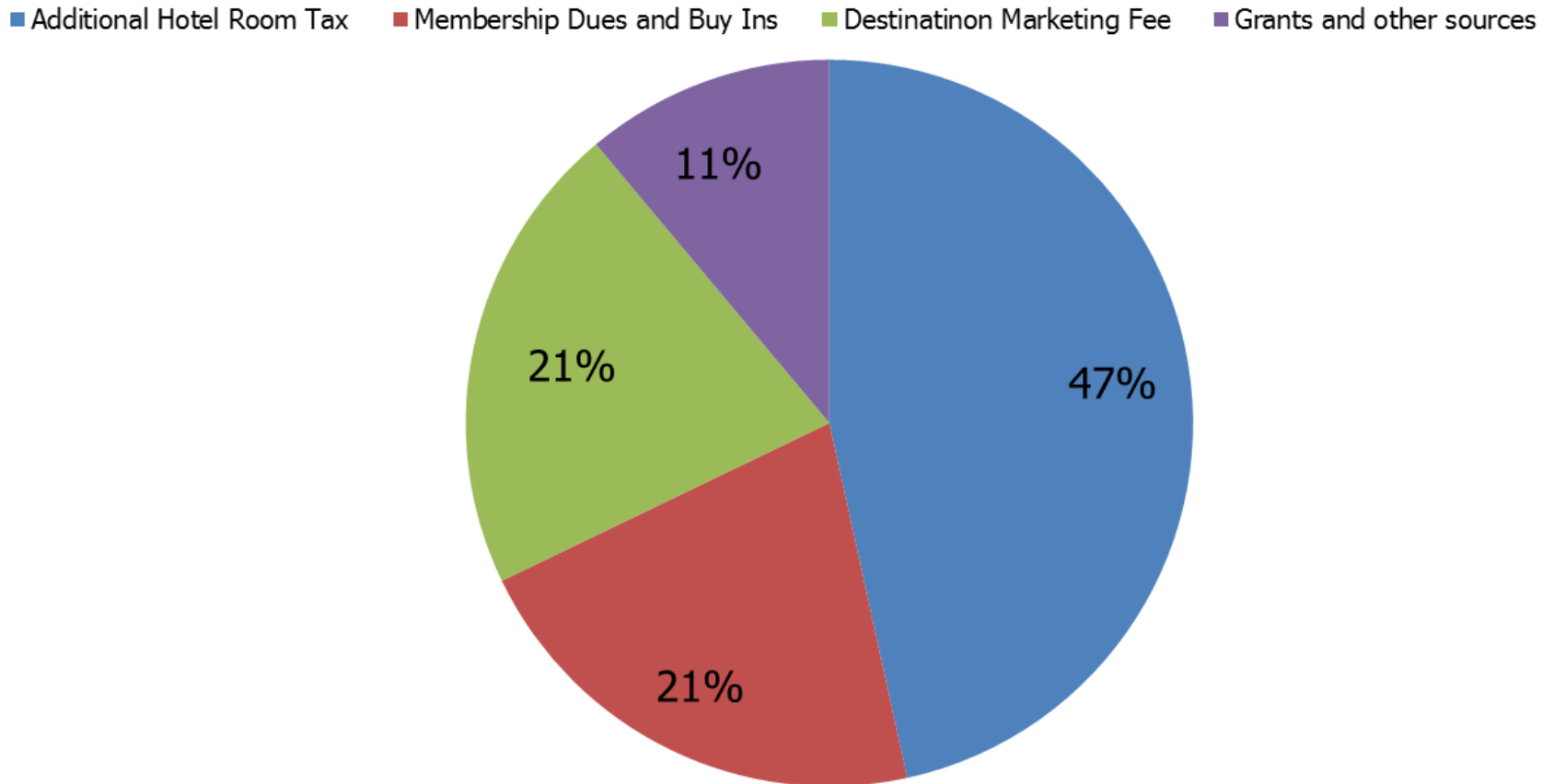
- **1987: Original 7 Communities with MRDT became “Grandfathered”**
- **1997: Significant improvements to require five year renewal with accommodation sector and community**
 - **46 Communities in B.C. participate in the 1997 or later framework**
- **HST, GST/PST discussions**
- **MRDT now firmly in PST framework**

STRONG DMOs ACROSS B.C.

- One of the keys to B.C.'s strong tourism industry; reinforced in new provincial *Gaining the Edge* tourism strategy



TOURISM VICTORIA FUNDING PROFILE



BACKGROUND



Chad Hipolito/Canadian Press

MRDT NEW GUIDELINES

MRDT jointly administered by:

- **Destination BC (Tourism Victoria's provincial marketing counterpart)**
- **Ministry Jobs, Tourism and Skills Training (Tourism Policy Branch)**
- **Department of Finance (Taxation Policy Branch)**

MRDT NEW GUIDELINES

- **Eligible use of funds**

“THE MRDT Program is intended to contribute to the increase in the local tourism revenue, visitation and economic benefits and should be supported by both local governments and tourism industry stakeholders”

- Page 3, MRDT Guidelines

NEW MRDT GUIDELINES PROVIDE CLARITY

- ✓ **Disclosure**
- ✓ **Alignment**
- ✓ **Accountability**
- ✓ **Higher threshold of transparency for use of funds and results**

MRDT PRINCIPLES

- **Tourism industry input**
 - 5 year Strategic Plan with one year tactical plan
- **Alignment with provincial effort**
- **Accountability for results**
- **Annual performance report submitted to Province**
- **Annual financial report submitted to Province**
- **Registry of accommodators: 51% must support plan with 51% of rooms**

BCHA: FOUR RECOMMENDATIONS CREATES A PATHWAY

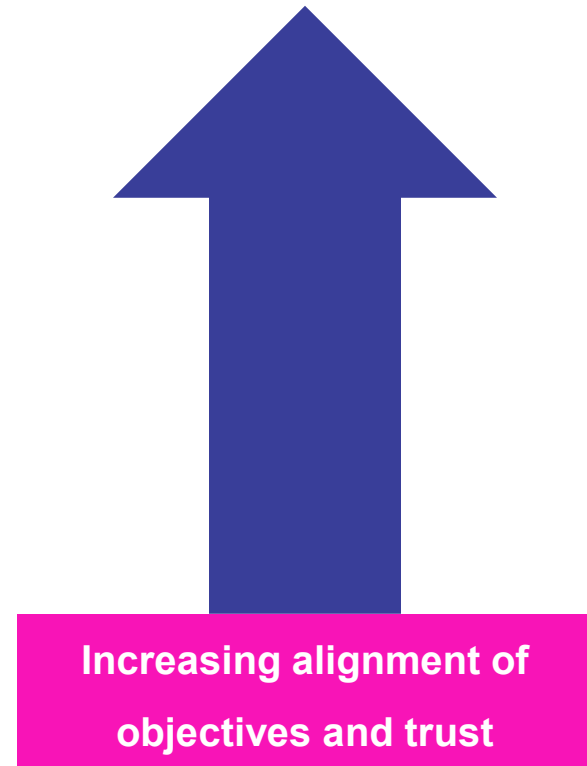
- 1. A vote by the Accommodation sector in support of the tax and a renewal vote every 5 years**
- 2. Grandfathered Communities applying for the 3% MRDT must agree to forfeit their Grandfathered Status and vote on the 3% every 5 years**
- 3. All Local Government applicants for the 3% MRDT must support granting “Eligible Entity Status” to the DMO**
- 4. The DMO/Local Government application must include a 5 year business plan and a first year tactical plan**

Applicants must also agree to provide the Ministry with one year tactical plan each year in advance for review

ELIGIBLE ENTITY

- **Under Provincial Sales Tax Act**
 1. **Be a not for profit, specific purpose of tourism marketing is preferred.**
 2. **Have a place of business in the designated accommodation area.**
 3. **Be actively engaged in tourism marketing, programs or projects in designated accommodation area.**
 4. **Eligible Entities deliver services on behalf of City/Municipality.**

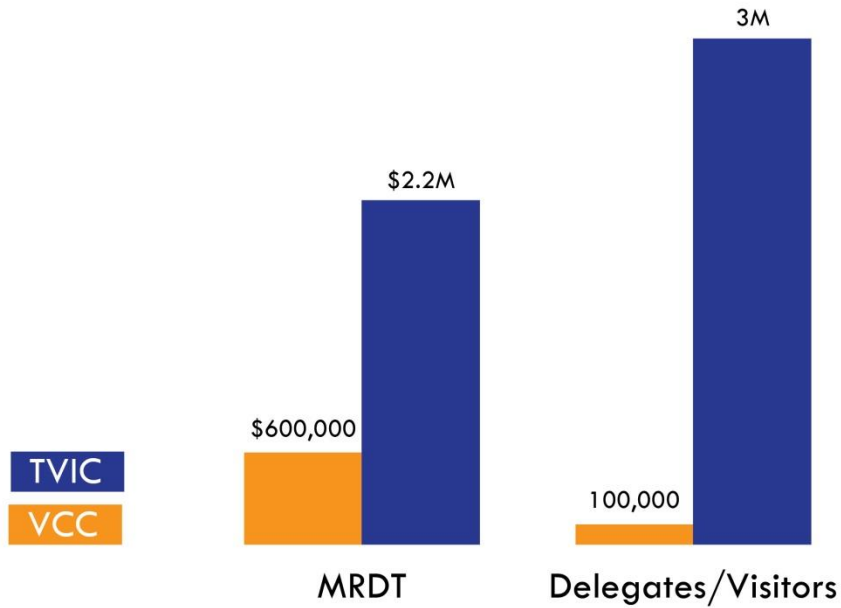
CONTEXTUAL POLICY ELEMENTS TO RENEWED RELATIONSHIP



Underlying Foundations

- Tourism Victoria Strategic Plan
- Task Force on Economic Development & Prosperity
- Official Community Plan
- Common Law: Penticton decision by Supreme Court of British Columbia

TIME FOR RENEWAL



BUILDING TRUST THROUGH VCON

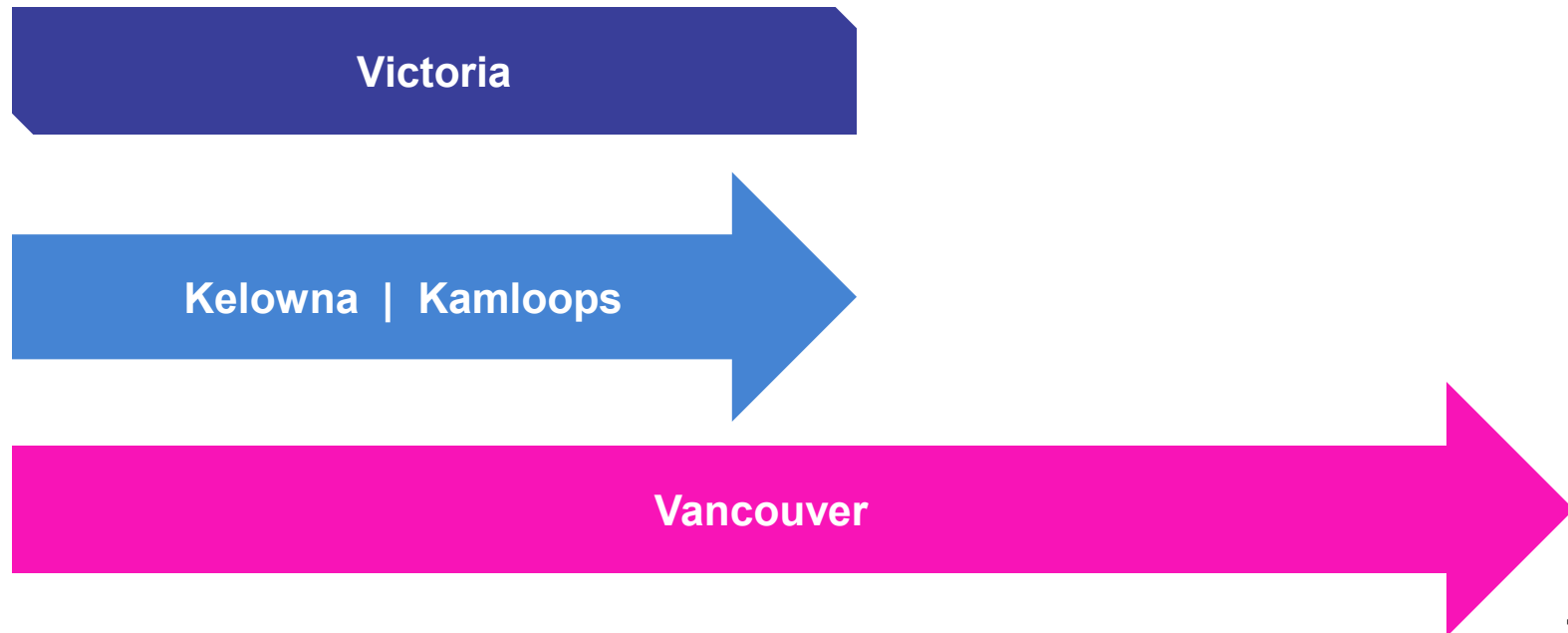


4 FRAMEWORK ELEMENTS

- ✓ **Remove Grandfather status and grant Tourism Victoria Eligible Entity status**
- ✓ **Sales and Marketing at Victoria Conference Centre (VCC)**
- ✓ **Tourism Industry Contribution to David Foster Harbour Pathway/Belleville Phase 2**
- ✓ **Voluntarily Increase MRDT from 2% to 3%**

ADDRESS STRUCTURAL CHALLENGES

- **Competition is moving swiftly, building temporary competitive advantage**



VCC SALES & MARKETING MANAGEMENT CONTRACT

- **Firm deliverables for results**
- **Bring innovation and fresh ideas**
- **Mutually agreed capital plan**

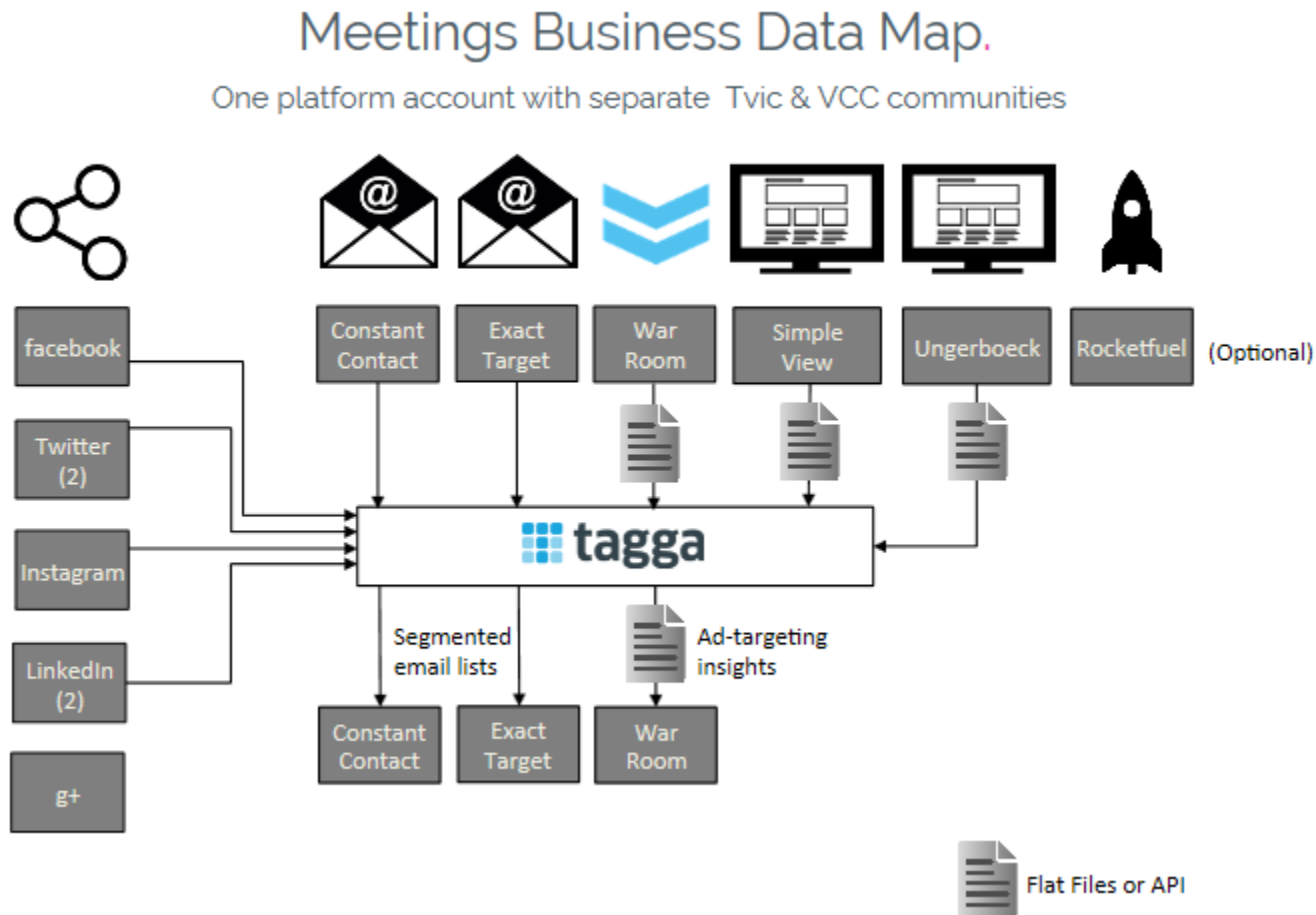


VCC SALES & MARKETING MANAGEMENT CONTRACT

- **Database Management Platform**
 - **A Data Marketing Platform is a technology that connects together all of the channels for customer engagement**
 - **Having all of this data together improves our emails and content-specific targeting of ad-buys and more**
 - **Brand specific algorithm that values a consumer based on their actions with the VCC/Tourism Victoria**
 - **Can be customized to our needs**

VCC SALES & MARKETING MANAGEMENT CONTRACT

• Database Management Platform



KEY APPROVAL GATES

- ✓ **Ensure City on board on principle (November 19th)**
- ✓ **Complete Accommodation Vote: 51% of accommodation and rooms in City of Victoria**
 - with 5 year Strategic Plan
- ✓ **City Council meeting by February 2016 with Completed application and by-law**

TIMELINE

2016	2017
<ul style="list-style-type: none"> • Applications 	<ul style="list-style-type: none"> • Accountability for Sales & Marketing at VCC
<ul style="list-style-type: none"> • Transition Year 	<ul style="list-style-type: none"> • Potential MRDT Increase

TIMELINE: APPLICATIONS

Three different but related applications to be completed in 2016:

- 1. Remove Grandfather Status**
- 2. Apply for Eligible Entity Status**
- 3. Increase MRDT from 2% to 3%**
 - Goal to have all into Cabinet simultaneously



TIMELINE: TRANSITION YEAR

- **Provincial Applications in progress**
- **Tourism Victoria through VCON takes on Director of Sales, and marketing function for VCC on contract for 2016**



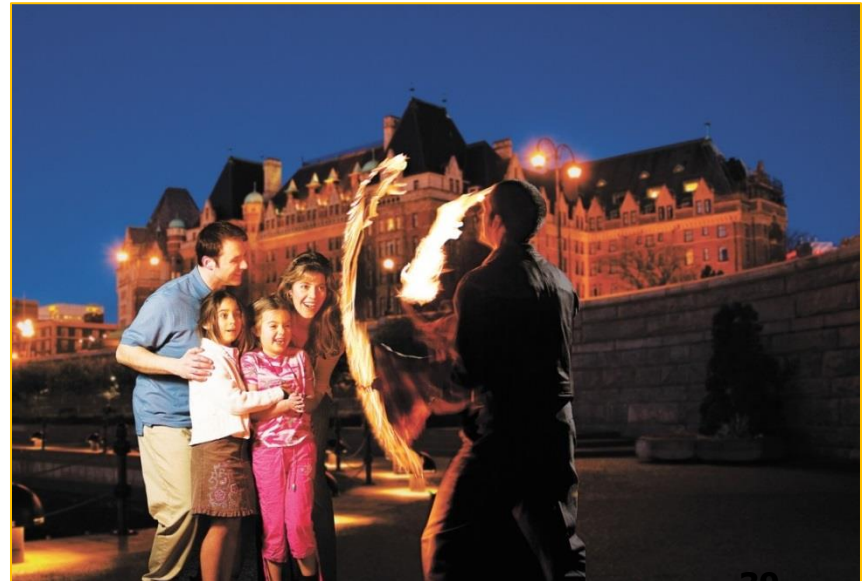
TIMELINE: ACCOUNTABILITY FOR VCC

- **2017 Tourism Victoria leads VCON approved Sales & Marketing plan of VCC**
- **Approval of plan and KPIs supported by City of Victoria and VCON**
- **Firm deliverables in terms of revenue**
- **With revenue growth, capital improvement plan**



TIMELINE: MRDT INCREASE

- **Proposed January 1, 2017 – MRDT becomes 3%**
 - Tour Operators have ample notice
 - Nine month provincial application process



BENEFITS: DAVID FOSTER WAY / BELLEVILLE TERMINAL

- **Tourism industry makes a \$1M dollar industry contribution over 11 years to building David Foster Harbour Pathway (DFHP), integrated in Phase 2 of Belleville Terminal**
- **Both the DFHP and completion of Belleville Terminal important priorities of City of Victoria Strategic Plan**
- **Residents benefit from timely progress**
- **City of Victoria receives meaningful and concrete consideration for granting eligible entity status**
- **Seize new Federal government interest in infrastructure for Phase Three**

BELLEVILLE TERMINAL 3 PHASE PLAN

	What	Who	Amount
Phase 1	Dock repairs	B.C. government, Clipper, Black Ball Ferry Line	\$17.4M
Phase 2	Beautification of Belleville Street and DFHP	City of Victoria and possibly Tourism Victoria (industry contribution)	\$2M (\$1M from each)*
Phase 3	Upgraded terminal including pre-clearance	Federal government	TBD

**50% funding participation is minimum threshold for Infrastructure Canada funding*

FUNDING AT WORK

- **More sustained activity in vital source markets on more predictable basis**
 - Primary: Seattle, Vancouver, San Francisco
 - Secondary: Portland, Calgary, Edmonton
- **Deepen current efforts to drive shoulder season business**
- **Stay current with ongoing digital, content marketing and lead generation investments**
- **Modernize VCC Sales & Marketing efforts**
 - Automated lead generation



POLITICAL SUPPORT

- **Mayor and Councillor Lucas involved in preparing framework**
- **Full understanding of issues**



SEQUENCING

- **High level framework is agreed by industry**
- **Assure City Council is briefed and engaged**
- **Gauge Accommodation Community is on board before taking to Council**
 - Open House November 5th well received
- **Request by Mayor to present to Council on November 19**
- **Work to influence Federal government for Phase 3 in Budget 2016**

TOP FIVE FAQs

- 1 What about the current 1% Destination Marketing Fee?**
- 2 What is the plan in regards to Saanich?**
- 3 How will the increased MRDT revenue be invested?**
- 4 Why is removing the Grandfather Status important?**
- 5 Why is the proposed date January 1, 2017?**

RISKS

- ✓ **Staying at 2% not practical**
- ✓ **Alignment and effectiveness risk**
 - Increased emphasis on alignment from province of B.C.
- ✓ **Infrastructure investment risk**
 - New federal government putting significant emphasis on infrastructure; seize opportunity





Tourism Victoria 2017 – 2022 Rolling Strategic Plan

*Accelerating Growth and Community Prosperity: A Roadmap for a
Prosperous and Vibrant Tourism Industry in Greater Victoria*

TOURISM VICTORIA 

TOURISM VICTORIA 2017-2022 FIVE YEAR STRATEGIC PLAN

Designated Recipient: Greater Victoria Visitors & Convention Bureau (Tourism Victoria)

Community Name: Victoria

Date Prepared: November 2015

MRDT Term Expiry Date: N/A. Victoria is currently a “grandfathered” community. Tourism Victoria and the City of Victoria are working with Province of British Columbia to transition to having Tourism Victoria named as the Eligible Entity effective January 1, 2017 and placed on a five year renewal cycle like those communities that applied after 1997. This plan would be for the first MRDT cycle with those changes in place.

Five Year Period: 2017 – 2022

DRAFT FOR INPUT

2017-2022 STRATEGIC PLAN

INTRODUCTION

The Greater Victoria Visitors & Convention Bureau (Tourism Victoria) is a strong Destination Marketing Organization (DMO) that has been in continuous function in its current form for 41 years. Tourism Victoria has become increasingly focused, lean and outcomes-based in the past number of years. At the point of writing this strategic business plan, Tourism Victoria has 875 business members with 95 per cent of members satisfied or extremely satisfied with their membership with Tourism Victoria. The organization focuses on alignment, first within its community and then also with provincial, national and private sector businesses. This five year strategic business plan is designed to align Tourism Victoria's existing and well supported 2015-2017 Strategic Plan into the new MRDT requirements released in 2015. This 2017-2022 Strategic Plan will transition smoothly with only one year of overlap in 2017. In short, this plan takes all the best things from Tourism Victoria's existing business 2015-2017 planning process and combines them with the very clear direction provided by the Province of British Columbia as part of the revised MRDT guidelines issued in fall 2015.

Tourism Victoria is renewing its relationship with both the City of Victoria and the accommodation sector in Greater Victoria. The organization is currently operating on a by-law created in 1988. The new MRDT guidelines provide an opportunity for renewal and modernization based on the four points, agreed to by the City of Victoria and Tourism Victoria, which will be voted on by the accommodation sector in Victoria to support a 3 per cent MRDT application. The four points are:

1. **Tourism Victoria is Granted Eligible Entity Status:** The City of Victoria moves from a "grandfathered status" community for MRDT to one where Tourism Victoria is the eligible entity for the tax. Renewal and approval of Tourism Victoria's tax status moves from annual renewal by City Council to renewal via City Council and an accommodation sector vote every five years. This puts Victoria in line with all community DMOs created after 1997 and provides a medium term planning horizon and predictability certainty for Tourism Victoria, allowing the organization to focus on building the business rather than preparing for the annual renewal process.
2. **Industry Contribution to David Foster Harbour Pathway:** The tourism industry, through Tourism Victoria, will make a \$1 million dollar industry contribution to building the David Foster Harbour Pathway (DFHP). This investment is focused on Phase Two of the Belleville Street Terminal plan. Both the DFHP and completion of the Belleville Street Terminal are important priorities of the City of Victoria strategic plan. The City of Victoria receives meaningful and concrete consideration for granting eligible entity status to Tourism Victoria and is treated as a true and meaningful partner. This industry contribution is a vital and important contribution in completing the long anticipated renewed Belleville Street terminal as it would largely secure resourcing for phase two of the terminal.
3. **Sales and Marketing at Victoria Conference Centre:** Over the past year Tourism Victoria, the Victoria Conference Centre (VCC) and conference hotels have worked together in partnership to improve the performance of the meetings business through the Victoria Conference Optimization Network (VCON). However, there are efficiencies that can be partnered on to further improve the business. Until such time as the ownership of the VCC reverts back to the Fairmont Empress in 2037 or sooner, VCON (representative of the tourism industry), through Tourism Victoria, is the lead on marketing and sales at the VCC. The MRDT that currently goes to VCC to execute sales and marketing would instead go to Tourism Victoria to execute a robust sales and marketing plan in partnership with VCC. The plan would have to be jointly approved by the City of Victoria and Tourism Victoria, and have meaningful business and revenue targets to ensure the City of Victoria can maintain and keep the VCC in good order and competitive in the marketplace. VCC business results will likely improve due to implementation of innovations in sales and marketing for the Centre such as consistent branding, improved marketing and sales functions, and a reduction in duplication of efforts and investments. This is the further deepening and operationalization of the VCON program

2017-2022 STRATEGIC PLAN

and partnership. The destination as a whole will benefit as this will reduce duplications from the current state where both Tourism Victoria and the VCC have sales and marketing functions for the meetings business. This will also create deeper partnership and synergies between Tourism Victoria and the VCC.

4. Voluntarily Increase MRDT from 2% to 3%: The framework of this renewed relationship supports the position of the British Columbia Hotel Association (BCHA) and their four recommendations to enhance the MRDT program, formerly known as the Additional Hotel Room Tax. There are also a number of provincial requirements that are easily met by a strong DMO such as Tourism Victoria. With the BCHA conditions met and Province of B.C. MRDT guidelines released, it is hoped the Victoria accommodation community will vote to raise the ceiling of the MRDT from 2% to 3% to stay competitive with other communities in British Columbia. It is important to disclose that all communities who increase their MRDT ceiling from 2% to 3% must make a contribution of 0.2% to a provincial fund to support bids for major national and international events that support tourism. In all practical terms the MRDT collected from customers would increase from 2% to 3% and the MRDT for marketing and sales for the destination of Victoria, through Tourism Victoria, would increase from 2% to 2.8%.

This program will increase local tourism revenue, visitation and economic development through increased occupancy, a focus on off-peak season visitation, effective destination management and the appreciation of the tourism industry. Tourism Victoria is a lean, outcomes-driven organization operating under a strong Board of Directors elected from over 875 member businesses.

DRAFT FOR INPUT

2017-2022 STRATEGIC PLAN

VISION AND MISSION

Tourism Victoria's mission and vision are aligned with community priorities along with a well-supported brand proposition and clear brand definition. These are well entrenched and have significant established long term investment and equity behind them.

Mission

We inspire the world to experience our destination.

Vision

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

Brand Promise

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

Brand Definition

Full of Life Few places on earth are as full of life – on every level – as Victoria. From wildlife, to plant life, to arts and cultural life, our fair city offers a complete experience that is rejuvenating, fun filled and inspiring. Full of life is exactly what and who we are. This moves the needle forward for Victoria and puts to rest, once and for all, the tired old definitions of us. Full of life personifies Victoria in a positive and true fashion.



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Brand Portfolio

While Victoria is the application in this process, Tourism Victoria works within the Greater Victoria and southern Vancouver Island regions, recognized as an important gateway to both British Columbia and Canada. This is demonstrated by Tourism Victoria's strong and rapidly growing membership base of private sector business members who choose to voluntarily invest and align with Tourism Victoria as an organization. However, to bring some coherence to a region that has many different political boundaries, Tourism Victoria with its stakeholders developed a brand portfolio in 2013.

The Greater Victoria Brand Portfolio is a marketing tool developed in 2013 to help simplify and explain the region's diverse offering so the organization and stakeholders can, in turn, effectively communicate them to potential visitors. Showing potential visitors a consolidated destination with a wide variety of diverse experiences that are easy to categorize and understand allows Greater Victoria to be more competitive while maximizing economic impact throughout the region.

Partnership

Tourism Victoria believes in working in partnership both in terms of Destination Marketing, Destination Management and influencing tourism policy. The organization does this by listening to partners and crafting strategy that aligns with what others are doing. This ensures effective leveraging and also drives forward important local goals and objectives. The following diagram demonstrates the complex multi-stakeholder environment Tourism Victoria operates in.



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Alignment within the Community

In the past two years, Tourism Victoria has played an active role in better aligning people and resources to common objectives and success. Three key examples are outlined below.

1. **Mayor's Task Force on Economic Development and Prosperity:** In 2015, Mayor Lisa Helps convened a group of community leaders as part of this task force. Experiential Tourism is recognized as one of six key economic engines in the resulting plan called Making Victoria. Making Victoria's tenor, themes and metrics are largely aligned with this plan.
2. **Victoria Conference Optimization Network (VCON):** Starting in March 2015, Tourism Victoria, the City of Victoria, owners of the VCC, and the seven major conference hotels created VCON. Guided by a formal project charter, VCON objectives are to:
 - Increase hotel room nights to the destination
 - Develop a unifying visible identity for the destination that will be extended to the meetings and conference sector
 - Highlight the collaborative nature of the meetings sector in Victoria
 - Highlight Victoria as a "one-stop" seamless conference destination

There has been significant work done on VCON since its inception in 2014. VCON has delivered a unifying take to market visible identity, Victoria: The Idea Capital, as well as an integrated sales team rallying behind Tourism Victoria's Business Events Victoria (BEV) approach. This approach integrates the destination's leading corporate sectors such as technology, marine and green technology, developing transportation offers for meeting planners and delegates and an incentive program for meeting planners to hold their meetings in Victoria. Based on the trust that has been developed through VCON, Tourism Victoria and the VCC are working to integrate sales and marketing resources to drive further efficiency and maximize available resources.

3. **Seasonal Promotions:** Working in partnership and alignment with key partners, Tourism Victoria has been working hard to drive innovative promotions that have built equity positions in Victoria for key off-peak season times. Tourism Victoria has worked with partners such as the City of Victoria, Downtown Victoria Business Association (DVBA), the Greater Victoria Harbour Authority (GVHA), the Victoria Hotel Destination Marketing Association (VHDMA), Attractions Victoria and others to build seasonal promotions and campaigns around Halloween, Christmas, and Valentine's Day. These initiatives have built significant off-peak demand and are driving the needed shoulder season business.

Alignment with Provincial and National Tourism Marketing Partners

Tourism Victoria is serious about aligning and leveraging overall investments in tourism marketing while continuing to promote the brand attributes that make Greater Victoria unique and differentiated.

Alignment with the Provincial Destination Marketing Effort

Tourism Victoria has long worked constructively with Destination BC and its predecessor organizations in areas of Travel Trade, Travel Media Relations and Visitor Services. In the past two years, Tourism Victoria has increased its collaboration with Destination BC in the following areas:

- For direct to consumer marketing efforts, Tourism Victoria and Destination BC have aligned in key target markets of Seattle and San Francisco. Tourism Victoria will continue to work with Destination BC to refine campaign timing and execution to best leverage each other's investments.

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- Tourism Victoria has tightened and focused its priority markets in the Travel Trade area by creating a segmentation approach to priority markets.
- Tourism Victoria is investing in research and analytics resources to leverage Destination BC's investment in a master licence in Destination Explorer Quotient™. Future collaboration could develop with better geodemographic segmentation along with aligned Data Management Platforms. Tourism Victoria is also in the process of starting to measure Net Promoter Score, a key metric of British Columbia brand health. These initiatives are all in the early stages of being explored as this plan is developed.

Alignment with Destination Canada

Tourism Victoria's combined destination investment through VCON is highly aligned with Destination Canada, particularly in the meetings segment. Victoria's BEV approach supports and aligns with Destination Canada's *Business Events Canada*.

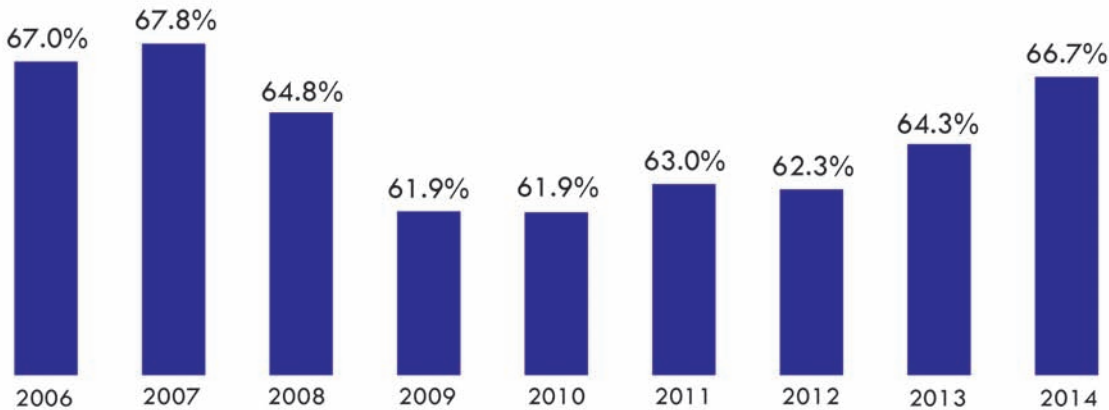
STRATEGIC CONTEXT

A) Destination Performance

Greater Victoria's recent performance through 2015 demonstrated very significant growth and builds up two years of consistent recovery in 2013 and 2014. From 2008 to 2012 were very challenging years for the tourism industry in Greater Victoria; however, recovery appears to be on track and growth levels are on par with what has been seen globally for the past ten years. Now a period of sustained growth is required to inspire and attract new investment in product and attractions for the region. It is pleasing to see this recovery translate into significant renovation in accommodation product, active discussion around investment of new attractions and transportation-related product. This plan is designed to support further recovery, growth and reinvestment as well as be aligned to community needs and public policy priorities.

Source: Chemistry Consulting (note: 2015 data up to August only)

Occupancy Rate Greater Victoria



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B) Focus on Consolidating Growth and Improving Seasonal Performance

This recovery can be attributed to three key reasons: strong growth from a vibrant Pacific Northwest economy, broader global growth trends in Asian tourism and more Canadians travelling domestically due to a relatively weaker Canadian dollar. The Pacific Northwest region is a unique place with a vibrant economy based on technology, innovation and high value resources. These are combined with natural lifestyle attributes that make this region one of the fastest-growing economies in the world with leisure attributes. One of Greater Victoria's key tourism source markets, Seattle, currently has an unemployment rate that has declined a full percentage point to 3.3% in the past year while other key source markets including Vancouver, San Francisco and Portland all have strong economies, great connections to Greater Victoria and a lifestyle that encourages travel and exploration.

Globally much of the world's rapid tourism growth, anticipated to be a sustained 5% annually through 2030 according to the United Nations World Tourism Organization (UNWTO), can be attributed to increases in outbound travel from emerging middle and upper classes in Asia. Greater Victoria is positioned strategically as a one-connection short haul flight to three of North America's most important gateways to Asia: Vancouver International Airport, Seattle-Tacoma Airport and San Francisco. If Tourism Victoria is focused and strategic, it can leverage the two positioning benefits of being in a vibrant Pacific Northwest economy and in proximity to Asian gateways for ongoing growth. This will build on strong foundations of domestic Canadian travel, the balance of the United States and well established travel trade itineraries from Western Europe, Australia and Japan.

OVERALL GOALS, OBJECTIVES AND TARGETS

Tourism Victoria is a strategy-focused organization and uses the Kaplan & Norton *Balanced Scorecard* approach to results-based management. Balanced Scorecard, if effectively used, can help link strategy to operations and drive superior results. Balanced Scorecard has four perspectives for performance measurement, ensuring the organization is aligned and functioning effectively.

1. Financial Perspective: Answers the question, "How do we look to our shareholders?"
2. Customer Perspective: Answers the question, "How do our customers see us?"
3. Internal Process Perspective: Answers the question, "What should we be best at?"
4. Learning and Growth Perspective: Answers the question, "How can we improve and drive value?"

To support its Balanced Scorecard approach, Tourism Victoria has a strategy map that integrates the perspective of the Balanced Scorecard with its Strategic Objectives and Operational Priorities. Balanced Scorecards are developed annually to support annual business and/or tactical plans.

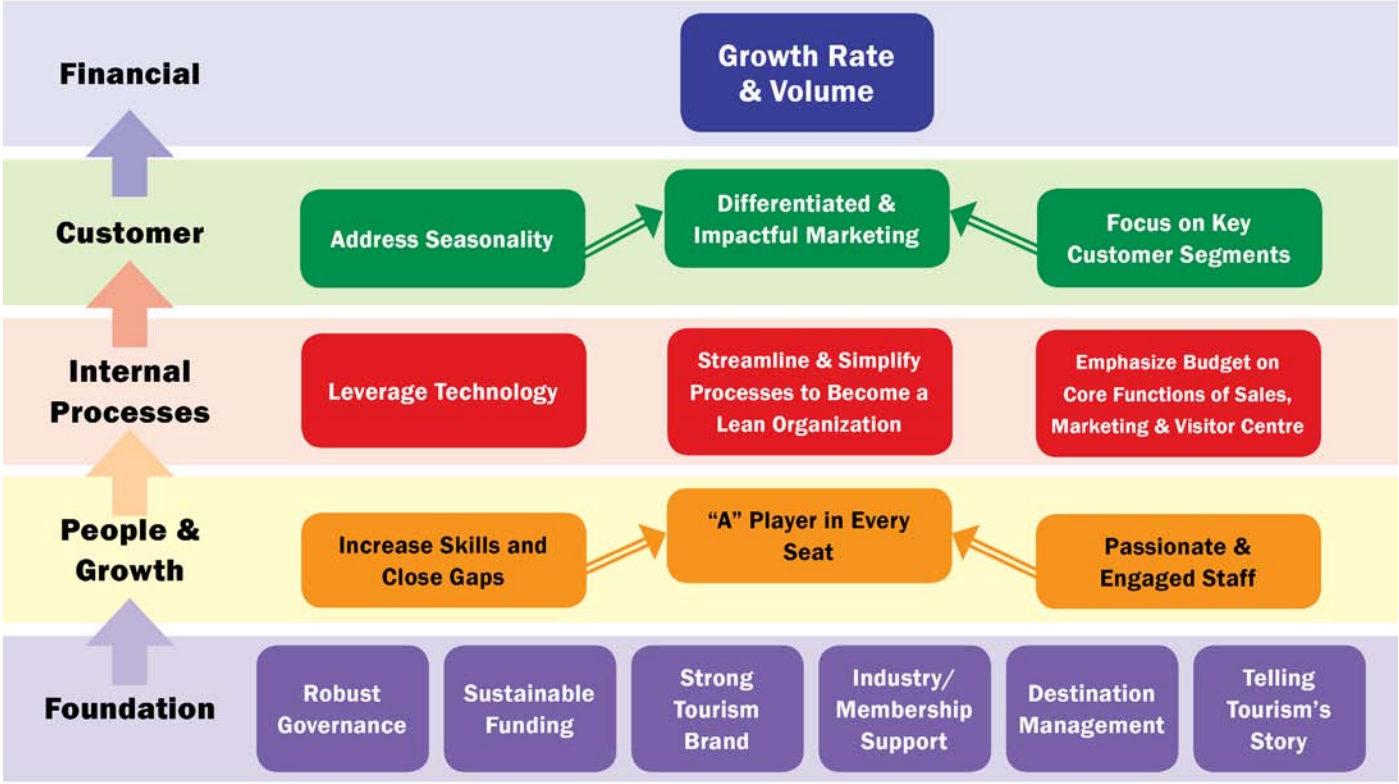
Objective 1: Grow Rate and Volume

Tourism Victoria will focus efforts to generate demand to our must-visit destination with an emphasis to drive revenue and rate.

This is deliberately Tourism Victoria's first strategic objective. This objective ensures that first and foremost, Tourism Victoria remains focused on its number one priority of generating demand for the destination. DMOs, including Tourism Victoria, operate on the demand side of the ledger and their activities must always be focused on generating customers for the destination. The language of focusing effort to generate demand make it very clear what Tourism Victoria's primary objective must be.

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Tourism Victoria Strategy Map



This objective also puts an emphasis on Greater Victoria as a must visit destination. This is designed to create a sense of urgency to convert travellers and meeting planners to make a commitment. Tourism Victoria and the industry need to protect the high season and cannot take the business for granted. Tourism Victoria’s emphasis will be on conversion to ensure Greater Victoria gets its fair share of the business. Victoria is a well-established destination with a well-defined tourism brand. Tourism Victoria’s work over the next three years will be on conversion in all its sales and marketing activities in order to get more business on the books building a solid foundation for the destination.

Finally, this objective has language around driving rate and volume. There does not need to be a trade-off between rate and volume. Healthy rate growth in the accommodation sector has the positive economic benefit for the community’s economy to inspire investment and reinvestment in the destination’s tourism product and infrastructure. This keeps the economy more vibrant with additional employment and the product more competitive. It is healthy to have enough demand to charge a competitive rate for product and inspire confidence in reinvestment.

Healthy and sustained rate growth is achieved by having a diversified customer base, strong segmentation with an emphasis on higher yield transient experiential travellers on the leisure side, and a strong foundation of meetings business on the books, creating compression for the destination.

Objective Target: Grow and maintain average occupancy to 72.2% and average Revenue per Available Room (RevPAR) to \$105 as measured by Chemistry Consulting. The last full year of measurement available was in 2014 when occupancy was 66.6%. However, it is possible these targets may be exceeded and need to be reset in future years as part of the annual tactical planning process.

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Compression exists in a destination when a large number of meetings, events or pre-planned leisure business creates limited availability for last minute travellers. This has the positive benefit of forcing transient travellers to either pay higher rates at their first choice of accommodation or book at a different accommodation option in the destination. Both outcomes are beneficial for the overall health of the destination. This is why it is important to work to secure more pre-planned business on the books so the whole region can benefit from compression.

Objective 2: Addressing Seasonality

Promote Greater Victoria as a year-round destination, including building equity around shoulder season and off-peak season opportunities.

Greater Victoria has traditionally been a highly seasonal destination characterized by much busier summer high seasons than off seasons. During the down periods of 2008 to 2012, even high season results were suboptimal. However in 2013 and 2014, the industry has returned to more normal periods of business during the high season. Within the context of this strategic plan, Tourism Victoria will deploy a three pronged approach to build shoulder and off-season business:

1. **Through marketing, communications and destination development efforts, build equity in a series of shoulder and off-season opportunities to attract leisure travellers.** This approach gives visitors a variety of reasons to visit Greater Victoria during the off-season. Tourism Victoria and its members have already collaborated to create strong travel equity positions around Halloween and Christmas. These opportunities are listed in order on the calendar.
 - a. Halloween: In 2014, Tourism Victoria started to position Greater Victoria as B.C.'s Haunted Capital, leveraging all the spooky things to do in Greater Victoria. Halloween is a growing holiday and a reason to travel for a getaway. Hotels saw significant package sales. Greater Victoria is developing a position here.
 - b. Christmas: To drive visitation for the months of November, December and early January, Tourism Victoria is reinforcing Victoria's growing reputation as a favourite Christmas destination with its annual campaign Find Christmas Here. Over the past three years this campaign has helped the destination transform the traditionally slow months of the year into a key travel time with occupancy climbing by 19% and RevPAR by 34%.
 - c. Chinese Lunar New Year: Chinese New Year, which takes place in late January or early February each year, is the largest single movement of humanity on the planet. While many of those celebrating return home to visit family, a growing number are taking leisure vacations during this time. Given that Victoria has Canada's oldest Chinatown and travel experiences throughout the region that are valued by Chinese Canadian and Chinese international travellers, it is worth exploring if product can be developed and marketed to attract more visitors during a traditionally slow time in the tourism calendar.
 - d. Romance: To drive visitation for late January and February, Tourism Victoria is reinforcing Victoria's growing reputation as Canada's Most Romantic City as voted by Amazon.ca and USA Today. This new campaign positions Victoria as the perfect romantic getaway with messages including, Reconnect in Canada's Most Romantic City and When a place is this romantic...it is Valentine's Day all year long.
 - e. Spring Garden Opportunity: While much of Canada is still shivering under snow, the flowers are out in Greater Victoria. In late February and March, Victoria does have an opportunity to leverage existing equity in a more focused garden tourism opportunity to a lucrative travel segment. This opportunity needs research, development and marketing.

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- f. **Dine Around and Stay in Town:** Tourism Victoria and the British Columbia Restaurant and Food Association (BCRFA) partner on this annual dining event that drives economic impact in late February and early March. This event is a good fit to round out the destination's romance positioning by giving the consumer more reasons to visit during the shoulder season.

Note: It is important to recognize there is currently no dedicated resourcing for the Lunar New Year or Garden programs. However, these are ideas worth researching and seeking resources for from either government sources and/or in partnership with the private sector if they would be significant travel drivers.

2. **Build shoulder season and off-season meetings business.** As previously mentioned, as the leisure business recovers, Tourism Victoria is increasingly focused on securing meetings business to increase the amount of business contracted and on the books in the region. Tourism Victoria is prepared to invest resources in partnership with the VCC to secure business. Particular emphasis is placed on meetings and conferences that are in the shoulder and off-season, and that showcase the destination to travel, meetings business or media influencers.

Tourism Victoria has a longstanding partnership with Sporthost Victoria. Sporthost Victoria is a well-established organization and does an excellent job in securing sport tourism business for Greater Victoria. Consistent with this strategy, Tourism Victoria will become increasingly focused on partnership with Sporthost Victoria to grow the shoulder and off-season business. Tourism Victoria is increasingly interested in significant championship sport business that also has communications value.

3. **Build shoulder season and off-season events.** Greater Victoria has a very strong slate of festivals and events. In the spring and summer there are significant events taking place every week and weekend. Sometimes there are multiple events for visitors to enjoy. The organization is particularly focused on need areas of January and spring. Examples previously cited of Lunar New Year and Spring Garden Tourism festival opportunities, along with other ideas, are worthy of deep exploration. As resources permit, Tourism Victoria will resource a festivals and events strategy and collaborate with key partners throughout the region to build more reasons to visit over time.

Objective Target: To build and maintain a consistent off-season (October through April) occupancy rate of 59% by 2019 and maintain through this planning period. This will provide consistent revenue for the destination's operators and small businesses.

Note: This Key Performance Indicator (KPI) is consistent with the City of Victoria's Making Victoria Economic Development and Prosperity Plan. If this target is achieved sooner it will be adjusted through the annual tactical plan process to be in line with market conditions at that time.

By using creative advertising and creating a series of equity positions around key points in the calendar, potential travellers will have multiple reasons to visit and consume Greater Victoria experiences in the shoulder and off-seasons. Combined with focusing on shoulder and off-season, meetings, sports tourism and events, there is an opportunity to strategically and surgically reduce the dip in shoulder and off-season business. This will create a more vibrant economic climate for all. Even modest increases in business during these periods will have meaningful economic impacts and mitigate the off-season decline in business.

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Objective Three: Destination Management

Work with industry on select, but critical, policy and supply side drivers of destination success.

The role of Destination Management is to manage and support the integration of different resources, activities and stakeholders through suitable policies and actions. The main objective is to manage the various components of the local tourist destination in a way that ensures its profitability, while avoiding the degradation of the factors that created its competitive position. Often operating on the supply side, the challenge with the concept of Destination Management is that it is very broadly defined, often with decision levers in public sector hands, not that of the DMO. Unless managed carefully, Destination Management can divert time and energy away from core functions of marketing and sales.

However, Greater Victoria is located on an island and critical supply side issues such as transportation and investment rely on the destination marketers' expertise and knowledge of the customer. Recognizing this, Tourism Victoria has long had a powerful Transportation Committee that has undertaken many of these functions. The key to success in a destination marketer's approach to this area is to be disciplined and have appropriate filters to make decisions, as well as frame involvement in areas that can make the most impact. Furthermore, it is important to share information that is research and fact-based, and through a customer and demand filter with policy makers who do make decisions. This was reflected in the previous Tourism Victoria strategic plan as influence. However, Tourism Victoria has chosen to handle this area and filter Destination Management opportunities by putting into action those that are critical to the destination's success.

Transportation Committee

The primary mechanism for Destination Management is Tourism Victoria's Transportation Committee. The Transportation Committee shares information and tackles issues of access for the destination. A key component of the Transportation Committee is to action the priorities outlined in the Passenger Gateway Strategy. The number one priority of the Passenger Gateway Strategy is the completion of an integrated ferry terminal at Belleville Terminal. All stakeholders involved have coalesced around a three-phased plan for Belleville Terminal under the leadership of the Province of British Columbia's Ministry of Transportation. Work on Phase 1 has commenced. This plan contemplates a \$1 million industry contribution from Tourism Victoria to the City of Victoria and/or Province of British Columbia to accelerate the completion of Phase 2 of the project. Then all partners can focus on delivering phase 3 of the project. This industry contribution would be achieved through efficiencies by the integration of Tourism Victoria and the VCC's efforts through VCON.

Positioning Victoria for Pre-Clearance: A redeveloped and integrated Belleville Terminal is a prime opportunity for pre-clearance, leveraging the Canada-United States Beyond the Borders action plan. Furthermore having the capacity for pre-clearance in Victoria's Inner Harbour positions the GHVA's Ogden Point Cruise Ship Terminal to become a home port for boutique cruise lines. For this reason, Tourism Victoria is working with partners such as the City of Victoria, GVHA, Pacific Northwest Economic Region (PNWER) and Tourism Industry Association of British Columbia (TIABC) to make pilot projects in pre-clearance a priority in Victoria.

Attracting Investment in Product

By sharing information about the commercial opportunities in Greater Victoria, entrepreneurs whose capital is at risk will have good information to consider investments to improve the tourism product in Greater Victoria.

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Objective Target: Work with the City of Victoria, the Province of British Columbia and other partners to complete the three-phased approach to Belleville Terminal and position Victoria's Inner Harbour for pre-clearance.

By focusing only on critical supply side efforts, Tourism Victoria will ensure that it has the greatest chance of success in moving the needle forward on critical files. At the present time, Tourism Victoria's primary Destination Management priority remains the execution of a viable plan to improve the customer's experience of the destination's Inner Harbour at the Belleville Terminal and positioning Victoria's Inner Harbour for pre-clearance.

Objective Four: Telling Tourism's Story

Increase appreciation and support for Greater Victoria's vibrant visitor economy.

As referenced earlier in this document, the travel and tourism industry is a massive global industry. Another key reason why policy makers are increasingly focused on tourism in terms of community building is that it is also a business that is innately local. Goods and services are consumed locally, but because tourism brings in foreign exchange through international travellers it is considered an export industry by Statistics Canada.

Tourism supports small business, entrepreneurs and families of all kinds. According to Statistics Canada, it takes \$113,000 in gross tourism revenue to create or protect a full-time job that pays \$65,000 annually.

Jurisdictions around the world are competing vigorously to attract tourism in a sustainable and progressive manner because of the meaningful positive impact on the economy and society with integrated policy and aggressive investments in marketing. In spite of these positive attributes, the tourism industry is often underappreciated. This is particularly experienced in jurisdictions where tourism has long been a part of community, such Hawai'i and Greater Victoria.

To counter this possibility, Tourism Victoria will work with partners to:

- Research to understand the size and scope of the tourism industry
- Fully support the trend in experiential tourism that embraces tourism at a human, neighbourhood and community scale
- Share the story of successful small business, entrepreneurship and wealth creation within Greater Victoria's community by telling the story of the faces of the tourism industry
- Embrace the role of travel and tourism as part of the broader mobility and trade economy
- Share the story of how tourism is often the first step in trade or foreign direct investment in the destination's community

Objective Target: Work with partners to increase appreciation for the Experiential Tourism sector in Greater Victoria by 8% between 2017 and 2022. Benchmark sentiment in 2016 to provide insight into the target going forward.

"Tourism is innately local and drives spending in communities. You can't outsource tourism."

— Roger Dow, President United States Travel Association

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“At any moment in time there are between 200,000 and 300,000 international tourists in Canada. These people are hyper consumers and all they want to do is spend their money and leave it in our communities. So essentially the customers of the tourism industry represents a community bigger than Windsor, Ontario, perpetually spending money, enjoying themselves and if they have a good experience, encouraging their friends to come and spend money. They don’t need health care, don’t need a social support network of any kind. All they want to do is spend and generate taxes. While there are some minor externalities, why would anyone be opposed to the tourism industry?”

— David Goldstein, former President & CEO, Tourism Industry Association of Canada

Operational Priorities: Whereas Strategic Objectives are what a plan is to achieve, Operational Priorities are created to guide how the plan is to be executed. Below are the five Operational Priorities that will guide Tourism Victoria’s operation over the next five years.

FOUNDATIONAL KEYS TO SUCCESS

As reflected in the Strategy Map, these foundational elements form the underpinnings and create the platform for Tourism Victoria’s work over the next five years. These foundational elements must always be worked on and cultivated.

1. **Robust Governance:** An engaged Board of Directors that provides oversight, strategic advice and support to Tourism Victoria’s management team their governance function. The Board of Directors will be engaged at the strategic level to provide the optimum contribution.
2. **Sustainable Funding:** Reliable, competitive levels of funding allow Tourism Victoria to plan for the long term and focus its energy at what it does best: market and sell Greater Victoria.
3. **Strong Tourism Brand:** By adding depth and dimension to the strong tourism brand position Victoria Full of Life, the destination will be able to share the essence of the vacation experience to prospective customers and compel them to visit now.
4. **Industry/Membership Support:** Tourism Victoria is sustained by its partners and works in partnership in everything that it does. Cultivating strong industry and membership support is vital to continued success.
5. **Destination Management:** Ensuring industry coalesces around critical issues that affect the health and prospects of the destination.
6. **Telling Tourism’s Story:** A robust corporate communications and public affairs program will help build appreciation for the vibrant tourism industry in Greater Victoria.

STRATEGIES AND KEY ACTIONS

Tourism Victoria takes an integrated approach to all of its sales, marketing and visitor services activities. Increasingly, destination management is integrated into the organization’s approach. This section provides a description of the key strategic functional areas and their relative investment percentage. It should be noted that some areas, such as Visitor Services, generate off-setting revenues.

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Direct to Consumer Marketing

Promote Greater Victoria to consumers to generate demand for the destination while driving rate and occupancy.



Media Relations

Promote Greater Victoria to media to achieve positive editorial coverage of the destination that helps build the brand and drive visitation.

Content Marketing

Create, curate, share and syndicate content to promote Greater Victoria to a growing and engaged audience.

Travel Trade

Build on the strategically refined, geographical approach to international markets by increasing shelf space, distribution and relationships with international operators and their Canadian receptive partners.

Business Events Victoria

Operationalize Tourism Victoria's Business Events Victoria (BEV) with a renewed focus on delivering business results of increased confirmed room nights and economic impact to the region by confirming room nights and creating a long term foundation of predictable business on the books.

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Visitor Services

Apply superior destination knowledge and outstanding customer service to provide visitor information and booking services that help create an unforgettable travel experience and extend length of stay.

Corporate Communications, Public Affairs, Destination Management and Research/ Data Analytics

Work with industry and support initiatives that ultimately drive demand for the destination focusing on critical supply side issues.

Member Services

Maximize membership opportunities and deliver consistent value for Tourism Victoria's valued members.

Corporate Services

Ensure Tourism Victoria has proper internal structure and controls to support technology, human resources and financial management while also improving and simplifying reporting.

Target Markets

Tourism Victoria is guided by research and input from stakeholders in order to prioritize its target source markets for this plan. Most importantly, Tourism Victoria believes in alignment. In business to consumer marketing campaigns Tourism Victoria operates predominantly in short and medium haul markets where the Victoria brand is already strong and customers are close to conversion.

In the Travel Trade segment Tourism Victoria aligns with Destination BC and Destination Canada to support their efforts. In 2014, Tourism Victoria undertook a comprehensive survey of its members to understand their priorities in the travel trade channel and ultimately create strategy and segmentation guided by that insight.

In the meetings segment Tourism Victoria has a clear plan developed through VCON and leverages its partnership with Destination Canada. Destination BC is not actively involved in the meetings space. While it is recognized that market conditions may shift between the writing of this plan and 2022, at this time the priorities in various market channels are as follows:

1. Direct to Consumer Priority Source Markets

Promote Greater Victoria to consumers to generate demand for the destination while driving rate and occupancy.

- Primary: Seattle, Vancouver and San Francisco
- Secondary: Calgary and Portland

2. Travel Trade

Build on the strategically refined, geographical approach to international markets by increasing shelf space, distribution and relationships with international operators and their Canadian receptive partners.

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3. Media Relations

Promote Greater Victoria to media to achieve positive editorial coverage of the destination that helps build the brand and drive visitation.



4. Business Events Victoria

Operationalize Tourism Victoria's BEV with a renewed focus on delivering business results of increased confirmed room nights and economic impact to the region by confirming room nights and a long term foundation of predictable business on the books.

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BEV will resource against opportunities to shift strategy to focus on growth prospects in the corporate meetings market while maintaining association opportunities. This new strategy merges an increased emphasis on the growing corporate meetings segment with a strategic focus on vertical industry sectors that are aligned with Destination Canada's Business Events Canada (BEC) division and capitalize on the destination's regional competitive advantages. Tourism Victoria's priority sectors to pursue:

- Marine: Ocean sciences, shipbuilding, defense
- Aerospace: Manufacturing, maintenance, repair and overhaul
- Technology & Clean/Green Technology: Support VIATeC partners and initiatives
- Education: Use local universities as key assets
- Natural Resources: Forestry, mining, oil and gas
- Agriculture and Food: Animal and crop production, food/beverage processing
- Life & Health Sciences: Pharmaceutical, bio-pharmaceutical, medical devices and research

MANAGEMENT, GOVERNANCE AND ADMINISTRATION

Tourism Victoria and the City of Victoria have worked together to advance mutual objectives for many years. The two organizations' business partnership was last updated in 2010 with a renewed emphasis on the governance relationship. Through this process, the City of Victoria is naming Tourism Victoria as the Eligible Entity for MRDT, and Tourism Victoria will deliver a services contract to the City of Victoria, based broadly around destination marketing and management in the City of Victoria but also with specific deliverables for Marketing and Sales of the VCC, which the City of Victoria owns.

Tourism Victoria is not-for-profit organization governed under the British Columbia Societies Act. Tourism Victoria has comprehensive Constitution and bylaws that were last updated and approved by general membership in April 2014. Tourism Victoria's Constitution and bylaws can be found [here](#).

Tourism Victoria is governed by a 16 person Board of Directors with 11 members of the board elected from its membership and six appointed representatives. The composition of Tourism Victoria's Board of Directors is:

Elected:

- Accommodation – More than 149 Rooms
- Accommodation – From 26 to 149 Rooms
- Accommodation – 25 Rooms or fewer
- Arts, Culture & Societies
- Attractions
- Retail & Restaurants
- Sports & Outdoor Adventure
- Transportation
- Member at Large (three Directors elected)

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Appointed Representatives:

- City of Victoria (contributes MRDT to Tourism Victoria)
- District of Saanich (contributes MRDT to Tourism Victoria)
- Tourism Vancouver Island (regional DMO)
- Greater Victoria Chamber of Commerce
- Past Chair

In addition to the Board of Directors, Tourism Victoria is supported by four advisory Committees. These Committees provide an important connection to the membership, as well as provide advice and input to both management and the Board of Directors.

- Advisory Committees:
- Transportation Committee
- Finance and Membership Committee
- Sales & Marketing Committee
- Governance, Human Resources & Risk Committee

Tourism Victoria's Board of Directors and advisory Committees meet four times a year. Additionally, Tourism Victoria's Board of Directors holds an annual strategic retreat with management each June with the purpose to plan for the following year's business plan.

Management & Administration

Tourism Victoria's Board of Directors has one employee, the President & CEO. The President & CEO leads the day-to-day operations of the organization and is accountable for execution of the strategy. The President & CEO reports to the Chair of the Board of Directors. There are currently two officers of the company, the President & CEO along with the Chief Financial Officer & VP Strategy Management. The CFO & VP Strategy Management has a dotted line relationship to the Chair of the Finance and Membership Committee and Chair of the Board in regards to the financial health and well-being of the organization. It is a prudent control measure to have two officers with fiduciary accountability in the organization. Tourism Victoria's executive team has four roles:

- President & CEO
- Chief Financial Officer & VP Strategy Management
- Chief Marketing Officer
- Director of Sales

Tourism Victoria is supported by robust management and administration tools. As previously referenced, Tourism Victoria uses Kaplan & Norton tools such as Strategy Map and Balanced Scorecard in order to translate strategy into operational terms. In addition, Tourism Victoria has a robust Human Resources strategy that guides all aspects of its Human Resources program and has clear Board of Directors regulators for percentage of budget dedicated to compensation.

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Sources of Funding

Tourism Victoria has provided destination marketing, management and visitor services to the Greater Victoria area for 41 years. However, its funding is annual and always vulnerable. This plan and the organization's renewed relationship with the City of Victoria is designed to move to a medium term resourcing horizon, which is on the same playing field as most other destination marketing organizations and communities who started to access MRDT after 1997. Tourism Victoria has an increasingly strong track record of success and active support of the business community, as demonstrated by a measured return on investment and growing membership base.

Currently Tourism Victoria has an operating budget of \$4.84 million dollars, which is largely divided into four resourcing buckets. A description of the current sources of funding is as follows:

1. **MRDT:** Under the current bylaw that dates back to 1988, the City of Victoria retains \$500,000 (adjusted for inflation, in 2014 this figure was just under \$600,000) with the purpose of sales and marketing of the VCC. The balance is disbursed to Tourism Victoria for overall destination marketing purposes. In 2014, Tourism Victoria received \$2,284,123 in MRDT. This arrangement has long caused underlying friction between the private sector tourism industry and the City of Victoria. There are roughly 100,000 delegate days at the VCC per year and there are an estimated 3.5 million visitors to the Greater Victoria region annually. This perceived overweighting in resources to the VCC, although agreed to in 1988, drives a great deal of the need to renew the relationship under the new MRDT guidelines.
2. **Membership and Membership buy-ins:** Tourism Victoria has a very strong and growing membership base. Between membership dues and buy-ins to optional advertising opportunities, their financial contribution in 2014 was \$1,005,003.
3. **Grants:** Tourism Victoria currently receives grants from Destination BC for Visitor Services, along with grants from the City of Victoria and District of Saanich. Tourism Victoria has received notice that grants from two of these parties will be decreasing in 2016 and beyond. It is likely that over the medium term, grants will become less of a revenue source for Tourism Victoria. Total grants received in 2014 was \$203,500.
4. **Destination Marketing Fee:** In 2011 a voluntary Destination Marketing Fee (DMF) was brought to bear by 21 Victoria hotels. This DMF took more than a year to develop and the purpose in creating the DMF was in direct response to the cancellation of the City Stays Program by Tourism British Columbia. Unlike many DMFs, the language in the contract with the hotels to their DMF association, the Victoria Destination Marketing Hotel Association, specifically states the purpose of the DMF revenues are to support Tourism Victoria in generating hotel stays in Victoria through marketing efforts. Therefore, unlike other DMO and DMF relationships, there is strong alignment in Victoria on the purpose and intent of the program. The DMF has been a good transitional measure to ensure strong marketing for Victoria after the cancellation of the City Stays Program. In 2014, \$1,124,415 in DMF was deployed into marketing efforts by Tourism Victoria.

However, a DMF is inherently an unstable resourcing mechanism for the following reasons:

- It is voluntary to the customer, some groups refuse to pay
- There are competitive pressures. Should one major hotel leave the DMF, the other hotels would have no other choice but to leave as well.
- Intermittent legal challenges because it is a voluntary fee. Like other voluntary fees, such as resort fees and/or facilities fees at hotels, DMFs have been challenged in court. There has yet to be a challenge that has been successful; however, there is currently a significant legal challenge underway.

2017-2022 STRATEGIC PLAN

For the sake of this strategy, only MRDT, membership revenue and grants are considered. It is an annual choice of the Victoria Hotel Destination Marketing Association should it wish to continue with its DMF.

DRAFT FOR INPUT

SOURCES

¹ Transient Hotel Guests have been traditionally defined as a guest seeking short and often “urgent” or last-minute stays. Traditionally viewed towards the bottom of the revenue pyramid, in recent years last minute bookings from business and high end experientially travellers have changed the perception of the transient guest to be a critical source of revenue and yield. Source: HotelLogix, July 13, 2014

² “Destination Management and Economic Background: Defining and Monitoring Local Tourist Destinations”, Mara Marete, University of Venice for UNWTO, 2008

³ Government Revenue Attributable to Tourism, Statistics Canada, 2012

⁴ Tourism Victoria Annual Report, 2014

DRAFT FOR INPUT

Tourism Victoria
• Greater Victoria Visitors & Convention Bureau •
200 – 737 Yates Street
Victoria, B.C. V8W 1L6



4196 Glanford Avenue • Victoria BC • V8Z 4B6
Phone: (250) 475-3235 • TOLL FREE: 1-800-567-3288
Fax: (250) 475-2911 • TOLL FREE Fax: 1-800-975-TOUR (8687)

October 27, 2015

Dear Mayor and Council:

We understand that the City of Victoria is considering a renewed relationship between the Victoria Conference Centre and Tourism Victoria stemming from changes driven by the Provincial accommodation taxation framework. We understand that part of this proposed new relationship could involve Tourism Victoria taking leadership for the sales and marketing function at the Victoria Conference Centre.

The Wilson's Group of Companies businesses, including Wilson's Transportation, YYJ Airport Shuttle and GrayLine Sightseeing Victoria, depend a great deal on the success of the City's tourism and conference business. As a member of Tourism Victoria, we have worked very closely with them in helping to tell the story of Victoria as a viable and excellent choice for meetings and large scale events. In the past two years, we have seen the primary focus of Tourism Victoria expand to the business community which we believe is where there is significant growth in bringing people and business to the City.

Paul Nursey has built a team at Tourism Victoria that has gained the confidence of our industry through excellent leadership, strong campaigns with proven results and a vision that we have already reaped some of the rewards of in our tourism numbers these past 12 months.

With their Business Events strategy, we believe that Tourism Victoria is well poised to direct, lead and propel the VCC into one of the top venues for meetings. With a strong conference centre, our tourism businesses have opportunity to increase sales during the shoulder and off season.

We fully support Tourism Victoria's initiative and hope that you also see the tremendous value they will bring to the Victoria Conference Centre's sales and marketing.

Yours Truly,



John M Wilson
Chief Executive Officer



November 10th, 2015

Brad Eshleman
President, Western Stevedoring
Terminal Operator, Ogden Point Cruise Ship Terminal
Agent / Manager on behalf of the Greater Victoria Harbour Authority

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

Dear Mayor Helps and Council,

I am writing to ask you to support Tourism Victoria's proposed relationship framework improvements with the City of Victoria, framework improvements which will best position Victoria and its destination marketing efforts. Western Stevedoring has been a key partner in Victoria's tourism industry for decades; our experience and perspective affords us the privilege to confidently support the motions proposed by Tourism Victoria.

As a major terminal operator, we are acutely aware of the challenges of an annual funding model to any level of planning; moving to a five year renewal supports crucial and visionary thinking as part of a medium term planning cycle.

As Victoria's cruise terminal operator, well-versed in the importance of Victoria's maritime gateways, we are particularly supportive of Tourism Victoria's creative funding model advancing the completion of the Belleville Terminal and the David Foster Harbour Pathway - critical pieces of infrastructure to Victoria's tourism industry.

Victoria's cruise tourism sector can credit its growth and success to stakeholder collaboration under leadership from experience; so, it is with such insight and without question the best decision to have Tourism Victoria lead the sales & marketing of the Victoria Conference Centre.

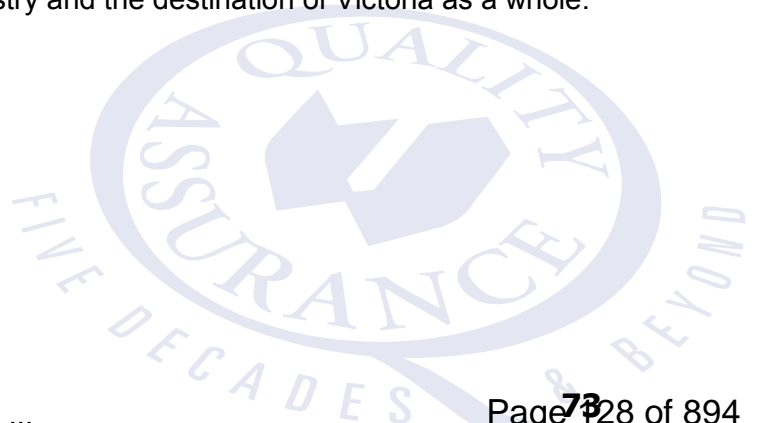
Finally, given the clear demonstration of Tourism Victoria's effective stewardship with an undeniably successful 2015 tourism season, increases in funding are fully justified, enhancing and expanding Victoria's current competitive efforts in destination marketing.

I urge you as representatives of a community which thrives when tourism succeeds, to support the proposed framework, in the best interests of the industry and the destination of Victoria as a whole.

Sincerely,



Brad Eshleman
President, Western Stevedoring



Tuesday, November 10, 2015

Mayor and Council
City of Victoria
1 Centennial Square
Victoria BC
V8W 1P6

Dear Mayor Helps and City of Victoria Members of Council,

I was very excited to hear of the initiative regarding a renewed relationship being put forth to the City of Victoria by Tourism Victoria.

The issue of the Belleville Terminal is near and dear to my heart after having been a member of the Belleville Blue Ribbon Task Force as well working on vessels docking in the Inner Harbour during the 1980's and 1990's.

I applaud the tourism industry through Tourism Victoria in their proposed support of the David Foster Harbour Pathway/Belleville Terminal Phase two in matching the City of Victoria's \$1 Million contribution.

I am also excited to see the planning around Tourism Victoria leading the sales and marketing initiatives of the Victoria Conference Centre. In my experience the conference organizers and meeting planners are looking for continuity when choosing a destination.

It is wonderful to witness the collaborative efforts being put forth by people and organizations on so many fronts these days. One of the many ways we are differentiating ourselves in the competitive tourism marketplace. Bravo!

Thank you for your consideration on this important matter.

Starr

Starr McMichael
President
Starrboard Enterprises Inc.

Starrboard Enterprises Inc.
starrboard@shaw.ca
250-812-9561

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hmacdonald@sporthostvictoria.com
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www.sporthostvictoria.com



October 22, 2015

Victoria City Council

This is to support the development of the renewed partnership proposed between the City of Victoria and Tourism Victoria outlined to us recently in a briefing.

SportHost Victoria, consistent with its mandate to assist in attracting and hosting provincial, national and international events in Victoria to create economic and social benefits for the community supports the elements of the framework being proposed.

SportHost Victoria, and its members supports the partnership and is prepared to assist with the elements of the framework within its mandate.

As a member of Tourism Victoria we support the assumption of the leadership of sales and marketing function of the Victoria Conference Centre on behalf of the City and the updating of the hotel accommodation tax agreement renewal of council to a five year renewal cycle which is largely consistent with the rest of our competitors in British Columbia. This will provide the ability of Tourism Victoria and SportHost Victoria to collaborate over a medium term horizon.

The modernizing of the new accommodation threshold ceiling from 2% to 3% will provide a more stable and predictable resourcing instrument. Tourism Victoria is one of SportHost Victoria's significant resourcing partners.

The renewal of Tourism Victoria's relationship with the City of Victoria is an exciting opportunity for tourism and economic development in our community.

Sincerely

Hugh MacDonald
Executive Director



October 15, 2015

Mr. Paul Nursey
Chief Executive Officer
Tourism Victoria
Suite 200-737 Yates Street
Victoria, BC
V8W 1L6

Subject: Tourism Victoria's Renewed Relationship with City of Victoria

Dear Paul,

Greater Victoria Harbour Authority enthusiastically supports Tourism Victoria's vision for a renewed relationship with the City Of Victoria. GVHA applauds your efforts focused around four key elements ...

- Transitioning Tourism Victoria's renewal cycle from current one year to five years. This makes very good sense as it will allow your organization to plan ahead and better align marketing efforts.
- Assuming leadership for the Victoria Conference Centre.
- Tourism Victoria's financial commitment towards the development Phase Two of the Belleville Terminal. As one of many partners that steward Victoria's Inner Harbour, GVHA welcomes this commitment.
- Increase MRDT from 2% to 3%. This will allow Tourism Victoria to compete with other key destinations throughout the Pacific Northwest. As the former CEO of the Tourism Industry Association of BC, I personally understand the importance of achieving this increase.

We are grateful for the collaboration of our two organizations and look forward to working with you towards another record year for cruise passenger visitations and tourism in general.

Sincerely,

Ian Robertson
Chief Executive Officer

**GREATER VICTORIA
HARBOUR AUTHORITY**

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Canada V8W 2Y9

Corporate: 250-383-8300

Marina: 250-383-8326

Fax: 250-383-8306

Web: www.gvha.ca



Greater Victoria Development Agency | A natural place to do business

November 9, 2015

Paul Nursey
Tourism Victoria

Re. Tourism Victoria renewed relationship with the City of Victoria.

Dear Mayor and Council:

Over many years, Tourism Victoria has consistently demonstrated their capacity for exceptional leadership and stewardship for one of the region's leading economic sectors. The renewed relationship with the City of Victoria represents a significant step forward and demonstrates the bold leadership the community and Tourism Industry expect from one of Canada's leading destination marketing organizations.

The Greater Victoria Development Agency (GVDA) supports Tourism Victoria's plan including infrastructure improvements and increasing its marketing reach. The proposed improvements to key tourism infrastructure pieces such as the David Foster Harbour Pathway and Belleville International Ferry Terminal as well as plan to increase its marketing reach will directly support Greater Victoria's tourism sector, as well as the economic vitality of the region's economy.

The GVDA regards the plan as credible and with great merit and endorses Tourism Victoria in collaboration with the City of Victoria as having the necessary industry experience, expertise and leadership to successfully achieve the objectives of the proposal.

Sincerely,

Dallas Gislason
Economic Development Officer



November 12, 2015

Mayor and Council
City of Victoria

Re: Tourism Victoria and the framework of a renewed relationship with the City of Victoria.

Dear Mayor and Council,

As Chair of VCON and General Manager of the Fairmont Empress, I am pleased to submit this letter prior to Tourism Victoria's presentation before the City of Victoria Governance and Priorities Committee on November 19th, 2015.

In my capacity as Chair of VCON, it is essential that we continue to evolve VCON. Working together in our first year we achieved good progress, but operationalizing VCON has required a deeper dive over the past number of months to ensure we all achieve success. As part of this process, it is important that Tourism Victoria take the operational lead of the Sales and Marketing functions at the VCC in order to continue to improve performance in the long term. This view is supported by all those participating in the VCON process.

We are also supportive of the initiatives identified by Tourism Victoria, which will allow the association to continue to generate demand for the destination. These initiatives include:

- Tourism Victoria designated as the eligible entity for destination marketing.
- Grandfather status changed to a five year renewal vote which includes the accommodation sector. This becomes consistent with all destination marketing organizations in British Columbia created after 1997.
- As a member of the tourism industry we would like to see all reasonable efforts towards the completion of the Belleville Terminal. This is an innovative solution to move the project forward.

In conclusion, The Victoria Conference Optimization Network (VCON) is all about partnership, pooling our resources for mutual success. We will succeed or fail as a team in Victoria. The competition is doing extremely well and while we are improving in Victoria, we require ongoing partnership and to modernize and improve our approach to sales and marketing our meetings and conference business.

If you require further information, please do not hesitate in contacting me directly at (250) 329-2700.

Sincerely,

Don Fennerty
General Manager

Don Fennerty
General Manager
The Fairmont Empress
721 Government Street
Victoria, British Columbia
Canada V8W 1W5
TEL +1 250 389 2700
FAX +1 250 389 2738
don.fennerty@fairmont.com





To Mayor Helps and Council

I am writing this letter as a show of support for Tourism Victoria in its endeavour to renew its relationship with the City of Victoria.

Over the 41 years the annual approval process for Tourism Victoria has always left our industry facing the uncertainty of if they will have enough money to market the destination in the way that will be effective. As other destinations in BC and elsewhere have had more medium term certainty in their funding models, they have been able to gain momentum based on knowing what and where their revenues are coming from. I believe that the best chance the city has for continued growth is with a healthy tourism industry. In order to make sure that our industry is able to compete and stay ahead of the competition, I would like to see Tourism Victoria and the city move to a five-year renewal instead of an annual renewal, which will allow for medium term planning for Tourism Victoria.

Since it is the accommodation sector that will collect this revenue it is important for them to have a say, which I believe is represented in the Tourism Victoria plan. In addition, having Tourism Victoria lead the Sales & Marketing of the Victoria Conference Centre will lead to further synergies and better results. Tourism Victoria market the city in the best possible light and do an excellent job of creating compelling reasons for FIT, small and large groups to choose Victoria as a vacation destination, business opportunity and a conference destination.

The completion of the Belleville terminal is a necessary piece to improve the guest experience and perception of this world-class city. I cannot think of any better way to move those efforts forward than to have some of the money invested by Tourism Victoria to make sure this becomes a reality.

Please feel free to contact me if I can be of any assistance.

Best Regards,

David Roberts

Acting General Manager
drobotts@cvstours.com
778-977-4750 (cell)



Mayor Lisa Helps and Council
1 Centennial Square
Victoria, BC V8W 1P6

November 10, 2015

Dear Mayor Helps and Council,

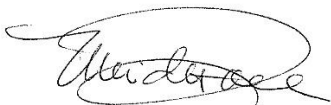
Please consider this letter as Clipper Navigation's show of support for Tourism Victoria's proposal for a renewed relationship framework with the City of Victoria. As fellow partners with a shared goal of increasing tourism in the city of Victoria and providing guests with the highest caliber experience during their time here, we hope you will join us in supporting the following proposed changes:

- **Transitioning Tourism Victoria's renewal cycle from the current one year to five years.** The best way for Tourism Victoria to successfully fulfil its mission of marketing and promoting the City of Victoria is to have greater certainty in its funding model. Because it is required to apply for renewal every year, attention is diverted away from longer term strategic development of marketing plans for Victoria and Saanich. By moving to a five year renewal cycle, Tourism Victoria will move towards an equal, competitive playing field with other destination marketing organizations such as Vancouver by allowing for strategic, medium term planning.
- **Increasing the MRDT rates from 2% to 3%.** This increase is widely supported by tourism partners across Victoria, including some of our leading hotel and tour providers. We recognize the great work Tourism Victoria does for promoting Victoria as an attractive destination to world travelers, and believe this increase in funding will allow for them to increase and execute on even more strategic marketing.
- **Assuming leadership for the Victoria Conference Centre.** Group and conference business are critical components of any strong destination marketing organization strategy. With leadership of the Conference Centre, Tourism Victoria will have the power to directly affect our conference revenue numbers and introduce new groups to the city.
- **Financial commitment by Tourism Victoria to help fund Phase Two of the Belleville Terminal project.** The successful completion of a new, consolidated Belleville terminal is crucial to improving the tourist experience and ushering more visitors into Victoria, the westernmost portal city for Canada. Victoria Clipper and Black Ball Ferry appreciate the strong support of the City and Victoria and Tourism Victoria as our allies and partners in securing funding and making progress towards this new terminal for the city.

Tourism Victoria markets our city with passion and business competence. By making the above changes, Tourism Victoria will be equipped to compete with key destinations throughout Western Canada and the Pacific Northwest. We are grateful for the partnership of our organizations along with the City of Victoria, and look forward to working together to bring more visitors to our Harbour and provide them with an engaging and memorable experiences during their stay.

Please feel free to contact me any time to discuss this proposal and Clipper's support in greater depth.

Sincerely,



Merideth P. Tall
CEO and Chair

100 - 852 Fort Street Victoria BC V8W 1H8
Phone 250.383.7191 | Fax 250.385.3552 | victoriachamber.ca

**THE
CHAMBER.**
GREATER VICTORIA
CHANGING THE CONVERSATION

November 9, 2015

Paul Nursey
Tourism Victoria

Re. Tourism Victoria renewed relationship with the City of Victoria.

Dear Mayor Helps,

Tourism Victoria is a very strong organization that has demonstrated exceptional leadership in our community for many years. The renewed relationship with the City of Victoria represents a significant step forward and demonstrates the bold leadership the community and Tourism Industry expect from one of Canada's leading destination marketing organizations.

The Chamber supports Tourism Victoria's plan including infrastructure improvements and increasing its marketing reach. The proposed improvements to key tourism infrastructure pieces such as the David Foster Harbour Pathway and Belleville International Ferry Terminal as well as plan to increase its marketing reach will directly support Greater Victoria's tourism sector, an economic driver of particular importance to our members as well as the overall business community.

The Chamber is confident that the plan is sound and that Tourism Victoria in collaboration with the City of Victoria has the necessary industry experience, expertise and leadership to successfully achieve the objectives of the proposal.

Sincerely,



Bruce Carter
Chief Executive Officer

November 10, 2015

City of Victoria
1 Centennial Square
Victoria, British Columbia
V8W 1P5

LETTER OF SUPPORT FOR TOURISM VICTORIA

This is a letter of support for Tourism Victoria's initiatives regarding its renewed relationship with the City of Victoria.

- A five year renewal instead of annual renewal which includes the accommodation sector approval.
- Tourism Victoria becomes the lead for sales and marketing functions of the Victoria Conference Centre.
- Accommodation sector raises MRDT to be competitive in our destination marketing efforts.
- The innovation solution to further David Foster Harbour Pathway and phase two of the three-phase approach to the Belleville Terminal.

This framework is a sound and collaborative approach to creating a solid foundation for marketing this beautiful city.

Sincerely,



Ryan Burles
Chief Operating Officer
Black Ball Ferry Line

www.cohoferry.com

Port Angeles Terminal
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Victoria Terminal
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The Bay Centre
20 VIC Management Inc.,
#2-1150 Douglas Street
Victoria, BC V8W 3M9

Telephone 250.952.5690
Facsimile 250.381.4814
www.thebaycentre.ca



November 12, 2015

City of Victoria
#1 Centennial Square
Victoria, BC V8W 1P6
Attention: Mayor Helps and City of Victoria Members of Council

RE: The Bay Centre's Support for the Proposed New Framework for Tourism Victoria

Mayor Helps and City of Victoria Members of Council,

I am writing to express The Bay Centre's support for the proposed new framework for Tourism Victoria.

As I understand it, the proposed framework has these four elements:

- A change to a five year renewal vote with participation from the accommodation sector which will allow for medium term planning. Additionally, I believe that having accommodators involved in the approval is fair and appropriate given the tax that is collected from their customers.
- Building on and further operationalizing the Victoria Conference Optimization Network (VCON), Tourism Victoria becomes the lead for the sales and marketing functions of the Victoria Conference Centre while the City of Victoria remains the asset owner. In my view, having Tourism Victoria lead the sales & marketing of the Victoria Conference Centre will lead to further synergies and better results
- The tourism industry, through Tourism Victoria, will make a \$1 Million contribution to David Foster Harbour Pathway/Belleville Phase two, matching the City of Victoria's \$1 Million contribution. As The Bay Centre is an active member of Victoria's tourism industry, we have a strong interest in seeing all reasonable efforts made towards the completion of the Belleville Terminal. This is an innovative solution to move the project forward.
- Voluntary increase in the accommodation section's MRDT from 2% to 3%. This funding change will help ensure Tourism Victoria remains competitive in its destination marketing efforts.

I respectfully request that the City of Victoria Governance and Priorities Committee consider and accept Tourism Victoria's proposed new framework for a renewed relationship with the City of Victoria.

If you wish to discuss this further, I welcome you to contact me at 250 952-5699 or dhollstein@20vic.com.

Yours truly,
TBC Nominee Inc. represented by its manager (without personal liability) 20 Vic Management Inc.


Darlene J. Hollstein
General Manager
The Bay Centre





Municipal and Regional District Tax Program Requirements

Fall 2015

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1. Overview

The purpose of this document is to outline the requirements for the Municipal, Regional, and District Tax Program (“MRDT program”) and provide guidance and assistance to municipalities, regional districts, and eligible entities (“designated recipients”) applying for or renewing the Municipal, Regional, and District Tax (“the tax”) within their communities. This document includes application materials and other forms and templates to assist with application, renewal, and reporting requirements.

Designated Recipient: *The municipality, regional district or eligible entity that receives the revenue from the tax in a designated accommodation area.*

2. Enabling Legislation

Section 123 of the *Provincial Sales Tax Act* (refer to http://www.bclaws.ca/civix/document/id/complete/statreg/12035_00)

imposes a tax of up to three percent on the purchase price of accommodation in a specified geographic area of the province (“designated accommodation area”) on behalf of a designated recipient.

Designated Accommodation Area: *A specified geographic area of the province in which the tax will be applied on behalf of a designated recipient.*

3. Program Purpose

The purpose of the MRDT program is to assist designated recipients to fund tourism marketing, programs and projects.

The MRDT program is jointly administered by the Ministry of Finance, the Ministry of Jobs, Tourism and Skills Training, and Destination British Columbia.

The MRDT program is one of a number of supports available to enhance tourism marketing in BC. The MRDT program is intended to help grow BC revenues, visitation and jobs, and amplify BC’s tourism marketing efforts in an increasingly competitive marketplace. To promote a coordinated and efficient use of funds, the following **MRDT program principles** have been adopted:

- Effective tourism marketing, programs and projects
- Effective local-level stakeholder support, and inter-community collaboration
- Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics
- Fiscal prudence and accountability.

4. Eligible Use of Funds

The *Designated Accommodation Area Tax Regulation* (refer to http://www.bclaws.ca/civix/document/id/complete/statreg/93_2013) sets out the authorized purposes

for funds collected under the MRDT program. Authorized purposes are tourism marketing, programs and projects, and any other prescribed purposes as set out in the regulation.

The MRDT program is intended to contribute to the increase of local tourism revenue, visitation, and economic benefits and should be supported by both local governments and tourism industry stakeholders.

Funds from the MRDT program should augment current funding and cannot be used to replace existing sources of tourism funding in a community.

As the MRDT program is intended to primarily fund tourism marketing, programs and projects, consideration will only be given in special circumstances to the financing of capital expenditures such as new tourism facilities or infrastructure. Proposals for capital spending must be included in the designated recipient's Five-Year Strategic Business Plan, and must demonstrate strong local stakeholder support in order to be considered as an authorized use of MRDT program funds. These proposals will be approved on a case-by-case basis by the Province of British Columbia ("the Province".) Applicants must contact Destination British Columbia program staff prior to submitting an application including capital expenditures (refer to Section 13: Further Information).

Designated recipients are expected to effectively manage administrative costs related to MRDT projects. Administration costs, where applicable, include:

- Management and staff unrelated to program implementation
- Finance staff
- Human Resources staff
- Board of Directors costs
- Employee-related information technology costs (i.e. computers, telephone, support, network connections)
- Office lease/rent
- General office expenses

Considerable scrutiny will be applied to ensure that MRDT program funds are used for authorized tourism purposes.

5. Eligible Applicants

5.1 Designated Recipients

The following are eligible to be a designated recipient under the MRDT program:

- Municipalities
- Regional districts
- Eligible entities.

Under the *Provincial Sales Tax Act*, to qualify as an eligible entity, an applicant must:

- Be a not-for-profit business association (e.g. a society incorporated under the *Society Act*; entities incorporated under the *Business Corporations Act* are not eligible). Note that a not-for-profit society whose specific purpose is tourism marketing is preferred.
- Have a place of business in the designated accommodation area

- Be actively engaged in tourism marketing, programs or projects in the designated accommodation area.

5.2 Designated Accommodation Area

The designated accommodation area may be:

- A whole municipality, but not a portion of a municipality
- A whole regional district or a portion of a regional district
- A combination of municipalities and portions of regional districts.

The tax may be levied in more than one municipality or regional district on behalf of a single designated recipient.

There can be no overlap with any other designated accommodation area in which the tax applies.

Generally, an electoral area is the smallest portion of a regional district that may be prescribed as a designated accommodation area.

5.3 Delegation of Administration

Municipalities and regional districts may either administer the MRDT program directly or delegate administration to a service provider (such as a destination marketing organization). The municipality or regional district remains the designated recipient and remains fully responsible for compliance with all MRDT program requirements.

Eligible entities are not permitted to delegate the administration of the MRDT program to a service provider.

The Province does **not** mediate disputes between municipalities or regional districts and their service providers. A service agreement that details the deliverables and conflict resolution procedure is strongly recommended.

6. MRDT Program Overview

6.1 How the MRDT Program Works

Applicants may apply to request that the Province levy the tax on their behalf in a designated accommodation area.

The tax applies to purchases of taxable accommodation within the designated accommodation area. The tax is collected by the Province on behalf of the designated recipient.

The Province charges each designated recipient a fee to recover the cost to government for administering and enforcing of the tax. The fee is \$20 per month per accommodation provider in the designated accommodation area and is subject to change.

Funds equal to the tax collected in the designated accommodation area minus the administration fee are forwarded to the designated recipient on a monthly basis.

For new and renewal applications, the tax will be implemented for a period of five years. To extend the tax for an additional five-year period, a designated recipient must re-apply. There is no restriction on the number of times a designated recipient can apply to renew the tax.

Under the *Provincial Sales Tax Act*, **all** designated recipients must account annually to the Province on how MRDT program funds are spent (refer to Section 10: Annual Performance Management and Reporting Requirements).

6.2 Three Percent Rate

The *Provincial Sales Tax Act* was amended in 2015 to increase the maximum tax rate on the purchase of accommodation that may be imposed in a designated accommodation area from two percent to three percent of the purchase price of the accommodation.

Increasing the rate of tax is optional. A designated recipient may request a change in the rate of the tax to three percent of the purchase price of the accommodation prior to their renewal date by submitting a complete application containing all requirements listed in Section 7: Application Requirements. If approved, the tax will be renewed at the new rate for another five-year period. Designated recipients not subject to renewal requirements will be required to submit a complete application for the new rate one time only.

It is intended that designated recipients implementing a rate of three percent will sponsor and contribute to a provincial Tourism Events Program. Under this program, 0.2 percentage points of the incremental one percent of the tax will contribute to a provincially-led program to support tourism events that are expected to increase tourism to or within British Columbia.

Designated recipients with a three percent tax rate will be subject to enhanced reporting requirements (refer to Appendix 2.2 for further details).

6.3 Key Timelines

New applications for the tax and applications for rate changes must be submitted at least **nine** months in advance of the desired effective date of the tax.

Renewal applications must be submitted at least **six** months in advance of the end of the five-year term of the tax ("repeal date").

Under extraordinary circumstances, designated recipients may make a written request to the Minister of Finance for an extension of the application deadline.

Failure to submit a completed application by the deadline may result in the tax ceasing to apply in a particular designated accommodation area.

7. Application Requirements

New applications, rate changes, and renewal application requirements include consultation and support from local governments, tourism industry stakeholders and accommodation providers. The application must include **all** of the following information and be submitted as a single complete package:

- A completed application form (refer to Appendix 1.1) signed by an authorized signing authority of the municipality, regional district or eligible entity that confirms that all program requirements have been met and all required documents are included in the application package.
- A Five-Year Strategic Business Plan with first year tactical details that meets all the requirements set out in Appendix 1.2. The applicant is required to make its Five-year Strategic Business Plan available to tourism industry stakeholders and accommodation providers as part of the industry consultation and accommodation support requirements on page 7.
- Evidence that the funds from the tax are incremental to existing sources of tourism funds. The funds from the tax are intended to augment current funding and cannot be used to replace existing sources of tourism funding in a community. An applicant must note any additional funding sources that will be available to support the Five-Year Strategic Business Plan.
- Evidence of consultation and support from local governments.
 - **If a municipality is applying,** the municipality must provide evidence that the regional district has been consulted and indicate whether the regional district supports or opposes the imposition of the tax in the municipality. Evidence could be in the form of a letter from the regional district's Board of Directors.
 - **If a regional district is applying,** the regional district must provide evidence that all municipalities within the regional district have been consulted and agree with the tax being imposed in the regional district. Evidence must be in the form of letters of support from the municipality(ies).
 - **If an eligible entity is applying,** the entity must provide evidence that all municipalities and regional districts within the designated accommodation area have been consulted and agree with the tax being imposed in the designated accommodation area on behalf of the eligible entity. Evidence must be in the form of letters of support from the municipality(ies) and regional district(s).
 - In the case of a conflict between a municipality, regional district or eligible entity about who the designated recipient is for an application or whether the tax should be imposed in a municipality, priority will be given to the position of the municipality.
- Evidence of authority and request to impose the tax.
 - **If a municipality is applying,** the municipality must pass a bylaw that requests the Province levy the tax on its behalf and provide a copy of the bylaw with the application.
 - **If a regional district is applying,** the regional district must pass a resolution that requests the province levy the tax on its behalf and provide a copy of the resolution with the application. The regional district must also provide evidence of its authority to use funds for the intended purpose either through letters patent or statutory authority.
 - **If an eligible entity is applying,** the eligible entity must submit a letter that requests the province levy the tax on its behalf. The eligible entity must also provide evidence of its

authority to use funds for the intended purpose by submitting copies of its certificate of incorporation, articles of incorporation, constitution and bylaws.

- The bylaw, resolution or letter must contain the following information:
 - Rate of tax to be imposed
 - Description of the geographic area in which the tax is to be imposed
 - Purpose for the funds
 - Desired effective date of the tax.
- Documentation on how the MRDT program, including revenue, will be administered (e.g. directly by the designated recipient or through a service provider). If a municipality or regional district is proposing to delegate administration of the program to a service provider, the name and address of the service provider must be included.
- Evidence of consultation with tourism industry stakeholders
Evidence that the applicant has consulted with and received broad support from tourism industry stakeholders within the designated accommodation area in respect of the application. The applicant is required to make its Five-year Strategic Business Plan available to tourism industry stakeholders. Examples of consultation activities could include presentations at town hall meetings, annual general meetings and information sessions.
- An Accommodation Directory Form that lists all of the accommodation providers who offer accommodation that is taxable under the *Provincial Sales Tax Act* within the designated accommodation area, and the number of units each accommodation provider offers within the designated accommodation area (refer to Appendix 1.3). While the Province is able to provide an applicant with the names and addresses of registrants under the *Provincial Sales Tax Act*, it remains the responsibility of the designated recipient to ensure the accommodation directory is a complete and accurate list. For further information on taxable and exempt accommodation, please see PST Bulletin 120 Accommodation (refer to http://www.sbr.gov.bc.ca/documents_library/bulletins/pst_120.pdf).
- An Accommodation Sector in Support of MRDT Form (refer to Appendix 1.4) that provides evidence that an applicant has sufficient support from accommodation providers who offer taxable accommodation within the designated accommodation area. The minimum required level of support is at least 51 percent of the accommodation providers representing at least 51 percent of the total number of units of accommodation offered by those accommodation providers in the designated accommodation area. Higher support from accommodation providers will increase the likelihood that an application will be approved, providing all other requirements are met. The

Tourism industry stakeholders: Examples may include, but are not limited to, the following within the designated accommodation area:

- Accommodation providers;
- Attractions, sightseeing, activities and other primary tourism businesses;
- Restaurants, retail and other tourism related businesses;
- Regional and local tourism associations;
- Product Sector organizations;
- Parks and recreation;
- Visitor Centres; and
- Other government agencies and organizations that have programs and services that relate to tourism.

For more information on taxable or exempt accommodation refer to PST Bulletin 120 Accommodation http://www.sbr.gov.bc.ca/documents_library/bulletins/pst_120.pdf.

applicant is required to make its Five-year Strategic Business Plan available to accommodation providers.

- Confirmation that Destination British Columbia has been consulted to ensure that proposed spending is coordinated and does not duplicate Destination British Columbia's broader promotional programs and is complementary to provincial marketing strategies and tactics.
- Third Party Authorization Form. If the designated recipient wishes the Province to discuss the application with their service provider the designated recipient must sign and submit the Third Party Authorization Form (refer to Appendix 1.5).
- Disclosure of Information Authorization Form. Applicants must authorize the Ministry of Finance to share information about the designated recipient in respect to the MRDT program with Destination British Columbia and the Ministry of Jobs, Tourism and Skills Training for the purpose of program administration and evaluation, and development of provincial tourism policy (refer to Appendix 1.6).
- A signed Tourism Events Program Sponsorship Undertaking if the application is for a three percent tax rate (refer to Appendix 1.7).

8. Application Procedure

Complete application packages must be submitted in PDF format by email to Destination British Columbia (MRDT@destinationbc.ca). The applicant will receive an email from Destination British Columbia confirming receipt of the application package.

Applicants may be contacted to provide additional information.

Failure to provide complete and accurate information may result in the application being delayed, returned or rejected.

Applicants can find more information about application timelines in Section 6.3.

9. Upon Approval of Application

If the application is approved by Cabinet, the *Designated Accommodation Area Tax Regulation* will be amended to prescribe the designated recipient, the designated accommodation area, the rate of tax, the effective date of the tax, the repeal date of the tax if applicable, and the approved uses of the revenue from the tax for a five-year period.

The applicant will be informed by the Ministry of Finance when the amendment to the *Designated Accommodation Area Tax Regulation* has been made and will be given information on when the tax will come into effect.

For new applications, the tax will be implemented effective the first day of the month that is three full months after the month in which the tax was approved. For example, if Cabinet approves the tax in

May, the tax will be implemented in the designated accommodation area beginning September 1. This provides sufficient time for accommodation providers to prepare to collect the tax.

For rate changes, the new tax rate will be implemented effective the first day of the month that is one full month after the month in which the tax was approved. For example, if Cabinet approves the tax in May, the new tax rate will be implemented in the designated accommodation area beginning July 1.

The Consumer Taxation Programs Branch of the Ministry of Finance will provide information on the procedures for collecting and remitting the tax to all accommodation providers required to collect and remit the tax. Accommodation providers may also refer to PST Bulletin 120 *Accommodation* (refer to http://www.sbr.gov.bc.ca/documents_library/bulletins/pst_120.pdf).

10. Annual Performance Management and Reporting Requirements

Under the *Provincial Sales Tax Act*, all designated recipients must account annually to the Province for how money received from the tax has been spent. Therefore, **all designated recipients** must submit an **Annual Performance Report**, a **Financial Report**, and a **One-Year Tactical Plan**, signed by the authorized signing authority of the designated recipient, annually to the Province (email to MRDT@destinationbc.ca).

Annual Performance Report:

- Designated recipients must report on performance metrics related to the four MRDT program principles.
- Designated recipients with a three percent tax rate will be subject to additional reporting requirements.
- The Annual Performance Report must also include a summary of the tactics, activities and key outputs and outcomes.
- A template for the Annual Performance Report is provided in Appendix 2.2.
- **The Annual Performance Report must be submitted by April 30 of each year.**

The MRDT program principles are:

- *Effective tourism marketing, programs and projects*
- *Effective local-level stakeholder support, and inter-community collaboration*
- *Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics*
- *Fiscal prudence and accountability.*

Financial Report:

- The Financial Report must include a detailed budget for the year ending and the year ahead. The Financial Report must show how all of the money received from the tax was spent and certify that all of the money received from the tax was used solely for approved purposes.
- The Financial Report must show that spending of money received from the tax was consistent with the Five-Year Strategic Business Plan.
- The Financial Report must also show the amounts, sources, and uses of all other tourism revenues.
- A template for the Financial Report is provided in Appendix 2.1
- **The Financial Report must be submitted by April 30 of each year.**

One-Year Tactical Plan:

- The One-Year Tactical Plan must include:
 - A brief overview of the strategic direction from the Five-Year Strategic Business Plan.

- Key strategies for the year, if different from the Five-Year Strategic Business Plan, and key target markets.
- Detailed tactics for the next year, including details about tactics and activities, as well as a proposed budget for the next year.
- Performance measures for next year, including expected outputs, outcomes, and performance metrics. The performance measures must relate to the MRDT program principles (as outlined in Appendix 2.2).
- The One-Year Tactical Plan should be made available to tourism industry stakeholders.
- A suggested template for the One-Year Tactical Plan is provided in Appendix 2.3.
- **The One-Year Tactical Plan must be submitted by November 30 of each year, commencing November 30, 2016.** If plans are available earlier, please submit as they become available.

Please note:

- Designated recipients from larger communities (those that have the capacity for ongoing multi-year planning and reporting) may be asked to provide their multi-year rolling business plans annually for the purpose of program administration and evaluation.
- Designated recipients not subject to the renewal application requirements must submit a Five-Year Strategic Business Plan every five years. The first Five-year Strategic Business Plan must be submitted to the Province **by November 30, 2016.**

11. Amendments

The *Designated Accommodation Area Tax Regulation* sets out the designated recipient, the designated accommodation area, the rate of the tax, the repeal date of the tax, and the approved uses of the revenue from the tax for a five-year period. Any other use of the revenue is prohibited.

Requests for interim changes to the designated recipient or the designated accommodation area will not be considered. Changes to the designated recipient or the designated accommodation area can only be made in a renewal application.

Proposed changes in the use of revenue from the tax by the designated recipient that require amendments to the *Designated Accommodation Area Tax Regulation* will generally only be considered with renewal applications, for example, a proposal to use revenue from the tax for capital projects.

Designated recipients do not require approval from the Province for changes in marketing tactics previously submitted in their one-year Tactical Plan (as part of their application package or submitted with the annual review), as long as the tactics are consistent with the overall approved five-year Strategic Business Plan.

Any other material changes, that are significant shifts in the direction set out in either the One-Year Tactical Plan or the Five-Year Strategic Business Plan, must be submitted to Destination British Columbia for approval in advance of the change being implemented.

12. Monitoring, Compliance, and Termination

Designated recipients are required to comply with all MRDT program requirements, including eligible use of funds and annual reporting requirements. The Minister of Finance may terminate the tax in a designated accommodation area if the designated recipient is found to be in non-compliance with MRDT program requirements, and the non-compliance is not corrected in a timely manner.

The Ministry of Finance undertakes various compliance related activities as part of the administration of provincial consumption taxes, including the MRDT program, to ensure that all amounts due are remitted. The tax is levied under the *Provincial Sales Tax Act*. Any compliance activities undertaken in relation to the tax are carried out as part of those conducted for the Provincial Sales Tax (“PST”) according to the schedules and guidelines established for PST.

The Ministry of Finance will review specific lead information provided (for example, a hotel operating without collecting applicable taxes) and will make a determination as to whether any additional follow up may be necessary. The Ministry may conduct any further investigation deemed warranted.

A designated recipient may make a written request to the Minister of Finance to have the tax cease before the scheduled repeal date.

If the tax ceases in a designated accommodation area for any reason (e.g. failure to submit a completed renewal application on time, written request for early termination, or termination for non-compliance) a new application to impose the tax in that designated accommodation area would be required and it would be subject to the normal processing time associated with new applications.

13. Further Information

Applicants can request further **information about the MRDT program** by contacting Destination British Columbia by email at MRDT@destinationbc.ca or by phone at 604-660-6391.

For information on the **administration and enforcement of the tax**, please contact the Ministry of Finance:

Toll-free from anywhere in Canada call:

1-877-388-4440 Fax: 250-356-2195

E-mail: CTBTaxQuestions@gov.bc.ca

Please complete all MRDT application requirements and send to MRDT@destinationbc.ca in **one complete package** in PDF format.

Appendix 1.1 Municipal and Regional District Tax Application Form

Legal Name of Applicant: _____
Designated Accommodation Area: _____
Rate of Tax (up to 3%): _____
Implementation or Renewal Date: _____

Check when completed	Requirement
<input type="checkbox"/>	<i>Five-year Strategic Business Plan (Appendix 1.2)</i>
<input type="checkbox"/>	<i>Evidence that funds from the tax are incremental to existing sources of tourism funds</i>
<input type="checkbox"/>	<i>Evidence of consultation and support, as applicable, from local governments</i>
<input type="checkbox"/>	<i>Evidence of authority and request to impose the tax (e.g. Bylaw, resolution or letter requesting tax)</i>
<input type="checkbox"/>	<i>Certificate of incorporation, copies of articles of incorporation, constitution, and bylaws (eligible entities only)</i>
<input type="checkbox"/>	<i>Documentation of how the MRDT program, including revenue, will be administered (where applicable)</i>
<input type="checkbox"/>	<i>Evidence of consultation with tourism industry stakeholders</i>
<input type="checkbox"/>	<i>Accommodation Directory Form (Appendix 1.3)</i>
<input type="checkbox"/>	<i>Accommodation Sector in Support of Municipal and Regional District Tax Form (Appendix 1.4)</i>
<input type="checkbox"/>	<i>Confirmation of consultation with Destination British Columbia</i>
<input type="checkbox"/>	<i>Third party Authorization Form (Appendix 1.5, where applicable)</i>
<input type="checkbox"/>	<i>Disclosure of Information Authorization Form (Appendix 1.6)</i>
<input type="checkbox"/>	<i>Tourism Events Program Sponsorship Undertaking (3% applicants only) (Appendix 1.7)</i>

By signing this application form, you certify that the information included in the application package is accurate, that all Municipal and Regional District Tax program requirements have been met, and that all required documents have been included in the application package.

Applicant's Authorized Signing Authority Name	Applicant's Authorized Signing Authority Title
Date	Applicant's Authorized Signing Authority Signature

Appendix 1.2 Five-Year Strategic Business Plan

A municipality, regional district or eligible entity interested in applying for the Municipal and Regional District Tax or a renewal of the Municipal and Regional District Tax must submit an application as set out in the MRDT Program Requirements. A Five-Year Strategic Business Plan is required **at time of application**. This Five-Year Strategic Business Plan must include a detailed One-Year Tactical Plan for the first year of program implementation. Each year (years two through five of the program), the One-Year Tactical Plan must be updated and resubmitted (by November 30th) to reflect current marketing activities for the year as part of the annual reporting obligations. A separate template has been provided to guide the development of these year two through five plans (refer to Appendix 2.3).

The Five-Year Strategic Business Plan must encompass the five-year period covered by the application and it **must** include the following elements:

Section 1: Five-year strategic overview with identified targets and actions for the five year period
Section 2: One-Year Tactical Plan with performance measures, and
Section 3: Detailed Budget for Year One

Your Five-Year Strategic Business Plan must adhere to the MRDT program principles.

Please ensure there is alignment between provincial tourism strategies and community tourism efforts. The applicant and designated recipients not subject to renewal applications are required to make their Five-year Strategic Business Plan available to tourism industry stakeholders and accommodation providers as part of the industry consultation and accommodation support requirements.

Your Five-Year Strategic Business Plan must identify marketing strategies, key markets and targets that the community will focus on to build its tourism business and the steps it needs to take to achieve desired results.

Your Five-year Strategic Business Plan should answer the following key questions:

- What business objectives related to tourism does your community expect to achieve?
- What type of growth does your community want to achieve (in the short and long term)?
- How will your community achieve these objectives?
- What type of tourism products will you need?
- What type of visitor are you hoping to attract?

Please contact Destination British Columbia at MRDT@destinationbc.ca for any questions.

For more information on tourism business planning, please visit Destination British Columbia's website (refer to www.destinationbc.ca/Resources/Developing-a-Tourism-Plan.aspx).

Quick Reference Guide

(from the MRDT Program Requirements):

- *The intention of the tax is to assist designated recipients to fund tourism marketing, programs and projects.*
- *Funds from the MRDT program are intended to augment current funding and cannot be used to replace existing sources of tourism funding in a community.*
- *The MRDT program is intended to contribute to the increase of local tourism revenue, visitation, and economic benefits and should be supported by local government and tourism stakeholders.*

The MRDT program principles are:

- *Effective tourism marketing, programs and projects*
- *Effective local-level stakeholder support, and inter-community collaboration*
- *Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics*
- *Fiscal prudence and accountability.*

Five-Year Strategic Business Plan Template

Designated Recipient: _____
Community Name: _____
Date Prepared: _____
MRDT Term Expiry Date: _____
Five Year Period: _____

A description/instructions pertaining to each section is provided in grey text as a guide only. **The format of your Five-Year Strategic Business Plan may be developed specific to your community needs and resources, but must include all required sections of the Five-Year Strategic Business Plan listed below.** If using this template, please delete the grey text and provide your response accordingly.

Section 1: Five-Year Strategic Overview	
Vision and Mission	<ul style="list-style-type: none"> <i>The Vision is future focused, something to be pursued, a destination, inspirational, and verifiable.</i> <i>The Mission is present focused, reason for being, a roadmap, concrete, and measurable.</i>
Strategic Context	<ul style="list-style-type: none"> <i>The Strategic Context will be developed by conducting a situation analysis. The situation analysis is an integral part of this Five-Year Strategic Business Plan and should include current trends, forecasts and areas of priority to address the following:</i> <ul style="list-style-type: none"> <i>What are the current economic and tourism conditions?</i> <i>What challenges and opportunities exist?</i> <i>Key learnings.</i>
Overall Goals, Objectives and Targets	<ul style="list-style-type: none"> <i>Goals and Objectives are the quantifiable results the recipient expects to achieve over the five year period. Goals should be realistic, achievable, yet challenging and should include a timeline.</i> <i>Example objectives include amount of MRDT revenue, visitation levels, or visitor revenue desired by a certain date. If an objective is difficult to measure, indicators can be used; for example, the increase in visitors to a sample of operators or the number of enquiries at a website or visitor center could be indicators for overall visitation levels.</i> <i>Targets should be identified for all Objectives for the five year period.</i>
Strategies - Key Actions	<ul style="list-style-type: none"> <i>Strategies describe the broad direction the community will take to achieve the stated goals and objectives.</i> <i>Strategies look longer term and may not change from year to year while tactics are short-term actions to achieve the implementation of a strategy.</i> <i>Strategies could include but are not limited to promotional strategies as well as relevant Destination development and Product experience and visitor services strategies:</i> <ul style="list-style-type: none"> <i>Examples of promotional strategies are social media, media</i>

Section 1: Five-Year Strategic Overview	
	<p><i>relations, advertising, joint or levered promotions, or consumer shows.</i></p> <ul style="list-style-type: none"> ○ <i>Destination development and product experience strategies may include those addressing infrastructure and policy issues, or products for tourism development.</i> ○ <i>Visitor services strategies may include approaches to satisfy visitor information needs.</i> ● <i>Applicants should provide a description of the overall resource allocation by major category</i> ● <i>Applicants should list key actions for each year of the five year period with more detail in the first three years.</i>
Brand Positioning	<p><i>Please provide the following:</i></p> <ul style="list-style-type: none"> ● <i>A statement that clearly defines how the community will be positioned and the rationale.</i> ● <i>This positioning statement should provide direction for product development and promotional activities.</i> ● <i>Brand positioning may include other communities clustered within a larger area.</i>
Target Markets	<p><i>Please provide:</i></p> <ul style="list-style-type: none"> ● <i>The types of visitors that are priorities for the community, stating primary and secondary target markets.</i> ● <i>Geographic target markets, demographic, and activity-based target groups.</i>
Management, Governance, and Administration	<p><i>Please provide:</i></p> <ul style="list-style-type: none"> ● <i>A description of the proposed management, governance and administration process for the activities and funds.</i> ● <i>For example, whether the applicant will be carrying out the proposed activities or, in the case of a municipality or regional district, whether a service provider such as a local tourism association or other organization will be responsible for carrying out the proposed activities.</i> ● <i>The applicant remains responsible for monitoring and reporting on the use of funds, even where the activities are delegated.</i>
Sources of Funding	<ul style="list-style-type: none"> ● <i>Please indicate other available sources of funding to fund tourism marketing, programs and projects in addition to the MRDT.</i> ● <i>Funds from the MRDT must be incremental to existing sources of funding.</i> ● <i>The funds from the MRDT must not replace existing sources of tourism funding in the community.</i>

Section 2: One-Year Tactical Plan with Performance Measures

Please provide a **Project Plan** for each major activity you will undertake in the year ahead using MRDT funds. Authorized purposes of MRDT funds are tourism marketing, programs and projects and any other prescribed purposes as set out by regulation.

Project plans should include the following information for each activity. The recipient can organize the plan in a manner that best reflects their individual approach.

1. The **major category** of the activity. Examples could include marketing, destination and product experience management, visitor services, etc.

Marketing, which may include:

- Media Advertising and Production
- Website - Hosting, Development, Maintenance
- Social Media
- Consumer Shows and Events
- Collateral production and distribution
- Travel Media Relations
- Travel Trade
- Other.

Destination and Product Experience Management, which may include:

- Industry Development and Training - Enhancing Education and Knowledge (for example: Market Readiness, Packaging and Industry Workshops)
- Product Experience Enhancement and Training (for example: Itinerary Development, Content Development and Key Experience Creation)
- Research & Evaluation
- Other.

Visitor Services, which may include:

- Visitor Services Activities (for example: Visitor Services via Social Media, Mobile Apps, Roving/Mobile Visitor Services, Ambassadors, Kiosks)
- Other.

Meetings and Conventions:

- Examples could include conferences, events, sales, etc.

Other:

- Other activities not covered by the above categories, such as capital expenditures if **pre-approved by government** (prior to application), etc.

2. Please list and describe **the tactics** your community will use to achieve the strategies outlined in Section 1 of your Five-Year Strategic Business Plan. There may be several tactics for each activity.
3. Please provide an **implementation plan** that includes a short description, quantifiable objectives, rationale, action steps, potential partnerships, resources, sources of funding, responsibilities, timeframe, budget, and evaluation mechanism.
4. Please outline the **performance measures, expected outputs and outcomes**. Note, designated recipients receiving a tax rate of 3% are subject to additional reporting requirements. Please refer to Appendix 2.2 for more information about annual reporting of performance measures.

A Project Plan Template is attached on the following page for reference.

Project Plan Template

A description/instructions pertaining to each section is provided in grey text as a guide only. **The format of your Project Plan may be developed specific to your community needs and resources. If using this template, please delete the grey text and provide your response accordingly.**

Major Category: <i>(e.g., Marketing - Travel Trade; Visitor Services – Mobile Apps; Conferences)</i>		
Activity Title: <i>Please provide the title of activity.</i>		
Tactics: <i>Please list and describe the tactics to be used to achieve the strategies outlined in Section 1 of the Strategic Business Plan. There may be several tactics for each activity.</i>		
Implementation Plan: <i>For each activity, an implementation plan should include a short description, quantifiable objectives, rationale, action steps, potential partnerships, resources, sources of funding, responsibilities, timeframe, budget, and evaluation mechanism.</i>		
Performance Measures: <ul style="list-style-type: none"> • <i>Please review the tactics listed above and identify expected outcomes and outputs for each.</i> • <i>Report out annually on the performance measures (refer to Appendix 2.2).</i> • <i>The performance measures must align with the four MRDT Program Principles:</i> <ul style="list-style-type: none"> ○ <i>Effective tourism marketing, programs and projects</i> ○ <i>Effective local-level stakeholder support, and inter-community collaboration</i> ○ <i>Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics</i> ○ <i>Fiscal prudence and accountability.</i> • <i>Consider the following definitions when preparing the output and outcome measures:</i> <ul style="list-style-type: none"> ○ <i>Outputs - measure the level of service provided by a project or provides information about what was done. They define "what you did", e.g., hosted four media familiarization trips.</i> ○ <i>Outcomes - measures on the achievement of broader goals such as increasing average visitor yield or enhancing the customer experience.</i> • <i>Examples only:</i> <table style="width: 100%; margin-top: 10px;"> <tr> <td style="width: 50%; vertical-align: top;"> <u><i>Output Measures:</i></u> <ul style="list-style-type: none"> • <i>Types of marketing activities</i> • <i>Number of event campaigns and results</i> • <i>Description of social media activities and outcomes</i> • <i>Number of media placements</i> • <i>Number of conventions and meeting sales</i> • <i>Webpage visits</i> • <i>Visitor inquiries/calls</i> </td> <td style="width: 50%; vertical-align: top;"> <u><i>Outcome Measures:</i></u> <ul style="list-style-type: none"> • <i>Visitor volume</i> • <i>Visitor nights & visitor spending</i> • <i>Visitor revenues</i> • <i>Average length of stay</i> • <i>Accommodation revenues</i> • <i>Number of new tourism businesses</i> </td> </tr> </table> 	<u><i>Output Measures:</i></u> <ul style="list-style-type: none"> • <i>Types of marketing activities</i> • <i>Number of event campaigns and results</i> • <i>Description of social media activities and outcomes</i> • <i>Number of media placements</i> • <i>Number of conventions and meeting sales</i> • <i>Webpage visits</i> • <i>Visitor inquiries/calls</i> 	<u><i>Outcome Measures:</i></u> <ul style="list-style-type: none"> • <i>Visitor volume</i> • <i>Visitor nights & visitor spending</i> • <i>Visitor revenues</i> • <i>Average length of stay</i> • <i>Accommodation revenues</i> • <i>Number of new tourism businesses</i>
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Section 3: MRDT Budget for Year One

Designated recipients **must** complete the budget table as provided below.

Revenues		Budget \$
Carry-forward from previous calendar year		
MRDT		
Local government contribution		
Stakeholder contributions		
Co-op funds received (e.g. CTO; DMO-led projects)		
Other local stakeholder contributions		
Grants – Federal		
Grants – Provincial		
Grants/Fee for Service - Municipal		
Retail Sales		
Interest		
Other		
Total Revenues		
Expenses		Budget \$
Marketing		
Marketing staff – wage and benefits		
Media advertising and production		
Website - hosting, development, maintenance		
Social media		
Consumer shows and events		
Collateral production and distribution		
Travel media relations		
Travel trade		
Other (please describe)		
Subtotal		
Destination & Product Experience Management		
Destination & Product Experience Management Staff – wage and benefits		
Industry development and training		
Product experience enhancement and training		
Research and evaluation		
Other (please describe)		
Subtotal		
Visitor Services		
Visitor services activities		
Other (please describe)		
Subtotal		
Meetings and Conventions		
Meetings, conferences, conventions, sales, events etc.		
Subtotal		
Administration		
Management and staff unrelated to program implementation – wages and benefits		
Finance staff – wages and benefits		
Human Resources staff – wages and benefits		
Board of Directors costs		
Information technology costs – workstation-related costs (i.e. computers, telephone, support, networks)		
Office lease/rent		

Expenses		Budget \$
	General office expenses	
	<i>Subtotal</i>	
	Other	
	All other wages and benefits not included above	
	Other activities not included above (please describe)	
	<i>Subtotal</i>	
	Total Expenses:	
Balance or Carry Forward		



Appendix 1.3 Accommodation Directory Form

Please list **ALL** the accommodation providers who offer accommodation that is taxable under the *Provincial Sales Tax Act* within the designated accommodation area, and the number of units each accommodation provider offers within the designated accommodation area.

Please ensure the information provided is complete and accurate. Failure to provide complete and accurate information may result in your application being delayed, returned or rejected. Thank you for your cooperation. [ATTACH ADDITIONAL SHEETS AS REQUIRED]

Legal Name of Applicant: _____

Property Name	Address	Number of Units	Phone Number	Owner/Manager



Appendix 1.4 Accommodation Sector in Support of Municipal and Regional District Tax Form

Legal Name of Applicant: _____ Rate of Tax (2% or 3%): _____

The Municipal and Regional District Tax is being proposed or is up for renewal in your municipality/region. The Municipal and Regional District Tax is intended to assist municipalities, regional districts and eligible entities in funding local tourism marketing programs and projects, **as outlined in the applicant’s Five-year Strategic Business Plan**. Accommodation providers may request a copy of the Five-year Strategic Business Plan from the applicant.

The Municipal and Regional District Tax will apply to purchases of accommodation that are taxable under the *Provincial Sales Tax Act* within the designated accommodation area.

As an owner/manager offering accommodation, your input is critical. **The minimum support required from the accommodation sector for the tax to be imposed is at least 51% of the number of establishments that would collect the tax within the municipality/region representing at least 51% of the total number of rooms.**

BY SIGNING THIS FORM, YOU HAVE INDICATED THAT YOU SUPPORT IMPLEMENTATION OF THE MUNICIPAL AND REGIONAL DISTRICT TAX IN YOUR MUNICIPALITY/REGION AND THAT YOU ARE AUTHORIZED TO ACT ON BEHALF OF YOUR ORGANIZATION. [ATTACH ADDITIONAL SHEETS AS REQUIRED]

Property Name	Address	Number of Units	Owner/Manager (Print Name)	Signature	Date

Freedom of Information and Protection of Privacy Act (FOIPPA). The personal information on this form is collected for the purpose of administering the Municipal and Regional District Tax program under the authority of the *Provincial Sales Tax Act* and section 26 of FOIPPA. Questions about the collection or use of this information can be directed to Destination British Columbia at MRDT@destinationbc.ca.

Appendix 1.5 Third Party Authorization Form

As part of our commitment to protect your privacy and confidentiality you can use this form to authorize Destination British Columbia to communicate and exchange information regarding the Municipal and Regional District Tax program with your representative. If you wish to cancel or change any part of this authorization please advise Destination British Columbia by email at MRDT@destinationbc.ca.

This authorization does not change your responsibilities and obligations under the Municipal and Regional District Tax Program.

Section 1: Applicant Information

Name: _____

Address: _____

Name and Title of Authorized Signing Authority: _____

Section 2: Authorization of a Third Party Representative

☐ I authorize Destination British Columbia to communicate with my representative named below on the Municipal and Regional District Tax program.

Name of Representative: _____

Organization: _____

Address: _____

Phone Number: _____ Fax Number: _____ Email: _____

Section 3: Applicant Signature

By signing this form, you acknowledge that Destination British Columbia is authorized to communicate with your representative named above but that you remain fully responsible for fulfilling all obligations under the Municipal and Regional District Tax program.

Applicant's Authorized Signing Authority Name	Applicant's Authorized Signing Authority Title
Date	Applicant's Authorized Signing Authority Signature

Freedom of Information and Protection of Privacy Act (FOIPPA). The personal information on this form is collected for the purpose of administering the Municipal and Regional District Tax program under the authority of the *Provincial Sales Tax Act* and section 26 of FOIPPA. Questions about the collection or use of this information can be directed to Destination British Columbia at MRDT@destinationbc.ca.

Appendix 1.6 Disclosure of Information Authorization Form

Confidentiality restrictions under the *Provincial Sales Tax Act* prevent the Ministry of Finance from disclosing tax information collected under the Act except under limited circumstances. Administration of the Municipal and Regional District Tax program requires the Ministry of Finance to share information with the Ministry of Jobs, Tourism and Skills Training and with Destination British Columbia for the purpose of program administration and evaluation, and development of provincial tourism policy.

Signing this form will allow the Ministry of Finance to share information about the applicant with respect to the MRDT program with the Ministry of Jobs, Tourism and Skills Training and Destination British Columbia for the above purposes.

If you wish to cancel or change any part of this authorization please advise Destination British Columbia by email at MRDT@destinationbc.ca.

This authorization does not change your responsibilities and obligations under the Municipal and Regional District Tax program.

Section 1: Applicant Information

Name: _____

Address: _____

Name and Title of Authorized Signing Authority: _____

Section 2: Authorization

- ☐ I authorize the Ministry of Finance to share information about the applicant with respect to the Municipal and Regional District Tax program with the Ministry of Jobs, Tourism and Skills Training and Destination British Columbia for the purpose of program administration and evaluation, and development of provincial tourism policy.

Applicant's Authorized Signing Authority Name	Applicant's Authorized Signing Authority Title
Date	Applicant's Authorized Signing Authority Signature

Appendix 1.7 Tourism Events Program Sponsorship Undertaking For 3% Applications Only

Name: _____

Address: _____

Fax Number: _____

Designated Recipients: _____

Designated Accommodation Area: _____

In support of its application to introduce or increase the Municipal and Regional District Tax rate under section 123 of the *Provincial Sales Tax Act* at or to 3% ("3% MRDT"), the Applicant agrees that, subject to approval of its application and implementation of the 3% MRDT, the Applicant will sponsor the provincial Tourism Events Program as further described in Schedule A as may be amended by the Province from time to time, as long as the 3% MRDT applies and the Tourism Events Program is continued. In particular, the Applicant consents upon becoming a Designated Recipient with a 3% MRDT in the Designated Recipient's Designated Accommodation Area to:

- Make Sponsorship Payments to the Her Majesty the Queen in the Right of the Province of British Columbia (the "Province") in relation to the provincial Tourism Events Program, equal to 2/30 of the Net Distributable 3% MRDT Collections (as defined in Schedule B hereto) collected in the Designated Recipient's Designated Accommodation Area; and
- The Province retaining a portion of the 3% MRDT it collects as agent of the Designated Recipient by way of set-off in respect of the money the Designated Recipient owes to the Province, in accordance with Schedule B hereto.

For purposes of this undertaking, "Sponsorship Payments" means monthly payments to the Province by the Designated Recipient, to be used for sponsoring the provincial Tourism Events Program so long as it continues, from Net Distributable 3% MRDT Collections in accordance with Schedule B.

Applicant's Authorized Signing Representative Name	Applicant's Authorized Signing Representative Title
Date	Applicant's Authorized Signing Representative Signature

Schedule A

Tourism Events Program Overview

British Columbia's tourism sector is a key economic driver in the provincial economy, helping to create jobs and keep the province diverse, strong and growing. British Columbia is an internationally renowned destination, with spectacular communities in close proximity to wilderness, and an excellent reputation for delivering remarkable experiences for travellers.

Understanding that tourism is one of the world's most competitive industries, the Province has launched a new **Tourism Events Program**, designed to support world class events that can enhance the volume of visitors to British Columbia and increase global recognition for the province.

Building on the successes British Columbia has seen through events with high tourism value and provincial significance, such as the FIFA World Cup and the Canada Winter Games, the Tourism Events Program will support a wide range of events, including arts, cultural or internationally recognized competitive sporting events.

Funding available through the Tourism Events Program is **limited** and it is expected that there will be considerable interest. Funding will be prioritized to only support events that offer the following opportunities for the province:

- Raise awareness nationally and internationally of British Columbia's tourism brands; and
- Motivate Canadians and people from around the world to travel and experience British Columbia's natural beauty and/or world class infrastructure.

All applications must further meet the following criteria. **The events must:**

1. Offer **high tourism value**, resulting in incremental visitor expenditures and other economic benefits that exceed the Province's contribution (such as: lengthen the tourism season; expanded event scope to encourage longer visitation);
2. Engage the local community(ies) and **attract a significant volume of visitors**;
3. Align with provincial, regional and/or community tourism **marketing strategies**; and
4. Be **supported** by the local community(ies).

Only proposals meeting all the program criteria will be considered. Priority will be given to proposals that offer the greatest tourism and economic impact.

Applying for the Tourism Events Program

All event proposals must include the following information:

- A **description** of the proposed event and how the event criteria are met.
- An event **business case** including funding sources, business model, and level of support from the community(ies), local stakeholders and relevant organizations, and strategies to ensure event success.
- **Target market(s), participants and strategies** to attract national and international attention.
- Analysis on the **return on investment** and anticipated **tourism and economic benefits** to the host community(ies) during the event period, these can include:
 - Expected visitation or hotel occupancy;
 - Expected tourism revenue;
 - Expected local employment;

- Expected media exposure;
- Expected number of national and international media on site; and
- Expected **long-term** tourism, social and economic benefits to British Columbia.

All event proposals will be assessed according to the stated program criteria and applicants must be prepared to demonstrate how their proposals meet these criteria.

A final event report, including key tourism and economic outcomes, is required for all funded projects.

Funding recipients must demonstrate a coordinated and effective use of program funds.

Inquiries and event proposals can be sent to MRDT@destinationbc.ca

Schedule B
Sponsorship Payments and Payments to the Designated Recipient
Of 3% MRDT Revenue

Provincial Payment to the Designated Recipient

The following table illustrates how the Province will calculate the monthly payments it makes to the Designated Recipient in accordance with the *Provincial Sales Tax Act* and with this undertaking to sponsor the provincial Tourism Events Program, as may be amended from time to time by the Province.

Monthly Payments to Designated Recipient

Adjustment/ Result	
	Monthly gross collections of the 3% MRDT [tax collected under sections 123, 123.2(3) and 123.3(3) of the <i>Provincial Sales Tax Act</i>]
Plus or Less:	Ministry of Finance collection/audit assessment adjustments in respect of previous periods
Less:	MRDT collection/administration fee [set by the Ministry of Finance from time to time]
Equals:	Net Distributable 3% MRDT Collections
Less:	Sum of all Sponsorship Payments in a month [i.e., Net Distributable 3% MRDT Collections multiplied by 2/30]
Equals:	Total Payment to Designated Recipient in a month

Appendix 2.1 Financial Report

Under the *Provincial Sales Tax Act*, all designated recipients, including designated recipients not subject to the renewal application requirement, must report back to the Province annually in the form of a Financial Report **by April 30th of each year.**

The Financial Report must show how all of the money received from the tax was spent and certify that all of the money received from the tax was used solely for approved purposes. The Financial Report must show that spending of money received from the tax was consistent with the Five-Year Strategic Business Plan. The Financial Report must also show the amounts, sources, and uses of all other tourism revenues.

Designated Recipient: _____

Designated Accommodation Area: _____

Date Prepared: _____

MRDT Repeal Date (if applicable): _____

Total MRDT Funds Received: _____

Year Ending: _____

Section 1: Actual Spending by Market

Add more rows as needed.

Geographic Market	MRDT \$ by Market	Other \$ by Market	Total (gross) \$ by Market	% of Total \$ by Market
BC				
Alberta				
Ontario				
Other Canada				
Washington				
California				
Other USA				
China				
UK				
Germany				
Australia				
Japan				
Other International (Please specify)				
Total				

Section 1: MRDT Budget Variance Report

Designated recipients **must** complete the table as provided below.

Revenues		Current Year		
		Budget \$	Actual \$	Variance
Carry forward from previous calendar year				
MRDT				
Local government contribution				
Stakeholder contributions				
Co-op funds received (e.g. CTO; DMO-led projects)				
Other local stakeholder contributions				
Grants - Federal				
Grants - Provincial				
Grants/Fee for Service - Municipal				
Retail Sales				
Interest				
Other				
Total Revenues				
Expenses		Budget \$	Actual \$	Variance
Marketing				
Marketing staff – wage and benefits				
Media advertising and production				
Website - hosting, development, maintenance				
Social media				
Consumer shows and events				
Collateral production and distribution				
Travel media relations				
Travel trade				
Other				
<i>Subtotal</i>				
Destination & Product Experience Management				
Destination and product experience management staff – wage and benefits				
Industry development and training				
Product experience enhancement and training				
Research and evaluation				
Other				
<i>Subtotal</i>				
Visitor Services				
Visitor Services activities				
Other (please describe)				
<i>Subtotal</i>				
Meetings and Conventions				

Expenses	Budget \$	Actual \$	Variance
Meetings, conventions, conferences, sales, events etc.			
<i>Subtotal</i>			
Administration			
Management and staff unrelated to program implementation - wages and benefits			
Finance staff – wages and benefits			
Human Resources staff – wages and benefits			
Board of Directors costs			
Information technology costs – workstation related costs (i.e. computers, telephone, support, networks)			
Office lease/rent			
General office expenses			
<i>Subtotal</i>			
Other			
All other wages and benefits not included above			
Other activities not included above (please describe)			
<i>Subtotal</i>			
Total Expenses			
Balance or Carry Forward			

By signing this form, you certify that the above information is an accurate representation of the actual tourism related expenditures for the jurisdiction defined under the terms of the Municipal and Regional District Tax.

Designated Recipient's Authorized Signing Authority Name	Designated Recipient's Authorized Signing Authority Title
Date	Designated Recipient's Authorized Signing Authority Signature

Appendix 2.2 Annual Performance Report

Under the *Provincial Sales Tax Act*, all designated recipients, including designated recipients not subject to the renewal application requirement, must report back to the Province annually. As such, all designated recipients (or the designated recipient's service provider), are required to complete the following Annual Performance Report as well as a Financial Report (refer to Appendix 2.1) **by April 30th of each year.**

All designated recipients are required to fill in the sections below.

Only those designated recipients that receive the three percent tax rate will be required to report out on additional metrics (as indicated below).

A description/instructions pertaining to each performance metric is provided in grey text as a guide only. Please delete the grey text and provide your response accordingly.

Designated Recipient: _____ **Report Completed:** dd-mm-yr _____
Designated Accommodation Area: _____ **Reporting period:** Jan 1- Dec 31 – yr*
 *or for first year of term, indicate accordingly

1. Effective tourism marketing, programs and projects			
MRDT-funded tourism marketing, programs and projects maximize the potential for increased visitation and growth in tourism business activity, employment and incremental tourism revenue.			
Mandatory Metric	Designated Recipient Response		
MRDT Revenue	<i>Report on the total annual MRDT revenue received by the Designated Recipient. The period should be between January 1 to December 31 of the reporting year (or portion thereof in the first year of reporting).</i>		
MRDT activities, tactics, investment efforts and outcomes (as per your One-Year Tactical Plan)	<i>Report on the MRDT activities, tactics, investment efforts and resulting outputs achieved in the reporting period indicated above.</i> <i>Metrics will vary by tactic. Example metrics include:</i> <table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top;"> <u>OUTPUT MEASURES</u> <ul style="list-style-type: none"> Types of marketing activities Number of event campaigns and results Description of social media activities and outcomes Number of media placements Number of conventions and meeting sales Webpage visits Visitor inquiries/calls. </td> <td style="vertical-align: top;"> <u>OUTCOME MEASURES</u> <ul style="list-style-type: none"> Visitor volume Visitor nights and visitor spending Visitor revenues Average length of stay Accommodation revenues Number of new tourism businesses. </td> </tr> </table>	<u>OUTPUT MEASURES</u> <ul style="list-style-type: none"> Types of marketing activities Number of event campaigns and results Description of social media activities and outcomes Number of media placements Number of conventions and meeting sales Webpage visits Visitor inquiries/calls. 	<u>OUTCOME MEASURES</u> <ul style="list-style-type: none"> Visitor volume Visitor nights and visitor spending Visitor revenues Average length of stay Accommodation revenues Number of new tourism businesses.
<u>OUTPUT MEASURES</u> <ul style="list-style-type: none"> Types of marketing activities Number of event campaigns and results Description of social media activities and outcomes Number of media placements Number of conventions and meeting sales Webpage visits Visitor inquiries/calls. 	<u>OUTCOME MEASURES</u> <ul style="list-style-type: none"> Visitor volume Visitor nights and visitor spending Visitor revenues Average length of stay Accommodation revenues Number of new tourism businesses. 		
Key Learnings	<i>Please provide an assessment of effectiveness of tactics, describe what worked, what didn't and lessons learned.</i>		

2. Effective local-level stakeholder support and inter-community collaboration Designated recipients are responsible for engaging with key stakeholders, establishing local-level support, and seeking out efficiencies through collaborative activities to inform appropriate decision-making regarding investments.	
Mandatory Metric	Designated Recipient Response
Extent of Local-level Stakeholder Engagement	<p><i>Report on the engagement activities they have undertaken annually to ensure stakeholders are informed and have the ability to provide input on direction. Metrics will vary by tactic.</i></p> <p><i>Example of metrics include the number and descriptions of:</i></p> <ul style="list-style-type: none"> • <i>Outreach communications (such as newsletters, marketing plans and annual reports)</i> • <i>Conferences, engagement sessions, or annual general meetings.</i>
Stakeholder Satisfaction	<p><i>Only for designated recipients collecting 3% tax:</i></p> <p><i>The designated recipient must conduct an annual stakeholder survey to:</i></p> <ul style="list-style-type: none"> • <i>Assess the level of awareness of tourism marketing activities in the community (region)</i> • <i>Assess the level of satisfaction with the use of MRDT funds.</i> <p><i>Examples of tourism industry stakeholders may include, but are not limited to, the following within the designated accommodation area:</i></p> <ul style="list-style-type: none"> • <i>accommodation providers;</i> • <i>attractions, sightseeing, activities and other primary tourism businesses;</i> • <i>restaurants, retail and other tourism related businesses;</i> • <i>Regional and local tourism associations;</i> • <i>Product Sector organizations;</i> • <i>Parks and recreation;</i> • <i>Visitor Centres; and</i> • <i>Other government agencies and organizations that have programs and services that relate to tourism.</i> <p><i>The designated recipient must append a copy of the survey (list of questions asked), list of respondents and aggregated results to this report.</i></p> <p><i>The designated recipient must seek Destination British Columbia's feedback on the methodology, defining the survey questions and survey audience prior to issuing the survey.</i></p>
Community Collaboration	<p><i>Only for designated recipients collecting 3% tax:</i></p> <p><i>Report on the collaborative activities and outcomes to demonstrate partnerships and alignment within and across communities on tourism marketing activities and with provincial or federal tourism-related agencies as appropriate.</i></p>

Mandatory Metric	Designated Recipient Response
Community Collaboration	<p><i>Examples of collaborative activities include:</i></p> <ul style="list-style-type: none"> • Meetings and discussions with other designated recipients or Destination Marketing Organizations in other designated accommodation areas • Meetings and discussions with other tourism industry stakeholders on shared interests and goals • Integrated planning • Sharing of resources on content and asset development • Aligned product development <p><i>Cooperative and or partnered marketing campaigns/initiatives</i></p>
<p>3. Marketing Efforts Are Coordinated and complementary to provincial marketing strategies and tactics:</p> <p>Designated recipients are responsible for ensuring their marketing efforts complement and do not duplicate those of Destination British Columbia to avoid overlap at the community level and dilution of BC's marketing message in key domestic and international markets.</p>	
Mandatory Metric	Designated Recipient Response
Provincial Alignment	<p><i>Report on actions taken to verify that proposed activities are in complimentary and support Destination BC, regional, community and/or other available tourism strategic and/or marketing plans as part of the completion of One-Year Tactical Plan.</i></p> <p><i>Examples of actions taken could include:</i></p> <ul style="list-style-type: none"> • Refer to Destination British Columbia's strategic plan and regional plans • Liaise/consult with regional and/or provincial staff during strategic/tactical plan development • Provincial or regional staff attendance at community AGM, planning sessions or marketing showcases • Attendance at provincial marketing and/or planning sessions • Attendance at regional marketing and/or planning sessions • Attendance at regional annual conferences/marketing presentations.
Coordinated with Destination British Columbia on Travel Media and Travel Trade Activities	<p><i>Only for designated recipients collecting 3% tax:</i></p> <p><i>Report on actions taken to ensure travel trade and travel media activities are coordinated with Destination BC's overarching marketing plan, and similar activities undertaken by other designated recipients.</i></p> <p><i>The designated recipient should also report on any outcomes of trade show and travel trade activities.</i></p>

4. Fiscal prudence and accountability

All designated recipients must be accountable, transparent, and make fiscally prudent investments in community tourism marketing.

Mandatory Metric	Designated Recipient Response
Effective Financial Management	<i>The designated recipient must provide a completed Financial Report (refer to Appendix 2.1) that shows how MRDT funds were spent consistent with the designated recipient's Five-Year Strategic Business Plan and certify that all of the revenue was used solely for purposes as approved in their One-Year Tactical Plan.</i>
Streamlined Administrative Costs	<i>The designated recipient must identify and include all administrative costs as outlined in Appendix 2.1 and in accordance to the definition provided in the MRDT Program Requirements (Section 4: Eligible Use of Funds).</i>
Leveraging of Other Marketing Funds	<p><i>The designated recipient must provide details (in this space) regarding what steps they undertook to leverage funding over the year.</i></p> <p><i>Additionally, the designated recipient must provide the amount(s) and source(s) of marketing funds leveraged from other sources in the Financial Report (refer to Appendix 2.1).</i></p>

By signing this form, you certify the accuracy and completeness of the information provided above.

Designated Recipient's Authorized Signing Authority Name	Designated Recipient's Authorized Signing Authority Title
Date	Designated Recipient's Authorized Signing Authority Signature

Appendix 2.3 One-Year Tactical Plan

Under the *Provincial Sales Tax Act*, all designated recipients, including designated recipients not subject to the renewal application requirement, must report to the Province annually. As such all designated recipients (or the designated recipient's service provider), are required to complete the following One-year Tactical Plan **no later than November 30th each year for years two through five**. If plans are available earlier, please submit as they become available. A Five-year Strategic Business Plan is required in year 1.

The One-year Tactical Plan must be consistent with the Five-year Strategic Business Plan and be based on the calendar year.

A sample Tactical Plan template has been provided below. However, the format of the Tactical Plan may be developed specific to your community needs and resources.

Similar to the Five-year Strategic Business Plan, the One-year Tactical Plan must adhere to the MRDT program principles (see box).

Please ensure there is alignment between provincial tourism strategies and community tourism efforts. Additionally, designated recipients should make their One-year Tactical Plans available to tourism industry stakeholders.

If you wish to make material modifications to the Five-year goals, strategies or targets, the changes must be identified in the One-year Tactical Plan and may require approval from the Province (see Section 11: Amendments in Program Requirements).

Your One-year Tactical Plan must contain the following information:

- An overview of the strategic direction from the Five-Year Strategic Business Plan
- Key learning and conclusions from the previous year
- Details about activities and tactics for the upcoming year
- Expected outcomes
- Availability of revenue from other sources to fund projects in addition to the funds from the tax (Reminder: funds from the tax must be incremental to existing sources of funding. The funds from the tax must not replace existing sources of tourism funding in a community)
- A proposed budget for the year ahead

For questions, please contact Destination British Columbia at MRDT@destinationbc.ca.

Quick Reference Guide

(from the MRDT Program Requirements):

- *The intention of the tax is to assist designated recipients to fund tourism marketing, programs and projects.*
- *Funds from the MRDT program are intended to augment current funding and cannot be used to replace existing sources of tourism funding in a community.*
- *The MRDT program is intended to contribute to the increase of local tourism revenue, visitation, and economic benefits and should be supported by local government and tourism stakeholders.*

The MRDT program principles are:

- *Effective tourism marketing, programs and projects*
- *Effective local-level stakeholder support, and inter-community collaboration*
- *Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics*
- *Fiscal prudence and accountability.*

One-Year Tactical Plan Template

Designated Recipient: _____
Designated Accommodation Area: _____
Date Prepared: _____
MRDT Repeal Date: _____
Five Year Period: _____

A description/instructions pertaining to each section is provided in grey text as a guide only. **The format of your One-Year Tactical Plan may be developed specific to your community needs and resources.** If using this template, please delete the blue text and provide your response accordingly. If using your own report template, please ensure it includes the following sections:

Section 1: Overview and Update to Five-year Strategic Context	
Heading	Description
Strategic Direction	<ul style="list-style-type: none"> A brief overview of the strategic direction from the Five-Year Strategic Business Plan, which may include an articulation of the Vision, Mission, Goals and Objectives from the Five-Year Strategic Business Plan.
Key Learnings and Conclusions	<ul style="list-style-type: none"> Key learnings and conclusions from a situation analysis or annual review that will inform your One-Year Tactical Plan. Provide an update on progress to date for current year activities.
Overall Goals, and Objectives	<ul style="list-style-type: none"> Overall Goals, Objectives and Targets, if different from the Five-year Strategic Business Plan.
Strategies	<ul style="list-style-type: none"> Key Strategies for the year, if different from the Five-Year Strategic Business Plan. If any change in Key Strategies is deemed to be material or a substantial shift from original direction set, then approval from Destination British Columbia will be required before implementation.
Target Markets	<ul style="list-style-type: none"> The types of visitors that are priorities for your community for the next year, stating primary and secondary target markets. Include geographic target markets, demographic, and activity-based target groups. The desired length of stay that your community is seeking from the target markets, from day visits or overnight getaways to longer vacations.

Section 2: One-Year Tactical Plan with Performance Measures

Please provide a **Project Plan** for each major activity you will undertake in the year ahead using MRDT funds. Authorized purposes of MRDT funds are tourism marketing, programs and projects and any other prescribed purposes as set out by regulation.

Project plans should include the following information for each activity. The recipient can organize the plan in a manner that best reflects their individual approach.

1. The **major category** of the activity. Examples could include marketing, destination and product experience management, visitor services, etc.

Marketing, which may include:

- Media Advertising and Production
- Website - Hosting, Development, Maintenance
- Social Media
- Consumer Shows and Events
- Collateral production and distribution
- Travel Media Relations
- Travel Trade
- Other.

Destination and Product Experience Management, which may include:

- Industry Development and Training - Enhancing Education and Knowledge (for example: Market Readiness, Packaging and Industry Workshops)
- Product Experience Enhancement and Training (for example: Itinerary Development, Content Development and Key Experience Creation)
- Research & Evaluation
- Other.

Visitor Services, which may include:

- Visitor Services Activities (for example: Visitor Services via Social Media, Mobile Apps, Roving/Mobile Visitor Services, Ambassadors, Kiosks)
- Other.

Meetings and Conventions:

- Examples could include conferences, events, sales, etc.

Other:

- Other activities not covered by the above categories, such as capital expenditures if **pre-approved by government** (prior to application), etc.

2. Please list and describe **the tactics** your community will use to achieve the strategies outlined in Section 1 of your Five-Year Strategic Business Plan. There may be several tactics for each activity.
3. Please provide an **implementation plan** that includes a short description, quantifiable objectives, rationale, action steps, potential partnerships, resources, sources of funding, responsibilities, timeframe, budget, and evaluation mechanism.
4. Please outline the **performance measures, expected outputs and outcomes**. Note, designated recipients receiving a tax rate of 3% are subject to additional reporting requirements. Please refer to Appendix 2.2 for more information about annual reporting of performance measures.

A Project Plan Template is attached on the following page for reference.

Project Plan Template

A description/instructions pertaining to each section is provided in grey text as a guide only. **The format of your Project Plan may be developed specific to your community needs and resources. If using this template, please delete the grey text and provide your response accordingly.**

Major Category: <i>(e.g., Marketing - Travel Trade; Visitor Services – Mobile Apps; Conferences)</i>
Activity Title: <i>Please provide the title of activity.</i>
Tactics: <i>Please list and describe the tactics to be used to achieve the strategies outlined in Section 1 of the Strategic Business Plan. There may be several tactics for each activity.</i>
Implementation Plan: <i>For each activity, an implementation plan should include a short description, quantifiable objectives, rationale, action steps, potential partnerships, resources, sources of funding, responsibilities, timeframe, budget, and evaluation mechanism.</i>

Performance Measures:			
<ul style="list-style-type: none"> • <i>Please review the tactics listed above and identify expected outcomes and outputs for each.</i> • <i>Report out annually on the performance measures (refer to Appendix 2.2).</i> • <i>The performance measures must align with the four MRDT Program Principles:</i> <ul style="list-style-type: none"> ○ <i>Effective tourism marketing, programs and projects</i> ○ <i>Effective local-level stakeholder support, and inter-community collaboration</i> ○ <i>Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics</i> ○ <i>Fiscal prudence and accountability.</i> • <i>Consider the following definitions when preparing the output and outcome measures:</i> <ul style="list-style-type: none"> ○ <i>Outputs - measure the level of service provided by a project or provides information about what was done. They define "what you did", e.g., hosted four media familiarization trips.</i> ○ <i>Outcomes - measures on the achievement of broader goals such as increasing average visitor yield or enhancing the customer experience.</i> • <i>Examples only:</i> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <u><i>Output Measures:</i></u> <ul style="list-style-type: none"> • <i>Types of marketing activities</i> • <i>Number of event campaigns and results</i> • <i>Description of social media activities and outcomes</i> • <i>Number of media placements</i> • <i>Number of conventions and meeting sales</i> • <i>Webpage visits</i> • <i>Visitor inquiries/calls</i> </td> <td style="width: 50%; vertical-align: top;"> <u><i>Outcome Measures:</i></u> <ul style="list-style-type: none"> • <i>Visitor volume</i> • <i>Visitor nights & visitor spending</i> • <i>Visitor revenues</i> • <i>Average length of stay</i> • <i>Accommodation revenues</i> • <i>Number of new tourism businesses</i> </td> </tr> </table> 		<u><i>Output Measures:</i></u> <ul style="list-style-type: none"> • <i>Types of marketing activities</i> • <i>Number of event campaigns and results</i> • <i>Description of social media activities and outcomes</i> • <i>Number of media placements</i> • <i>Number of conventions and meeting sales</i> • <i>Webpage visits</i> • <i>Visitor inquiries/calls</i> 	<u><i>Outcome Measures:</i></u> <ul style="list-style-type: none"> • <i>Visitor volume</i> • <i>Visitor nights & visitor spending</i> • <i>Visitor revenues</i> • <i>Average length of stay</i> • <i>Accommodation revenues</i> • <i>Number of new tourism businesses</i>
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Section 3: MRDT Budget for One-Year Tactical Plan

Designated recipients **must** complete the budget table as provided below.

Revenues		Budget \$
Carry-forward from previous calendar year		
MRDT		
Local government contribution		
Stakeholder contributions		
Co-op funds received (e.g. CTO; DMO-led projects)		
Other local stakeholder contributions		
Grants – Federal		
Grants – Provincial		
Grants/Fee for Service - Municipal		
Retail Sales		
Interest		
Other		
Total Revenues		
Expenses		Budget \$
Marketing		
Marketing staff – wage and benefits		
Media advertising and production		
Website - hosting, development, maintenance		
Social media		
Consumer Shows, events		
Collateral production, and distribution		
Travel media relations		
Travel trade		
Other (please describe)		
Subtotal		
Destination & Product Experience Management		
Destination & Product Experience Management Staff – wage and benefits		
Industry development and training		
Product experience enhancement and training		
Research and evaluation		
Other (please describe)		
Subtotal		
Visitor Services		
Visitor Services activities		
Other (please describe)		
Subtotal		
Meetings and Conventions		
Meetings, conventions, conferences, and events etc.		
Subtotal		
Administration		
Management and staff unrelated to program implementation – wages and benefits		
Finance staff – wages and benefits		
Human Resources staff – wages and benefits		
Board of Directors costs		
Information technology costs – workstation-related costs (i.e. computers, telephone, support, networks)		
Office lease/rent		

Expenses		Budget \$
	General office expenses	
	<i>Subtotal</i>	
	Other	
	All other wages and benefits not included above	
	Other activities not included above (please describe)	
	<i>Subtotal</i>	
	Total Expenses:	
Balance or Carry Forward		



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Recommendations to Enhance the Municipal and Regional District Tax Program

Formerly known as the Additional Hotel Room Tax (AHRT)

In the recently introduced BC Provincial budget, the ceiling of the Municipal and Regional District Tax (MRDT) was increased from 2% to 3%. This is the first time the ceiling has changed since the program was introduced in 1987.

Currently, over 50 communities throughout British Columbia collect and distribute \$28 million in MRDT each year. The BC Hotel Association anticipates that, within the next twelve months, 15 - 20 of these communities will likely apply for the increase to 3%, generating an additional \$10 to \$15 million.

The Ministry guidelines for use of MRDT funds are relatively broad and require that funds be directed toward "Tourism Activities." Local governments apply for the right to implement the MRDT Program and receive the funds. Since the program's inception, to our knowledge no local government allocation decision has ever been rejected or challenged by the Ministry.

The Provincial Government attempted to change the AHRT Program in 2009/10. However, after a year of consultations no consensus could be reached (see attached document).

A rare opportunity

We all know that increased marketing of British Columbia to a broad variety of parties (i.e. students, meeting planners, adventurers, investors, tourists, etc.) has the potential of tremendous economic impact. Yet marketing funds are limited, particularly from government sources.

Criteria are currently being drafted by the Provincial government regarding the application procedure to access the 3% MRDT Program. We believe the Government has a rare opportunity to implement new policies for those specific communities who wish to apply for the 3% MRDT in a way that:

1. Significantly increases the Measurable Economic Impact of MRDT Funds, and
2. Increases the potential of greater alignment with Provincial Marketing Strategies

To achieve these goals, the British Columbia Hotel Association strongly supports implementing a new *MRDT Accountability and Performance Management Framework*.

In addition to this new framework, the BCHA also recommends the following policies to communities who wish to apply for the 3% MRDT.



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#1 – A VOTE by the Accommodation sector in support of the tax and a renewal vote every 5 years

This is a key element to effective use of the funds. To ensure industry participation, the accommodators who voluntarily collect the tax must, over time, see continued economic benefit. Otherwise, there is no incentive to participate in the program.

Hoteliers know the vast majority of people do not come to a destination to stay in a hotel, but rather are attracted by a variety of other factors. Hoteliers also know that decisions regarding the allocation of the funds must involve other stakeholders with a vested interest in the outcomes.

#2 –Grandfathered Communities applying for the 3% MRDT must agree to forfeit their Grandfathered Status and to vote on the 3% every 5 years.

The six Grandfathered communities (Vancouver excluded due to previous legislation) have had unfettered use of the 2% funds for over 25 years. There is no logic to keeping this archaic practice if the community wishes to move up to 3%. This practice is not fair to local accommodators, and seriously undermines real and tangible input on the use of MRDT funds.

Furthermore, without a vote mechanism in place it will be difficult to gain greater accountability, transparency, and alignment on the MRDT 3% funds as there is no risk of losing the privilege to receive the funds.

#3 – All Local Government applicant for the 3% MRDT must support granting “Eligible Entity Status” to their Destination Marketing Organization (DMO).

When a DMO has been granted eligible entity status by their local government, 100% of the MRDT funds flow directly to the DMO instead of through city hall. Without this requirement, there is not effective accountability or measurement of the performance of MRDT funds.

Although some communities already do this (either because they have been granted eligible entity status or through a service agreement with the DMO), in many cases the local government controls allocations—which are dispersed to a variety of entities and/or programs.

Focusing the funds in the DMO increases the potential that funds will be used for marketing programming, which is usually a mandate of the DMO board. If a local government wished to direct funds to other priorities it would need to ask the DMO for support. Additionally, many DMOs have indicated they would prefer to see Eligible Entity status as a prerequisite, rather than having to negotiate for it on top of all the other deliverables (i.e. service agreements, visitor centre management, board seats, city priorities, etc.).



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#4 – The DMO/ Local Government application must include a 5-year business plan and a first year tactical plan. Applicants must also agree to provide the Ministry with one year tactical plan each year in advance for review.

This requirement is critical to achieving greater alignment with the Provincial Government Marketing Strategy. Combined with #3 above, this sets the stage for greater analysis of the measurable economic impact of the 3% MRDT Program funds community-by-community. It also enables the Ministry to review tactical plans on an annual basis to determine if there are opportunities for greater collaboration with Destination British Columbia on, for example, international marketing programming.

The path forward

The BC Hotel Association is committed to improving transparency, accountability, and effectiveness of the MRDT program. It is our hope that, by working together with our government partners, our recommendations will help to modernize the MRDT program in a way that yields measurable and achievable economic benefits for BC's tourism economy as a whole.

The British Columbia Hotel Association is the advocate and spokesperson for the interests of the Hotel Industry throughout British Columbia. The BCHA has over 600 hotel members and 200 associate members, representing an industry with revenue in excess of \$3.2 billion, 80,000 rooms and more than 60,000 employees. We are a significant component of BC's \$13.8 billion tourism trade and have members in almost every community throughout BC.

To learn more about how these recommendations will benefit BC's tourism and accommodation sectors, please contact BC Hotel Association's CEO, James Chase, at james@BCHotelAssociation.com.



HOTEL ASSOCIATION OF CANADA
ASSOCIATION DES HÔTELS DU CANADA

Room Taxes on Lodging Industry in Canada

as of June 2015

Province	Supplementary Room Tax/DMF	PST and/or GST on Rooms	PST and/or GST on Other Goods	Total Taxes
British Columbia	2% ¹	12% 13%	12%	15%
Alberta	4% Alberta Tourism Levy all rooms + Voluntary DMFs: 3% Calgary, 3% Edmonton 2% Jasper 3% Canmore 2% Lethbridge 2% Medicine Hat 1% Camrose 1% Grand Prairie 1% Slave Lake Corporate Hotel DMFs: 3% Canalta Hotel Group 3% Pomeroy Group Tourism Improvement Fee 2% Banff	5%	5%	9 + city levy = 12% for major centres
Saskatchewan	2% DMF Saskatoon, Regina	10%	10%	12%
Manitoba	5% Winnipeg, Thompson \$3/night Brandon	12%	12%	17%
Ontario	The DMF program which was a 3% fee was terminated in 2009 when the HST was introduced. It has been on a "transitional" basis replaced by government funding until December 2012.	13%	13%	16%
Quebec	\$2.00 per room and 3.5% Montreal ²	14.98% ³	14.98% ³	18.48 + %
New Brunswick	\$2 Bathurst 2% Miramichi, Saint John, Charlotte County	13% ⁶	13% ⁶	15%
Nova Scotia	2% Halifax ⁵	15% ⁵	15% ⁵	17%
Prince Edward Island	3% Charlottetown	15.5% ³	15.5% ³	18.5%
Newfoundland	3% St. John's ⁶	13% ⁶	13% ⁶	16%



WHY WE ARE HERE

- **Last renewed in 1988, almost 30 years ago**
- **New Provincial MRDT guidelines and regulations**
- **Opportunity to connect dots on several strategic priorities to drive win-win-win outcomes**

WHY WE ARE HERE

- **Renewed negotiated framework**
- **For implementation January 1, 2017**
- **Coming early, briefing and seeking agreement in principle**
- **If supported can proceed towards finalizing a new framework**
- **Application to Provincial Government spring 2016**

ABOUT TOURISM VICTORIA

- **We are a Friendly Giant**
- **Membership growth by 175 Businesses to 885 in last 18 months**
- **Constructive, engaged and collaborative**

TRANSFORMATION AND RESULTS

- **Deep transformation building on a solid marketing platform**
- **Strategy focused, all investments to have outcomes**
- **Rapid modernization of our organization**
- **Research and Data Analytics**
- **Automated lead generation lead nurturing**
- **Improvements ongoing**

MRDT BACKGROUND

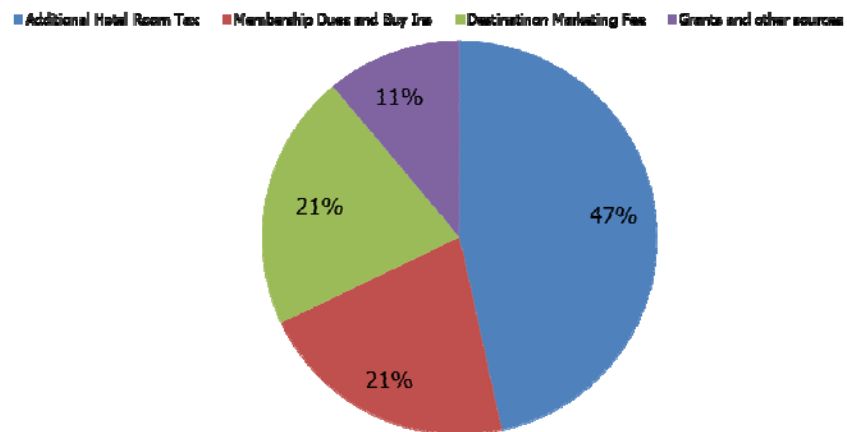
- **1987: Original 7 Communities with MRDT became “Grandfathered”**
- **1997: Significant improvements to require five year renewal with accommodation sector and community**
- **46 Communities in B.C. participate in the 1997 or later framework**
- **HST, GST/PST discussions**
- **MRDT now firmly in PST framework**

STRONG DMOs ACROSS B.C.

- One of the keys to B.C.'s strong tourism industry; reinforced in new provincial *Gaining the Edge* tourism strategy



TOURISM VICTORIA FUNDING PROFILE



BACKGROUND



Chad Hipolito/Canadian Press

MRDT NEW GUIDELINES

MRDT jointly administered by:

- **Destination BC (Tourism Victoria's provincial marketing counterpart)**
- **Ministry Jobs, Tourism and Skills Training (Tourism Policy Branch)**
- **Department of Finance (Taxation Policy Branch)**

MRDT NEW GUIDELINES

- Eligible use of funds

“THE MRDT Program is intended to contribute to the increase in the local tourism revenue, visitation and economic benefits and should be supported by both local governments and tourism industry stakeholders”

- Page 3, MRDT Guidelines

NEW MRDT GUIDELINES PROVIDE CLARITY

- ✓ Disclosure
- ✓ Alignment
- ✓ Accountability
- ✓ Higher threshold of transparency for use of funds and results

MRDT PRINCIPLES

- **Tourism industry input**
 - 5 year Strategic Plan with one year tactical plan
- **Alignment with provincial effort**
- **Accountability for results**
- **Annual performance report submitted to Province**
- **Annual financial report submitted to Province**
- **Registry of accommodators: 51% must support plan with 51% of rooms**

BCHA: FOUR RECOMMENDATIONS CREATES A PATHWAY

1. **A vote by the Accommodation sector in support of the tax and a renewal vote every 5 years**
2. **Grandfathered Communities applying for the 3% MRDT must agree to forfeit their Grandfathered Status and vote on the 3% every 5 years**
3. **All Local Government applicants for the 3% MRDT must support granting "Eligible Entity Status" to the DMO**
4. **The DMO/Local Government application must include a 5 year business plan and a first year tactical plan**

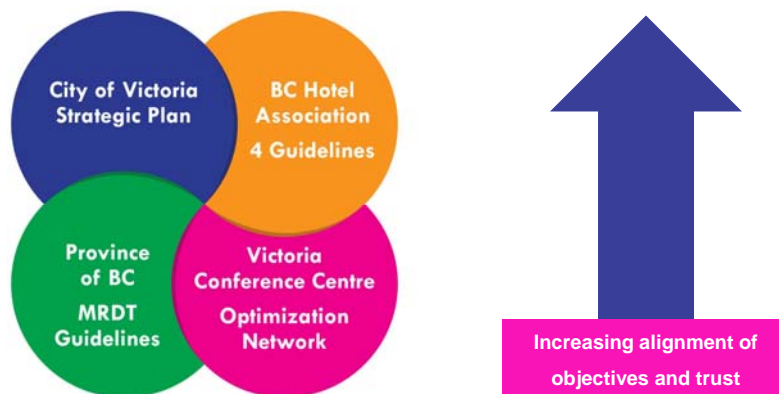
Applicants must also agree to provide the Ministry with one year tactical plan each year in advance for review

ELIGIBLE ENTITY

- **Under Provincial Sales Tax Act**

1. Be a not for profit, specific purpose of tourism marketing is preferred.
2. Have a place of business in the designated accommodation area.
3. Be actively engaged in tourism marketing, programs or projects in designated accommodation area.
4. Eligible Entities deliver services on behalf of City/Municipality.

CONTEXTUAL POLICY ELEMENTS TO RENEWED RELATIONSHIP



Underlying Foundations

- Tourism Victoria Strategic Plan
- Task Force on Economic Development & Prosperity
- Official Community Plan
- Common Law: Penticton decision by Supreme Court of British Columbia

BUILDING TRUST THROUGH VCON



4 FRAMEWORK ELEMENTS

- ✓ **Remove Grandfather status and grant Tourism Victoria Eligible Entity status**
- ✓ **Sales and Marketing at Victoria Conference Centre (VCC)**
- ✓ **Tourism Industry Contribution to David Foster Harbour Pathway/Belleville Phase 2**
- ✓ **Voluntarily Increase MRDT from 2% to 3%**

VCC SALES & MARKETING MANAGEMENT CONTRACT

- Firm deliverables for results
- Bring innovation and fresh ideas
- Mutually agreed capital plan



BENEFITS: DAVID FOSTER WAY / BELLEVILLE TERMINAL

- Tourism industry makes a \$1M dollar industry contribution over 11 years to building David Foster Harbour Pathway (DFHP), integrated in Phase 2 of Belleville Terminal
- Both the DFHP and completion of Belleville Terminal important priorities of City of Victoria Strategic Plan
- Residents benefit from timely progress
- City of Victoria receives meaningful and concrete consideration for granting eligible entity status
- Seize new Federal government interest in infrastructure for Phase Three

BELLEVILLE TERMINAL 3 PHASE PLAN

	What	Who	Amount
Phase 1	Dock repairs	B.C. government, Clipper, Black Ball Ferry Line	\$17.4M
Phase 2	Beautification of Belleville Street and DFHP	City of Victoria and possibly Tourism Victoria (industry contribution)	\$2M (\$1M from each)*
Phase 3	Upgraded terminal including pre-clearance	Federal government	TBD

**50% funding participation is minimum threshold for Infrastructure Canada funding*

FUNDING AT WORK

- **More sustained activity in vital source markets on more predictable basis**
 - Primary: Seattle, Vancouver, San Francisco
 - Secondary: Portland, Calgary, Edmonton
- **Deepen current efforts to drive shoulder season business**
- **Stay current with ongoing digital, content marketing and lead generation investments**
- **Modernize VCC Sales & Marketing efforts**
 - Automated lead generation



KEY APPROVAL GATES

- ✓ **Ensure City on board in principle (November 19)**
- ✓ **Complete Accommodation vote: 51% of accommodation and rooms in City of Victoria**
 - with 5 year Strategic Plan
- ✓ **City Council meeting by February 2016 with completed application and by-law**

NEXT STEPS & SEQUENCING

- **High level framework is agreed by industry**
- **Assure City Council is briefed and engaged**
- **Gauge accommodation community is on board before taking to Council**
 - Open House November 5 well received
- **Request by Mayor to present to Council on November 19**
- **Work to influence Federal government for Phase 3 in Budget 2016**

TOP FIVE FAQs

- ① **What about the current 1% Destination Marketing Fee?**
- ② **What is the plan in regards to Saanich?**
- ③ **How will the increased MRDT revenue be invested?**
- ④ **Why is removing the Grandfather Status important?**
- ⑤ **Why is the proposed date January 1, 2017?**

CONSIDERATIONS

- ✓ **Staying at 2% not practical**
- ✓ **Alignment and effectiveness risk**
 - Increased emphasis on alignment from province of B.C.
- ✓ **Infrastructure investment risk**
 - New federal government putting significant emphasis on infrastructure; seize opportunity

The logo for Tourism Victoria is centered within a white rectangular box. It features the word "TOURISM" in a blue, sans-serif font above the word "VICTORIA" in the same font. A stylized blue flower with a yellow center is positioned between the two words, replacing the letter 'I' in "VICTORIA". The entire logo is set against a white background, and the box has a thin black border with a yellow and blue vertical bar on the right side.



Council Member Motion

For the Governance and Priorities Committee meeting of Nov 19 2015

Date: November 13 2015

From: Mayor Helps and Councillor Lucas

Subject: New Regional Economic Development Organization

Summary

In January of 2015, the 13 mayors of the region gathered informally for lunch to discuss regional priorities. The initial gathering was a success and the mayors decided to gather again. At the second meeting, in April, the mayors identified regional economic development – building on the work each municipality is doing locally – as a priority. In the summer of 2015 the mayors gathered again, this time with Chambers of Commerce from across the region as well as the Greater Victoria Development Agency. At that time the mayors agreed that the Greater Victoria Development Agency would undertake a brief study to develop a new framework for regional economic development.

In September, the mayors gathered again, with representatives from Chambers of Commerce across the region. At that gathering, the Greater Victoria Development Agency presented the attached report. Many of the mayors in attendance expressed interest in presenting the findings and proposal to members of our councils, our First Nations partners, post secondary institutions, and interested potential private sector funders. To this end, the Mayor's Summit on the Economy was held, with leadership from the Greater Victoria Development Agency, on Saturday November 7th at Camosun College. Present at that event were many mayors and councillors from across the region, Chief Andy Thomas of the Esquimalt Nation, all three post secondary institutions, represented by their presidents, and representatives from a number of sector organizations as well as the private sector.

The next critical step identified at the November 7th meeting was for mayors and councils across the region to consider the attached report and accompanying motion. The new entity will be formed if a majority of municipal councils come to the table in a spirit of partnership. At the time of writing this report View Royal and Langford have both signed on.

In summary, the City of Victoria's strategic plan identifies Create Prosperity Through Economic Development as a strategic objective. As part of this objective, the City of Victoria is focusing on local economic development through the initiatives identified in *Making Victoria: Unleashing Potential*, which are meant to make it easier, quicker, and more fulfilling to open, expand, or invest in a business in the City of Victoria. At the same time, the objective, Create Prosperity Through Economic Development, identifies regional economic development as an important element of local economic development.

The City of Victoria has an opportunity to join its partners across the region to take a historical step together to create a new regional entity for economic development to grow sustainable prosperity and well-being in the region, for the long term.

Recommendations

That Council:

1. Support in principle the proposed Regional Strategy and Model for Economic Development in South Vancouver Island provided that a majority of municipalities (7/13 at a minimum) participate in the new Regional Strategy and Model for Economic Development in South Vancouver Island; and
2. Allocate \$129,545 from the unspent portion of the 2015 budget approved allocation for economic development for the purposes of creating a new regional economic development organization, subject to municipal inclusion on the Funding Partner's Council as laid out in the attached Report and subject to the creation of the new entity;
3. Appoint Mayor Helps as a designate to sit as a voluntary member of the Funding Partner's Council to represent the City of Victoria for an initial term of three years and appoint Councillor Lucas as alternate.

Respectfully Submitted,



Mayor Helps



Councillor Lucas

A New Regional Strategy and Model for Economic Development in South Vancouver Island



Special Thanks

This report was developed with the generous support of the following funders:



Special Thanks (continued)

This report would not be possible without the hard work and input of the Greater Victoria Development Agency board:

Carmen Charette

Vice President, External Relations
University of Victoria

Curtis Grad

President and CEO
Skwin'ang'eth Se'las Development Company

David Corey

CEO
Victoria Real Estate Board

Dan Gunn

Executive Director
VIATeC

Dan Dagg

President
Hot House Marketing

Nathan Lampard

Partner
Cox Taylor LLP

Geoff Dickson

President and CEO
Victoria Airport Authority

Julie Lawlor

Executive Director
Westshore Chamber of Commerce

Dave Ganong

Managing Director – Vancouver Island
Colliers International

Sang-Kiet Ly

Senior Partner
KPMG



Special Thanks (continued)

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Tourism Victoria

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Vice President, Strategic Development
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John Treleaven

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Saanich Peninsula Chamber of Commerce

Dan Tulip

Chief Financial Officer
Royal Roads University

Michael Weston

Founder and CEO
CUBE Global Storage

Greg Baynton

President and CEO
Vancouver Island
Construction Association

Kyman Chan

Partner
Hayes Stewart Little
and Company

Ian Robertson

CEO
Greater Victoria Harbour Authority

Bruce Williams

Manager,
Community and Client Relations
CTV-Vancouver Island (Bell Media)



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3. Principles
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5. Performance Measures
6. Major Strategies

A New Model for Regional Collaboration

1. Funding
2. Governance
3. Organization

The Next Steps to a Collaborative Path Forward



A Regional Path to Prosperity and Wellbeing

Governance and Priorities Committee - 19 Nov 2015



Purpose

- To propose a new model for economic development in the Southern Vancouver Island region
- To request municipal and private sector funding for the new model



Rationale #1

We need a regional model

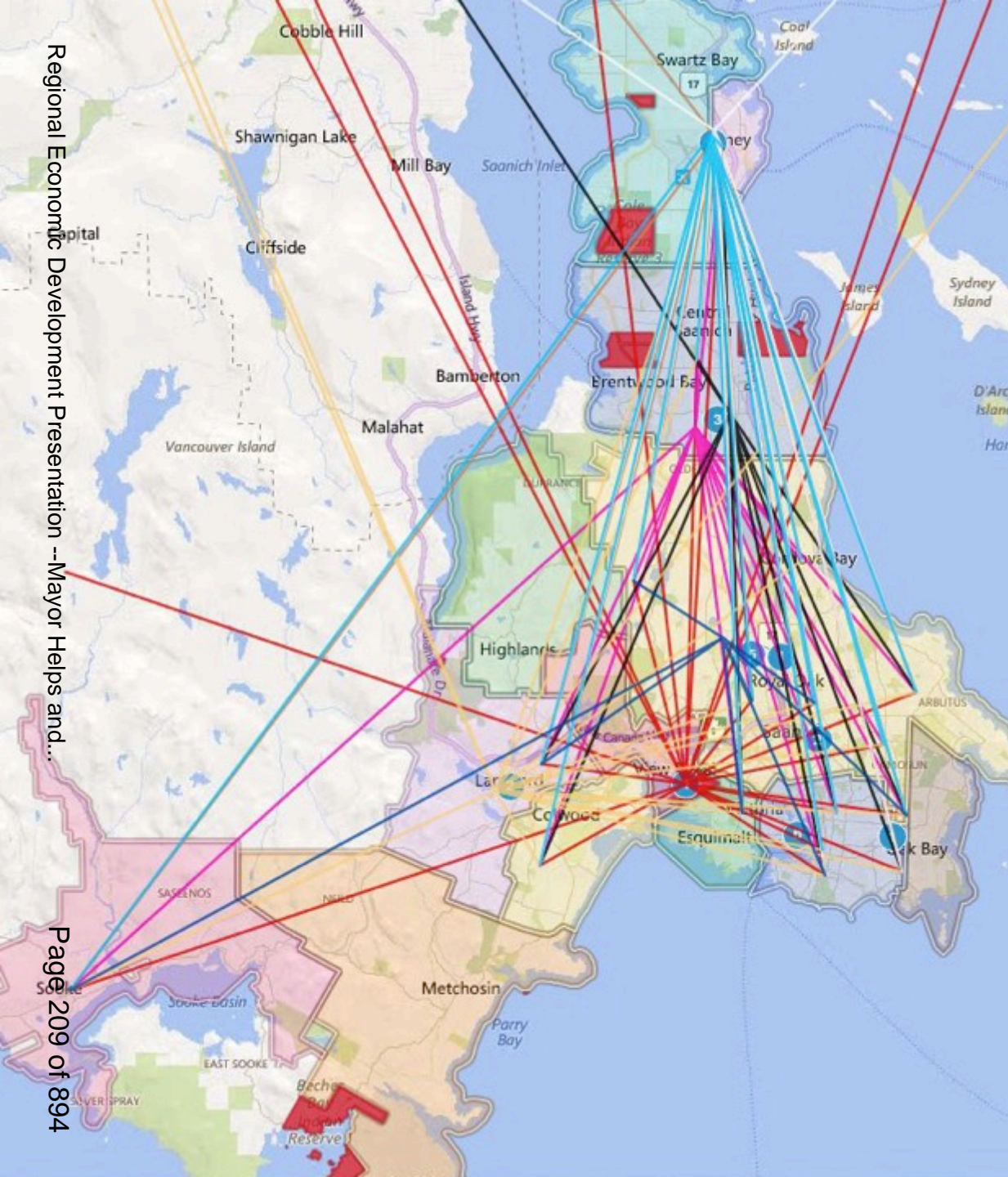
- The economy is global and more interdependent than ever
- Only global cities and metropolitan regions have the critical mass of population, capital and infrastructure to create self-sustaining, resilient economies & quality jobs
 - attract investors, new business and trade
 - support entrepreneurs and start-ups
- The economic flows and benefits are generated in a geographic space, irrespective of jurisdictional boundaries
 - People, live, work and play across the region (example on next slide)



Live/Work

When a business locates in the region, all municipalities benefit.

Data shown: 8 different companies based in the South Vancouver Island region, and the postal codes in which their employees live.



Rationale #2

Doing nothing is not an option

- In 5 years we dropped from 4th to 27th in GDP Growth compared to Canada's other large city-regions (CMAs)
- Successful models in Kitchener-Waterloo and Halifax regions are funded by municipalities equivalent of \$3-4 per capita
- Nanaimo and Vancouver, our nearest "competitors", invest over \$4 per capita
- In our region, municipalities currently invest less than \$1 per capita in regional economic development

Canada's 28 CMA's by 2014 GDP Growth

1. Edmonton	5.6
2. Saskatoon	5.3
3. Calgary	4.5
4. Regina	4.4
5. Kitchener-Cambridge-Waterloo	3.1
6. Vancouver	2.9
7. Abbotsford-Mission	2.6
8. Halifax	2.6
9. Oshawa	2.5
10. Toronto	2.4
11. Winnipeg	2.3
12. Sudbury	2.1
13. Montreal	2.1
14. Moncton	2.1
15. Quebec City	1.8
16. Thunder Bay	1.7
17. Windsor	1.7
18. Hamilton	1.3
19. St. Catharines-Niagara	1.1
20. Saguenay	1.1
21. Kingston	1.0
22. Sherbrooke	0.9
23. Saint John	0.8
24. Ottawa-Gatineau	0.5
25. London	0.4
26. St. John's	0.0
27. Victoria	0.0
28. Trois-Rivieres	-1.6

Victoria's
2008 Rank

Victoria's
2012 Rank

Victoria's
2013 Rank

Rationale #3

There is a Proven ROI

- Halifax is an excellent case study in good regional economic development
- Since the creation of the Halifax partnership they have risen in GDP growth
 - 15th out of 28 in 2005
 - 10th out of 28 in 2008
 - 8th out of 28 in 2014
 - Projected to be first out of 28 in 2015
- Reduction in unemployment from 11% to 5.9%

Canada's 28 CMA's by 2014 GDP Growth

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Halifax's
2015 Rank
(Projected)

Halifax's
2014 Rank

Halifax's
2008 Rank

Halifax's
2005 Rank

Rationale #4

We are losing “genuine well-being”

- Meanwhile, living costs are going up at a greater rate than household incomes, which makes it hard to attract young workers with families
- 1 in 5 children within our region live on or below the poverty line

Top 3 Economic Concerns of Citizens Within Our Region*

- Diversifying the economy
- Increasing job opportunities for new graduates
- Improving supports for entrepreneurs and small business

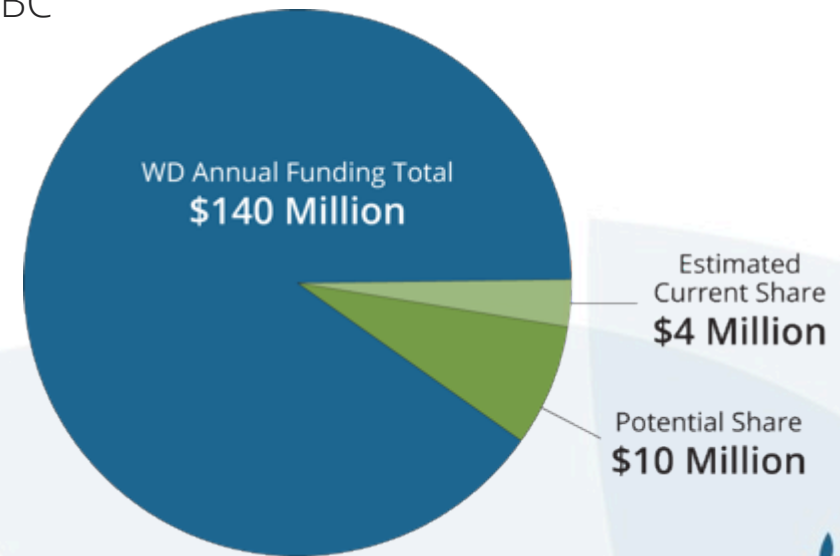
*Statistics from Vital Signs 2015



Rationale #5

We can do better at obtaining available funding

- Western Diversification (WD) forecasts \$140m/year in program funding available for economic development in Western Canada
- Other potential project funding and resources:
 - Investment Agriculture Foundation of BC
 - BC Knowledge Development Fund
 - Canada Foundation for Innovation
 - Sustainable Development Technology Canada
 - Invest Canada Community Initiatives (DFATD)



A Strategic Framework for Success



A New Organization for a Prosperous Future

- The mandate is to diversify and strengthen the economy of our region
- The scope is all businesses, employees and municipalities south of the Malahat on Vancouver Island
- The initial timeframe is five years from 2016-17 to 2020-21
- Legal name – South Vancouver Island Economic Development Association
- Trade name – TBD by the participating funding partners



Mission, Vision and Goals

(Aligned with municipal strategies and OCPs)

- **Mission** – Facilitate and promote development of a strong, diversified economy in Southern Vancouver Island
- **Vision** – A collaborative region that is a vibrant place to live and work
- **Goal** - The creation of household-sustaining jobs in targeted sectors of our regional economy

Principles

The new regional model will be designed in accordance with the following principles:

1. Collaborative
2. Industry-led (Board of Directors)
3. Not for profit
4. Effective (inclusive, sustainable, affordable)
5. Equitable (funding model)
6. Aligned (with municipal EcDev initiatives/OCPs)
7. Accountable (to its funding partners)



Objectives

- Launch a new public-private partnership model for economic development in the region:
 - Funding
 - Governance
 - Organization
- Implement economic development approaches that lead to increases in:
 - the number of new jobs in targeted sectors
 - median household income
 - project funding from other levels of government
- Sustain and leverage federal funding eg Western Economic Diversification and other sources of investment for major economic development projects, with a **proposed target of \$9m over 5 years**



Success Measures (Identified and Agreed Upon)

1. Number of new jobs in targeted sectors
2. Median household income
3. Amount of project funding raised



Current Projects

Current WD funding being invested in:

1. International marketing
2. Export development support for our SMEs
3. Inbound and outbound trade facilitation
4. Air route expansion
5. International education and foreign students
6. GIS mapping of the region to generate data



Evolving to a Regional Strategy:

Create new not for profit Society to spearhead implementation

Undertake business retention and attraction (in alignment to targeted sectors below)

- Market the region
- Assess and strengthen incentives and attraction factors
- Identify and mitigate business loss factors
- Research and analysis

3. Complete the work in progress for the WD agreement (and align to targeted sectors):

- International marketing
- Export development and trade facilitation



Evolving to a Regional Strategy (Cont'd):

4. Work with other partners in economic development in the region, such as:

- First Nations
- Municipal economic development staff and agents
- Tourism Victoria
- Victoria Advanced Technology Council (VIATeC)
- Greater Victoria Harbour Authority
- Chambers of Commerce
- Other industry Associations and community leaders
- Post-Secondary Institutions

5. Develop differentiated strategies for job creation in targeted sectors:

- Value-Added Agriculture and Aquaculture
- Ocean Sciences and Marinespace
- Aviation and Aerospace
- Manufacturing and Construction
- Life Sciences and Health
- Post-Secondary Education

6. Seek funding for innovation and initiatives in commercialization, entrepreneurship, social enterprises and clean technology



A New Model for Regional Collaboration

Governance and Priorities Committee - 19 Nov 2015



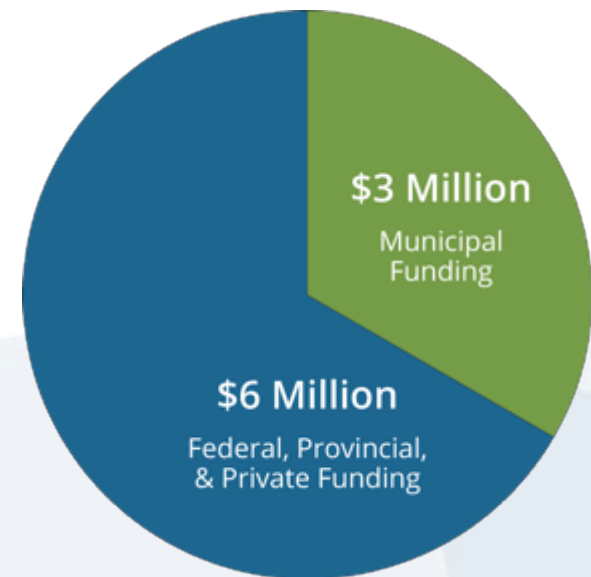
Sources of Funding/Resources

- Core Operations (a mix of funding & contributions in kind)
 - Municipalities
 - Business Community and Associations
 - Post Secondary Institutions
- Projects
 - Federal and Provincial Governments (with matching funds from the above sources)



Funding Target 2015-2020

- TOTAL 5 Year Target from all funders -\$9m
- TOTAL 5 YEAR MUNICIPAL FUNDING = \$3m
 - \$100,000 for start-up (2015-16)
 - \$300,000 in Year One (2016-17)
 - \$650,000/year for Years Two to Five, contingent on funding from other parties



Private Sector Funding Target

(Includes Post-Secondary Institutions)

- \$100,000 (2015-16)
- \$200,000 for Year One (2016-17)
- \$200,000/year for Years Two to Five, contingent on funding from other parties



Private Funding Status

- \$100,000 in Private Sector Startup Funds have been pledged
- \$200,000 in Private Sector Year One Funding will be secured by January 31st



Proposed Municipal Funding Formula

- A fair equitable model that's affordable and weighted towards those with the greatest potential to benefit
- A 50/50 blend using \$1.00 per capita plus 0.07 percent of total tax collected is recommended as the most equitable approach given the diverse range of populations and tax bases in the region



Proposed Municipal Allocation

Funding Formula - 50/50 blend of per capita (*2011 census*) and a % of total tax collected

Municipality	Start-up (next 5-6 months)	Year 1 (2016-17)	Years 2 - 5 (to 2020-21)
Central Saanich	\$3,770	\$11,310	\$25,484
Colwood	\$4,633	\$13,899	\$31,318
Esquimalt	\$5,122	\$15,365	\$34,621
Highlands	\$460	\$1,381	\$3,111
Langford	\$6,755	\$20,266	\$45,662
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Sooke	\$2,429	\$7,288	\$16,422
Victoria	\$32,386	\$97,159	\$218,916
View Royal	\$2,805	\$8,416	\$18,963
Total	\$100,000	\$300,000	\$675,953

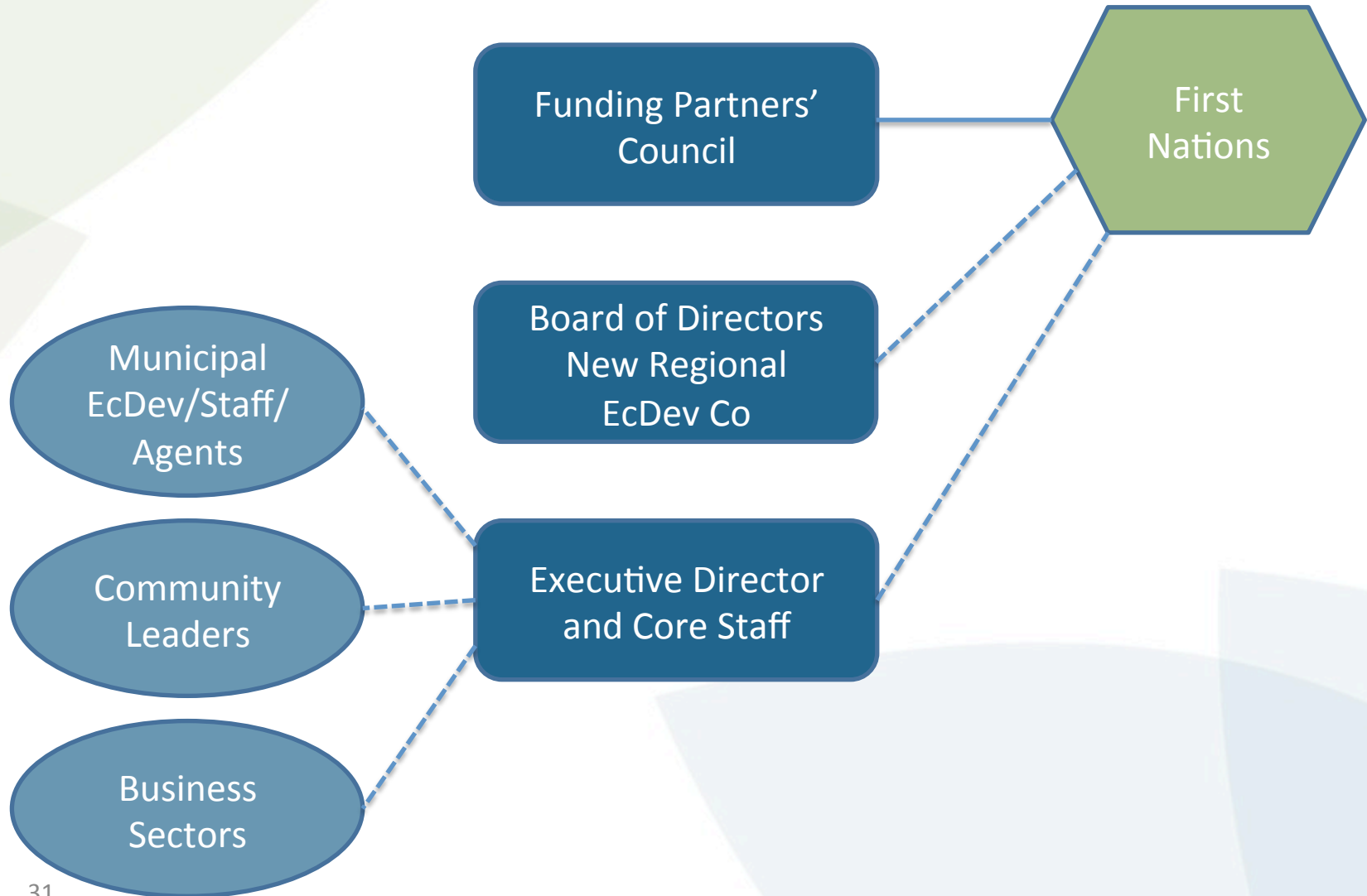


Governance Model

1. Accountability and Planning
2. Roles and Authorities
3. Descriptions:
 1. Funding Partners' Council
 2. Board of Directors
 3. Advisory/Planning Committees



Governance - Accountability and Planning Model



Governance – Roles and Authorities

Funding Partners' Council (meet annually - quarterly in Start-up/Year 1):

- Approve creation of a new society (with funding partners as “members”) and the trade name
- Approval and renewal of 5 Year Contribution Agreement
- Appointment of Board of Directors (staggered 2 & 3 year terms, with provisions for renewal)
 - Approval of selection criteria
- Acceptance of 5 Year Strategic Plan, Business Plan, Communications Plan
- Advice to the Board of Directors and Executive Director



Governance – Roles and Authorities

- **Board of Directors** (meet quarterly)
 - Fiduciary responsibility for strategy, financial probity and operational oversight
 - Approval of 5 Year Strategic Plan, Business Plan, Communications Plan
 - Approval of Annual Operating Plan and Budget
 - Advice to Executive Director
 - Volunteer-based
- **Advisory/Planning Committees** (meet quarterly; consulted annually as part of business planning)
 - Committees
 - First Nations (to be discussed with First Nations)
 - Business Sectors (with a committee for each sector eg Aerospace, Oceans & Marine)
 - Community Leaders (eg other NFP agencies)
 - Municipal representatives eg EDOs or Chamber of Commerce agents
 - Involvement in planning process and advice to the Board of Directors and Executive Director
 - Volunteer-based
- **Executive Director**
 - Operations



Governance – Funding Partners’ Council

- Participating Core Funders:
 - Municipalities
 - Businesses
 - Industry Associations
 - Post-Secondary Institutions
- One representative per municipality (at agreed upon formula-based funding levels)
- One representative from each private funder (with a minimum contribution of \$20,000/year)
- Target 20-30 funders/members
- Decisions by majority vote
- Chair will be elected by the members (two-year term)



Governance – Board of Directors

- A policy Board with 9 Directors:
 - 5 Directors at Large from the business community, selected using competency-based criteria
 - An accountant/Treasurer
 - A lawyer/Secretary
 - An academic/researcher
 - A marketing or fundraising professional
- Chair and Vice-Chair elected from within by the full Board



Governance - Proposed Selection Criteria for Board of Directors

1. Strategic thinking skills
2. Business acumen
3. Communication skills
4. Relationship-building skills
5. Acceptable to business community
6. Acceptable to broader community
7. Collectively representative of the diversity of our community



Business Advisory Sub-Committees

- Work with established industry associations such as:
 - Technology
 - Tourism
 - Film and New Media
- Additionally, create new committees where needed, in order to develop sector-specific strategies, such as:
 - Value-Added Agriculture and Aquaculture
 - Ocean Sciences and Marinespace
 - Aviation and Aerospace
 - Manufacturing and Construction
 - Life Sciences and Health
 - Post-Secondary Education



Organizational Model

1. Current Model
2. Functions
3. Proposed Model
4. Operational Budget

Current Organizational Model

- 1.5 core FTEs
- Funding:
 - \$90,000 from the Victoria Chamber*
 - \$80,000 from 2 municipalities (Victoria & Saanich)
 - \$10,000 UVIC
 - Other small amounts

*Administrative and office support “in kind”



Functions:

1. Thought Leadership & Strategy Development/ Implementation
2. Research, Analysis & Reporting
3. Marketing and Business Development
4. Communications and Public Engagement
5. Collaboration and Network Development
6. Project Management



Proposed Organization Model

Core Staff - 5.5 FTEs



Planning Committees



Organization – Annual Operational Budget

(NB: does not include project budget)

TOTAL = \$700,000/year (*initial estimate*)

- Core Staff 5.5 FTE salaries and benefits = \$540,000
- Ad Hoc Supplementary Resources = \$60,000 (eg. research, co-op students)
- Operations = \$100,000 e.g.
 - Director's insurance
 - office space/rent
 - telecommunications/computers
 - accounting
 - consulting



The Next Steps to a Collaborative Path Forward



Next Steps - Fall 2015

1. Respective Councils are presented with motions to approve
2. Participating municipalities and private partners (Funding Partners' Council) provide startup funds
3. GVDA Executive Committee (plus 1-2 additional) offer to serve as Interim Board of Directors of new organization
4. Interim Board of Directors will register a new Society and create Constitution and Bylaws based on this Report
5. Interim Board of Directors will initiate collaborative planning process to create 5 Year Strategy
6. Funding Partners' Council meet to approve Constitution and Bylaws



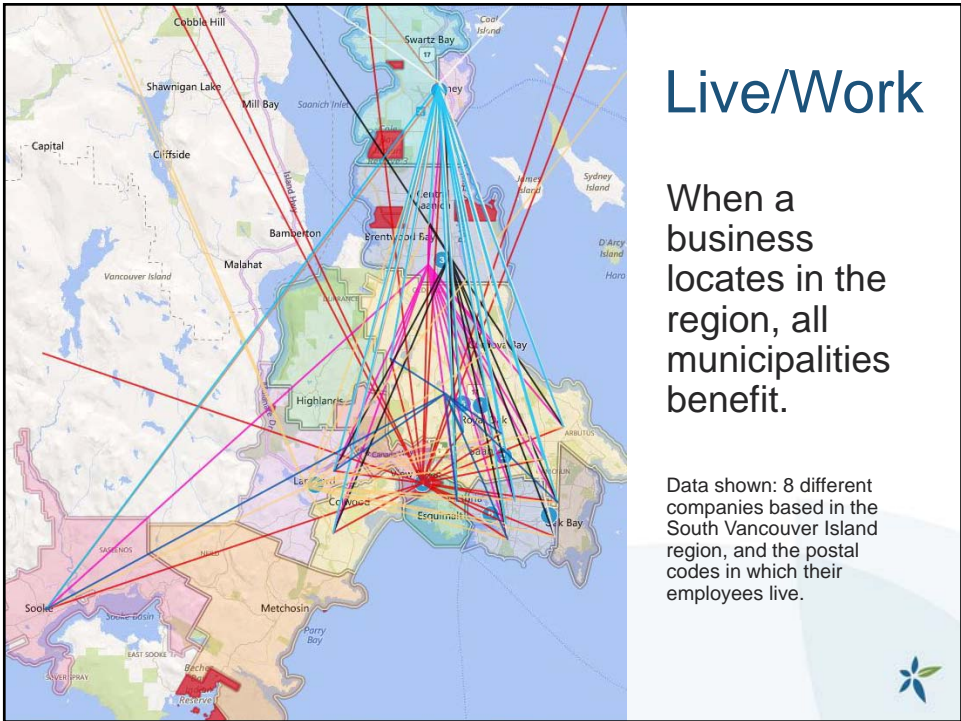
Next Steps - Winter 2016

1. Participating municipalities include provision in their 2016/17 budgets to provide Year One funding to the new Society
2. Funding Partners' Council accepts 5 Year Strategy, approves Contribution Agreement and selects a Board of Directors
3. Board of Directors select an Executive Director
4. Organization launches on 1 April 2016





Thank You!



Rationale #1

We need a regional model

- The economy is global and more interdependent than ever, and we need a bigger role in that
- We are not a major centre, therefore need to collaborate and advocate to attract investors, new business and trade. We also need to erase municipal border optics in order to support our regional entrepreneurs and start-ups

3



Rationale #2

Doing nothing is not an option

- In 5 years we dropped from 4th to 27th in GDP Growth compared to Canada's other large city-regions (CMAs)
- Successful models in Kitchener-Waterloo and Halifax regions are funded by municipalities equivalent of \$3-4 per capita
- Nanaimo and Vancouver, our nearest "competitors", invest over \$4 per capita
- In our region, municipalities currently invest less than \$1 per capita in regional economic development

Canada's 28 CMA's by 2014 GDP Growth

1. Edmonton	5.6
2. Saskatoon	5.3
3. Calgary	4.5
4. Regina	4.4
5. Kitchener-Cambridge-Waterloo	3.1
6. Vancouver	2.9
7. Abbotsford Mission	2.6
8. Halifax	2.6
9. Oshawa	2.5
10. Toronto	2.4
11. Winnipeg	2.3
12. Sudbury	2.1
13. Montreal	2.1
14. Moncton	2.1
15. Quebec City	1.8
16. Thunder Bay	1.7
17. Windsor	1.7
18. Hamilton	1.3
19. St. Catharines-Niagara	1.1
20. Saguenay	1.1
21. Kingston	1.0
22. Sherbrooke	0.9
23. Saint John	0.8
24. Ottawa-Gatineau	0.5
25. London	0.4
26. St. John's	0.0
27. Victoria	0.0
28. Trois-Rivières	-1.6

Victoria's
2008 RankVictoria's
2012 RankVictoria's
2013 Rank

*Statistics from Conference Board of Canada

4



Rationale #3

There is a Proven ROI

- Halifax is an excellent case study in good regional economic development
- Since the creation of the Halifax partnership they have risen in GDP growth
 - 15th out of 28 in 2005
 - 10th out of 28 in 2008
 - 8th out of 28 in 2014
 - Projected to be first out of 28 in 2015
- Reduction in unemployment from 11% to 5.9%

Canada's 28 CMA's by 2014 GDP Growth

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22. Sherbrooke	0.9
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24. Ottawa-Gatineau	0.5
25. London	0.4
26. St. John's	0.0
27. Victoria	0.0
28. Trois-Rivieres	-1.6

Halifax's 2015 Rank (Projected)

Halifax's 2014 Rank

Halifax's 2008 Rank

Halifax's 2005 Rank

*Statistics from Conference Board of Canada

Rationale #4

We are losing "genuine well-being"

- Meanwhile, living costs are going up at a greater rate than household incomes, which makes it hard to attract young workers with families
- 1 in 5 children within our region live on or below the poverty line

Top 3 Economic Concerns of Citizens Within Our Region*

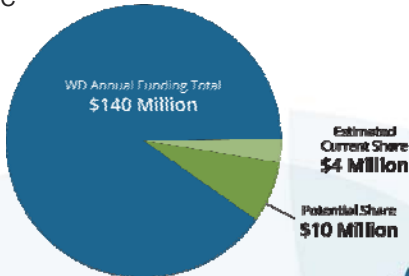
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- Increasing job opportunities for new graduates
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Rationale #5

by working together We can do better at
obtaining available funding

- Western Diversification (WD) forecasts \$140m/year in program funding available for economic development in Western Canada
- Other potential project funding and resources:
 - Investment Agriculture Foundation of BC
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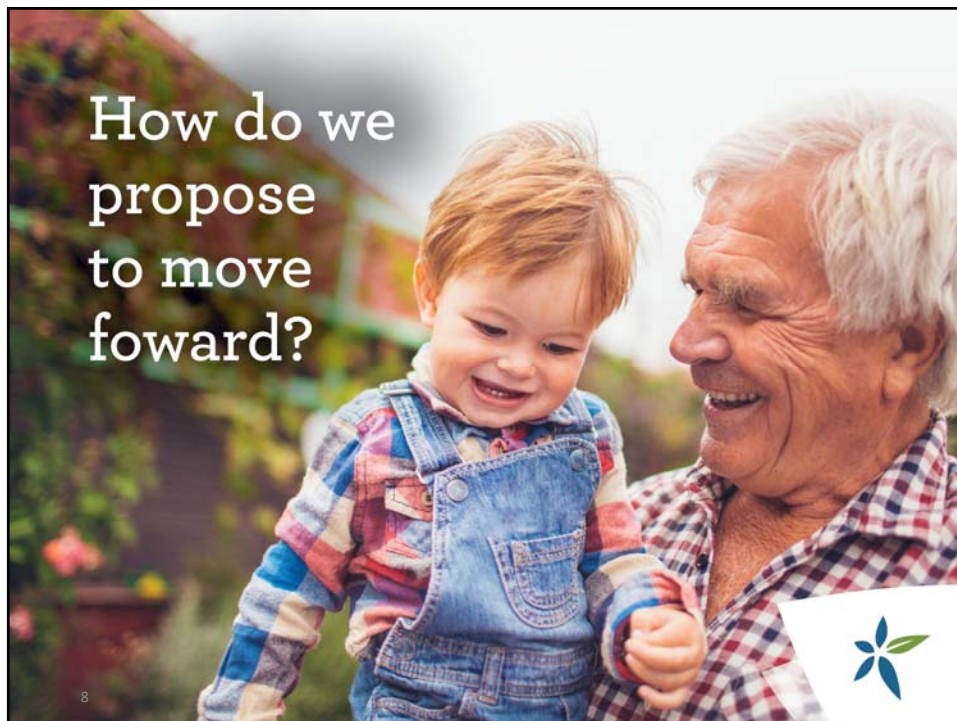


WD Annual Funding Total
\$140 Million

Estimated Current Share
\$4 Million

Potential Share
\$10 Million

7



A New Organization for a Prosperous Future

- Create a new, non-profit society funded by public and private participants.
- The mandate is to diversify and strengthen the economy of our region
- The scope is all businesses, employees and municipalities south of the Malahat on Vancouver Island
- The initial timeframe is five years from 2016-17 to 2020-21

9



Principles

The new regional model will be designed for the greater good!

1. Collaborative
2. Industry-led (Board of Directors)
3. Not for profit
4. Effective (inclusive, sustainable, affordable)
5. Equitable (funding model)
6. Aligned (with municipal EcDev initiatives/OCPs)
7. Accountable (to its funding partners)

10

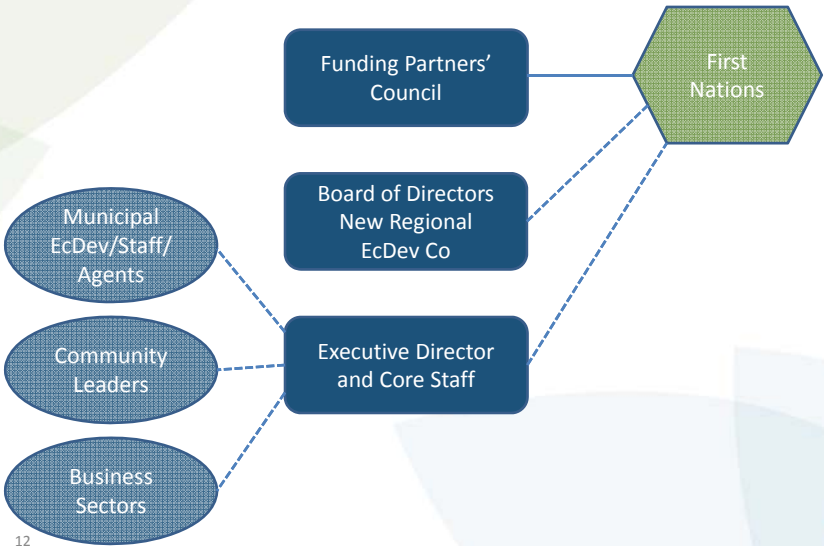


Success Measures

- 1. Number of new jobs in targeted sectors (household sustaining).
- 2. Median household income
- 3. Amount of project funding raised



Governance - Accountability and Planning Model



12



Governance – Funding Partners' Council

- Participating Core Funders:
 - Municipalities
 - Businesses
 - Industry Associations
 - Post-Secondary Institutions
- One representative, per municipality (at agreed upon formula-based funding levels)
- One representative from each private funder (with a minimum contribution of \$20,000/year)
- Target 20-30 funders/members
- Decisions by majority vote
- Chair will be elected by the members (two-year term)

13



Governance – Roles and Authorities

Funding Partners' Council (meet annually - quarterly in Start-up/Year 1):

- Approve creation of a new society (with funding partners as “members”), by-laws and the trade name
- Approval and renewal of 5 Year Contribution Agreement (year 3-5)
- Appointment of Board of Directors (staggered 2 & 3 year terms, with provisions for renewal)
 - Approval of selection criteria
- Acceptance of 5 Year Strategic Plan, Business Plan, Communications Plan
- Advice to the Board of Directors and Executive Director

14



Funding Target 2015-2020

- TOTAL 5 Year Target from all funders - \$9m
- TOTAL 5 YEAR MUNICIPAL FUNDING = \$3m
 - \$100,000 for start-up (2015-16)
 - \$300,000 in Year One (2016-17)
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15

Private Sector Funding Target

(Includes Post-Secondary Institutions)

- \$100,000 (2015-16)
- \$200,000 for Year One (2016-17)
- \$200,000/year for Years Two to Five, contingent on funding from other parties

16

Private Funding Status

- \$100,000+ in Private Sector Startup Funds have been pledged
- \$200,000 in Private Sector Year One Funding will be secured by December 31st

ALL CONTINGENT ON MUNICIPAL PARTICIPATION

17



Proposed Municipal Funding Formula

- A fair equitable model that's affordable and weighted towards those with the greatest potential to benefit
- A 50/50 blend using \$1.00 per capita plus 0.07 percent of total tax collected is recommended as the most equitable approach given the diverse range of populations and tax bases in the region

18



Proposed Municipal Allocation

Funding Formula - 50/50 blend of per capita (2011 census) and a % of total tax collected

Municipality	Start-up (next 5-6 months)	Year 1 (2016-17)	Years 2 – 5 (to 2020-21)
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Victoria	\$32,386	\$97,159	\$218,916
View Royal	\$2,805	\$8,416	\$18,963
Total	\$100,000	\$300,000	\$675,953

19



20

Next Steps - Fall 2015

1. Respective Councils are presented with motions to approve
2. Participating municipalities and private partners (Funding Partners' Council) provide startup funds
3. GVDA Executive Committee (plus 1-2 additional) offer to serve as Interim Board of Directors of new organization
4. Interim Board of Directors will register a new Society and create Constitution and Bylaws based on this Report
5. Interim Board of Directors will initiate collaborative planning process to create 5 Year Strategy
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21

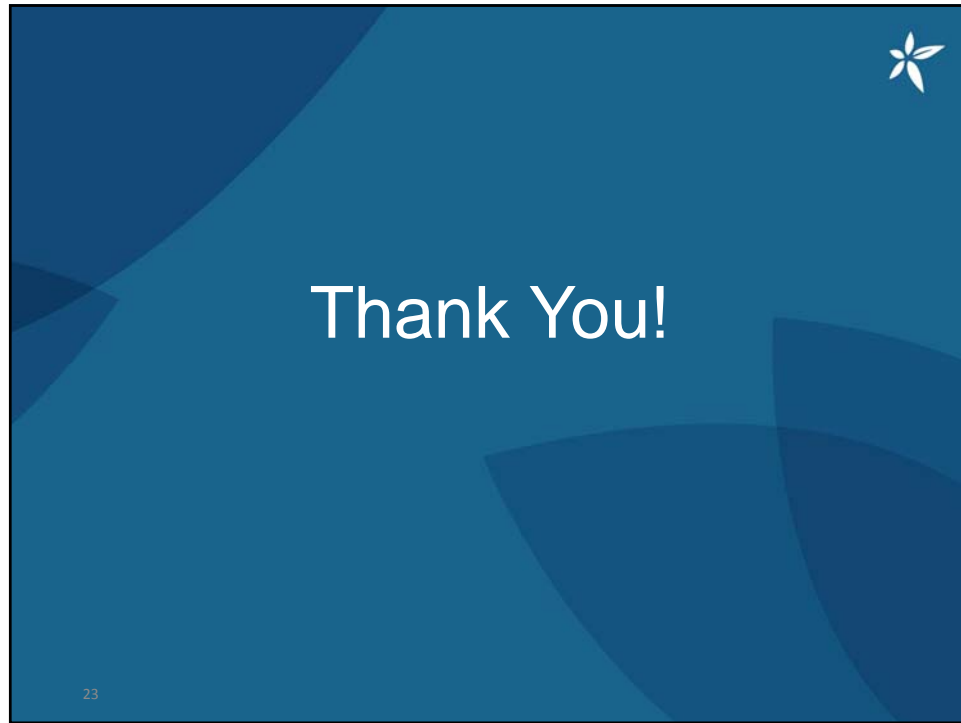


Next Steps - Winter 2015/16

1. Participating municipalities include provision in their 2016/17 budgets to provide Year One funding to the new Society
2. Funding Partners' Council accepts 5 Year Strategy, approves Contribution Agreement and selects a Board of Directors
3. Board of Directors select an Executive Director
4. Organization launches on 1 April 2016

22







Governance and Priorities Committee Report

For the Meeting of November 19, 2015

To: Governance and Priorities Committee **Date:** November 13, 2015
From: Chris Coates, City Clerk
Subject: Regulations for Medical Marijuana-Related Businesses

RECOMMENDATION

That Council direct staff to:

1. Communicate regulations being considered broadly to the public, and invite feedback online and at an engagement event by early February 2016.
2. Bring back results of consultation and proposed bylaws for consideration after the public engagement.

EXECUTIVE SUMMARY

Over the course of the last year, there has been a significant increase in the number of marijuana-related businesses in the city. There are currently 23 known medical marijuana-related businesses operating in Victoria. These include businesses that sell marijuana paraphernalia (bongs, pipes, etc.) and/or provide medical advice or consulting relating to the use of medical marijuana. Some businesses are currently selling medical marijuana in contravention of federal regulations. Only four possess business licences that allow for the sale of paraphernalia or the provision of medical advice. These licences do not authorize the sale of marijuana.

On May 14, 2015 Council directed staff to consult with the existing member-based medical cannabis dispensaries in the City of Victoria and bring forward for Council's consideration:

1. Proposed bylaw amendments aimed at mitigating community impacts and concerns associated with the operation of medical marijuana-related businesses at a town hall meeting prior to the consideration of proposed bylaws.
2. A proposed compliance and enforcement strategy consistent with the proposed new regulations.

Preliminary engagement with affected businesses, residents and other stakeholders has occurred. Valuable feedback was collected regarding current operational practices, industry best practices, health and safety concerns, and perspectives of the general business community through in-person meetings, telephone conversations, written submissions and visits to local businesses. Due to the increased interest and correspondence being received, an online survey was created to capture public input. Informed by both the information collected through preliminary engagement and a

best practices review, staff have also consulted with members of the Victoria Police Department to develop a set of proposed regulations for medical marijuana-related businesses.

During the recent federal election campaign, Prime Minister Justin Trudeau indicated plans to legalize marijuana by removing marijuana consumption and incidental possession from the *Criminal Code*. The intention of creating a regulatory framework for marijuana sales that will be designed to keep marijuana away from children and profits away from criminals was expressed. A further increase in the number of marijuana-related businesses operating in the city is expected as a result of this anticipated federal policy shift.

At the Governance and Priorities Committee meeting of November 5, 2015, Committee considered two Councillor motions related to the regulation of cannabis in Victoria. Committee agreed to write to the new Prime Minister asking for clarification on whether and when the new federal government intends to implement the legalization and regulation of cannabis in Canada. Consideration of the second motion, "that Victoria City Council postpone consideration of any local regulatory regime until a response to that letter to the Prime Minister is received, or at February 19, 2016, whichever comes first" was postponed pending receipt of a staff report describing the work completed to date and the proposed regulations. The purpose of this report is to inform Council discussion of that motion.

There is value in the City proceeding with its plans to regulate medical marijuana-related businesses while any changes to the federal framework for production and sale of medical and/or recreational marijuana are developed and implemented. These regulations are necessary if the City wishes to address any current concerns regarding the operation and locations of these businesses. Since the City's proposed regulations focus exclusively on the operation and location of businesses, rather than the actual sale of marijuana products, it is anticipated that any regulations developed by the City will continue to be relevant and applicable regardless of changes in the federal regulatory scheme.

Should Council wish to proceed with work on this project, staff will incorporate any Council comments or changes to the proposed regulations and plan for an engagement event to obtain broader public feedback before bringing forward bylaw amendments for Council consideration. If Council chooses not to proceed at this time, staff will discontinue this work until further direction is received.

PURPOSE

The purpose of this report is to inform Council discussion of next steps in relation to the regulation of medical marijuana-related businesses. Specifically, the report:

- provides Council with the results of engagement conducted to date
- outlines proposed regulations for Council consideration, and
- describes possible next steps should Council wish to proceed at this time with the development of regulations for medical marijuana-related businesses.

BACKGROUND

On April 1, 2014, the *Marihuana for Medical Purposes Regulations* ("MMPR") replaced the previous *Marihuana Medical Access Regulations* ("MMAR") under the *Controlled Drugs and Substances Act* (Canada). Under the old regulatory scheme, authorized patients could obtain licences to grow their own marijuana at home, designate a third party to grow marijuana on their behalf, or purchase it from Health Canada's approved supplier. Now, medical marijuana may only be obtained from a producer licensed by Health Canada, either directly or through a licensed dealer or health care

practitioner. A patient registers with a licensed producer by providing a medical document indicating that the patient's physician or nurse practitioner supports the patient's use of marijuana for medical purposes. Under the MMPR, only marijuana and cannabis oil may be sold and it must be mailed directly to the patient or his or her health care practitioner. Neither the old scheme nor the new scheme permit storefront sales or distribution of medical marijuana.

Over the course of the last year, there has been a significant increase in the number of marijuana-related businesses in the city. The Victoria Police Department reports there were only four marijuana-related businesses operating in the city on April 1, 2014. There are currently 23 known medical marijuana-related businesses operating in Victoria. Staff are aware of four other businesses that plan to open by the end of the year. These include businesses that sell marijuana paraphernalia (bongs, pipes, etc.) and/or provide medical advice or consulting relating to the use of medical marijuana. Some businesses are currently selling medical marijuana in contravention of federal regulations.

Complaints have been received by the City and the Victoria Police Department regarding medical marijuana-related businesses. These businesses are having community impacts that are creating concerns for both the Victoria Police Department and the City. These include:

- increased foot traffic surrounding businesses
- nuisance to other nearby businesses, potentially impacting their customers
- odour, food safety and other health issues
- exposure of young persons to the sale of marijuana
- infiltration of organized crime, and
- sale to persons without medical need.

The Victoria Police Department is also concerned about the lack of effective or reasonable security measures at these businesses for both the protection of employees and robbery prevention.

On May 14, 2015 Council directed staff to consult with the existing member-based medical cannabis dispensaries in the City of Victoria and bring forward for Council's consideration:

1. Proposed bylaw amendments aimed at mitigating community impacts and concerns associated with the operation of medical marijuana-related businesses at a town hall meeting prior to the consideration of proposed bylaws.
2. A proposed compliance and enforcement strategy consistent with the proposed new regulations.

The relevant excerpt from the May 14, 2015 Council minutes is attached as Appendix A.

Only four of the marijuana-related businesses operating in the City have business licences. These licences allow for the sale of paraphernalia or the provision of medical advice. These licences do not authorize the sale of marijuana. At this time, the City will not issue business licences to individuals who indicate that they plan to operate in violation of federal laws. When this issue was considered in May of 2015, Council was not supportive of the City taking proactive enforcement in relation to medical marijuana-related businesses operating without a business licence or in contravention of a City business licence or City bylaws. This means that medical marijuana-related businesses are currently able to open and operate within Victoria without meeting any of the typical business licensing and zoning requirements applicable to other types of businesses.

Council has previously considered the issue of medical marijuana. On April 25, 2002, Council expressed "its support for the decriminalization of marijuana (cannabis) use and possession in Canada, for medicinal purposes only." Council has also forwarded resolutions to both UBCM and

FCM that advocate for a regulatory approach to medical cannabis control. Copies of these Council resolutions are attached as Appendix B.

In accordance with Council's May 14, 2015 direction, preliminary engagement with affected businesses, residents and other stakeholders has occurred. This first phase of engagement was largely targeted towards stakeholders that would be most directly affected by potential regulations and bylaws. The purpose of the engagement with marijuana-related businesses was to learn about current business practices and how businesses might be impacted by City regulations. The purpose of engaging with other stakeholders was to better understand community impacts, concerns and benefits associated with the operation of medical marijuana-related businesses in Victoria. Participants understood that feedback received would help inform proposed regulations designed to mitigate impacts and concerns and that the City would then invite broad public input on the proposed regulations.

Information was available on www.victoria.ca and on www.haveyoursayvictoria.ca. 41 invitations to provide input were sent to medical marijuana-related businesses currently operating in the city and other interested stakeholders, such as:

- business associations, including the Downtown Victoria Business Association (DVBA) and the Greater Victoria Chamber of Commerce (the Chamber)
- Greater Victoria School District No. 61
- health officials, including the Chief Medical Health Officer at Island Health and the Provincial Health Officer
- advocacy groups and industry associations, including Canadian Medical Cannabis Partners Society, Smart Approaches to Marijuana Canada, and the Canadian Association of Medical Cannabis Dispensaries (CAMCD)
- licensed producers located on Vancouver Island, and
- neighbourhood associations.

Many stakeholders took advantage of the opportunity to provide input, including 10 of the medical marijuana-related businesses currently operating in the city. Valuable feedback was collected regarding current operational practices, industry best practices, health and safety concerns, and perspectives of the general business community. 15 in-person meetings with medical marijuana-related businesses and stakeholders were held. An online survey was used to help collect feedback, but was not promoted broadly.

Other regulatory agencies and jurisdictions, including Health Canada and the City of Vancouver, have put in place regulations for medical marijuana-related businesses that are designed to minimize any community impacts and concerns. Staff have reviewed these regulations and industry best practices suggested by industry associations, such as CAMCD.

Informed by both the information collected through preliminary engagement and this best practices review, staff have also consulted with members of the Victoria Police Department to develop a set of proposed regulations for Council consideration that are both:

- consistent with the City's regulatory authority established under statutes such as the *Community Charter* and *Local Government Act*, and
- responsive to the specific issues and concerns associated with the operation of these businesses in Victoria.

During the recent federal election campaign, Prime Minister Justin Trudeau indicated plans to legalize marijuana by removing marijuana consumption and incidental possession from the *Criminal Code*. The intention of creating a regulatory framework for marijuana sales that will be designed to keep marijuana away from children and profits away from criminals was expressed. A further

increase in the number of marijuana-related businesses operating in the city would be expected as a result of this anticipated federal policy shift.

At the Governance and Priorities Committee meeting of November 5, 2015, Committee considered two Councillor motions related to the regulation of cannabis in Victoria. Committee agreed to write to the new Prime Minister asking for clarification on whether and when the new federal government intends to implement the legalization and regulation of cannabis in Canada, and proposing that the federal/provincial/territorial task force described in federal Liberal policy include a representative of the Federation of Canadian Municipalities, to reflect the concerns and interests of municipalities. Consideration of the second motion, "that Victoria City Council postpone consideration of any local regulatory regime until a response to that letter to the Prime Minister is received, or at February 19, 2016, whichever comes first" was postponed pending receipt of a staff report describing the work completed to date and the proposed regulations.

ISSUES & ANALYSIS

Analysis of information obtained through preliminary engagement

1. What we heard

The following paragraphs summarize the feedback received during preliminary engagement. A full description of engagement activities and feedback is included in the Engagement Feedback Report, which is attached as Appendix C to this document.

Feedback from 11 medical marijuana-related businesses included comments that they did not have any general opposition to City regulation, although regulations that would restrict current business practices were of some concern. Some businesses were concerned about the potential for business licensing fees in the range of the City of Vancouver's \$30,000 fee.

Nine of the 18 known storefront retailers were interviewed. They shared information about current practices regarding age limitations, membership requirements, proof of medical need, medical professionals, signage and visibility, security, odour treatments, payment options, edibles, onsite consumption, and codes of conduct.

Other stakeholders that provided feedback included industry associations, advocacy groups, Island Health, School District No. 61, the Downtown Victoria Business Association and the Greater Victoria Chamber of Commerce. The following is a brief summary:

- *Canadian Association of Medical Cannabis Dispensaries (CAMCD)*: They are developing standards for the medical cannabis dispensaries. They support the sale of edible products.
- *Smart Approaches to Marijuana Canada*: Is opposed to storefront sales of medical marijuana.
- *Island Health*: Supports a ban on edible products. Adult use of marijuana is not a significant concern.
- *Greater Victoria School District No.61*: Would like to see a policy in place similar to that of zoning for liquor stores.
- *Greater Victoria Chamber of Commerce*: Does not support the City moving forward with regulations for an industry which currently is not legal.
- *Downtown Victoria Business Association*: Most of their survey respondents were in support of the City increasing regulations of medical marijuana-related businesses. They wanted clear regulations and for all businesses to pay business licence fees.

586 online surveys were completed. It is important to understand that this survey was not broadly promoted and is not representative of broader community feedback.

The survey asked one main broad question: "Please share your comments regarding new potential regulations for medical marijuana-related businesses operating in Victoria. What concerns do you have? What should be considered as draft regulations are developed?"

Over 80% of survey respondents seemed generally supportive of moving towards the regulation of medical marijuana-related businesses. Approximately 10-15% of the respondents were quite concerned with the City's idea of regulating medical marijuana-related businesses.

For those in support of regulating this business sector the most often cited benefits included:

- Many residents in Victoria have a real medical need and access for those with and without prescriptions, greatly increases their quality of life
- Purchasing medical marijuana through a dispensary is much safer than getting it on the streets
- New tax revenue could be used to build a better community
- Some dispensaries already have very good systems in place

People in support of regulations said that these topics should be considered as regulations. In order of what was shared most frequently:

- Regulations are needed, could be similar to liquor or tobacco stores, all need a business license and need to follow rules
- Age restrictions: 19+ or 21+, ID needed for all transactions, large fines for selling to minors
- Security measures needed: could include criminal record checks, cameras, lighting, minimum two staff at a time, bullet proof glass
- Limit the number of dispensaries in Victoria
- Location of dispensaries: keep them away from schools, community centres, day cares and playgrounds
- Product quality control and labeling: testing and content information
- Should focus on access for people with a medical need
- Discreet signage/ limitations on advertising
- Allow for a variety of products: edibles for example are an important product for people with medical needs
- Many people are price sensitive in what they can pay: be aware of fees
- Control odours with ventilation requirements

For people with concerns about the City regulating medical marijuana-related businesses the most often cited concerns included:

- If marijuana is illegal in Canada, why is Victoria developing regulations for the sale of it?
- Don't encourage recreational drug use- what other drugs will be next?
- Odour
- Negative health impacts from the use of marijuana, benefits not medically proven
- Quality of products sold in dispensaries is not always monitored

People with concerns about these regulations said that if regulations are developed these topics should be considered. These are listed in order of what was shared most frequently:

- Medical marijuana should only be sold by licensed pharmacists
- Medical marijuana should only be available for people with proven medical need
- Only support current access system under Health Canada- find a way to encourage one Health Canada approved office per neighbourhood

2. Opinions on storefront sales

The majority of respondents to the City survey were supportive of storefront sales of medical marijuana. Many indicated that storefront sales were preferable to sales from street dealers.

The Victoria business community appears to have mixed opinions regarding storefront sales. The Chamber is opposed to the operation of these businesses. Close to 70% of DVBA survey respondents indicated that they disagreed with Health Canada's recent attempts to crack down on marijuana dispensaries through the mailing of cease and desist letters. Approximately half (53%) of DVBA survey respondents felt that the operation of medical marijuana-related businesses was having an impact on Downtown. A review of the comments provided shows that many feel that the impact is positive. Only 19% of respondents to the DVBA survey felt that the operation of medical marijuana-related businesses was having an impact on their own businesses.

Smart Approaches to Marijuana Canada (SAM Canada), a Canadian marijuana policy group, is opposed to both storefront sales of medical marijuana and the City's plans to regulate medical marijuana-related businesses. Primary concerns associated with marijuana-related businesses include:

- marijuana use by youth
- safety of products, and
- crime and impacts on other businesses.

3. Opinions on business regulations

The majority of respondents to the City survey appeared to be in favour of some form of medical marijuana-related business regulation. Many respondents suggested that the City regulate medical marijuana retailers in the same way as liquor stores, tobacco retailers or pharmacies are regulated. Others suggested the City follow the City of Vancouver's approach. Some suggested that compassion clubs and non-profits be subject to different regulations than for-profit businesses.

Close to 70% of respondents to the DVBA survey were in favour of increased regulation of medical marijuana-related businesses in Victoria. However, when asked to identify the impacts or concerns or greatest importance, none of the listed issues or concerns were selected by a majority of DVBA survey respondents. This could suggest that the practices many marijuana-related businesses already have in place are working relatively effectively to minimize impacts and concerns. Of greatest concern to DVBA survey respondents were sales to persons without medical need (selected by 48% of respondents), security concerns (selected by 40% of respondents) and too many in a single concentration (selected by 40% of respondents). Opinions were split among DVBA survey respondents regarding whether there were enough (46% of respondents) or too many (47% of respondents) medical marijuana-related businesses in Victoria.

The DVBA is in favour of regulations which limit the negative impacts of medical marijuana-related businesses on downtown businesses and the residents of Victoria. The DVBA suggests that these regulations should focus on the concentration of businesses, odours and exterior appearance. The DVBA also suggests that smoking marijuana in public places should be prohibited. This would be an issue falling within the authority of the CRD.

City survey respondents expressed varying and often conflicting opinions about the appropriate scope of City business regulations. Many respondents expressed support for regulations that would restrict minors' access or exposure to marijuana. Many expressed concerns about how City regulations might impact the current availability of marijuana, including edible products.

Medical marijuana-related businesses that provided feedback did not express any general opposition to City regulation, although regulations that would restrict current business practices were of some concern. Some businesses were concerned about the potential for business licensing fees in the range of the City of Vancouver's \$30,000 fee.

Proposed regulations

The City has the authority to regulate only certain aspects of medical marijuana-related businesses. Authorities that can be used for this purpose include:

- zoning authority under the *Local Government Act*, which allows the City to regulate the location, size and siting of medical marijuana-related businesses, and
- regulatory authority under the *Community Charter*, which allows the City to regulate the licensing and operation of medical marijuana-related businesses such as business licence fees and application requirements, hours of operation, restrictions on the age of clientele, record-keeping requirements, security requirements, etc.

The City has no authority to regulate the actual sale of marijuana or medical marijuana. Some City survey respondents and affected businesses have proposed that the City:

- legalize and tax marijuana sales
- restrict the sale of marijuana to pharmacies or liquor stores
- implement regulations to ensure that marijuana is sold only to those who can demonstrate medical need, and/or
- implement quality control requirements for the sale of medical marijuana, including mandatory testing, labelling and packaging requirements.

The City has no authority to implement any of these types of regulations.

Medical marijuana-related businesses may provide one or more of a range of services, including medical advice or referrals, paraphernalia sales, production or manufacturing of products, and sale of dried marijuana and derivative products. Although no Health Canada-authorized licensed producers are currently operating in the city, several individuals have expressed interest in opening this type of business within city limits. Two individuals have also expressed an interest in opening commercial, licensed medical marijuana bakeries in Victoria. Baked goods currently available in storefront medical marijuana retailers are sourced either from out of town bakeries, or from local "home" kitchens.

The proposed regulations outlined in this report distinguish between several different types of medical marijuana-related businesses:

- "storefront medical marijuana retailers", which includes any business selling medical marijuana to customers directly from a retail storefront. These include non-profit compassion clubs and for-profit businesses.
- "businesses that keep marijuana on the premises", which includes bakeries and other production facilities and storefront medical marijuana retailers. It does not include Health Canada-authorized licensed producers, which are already subject to stringent federal regulations regarding facility construction and security.

References to "medical marijuana-related businesses" includes all medical marijuana-related business types, regardless of whether they keep or sell marijuana on the premises. This includes paraphernalia shops, medical marijuana consulting services, storefront medical marijuana retailers and medical marijuana bakeries or production facilities.

The proposed regulations are designed to address health and safety concerns, neighbourhood impacts and security concerns associated with the operation of medical marijuana-related businesses. The proposed regulations are:

- a) Medical marijuana-related businesses must not allow individuals under the age of 19 on the premises.
- b) Medical marijuana-related businesses must not advertise or promote the use of marijuana to a minor, including through product displays, names, logos or other signage.
- c) Storefront medical marijuana retailers must not sell any food products, other than tinctures, capsules or edible oils.
- d) Storefront medical marijuana retailers must post health and safety warning signs on the premises.
- e) Storefront medical marijuana retailers must not deliver or mail products to customers.
- f) Storefront medical marijuana retailers are prohibited in all zones unless expressly permitted. Rezoning policy will indicate that storefront medical marijuana retailers should be at least 200 m from schools and other storefront medical marijuana retailers.
- g) Medical marijuana-related businesses must not allow consumption of marijuana on the premises.
- h) Any business that keeps marijuana on the premises must install and maintain an air filtration system to ensure odour impacts on neighbouring properties are minimized.
- i) Storefront medical marijuana retailers must not be open for business between 8 pm and 7 am.
- j) No other business can be conducted on the premises of a storefront medical marijuana retailer.
- k) Any business that keeps marijuana on the premises must submit the following information as part of their initial business licence application and on each renewal:
 - a security plan
 - police information checks for the applicant and every on-site manager
 - proof of a security alarm contract, and
 - proof of ownership or legal possession of the premises, including the written consent of the landlord if the premises are leased.
- l) Storefront medical marijuana retailers must implement the following measures to deter criminal activity while the business is open to the public:
 - at least two employees must be on duty, and
 - windows must not be blocked.
- m) Any business that keeps marijuana on the premises must implement the following security measures:
 - video surveillance cameras must be installed and monitored
 - a security and fire alarm system must be installed and monitored at all times, and
 - valuables must be removed from the business premises or locked in a safe on the business premises at all times when the business is not in operation.

General regulations applicable to any business operating within the City of Victoria would also apply, including the need for a valid business licence. The business licensing fee for medical marijuana-related businesses will be established on a cost-recovery basis to offset the cost of the resources required to administer and enforce the new regulatory scheme. The licence fee will be determined once the regulations applicable to this business sector have been finalized and the nature and frequency of any compliance and enforcement activities, such as routine compliance inspections, have been developed as part of the compliance and enforcement strategy. At that time, additional resources required to administer the new regulatory scheme will also be identified. Based on a preliminary estimate of the resources required to process business licence applications and enforce the regulations, it is anticipated that the annual licence fee for storefront medical marijuana retailers would likely be between \$4,000 and \$5,000. It is anticipated that up to

1 additional FTE in the Bylaw and Licensing Services Division will be required. Determining the fee associated with managing a new regulatory scheme is challenging. The fee would be a “best estimate” and would be subject to ongoing assessment and analysis to determine where cost-recovery will result.

Each regulation that may be implemented would have a specific fine for non-compliance established under the City’s Ticket Bylaw. Fine amounts would be established in accordance with the City’s standard criteria for assessing Municipal Ticket Information fines.

The background and rationale for each of the proposed regulations can be found in Appendix D. The two areas of regulation that will likely have the most impact on businesses and their customers are

- the regulation of business locations, and
- regulations respecting edible products.

Because of the significance of these impacts, Appendix D includes sections specific to each of these areas, including a description of other possible options that Council and members of the public may wish to consider when providing feedback on the proposed regulations.

While the City of Vancouver’s regulations were a valuable starting point for the development of Victoria-specific regulations, the proposed regulations outlined in this document vary from those adopted by the City of Vancouver in several areas. Some of these differences are reflective of the unique legislative authorities granted to the City of Vancouver under the *Vancouver Charter*. A comparison of the proposed regulations with the regulations for Vancouver medical marijuana-related businesses is included as Appendix E. Key differences include:

- Vancouver has identified two separate classes of storefront medical marijuana retailers: compassion clubs and retail dealers. Victoria’s proposed regulations do not make this distinction and more closely align with Vancouver’s regulations for retail dealers. Preliminary engagement with medical marijuana-related businesses in Victoria did not reveal any significant distinction among businesses that would warrant creation of more than one business licence class.
- Vancouver has implemented proximity restrictions for these businesses through its development permit process. Vancouver prohibits medical marijuana retailers from locating within 300 m of schools, community centres, neighbourhood houses and other marijuana-related uses. Victoria does not have a similar development permit process. It is proposed that proximity restrictions in Victoria be implemented through a rezoning process similar to that in place for liquor retail stores, which would allow for public input and require Council consideration of each rezoning application. The policy governing these rezoning applications would specify that storefront medical marijuana retailers should be at least 200 m from schools and other storefront medical marijuana retailers.

OPTIONS & IMPACTS

This report provides proposed regulations for medical marijuana-related businesses as requested by Council. Moving forward, Council may wish to consider the following two options:

Option 1 – Await response from the Prime Minister before proceeding with further work on this issue

This option reflects the Councillor motion presented at the November 5, 2015 Governance and Priorities Committee meeting. Staff would discontinue any further work on this project until Council has a chance to review and discuss any response from the Prime Minister and provide further direction.

Impacts associated with this approach include:

- staff resources dedicated to this work may be used for other Council priorities
- it is possible that the response from the Prime Minister will not include sufficient detail to influence the City's regulations. Several months' delay may occur without any new information gained.
- new marijuana-related businesses will continue to open and operate within the City without any City regulation of location and little influence over business operations. Community impacts and concerns are likely to increase.
- regulation of business locations may be less effective if Council delays the implementation of zoning regulations until a federal regime is in place. If the activities of businesses are legalized by the federal government, many could have legal non-conforming status under the Zoning Regulation Bylaw.
- the continuing operation of unlicensed businesses within the City calls into question the integrity of the City's overall business licensing scheme. The City has a responsibility to ensure that its regulatory and licensing requirements, including those relating to business licensing, zoning and building construction are applied consistently throughout the city and across all business sectors.

Option 2 – Proceed with an engagement event and subsequent recommendations for bylaw amendments

Under this option, work on this project will continue while Council awaits a response from the Prime Minister. The proposed regulations relating to medical marijuana-related businesses will be shared with the broader community for feedback. Staff will incorporate any changes, deletions or additions to the proposed regulations arising from Council consideration of this report before they are presented to the public and stakeholders for comment.

After consulting with the City of Vancouver about their process of introducing new medical marijuana-related regulations, they suggested a workshop-style event rather than a town hall format. They hosted a public hearing process that went on for three evenings. Many personal stories were heard, but in retrospect they thought a workshop-style event would provide more constructive and specific feedback. Considering this, there are two possible engagement approaches:

Option 1: Conduct a town hall, with information and feedback boards and an opportunity for the community to share their thoughts through short presentations directly to members of Council.

Option 2: Conduct a workshop-style event with information and feedback boards and opportunities for community members to join specific facilitated conversations.

An online survey would be available with both approaches. Broader communications including a media release, website updates, social media and print ads would be used to raise awareness of these engagement opportunities.

A report summarizing the results of the engagement and recommendations for bylaw amendments will be brought forward for Council consideration following the engagement event. Any response received from the federal government would be considered in the development of recommended bylaw amendments.

Impacts associated with this approach include:

- changes to City regulations may be required once the federal regulatory scheme is implemented.

2015 – 2018 Strategic Plan

The proposed regulations support Objective 7 from the 2015 – 2018 Strategic Plan: Facilitate Social Inclusion and Community Wellness.

Impacts to 2015 – 2018 Financial Plan

The staff resources required to complete the work of developing regulations for medical marijuana-related businesses are included within the 2015 – 2018 Financial Plan. Ongoing administration and enforcement of the new regulatory scheme will require additional staff resources of up to 1 FTE. This increase in resources would be funded through business licensing fee revenue for this sector.

Official Community Plan Consistency Statement

The proposed regulations are consistent with various policies outlined in Section 15 of the Official Community Plan: Community Well-Being. These include policy 15.20 (Collaborating with partners to encourage a safe and thriving Downtown and Neighbourhoods) and policy 15.24.2 (Reducing harm to individuals and communities from the sale and use of both legal and illegal substances).


CONCLUSIONS

Information obtained through preliminary engagement with affected businesses, stakeholders and members of the public shows a variety of opinions with regard to the operation of medical marijuana-related businesses in the City. On most issues, there is no clear consensus among engagement participants, although access by minors and the security of staff and customers appear to be commonly-shared concerns.


Staff have attempted to balance the various perspectives expressed during the preliminary engagement and have developed a set of proposed regulations for Council consideration that reflect best practices both from other jurisdictions and from within the medical marijuana industry. As many of the proposed regulations reflect current industry practice, the impacts on businesses from implementation of most of these regulations should be minimal. The two proposed regulations that will have the most impact on businesses and their customers are the restrictions on business locations and the prohibition against the sale of edible products.

Should Council wish to proceed with work on this project, staff will incorporate any Council comments or changes to the proposed regulations and plan for an engagement event to obtain broader public feedback before bringing forward bylaw amendments for Council consideration. If Council chooses not to proceed at this time, staff will discontinue this work until further direction is received.

Respectfully submitted,


Shannon Craig
Policy Analyst
Legislative and Regulatory Services

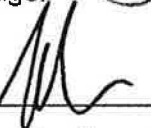

Janice Schmidt
Manager, Legislative Services
Legislative and Regulatory Services


Chris Coates
City Clerk
Legislative and Regulatory Services


Jocelyn Jenkyns
Deputy City Manager

Report accepted and recommended by the City Manager: _____

Date: _____


November 13, 2015

List of Attachments:

- Appendix A – Excerpt from May 14, 2015 Council Minutes
- Appendix B – Other Council Resolutions on the Topic of Medical Marijuana
- Appendix C – Engagement Feedback Report
- Appendix D – Detailed Explanation of Proposed Regulations
- Appendix E – Comparison with Vancouver Regulations
- Appendix F – Map of Medical Marijuana-Related Businesses
- Appendix G – Map of Medical Marijuana-Related Businesses with Buffer Zones

Appendix A - Excerpt from May 14, 2015 Council Minutes

REPORTS OF THE COMMITTEE

1. Governance and Priorities Committee – May 7, 2015

1. Medical Marihuana

It was moved by Councillor Isitt, seconded by Councillor Alto, that Council direct staff to bring forward for Council's consideration:

1. Proposed bylaw amendments aimed at mitigating community impacts and concerns associated with the operation of medical marihuana-related businesses at a town hall meeting prior to Council's consideration of the proposed bylaw amendments.
2. A proposed compliance and enforcement strategy consistent with the proposed new regulations.

Amendment:

It was moved by Councillor Alto, seconded by Councillor Isitt, that the motion be amended as follows:

That Council direct staff to **consult with the existing member-based medical cannabis dispensaries in the City of Victoria and** bring forward for Council's consideration:

1. Proposed bylaw amendments aimed at mitigating community impacts and concerns associated with the operation of medical marihuana-related businesses at a town hall meeting prior to Council's consideration of the proposed bylaw amendments.
2. A proposed compliance and enforcement strategy consistent with the proposed new regulations

Carried Unanimously

Councillor Isitt thanked the operators for providing a source of pain medicine for people.

Councillor Alto said that she had some reservations with regulation and the potential negative effect it may have on long time providers as they have done so much over the years. This is a good step forward and she thinks we will find a solution that will work for everyone.

Mayor Helps thanked Mr. Smith for his leadership.

Carried Unanimously

Appendix B – Other Council Resolutions on the Topic of Medical Marijuana

Supporting a Regulatory Approach to Cannabis Control

That Council direct staff to forward the following resolution to the Federation of Canadian Municipalities for their consideration:

WHEREAS, Cannabis prohibition efforts have failed to effectively limit the availability of cannabis, especially to our youth; and

WHEREAS, Cannabis prohibition has created a large financial opportunity that has fuelled an increasingly violent illegal market with expanding organized crime involvement; and

WHEREAS, Academic, law enforcement, and health experts believe that a strictly controlled public health oriented regulatory framework for cannabis control has the potential to reduce rates of cannabis use, raise substantial tax revenue, undermine organized crime and save law enforcement time and expenditures; and

WHEREAS, Many municipalities are increasingly affected by the harms of cannabis prohibition (e.g. grow-ops, etc.) which negatively impacts community health and safety; and

WHEREAS, Municipalities are increasingly bearing the financial burden of failed policy approaches that emphasize enforcement of marijuana prohibition over evidence-based policies, consuming significant portions of municipal budgets and diverting law enforcement attention away from criminal activities where police involvement can better improve community safety; therefore be it

RESOLVED, That the Federation of Canadian Municipalities lobbies the Federal Government to investigate the regulation and taxation of cannabis.

Carried Unanimously

Council Meeting
January 17, 2013

REPORTS OF THE COMMITTEE

3. Governance and Priorities Committee – March 15, 2012

3. Motion – Supporting a Regulatory Approach to Cannabis Control

It was moved by Councillor Alto, seconded by Councillor Coleman, that Council endorse the following motion:

WHEREAS cannabis prohibition efforts have failed to effectively limit the availability of cannabis, especially to our youth;

WHEREAS cannabis prohibition has created a large financial opportunity that has fuelled an increasingly violent illegal market with expanding organized crime involvement;

WHEREAS academic, law enforcement and health experts, including the Health Officer's Council of BC, believe that a strictly controlled public health oriented regulatory framework for cannabis control has the potential to reduce rates of cannabis use, raise substantial tax revenue, undermine organized crime and save law enforcement time and expenditures;

WHEREAS many BC municipalities are increasingly affected by the harms of cannabis prohibition (e.g. grow-ops, etc.), which negatively impacts community health and safety;

WHEREAS BC municipalities are increasingly bearing the financial burden of failed policy approaches that emphasize enforcement of marijuana prohibition over evidence-based policies, consuming significant portions of municipal budgets and diverting law enforcement attention away from criminal activities where police involvement can better improve community safety;

THEREFORE BE IT RESOLVED that the City of Victoria supports the taxation and regulation of cannabis to address the ineffectiveness and harm of cannabis prohibition, and agrees to write to municipalities in the Capital Regional District, the Union of BC Municipalities, the Federation of Canadian Municipalities, and Provincial and Federal Ministers in the Justice and Health departments to inform them of our support.

Carried Unanimously

Medical Cannabis

WHEREAS the federal medical cannabis program administered through Health Canada's Marihuana Medical Access Division does not satisfy the constitutional rights of critically and chronically ill patients to access marihuana for medicinal use;

WHEREAS the use of cannabis by legitimate cannabis patients is a health issue, and as such should be under the legislative purview of Provincial governments;

THEREFORE BE IT RESOLVED that UBCM lobby the Provincial Government to work with the federal government toward the goal of decentralizing the administration and oversight of legitimate medical cannabis use and production from federal authority to Provincial health ministries as part of their public and personal health mandate.

Carried

Council Meeting
March 11, 2010

OPEN MEETING

It was moved by Councillor Hughes, seconded by Councillor Coleman that the Mayor be requested to immediately discuss with the Minister of Health and the Minister of Justice of the Government of Canada, a suitable method to allow the distribution of cannabis for medicinal purposes. Carried

6. DECRIMINALIZATION OF MARIJUANA. It was moved by Councillor Madoff, seconded by Councillor McLean, that Victoria City Council express its support for the decriminalization of marijuana (cannabis) use and possession in Canada, for medicinal purposes only. Carried

Appendix C – Engagement Feedback Report

(provided separately)

Appendix D – Detailed Explanation of Proposed Regulations

1. Proposed regulations to address health and safety concerns

Health Canada indicates that marijuana is a narcotic and has the potential for serious public health risks. Dried marijuana is not an approved drug or medicine in Canada. Certain individuals may be at greater risk of adverse health effects, including minors, those with certain medical conditions and individuals on certain types of prescription medications. Professional Standards and Guidelines on Marijuana for Medical Purposes published by the College of Physicians and Surgeons of British Columbia indicate that “dried cannabis is generally not appropriate for patients who:

- a. are under the age of 25
- b. have a personal history or strong family history of psychosis
- c. have a current or past cannabis use disorder
- d. have an active substance use disorder
- e. have cardiovascular (angina, peripheral vascular disease, cerebrovascular disease, arrhythmia) or respiratory disease
- f. are pregnant, planning to become pregnant or are breastfeeding.”

The Chief Medical Health Officer with Island Health confirms that there are health concerns associated with marijuana use by adolescents, although some children with epilepsy appear to respond positively to treatment with marijuana. The Canadian Centre on Substance Abuse indicates that:

- Adolescents are particularly at risk for marijuana-related harms since their brains are undergoing rapid, extensive development.
- Research tells us that chronic marijuana use is associated with memory, thinking and attention difficulties, particularly among those who began using marijuana in early adolescence.
- Chronic use might also increase the risk of psychosis, depression and anxiety, in addition to respiratory conditions and possibly lung cancer, for adults as well as youth.

Some members of the public and the business community expressed concerns regarding youth access to marijuana, but these concerns were not shared by all City or DVBA survey respondents. The concern most frequently expressed by respondents to the City survey was access to marijuana by minors. When asked to identify the impacts or concerns of greatest importance, less than half (38%) of respondents to the DVBA survey selected “exposure to young persons to the sale of marijuana.”

All medical marijuana-related businesses that provided preliminary feedback indicated that they screen customers to ensure that they are 19 and older. All indicated that they only sell to “members,” with the application and approval process for membership varying across businesses. Businesses report that they range in membership from 300 to 3,000 active members. To obtain a membership, customers generally must provide photo identification and some medical information, such as proof of a diagnosis or a physician’s recommendation. Some businesses have medical professionals, including doctors, nurses, pharmacists or naturopaths on site or available via Skype to consult with customers or provide a recommendation for medical marijuana use. Many businesses issue membership cards, which must be shown for each purchase. Some accept membership cards from other medical marijuana-related businesses.

Generally, medicinal products sold in Canada are subject to a variety of quality control requirements to ensure that they are safe and effective for their purposes. Health Canada has put in place a rigorous quality control regime for licensed producers. Although some businesses indicate that they do perform quality control testing of products, marijuana sold from storefront retailers in Victoria

are not subject to any quality control requirements. Contamination by microbial or chemical contaminants, such as molds or pesticides, is possible. Depending upon its source, marijuana sold through these businesses can also vary greatly in quality and in the levels of its active medicinal compounds.

Proposed regulation	Rationale
a) Medical marijuana-related businesses must not allow individuals under the age of 19 on the premises.	<p>There are health concerns associated with the consumption of marijuana by youth. A prohibition against minors on the premises is one way of limiting their access to marijuana. This is already standard practice among many medical marijuana-related businesses operating in Victoria. Vancouver's regulations include a similar provision. Denver and Portland also prohibit minors on the premises of medical marijuana retail businesses, unless the minor has a state-issued authorization to use marijuana for medical purposes.</p> <p>Some businesses allow minors on the premises if accompanied by a parent or guardian. Although a prohibition against minors on the premises may be inconvenient for some customers, an absolute prohibition is practical for both businesses and enforcement agencies to monitor and enforce.</p>
b) Medical marijuana-related businesses must not advertise or promote the use of marijuana to a minor, including through product displays, names, logos or other signage.	<p>There are health concerns associated with the consumption of marijuana by youth. Consumption by minors can be discouraged by minimizing their exposure to marijuana products and related advertising. Of particular concern are any advertisements, promotions and product displays suggesting that products are being sold for recreational, rather than medical, use.</p> <p>Many businesses currently operating in Victoria are not immediately identifiable as being marijuana-related. However, some businesses have prominent product displays, names, logos or other signage (e.g., marijuana leaves) that clearly identify the nature of the business to minors who may be passing by. Those businesses may need to make changes to signs and product displays in order to comply with this proposed regulation.</p>

Proposed regulation	Rationale
<p>c) Storefront medical marijuana retailers must not sell any food products, other than tinctures, capsules or edible oils.</p>	<p>The primary concerns associated with the sale of edible products containing marijuana are that consumers will overestimate the required dosage or that others will accidentally ingest the products. Edible products that appeal to children, such as candies, are of particular concern. A secondary concern associated with the sale of edible products is food safety. Food products that are not properly prepared, stored and handled may become contaminated or produce toxins or disease-causing microorganisms. Vancouver has imposed a similar ban on edible products.</p> <p>Current businesses and their customers will be significantly impacted by this regulation. Many medical marijuana-related businesses operating in Victoria currently sell baked goods, candy and other food products containing marijuana.</p> <p>Additional information is included in section 5 of this Appendix.</p>
<p>d) Storefront medical marijuana retailers must post health and safety warning signs on the premises, such as:</p> <ul style="list-style-type: none"> • Marijuana is not an approved drug or medicine in Canada. • Products have not been authorized for sale under the Food and Drugs Act. They have not been assessed for safety or efficacy to treat or prevent any disease or symptom. • Marijuana can impair concentration, coordination, and judgment. Do not operate a vehicle or machinery under the influence of marijuana products. • For use only by adults nineteen and older. Keep out of the reach of children. 	<p>Signs will help to raise awareness among customers regarding health and safety risks associated with marijuana use. Similar “responsible use” programs are in place for liquor stores and other liquor licensed establishments in BC.</p> <p>Signs will also make it clear that products sold in storefront medical marijuana retailers have not been inspected or approved by any government agency. It will be important for customers to understand that a City business licence does not guarantee the safety or efficacy of the products sold.</p> <p>Other jurisdictions impose similar requirements on medical marijuana-related businesses. Under Health Canada regulations, licensed producers must provide customers with similar safety information. Washington State requires similar warnings in any marijuana-related advertising.</p>

Proposed regulation	Rationale
e) Storefront medical marijuana retailers must not deliver or mail products to customers.	<p>A medical marijuana retailer loses the ability to screen customers and prevent purchases by minors if sales are conducted via mail or other form of delivery. Customers wishing to obtain medical marijuana via mail order can purchase it through a Health Canada-authorized licensed producer. Vancouver's regulations include a similar prohibition. Denver and Portland also prohibit mailing of products from medical marijuana retailers.</p> <p>Most businesses that provided input indicated that they do not mail or deliver products, but several businesses and their members would be impacted by this proposed regulation. One business indicated that it does sell products via mail order to members that have moved from Victoria. Several businesses indicated that they do provide delivery service to members that are unable to attend at the business premises because of illness or mobility challenges.</p>

2. Proposed regulations to address neighbourhood impacts

The operation of some of these types of businesses may have negative impacts on surrounding businesses and residents. The majority of public complaints associated with medical marijuana-related businesses in Victoria relate to either odour or loitering outside of dispensaries. In its dried form, marijuana gives off a strong odour which can be immediately detected upon entering many businesses and, in some cases, in the business' immediate vicinity. Patrons loitering outside of dispensaries can lead to public concerns regarding noise and crime, including the resale of purchased product. A proliferation of dispensaries in one area can intensify these concerns.

Neighbourhood impacts were identified as concerns by some members of the public who responded to the City survey. Several City survey respondents identified odour from businesses, losses to neighbouring businesses and clustering of shops as concerns. Many respondents to the City survey questioned how an increase in foot traffic in a business area could be characterized as an issue or concern.

The DVBA survey focused heavily on neighbourhood-related impacts, with the survey results illustrating that many downtown businesses are not overly concerned about the impacts of medical marijuana-related businesses on their neighbourhoods. When asked to identify impacts or concerns of greatest concern:

- 40% of respondents selected "too many in one single concentration (block or street)"
- 34% of respondents selected "increased loitering surrounding businesses"
- 31% of respondents selected "nuisance to nearby businesses"
- 29% of respondents selected "odour"
- 25% of respondents selected "negative impact on business sales," and
- only 11% of respondents selected "hours of operation."

Some businesses attempt to reduce impacts on neighbours through codes of conduct that are either posted at the business or provided to members as part of the membership application process. Common features of codes of conduct include:

- no loitering outside the premises

- no consumption of products inside or outside the premises, and
- no resale of products.

Some businesses monitor activities outside of the premises through security camera systems and take action where behaviour that may negatively impact neighbours is observed.

Proposed regulation	Rationale
<p>f) Storefront medical marijuana retailers are prohibited in all zones unless expressly permitted. Rezoning policy will indicate that storefront medical marijuana retailers should be at least 200 m from schools and other storefront medical marijuana retailers.</p>	<p>Business proximity restrictions may be used to mitigate neighbourhood impacts, avoid clustering of businesses and limit the total number of businesses. Concerns regarding access or exposure by minors can be mitigated by regulations that restrict businesses from operating close to schools. The City takes a similar approach to liquor retail stores, which must be 200 metres from schools and other liquor retail stores.</p> <p>Many jurisdictions use these types of proximity restrictions. Vancouver prohibits medical marijuana businesses from locating within 300 metres of schools, community centres, neighbourhood houses and one another. In Portland, medical marijuana businesses must be at least 1000 feet (approximately 300 metres) from schools and other medical marijuana businesses. In Denver, medical marijuana businesses must be at least 1000 feet from one another, schools and child care establishments.</p> <p>A preliminary analysis of medical marijuana-related business locations shows that no businesses are currently operating within 200 metres of an active public or private school. Particularly in the downtown area, many businesses are operating within 200 metres of one another.</p> <p>Additional information is included in section 6 of this Appendix.</p>
<p>g) Medical marijuana-related businesses must not allow consumption of marijuana on the premises.</p>	<p>Marijuana can impair concentration, coordination, and judgment. Consumption of marijuana at a business can impair an individual's ability to safely drive or otherwise travel from the business. Liquor consumption poses similar concerns and a similar prohibition against consumption on the premises is in place for BC liquor retail stores. Consumption of liquor is only allowed at licensed establishments where staff are trained and available to monitor consumption and any resulting impairment.</p> <p>Smoking marijuana at a business is of particular concern. Current CRD prohibitions against smoking in or near a building apply only to tobacco. Smoke from any source is harmful to lung health and second-hand marijuana smoke will be an irritant to some customers. Marijuana smoke can also exacerbate odour concerns.</p> <p>Vancouver, Portland and Denver have similar regulations in place for medical marijuana retailers. Most businesses indicated that they prohibit any consumption of marijuana on their premises. Staff are aware of only one business that has an on-site smoking/vaping room and will be directly impacted by this proposed regulation.</p>

Proposed regulation	Rationale
h) Any business that keeps marijuana on the premises must install and maintain an air filtration system to ensure odour impacts on neighbouring properties are minimized.	<p>Dried marijuana emits a strong odour that many individuals find unpleasant. For some individuals, it can cause headaches or other physical symptoms. The odour can be detected upon entering most storefront medical marijuana retailers. Many businesses already utilize charcoal filter systems but, at some locations, the odour can also be detected outside the business premises.</p> <p>The City has received odour complaints from businesses and residents located near storefront medical marijuana retailers. Proper air filtration systems can effectively eliminate marijuana odour from outside of these businesses. Neighbouring businesses, their customers and residents should not be unnecessarily exposed to smells that they find offensive.</p>

3. Proposed regulations to address security concerns

The Victoria Police Department reports concerns that medical marijuana-related businesses are easy targets for organized crime groups who could be infiltrating, exploiting or profiting from these businesses. This type of infiltration by organized crime has been exposed by the Vancouver Police who directly connected a Hells Angels member to a dispensary operating in their jurisdiction. Because they are highly lucrative businesses dealing in an illicit commodity, storefront medical marijuana retailers are more likely than other businesses to have involvement with organized crime. The involvement of organized crime groups in storefront retail operations raises public safety concerns because of the potential for violence, especially where rival groups are in competition.

Storefront medical marijuana retailers have also become targets of criminal activity because of the nature of the unique nature of the product that may be found on the premises. In the short time since the proliferation of these operations in Victoria, there have been three armed robberies. While fortunately no one has yet been harmed, police report that they have been increasingly violent in nature and pose a significant risk to the employees and to the general public.

Some respondents to the City survey cited concerns regarding the safety of both staff and members of the public shopping at storefront medical marijuana retailers. 40% of DVBA survey respondents selected "security concerns" when asked to identify impacts or concerns of greatest importance in relation to medical marijuana-related businesses. "Infiltration of organized crime" was selected by 38% of DVBA survey participants.

Proposed regulation	Rationale
<p>i) Storefront medical marijuana retailers must not be open for business between 8 pm and 7 am.</p>	<p>Late night hours raise concerns regarding both neighbourhood impacts and security. The three recent armed robberies at storefront medical marijuana retailers have occurred between 8 and 9 pm at night. Late night hours are also not consistent with a focus on medical, rather than recreational, marijuana.</p> <p>A restriction on opening hours for storefront medical marijuana retailers is consistent with best practices from other jurisdictions. Vancouver's regulations prohibit businesses from operating between 10 pm and 8 am. Denver and Portland restrict the operation of medical marijuana businesses to between 7 am and 9 pm.</p> <p>This proposed regulation should have little impact on current businesses. Several businesses that provided input indicated that they were open until 10 pm but many were closed by 8 pm.</p>
<p>j) No other business can be conducted on the premises of a storefront medical marijuana retailer.</p>	<p>The proposed regulations relating to minors on the premises, consumption and opening hours will be difficult for both businesses and enforcement agencies to monitor and enforce if multiple business activities are occurring on the premises. Of particular concern would be coffee shops, restaurants or other similar types of businesses where customers may wish to consume marijuana that they have purchased on the premises. Vancouver prohibits the operation of any other business on the premises of a medical marijuana-related business.</p>
<p>k) Any business that keeps marijuana on the premises must submit the following information as part of their as part of their initial business licence application and on each renewal:</p> <ul style="list-style-type: none"> • a security plan • police information checks for the applicant and every on-site manager • proof of a security alarm contract, and • proof of ownership or legal possession of the premises, including the written consent of the landlord if the premises are leased. 	<p>Medical marijuana-related businesses are likely to become a target for criminal activity or the involvement of organized crime. The best opportunity to screen for criminal involvement and ensure that businesses have appropriate security measures in place is at the time of licence application.</p>

Proposed regulation	Rationale
<p>l) Storefront medical marijuana retailers must implement the following measures to deter criminal activity while the business is open to the public:</p> <ul style="list-style-type: none"> • at least two employees must be on duty, and • windows must not be blocked. 	<p>The possibility of theft of other criminal activities is minimized when passersby are able to see into a business from the exterior and multiple employees are on site. Vancouver's regulations include similar provisions.</p> <p>These proposed regulations will impact many existing storefront retailers, as many currently have opaque film on their windows, which will need to be removed. Most businesses who provided input indicate that they have at least two staff members on site at any time. Smaller businesses, which may have only one staff person on duty, will be impacted.</p>
<p>m) Any business that keeps marijuana on the premises must implement the following security measures:</p> <ul style="list-style-type: none"> • video surveillance cameras must be installed and monitored • a security and fire alarm system must be installed and monitored at all times, and • valuables must be removed from the business premises or locked in a safe on the business premises at all times when the business is not in operation. 	<p>The consequences of a break-in or other security incident can be minimized by the use of video surveillance cameras and security alarm systems and by limiting access to marijuana and other valuables. Vancouver, Denver and Portland have similar regulations in place.</p> <p>The impact on business from these regulations is expected to be minimal. Many storefront medical marijuana retailers operating in Victoria have already implemented these types of security measures.</p>

4. General regulations applicable to all medical marijuana-related businesses

A number of general regulations apply to any business operating within the City of Victoria and will similarly apply to all medical marijuana-related businesses. These regulations include:

- businesses must possess a valid business licence. Most medical marijuana-related businesses currently operating in the City do not have business licences.
- businesses must meet any applicable zoning, fire safety and building code requirements as a condition of business licence approval, and
- businesses must pay the prescribed annual business licensing fee as a condition of licence issuance and renewal.

5. Sale of edible products

Many medical marijuana-related businesses operating in Victoria sell capsules, oils, baked goods, candy and other food products containing marijuana. Many of these edible products appear to come from unregulated production facilities. Labelling and packaging varies significantly. Product labels may include the amount of active ingredients (i.e., THC and CBD), the number of doses in the product, a list of other ingredients, dosing instructions and/or health and safety warnings. Some come in child-proof or opaque packaging.

The sale of edible products is controversial, with stakeholders and members of the public expressing varying opinions. The Chief Medical Health Officer with Island Health supports a ban on edible products that is consistent with the City of Vancouver's approach to the issue. CAMCD, an industry association for medical cannabis dispensaries, does not support a ban on edible products. Representatives from CAMCD estimate that edible products represent approximately 30% of sales value and 80% of sales volume for businesses. Many members of the public who responded to the City survey support the sale of edibles, with some indicating that they currently consume their medical marijuana in an edible form.

Customers may prefer to purchase and ingest marijuana in edible products for a variety of reasons. Marijuana has different medicinal effects depending upon whether it is inhaled, consumed sublingually or consumed orally. Inhalation may cause irritation of the throat and lungs. Some customers may be too ill or otherwise unable to prepare their own food products using cannabis oils or extracts.

The recent Supreme Court of Canada decision in *R. v. Smith* confirmed that persons with medical authorizations can possess and use cannabis derivatives, including edible products, for medical purposes. Health Canada has responded by allowing licensed producers to produce and sell cannabis oil and fresh marijuana buds and leaves, in addition to dried marijuana.

The primary concerns associated with the sale of edible products containing marijuana are that consumers will overestimate the required dosage or that others will accidentally ingest the products. Edible products that appeal to children, such as candies, are of particular concern. Anecdotal information provided by the Chief Medical Health Officer with Island Health indicates that hospitalizations due to accidental ingestion of edible products containing marijuana have increased with the increase in medical marijuana-related businesses.

A secondary concern associated with the sale of edible products is food safety. Food products that are not properly prepared, stored and handled may become contaminated or produce toxins or disease-causing microorganisms. Island Health's Environmental Health Officers currently have no involvement with storefront medical marijuana retailers, because the products sold are pre-packaged and would be considered to be low-risk from a food safety perspective. A bakery producing medical marijuana products would be inspected by Island Health for compliance with sanitation and safe food handling practices applicable to any bakery business. Island Health does not regulate marijuana content, packaging or labelling of baked products. Because these products are being produced and sold outside of the federal regulatory regime for medical marijuana, usual federal oversight in areas such as product labelling is lacking.

CAMCD is currently in the process of developing a set of standards for preparation of derivative cannabis products that are designed to minimize concerns regarding overdosing, accidental ingestion and food safety. The standards cover such areas as product preparation, labelling and packaging. Once finalized, these standards will be incorporated into CAMCD's existing certification program for medical cannabis dispensaries.

In order to obtain trade membership in CAMCD, businesses must currently meet a list of 18 required organizational practices, which cover topics including patient intake and eligibility, product quality, privacy and security. Under the City of Vancouver's regulations, trade membership with CAMCD is a requirement for any business applying for a licence to operate as a compassion club. Full certification is a more rigorous process that requires compliance with 70 separate standards. CAMCD has received nine applications for trade membership from Victoria businesses. One Victoria business has full certification while another is currently going through the process for full certification.

Council has several options available with regard to the sale of food products, as described in the following table. Option 1 is included in the proposed regulations.

Option	Advantage and disadvantages
1) Prohibit the sale of any food products, other than tinctures, capsules or edible oils.	<ul style="list-style-type: none"> - Supported by the Chief Medical Health Officer - Consistent with the City of Vancouver's approach - Consistent with Health Canada's approach to licensed producers - Reduces concerns regarding overdosing, accidental ingestion and food safety - May have financial impacts on businesses - Will have impacts on customers who have traditionally consumed medical marijuana in an edible form
2) A medical marijuana-related business may only produce and/or sell edible products if the business is a member in good standing of CAMCD.	<ul style="list-style-type: none"> - May reduce concerns regarding overdosing, accidental ingestion and food safety - May reduce impacts on current customers - Responsibility for monitoring compliance and taking action to remedy non-compliance is delegated to an association that is not arms-length from the industry. Perceived or actual conflicts may occur.
3) Allow the sale of edible products	<ul style="list-style-type: none"> - Does not address concerns regarding overdosing, accidental ingestion or food safety - Not supported by Chief Medical Health Officer - No impact on current customers - No impact on businesses

6. Regulation of business locations

Medical marijuana-related businesses are not a specifically defined use under the current Zoning Regulation Bylaw. This means that these types of businesses are currently allowed in any zone that allows for the general type of business being conducted on the premises (e.g., retail, bakery, manufacturing, medical advice, etc.). There are no specific siting, parking or other zoning-related requirements for these businesses.

Concerns regarding access or exposure by minors can be mitigated by regulations that restrict businesses from operating close to schools or other locations where minors gather. Many jurisdictions that allow medical marijuana-related businesses use this approach. For example, Vancouver prohibits businesses from locating within 300 metres of schools, community centres or neighbourhood houses. In Portland, medical marijuana businesses must be at least 1000 feet

(approximately 300 metres) from schools. In Denver, medical marijuana businesses must be at least 1000 feet from schools and child care establishments.

Some jurisdictions also regulate the proximity between medical marijuana businesses. These type of business proximity restrictions may be used to mitigate neighbourhood impacts, avoid clustering of businesses and limit the total number of businesses. In Vancouver, businesses must be at least 300 metres from one another. In Portland and Denver, businesses must be at least 1000 feet apart.

The City of Vancouver has also used its zoning authority to prohibit medical marijuana-related businesses from operating in certain areas of that city that are considered to be sensitive and contain vulnerable populations. These areas include the Downtown Eastside, Chinatown and the Granville Entertainment District. Some engagement participants suggested that the City may wish to consider similar restrictions for the Inner Harbour and/or Government Street, because of their tourism focus.

The only other business type in Victoria that is regulated in terms of its proximity to schools and other businesses of the same type are liquor retail stores. Under the Zoning Regulation Bylaw and the City's recently amended Liquor Retail Store Rezoning Policy, new liquor retail stores require a zoning amendment in order to permit that use and should be located at least 200 metres from an elementary or secondary school or an existing liquor retail store. All owners and occupiers of neighbouring properties must be polled as part of the application process. Greater Victoria School District No. 61 has indicated that they would like to see a zoning policy in place for medical marijuana-related businesses that is similar to that for liquor retail stores.

The map included in Appendix F shows the locations of the 23 known medical marijuana-related businesses operating in Victoria, as well as existing schools and community centres. The map included in Appendix G draws 200 and 300 m "buffer zones" around each business location. This preliminary analysis of medical marijuana-related business locations shows that no businesses are currently operating within 200 metres of an active public or private school or community centre. One business is operating within 300 metres of a community centre and two appear to be operating within 300 metres of schools. Particularly in the downtown area, many businesses are operating within 200 metres of one another.

Several options for regulating medical marijuana-related business locations are available to Council, as described in the following table. Option 4 is included in the proposed regulations.

Option	Advantages and disadvantages
1) Status quo – Medical marijuana-related businesses are allowed in any zone that allows for the general type of business being conducted on the premises (e.g., retail, bakery, manufacturing, medical advice, etc.).	<ul style="list-style-type: none"> - Least restrictive option for businesses - Does not address concerns regarding proximity to schools, community centres or other areas where minors congregate - Does not address concerns regarding clustering of businesses

Option	Advantages and disadvantages
2) Amend the Zoning Regulation Bylaw to <ul style="list-style-type: none"> include one or more types of medical marijuana-related businesses as specific uses, and describe the zones where that use is permitted. 	<ul style="list-style-type: none"> Can be more restrictive than the status quo, depending upon the zones where the use is permitted Does not address concerns regarding proximity to schools or other sensitive uses Does not address concerns regarding clustering of businesses
3) Amend the Zoning Regulation Bylaw to: <ul style="list-style-type: none"> include one or more types of medical marijuana-related businesses as specific uses, describe the zones where the uses are permitted, and restrict the geographical areas where the use is permitted. 	<ul style="list-style-type: none"> Can be more restrictive than the status quo, depending upon the zones and geographical areas where the use is permitted Can be used to address concerns related to proximity to schools and other sensitive uses Does not address concerns regarding clustering of businesses Outside the City's normal practices. No other type of business is geographically restricted within the Zoning Regulation Bylaw Development of maps delineating geographical areas will be complex as it will require parcel by parcel analysis.
4) Amend the Zoning Regulation Bylaw to prohibit one or more types of medical marijuana-related businesses in all zones, except where expressly permitted. This would mean that any new medical marijuana-related business of that type would need to apply for a rezoning of their proposed business location. Council could develop policies to guide their consideration of rezoning applications, which could include consideration of proximity to sensitive uses and/or other medical marijuana-related businesses.	<ul style="list-style-type: none"> Most restrictive option for businesses Can be used to address concerns related to proximity to schools and other sensitive uses Can be used to limit clustering of businesses Council will decide on each rezoning application on a case-by-case basis. Since criteria are established in policy, rather than by bylaw, Council has discretion to make exceptions to the policy.

With any of these options, some existing businesses could qualify as legal non-confirming uses, which would mean that any new regulations respecting location would not apply to those businesses. Each business will have to be assessed on a case-by-case basis to determine legal non-confirming status, considering such factors as whether the business possesses a business licence, how long the business has been in operation and whether the business meets all of the current zoning requirements for the business location.

Appendix E – Comparison with Vancouver Regulations

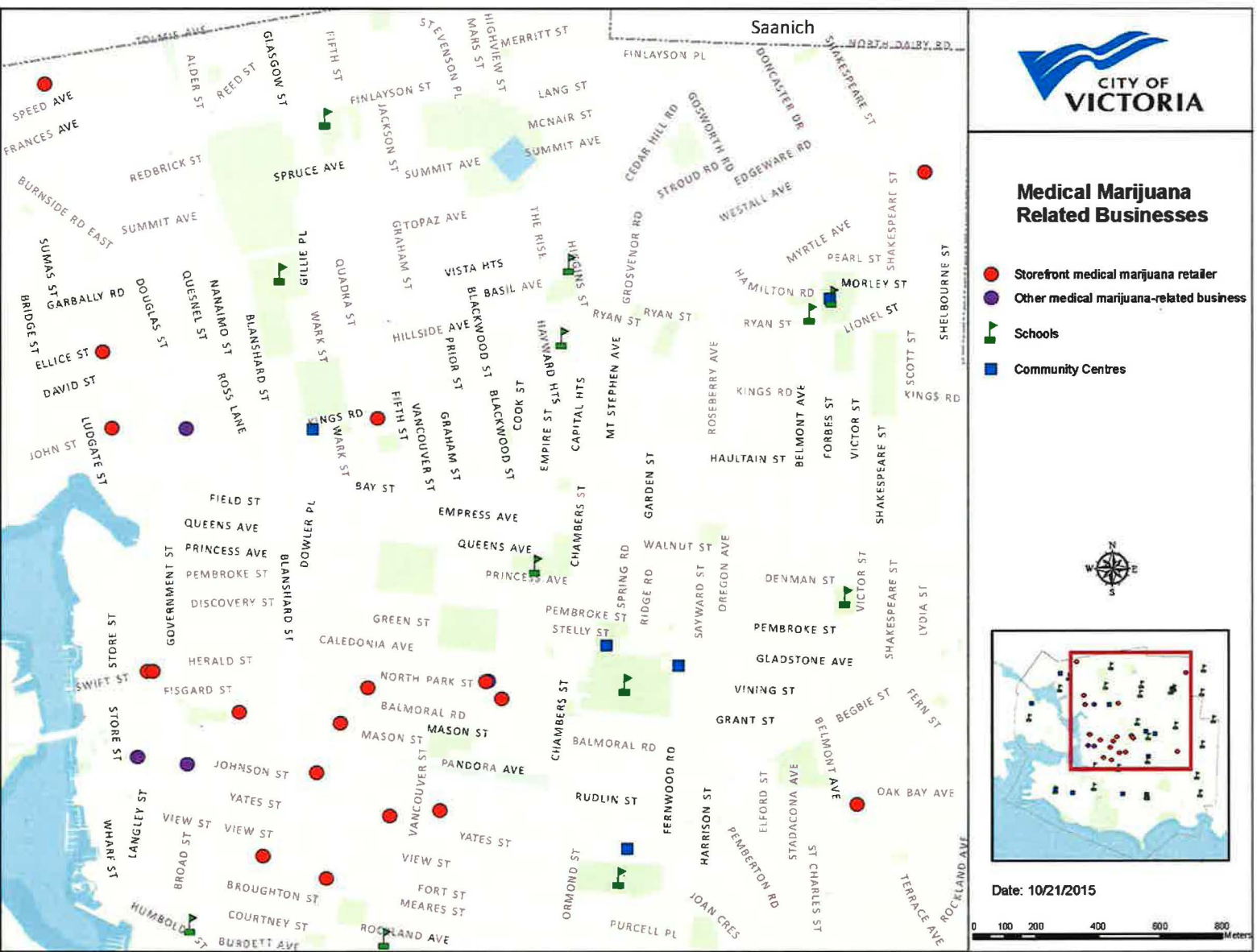
The table below compares the proposed regulations for storefront medical marijuana retailers in Victoria with those in place for similar businesses in Vancouver. As shown in the table, Vancouver has identified two distinct types of storefront medical marijuana retailers: compassion clubs and retail dealers. The proposed regulations for Victoria do not include a separate licence category for compassion clubs.

Regulation		Vancouver - Compassion Club	Vancouver – Retail Dealer	Victoria (proposed) – Storefront Medical Marijuana Retailer
Zoning (Locational) Regulations				
1.	Medical Marijuana-Related Uses are conditionally allowed to locate: a) in Commercial Zoning Districts only (e.g. C-2) b) at least 300m away from schools, community centres, neighbourhood houses and other marijuana-related uses c) within 300m of youth facilities only after Director of Planning considers potential impact	✓	✓	Storefront medical marijuana retailers are prohibited in all zones unless expressly permitted. Rezoning policy will indicate that storefront medical marijuana retailers should be at least 200 m from schools and other storefront medical marijuana retailers.
Business Regulations				
2.	No minors (i.e. under 19 years) may enter	✓	✓	✓
3.	Must not advertise or promote use by minors	✓	✓	✓
4.	No sale of food products except tinctures, capsules and edible oils	✓	✓	✓
5.	Must post health and safety warning signs	x	x	✓
6.	No mail or delivery of products	✓	✓	✓
7.	No consumption on premises	Smoking prohibited under existing bylaws	Smoking prohibited under existing bylaws	✓
8.	Limit hours of operation between 8 am and 10 pm	✓	✓	Hours of operation limited to between 7 am and 8 pm

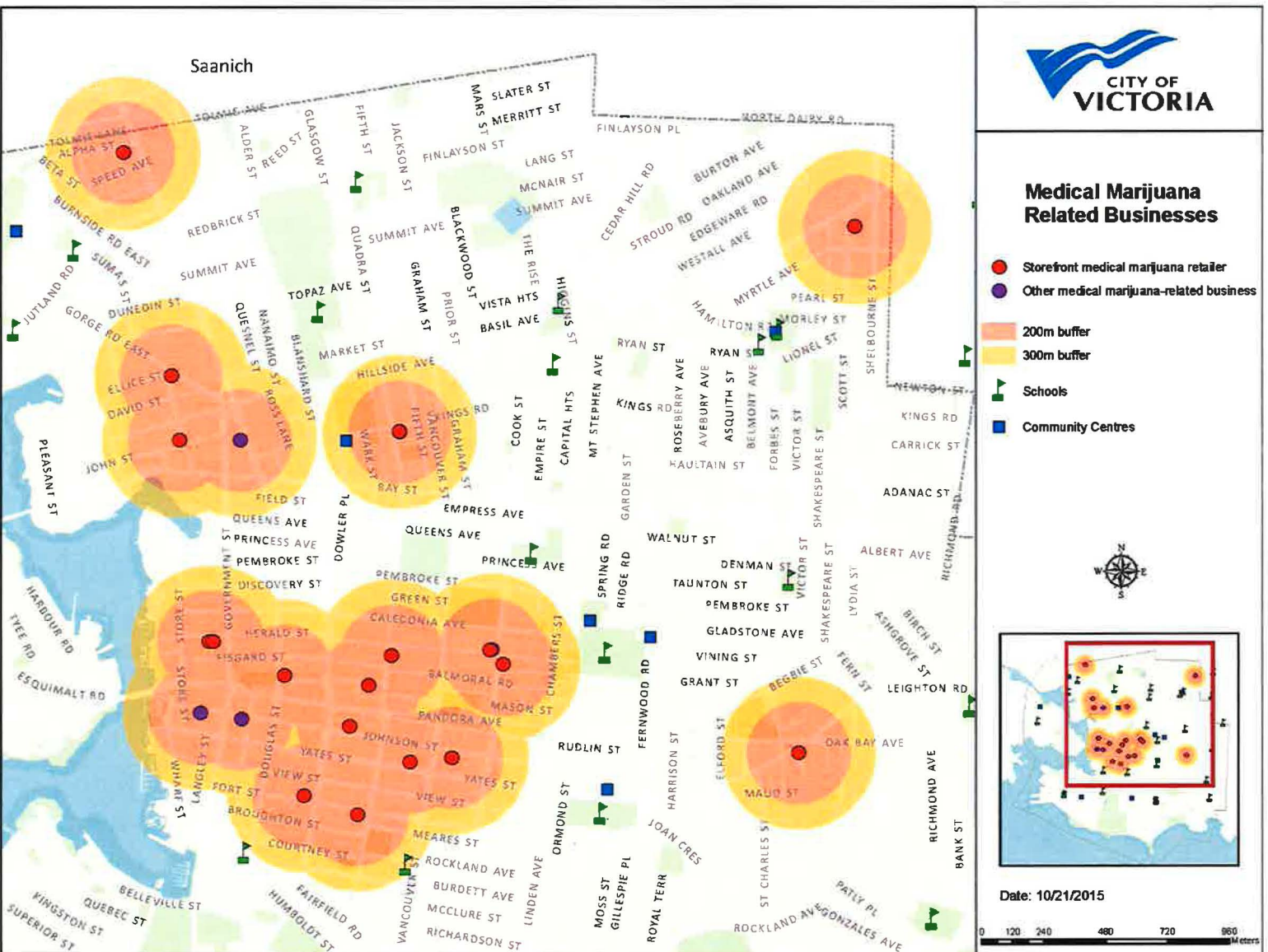
Regulation		Vancouver - Compassion Club	Vancouver – Retail Dealer	Victoria (proposed) – Storefront Medical Marijuana Retailer
9.	No sharing of space with any other land use (e.g. cheque cashing, massage, liquor, ATM)	✓	✓	No other business can be conducted on the premises; no restrictions on ATMs
10.	Police Information Check for the applicant and all staff annually	✓	✓	Annual police information checks for applicant and on-site manager
11.	Must have a security plan, including monitored security and fire alarm system, including video surveillance	✓	✓	✓
12.	Licence applications must be made by the property owner or lease holder	✓	✓	✓
13.	Staff may not work alone	✓	✓	✓
14.	Windows must not be blocked	✓	✓	✓
15.	Valuables must be removed or stored in a safe when business is closed	✓	✓	✓
16.	Must provide names of all staff and 24/7 contact information for a responsible person	✓	✓	x
17.	Must manage community impacts such as noise, odour, and patron conduct	✓	✓	Must maintain and install an air filtration system; other nuisances addressed by City's Nuisance (Business Regulation) Bylaw
18.	No roll-down shutters	✓	✓	x
19.	If there are security bars/gates, they must be set back one meter from front window (inside the shop)	✓	✓	x
20.	Must be a registered society	✓	x	x
21.	May only serve members	✓	x	x

Regulation		Vancouver - Compassion Club	Vancouver – Retail Dealer	Victoria (proposed) – Storefront Medical Marijuana Retailer
22.	Must have Trade Association Membership in the Canadian Association of Medical Cannabis Dispensaries	✓	x	x
23.	Must provide non-marijuana related health care services by registered professional(s) for at least 60 percent of operating hours	✓	x	x
24.	Maximum number of licences per person/society	1	5	No maximum
25.	Must have constitution and bylaws that meet City standards (S. 12.2 (9))	✓	x	x
26.	Pay Licence fee	\$1,000	\$30,000	Fee TBD

Appendix F - Map of Medical Marijuana-Related Businesses



Appendix G – Map of Medical Marijuana-Related Businesses with Buffer Zones



Engagement Feedback

Regulating Medical Marijuana in Victoria

August-September 2015



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Medical Marijuana in Victoria

In 2014 Health Canada introduced the 'Marihuana for Medical Purposes Regulations' legislation to control the production and sale of medical marijuana through licensed producers and a mail order delivery program. There are approximately 20 licensed producers across Canada. There are currently no licensed producers operating within Victoria, although several individuals have indicated to the City that they intend to apply for a production licence.

The constitutionality of the 'Marihuana for Medical Purposes Regulations' has been challenged under section 7 of the *Charter of Rights and Freedoms*. A series of court challenges are still underway.

The introduction of the 'Marihuana for Medical Purposes Regulations' and the injunction have triggered a significant increase in the number of marijuana-related businesses in Victoria in just over one year.

Existing medical marijuana-related businesses include those that sell marijuana paraphernalia, and/or provide medical advice or consulting relating to the use of medical marijuana. Although some businesses are currently dispensing medical marijuana in Victoria, they are doing so in contravention of federal regulations. Some are also operating without a business licence.

Engagement Overview

This first phase of engagement was largely targeted towards stakeholders that would be most directly affected by potential regulations and bylaws.

The purpose of the engagement with marijuana-related businesses was to learn about current business practices and how businesses might be impacted by City regulations. The purpose of engaging with other stakeholders was to better understand community impacts, concerns and benefits associated with the operation of medical marijuana-related businesses in Victoria. Participants understood that feedback received will inform proposed regulations designed to mitigate impacts and concerns and the City would then invite broad public input on the proposed amendments.

Information was available on www.victoria.ca and on www.haveyoursayvictoria.ca. An email or letter was sent to 41 identified stakeholders, including existing medical marijuana-related businesses operating in Victoria, advocacy groups, marijuana industry associations, local business associations, School District No. 61, Island Health, the BC Ministry of Health and neighbourhood associations. 15 in-person meetings with medical marijuana-related businesses and stakeholders were held. An online survey was used to help collect feedback, but was not promoted broadly.

Engagement Feedback

In-person Meetings

Fifteen in-person meetings with medical marijuana-related businesses and other stakeholders were held.

Feedback from 11 medical marijuana-related businesses included comments that they did not have any general opposition to City regulation, although regulations that would restrict current business practices were of some concern. Some businesses were concerned about the potential for business licensing fees in the range of the City of Vancouver's \$30,000 fee.

Nine of the 18 known storefront retailers were interviewed. They shared information about current practices regarding age limitations, membership requirements, proof of medical need, medical professionals, signage and visibility, security, odour treatments, payment options, edibles, onsite consumption, and codes of conduct.

A summary from the in-person meetings follows.

In Person Meetings

Medical Marijuana-related Businesses

Feedback was received from 11 medical marijuana-related businesses. They did not express any general opposition to City regulation, although regulations that would restrict current business practices were of some concern. Some businesses were concerned about the potential for business licensing fees in the range of the City of Vancouver's \$30,000 fee.

Medical marijuana-related businesses provide one or more of a range of services, including medical advice or referrals, paraphernalia sales, production or manufacturing of products, and sale of dried marijuana and derivative products. Although no Health Canada-authorized licensed producers are currently operating in Victoria, several individuals have expressed interest in opening this type of business within city limits. Two individuals have also expressed an interest in opening commercial, licensed medical marijuana bakeries in Victoria. Baked goods currently available in storefront medical marijuana retailers are sourced either from out of town bakeries, or from local "home" kitchens.

Nine of the 18 known retailers were interviewed. All medical marijuana-related businesses that provided preliminary feedback indicated that they screen customers to ensure that they are 19 and older. All indicated that they only sell to "members," with the application and approval process for membership varying across businesses. Businesses report that they range in membership from 300 to 3,000 active members. To obtain a membership, customers generally must provide photo identification and some medical information, such as proof of a diagnosis or a physician's recommendation. Some businesses have medical professionals, including doctors, nurses, pharmacists or naturopaths on site or available via Skype to consult with customers or provide a recommendation for medical marijuana use. Many businesses issue membership cards, which must be shown for each purchase. Some accept membership cards from other medical marijuana-related businesses.

A prohibition against minors is standard practice among many medical marijuana-related businesses operating in Victoria. Some businesses allow minors on the premises if accompanied by a parent or guardian.

Many businesses currently operating in Victoria are not immediately identifiable as being marijuana-related. However, some businesses have prominent product displays, names, logos or other signage (e.g., marijuana leaves) that clearly identify the nature of the business to minors who may be passing by.

Most businesses indicated that they do not mail or deliver products. One business indicated that it does sell products via mail order to members that have moved from Victoria. Several businesses indicated that they do provide delivery service to members that are unable to attend at the business premises because of illness or mobility challenges.

Some businesses attempt to reduce impacts on neighbours through codes of conduct that are either posted at the business or provided to members as part of the membership application process. Common features of codes of conduct include:

- No loitering outside the premises
- No consumption of products inside or outside the premises
- No resale of products

Some businesses monitor activities outside of the premises through security camera systems and take action where behaviour that may negatively impact neighbours is observed. Most businesses indicated that they prohibit any consumption of marijuana on their premises. One business has an on-site smoking/vaping room.

Many businesses utilize charcoal filter systems to reduce outside odours.

None of the businesses that provided input during preliminary engagement indicated that they were open past 10:00 p.m.

Many businesses currently have opaque film on their windows.

Most businesses who provided input indicate that they have at least two staff members on site at any time. Smaller businesses may have only one staff person on duty.

Many storefront medical marijuana retailers operating in Victoria have video surveillance camera systems, security and fire alarm systems and procedures for securing valuables.

Many medical-marijuana related businesses operating in Victoria sell baked goods, candy and other food products containing marijuana. Many of these edible products appear to come from unregulated production facilities. Labelling and packaging varies significantly. Product labels may include the amount of active ingredients (i.e., THC and CBD), the number of doses in the product, a list of other ingredients, dosing instructions and/or health and safety warnings. Some come in child-proof or opaque packaging.

Advocacy Groups

Smart Approaches to Marijuana Canada (SAM Canada), a Canadian marijuana policy group, is opposed to both storefront sales of medical marijuana and the City's plans to regulate medical marijuana-related businesses. Primary concerns associated with marijuana-related businesses include:

- marijuana use by youth
- safety of products, and
- crime and impacts on other businesses.

Industry Associations

One meeting was held with representatives from the Canadian Association of Medical cannabis Dispensaries (CAMCD), an industry association for medical cannabis dispensaries. They do not support a ban on edible products. They estimate that edible products represent approximately 30% of sales value and 80% of sales volume for businesses.

CAMCD is currently in the process of developing a set of standards for preparation of derivative cannabis products that are designed to minimize concerns regarding overdosing, accidental ingestion and food safety. The standards cover such areas as product preparation, labeling and packaging. Once finalized, these standards will be incorporated into CAMCD's existing certification program for medical cannabis dispensaries.

In order to obtain trade membership in CAMCD, businesses must currently meet a list of 18 required organizational practices, which cover topics including patient intake and eligibility, product quality, privacy and security. Under the City of Vancouver's regulations, trade membership with CAMCD is a requirement for any business applying for a licence to operate as a compassion club. Full certification is a more rigorous process that requires compliance with 70 separate standards. CAMCD has received nine applications for trade membership from Victoria businesses. One Victoria business has full certification while another is currently going through the full certification process.

Island Health

The Chief Medical Health Officer with Island Health supports a ban on edible products that is consistent with the City of Vancouver's approach to the issue. The attractiveness of many edible products to children is a concern. Anecdotal information provided by the Chief Medical Health Officer indicates that hospitalizations due to accidental ingestion of marijuana-infused edible products have increased with the increase in medical marijuana-related businesses. Adult use of marijuana is not a significant concern. The Chief Medical Health Officer expressed support for youth educational programs, such as those being proposed in Vancouver.

Island Health's Environmental Health Officers currently have no involvement with storefront medical marijuana retailers, because the products sold are pre-packaged and would be considered to be low-risk from a food safety perspective. A bakery producing medical marijuana products would be inspected by Island Health for compliance with sanitation and safe food handling practices applicable to any bakery business. Island Health does not regulate marijuana content, packaging or labeling of baked products.

Written Submissions

Seven written submissions were received from Smart Approaches to Marijuana Canada, Greater Victoria School District No. 61, Greater Victoria Chamber of Commerce, Trees Dispensary, Weeds Dispensary, Green Dragon Medicinal Society and the Downtown Victoria Business Association.

The written submissions follow here.

1) Smart Approaches to Marijuana Canada

Dear Shannon Craig.

Thank you for your email and I am submitting this letter to be included in your information package.

As an advisor to SAM Canada - Smart Approaches to Marijuana Canada, I have been actively involved in the issue of marijuana policy and I had the opportunity to attend the United Nations in March of 2015 to meet with international partners in the effort to curtail the use of illicit drugs and psychotropic substance.

It is our position that a municipal government was not elected to involve itself in any way in drug policy. Canada is a signatory to multiple international treaties on drug prevention including the most ratified piece of human rights legislation ever signed - The Rights of the Child. This particular treaty addresses the need to protect children from the use of drugs in the home. This is an area of public policy that a civic government should not be actively defying the Criminal Code of Canada.

Our research is showing that marijuana obtained from illegal dispensaries is predominately used for recreational purposes. We oppose these dispensaries as we see that they pose a risk to the public due to false claims made of benefit, unsubstantiated claims of benefit, and a lack of testing of the products for contaminants and the further normalization of marijuana use across the youth sector. Canada has the highest rate of use by youth in the industrialized world because of a serious reduction in the perception of risk associated with use, in large part to the very active pot lobby and the messaging on marijuana for medical purposes that has deeply confused youth on the risks and dangers.

The push back to marijuana has begun in Colorado with over 70% of towns and cities now having bans in place for both recreational and dispensaries, over 80% of California cities and towns have banned dispensaries, and in Washington they clued in quickly that the mad rush to dispensaries was to set up businesses that could beat the tax of recreational pot. Holland has turned back and now over 70% of their coffee shops have closed - and it is illegal to sell products with THC over 15% - in BC you can buy 99% THC shatter in a pot shop-dispensary or online.

In closing the pivotal question remains why any elected council would participate in normalizing and making pot available to a small minority of individuals who want a temporary inconsequential high when this act would expose the larger majority of non-users to more risks of accidents in the home, in the workplace and on the roadways, heightened exposure to second smoke, to an increase burden of social and health care costs, to an increase risk of the damage of addiction to individuals and their families. Why would anyone participate in advancing the demand for pot when all responsible public policy advocates advance prevention and less not more use across all sectors.

Advisory Council SAM Canada
Pamela McColl
Dr. Harold Kalant
Dr. Philip Seema
Dr. Andra Smith
Dr. Meldon Kahan
Dr. Charles Ratzlaff
Chuck Doucette
David Berner
Connor Fedenmaiser
Duncan Fedenmaiser
Candace Plattor

Dr. Elizabeth Osuch
Nancy Lee
Nancy Morrison
Jim Stimson

Selected key items for your consideration.

Instead of Weakening Mexican Cartels, Regulation Results in Their Moving to Colorado to Grow Pot on Public Land

" Under the authority of the US Justice Department's Cole Memo, federal and state law enforcement officials are closing down illegal marijuana grows on federal and private land in Colorado at the rate of one a week. While legalization proponents promised an end to the black market if Coloradans would legalize the drug, that hasn't exactly panned out." Marijuana Report.

Misinformation poses risk of harm.

<http://www.poppot.org/2015/07/09/american-epilepsy-association-statement-on-cdb-oils/>

Uncontrollable.

<http://www.theprogress.com/news/329708921.html>

Why the mad rush ?

http://www.denverpost.com/marijuana/ci_28390412/moment-truth-medical-marijuana

Pot Lobby and Pirate Capitalism - Big Pot.

<http://topdocumentaryfilms.com/cannabis-inc/>

2) *Greater Victoria School District No. 61*

Hi Shannon:

Thank you for checking back. The District would like to see a policy in place that is similar to that of zoning for liquor stores.

I hope that this information assists you.

Kind regards,
Nita

Nita McBurney
Superintendent's Department
The Greater Victoria School District No. 61
556 Boleskine Road
Victoria, BC
V8Z 1E8
Phone: 250-475-4162 Fax: 250-475-4112
nmcburney@sd61.bc.ca

3) *Greater Victoria Chamber of Commerce*

Sept 17, 2015
Mayor and Council
#1 Centennial Square
Victoria, BC V8V 1P6

RE: Regulating the Sale/Distribution of Medical Marijuana in Victoria.

Dear Mayor Helps,

Thank you for your August 27 letter requesting The Chamber's input on regulating the sale/distribution of medical marijuana in Victoria.

The Chamber supports a diverse and vibrant business community, one that will be attractive to outside investment, tourism, as well as to skilled workers and their families.

Illegal businesses- any illegal business- are not good business for Greater Victoria.

We appreciate there is work to be done on the legal mechanism for sale/distribution of medical marijuana via Canada Post as well as the prosecution of offenders. As B.C.'s second largest metropolitan area, the region has a voice to help meet the needs of those whose medical practitioners determine are in need of medical marijuana. We encourage the City of Victoria to support this issue as it unfolds across Canada and to contribute where and when appropriate to the formulation of sound public policy. We feel this is the only responsible and fiscally-prudent course of action.

To take any other action blurs the line between the issues of effective distribution of medical marijuana and the decriminalization of recreational marijuana, which may encourage illegal activities pertaining to recreational marijuana, increasing the burden on law enforcement, putting our youth at further risk, and amplifying the concerns of businesses articulated in your letter.

We commend the entrepreneurial spirit and passion of the legal marijuana-related businesses, such as those who provide advice on navigating the developing systems' complexities. We do not anticipate legal marijuana-related businesses to be contributors to the concerns of businesses as articulated in your letter. We sense the majority are related to both the sale, distribution and use of recreational marijuana as well as the illegal sale/distribution of medical marijuana.

Moving down the path of attempting to regulate an illegal business sets an inappropriate precedent and indeed may- through legal action or third-party actions- create a liability for the taxpayers of Victoria. The Chamber does not have the not have a mandate to promote illegal businesses, and we do not recommend the City of Victoria attempt to do so.

Yours truly,
Bruce Carter
Chief Executive Officer
Cc: Police Chief City of Victoria

4) *Trees Dispensary*

Dear Shannon,

My name is Alex Robb and I work for Trees Dispensary as Community Liaison, and as Assistant to the Managing Executive. Trees Dispensary has two locations in Victoria, one at 1056 North Park Avenue, and one at 2610 Rock Bay Avenue, which includes our Head Office. (We also have a third store in Nanaimo).

Shannon Topfer forwarded me your email and asked me to set up a time for meeting to provide input on the City's regulations for medical marijuana-related businesses. Shannon is no longer actively working with Trees Dispensary, and we thought it was best for me to reach out to you, and set a time where you could meet our General Manager, a store manager, and myself personally to provide input to the City on proposed regulations.

Trees Dispensary provides good jobs in the City, and employs over 30 people in full- and part-time work. This includes a dozen salaried employees, and several 'budtenders' that are professional, and highly knowledgeable on the uses of medical marijuana and the human endocannabinoid system.

We strive to be compliant with all applicable regulations and pay all applicable taxes and fees. Since we started in business in 2013, we have paid over \$200,000 in taxes to the Federal Government. We are a rapidly growing business, and last month was record sales month; our total revenues **Third party business information**

We want to be completely transparent to the City, and we want to do everything possible to assist the efforts to provide local regulation and licensing for medical marijuana-related businesses.

Let me first apologize for taking so long to respond to you. The days before we received your email, we underwent an informal audit conducted by the Canadian Association of Medical Cannabis Dispensaries (CAMCD), and our member in-take and record-keeping procedures were found to be insufficient according to their [required operating procedures](#).

The last two weeks we have been scrambling to put in place and train our staff on a whole new system for patient record-keeping, supply management, and point-of-sale. The same one used by the Victoria Cannabis Buyers Cooperative - [MJ Freeway](#). It has been a steep learning curve, but we as an organization have now completely revamped our admission protocols and membership tracking system, and put in place a procedure for maintaining a record of member's medical recommendations and diagnoses for use in an up-to-date member database. We have also begun a program of subsidizing users in dire medical and financial need, and a program for subsidized healthcare consultations with medical professionals in order to decide on the medical need of prospective members.

We would like to welcome you to come and tour our main office and learn about our protocols and procedures, and so we can provide input on the upcoming City regulations. I understand that the date the City is going to finish taking input is September 18th, but because we just revamped our system, and we would like to present to you what we think are best practices in the marijuana industry, we want to invite you to come check us out during our busiest time, as we are implementing this new system.

How is Friday, September 25 at 3pm for coming to see our facility and procedures? This is our busiest time of the week (Friday afternoon at the end of a month), and I thought it would be good for you to see our operation in full swing.

If you are unable to review our practices after the date the City is closing its period for collecting input, then perhaps we can arrange a time within this input window. In that case, how is this Thursday, September 17th? As a first shot at scheduling, how is 2pm?

We would invite you to come and check out our 2610 Rock Bay facility (which includes our dispensary and Head Office), any time that day that is convenient for you. Please suggest another time if 2pm does not work for you.

Or if you are very busy now, we would be pleased to come to the City Hall to meet with you. If this is a better option for you, please suggest a time in the next few days and we will be there!

Thank you very much for reaching out to us, and I look forward to meeting you in person soon,

Alex Robb
Community Liaison, Trees Dispensary
250 891 5971

5) Weeds Dispensary

Hi Shannon,

I am writing to address your letter dated August 27, 2015. Firstly, I commend the City of Victoria on taking a pro-active approach in exploring all options relating to medical marijuana businesses. As indicated in your letter, this shows Victoria has an interest in ensuring medicinal users have access to alternative medication to that of the pharmaceutical companies while mitigating community impacts. I would like to share my views and address points in your letter and hopefully this sheds some light on my outlook within the medical marijuana industry.

I believe the dangers of marijuana use have been greatly exaggerated for almost a century and most people in Canada do not believe in the reefer madness we were taught starting in the 1930's. We agree that marijuana or any other drug use such as alcohol or tobacco use is not for children. Adults have consumed BC Marijuana for decades with very little harmful impacts on the individual or society. I have a daughter whom I love, and is 22 years old and I would much rather her consume marijuana then to drink alcohol.

Weeds Social Club has a huge membership base in Victoria **Third party business** all of which are 19 years or older. All our members have provided us government picture ID and documentation to qualify them to use medical marijuana. We do not sell to anyone who does not provide us with a confirmation of a diagnosis which medical marijuana may be used as an alternative medicine or a membership card from a reputable dispensary. Every day we turn down people who try to sign up for recreational use.

Our club is in a perfect location where there is huge demand from people who have all kind of ailments and from all walks of life, including many senior citizens and people in wheelchairs. Thankfully gone are the days that people need to go to Centennial Park and buy pot from a guy who has weed in one pocket and crack in the other pocket.

I would like to address the list of community impacts as they relate to our business:

Increased foot traffic surrounding businesses

- We have a code of conduct that every member signs which states no consuming marijuana or loitering within a two block radius of our store.
- We also recommend medications be consumed in a private residence.
- We monitor this closely and will revoke a membership for breaking these rules.

- The majority of our customers have good jobs, patronize the local businesses, and our neighbors have expressed a increase in business as this increases their exposure in the community and is therefore a positive influence.

Nuisance to other nearby businesses, potentially impacting their customers

- This is a stereotype that indicates those who use medicinal marijuana are of a lower class and would impede one from conducting day to day operations. We have customers who are doctors, lawyers, teachers, retired police officers, members of government etc. Medical marijuana patients are no different than customers inside your local coffee shop.
- Bars and nightclubs have drunk rowdy people throwing up and fighting. Medical Marijuana dispensaries have calm, happy people leaving the store. :)

Odour, food safety and other health issues

- We take pride in our location and have implemented advanced technology to ensure there is limited to no odour.
- We treat our product under the same guidelines as food safe and employees wash there hands and wear gloves while packaging product.
- We ensure this is done in a clean and sterile environment. The backroom of our store is cleaned multiple times a day and we welcome a surprise visit at anytime.
- In regards to health issues, should an employee be sick, we provide them a day off ensuring our customers are not engaging with someone who can potentially pass on their ailment.

Exposure of young persons to the sale of marijuana

- We are a 19 + establishment and cite ID upon entry to our store. We have a sign on our front door citing age restrictions.
- If it is determined one is under age, we would request they leave the store and no sale would occur.
- Our policy is strict and we require Government issued picture ID and verification of medical ailment to become a member of our store.

- If any member were caught giving their medication to a minor they would be permanently banned and we would report them to law enforcement.

Infiltration of organized crime

- We do not have any affiliation with organized crime.
- I believe the vast majority of dispensaries in Victoria have no link to organized crime.
- We regularly communicate with the Victoria Police Department and they keep a close eye on the dispensaries in the city.

Sale to persons without medical need

- Until federal law is changed we only provide cannabis to those who have qualified for medicinal use.
- The system which the government has setup for medical cannabis does not work for majority of people who are in need.
- We understand that realistically some of our customers, as well as MMPR patients, who purchase from LP's, may use cannabis for recreational purposes. However we do not condone recreational use. Similar circumstances to those who are prescribed pharmaceuticals and may not precisely follow their doctors recommendations.

Addressing the concerns of the Victoria Police Department, we are in communication with Constable Healy and have taken measures to mitigate concerns as they relate to public, surrounding businesses and overall security. We have a minimum of three employees on at all times, twelve high definition cameras, a security alarm, panic buttons, two-way glass, safes, three phones, and a robbery prevention program in place. Our location is as secure as a bank. We have never had any type of aggression towards staff or robbery. In the event of an incident we would not hesitate to request the assistance of the Victoria Police Department.

We believe we are a positive business in the community. We are a equal rights employer and currently have ten local employees. We pay our employees a living wage and provide medical benefits. We are restoring the historic Sally's sign and have helped clean up the 1600 block of Douglas street. Our club also subsidizes phoenix tears to people who are suffering from cancer.

The support from the community has been amazing! We receive an immense amount of positive feedback from not only our members but the general public. I can honestly say that there is a massive amount of support for what we are doing and how city hall has dealt with dispensaries. We understand that unfortunately there is a small minority of people complaining about dispensaries but we wish these complaints would be direct rather than through the City of Victoria or the Victoria Police. This would allow us the opportunity to communicate directly, answer any questions of negativity and explain the dynamics as to not only how we operate, but why we operate! It also alleviates the workload of the City and Police as they can focus their efforts on more serious matters.

This small minority is always welcome to come to our store and have a discussion about the politics of medicinal cannabis. We believe doing so will take away from the “reefer madness” 1930's stereotype which has plagued the medicinal cannabis industry. A key point with this industry is to educate our customers and the naysayers as to the benefits an industry such as this offers it's community. It's about providing choice and giving consumers an option as to how they wish to medicate. We are proud to help people out in safe and fun environment while making the community a better place. I used to work at a nightclub, and I can tell you we had multiple incidents every week of people fighting, throwing up, aggression, vandalism etc. People leave a dispensary as they would leave a coffee shop. We have never seen this type of behavior in the two years I have been involved in this industry!

Weeds Social Club is a customer focused, reputable dispensary. Based on our internal metrics we believe we are the busiest location in Victoria. We have never had an incident nor do we allow smoking or vaping on premise.

I hope this provides some insight into our views and answers some of the key points referenced in your letter. Should you have further questions or wish to discuss anything, please don't hesitate to let us know! I would be happy to meet you in person.

Kind regards,

Shane Escher

6) *Green Dragon Medicinal Society*

Hi Shannon.

Just wanted to thank you and Kim Ferris for taking the time to meet with me yesterday respecting regulating medical marijuana related businesses.

Two things that I did forget to mention was firstly, the creation of a zone or zones where the sale of marijuana is prohibited, such as along Government Street from Belleville to Yates for example. I am certain there are areas within the City that Council would prefer to see as off-limits to the sale of medical marijuana and/or marijuana related products.

The second item is regulating the overall number of dispensaries either by per zonal areas such as Stadacona, Fernwood, Harris Green or what have you; or by capping the total number of dispensaries whereby new facilities can only open by either purchasing an existing facility license or after a facility closes. A cap on the overall number is one way to provide regulatory control.

I look forward to receiving further information from the City as they develop a regulatory framework for medical marijuana.

Regards,

Robert W Bradbury

7) Downtown Victoria Business Association

October 22, 2015
Mayor Lisa Helps & City Council
City of Victoria
1 Centennial Square
Victoria, B.C. V8W 1P6

Dear Mayor Helps and Council,

Re: Medical Marijuana Dispensaries in Downtown Victoria

The Downtown Victoria Business Association appreciates being consulted on the complex matter of licensing medical marijuana dispensaries in Victoria. While it seems that the federal government will legalize the sale of marijuana, we understand that it may be up to the municipalities to closely regulate the establishment of stores selling product.

At the end of last month, we carried out an online survey of our members. Six questions were posed, with the responses to the following two questions being of most interest and relevance to the question of dispensaries in Downtown Victoria. In reply to the question about whether businesses supported increased regulation of medical marijuana-related businesses in Victoria, 67.44% replied 'yes' and 32.56% replied 'no'. In response to a question if medical marijuana-related businesses were having an impact your business, 79% of business owners said 'no' and 18.60% said 'yes'.

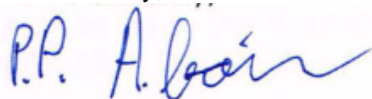
One theme that emerged overall was the need for clear regulation around these businesses. Some spoke of their concerns that the stores are being accessed by those who do not need the marijuana for medical purposes; others complained about the odour and felt these businesses bring down the image of our city. But many felt frustrated because these businesses do not presently pay business license fees they personally do, and felt that this was a particular injustice.

There were a significant number of respondents to our survey who felt these businesses have a positive impact and that less empty storefronts and more paying customers in the downtown core are of overall benefit. However, even some of these respondents, felt the lack of licensing and regulation was problematic. Many felt that while these shops take purchases out of the hands of street dealers and back alley transactions, they expressed frustration about businesses operating illegally.

Given the spirit of survey responses in the realm of rules and regulations, the DVBA requests that City Council establish licencing fees at a level which is in direct relation to the revenue streams anticipated from such businesses and that it create regulations which limit the negative impacts on downtown businesses and the residents of Victoria. These regulations should focus first and foremost on the concentration of businesses (liquor control standard may be a logical starting point), odours coming from such businesses (no external odours coming from businesses), the exterior appearance of these businesses (frosted glass frontages is not enough, there must be aesthetic standards as well), and that smoking marijuana in public places be included within the no-smoking regulations recently passed by Council. We believe it would be wise to confer with municipal and business representatives in Washington and Colorado about the effectiveness of their regulations. We have started to make enquiries through our

Business Improvement Area counterparts in the United States and will keep you apprised of this progress.

Yours sincerely,

A handwritten signature in blue ink, appearing to read "P.P. Albin", is written over a light pink rectangular background.

Kenneth Kelly
General Manager

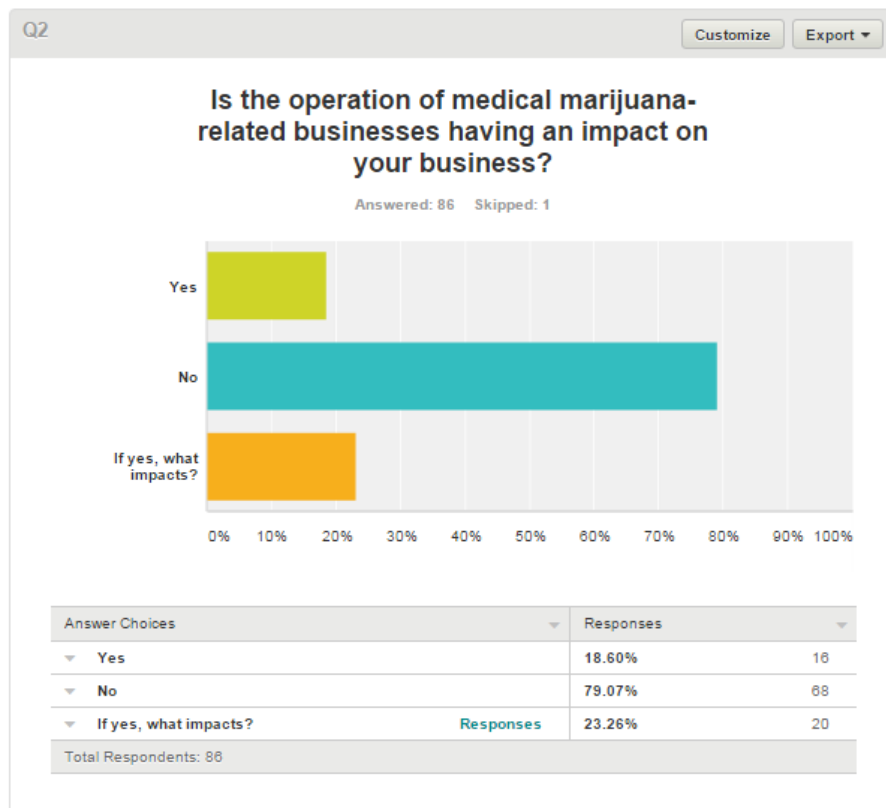
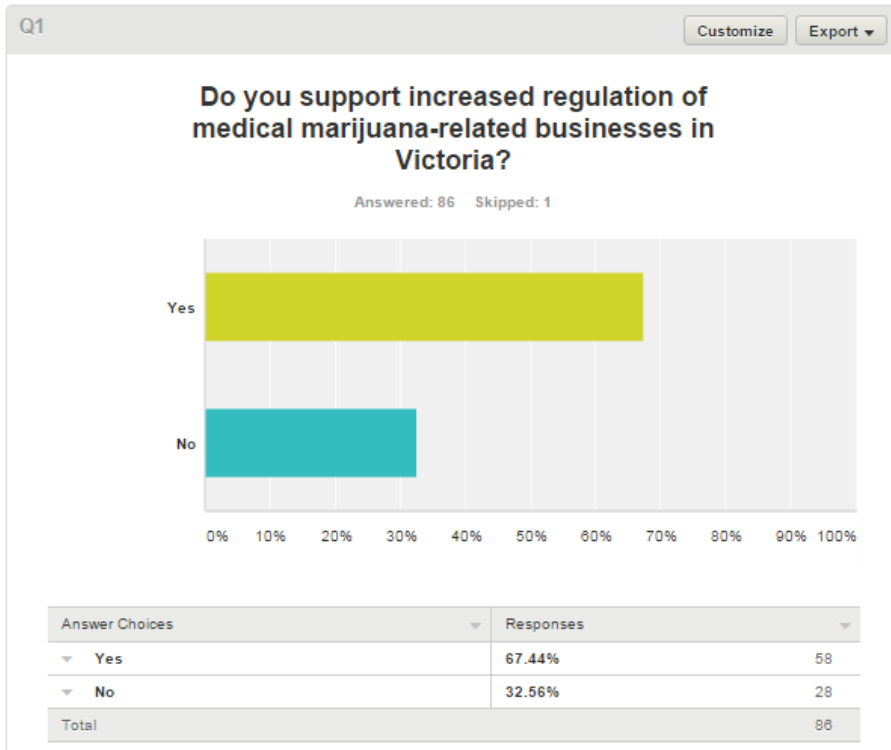
Downtown Victoria Business Association Survey

The Downtown Victoria Business Association surveyed for their members. The survey was sent to their over 1,000 members. Eight-seven responses were received.

67% of the responses support increased regulations of medical marijuana- related businesses in Victoria. 79% said the operation of medical marijuana-related businesses was not having an impact on their business. 52% said the operation of medical marijuana-related business is having an impact on Downtown.

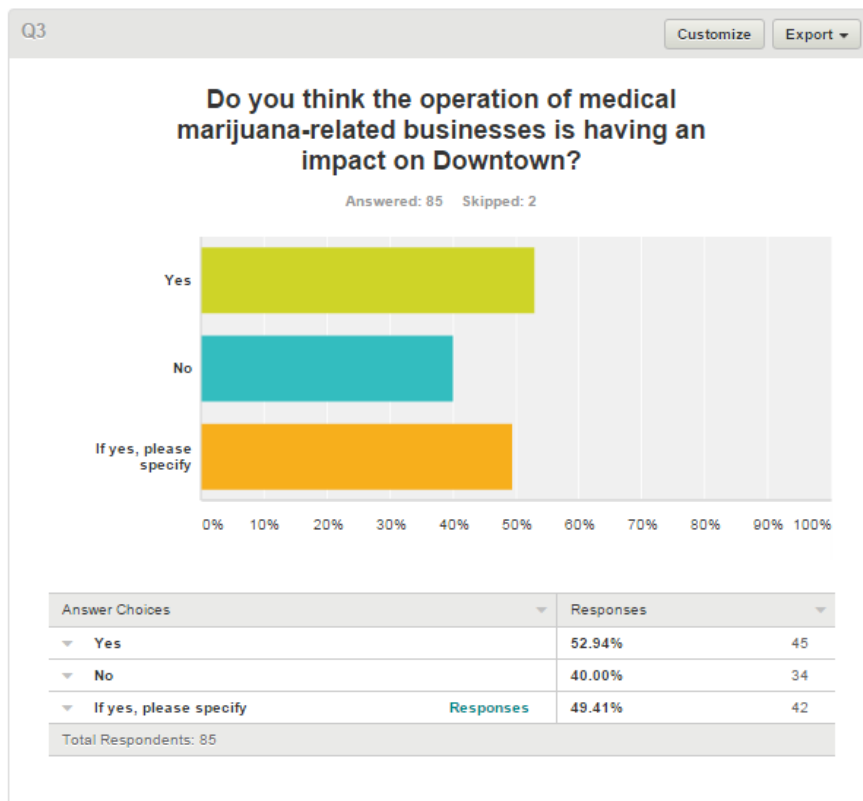
The concerns of greatest importance included: sale to person without a medical need, security concerns, concentration of dispensaries, exposure to young people, infiltration of organized crime and increased loitering.

The complete survey follows here.



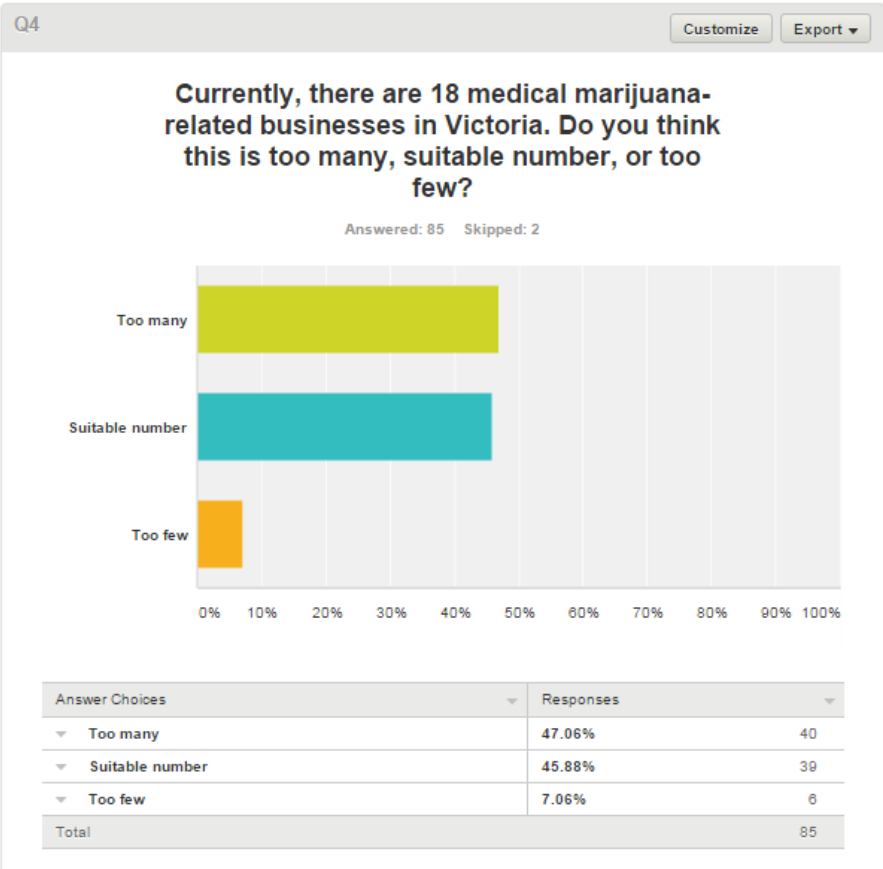
- They fail to pay business, corporate, etc taxes AND they are illegal. Why should my business pay, when we are legal?
- These businesses are contributing to the demise of beautiful Victoria.
- Not yet but if it is to expand into my area many of my customers would not like it nor would I.

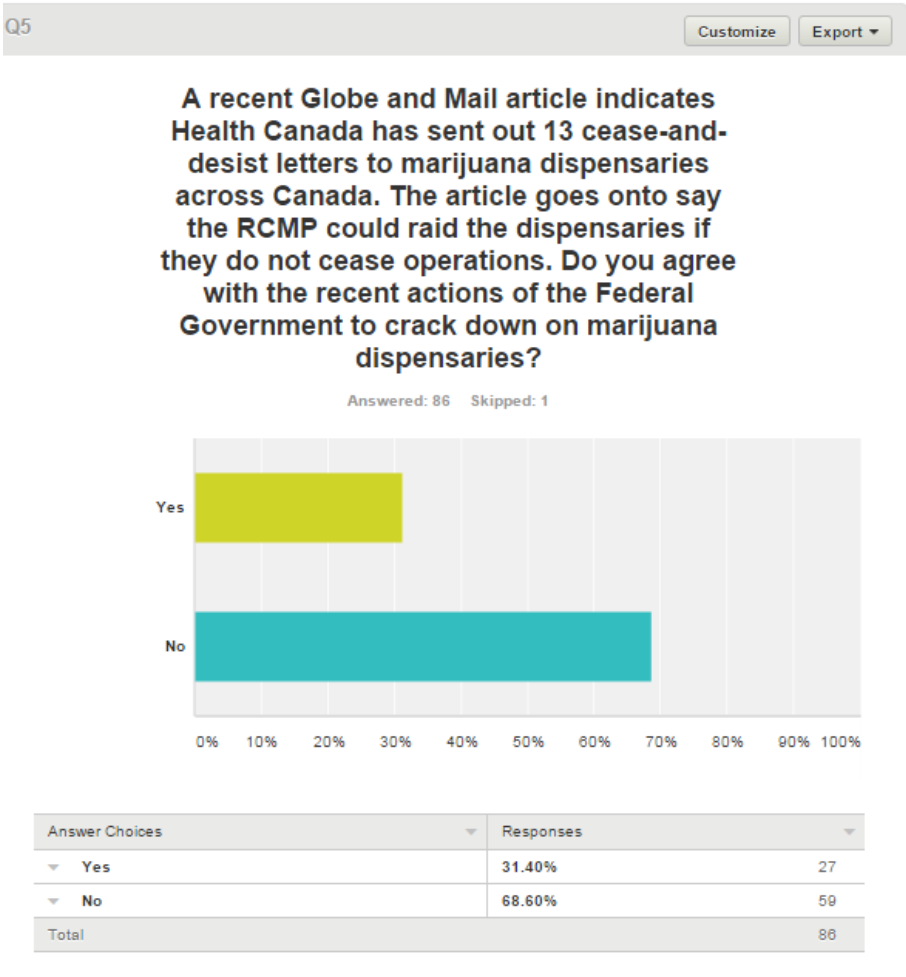
- It is hard to say but we are seeing a lot more security issues in our building that usual for time of year.
- People buying up the street and smoking by our offices
- Customers seem to disappear between 4:15 and 4:25pm
- Increased loitering around our store, especially in the shared area behind the stores (adjacent to View St Parkade back entrance)
- it brings more people to the neighbourhood who spend money
- Unfavourable image of drugs / users, etc in the downtown core
- Customers have voiced to me that they fear coming downtown to shop because of the amount of drug abuse going on, on the streets and in public places 24/7.
- There have been no impacts. People are not passed out on the front step like they were when the needle exchange was open.
- Positive impact
- Brings down overall image of the city, our street our youth. Drug use and related crime is huge issue not being attacked only maintained.
- While empty storefronts are not good, sudden absorption by these unregulated businesses forces rents higher for all businesses and retailers. Vacancy is a good thing in a market.
- the areas around these shops attracts "unsavory" persons who loiter near these shops
- Bringing new customers to the downtown core
- Interested in leasing space from me
- It does not seem to be a crime to wande around high, but drunk no
- Positive! The more thriving business in Downtown Victoria the better.
- It's a positive thing. Most of our patrons have used marijuana at some point. They are happy to be able to purchase without dealing with criminals in dark corners.



- more taxes paid. less drug dealers. safer for the pot heads. lets figure ojt hoe dondonthis before the feds shut them down
- The number of marijuana-related businesses MAY be an influence on how people perceive downtown safety. I think the businesses should be spread out over the city
- Seriously?
- I think it will if it there are too many. I think parents who are teaching their kids to make good choices will avoid downtown. I happened to go into one of these stores last weekend and 3 teenagers were in there looking at the marijuana and a couple in their 20's. I believe that marijuana oil etc has benefits for people who are ill but I don't agree with smoking it just too get high especially in our young generation whose still growing and developing.
- Again - hard to say but if we are trying to be a metropolitan city we are not driving the appropriate customer to our destination.
- As with any new business, it will bring more people downtown.
- having some negative impact and that may ncrease if too many of these pop up. Needs some regulation and control.
- I think the sales of snacks has greatly increased at all the corner stores in the downtown core.
- They are ugly, they still represent a grey area of the law and much like Liquor stores are not a desireable type of business to have in the forefront of people's eyes.
- it brings more people to do business, you don't survey about bars, late hours, people drinking
- positive. leasing previously vacant spaces. increasing foot traffic. tive.
- as above
- Increased retail occupancy is a great thing for downtown
- A positive impact if any. I bet the bakeries and snack shops would see an increase in business nearby
- don't know. and for question #4, do you mean Victoria or CRD? I have no idea if this is too many, enough, too few.
- I beleive that providing access to a commonly used medicinal treatment clears the need for interaction with illegal dealers on the street. These interactions often lead to unnecessary trouble and further stress upon a patient who may truly be in great need of access to appropriate medication. Further regulation is supported in order to ensure that these dispensaries are not operating in a an inappropriately illegal manner.
- Too many of such shops sets a particular tone in the downtown. Let's face it, that is out of whack, surely, to the number of people in our population that actually need medical marijuana.
- Frankly it make me not want to pay my licence fee. We have now created a new class of business that is in fact illegal.
- POSSIBLE TYPE OF INDIVIDUALS IT BRINGS, HOW DOWNTOWN WILL BE PERCIEVED BY VISITORS
- Less street, blackmarket sales, maybe? Where is the marijuana coming from to supply dispensaries? I bet it is black market!
- It is turning our downtown into a place to get high anywhere, everywhere, anytime. Parks, on streets walking around, on benches in front of City Hall. Very embarrassing.
- More traffic and customers to downtown core. Helping fill countless empty retail spaces.
- Less for lease signs
- It's like a dark shadow taking over our beautiful city

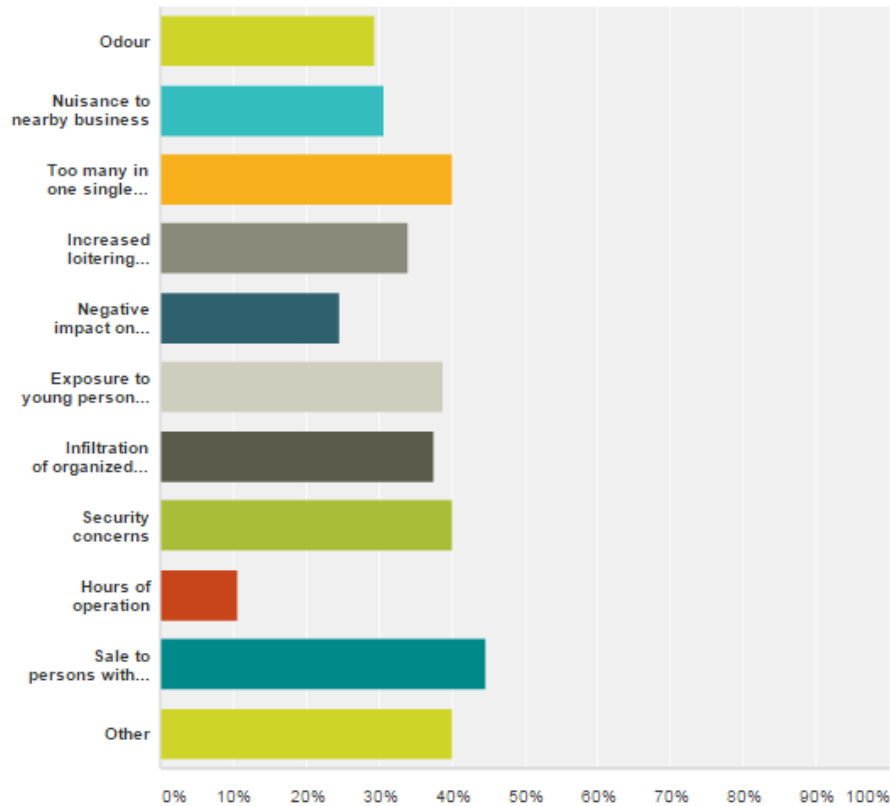
- As noted above. As well, from my adult kids I know that any drug is ready available for anyone. Both are in shock at what they experience at parties. Anything!!! maintaining and supporting this sick drug and crime culture is cruel. A customer told me: No they won't react against drugs because they all like it too much. So true.
- Shaded windows, bars, limited access businesses are unsightly and do not better the atmosphere on a block.
- Positive: Storefronts being used; higher vibrancy to downtown, more foot traffic. Negative: smells, taxes not being paid, business licenses not being obtained, illegal operations often included
- Several empty storefronts now have medical marijuana related business tenants with tenant improvements, etc.
- Businesses that were located next to these locations are now vacating those locations
- Giant neon weed leaf signs look bad to tourists, and people are hanging nearby/loitering, smoking (like in Centennial Square, across from the one on Douglas/Cormorant)
- not yet
- Whether it is simply more general use of it or sales through marijuana related businesses, there is an odour virtually everywhere once walks in downtown from users.
- positive
- Helping to bring new customers downtown
- If anything I feel it is a positive. It allows people to buy marijuana for medical purpose vs buying illegally, which decreases street sales.
- Shows the progress into the contemporary world. That we don't discriminate.
- Yes, but I do not think it is a negative impact.
- It is bringing the wrong types of people downtown, we have enough homeless and drug addicts and it is getting really bad
- Taking cannabis sales off the streets
- Duh!
- Positive! Less empty storefronts. More business downtown is good for everyone
- Again it's a positive thing. It has removed a number of criminal elements who were not doing anything good for the City.





**What are the impacts or concerns of greatest importance to you in relation to medical marijuana-related businesses?
(Please check all that apply)**

Answered: 85 Skipped: 2



Answer Choices	Responses	
Odour	29.41%	25
Nuisance to nearby business	30.59%	26
Too many in one single concentration (block or street)	40.00%	34
Increased loitering surrounding business	34.12%	29
Negative impact on business sales	24.71%	21
Exposure to young persons to the sale of marijuana	38.82%	33
Infiltration of organized crime	37.65%	32
Security concerns	40.00%	34
Hours of operation	10.59%	9
Sale to persons without medical need	44.71%	38
Other	40.00%	34
Total Respondents: 85		

- Tons of people already smoke the stuff. Let's make it like alcohol. Make a strain that does not stink. Treat second hand smoke more seriously than tobacco second hand smoke. Location of the business is very important
- If someone requires a medication because of a doctor diagnosed health condition and if the prescription is for medical marijuana then it should only be prescribed by a doctor and dispensed through a normal pharmacy like any other medication. How complicated is that?
- These businesses should be in discrete locations where you have a prescription to acquire.
- I believe this is illegal so yes to all.
- seems a pretty bad barometer if this is the only viable biz for downtown. look at all the empty store fronts.
- I have none. These people pay rent, draw people in to shop and sell to average members of the community. I think anyone filling vacant spaces Downtown is valuable. I'm more concerned about the open usage and sale of Meth and Crack on our streets. I live and work downtown, I see it every day. Let's not waste energy on negligible issues, when the large ones escape any sort of solution.
- Our business minds it's own and others should too.
- I see this as a step towards legalisation which I consider a good thing.
- People really need to stop asking me if I sell pipes. No ... no I do not.
- I have no objections to the sale of marijuana, medically supervised or otherwise. My only concern is that an increased proliferation of dispensaries creates a poor impression of our downtown area, and makes the downtown less appealing to shoppers and tourists.
- I think it is still early for a complete free for all on this type of business. There is no regulation on the way these businesses can operate, how they operate and where. They don't pay taxes, they don't pay for business licenses and there is no standard in appearance in which they have to abide. Because they operate in the grey and their books don't have to balance they have no real motivation to report crimes against them. This leaves them open for crime to be committed against them .
- you listed no positive impacts like more people doing business and shopping - you've already decided it seems
- None of those ... No different then a brewery, coffee roaster, etc ...
- The city could be benefiting from this through increased cost of business licenses and other tax incentives but they are not. I am concerned about the lack of profits.
- change in ambiance of the neighborhood. Unattractive to general public
- No concerns really. And on a personal level I walk by at least 2 or 3 each day on my way to work with little to no awareness that it is even there. Not really a big deal from my perspective. Bars on the other hand can often prove to be more challenging and dodgy. Just my two cents.
- This question is leading. There is no option to say I have no concerns.
- We are entering the 21st century, time to get over this issue and leave adults to their own devices!
- I know for a fact that "ma and pa marijuana" operations supply marijuana to downtown Victoria and Saanich (yes they exist too, cops need to look in residences). Why do I pay taxes again?
- Your info is not up to date. There are over 30 operations selling. The Federal Government only sent out 13 letters because that was the info they had at that

time. They are behind in gathering info. Over 100 in Vancouver and 30 in Victoria. They probably don't have up to date lists because many of these shops are, most likely, operating without proper registered business licences. Also, how are they able to obtain LEGAL leases in storefronts when they are selling ILLEGAL DRUGS???

- I don't have any concerns. I have seen them increase (I live downtown), and am not noting that there is an increase in anything. Dispensaries are not a problem. I walk all times of the day and into late evening early morning. Alcohol is more of a problem than marijuana. The sidewalks reek in summer from people peeing everywhere.
- Helping the downtown core by bringing revenue and less vacancies. Who cares! Stop thinking in the past.
- I have not observed these problems and I work downtown.
- None of the above. I do not have any problem with these people doing business in the city of Victoria. I personally have smoked marijuana since I was fifteen. I am now fiftyseven. Time for some changes.
- Too much federal meddling. Make it legal and then deal with the business end of it.
- Reflects city's values to tourists
- To me, most are covered up dealers, for 'health' use. In the meantime, they are in the circle of drug users of all kind which creates higher sales and bad business opportunities. Medical M is just a coverup. I never touched drugs and never will not even if I will ever be in pain. Just lame excuses. Look at the young people in town, losing proud and dignity, no or low fitness. The "I don't give a damn" attitude is all over, not only in Victoria. Clean it up! is what I say. Being offered drugs for a coffee, our tip jar got snatched this weekend, I get offered drugs on the street...very very sad!!!
- This is business....what problem?
- I find this question very assuming. I have no concerns. If they are following whatever rules/regulations there are, then who are they harming? Let them do their business.
- I personally feel that medical marijuana stores are no different then a pharmacy, if not better because marijuana doesn't have the terrible side affects that so many prescription drugs have and if grown naturally it is organic.
- I have no problem or concern with medical marijuana-related businesses.
- These are illegal operations and should be shut down completely.
- I'm not concerned about any of these. More business downtown is good. More business downtown to tax is good. Less street corner drug dealer is good and they are truly the only people that this is having a negative impact on. Totally legalization would be great for tourism too!
- All of the above concerns exist whether the marijuana is sold legally or illegally. The important difference I am aware of is the removal of a criminal element, and the introduction of taxable retail.

Survey

586 online surveys were completed. It is important to understand that this survey was not broadly promoted and is not representative of broader community feedback.

The survey asked one main broad question: "Please share your comments regarding new potential regulations for medical marijuana-related businesses operating in Victoria. What concerns do you have? What should be considered as draft regulations are developed?"

Over 80% of survey respondents seemed generally supportive of moving towards the regulation of medical marijuana-related businesses. Approximately 10-15% of the respondents were quite concerned with the City's idea of regulating medical marijuana-related businesses.

For those in support of regulating this business sector the most often cited benefits included:

- Many residents in Victoria have a real medical need and access for those with and without prescriptions, greatly increases their quality of life
- Purchasing medical marijuana through a dispensary is much safer than getting it on the streets
- New tax revenue could be used to build a better community
- Some dispensaries already have very good systems in place

People in support of regulations said that these topics should be considered as regulations. In order of what was shared most frequently:

- Regulations are needed, could be similar to liquor or tobacco stores, all need a business license and need to follow rules
- Age restrictions: 19+ or 21+, ID needed for all transactions, large fines for selling to minors
- Security measures needed: could include criminal record checks, cameras, lighting, minimum two staff at a time, bullet proof glass
- Limit the number of dispensaries in Victoria
- Location of dispensaries: keep them away from schools, community centres, day cares and playgrounds
- Product quality control and labeling: testing and content information
- Should focus on access for people with a medical need
- Discreet signage/ limitations on advertising
- Allow for a variety of products: edibles for example are an important product for people with medical needs
- Many people are price sensitive in what they can pay: be aware of fees
- Control odours with ventilation requirements

For people with concerns about the City regulating medical marijuana-related businesses the most often cited concerns included:

- If marijuana is illegal in Canada, why is Victoria developing regulations for the sale of it?
- Don't encourage recreational drug use- what other drugs will be next?
- Odour
- Negative health impacts from the use of marijuana, benefits not medically proven
- Quality of products sold in dispensaries is not always monitored

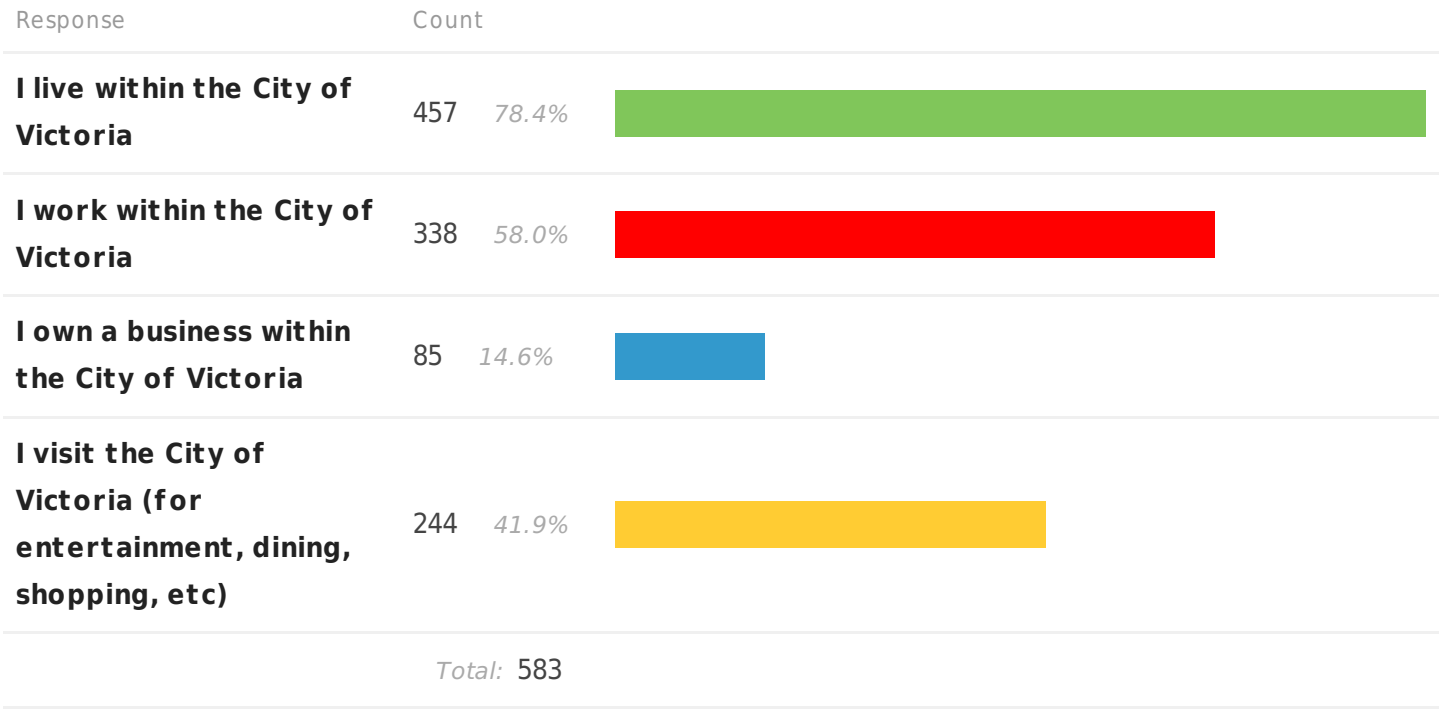
People with concerns about these regulations said that if regulations are developed these topics should be considered. These are listed in order of what was shared most frequently:

- Medical marijuana should only be sold by licensed pharmacists
- Medical marijuana should only be available for people with proven medical need
- Only support current access system under Health Canada- find a way to encourage one Health Canada approved office per neighbourhood















The complete survey follows here.

Medical Marijuana September 2015

1) Please select all that apply:



2) I am a resident of:

Response	Count	
Victoria West	42 7.2%	
Burnside Gorge	25 4.3%	
Downtown	33 5.6%	
North Park	42 7.2%	
Harris Green	13 2.2%	
Hillside/Quadra	57 9.7%	
Oaklands	18 3.1%	
Fernwood	58 9.9%	
North Jubilee/South Jubilee	17 2.9%	
Rockland	18 3.1%	
Gonzales	6 1.0%	
Fairfield	55 9.4%	
James Bay	48 8.2%	
<u>I live in another municipality. Please indicate where:</u>	154 26.3%	
<i>Total: 586</i>		

Saanich

Oak Bay

north saanich

Gulf Island

Sooke

Saanich

Sooke

00000

Langford

Oak Bay

Qualicum Beach

Saanich

Esquimalt

view royal

Saanich

Dawson Creek

Saanich

Saanich/Camosun, on the border of Victoria (i.e. I cross the street and it's Victoria)

Oakbay

langford

Duncan

Langford

Esquimalt

Saanich

Shawnigan Lake

Saanichton

esquimalt

Calgary

Langford

Shawnigan Lake

East Central Alberta

Nanaimo

Nanaimo

Westshore

Saanich

Langford

Esquimalt

Saanichton

Langford

Saanich

Nanaimo

Saanich

Saanich

Saanich

Colwood

Sidney

Colwood

Esquimalt

Oak Bay

The Saanich panhandle - one side of our street is North Jubilee, the other is Saanich.

Saanich

saanich East

North Cowichan

Saanich - Glanford

Saanich

Sidney

Portage Inlet (Saanich)

Esquimalt

Saanich

Westshore
Esquimalt
Saanich
Oak Bay
Highlands
Colwood
Shawnigan
Sooke
saanich
Saanich
oak bay
Saanich
Nanaimo
Oak bay
Oak Bay
saanich
Saanich
Saanich
Oak bay
colwood
saanich
Saanich-Gordon Head
Southern Gulf Islands
oak bay
Saanich
Saanich

Saanich

Gordon Head

Langford

Colwood

Nanaimo

Saanich

Winnipeg Manitoba

Langford

Saanich

saanich

Saanich

Gordon head

Saanich west

Oak Bay

Oak Bay

Oak Bay

Westshore

Saanich west

Saanich/carey

Saanich

Shawnigan Lake

North Cowichan

Toronto

Langford

Esquimalt

Isartup

Duncan, but I visit Victoria at least once a week.

Duncan

Saanich/Victoria border

municipality of saanich

Saanich (Gorge Tillicum)

Langford

Colwood

Esquimalt

Nanaimo

shawnigan lk

Landford

Langford

Saanich

Saanich

Saanich

colwood

Nanaimo

Duncan

Saanich - just 1 block north of Hillside Mall

Saanich

near uptown

Saanich

Highlands

colwood

Sidney

Sidney

Gordon Head

Saanich

nanaimo

Gordon Head

Saanich

Duncan

Metchosin

saanich

Colwood

Saanich

Saanich

Saanich (Royal Oak)

Langford

Colwood

Colwood

Langford

Esquimalt

nanaimo

3) Please share your comments regarding new potential regulations for medical marijuana-related businesses operating in Victoria. What concerns do you have? What should be considered as draft regulations are developed?

Response

Count

547 responses

I support the current system under Health Canada. Residents should have the option to have local

consultants write prescriptions in healthy, safe offices. I don't support the retail of medical marijuana from store fronts in Victoria.

get some tax money from it and use it to help get property taxes down for commercial tax payers.

I am concerned about apparent conflicts between federal regulations and potential municipal regulations creating confusion. Absence of effective federal regulations creates risks of unreliable (unsafe) product as well criminal activity.

At present it is up to the individual marijuana dispensary to determine if a customer has a "medical need." As these businesses are illegal there are no standards or regulations that specify what a customer must provide to prove a "medical need." It is up to the individual dispensary to decide what they will accept from clients which can range from a medical document filled out by a medical doctor to a simple "declaration" signed by the client stating they have a medical need (with no proof provided). It is arguable that the majority of marijuana dispensaries sales are to "recreational users" without a demonstrable medical need. Dispensaries are lucrative businessss and it is clear that their proliferation has more to do with profit than compassion for patients. Patients with a true medical need can access medical marijuana through a licensed commerical producer who is licensed and inspected by Health Canada. My concern is that municipal regulation is not able to address the recreational sales from dispensaries. I think the general public is unaware that dispensaries are illegal businesses and in violation of federal drug laws.

The impact on the oldest dispensaries, and any restrictions on edibles/derivative products

Smart Approaches to Marijuana Canada opposes any move that would see the City of Victoria issuing business licenses to illicit operations, including marijuana dispensaries on the basis that a civic government should focused on upholding federal laws and directing law enforcement to maintain a safe and healthy city. Legal challenge: It remains an open question as to whether or not the actions as outlined in this proposal if acted upon would amount to civic employees being deemed to be aiding and abetting criminal activity or conspiring to violate federal laws including the criminal code of Canada. It remains open whether charges could be brought now or in the future against civic employees or others in relation to this course of action. Why would the city administration take this risk and a direction that the Federal Minister of Health Hon Rona Ambrose has very clearly said : DO NOT DO THIS. Politics and an Inappropriate Partisan Move: This country is in the middle of a federal election and the country is also awaiting a Supreme Court decision on the issue of whether or not individuals will be able to grow their own marijuana for medicinal purposes. Bringing forward this plan at this time displays poor judgement and leaves the city open to being criticized for involving itself in federal partisan politics unnecessarily and for using the serious issue of public health as a political football. Consumer Safety: Our organization further opposes any plan that would see Victoria's Mayor and Council taking steps that would "legitimate" illegal entities or create a false sense of security in the minds of citizens/taxpayers in regards to the ability or willingness of these illegal operations to comply with basic standards of consumer product safety measures or obey any law or regulations that go against their basic agenda - which is to make money by promoting the use of marijuana. These illegal organizations have shown themselves to be willing to flaunt the laws of Canada, and to disregard the medical establishment and the fields of pharmacy as well as rehabilitation and addiction recovery. They have also shown a disregard for law

fields of pharmacy as well as rehabilitation and addiction recovery. They have also shown a disregard for law enforcement and consider themselves to be a separate "culture". They support, encourage, promote and profit off untested and experimental drug use with the full knowledge that this is an addictive drug and is not without other serious risks of harm upon use by any person at any age and of any condition. They have also been willing to contravene the criminal code of Canada and advertise their products and have published claims of medical benefit of their products that cannot be substantiated by evidence based science. This blatant disregard for the interests of the public should see them charged under provisions under the Criminal Code of Canada as has happened in other Canadian jurisdictions - Parksville, Nova Scotia, Winnipeg, Edmonton most recently. Those who assist them in their pursuit - such as landlords should and have been warned of the penalties under the Criminal Code of profiting from crime and the civil forfeiture laws. These operations are beacon for crime, with evidence of muggings by individuals going to and from, smash and grabs and other criminal activity within their proximity. Abuse of Marijuana for Medical Purposes - the key challenge against the dispensaries. Most users of marijuana for medical purposes started using before the age of 19. The risk is that youth will be supplied with marijuana from these outlets, as evidenced by other locations. One study by researchers at the University of Colorado found that about 74% of teens reporting using marijuana they had obtained from a medical-marijuana license holder. In Colorado, 48.8% of adolescents admitted to substance abuse treatment obtained their marijuana from someone registered to use medically and had used it on average 50 times. Diversion of medical marijuana is common among adolescents in substance treatment. The data support a relationship between medical marijuana exposure and marijuana availability, social norms and frequency of use, substance-related problems and general problems among teens in substance treatment. 2011 study in the Journal of Drug Policy Analysis after examining 1,655 medical marijuana applicants in California, few of them had a diagnosis of cancer, glaucoma, MS, or any other serious illness for which marijuana might provide some relief. Colorado 1% of purchased marijuana for medical purposes is reportedly obtained by individuals with MS. The Colorado Department of Public Health and Environment and the Oregon Public Health Authority reported only a small proportion of medical marijuana users report use for cancer or HIV/AIDS or glaucoma. A study of California medical marijuana patients found that the average user was a 32 year old white male with a history of alcohol and substance abuse and no history of life-threatening illnesses. Reasons given for use were relaxation, arousal, happiness and stress. Only 5% of people in medical marijuana programs have cancer, HIV or glaucoma. What I determined through closer examination is the cry for medical marijuana is simply a Trojan horse to create a new Tobacco industry. Patrick Kennedy Former Congressman. Risk of Contamination: We further oppose the licensing of "drug" dispensary operations that expose consumers to significant harm including an increased risk or threat of E-coli and salmonella - with special concern for the most vulnerable of users - those with immune suppression including those individuals suffering with HIV/AIDS. Not providing the risks of harm These illegal operations are not consistently providing the list of contraindications to their customers, posing risks to those planning to start a family or who are at risk for cardiovascular issues. (French studies have shown: heart/risk youth) or other conditions identified by Health Canada and the medical community that people should be alerted to. The dispensaries are not providing this information to their patrons. Shatter and High Potency In 2004 the average level of THC in home grown Dutch marijuana was 20.4% it became such a mental health issue that in the Netherlands cannabis with more than 15% THC was reclassified. This potent marijuana is not allowed to be sold in weed-selling coffee shops. 70% of all Dutch towns have adopted zero tolerance policies toward cannabis cafes. The Drin Society of BC is calling Shatter on their facebook page.

tolerance policies toward cannabis sales. The Rain Society of BC is selling shatter on their facebook page - a very potent concentrates marijuana that other law enforcement in other parts of the country are warning people about. Tax Aversion The abuse rate has led California to back track on the number of dispensaries available in an attempt to curtail the access of marijuana for recreational purposes. In Colorado the same thing is happening. The state governments are also making efforts to stop the diversion of recreational users from accessing much cheaper marijuana for medical purposes - tax differentials significant incentives. Experience closes dispensaries. In California as of August 2012 there were bans against marijuana dispensaries in 26 counties and 247 cities, with moratoriums on dispensaries in 9 counties and 80 additional cities. Only 98 counties and 53 cities allow for dispensaries. Percentage bans or moratoriums 79.1% counties and 86.1% of cities. Colorado bans - as of 2015 321 total jurisdictions 228 or 71% prohibit any medical or recreational marijuana business, 67 or 21% allow any medical and recreational business, 8% allow either medical or recreational but not both. Evidence that dispensaries harm business. Presentation to Mayor and Council San Jose - complaints from businesses and citizens.

[http://sanjose.granicus.com/DocumentViewer.php?](http://sanjose.granicus.com/DocumentViewer.php?file=sanjose_44a0bd3bd438a66b94b371228a35d690.pdf&view=1)

[file=sanjose_44a0bd3bd438a66b94b371228a35d690.pdf&view=1](http://sanjose.granicus.com/DocumentViewer.php?file=sanjose_44a0bd3bd438a66b94b371228a35d690.pdf&view=1) Transcript from San Jose in California - wherein citizens brought to Major and Council strong evidence against the ongoing operating of dispensaries. In the statements you hear doctors, dentists and other business owners complaining about a loss of business and their damages due to the proximity of dispensaries. In Gilroy California a dance studio was forced to move after parents refused to bring their children to classes as a dispensary had opened within close proximity. Disregard for evidence based science and the practice of Quakery - medical advise without evidence based science. These dispensaries have also shown a blatant disregard for the evidence provided by reputable science - science that establishes the potential dangers of the use of marijuana to the body and the mind. There is indisputable evidence that marijuana is not safe for human consumption, especially if smoked. Denying the existence of such science is a very serious offense to the health and safety of the general public, - most importantly to the young. The public should be protected from false and unsubstantiated claims made in regards to the benefits of marijuana products that could delay individuals seeking and obtaining appropriate medical attention for legitimate health concerns. The Federal Government provides access. The Federal Government of Canada has provided under the MMPP - Marijuana for Medical Purposes Regulations - conditions for a secure and efficient system that provides access to marijuana - there is no need to put the taxpayers of this city at risk of participating in a program that see the truly sick exposed to inferior, or riskier products and that due to their Seattle Bans Medical Marijuana Operations Seattle Times Editorial: The world is watching Washington's historic experiment with marijuana legalization and we are screwing it up. December 6, 2014 : The city already has a law but that bans major medical marijuana operations from opening after November 2013. (Recreational marijuana is taxed at a much higher rate than medical marijuana - and the state is losing monies by the diversion to medical) But there is no excuse to ignore existing authority, including criminal charges against black market dealers masquerading as dispensaries. The Canadian Governments Position: March 31, 2014 Ottawa, ON - Marijuana is not an approved drug or medicine in Canada and has not gone through the necessary rigorous scientific trials for efficacy or safety. Health Canada does not endorse the use of marijuana, but the courts have required reasonable access to a legal source of marijuana for medical purposes. As a result, the Government of Canada believes that this must be done in a controlled fashion to protect public health and safety. Over the last several

months, Minister Ambrose has been reaching out to the medical community to work together to address common concerns around the use of marijuana as a treatment, including the lack of dosage guidelines and appropriate health cautions. Health Canada is working with provincial and territorial medical and nursing licensing bodies to increase the information provided to them on how doctors and nurse practitioners are authorizing marijuana and in what quantities. In addition, Minister Ambrose has directed Health Canada to work with secure commercial operators licensed to produce marijuana to enhance information-sharing with regulatory oversight bodies on how doctors and nurse practitioners are authorizing the use of marijuana. We expect these new measures, including information on dosage guidelines, educational material and increased oversight, will decrease the potential for over prescribing and negative health impacts. Quick Facts Marijuana is not an approved drug or medicine in Canada. The Marijuana Medical Access Program, introduced in 2001, went from a few hundred people to almost 40,000 which created consequences for public health, safety and security, as a result of allowing individuals to produce marijuana in their homes. We heard from local mayors, fire chiefs, police officers and community members that there were serious health and safety concerns about the old program. The medical community has asked the Government to work with them and share information. There are potentially serious harmful effects from using marijuana beginning at a young age and it should not be promoted. Youth are especially susceptible to the negative effects of marijuana use, including harmful effects on mental functioning and mental health including psychosis and schizophrenia. "Medical regulatory authorities have serious concerns about prescribing a product like marijuana that is not an approved drug. Since marijuana can nevertheless be prescribed, it should be done in a way that allows us to exercise our duty to act in the public interest. We are encouraged by the direction given to Health Canada that licensed producers will share information about physician prescribers with us so it can be reviewed for quality assurance and complaint processes." Rocco Gerace, MD President, Federation of Medical Regulatory Authorities of Canada "As public health advocates, we stress the importance of making clear to the public and to policy makers that marijuana is not a harmless drug, but an increasingly potent and addictive one that can harm school and work performance, brain maturation in the fetus and the adolescent, mental health, driving skills, and can cause physical harm to the respiratory system and various other organs." Dr. Harold Kalant Smart Approaches to Marijuana Canada Risks of Use "Those treated for addiction to cannabis (marijuana) had a higher mortality rate (3.85 times higher than controls), higher if compared to death rate risk of cocaine use disorder (2.96), alcohol use disorder (3.83).... Callaghan et al. Manuscript Safety D 13 00224R1 Rosebelle Macdonald There were 38 traumatic fatalities among forestry workers Employed by small businesses. (BC). Toxicology screen data were available for 23 of them, 22% were positive to cannabis, 9% were positive for cocaine and cannabis. There were no instances of alcohol intoxication. "A definitive 20-year study into the effects of long-term cannabis use has demolished the argument that the drug is safe." Author of the study - Professor Wayne Hall a drug advisor to the World Health Organization. Dr. Bertha Madras Harvard Medical Schools Department of Psychiatry: Marijuana disorder is associated with higher mortality. It has lasting adverse effects on the future of young adults through increases of anxiety, panic, depression, psychotic symptoms, cognitive losses, and neuropsychological decline and causes various adverse health effects, such as psychosis (Madras 2013). In my twenty years of research on human cells, I have never found any other drug including Heroin, which comes close to the DNA damage caused by marijuana. Dr. Akira Miroshima, authority on cytogenetics and formerly of Columbia University of College of Physicians and Surgeons. Marijuana, especially high potency marijuana, may cause

anxiety attacks and psychosis. (Hall and Degenhardt, 2009) "Marijuana is not an approved medication, does not come in specific dosages or concentrations, and cannot be prescribed. However, there is antidotal evidence which suggests that some component or components of marijuana may be useful for patients with chronic pain, side effects of chemo-therapy, and with varying symptoms secondary to HIV infections. In no case have any double-blind placebo-controlled trials demonstrated objectively measurable benefits from the whole plant, either for these purposes or for any medical application. " Stuart Gitlow, MD MPH MBA President American Society of Addiction Medicine. Court Cases ongoing in Colorado The owner of the Holiday Inn in Frisco claims its business is already suffering because of a recreational marijuana shop they say is planning on opening 75 yards from the hotels front door. Many of its guests are youth ski teams and families with children, the lawsuit says. Many parents and coaches will avoid booking with a hotel that is within a short walking distance and direct sight of a recreational marijuana store and grow facility. The Governor, politicians, public servants and businesses. <http://m.dailytelegraph.com.au/news/world/colorado-is-facing-a-barrage-of-lawsuits-over-its-legalisation-of-marijuana/story-fni0xs63-1227260897065>
<https://www.scribd.com/doc/256277197/Colorado-marijuana-legalization-lawsuit-Civil-Action-No-15-349-Safe-Streets-Alliance-lawsuit-1> <https://www.scribd.com/doc/256279229/Colorado-marijuana-legalization-lawsuit-Civil-Action-No-15-350-Safe-Streets-Alliance-lawsuit-2> Damage to businesses. Olson's racketeering activities (medical marijuana store) directly and proximately injured New Vision's business and property. Those activities have discouraged prospective guests from booking stays at New Vision's hotel and forced New Vision to incur additional expense in attempting to mitigate the resulting decline in revenue. Furthermore, the prospect of lost revenue and increased security costs in the future has reduced the market value of New Vision's business and property. Other jurisdictions in Canada have dealt with the problem of dispensaries. In other provinces here are the numbers as provided by the RCMP as of May 25th. 2015 Manitoba Alberta 1 Quebec 4 Ontario 13 Nova Scotia none Supply "Briere revealed he works with about 15 suppliers who all operate under the old MMAR licenses. Because they only allow for personal consumption, it's still an illegal source, he conceded." " Karuna Health Foundation on Victoria Drive similarly relies on source that although not legal is a step in that direction. The company's president, Sacha Canow, told the Straight they buy from three of Health Canada's new MMPR-authorized producers (which are supposed to sell only to patients by mail order. He explained that a trusted go-between makes a weekly visit to those large-scale suppliers and then delivers to Karuna at a designated location off-site." Brian Montague, the VPD spokesperson, told the Georgia Strait, that the VPD has found evidence that organized crime is taking an interest in the Vancouver dispensaries. Residents in neighborhoods where marijuana is being grown to supply these illegal dispensaries are enduring harsh conditions and in some cases intimidation and violence. Best Practices relied on in Vancouver proposal challenged On April 28th. Councillor Jang asks why daycares have not been included in the provisions for proximity regulations: Response from Dr. Ballem: everytime we add another criteria it makes it much more complex - in fairness to this sector - trying to make it transparent and fairly reasonable for them to decide what are the sensitive uses they have to adhere to. Stick to best practices. Washington Best Practice Appendix A Requires 1,000 ft (300 m) from school, playground, recreation center, child care, public park, public transit center, library, or game arcade. Colorado requires 1,000 (300 m) from school, preschool, child care establishment, medical marijuana center, or alcohol or drug treatment facilities. "Marijuana stores operating in proximity to schools, parks, and other areas where children are present send the wrong message to those in our society who are the most impressionable. In addition, the huge profits

generated by these stores, and the value of their inventory, present a danger that stores will become a magnet for crime, which jeopardizes the safety of nearby children.” Melinda Haag Best practices California San Jose – dance studio forced to move – dental offices, doctors complained about impact on their businesses and City Council ordered marijuana dispensaries to be limited to industrial areas. CBC reported 40% of the current dispensary locations do not meet the proposals criteria and will have to be closed - one of the key issues is the proximity to schools. The question remains why have they been allowed to continue for so many years by city officials who know they are beacons for crime for crime maps and that those most at risk of exposure to frequent messaging are young kids ? Pamela McColl Smart Approaches to Marijuana Canada

The sale of marijuana should be banned except for medical marijuana which should only be sold by licensed pharmacists

The sale of marijuana in a store front setting is illegal. The City of Victoria should not be condoning this use under any "regulations". Health Canada has only allowed mail order delivery. Store front businesses should remain prohibited. The police department and bylaw enforcement should shut these businesses down.

I am concerned about the number of newer dispensaries that are more recreational as opposed to medicinal. My understanding is that a dispensary exists to provide safe access to medical marijuana for clients with legitimate health issues - something that I whole heartedly support. But the inclusion of areas such as a smoking/vapor lounge, or social club (I'm looking at you Weeds), is purely recreational and is no more than a bar that serves a different substance. I would be very happy if the City of Victoria choose to support medical marijuana business owners who are actively working to improve the lives of those who suffer from health care issues and leave to social/recreational substance service to the liquor industry.

The MMPR has been set up by the Government and works. Medical marijuana shops are selling cannabis to recreational users in most cases. Selling of marijuana in any other way than the MMPR is contrary to the criminal code of Canada. The MMPR Licensed Producers are there for a reason. They provide quality cannabis that has oversight. The retail shops by cannabis from dubious sources including grow-ups funded by the Hells Angels and there is zero oversight and testing.

1. Proper testing of the product by Health Canada for quality and free from moulds, etc. 2. Should only be sold in proper pharmacies not marijuana dispensaries. Marijuana is a drug and should be sold in drug stores not like how alcohol or cigarettes are sold. 3. The marijuana dispensaries that are currently conducting business in the City of Victoria should be closed down and fined for operating without a proper business license. There are many people who open businesses in Victoria and do so the proper way by the law. Why are we giving the marijuana industry special treatment?

I am concerned with the availability of Mental Health services in relation to the increase of accessibility to cannabis and also the increase use due to destigmatization of this drug. By this I mean cannabis is being more widely accepted in our culture, and until very recently the conversation around cannabis has been very polarized: one camp saying it is a miracle plant with nearly no harms and so much benefit and the other taking a War on Drugs viewpoint that illegal drugs are BAD. My concern is around educating individuals and providing support around what responsible usage looks like. Engaging in honest conversations around the

providing support around what responsible usage looks like. Engaging in honest conversations around the benefits and side effects of cannabis usage. Educating and providing support where needed.

I believe safe access for those that need medical marijuana is really important. I also believe that everything should be done to ensure no offensive odors are bothering other businesses

I am very concerned about a municipal policy that is designed to regulate an activity made illegal under the Narcotics Control Regulations and the Marijuana for Medical Purposes Regulations, as enabled by the Controlled Drugs and Substances Act. Businesses in possession of, or trafficking in, Schedule I or II narcotics, outside of permissions granted under federal licence by the MMPR (or those affected by the injunction on federal MMAR licences), should not be granted business licences by the city, and should be reported to the police. Storefronts are not permitted under the MMPR, nor under the repealed MMAR, regardless of whether the products are produced by licensed producers, or whether sale is restricted to those with "doctor's direction". If the City of Victoria believes that these federal regulations should be changed to permit dispensaries to operate, I urge you to work with federal policy makers to modify the existing federal regulations.

I feel like medical marijuana-related businesses should be operated with the same rules and regulations regarding a liquor store....Do people from surrounding businesses mind the fact that alcoholics are walking passed their shops at 10 am to get their perfectly legal fix?

If the public is concerned about youth being exposed to the sale of marijuana then perhaps an educational lesson can be added into the school curriculum to ensure the information they absorb is correct and not misleading. I personally have not noticed these problems from the dispensaries that I have walked past, they all seem to be clean, professional operations.

A warning needs to be issued about foods or oils made with butane, ethanol or isopropyl alcohol. BHO Winterized foods cause vomiting and severe diarrhea. 10mg is a safe dose to eat, theirs are 100-125mg. RSO, black salve, isopropyl alcohol derived oils are NOT medicine. They cause damage to the liver resulting in hot, painful, rashes, swollen glands, black spots, severe cramps, diarrhea, nausea and vomiting. Accurate testing must be done and labels that fully disclose all of the ingredients. Chemical solvents are not medicinal, they are only for cost reduction, and do not fit the medicinal model. The chemicals used create addiction; respiratory illness, mental health issues, and increase crime to pay for these expensive \$30-150 per gram chemical drugs. Nanaimo had over 100 BNE's near the pot shops, within a month. Many of these shops are operated by youth who volunteer, and have no medical training or accurate information. They misinform patients about the use of chemicals with Cannabis because they are given false information by the producers of these harmful drugs. There needs to be some type of "health and safety certification" to be a seller of Cannabis as a medicine. Problems are; Misinformation being given by sellers, misleading and inaccurate labels, chemical solvents causing long-term harm, inflated prices increase crime. Marijuana shops are NOT non-profit. If they were, the prices would be much, much lower and there would be fewer of them.

I have no concerns with marijuana-related businesses and from what I've seen and heard from residents and business owners a large percentage of the complaints are due to perceived issues/danger as opposed to real ones. Ultimately, until the government has a clear path in place for the operation of these businesses I

think that it's wasteful for the City to invest any resources in creating regulations that may or may not be supported in the long term. I understand the municipality's need to manage public perception in this situation.

My concern is that you've put forward a survey without any context as to existing city regulation on a basic business regulation front

Employee and property security should be the main concerns of any sort of City of Victoria regulations. Other concerns should be addressed as per the established regulations regarding zoning/permitting for the businesses selling liquor, beer, and/or wine.

I support legalization & taxation thatnk -you for your forward thinking in allowing dispensaries to run as legitimate co. where they will pay taxes & the money does not go to organized crime.

I do not believe that these businesses are legal. As far as I recall, selling marijuana to general public is still illegal. If the process of using "doctors" scripts is acceptable to the city, can we at least tax on it? These businesses put surrounding stores at risk (I do not shop my previous favourite store because I do not care to be near a "dispensary") and of course concerns over criminal element involved.

I do not have any concerns. I would like to see the decriminalization of marijuana. I feel these businesses are a step in the right direction.

how many are there?? locate in business areas not residential. can city regulate as they do other businesses like liquor stores??

It's so insane to me that we don't allow wine stores within 1km of each other but we'll allow pot shops ever 1/2 block. They should be in non street front locations and spread FAR apart from each other. IT's not good for our city.

You should contact The Cannabis Rights Coaliton for input.. Formerly known as the MMAR Coalition Against Repeal. Their you can contact all the Medically Approved Patients and get THEIR input... This is for Medicinal Patients right ??? Then go to the Patients for the best information... without having Patients have a say in which way you engage this process you may in fact encourage Organized Crime and the Black Market... So I would advise you talk with the people that this is SUPPOSED to be put in place for... Thanks.

Patients have received excellent care through compassion clubs here in Victoria. We would be on the streets searching for cannabis otherwise. Make the models based on those establishments now established. Thank you so very much for protecting those Canada has failed. Bless you!

I am grateful that the City of Victoria has agreed to regulate dispensaries. I believe that the current dispensaries are operating in a responsible manner, and have no special concerns. dispensaries

isn't "regulating" illegal businesses actually racketeering?

Certain neurological disorders (Schizophrenia, for example) can be exacerbated by THC. The medicinal benefits of CBD and other cannabinoids can still be of great benefit to people suffering from such neurological disorders, but it is very important that dispensaries be responsible in ensuring those with said

disorders receive the beneficial cannabinoids and not THC-centric medicines (high-Sativa content herb, concentrated extracts, etc).

I personally have seen line ups of elderly, people in wheelchairs, canes. I see nurses and cancer survivors or living with some form of debilitating conditions that effects one day to day routines. The traffic I have witnessed is Victorians is people who wish to live in as much wellness as possible considering their suffering and chooses for the safest most effective relief.

liquor store type regulations, with exemptions for non-profit organizations

Strict minimum age guidelines, and possible contributions to educate middle/high school teens about cannabis/narcotic use

My concerns are that any regulation may punish both the original dispensaries and patients. The original 2 for years have been quiet and most people had no idea where they were. Now big flashy signs that are just fronts for Licensed Producers are uncalled for and should be removed. Patients would suffer if regulations increased the prices. Despite attempts by the Feds, patients should be able to continue to grow at home under certain circumstances. I have a Federal License to grow - which soon will be extended by the Supreme Court despite illegal moves by Health Canada. Be careful - don't hurt true medical users by increasing prices - and don't do anything to support the sleazy Federal Licensed Producers who are crooks. I have withheld my email as being identified as a user is still very risky because of Harper. I also don't trust Victoria Police as some of the officers are clearly prejudice against users and anyone they can label as mentally ill. Shameful treatment I have received.

they should have a normal business license (not paying \$30k/yr) and should also be regulated under health Canada

Civil liberties

I feel that it is important not to treat this different from any other business as far as licensing goes. They should pay the same as other businesses NOT MORE. They also should have to follow any other regs already in place: foodsafe, first aid, as would be required from any comparable business. I see a dispensary as being no different than a liquor store or better yet a pharmacy. My biggest concern is allowing minors with no medical need to purchase.

I believe that medical marijuana is needed by many people for valid health concerns. I welcome the dispensaries and the services/education they provide.

It's medicine, you need a prescription, dispense it from an educated pharmacist at a pharmacy.

I believe marijuana related business should be regulated to a much higher level than regular retail, ie. clothing, books, etc.. Number, location, security levels, potential impact on neighbours, retail and business, should all be part of the considerations of licensing.

I have no concerns and support the use of cannabis for all medical conditions it will help

Stricter controls but keep it open

That there are unlicensed businesses selling an illegal product.

If the true purpose of the facilities is to provide those with medical needs (and prescription) to access marijuana products, then the items should be treated as medical - and made available ONLY through pharmacies and medical centres such as VIHA facilities eg hospitals.

many businesses opening in a similar neighbourhood/street; streetfront stores could increase the popularity of marijuana, only allowing them on upper floors could prevent this

I think as long as they only sell to those who have medical needs they are a necessary service in this city.

My concern is that these are not operating as medical dispensaries, very few doctors are prescribing marijuana and the city is condoning illegal drug sales . Worse of all if this is a similar situation to the City of Vancouver there are no business licences issued or taxes collected.

Dispensaries like Farmacy has addressed security issues well. Some common rules regarding security and entrance or acceptance to purchase need to be universal to all dispensaries. I think a stronger, more thorough, universal screening process should be looked at.

I have no concerns at all. People who use marijuana are typically non-violent, calm and pretty darn normal. Organized crime only increases when things are made harder to access. Everything is quite simple and doesn't need much over existing infrastructures - alcohol is already only for 19+ - do the same. You're not allowed to drive under the influence already. To sell food, you need food safe. Retail locations go through an inspection already to make sure it is safe for people to enter and a retail space would not have been built if the area could not handle the traffic. The only potential concern I can see even remotely worth addressing would be odour, but I would counter with; restaurants and bakeries give off a LOT of smell, too. Can I then put in a formal complaint about the meat business that cooks large quantities twice a day, making it so that I can't have my office window open without feeling sick?

I believe that medical cannabis dispensaries provide an important service to the community, and should be part of the community. Restrictions and regulations are good, if reasonable. While the Vancouver model is a step in the right direction, i don't believe that Victoria needs to have such strict rules especially regarding lounges, edibles and distances. Also please don't kill a business that has the potential to employee hundreds at a living wage with overly onerous licence fees. Those should be proportional to similar businesses.

Some dirt if certification program based on input from all stakeholders particularly police and health / good inspection

Recreational cannabis legalization has had a positive impact in the US, where states have seen a significant reduction in both crime and opiate overdoses. Cannabis is NOT a dangerous substance. It is virtually impossible to overdose on it. All of the fear mongering and prohibitionist propaganda can't take away from the fact that cannabis has been safely used for both medical and recreational purposes for thousands of

the fact that cannabis has been safely used for both medical and recreational purposes for thousands of years. It requires about the same amount of 'regulation' as coffee or echinacea.

My concerns are that they are being driven by fear and bias, not objectivity. I don't see these types of businesses as requiring any different or further regulations than those that are imposed on pharmacies or liquor stores.

No minors, no product to be consumed on premise. Basically the rules they already imposed on themselves.

No concerns. Welcome them as long as they're clean and don't sell to kids.

Besides unwanted elements coming into the neighbourhood, security concerns and definitely the smell surrounding the area is getting worse. Personally I am very sensitive to smells and this is one that just makes me nauseated and wanting to vomit. And being right in the middle of the Quadra neighbourhood makes it very difficult to safely walk in the area. It is still illegal to have/use marijuana so why are these stores still being allowed to operate with or without a store or Health Canada license?

No sales to minors, extra consideration for non-profit organisations, interaction with city hall to ensure safe clean environs.

Medical marijuana should be available for those that need it in-store and on the premises. The social stigma/perception surrounding this natural plant that it is harmful and promotes organized crime is perpetuated by archaic laws and shortsightedness on behalf of those in positions of power.

There should be no businesses selling illegal drugs or drug paraphernalia allowed in Victoria. If the only legal way to purchase medical marijuana is by mail why are these businesses even allowed? Please do not allow these businesses to expose our children to what is essentially a gateway drug. I do not like to have to explain to my 8 year old what a bong is. These businesses are disgusting.

the non for profit clubs should be left alone. they provide a quality control products that have been provided for years and are trusted to provide our medicine in a safe and controlled products

make sure it they are all regulated. All dispensary should need a note from the dr stating there long term problem.

I have no concerns. These businesses should be permitted to operate freely. The increase in foot traffic to downtown benefits local businesses, and that kind of convenience is crucial for many users of medical marijuana. As marijuana consumption immediately outside of these businesses is already prohibited, both by the businesses themselves and by law, I do not believe any further regulations are necessary, and indeed may cause active harm to our beloved community.

I have no concerns please legalize this substance as it is very beneficial for my sleep insomnia

I would like the city to allow Vapour Lounges for safe consumption site, similar to how bars are set up and regulated. I do not drink but would like to be able to be social with my peers. Please allow edibles as most sick people are not able to make these products for themselves. Edibles can be made in VIHA proved

kitchen and there are labs on the island that will test edibles, and most edible companies on the island are testing and labeling and using proper packaging already.

I believe that the whole marijuana scene needs to be regulated in some way. In the sense of storefronts like the ones now for both medical and recreational (for 18+) , and as such labeled properly not to mislead .

must be medical no a 19+ dope store i have been involved in medical cannabis for years and these businesses are a nuisance and don't help anyone.

Study the effects and regulations, of cities in Colorado, Washington and Oregon states. Look at some history regarding this issue . Queen Victoria used "hash " to relieve pain . You cannot please everyone !!

I have many concerns, all related to the safety and well-being of all of us who live in Victoria, particularly children and elderly. Victoria is getting too tolerant of drugs and is encouraging the open use of marijuana, and other drugs. Not only is the City enabling, it has promoted it at Council meetings. Any distribution should be through drugstores or medical facilities which are NOT frequented by children (families) or near family housing.

None they are doing a fine job , ID EVERYONE is all, but kids will get it if they want anyhow...let the experiment continue

the number of dispensaries in one given area should be limited.

Medical marijuana should be supplied by licensed medical authorities, and not by private sector stores which are difficult to police and/or regulate. Laws are being flouted, and the courts rarely uphold the law, leaving the police in an awkward situation. Problems will only escalate if Trudeau becomes PM. PLEASE CONSIDER REGULATIONS THAT ACTUALLY SHUT THESE PRIVATE STORES DOWN.

I don't think a banning vape rooms inside clubs should be banned. I think it is important for poor sick people to have access to a safe place and equipment that they couldn't afford at home. Some people are not allowed to use cannabis where they live, and will be forced to use cannabis outside in public if vape lounges or smoking rooms are banned. I also don't want to see edibles banned as the most vulnerable people will be affected and do not have the ability to bake their own. I own my house and have a kitchen so these rules would not affect me, but I see the people who make use of the VCBC lounge and rely on the edibles for longer lasting, affordable medicine , and do not want to see them lose this.

I am a 60 year old tax paying property owner - I own a house in South Jubilee. I am also a customer of one of the dispensaries that has opened in Victoria this year. I have a neuro-genetic disorder. After many years and numerous specialists, none of which were able to offer me any treatment, I turned to marijuana. Marijuana provides me with the energy and appetite I need to continue to be a productive member of the community. I visit one of the dispensaries about every 7 to 10 days, purchase 5 grams of marijuana. which I take home and consume a small amount in my kitchen each night before dinner. I would never, never consume marijuana in public or expose anyone else, including children to it. If there are complaints by the public about issues such as odour, then it is the duty of the store owners to act responsibly. This is an issue of my health. I believe these stores have provided me with much needed relief - both physically and peace of mind. I no longer

have to use the black marker./the underground. I hope and believe that this issue can be dealt with in a mature, common sense manner. This is an issue that personally affects me. Yours truly

Personal
information

Security is a must .. However I fully support these Dispensaries. As they will provide a huge local economic kick as well as many jobs . And people who choose alternative medicine will be able to procure it in a safe and professional setting. I wish the all best in this endeavor I really see beneficial opprotunity here . ☺ I support MMJ and Dispensaries !!!!

1 The survey has omitted retired residents, #2 Food saftey - Have you been to OurPlace (on Pandora Ave?) That food is not safe... start there! #3 have a safe place to purchase, and not from the streets, #4 there are more illicet drugs in High Schools, than any reported sales to minors from compassionate stores.

I have no concerns over potential regulations. It should be! From talking with friends and family, everyone is thrilled to finally have such valuable medicinal products available. The only downside is not every dispensary is correct on their strains and product, thus potentially giving people the wrong product for their disability or ailment. Cannabis should be more accessible for people that are marginalized from the medical system. It should also more accessible for people that are going through addictions or withdrawals issues and require cannabis as a harm reduction tool.

I have no issues with all the stores opening up

Business viability - the City needs to allow the business to succeed. The City needs to set specific location guideliens based upon zoning criteria.

My concerns would be related to 1) establishing quality control measures for the marijuana that is sold in these businesses. 2) ensuring sales are not available to minors. 3) ensuring the establishments adhere to food safety regulations in their sales of edibles. 4) establishing some manner of membership tracking to avoid persons obtaining more than 2 'memberships' to medical marijuana establishments to avoid misuse of medical marijuana

I don't believe these businesses are any more a nuisance than liquor or convenience stores. Nor are they at risk of being robbed any more than those stores. I do want to see very strict regulations on the sale of marijuana based products to people under age 19. As well a roadside test should be developed equivalent to an alcohol breathalyzer test, with steep fines for driving while intoxicated. The medical need issue is a tricky one. I don't sleep well most nights. Is that a qualifying medical need? My doctor doesn't think it is. My wife does. The risk of infiltration by organized crime is nonsense. Legalize it, regulate it and lets use the tax proceeds to build homes for the homeless.

I have no issues with marijuana related businesses. There should be some regulations put into place similar to Vancouver. Proximity to schools, other related businesses etc.

I feel very strongly that firm, clear regulations be put in place. I am appalled to learn that this is not currently the case. The Federal Govt is being unbelievably irresponsible in this situation - putting the burden onto municipalities and by extension residents in neighbourhoods. I like the direction Vancouver took and want

Victoria to follow suit

Victoria to follow suit.

Limited to a 2 mile radius of each other, and not within 1000 ft of residential

I am concerned about the number of marijuana related businesses that are operating in the Greater Victoria Area. It appears that they are not limited to marijuana as a prescription drug. I am particularly opposed to such a business in the James Bay Area whose residents already carry a greater load than other areas with regards to tourist bus transportation and pollution from air traffic and now the possibility of a sewer outlet at Ogden Point. The police already have more than their share of policing the bars and easy access to marijuana would likely increase drug related problems in the downtown area.

Limit the zoning to be specific to certain areas only. where appropriate.

I can't see how increased foot traffic is a concern. Isn't that what a bustling commercial sector hopes for? Not sure what the nuisances are. I believe there are several in my neighbourhood, but I have not experienced anything untoward. That said, if they draw organized crime or sell to underaged folks, that is a big problem, but it's not visible to the naked eye. I heard that they don't pay for a business licence and that is distressing. I would like them to become legitimate. however, I would not want these places to be charged huge fees such that only, monied, corporate opportunists are the only ones who can set up shop. regarding matters of cannabis use, its safe consumption etc, I would trust the small, locally owned proprietor, rather than the conglomerate. Any regulations the City imposes therefore, should consider implications on small business ventures.

keep away from schools etc. require proof of medical problem.

Too many of these "dispensaries". Surely there are not that many people needing medical marijuana. None of these businesses should be existing until proper federal and provincial legislation is in place.

3 of 4 federal parties are purposing to minimally decriminalize or maximally legalize, regulate and tax marijuana. Consider the impact of this before going to far down the road.

To begin with, I am opposed to legalizing the sale of marijuana in the first place. As a matter of policy, the government ought not to be involved in activities that harm or have potential to harm the people. I have seen the harmful effects it has on people's health (especially mental health), work, and lives. But once the government is engaged in the sale of drugs to the people it is supposed to protect, what regulations make sense? It is only sticking a finger in a leaking dike. Nonetheless, I obviously would desire stringent regulations, to minimize the ill effects on our children, our youth, and our neighbourhoods. What's next, the sale of LSD by our government? If adequate measures had been taken to crack down on illegal sales, our government would not now be involved in this dubious venture.

This is a public policy problem that trades off public safety for business income. The City of Victoria should consider necessary law enforcement capacity against business income. It is a tough decision whether the City should strictly regulate (like what Vancouver has done) or not, because the City's economic landscape is different from Vancouver. Vancouver does not rely heavily on seasonal traffic to sustain its businesses, whereas Victoria clearly does. Would driving medical marijuana businesses out of Victoria be beneficial in

the long run? Perhaps the monetary benefits of medical marijuana businesses can be redirected to fund additional law enforcement capacity. This way Victoria realizes the benefits from business income, while simultaneously ensuring all negative externalities of medical marijuana are addressed.

It should be taken into account that many areas have young children that will be opened up to this and that we need to ensure that a security procedure should be put in place for each of the stores and only people with an official medical marijuana license should be allowed in. They should be restricted to non-residential areas and preferably outside of the downtown area. I personally am against these type of stores opening up anywhere, anyone that needs medical marijuana should be able to get from a reliable legal source.

I hope to see reasonable regulations implemented that work to support both the community and the marijuana dispensaries.

if the The purpose of the regulations will be to mitigate any community impacts, while maintaining access to medical marijuana for residents, what mechanisms does the City have available to them to regulate these businesses - business licensing, zoning? can City restrict the total number in town, the total number in a particular area, where they can operate in terms of distance from school, park, etc. how would City ensure equitable distribution across the City, and equitable access and affordability for those having a legitimate need? finally, if realistically there is increased police presence or security required at these establishments, can the city require they provide security, can the City charge a cost recovery fee for the enhanced police response resulting from their business and activities around their business.? is there a precedent of the City charging a fee whether fixed through business licensing or actual cost recovery from night clubs and strip joints, etc. that also result in higher police presence and calls to police?

I do not have any concerns about the increase in the growing businesses in the area. Space is being leased and the increased traffic by paying consumers is better than empty locations with room for homeless to occupy. I would assume they will eventually all have to have medical authorization and not sell to those without documentation or prescription. I am not a customer of the facilities but support the growing industry. Marijuana is the least of the drug problems in our city.

My biggest concern is around sales to persons without medical needs and without an actual "physician's recommendation". Having worked at one of Victoria's oldest dispensaries for six years, that has always been "physician recommended", I saw many people benefit from cannabis as a medicine. They should have unlimited access, they need it for so many reasons (medical). However, until the federal government changes its policies around cannabis and actually legalizes it, I believe Victoria needs to be very careful about handing out licenses to dispensaries. Those that can prove they are firm about medical recommendations (that can be directly confirmed) should indeed be licensed. Those that do not require a physician to sign, should be shut down. It is a benefit to the patient for their physician to be involved and a benefit to the doctor, as much can be learned throughout. Regarding security in these dispensaries ... in the years I worked at the VICS, we had no incidents or threats. The staff is well trained and able to deal with anyone walking in the door. Because it is known to be the "hardest dispensaries to get into" and is "purely medical", those looking for recreational will generally go else where. There are no exceptions made and rules are adhered to 100%. Being located in "the red zone" guarantees that some "interesting folks" will drop

in from time to time but have not proven to be a problem. If there was a real threat, the staff would have no problem calling the police. In regard to "exposure to young people", there are many doctors that are now willing and wanting to recommend cannabis for youth that suffer from ADHD, epilepsy, etc ... parental/guardian consent must be given ... these individuals should also have clear access to their medicine. Children of parents who use cannabis as a medicine are told that it is indeed a medicine and why it's being used and that it is doctor recommended....education is key. If parents choose to bring their child with them (due to lack of alternate care), in the right dispensary - it should not be seen as a problem. Infiltration of organized crime can become an issue for those dispensaries that are all about the money they can make. The non profits are usually very careful about their business connections and as a result, organized crime is not a factor or a problem. In regard to businesses and the public in general, the dispensary I worked for. we got nothing but compliments on how things were run. People would stop in just to ask what it was we did because from the outside, they couldn't tell. In general, I would like to see all dispensaries be able to work together with Health Canada's Licensed Commercial Producers but until we have a new federal government in place, that will not happen. If the two could come together, I believe it would be the best scenario/situation for all concerned.

My neighbourhood currently has 5 marijuana outlets as well as another shop that sells paraphernalia. It is a small neighbourhood and each of these outlets is less than 2 blocks from another. I do not object to people who need it being able to purchase medically prescribed marijuana at a street-front facility, but one Health Canada licensed business/neighbourhood should be enough. Such a business could have a medical advice component as part of its service.

Be guided by whatever regulations apply to BC liquor outlets: limited numbers, well spaced, no sales to minors, etc. etc. Also tax marijuana sales like alcohol sales.

I believe regulation to ensure proper advice, product quality, adherence to security and compliance with respecting the neighborhood like any other business that operates in the core should be adhered to. I don't see this any different than the sale of alcohol and it should be done in a fashion that respects all those who use the product, whether for recreational use or medicinal. Proper security and ensure there are not organized crime elements associated with these "outlets" is certainly something that needs to be addressed, not different than any other business that is money laundering funds through businesses of other types in the city. controls and regulations will increase the tax base and help to reduce the criminal element in the distribution of regulated business, rather than under ground.

These businesses are operating contrary to Federal Regulations and should be shut down. Why the City of Victoria is Aiding and abetting this illegal activity is beyond comprehension.

I have no concerns at all! Liquor sales and cigarette sales are no different than marijuana sales. We put up with way more problems stemming from alcohol (drunk driving and addictions, public drunkenness and noise) and from cigarettes (butts as litter, causing house fires, polluting our air). Marijuana should be taxed and sold to adults in the same ways as alcohol and cigarettes. Personally, I think there will be fewer problems with that compared to alcohol and cigarettes. By the way, it is extremely irritating that this typing is on one line and it is difficult to look back at a paragraph, not a good way.

I live within a block of several marijuana dispensaries that have filled long empty spaces in the neighbourhood, they are quiet and discreet, I see no downside to them at the moment and think minimum regulation is required.

I think they should be treated the same as any other business of a similar type. ie. a pharmacy

I do not share the concerns as listed above. To me, these are businesses like any other. They do not bother me or make me fearful in anyway. In fact, I welcome them. I see people with disabilities using these stores. I know of care providers that use these stores to purchase medications for someone they are taking care of at home. I think many people benefit from the relief associated with medical marijuana. I realize many people use marijuana for recreational purposes but would rather they buy this way than from an illegal source. Also, I thought increased foot traffic was a good thing for retail shops and restaurants. My only question is that these businesses follow a basic business license and operate within the confines of the law just as any other business has to in our society.

Odour, safety near restaurants, people driving under the influence, selling to people with fake medical cards

I think the regulations should include a substantial fee for operating such a business, there should be no sales without prescriptions, and there should be absolutely no consumption of products on site. My understanding is that most medical users would not smoke the product but that it would come in capsule or tablet or edible form. I think licensing and hefty fees should be sufficient to safely dispense medical marijuana. I don't think increased foot traffic and nuisance to other businesses is a terribly important consideration. If it were any other type of business that produced this effect, adjacent and nearby businesses would be thrilled. Odour is a concern and could be handled as previously suggested. I think the concern about exposure of young persons to the sale of marijuana is a false concern - this is the 21 century; practically every young person on the planet has access to the internet and probably knows more and has seen more than any of us can imagine. Infiltration of organized crime is a legitimate concern and will remain so as long as these substances are illegal. Remove the illegality and much of the problem with organized crime will leave this arena for another profitable illegal enterprise. The sale to persons without medical need is similar to the sale of tobacco products to minors. Handle it in the same way, with hefty fines for lack of compliance with the regulations and potential loss of the license to sell.

highly suspicious "businesses"--i have seen toddlers in one near me. Fellow tenants tell me customers come out of store and come into our garden and make a nuisance of themselves. I haven;t seen this myself. Thereeems to be one on every block!

My concerns with medical marijuana is the sale to minors and those who are not in medical need.

the number of dispensaries and their location

I'm concerned Victoria's city council will, as Vancouver has, create reactionary rather than effective policy. If policies aren't based on reality, people will ignore any regulatory attempt and render the policy useless, wasting time and money and leaving citizens and staff at risk. If anything else should be considered in this process it's Victorias potential to be a center of cannatourism in the verv near future akin to cowichan or

Napa Valley for wine. BC is famous world wide for our cannabis, and we're very proud of it. Let's share it with the world!

I would like to see a selection of edibles which are very important to patients/clients. For the most part I fully support them and would like to see regulation. Like not in school zones, or near another.

I think the business are completely harmless. If a liquor store is allowed to operate then why would the sale of marijuana be any different. I don't think these types of business cause any harm as long as they are selling to people of age.

people go in and out of these businesses in town and other businesses in the area just like they would groceries and beer for instance.

No concerns

More protection for those operating medical cannabis dispensaries

Cant you state the same thing about businesses that sell alcohol? Bottom line is Marijuana has medical value, and should in my opinion be legalized completley. Any further regulations could prevent somebody from treatment.

none

I am concerned that the regulations will be implemented in a way that will make it difficult for currently operating businesses to provide a full range of products. Even with federal guidelines, it seems that cannabis concentrates in particular remain a point of contention as far as the safety of their production, and the safety of their consumption goes. If properly regulated, businesses would be able to create safe spaces for production of such products instead of having to rely on outside, unregulated sources. This would create a stable flow of of the healthiest available forms of medicinal cannabis, which will be crucial in a market that focuses on health. It will be important to have publicly available walk-in options for people who are incapable of acquiring a doctors prescription. It isnt easy for everyone to make that happen, but many people still require the medicine to a greater extent than just being able to vaporize dry herb.

Infiltration to organized crime

Medical Marijuana is a wonderful thing to have access to, IF, and only IF you need it for medicinal reasons - Cancer, chronic pain, anxiety/depression disorders, and other health issues that lead to pain. The policy these companies have put in are amazing, they check all ID's, they do not allow minors to come into the store, they tell you the rules the second you come into the store. They stress the main rule - you do not sell to anyone, this is yours to buy, for your own medical needs. I would hate to see the Medicinal stores die out. I would rather people go to these places, which are clean, under control and supplied straight from the grower. If the community takes away this option, people are back to looking on the streets, getting mixed bags of garbage which could be possibly laced with anything. This is the safest option out there at the moment. If Heroine, Meth, and Crack addicts can have safe areas to get supplies, and cause a huge problem for the community then Medicinal users should be able to have a clean place to buy. Someone who is high

...the community, then... someone who is high on Marijuana is far, far, FAR, less of a threat than someone who is high on Heroine.

I think that there should not be advertising, similar to alcohol and tobacco, but I do not see any other concerns. I feel more foot traffic is a good thing.

I believe it should be available to those in need in a well supervised clinic.

I believe that regulation of cannabis products is a good step forward in the war on the substance. It's has been proven to have so many beneficial properties. The regulation and taxation for the substance is what I believe should happen it would benefit the city of Victoria and the persons whom need the medicine. When it comes to over crowded shopping areas and the smell I think a well ventilated area notifying pedestrians that their is a cannabis smoking are indoor/outdoor Thus if so should be monitored for security purposes. ie video surveillance and security guards if needed after a trial run. If so regulation occurs multiple notifications of mail news/ media should let the citizens of Victoria know of any changes in the state of this problem. I have been a cannabis user on and off my whole life in the beginning it was not something I needed over the years I stopped not needing it. But when events happen and a person needs a medicine like cannabis to help them, I agree it should be regulated for the public. In the past I've gone to un known places meeting unknown people to get this medicine. I've had back problems being a very tall male. Along with insomnia some nights and all I could rely on is natural cannabis to help me. The list goes on for users. It is a medicine and should be regulated. Let out capital put the wave in motion to a new era of regulation and understanding. I hope this gets through to someone because the fact that if I wanted I could kill my liver with the poison alcohol, destroy my lungs and riddle my body with cancer from ciggarettes which neither have any positive attributes. But this natural plant that has been legalised in our southern country America. That has helped so many people even children who suffer from worse ailments then mine can not get this medicine that they rely on with out the struggle. Thank you

Same legislation that governs the sale of liquor should be applied in keeping with black market prices. If taxed to high that will just encourage the illegal trade.

I am full supporter of these businesses. If you live in the downtown region, you should expect that there will be high foot traffic regardless of what business it is. It is no different compared to a liquor store and should be treated equally.

other than selling to minors none

Please consider that shutting places like this down will only drive people to use other methods to obtain marijuana. Much less safe alternatives for both users and the neighborhood they will be sold in. Street level trafficking is way way worse that anything Trees or anyone else could ever do if they are not inside someone will be outside on the street selling weed to our youth, right beside the coke and meth dealers! THAT is how weed leads to ther drugs, not its use but its proximaty to other temptations!!

i feel much safer buying marijuana with these businesses now operating in Victoria. Trees operating in fernwood seems to be very professional, knowledgable and they are diligent in ID'ing customers.

Just treat it like alcohol

'Increased foot traffic' is a hilarious complaint for somebody to make. Does exercise offend you? Are you a car salesperson? The medical marijuana facilities that I have visited have all been very professional, quiet, contained, spaces. When I was first introduced to one by a friend, it was made very clear to me by even them, a customer, that I was not to smoke near the building or be disruptive to surrounding businesses. I do think that it is important for these places to have a security guard on site incase the shop is robbed. That's the only thing that I think could be improved! And on a side note, if McDonald's is allowed to sell garbage food to children and pour the incredible amount of garbage that they produce all over this world, it is absolutely proposterous for somebody to say that a nearby cannabis store is a 'nuisance'.

I don't have any concerns. I would like to see a fair business environment for all of these businesses. I enjoy how they are bringing new life to previously empty buildings and creating jobs.

No concerns

While I fully agree that some greater security measures should be implemented to prevent profit loss or violence at dispensaries, I have concerns about increased legislation. It is my opinion that the primary goal of any new proposed legislation should be aimed at increasing safety while simultaneously maintaining the level of accessibility to cannabis for medicinal patients. Many medicinal marijuana patients were prescribed marijuana for anxiety, or social anxiety. As such, a great increase in screening measures and security may make accessing medicinal cannabis difficult for anxiety patients; as they characteristically experience irrational fear and difficulty interacting with others. This leads to difficulty meeting their basic needs. Greatly increased screening measures may make accessing cannabis nearly insurmountable for anxiety sufferers, who in turn may resort to taking their business to drug dealers. Obviously this is not ideal for anyone. Thus I submit that any future legislation should seek first and foremost to not impede patients from obtaining cannabis for which they have a prescription. It is also worth noting that many cannabis patients have limited mobility, are unable to drive, require a wheelchair or may even require a helper in order to access medical care. As such, increasing the number of places a patient must visit in order to obtain a prescription could have disastrous implications for those who have transportation limitations. I am also concerned with the potential for people with, quote, 'No medical need' for cannabis being denied access- This is not a decision that can be made lightly. I would like to see the current level of objectivity maintained or even further broadened. Many anxiety patients rely on having a natural alternative to chemical anxiety medications, which all have a long list of undesirable side effects. These typically include appetite loss, sexual disfunction, suicidal ideation, gynecomastia (development of breasts in males, or 'man boobs'.) headaches, and physical and psychological dependency. (This is taken directly from 'Drug Guide for Psychiatric Nursing, Second Edition by Mary C. Townsend.) Infinging upon a Canadian's right to selecting and obtaining medical care according to their needs and wishes is not something to be taken lightly, and I sincerely hope that any future legislation on this matter does not impede accessibility for patients. Especially when depression, anxiety and PTSD sufferers are often readily prescribed any of a great number of pharmaceutical drugs with little consideration being given to potential side effects. If an anxiety sufferer can be 'experimented on' by general practitioners with several different medications in the space of less than a year, why should anyone be seeking to limit accessibility to cannabis? Thank you for your time and consideration of my opinion.

As a Business owner we are very concerned that there is no regulation on these Business having to comply with having a Business Licence or Food Inspection. Many are baking on site selling food products. We have had numerous customer complaints of the clientel that these Businesses attract as they erratically run in and out and often drive unsafely. As our Business is located near a parking lot we also feel that the people leaving these types of Business tend to linger in the covered areas smoking marijuana all hours of the day. We hope to see some changes very soon as the potential problem is going to get worse.

I am concerned that the regulations will be too strict and made without consideration of harm-reduction policies. I do not want to see business owners gouged and their customers have to pay the costs. Although Cannabis is even less harmful than cigarettes and alcohol, it should be regulated like alcohol so that children under the age of 18/19 can't inhibit their brain development and so adults can enjoy it to enhance their life and cope with their health. I don't see the need for dispensaries to be 2 km away from schools as long as ID is checked.

Regulation is fine as long as it isn't used as a tool to shut places down. As long as everyone is being honest with their business and being transparent there should be no problems.

My only concern is that if the cost of a business licence for these places is too high, they will close, taking with them the jobs they create and support.

I welcome these businesses. I think it's archaic to view this as a nuisance. I have no more issues with children being exposed to the sale of marijuana than I do with the existence of pubs, which have currently changed bylaws to allow children during the day in establishments serving food. I have yet to see drunken children staggering the streets because of these changes. Vic needs to evolve with reality.

Marijuana is much less harmful than alcohol, and causes less problems. The dispensaries should have regulations to reduce harm, but not in a draconian way.

Distance from a school should be discussed. Higher security at dispenseris than 7-11. There should also be a business license available for a business that can sell both medicine in one area, and a separate area for eating and smoking outside. Proper ventilation and a separation from thrtail environment. Doctors should be allowed to use the facilities on a part time basis to assess and provide prescriptions.

I'm concerned the city will impose new regulations when there are zero problems as it stands. Increased foot traffic is an issue with the city? Seriously? Is odour, food safety and other health issues not covered by existing bylaws?

regarding concerns raised: "Increased foot traffic surrounding businesses" - I would only assume that increased foot traffic to businesses is generally a positive. "Nuisance to other nearby businesses, potentially impacting their customers" this is rather vague. What is the nusance? What is the difference between nusance caused by pot consumers over, say, pepsi consumers? "Odour, food safety and other health issues" If I lived next to a coffee shop or bakery, would I complain about thier odours? "Exposure of young persons to the sale of marijuana" what is the definition of young person here? If there is concern with the

sale to minors, perhaps age regulations should be put in place. As it stands, the weird guy who sells weed on the corner also does not check for ID. "Infiltration of organized crime" this is grounds for legalization and regulation, however we all know that governments are also organized crime syndicates... "Sale to persons without medical need" Who is to say that an individual does not have medical need. Is this question raised concerning other drugs like ibuprophen or coffee?

I'm concerned that edible marijuana will remain difficult to obtain while alcohol and tobacco continue to flourish.

My main concern is losing my ability to get medical marijuana from a SAFE and RELIABLE source. Since visiting the dispensary I have noticed a HUGE difference in quality and the medicinal effects. The stuff I bought on the street was never the same nor did I know where it came from and the effects varied. I think safety is vastly important for the well being of staff and customers but since I have been visiting the dispensary I have had zero concerns regarding this.

I do not have a high level of concern. The businesses have been very discrete and hasn't been a nuisance. I've barely noticed them. I think people who need access to marijuana should have it. If there should be regulations on this, have the same regulations as a pharmacy. Or if you consider marijuana to be more like alcohol, have regulations similar to that.

I deeply appreciate the freedom of access that comes with these businesses. they are well managed and equitable grey market businesses and employers that offer an excellent alternative to criminal enterprises in our community

I think the marijuana businesses are mostly good. There are 2 within two blocks of my business and I have no negative experiences to report. I would like some assurances that they will not be robbed or targets for violence.

I fully support the existence of dispensaries in Victoria. My father-in-law switched from using pain meds to medicinal marijuana and now he's the happiest and healthiest I've ever seen him. I don't use marijuana personally, but its use should not be limited just because it makes some people uncomfortable. I live near a dispensary and all the customers and staff are friendly people who don't disrupt the community. My only concern is the safety of customers and staff regarding theft and other forms of crime.

Ensure that the business are regulated the same as other businesses and not within a grey area. If food is being served ensure that they are compliant the same as a coffee shop or convenience store. If simply serving pre-packaged merchandise similar to a hardware store, etc then ensure the same regulations apply

My concerns are very minor. The staff are amazing and so helpful

none

I don't see how dispensaries can be a nuisance to other businesses- as dispensaries are businesses themselves, just trying to help people access medication. I really don't think odor should be considered an issue either. A bakery isn't held accountable for the aromas spilling into the surrounding air, why should

dispensaries? People keep looking at them like they are eyesores or harmful. I feel very grateful to live in a city with multiple dispensaries. I have chronic health issues and having access to marijuana has been a godsend. I had to get a doctor to confirm my diagnosis to be able to get a dispensary membership card. I understand that not all dispensaries do that, though I think it's a good way to weed out who really needs it. It's unfair to criminalize people for use of this medicine. And quick access is important-especially during a flare up with my conditions. Some places are open later, some places have better prices, or better selection. It's important for me to talk to the dispensary workers to help me make the best decision on what strain I should use for what symptoms I'm experiencing. It would be a shame to see this business get shut down, and it would become a great struggle for many people in Victoria with medical conditions.

I think the dispensaries we deal with are very responsible. I understand, and agree with, concerns regarding sales to minors. Food needs to be held to the same standard as other foodstuffs sold commercially. I understand the odour can be a problem, however there are other businesses that also deal with a scent problem--what do they do? I admit I am not knowledgeable about

My concern is that the Federal Government is run by religious zealots that do not want to permit the use of pot based on their beliefs.

I believe as long as the business is only serving people over 19, and are not around schools or children that they should be allowed to operate as is. The ones that I have witnessed seem clean, and legitimate so I have no concerns about safety of myself or those using the services.

You can't stop people using marijuana but you can take the money out of the hands of organized crime.

I am for these businesses being regulated. I would expect food and health safety to be checked, the products should be fully labelled with information, all customers should have ID checked like any smoke or liquor store.

Don't change a thing, everything is already fine the way it is. No minors are getting it any easier, because weed's already easier to get on the street than alcohol as a minor.

edibles need to be allowed for the dispensaries as a lot of patients can't smoke marijuana but still need the medicine

Just treat the medical marijuana dispensaries like any other business. Most of the concerns noted in this survey aren't concerns of mine nor of most of my fellow Victorians whom I've known. However I would prefer that only nonprofit or co-operative organization be licenced to distribute and not any corporations.

There are no concerns and no issues with these types of businesses for me.

I fully support the operation of marijuana dispensaries in Victoria. Since the opening of two such operations within a few kilometers of my residence, I have not observed any of the adverse effects mentioned as concerns above. I find it absolutely outrageous that the federal government continues to lobby for marijuana prohibition, and I am extremely proud of the city of Victoria for acting as a trail blazer in redressing these senseless laws.

As long as the dispensaries are doing their due diligence in not selling to minors, my feeling is that they are a business like any other and should be treated with the same respect.

Anyone over the age of 19 should be give the right to chose if they need marijuana. Prohibition is not working at all, it might as well be fully legal. Medical or not Canadians deserve the freedom to chose to use marijuana without fear of prosecution and without having to engage in or support criminal activity.

I live off Harold Street. There are two new pot dispensaries the green dragon and a newer one in the 500 block when the Green Dragon arrived it was quiet and there was no change to the neighborhood when the second one arrived it became apparent that there was a new clientele arriving on our streets and that thing is not quite right. I suspect the second shop is selling more than just marijuana . If this is so obvious to the neighborhood must be obvious to the police and swift action for illegal activity still has to be observed

I would like to see these business only being allowed to operate in commercial based areas, away from any schools. Any advertising on the outside of the business should also not dipict any sale of medical Marijuana. I've been into many of these stores, they work and 99% of the clients are extremely polite and curious. Very safe.

I don't see how it's different than liquor. Except less health risks.

i have no issues. pawn shops and liquor stores are something to worry about not these medicinal shops

I'm not clear on the perimeters these businesses operate with now but I am for the decriminalization and legalization of marijuana and want to see these aces operated safely and fairly for everyone in our community.

It should be treated just the same as a liquor store.

All dispensaries should be legal in Victoria BC and Canada. Not 500ft from a school. Tax and regulate the product to pay for the city's homelessness and other projects to help the city. Allowing access to fully legal erb dispensaries will automatically curb any criminal issues the same as all liquor stores. Natural pharmacy business licence. There will always be the one's who seek it for purely medicinal reasons but the majority use it to not buy pharmaceutical drugs. This is an essential services business that must be allowed, regulated and one that will benefit the whole city.

We live 2 blocks from the Farmacy on Scott & Hillside. Personal information due to all the concerns listed above, and also the terrible stench wafting into her property.

Keep licensing fees reasonable, so regular folks can access safe medicine.

Dispensaries should be allowed and regulated, cannabis buds, derivatives and edibles should all be sold. Keep them away 200m from children's areas, tax them fairly.

Minors should not have access. Stiff penalties for selling to minors.

I see no problem with it. It's not much different then a liquor store the same problems exist there.

These facilities provide a much needed source of affordable medicine as is our charter right. With the federal government making a mess of the medical regime, dispensaries, though technically illegal are a filling a void for those unwilling to buy off the street or unable to grow our own. In addition, dispensaries provide numerous options not available from federally regulated sources under the MMPR, despite the supreme Court proving that medical cannabis is more than just dried flowers. Regulating and licensing these businesses will provide a much needed structure to this new industry and help to combat the problems noted in your intro. (PS in Colorado theyade so much tax \$ they might have to give some back through some obscure loophole... We're not so rich to not consider the fiscal implications are we?

I work at one of the dispensaries, and my primary concern is the possibility of losig my job. Dispensaries seem to pay better than comparable work in other industries, and provide a number of jobs that pay a living wage. I hope that people realize that this plant can really help people medically, and boost the local economy.

No concerns pertaining to dispensaries. Our neighbours are a dispensary and they are courteous, compassionate, professional and very supportive of our respective business. I have more concerns about police brutality, targeting of marginalized individuals in our neighbourhood by police and the lack of social services for said marginalized individuals. I'd rather provide the community the choice to use alternative forms of medications to decrease their reliance on toxic, capitalist pharmaceuticals. I find the increasing number of developments building unaffordable condo units far more of a concern than local businesses providing legitimate services and products to our community. Stop clutching your pearls and get with the 21st century. People smoke weed for far more than recreational reasons.

Cards should be easy and sale should be recreational. Regulate like alcohol, 19+ with valid gov. ID. Let them have their business licenses so they can pay their taxes and get banks to sign them. Having cash laying around or sitting in bank acct. waiting to be accepted as legit is causing more danger than not allowing. These businesses have their own mandate for informing their customers about safe keeping of their medical purchases and informing their families. Also suppliers have strict rules regarding non-child like packaging, safety labels, and dosage regulation. Let people have their food safety certs. and work with edible products just like other businesses. The vicPD don't want to be charging a middle aged woman with \$200 fines for possessing \$30 worth of dried cannabis flowers. Let BC be the Amsterdam of the north, we already have tourism as our main financial driving force in this city. Let's make it safe for those who come here to experience it.

I personally have no issue with marijuana dispensaries, for medical marijuana or recreational. In terms of regulations, of course customers should be of 19 years of age, as per alcohol.

they need to collect and pay taxes like real business, pay employee unemployment cpp and incometax. other wise its just drug dealing.

Be a non for profit under the society act. Have photo ID club card. No Doctor should be asking money for acceptance. No consumption at the club.

These businesses are providing an essential service for a lot of medical marijuana users. The fear of exposure of young people to marijuana is unfounded as no minors are allowed in those establishments. I live within a 2 km radius from many dispensaries, and I've never noticed odours emanating from the premises. My concern is that other businesses may be lying about the nuisance to other businesses, is there a way to quantify those claims? The Vic Pd concerns are legitimate and they should provide help with the safety aspect, whether in the form of training, or business practices.

I live a block away from Nation Access Cannabis and have never noticed any adverse effects on the neighbourhood stemming from it. I would simply ask that the city consider successful models elsewhere, such as Seattle or Boulder.

The only concern I can see is the last one: the lack of effective security measures. I shopped at "Farmacy" on Scott St. and they had a security guard. Seems like a good idea. Doesn't bother the customers/ business, but adds security.

I think that all the concerns are minimal compared to the impact dispensaries provide for people like myself, cancer patients who can't afford the 275.00 to get a card and whose doctor will not sign off on it due to her own fears of repercussions. Liquor stores are all over, with great foot traffic and people throng through their doors each day, and we don't care about the security, the exposure to young people, the increased traffic or that alcoholics are buying alcohol. I have never seen improper conduct around the dispensaries that I've seen myself. It saddens that just south of us in Washington, they manage to be intelligent enough to manage all of this with grace. It frustrates me that those of us with cancer have to beg, sneak etc to get the help we need.

I am glad it has become more accessible to the citizens of Victoria. I'm not sure what more should be done, but I think an efficient licensing practice will be beneficial. These businesses are helpful to many citizens in our community and make medical marijuana an accessible, safe, regulated option for citizens who have otherwise been barred in the past.

I 100% support sensible regulations that are not overly burdensome on the dispensaries. Frankly I don't believe they, in and of themselves, pose any inherent risk or problem to nearby businesses or the public. The more the dispensaries exist, the fewer problems with the more underground black market dealers. Sensible guidelines should be surrounding making sure adequate means of dealing with smells are addressed (such as charcoal filters) if neighbours have a problem with it.

I think trees seems to be a fantastic company that takes pride in following the rules.

zero concerns....Just legalize it.

Zero concerns.

Cannabis should be more accessible for people that are marginalized from the medical system, or who need it for harm reduction purposes

People who complain are overreacting. 1-2) "Foot traffic" and "nuisance" are non-issues. Anyone that lives

near *any* store could say the same thing. 3) Dispensaries are places you purchase marijuana, not smoke it, so "odour" is also a non-issue. 4) Young people cannot purchase marijuana at dispensaries because they sell only to those 19 and older 5) Organized crime is only an issue because marijuana is illegal in the first place. Dispensaries can be the key to changing that. 6) "Without medical need" how does this affect those who are complaining? Reminds me of the person in Kelowna saying they will take the rainbow-coloured cross walks to the Supreme Court. The dispensaries in this city should remain open with little regulation. They provide an important service to the community.

I believe its the best way to control the sale of it.

100% Legalization for non-medicinal use by all residents and visitors; Businesses to be licensed and regulated in line with Cold Beer & Wine stores; A promise that the city will go to bat for their local, hardworking, taxpaying business owners including service and protection from VicPD;

Same or similar regulations and laws governing alcohol should apply.

This is probably not a particularly helpful comment, because it would require action from the provincial government, but I favour selling marihuana through the BC Liquor Stores. That protects children and deals with security, nuisance, and foot traffic issues,

Nothing. They are working fine as is.

I don't care if people use it medically, I do care that the smell makes me sick and people like me are completely ignored when it comes to laws about it.

Post 'no admission under 19'

All illegal activity should be stopped and the criminals arrested.

No concerns what so ever.

I dont smoke pot, but i do think it should be legalized and regulated. Make strict ID policy like the BC liquor stores. Im 28 and still get asked for ID.

People I know with no medical issues simply fill out the questionnaire and are able to purchase marijuana from these dispensaries. This is selling to people without need and highly questionable.

My main concern is for the people who use Marijuana as medicine will not be able to acess it if more shops must close due to higher regulations. As far as young people being exposed go the sale of Marijuana, having so many dispensaries arround can open the dialogue from adults to young people about how this substance effects their bodies so much that people use it for medicine, but that does not mean that they should be taking it. Opening the doors for education about the substance and breaking down stereotypes about people who use weed, can only help in the long term. I do not consume marijuana at all but I hope the people who use it for a multitude of health reasons can still acess their medicine and live life not feeling like a criminal and being ostracised for taking their medicine. I also pass by several medical marijuana shops daily and don't even think about their presence, I just hope more people feel the same way.

Legalize it! It's an amazing plant and helps many people. I'm happy to see vacant building being used for business.

There should definitely be a STRICT age limit of 19 for entry to any facility. Taxes should also be higher for these businesses.

Greater taxation, limitations to exposure much like cigarettes, zero odour should be permitted, greater security required for staff and public

I think the City should take the advice of the Cannabis Buyers Club, since they have operated in Victoria successfully for so many years. I have no issues with clubs being around the city.

I think realistically, we need to be treating dispensaries like all these "natural supplement" stores. Tax them, do whatever, but don't take away people's access to a medicinal product.

tax it.

I'm a medical marijuana patient with severe chronic hip pain. Medical Marijuana has let me cut down on opiod painkillers by 50-100% on a daily basis. Medical Marijuana is not federally approved for joint pain but I can take it thanks to Victorias lenient system. Please don't push further regulation, it would cause me more pain than the few people abusing the system. Instead, push for greater discretion and stop the dispensaries from acting like businesses with flashy signs and open doors.

I have no concerns at all. Marijuana is relatively harmless, lots of the above concerns could be applied to say, a Tobacconist. It doesn't seem likely that organized crime would come about from registered dispensaries, in fact, it seems like the opposite would happen, as you take away business from drug dealers in the community. Also, why do these shops need more security measures? there's probably less value in a dispensary than a jewellery shop, yet we're not overly concerned for those.

I think the most important things here are regulating the amount that it is taxed and controlling for organized crime. As far as taxing, many people will use marijuana in the same sense that they would liquor. Therefor I think it needs to be taxed in the same drastic way. As for controlling organized crimes involvement it would seem the government needs to be more involved with the production and sale but I'm not knowledgable enough on the specifics for that.

Police should be prevented from hassling marijuana-related businesses.

Look at Colorado does it and get us a tax surplus. What are you waiting for? When it's legal it won't be worth anything and the market will collapse from home growers (how it should be). Plus: would you rather fight with 4 drunks or 10 stoners? All of the above questions you have in this survey could be applied to the liquor store and the same precautions should be taken. Smarten up and light up.

They should be regulated to the same extent as businesses that serve alcohol..

They should be allowed but they should have to have a security officer posted at all times to clear away the

freeloaders and crazy people who stand around outside waiting to buy weed from people who have bought it. Also they can kick young kids out who have prescriptions because of 'anxiety'

Regulations regarding security seem important.

I believe dispensaries should be able to operate provided they prove they are being responsible and proactive to ensure their customers well being. Having worked in a liquor store down town for several years has given me an insight into the distribution of a controlled substance. At the liquor store I was threatened and had to deal with aggressive situations almost daily. This would not happen at dispensaries. The difference between alcohol and cannabis are huge. Its amazing to see the stink people make about cannabis and think nothing of alcohol. People have a skewed perception of what "marijuana users" are like. I thought foot traffic for business was a good thing? But not if its a smelly weed junkie right? Most people accessing dispensaries are people that really do need cannabis to treat a medical issue, be that physical pain, anxiety disorders or depression. In regards to safety of product, Dispensaries could be held responsible for the quality of product they sell. Odour should not be a problem if all products are packaged properly as they should be. Possibly child proof and with strength labelled so you know what you are getting. Just like other medication. No consumption of cannabis should be done at a dispensary. So who/ what is causing this odour? Minors should not be served and the staff should take proper measures to ensure due diligence. I doubt they would have much minors in anyways as its probably easy enough to find some weed without having to go into that professional looking establishment and pay twice as much. Dispensaries should probably have some security measures in place for all the "dolla dolla bills y'all" that they will be bringing in. Best Wishes

No concerns pertaining to dispensaries. Our neighbours are a dispensary and they are courteous, compassionate, professional and very supportive of our respective business. I have more concerns about police brutality, targeting of marginalized individuals in our neighbourhood by police and the lack of social services for said marginalized individuals. I'd rather provide the community the choice to use alternative forms of medications to decrease their reliance on toxic, capitalist pharmaceuticals. I find the increasing number of developments building unaffordable condo units far more of a concern than local businesses providing legitimate services and products to our community. Stop clutching your pearls and get with the 21st century. People smoke weed for far more than recreational reasons.

All those so called concerns are really that concerning complaining about the smell ?? Well I can't stand the smell of curry or patchouli but it's unrealistic to petition for them to shut down Indian restaurants and the traffic you would think would be welcomed to increase business for other retailers I honestly think that people are taking their so called minor concerns too far it is better to have it in a controlled environment rather than being felt on the streets being laced with whatever marihuana heals and helps take the mind off pain it's better to take it rather than being hopped up on pills ect ... I believe that what is I place now works and people need to stop trying to over control this industry.

I believe that we should regulate all stores within Victoria. While setting up a framework to prevent too many dispensaries from opening in a single area

no concerns

The businesses should be properly ventilated so that marijuana cannot be smelled from the street. A prescription from a medical doctor should be required to purchase marijuana.

I'm concerned with not being able to access my chosen dispensary with my current convenience for my disabilities.

These stores are in violation of the CDSA and should be shut down. Their claim of medical legitimacy is a sham and most customers were previously and continue to be recreational users. I support legal recreational use, but not this faux medical use, it promotes people to make up and exaggerate their health problems leading to decreased well being in the rest of their life.

keep them restricted to areas away from schools, regulate them the same as porn and liquor stores.

Do not get rid of dispensaries. They are valuable to many

Victoria's reputation should be better than "overflowing with pot houses." Stinking up our beautiful city for the sake of a few loses wanting temporary "happy feelings" is absolutely disgusting.

No concerns, regulate them like liquor stores.

As long as they are respectful to their neighbours & don't sell to minors I have no major concerns.

strict rules against bringing kids in the store (You can't buy pot when you're taking care of a kid, one-week store ban consequence, one month?); criminal background checks for employees, owners (is this done for BC liquor store employees? Is sale to underage people a big problem with alcohol?); reasonable prescription limits (minimize resale potential, a pharmacist cannot provide 1000 vicodin to one person)

These dispensaries are a step in the right direction. The most important thing is to tax, regulate, and keep it out of the hands of children. By making it government controlled and facilitated, you take money and power away from gangs.

I don't have many concerns, I just became a patient due to a severe knee injury and before I got my card, I barely even noticed their existence in the city. It isn't easy to get a card and they're very strict about their sales. It kills black market sales as well. I do not see any concerns regarding it, as long as they stay strict on selling.

I don't have concerns.

i don't have concerns. I'm much more concerned about liquor stores then I am about dispensaries. I work next to a liquor store and constantly have to deal with drunk people stumbling into my grocery store. I never worry about someone who I can smell marijuana on. I know they're just there to grab a bag of chips and some candy.

I suffer from Crohn's disease. The symptoms I typically face are severe pain, internal bleeding, nausea, and many more unpleasant things. I am very greatfull of the dispensaries which have opened up (particularly the

onesame with longer operating records like the VCBC) as they've given me the ability to make it through flare ups of my disease without needing to use massive amounts of corticosteroids for inflammation and opiates for pain; obviously it is beneficial to not use opiates with a severe intestinal issue. I am worried that new regulations could potentially limit access to patients like myself who suffer from debilitating illnesses. I believe that taxes similar to those applied to alcohol would be a bad idea as it is already fairly expensive to access this medicine as it is not covered by any form of health plan. Although I would be in favour of taxes provided medical users with confirmed conditions are exempt from paying them.

Consider Seniors with pain and limited income. PLEASE

19+ with ID is fine by me

I have specific comments I would like to share but this form will not allow enough characters to state them, or line breaks. Please fix this!

I think they're an important business, but there do seem to be too many of them popping up. I don't want them to go away, but I would like to see firm rules enforced. Can they be restricted and policed in the same way the tobacco shops are? Will they send in underaged/people without a medical need in to buy- and fine the shop if they are ignoring the rules little other retailers?

No concerns. People are overreacting

No concerns.

I think that regulations should be put in place that allow dispensaries to operate, but which govern how they operate. Like shops that sell tobacco or "adult" products, strict age and visibility regulations should be enforced: no product displayed should be visible from the street, government issued ID must be presented and a record kept (not necessarily one which identifies people, only which verifies that ID was checked and is valid). VicPD, the City of Victoria, and the dispensaries should work together to not only form these regulations, but also reach out to the communities they operate in to address concerns and educate.

The whole "easier for kids to get" thing is a myth, and at the very least would ensure that everyone is getting clean product, so I have no issues there. I think when you look at places like farmacy you see a level of professionalism and responsibility that can really make this whole thing a benefit, opposed to the shady ones like gorge and the one on cook st. Make it hard to open a dispensary but attainable so long as the absolute highest standards are held. This helps everyone.

As I am in favour of legalizing marijuana for all uses, I believe dispensaries should be treated similarly to liquor stores.

The concerns that are at the forefront for me are 1) the sale of marijuana to those without medical need or a prescription; 2) consumption of the product outside the point of sale and 3) the security measures that are required. The City needs to ensure that part of the regulations require an adequate amount of security which would dissuade those wishing to try to break in and perhaps moving on to other homes or cars that are nearby. A dispensary has opened up directly next door to my building in North Park and the owner has been

quite friendly and agreeable and we have had no problems with this gentleman or any of his customers, thus far. His employees on the other hand have caused complaints with regards to the consumption of their merchandise on the roof of their building, in the back parking lot (which is shared with our building) and noise after hours hosting others in the store late into the night. This needs to be regulated as well. I fully support the City in making medical marijuana legally available and easily accessible to those who need it.

Not sure why anyone would care if there is a medical need or not, none of our business. Alcohol is more detrimental to society and people themselves, yet that is readily available for EVERYONE. I think the statement that infiltration of organized crime is a concern is ridiculous and has been put on the list as a scare tactic, if it was a big concern, it should have been mentioned as a concern by the police as well, not just the general public. Set a minimum age to sell to, require that proper security measures are in place, and set a limit on the number of business that may apply to run within a certain distance of each other.

Considering the prevalence of marijuana use in society, and the success of legalization in Colorado and Washington, revisiting the legality of marijuana sale can only be a good thing. The concerns about "foot traffic" being increased is laughable. Businesses want more foot traffic, they just want to hate on someone. Keeping young persons away from the drug... how well has keeping young persons away from alcohol worked? Prohibition doesn't work. What does work is education. Create programs to educate people on the drug, allow people to make the decisions for themselves knowing the risks and you'll have a more informed society as a result, and thus one less likely to engage in criminal antics because they are getting proper education.

Dispensary businesses should be granted licenses to operate legally like any other store. 24 hour security should be mandatory. No minors should be allowed in the stores.

None.

I am a recreational marijuana user and I think there are too many of them. There needs to be more regulation on the amount of dispensaries that can exist in a particular area. An over-saturation of these businesses will undermine the public's opinion about marijuana's legitimacy for medical usage, as well as contribute to delaying the outright legalization for recreational purposes. There is a smart way to introduce these dispensaries to our city, and too many too soon isn't it. .

The concerns you have listed are ridiculous. 1) Increased foot traffic surrounding businesses ... Most businesses are pleased to have increased foot traffic in their neighborhood, because they want to attract new customers. 2. Nuisance ... Just what is the nuisance? What about the nuisance of noise and toxic fumes from the harbor to harbor flights. 3) Odor ... again, what about the odor from harbor to harbor exhaust; what about the odor from cruise ship exhaust; what about waffle cone order pumped into the street; what about the high perfume odor from various businesses on Government street; etc. 4) Exposure of young persons to the sale of marijuana ... WOW! That is a real laugh. Marijuana is pretty readily available in just about every high school in the city. The dispensaries generally do NOT sell to minors; and generally do not even allow minors on the property. 5) Infiltration of organized crime ... Bull! The whole point of the dispensaries is to circumvent organized crime. 6) Sales to persons without medical need ... The dispensary I go to REQUIRES a certification by an M.D. (not a naturanath) that you have one of the government designated conditions before

certification by an independent third party, and you have one of the government-designated conditions before you are allowed to purchase. ALL of the concerns you have listed might well apply to any standard pharmacy. Prohibition does not work ... never has and never will.

The more pot shops, the more people who will not have to buy from the black market, giving legit business customers and taking away customers from illegitimate dealers

Just legalize and regulate it, and stop playing the children card. You already expose them to the sale of alcohol and tobacco.

I don't see any reason to introduce new regulations. I've seen no harm as a result of these businesses rising in my community or elsewhere in Victoria. In fact, I believe there is a reduction in street level drug sales as a result, so I see a net positive effect.

Obviously minors should not be permitted to purchase marijuana, otherwise I don't think it should be over-regulated.

Concerns mentioned above are all highly speculative/prejudiced. Victoria should be ready to adapt as the economic impact of impending Marijuana legalization/decriminalization takes effect. If we impose regulations now, business ventures that might otherwise be successful in the future as federal legislation changes could be undermined significantly. Marijuana-related tourism and export could be a boon for Victoria. Let's not jump the gun and preclude success in this area.

Legalise it, this will remove the crime element. All other issues are irrelevant.

I don't see a problem now if anything the appearance of these outlets has lessened the illicit drug dealing downtown.

No concern whatsoever I am 100% for the legalization

I have no issues with these businesses selling marijuana, as long as consuming it on public property is prohibited, just like alcohol. None of the "concerns" listed above should be even humoured as valid counter arguments. Prohibition is NOT the way to deal with marijuana. Prohibition enables criminals to prosper by selling the substance tax-free, and it costs huge amounts of resources from our justice system to enforce. Marijuana only requires the same kind of regulation as we already use for cigarettes and alcohol, and no more.

I think they are great, they should be legalized and taxed. So much good has come to places that has legalized it via tax income, tourism and other business opportunities.

let them be, don't let Ottawa shut them down.

There are a lot of them and the frosted glass everywhere stands out. I have no issue with them in general, and I think the demand is there so the city shouldn't overdo it, but something to make them less concentrated and less conspicuous.

I don't believe much more regulation should be in place. Perhaps a density limit or increase in discretionary

measures to assuage the concerns of the concerned. However the accessibility is a good thing, and my main concern is that draconian regulations will further increase the stigma and dissuade those who need it from seeking out medicinal marijuana.

Stricter regulations on the businesses should be in place, as well as very thorough routine checks of inventories by a third party (Preferably government officials) to ensure that none of the marijuana only goes to those who need it

I am okay with the marijuana dispensaries in and around Victoria. I have visited one and it has been discrete - no impact to the businesses surrounding it, and not visible from major roads.

Should pay for a business license like any other business, should only sell to those individuals with prescriptions for medical marijuana, marijuana smoking should have similar by-laws to cigarette smoking (cannot smoke within certain distance of entrances to public places etc.)

The people who are buying from dispensaries without a medical need are going to be buying anyway. If restrictions on the legal sale of marijuana cause too much hassle for buyers, or cause a significant price increase compared to illegal sales, people will return to buying it illegally.

I am not a user. It is my opinion that it should be easier to get for people who need it, or feel they need it medicinally. As for the dispensaries they are no more noticeable or intrusive than coffee shops.

I don't think the dispensaries are a big deal. The concerns of theft would not exist if marijuana was fully legalized. I will state a cliché and reiterate that the responsible use of cannabis is often quite beneficial to the users of it and has far less negative impact than alcohol on the individual and people surrounding the user in society. These businesses must not be stigmatized and should be enabled to continue to provide marijuana at a fair price. Marijuana sales should not be conflated with those of alcohol or tobacco as Marijuana is used for scientifically proven medical purposes whereas tobacco and alcohol are solely recreational. I am happy that our city is working on ways to de-stigmatize and support people who require marijuana.

I think there is a need for their existence, but the number and visibility of dispensaries should be reduced.

Beyond restricting sales to minors, I believe marijuana should be as legal, and managed in the same way, as alcohol sales and consumption.

That it be regulated like any other retail business - fairly and legally.

I believe that medical marijuana is good for some people. My concerns are: the level of addictability (?) in regards to young persons having access, and to persons w/out medical need. I am also concerned about possible increase of organized crime

Why are people concerned about cannabis? shouldn't the focus be on the harder drugs that can actually screw up lives? I've seen my father screw up his life, would like to not watch others.

No concerns. Let them operate like any other business e.g. liquor store or restaurant

I would think that increased foot traffic around dispensaries would be positive for surrounding businesses. I also believe legitimizing the dispensaries would reduce organized crime, we don't spend much police power on speak easies any more. As far as the rest of the issues I don't see how they differ from those provided by the increase in cold beer and wine stores in the past decade.

My concerns are that of organized crime. Who owns these businesses? Who do they associate with? where does the product come from?

Marijuana Dispensaries should have more support from municipality as they are providing an essential service. The issue is that they are being marginalized and targetted by the police, as are medical marijuana users. As someone with **Personal information**, Medical Marijuana provides pain and other symptom relief that simply isn't available to me via any other route due to severe intolerances to most pharmaceutical pain relieving drugs. It is very frustrating to continually find myself marginalized by my need to use marijuana. I would like to see the City of Victoria work directly with the dispensaries to create programs educating the public as to the benefits of using marijuana and enabling dispensaries to be recognized for the healthcare services they are providing to thousands of critically ill people in the CRD. In Vancouver similar dispensaries have added other holistic services to their clients, such as a herbal medicine dispensary, and access to acupuncture, and massage. The Vics dispensary on cormorant street, which is the oldest and one of the most reputable dispensaries in Victoria operates next to a community acupuncture clinic, and they work well together; each respecting the services of the other. It's a testament to how things can be done.

Personal information I experience from my symptoms. If you want to clamp down in illegal marijuana sales to Kids, then you need to address the illegal dealers, and the RCMP are the ones to do that because marijuana from dispensaries is CLEAN, and uncontaminated with chemicals and other drugs like fentanyl, or speed. Dispensaries are here to stay, embrace them, work with them, and help get rid of the drug pushers and dealers.

I think the access to people who need it is excellent. Regulation of businesses just because they sell something that "some" may find as unsavoury is not a fair practice. I feel that everyone should have the freedom to access medication they might need.

All medical marijuana is doing producing a group of people who are insane, self induced insanity. We as a society are being insane letting them hide behind the medical, a word to be respected.

I think regulation is a good thing if for nothing other than making sure they are being operated safely. like any business

No concerns beyond ensuring that regulation takes a sensible approach based on harm reduction, and an understanding that marijuana needs to be treated like alcohol, a potent mind altering drug with both positive and negative consequences to users and to society.

I have no concerns regarding the marijuana-related businesses in Victoria. I hope that they thrive and continue to allow safe access to medical marijuana.

The fears of marijuana are old and outdated

no concerns

My main concern is a broad one---I don't want to see regulations introduced that are based on prejudice or misinformation, and I want to see regulations applied consistently. For the record, I use marijuana for neuropathy caused by chemotherapy. I am not a business owner. 1. Increased foot traffic: Wouldn't any successful retail business increase foot traffic? As long as the business is in an area that is zoned for retail, why is this a problem? 2. Nuisance: What kind of nuisance? This is very vague, so it's hard to respond to. The dispensary that I use does not allow its customers to hang about the store front or have their product in the open. That seems reasonable. 3. Odour etc: I've never noticed an odour outside the dispensary that I use but I can see how that would be a concern. I would love to see some regulations around the odours produced by businesses, for example, there's a soap store on Government St that reeks. The smell of float plane exhaust and cruise ship smoke are really offensive (choking), too, and they are also a health concern **Personal information** and airplane exhaust is a carcinogen). In terms of food safety, I think marijuana dispensaries should have to follow the same regulations as any other business that produces or sells food. 4. Youth: First, youth are exposed in other ways, so we mustn't delude ourselves that hiding or disguising marijuana dispensaries will prevent youth from exposure. The dispensary that I use is very discreet---you would never know from the outside what kind of business it is. We could treat marijuana sales like we treat cigarette sales and keep it hidden. Second, this seems hypocritical, since we openly sell alcohol and pharmaceutical drugs. 5. Organized crime: Infiltration into what? I don't understand how a sensible, measured approach to the production and distribution of marijuana results in infiltration of organized crime. I would think that it has the opposite effect. The dispensary I use keeps prices as low as they can, which makes it a poor option for criminal activity. 6. Medical need: We have some empirical evidence of marijuana's efficacy in treating certain medical conditions, and we have a lot of anecdotal evidence of its efficacy in treating a whole slew of medical conditions. The dispensary I use requires medical proof that you suffer from one of the recognized conditions. If all dispensaries did that, a lot of people would suffer. We don't have enough empirical evidence to define "medical need" and it will take years to get it. Also, disallowing the recreational use of marijuana is just plain hypocritical, since we openly allow and encourage the use of alcohol. We continue to expand the alcohol industry with more wineries, breweries, and specialty wine stores but we're going to deny people the right to buy marijuana? That defies reason. In summary, I would like to see marijuana dispensaries treated like other retail businesses. They should have to follow the same regulations as other retail businesses. Furthermore, we should be consistent in how we apply the regulations. We should impose similar regulations on non-marijuana-related businesses that we impose on marijuana-related businesses.

I don't see any problems on regulations as is since most of the dispensaries are pretty well kept and out of the way of other businesses.

The City of Victoria and the VPD should work closely with the dispensaries to provide mechanisms ensuring that cannabis will not be sold to minors, ideally modelled after the systems we have in place for alcohol and tobacco. While these systems aren't perfect, they are the best option we have without burdening the dispensaries with excessive regulation that will ultimately harm patients seeking medication for their

conditions.

No concerns. The businesses are less harmful than liquor store

Sustainability

No concerns.

Alternative administration should be considered favorably, and checking government issued ID upon each visit should be mandatory, some of the club cards are easy to fake.

Regulations should focus on keeping marijuana away from children and teens similar to tobacco and alcohol.

I hope that Council will resist the temptation to charge restrictive fees for these businesses. The last thing I want is for small businesses to be forced out by high costs. I also want Council to continue standing up for the will of the electorate, which is clearly in favor of legalization. Since the Federal government is intent on fighting this cause against the will of local people, it's up to us to stand up for our rights.

No concerns. I want the dispensaries.

No concerns.

I do not have concerns. I disagree with the existing concerns. I believe they should be treated with similar regulations to other retail outlets.

I think regulations should focus on 1. Age verification 2. Removal of advertising (like tobacco) and 3. Safety practices like CCTV or a police presence to avoid violence. Be careful, don't regulate too much, or we'll go back to street dealers and that's much less safe.

Legalize the sale of

No new regulations for medical marijuana-related business in Victoria please.

I believe that municipal regulations will be band aids at best. Marijuana should be legalized, licensed and taxed, just like alcohol.

I am concerned that my husband who has severe and debilitating Crohns, won't be able to easily access MJ (the only substance currently able to help his pain management). Please continue to allow the dispensaries to continue. His doctor is "against" mj and his specialist claims he is under censure by the canadian medical assoc to not prescribe to anyone not terminal. It is ridiculous. Only the city's bylaws are able to help him currently. Thank you for standing up to a flawed system.

I have no concerns. We have more important things to worry about than harmless pot smokers. This drug aides many people with chronic problems. If we can learn anything from the Colorado and Washington is that with proper regulation and security measures, the cannabis industry can flourish given the opportunity.

I think it's great, it let's people know alternative uses for cannabis. It also provides an avenue to educational

information for users of medical marijuana.

ease of access to medicines, decrease stigma associated with use, onus on medical use (including educating youth (children!)),

I worry about the qualifications one needs to use these dispensaries. I also worry about the goods being sold after purchase, to a third party. In my opinion, this step makes it much more readily available to abuse.

My main concern is that it is not sold to anyone under age and that the stores don't become targets or robbery. I think some sort of regulation needs to be put in place to limit the total number of shops or proximity of shops, but overall (even though I don't frequent these stores) I think they are important and must remain open and available to the public. In short, I do believe some regulation is needed, but if those rules and restrictions become too harsh and citizens lose valued access to medical marijuana, the entire thing will be a giant waste of taxpayers money and time.

I'm concerned about the security of the staff. It seems they are likely to be robbed, and need better security measures (heightened police presence would be ideal)

I want to be sure that regulations are set in place so that medical marijuana-related businesses operating in Victoria are in areas that are safe with well lit streets. I also want to be sure that their products are available in various forms, including pre-made edibles. I would also request that the all have printed information onsite that they send home with clients, regarding dosage, side effect, possibly uses, different forms available, and easy access to resources for if you have any medical questions.

I would expect the regulations for marijuana should closely resemble those for tobacco and alcohol product sales.

Regulations should include adequate security for the premises. One visible guard is all that is needed to deter most/all problems. No other regulations are necessary. Increased foot traffic, nuisance to other business(subjective), odours are all non-issues, that could have positive impact on surrounding business. Young people can buy and see pot for sale in their schools, about time it was regulated into dispensaries. Organized crime infiltration unlikely as they already have access to the illegal components of marijuana sales. And selling to people without medical need is nothing I would care to regulate.

I have no issues with marijuana related business as they currently exist.

I truly hope that the dispensaries will continue to exist as I myself have been waiting decades to see this finally happen, medical marijuana is indeed medicine and one should be able to get the medicine one needs. Trees always follows and enforces the rules and try to help people with whatever ailment they may have. They are honest and informative and more importantly, they follow the rules and laws. Hope we can keep trees in our city, it's a great thing!!!!!!

ALL these stores are operating illegally and are enriching organized crime. They need to be shut down until the drug is legalized at the Federal level. It's a sad state of affairs that I would be penalized for drinking a beer at the beach before anything happens to these illegal stores. It makes a mockery of our Police and

justice system. Other municipalities have acted on illegal pot sales so why hasn't Victoria?

I don't have many concerns or much to add to the conversation. I have noticed that there are perhaps many more than is necessary. But they do provide a safe environment for users to procure their medical Marijuana and that is hard to fault. There is a demand and we, as a city, are able to supply it. The tax revenue and employment it brings is nothing to shake a stick at either. All the while, your average medical Marijuana user is far less obnoxious and costly to the city than the average drunk downtown, and so if we can support this growing sector then, why not?

No concerns - recreational and medical Marijuana should be legal and accessible.

Just regulate it so qualified people can open a business, and place a reasonable geographic limit so we don't have like 3 in the same city block. Just tax the damn stuff so it can contribute back to society and who cares.

Alcohol does more harm than marijuana, everyone knows that. Welcome to the 21st century! worse than prohibition!

marijuana should be legal and available

I have no concerns. Legalize it and follow Colorado's lead re: regulation!

I have no concerns. I walk downtown everyday and now no one walks up and tries to sell you "weed" anymore. Feels less dirty downtown.

Even though I don't smoke marijuana, I'm happy to see such a up-and-coming industry in this town. The only concern I have is that they should be treated like liquor stores, with cameras and proper security for the safety of both staff and customers.

There should be a limit to the number of dispensaries downtown- more and more good commercial real estate is being used by these businesses when a minority of the population is able to frequent them.

Please do not bow to pressure from the backwards Conservatives, who want to send innocent Canadians to jail, for a plant, which can cure cancer! I am a user of medical marijuana, and a citizen of Canada, and the U.S.A, Namely Washington state. I believe change needs to happen, and we can't wait for "big gov" to do it. We need to do it on a municipal level, with your help! Please do what is right for the people of Canada, and the world, and resist the tyrants who care not for us, or our health. Besides, these dispensaries are only going to generate legal taxable income, and I hear someone needs to fund a bridge.. So yeah, I hope you appreciate what these brave people are trying to do, and I thank you for listening. Your friend, -M- P.s. De-regulation and cooperation please, not exclusion for big business or money grabs please. Thanks!

I believe these dispensaries have created a safe way for many people to access medicine they need, especially those frustrated with the federal medical marijuana program. This is a step in the right direction and I applaud the city of Victoria so far in its actions towards this issue (including this survey! Good job, democracy!!). I hope the city of Victoria will continue this logical path, and does not give in to federal pressures. Feel free to contact me.

Personal information

My concerns are that those of us using marijuana to treat mental illness will be prohibited from doing so if regulations are strengthened. I use marijuana to treat anxiety as well as manage the unavoidable side effects from medication I take for ADHD. I'm lucky that I can use marijuana to curb some of my anxiety symptoms and take less of the anxiety medication that I'm also prescribed. Upping the dosage of that medication can cause side effects bad enough to interrupt my life and job for up to 10 weeks. It's important for me and others who may use marijuana in the same way to be able to safely manage our symptoms in a way that has little-to-no adverse effects in comparison to the side effects from taking an SSRI. I hope that the powers that be will consider this when drafting new regulations.

Fair taxation and reduce the proposed \$30k business license

I think medical marijuana should be dispensed in a pharmacy like every other prescription drug.

Food safety, organized crime

I believe that the City of Vancouver has the right idea and that we should follow their lead.

how the city can benefit tax wise.

I'm all for regulating marijuana related businesses. The less money going to gangs and dangerous criminals the better. Legalize and tax it.

I don't have any concerns. People using or selling marijuana does not bother me.

I believe marijuana should be accessible to those that wish to use it. There should not be any further regulations. If the area is unsafe, increase security. Do not make it harder for those to access this medicine if they find it beneficial and improves their quality of life. As a medical professional in the field of oncology, reducing stigma and barriers to access this plant if patients so choose to use is vital and should not involve government.

I have no complaints concerning marijuana dispensaries at this time.

No concerns.

I have no concerns as I have not been affected. Why would the regulations governing marijuana dispensaries be any different from those governing liquor stores.

Neocon earns as of yet.

Increased visibility of marijuana dispensaries doesn't bother me. I am very supportive of the legalization and regulation of marijuana in BC/Canada, which at this point makes a lot more sense than trying to regulate dispensaries operating in a legal grey area.

Quality of Cannabis standardization

No concerns

I think only non-profit dispensaries should exist. It should not be a for-profit business.

I have no concerns regarding marijuana. It should be legal and regulated similar to tobacco and alcohol.

no concerns

Adults only. Discrete signs required.

I'd like to see more support for non profit business. Looking into having products tested for mold and pesticides and as much information as possible (chemical percentages and grower!). Support for edibles / extracts also a must.

the amount one could consume in a day

Personal information

, I would like to see

security made a very big issue.

Treat like a bar/liquor distributor.

As long as they pay taxes I think it's a good thing.

When it comes to edibles, don't ban them outright like Vancouver has done! Far better to require opaque, child-proof packaging.

I have no concerns, I have seen all the benefits it has done to place like Colorado and I fully support the dispensaries

I think it is clear to anyone who has taken the time to properly educate themselves that cannabis is FAR from harmful. The services that dispensaries are providing has vastly improved the quality of life of countless people suffering from anything ranging from anxiety and depression to terminal illness. The overwhelmingly positive results in Colorado and Washington should be a clear indication that licensing and regulating dispensaries is both helpful to the public, and profitable for the city, province and, as a result, the country. I do NOT believe that dispensaries will lead to an increase in exposure of cannabis to children, if anything I believe regulation will help limit exposure to youth who can currently walk down the street to any dealer and buy as much as they want without being ID'ed. Dispensaries provide quality control, a safe environment for purchasing, options for patients (including edibles, which can be very important for those who need to medicate but prefer not to smoke), and by IDing EVERY SINGLE customer to ensure they are legal age to purchase. If we continue to ignore the need for regulation of Cannabis in Victoria I believe we will be abandoning an opportunity to provide our citizens with a service they clearly require, as well as missing out on important revenue for the city. To put it bluntly, marijuana is not doing any harm to anyone and dispensaries are helping eliminate organized crime and youth access to cannabis. And as for security measures, any retail business is at risk of being robbed. That is of no concern in my opinion. Thank you.

My personal safety is a concern--that before and after my purchase I will not be harassed, approached or robbed. My privacy is a concern as well--that my information and record of purchases remain confidential. I

am also concerned about the strict quality and standards be maintained within the products that are offered. I have never purchased street drugs of any variety and not a smoker. The edibles offered for sale at one particular dispensary offer hope to me in dealing with early menopause, after a disastrous recent experience with a prescription offered by my family physician. I am grateful for the opportunity to manage my physical and mental health, an opportunity I would not have under more conventional options.

Thank you for this survey. It's the right thing to do on this subject. I hope that the laws will change to reflect the reality that this drug can be used as medicine but also should be completely legalized.

Encourage the industry. Freedom from pain is a democratic right.

Legal access to marijuana reduces the need for individuals to procure it from unregulated sources. It also reduces the influence of organized crime on the drug trade.

Dispensaries should be required to provide accurate cannabinoid profiles for each product (THC/CBD content) so medicinal patients can dose accurately, as well as provide proof that they have passed mould/fungus screens.

Regulate them like beer and wine stores.

My concerns are that places like trees that sell safe product will be closed down and people will have to turn back to the streets and the drug dealers who lace the marijuana with other drugs potentially killing people.

security

I support the presence of medical marijuana dispenseries in the city of Victoria and appreciate the Mayor and Council's decision to explore this issue. I personally believe the impact on nearby businesses is fairly minimal as people are in and out quickly. Also, foot traffic may be a good thing as increased foot traffic could bring money to other local businesses. What I see going on, at Farmacy on Scott & Hillside, is that a former bank gave up its commercial business space and the space sat vacant, unleased, for months. The Farmacy folks moved in, invested money in remodeling the place, and now they employ a decent sized staff. So from an economic point of view, I think it's great and have no problem with it in my neighborhood. One thing I like about Farmacy in particular is that one can't tell it's a dispensary. The windows are covered in a decorative style, the larger sign is plain, and there is a sign stating 19+ on the door. There's no way a minor is getting far beyond the door, let alone through the vetting process. Incidentally, members/ customers are all ages of adults, both sexes, and from a variety of walks of life. It can be done in a mature and reasonable manner. On a few of the other points: if organized crime is involved, then it's at the supply end. Maybe that's true. But then again, the biker gangs in Canada have been running pot for decades, perhaps dispensaries can put these guys out of business by purchasing from non-gang affiliated suppliers (which I'm sure most are) which then takes this product over of the black market. Personally, I'd love to see the city of Victoria take in some nice revenue from these places, maybe fix the roads (Have you been down Shelbourne recently?) I think the VPD may be onto something with the security issue- perhaps they can collaboratively come up with safety standards? Regarding the odour, non-existent. Food safety, well, McDonalds is across the parking lot, and so is DQ, Little Ceasars, and FKC. Now that's food safety I worry about. If I could offer a suggestion or two, I'd suggest a cap on the number of shops at something like 15. Signage out to be bland, no pot leaves, etc. (like

suggest a cap on the number of shops at something like 15. Signage not to be bland, no pot leaves, etc. (like Farmacy or Ocean Garden one in Fernwood, stuff my kids wouldn't recognize or even consider)

I have no concerns. Keep the non-profit dispensaries open.

I don't use it, but I see very little negative impact too it if similar guidelines to alcohol are used

I have not been bothered or effected by the increase of Marijuana dispensaries in Victoria.

These operations are already quite established. They follow many regulations and bylaws in order to exist in a city such as Victoria. Although I don't live in Victoria at the moment I do run errands or visit friends in the city at least one to two times a week. When I'm there I have visited some of these businesses and in my opinion I don't feel they pose any more of a threat to the city than the liquor stores or pharmacies do. I have never seen one of these businesses encroaching on another business. I have never smelt an odor outside a store nor seen anyone milling about. Many establishments are fairly isolated or in lower traffic areas of the city. The windows of these businesses are always entirely covered and products are put in unmarked bags so people outside are not exposed to them. While some businesses have rather obvious names many of them wouldn't be that distinguishable to younger children. They also have no more of an impact on the city's youth than the presence of your local liquor stores. In addition to this at no time are minors given access to medicine/product. Proof of age must be shown before the transaction begins and product/medicine is not touched by patients/patrons until transaction is complete. A minor would not be allowed service and even the friendliest of faces are expected to show proof of age upon entrance. Loitering and/or consumption of marijuana products outside these businesses is strictly prohibited. Ultimately, the existence of these establishments helps lower drug-related crime in the city, brings more business to Victoria, contributes to the local economy (taxes etc.), and ensures that people are consuming cleaner, regulated products. There are many current and trusted academic sources that support and demonstrate the many medical benefits of marijuana. Many of the people that need these products are law-abiding, contributing members of society. These businesses allow them to obtain the cannabis products they need in a safe environment. These businesses are following city bylaws and should not be targeted simply because they sell something that is seen as "taboo" by only a small portion of uninformed, overly conservative residents.

No concerns

better then having to deal with drug dealers!

, Please take the time to read my reply to Our concerns. The access to clean and safe medicine is important to everyone. •Increased foot traffic surrounding businesses- A good thing? •Nuisance to other nearby businesses, potentially impacting their customers- People have the right to sell alcohol, so, why should the wide culture of people who regularly enjoy cannabis be demonized? And impacting their costumers..? Like how the sale and consumption of cannabis contributes a higher revenue steam to restaurants? Yah, i'm sure restaurant owners will hate it.... •Odour, food safety and other health issues- Um ya, we want safe medicine..? "And there are ways to prevent odour leaks". •Exposure of young persons to the sale of marijuana- people have been booting for years, get over it. "Education is the answer".. •Infiltration of organized crime- Come on.... •Sale to persons without medical need- I don't think they'll want to be shut down. ei: "Liquor store".

Concerns that this won't happen quickly enough. Pretty much copy the liquor laws.

better security, and more accessible policies to offer documentation for marginalized people with illnesses.

minimum cost of regulation and intrusion on normal business activities of m/j sellers;

If it is deemed as a medication, why isn't it sold through regular pharmacies by prescription? If you are under Fair Pharmacare, and couldn't afford it, your pharamacare plan would be able to pay for it. In London, England you could get a tincture of medicinal marijuanna from the pharmacist if you had a doctor's prescription.

I have no concerns and believe the city of Victoria should follow suit with Vancouver

Until this insidious drug is legalized, we should not be having this discussion and if it is legalized we can look for more drug addicts, increased health issues, more crime and more costs associated with the legalization of the drug.

dispensaries in victoria offers medical products for those of us that cant afford to get a medical license. i like many others have epilepsy and since going off prescription meds and going on cbd i have cut seizures down by 1/3. the staff is amazing and has been so helpful in knowing what will help.

I believe that there should be little to no regulation regarding the dispensary's. It has been proven time and again that marijuana poses little threat to those who use it and to those around them, barring of course burning plant matter being inhaled for those who smoke. There are those who benefit greatly from these dispensaries and regulating them into the ground will only make their lives that much harder compared to now where they can simply enter and pick up what they need with no hassle. The influx of competition is a result of the demand and if harsh regulation were to be enforced business owners and medical marijuana users would suffer in the end.

The spaces seem pretty wild-west at the moment. I would rather see more regulation/oversight and the associated income to the city/province

I don't understand why there are so many marijuana stores! And I'm confused as to the actual law re: its sale and use. Isn't it still illegal federally? Also I'm concerned re: who actually is signing off on the use of medical marijuana: MDs? acupuncturists??

Involvement of organised crime is my only concern. Cannabis is safer than alcohol which can be purchased at hundreds of locations all over the city

Any regulations specific to medical marijuana businesses should be no more onerous than those placed on alcohol, tobacco, or other similar drug dispensing businesses.

I think all these new businesses are great as long as they're following protocol.

I don't have any concerns. I am in favour of cannabis being legalized and taxed in the same that tobacco and alcohol are.

Let them have more indoor smoking areas

I agree with most of the general concerns listed above. Especially the sale to persons without medical needs and the organized crime associations.

My concern is the location of stores and density of stores. I am not concerned with the other items listed (eg: increased foot traffic)

I am 100% for medical cannabis as well as for public use of cannabis in all its forms from clothing, food and other products. Yes some regulation needs to be in place for product consistencies and health and safety for packaging. The community will simply have to get used to this new medicine and lifestyle in our lives and not just what is seen in the movies. I would think more foot traffic would be good for business as it is new money coming into those communities. If we publicly break down the barriers that separate us we stop being so afraid of one another, most people who are committing crime are doing so simply because of where they are and what they have. If they were rich they would pay a fine, because they are poor they are criminals. Regulations should have a public interest for availability, freedom of business in a growing marketplace, have enough vendors licenses to accommodate the growing interest. As of now security does not seem to be as needed, perhaps some simple ideas like having to be buzzed in at the front door that is locked. Provide more public service and education to actually help people in need. I lived on the streets of Victoria many years ago and it took a lot to get out and become accepted as a valuable member of society

I think it's great. No concerns really. As long as the dispensaries are clean and run well.

To maintain the public (including teenagers) how to properly use marijuana to decrease any health risks. They are still going to find a way to access it and they should be prepared and thoroughly informed

None, there are three within walking distance from my home and I've seen no impact. A bigger issue is the homeless population in public parks, the users of marijuana businesses tend to be much neater, nicer and polite than the homeless who use in the park beside my house.

There seem to be too many store fronts that have opened considering that they are only supposed to be serving those prescribed by a doctor. As long as it's still illegal, people should not be smoking outside, even if they have a prescription. If there are this many dispensaries now, how many will there be when it inevitably becomes legalized?

no concerns, have not noticed any problems

Food safety and organized crime are the only legitimate concerns. Increased foot traffic should be welcomed by surrounding businesses regardless of whether they think the foot traffic is by "desirable persons" or not. What type of nuisance? That needs clarification. Odour could also be referenced by vegetarians living/working near fish and chip shops or steak houses. "Young persons" will always be exposed and have access to un-/controlled substances. Why not sell to those without medical need and charge tax? In just one year, in the US, the states that legalized marijuana, raised \$70 million in taxes. I am not a marijuana user. ALSO. This format is not at all user friendly as there is no way to see everything that you've stated. In addition, the phrasing of the text indicates an already present bias towards what you want people

to answer.

Regulation is an excellent idea. While you have noted concerns about exposure to young people, there is more access in the unrestricted illegal market than there is in regulated businesses.

all of the concerns listed above seem pretty small and there are other concerns that are more in need of attention. I can't stand the smell of Lush soap store on Government St when I ride my bike past and many others have similar concerns; I understand they pump the smell out into the air in order to attract customers - will the City please regulate this practice? Cars are dangerous and unhealthy - the City should look at regulating which cars can drive in the downtown area. I avoid downtown when people are coming out of bars because drunk people are obnoxious and dangerous - will the city please close down all the bars? The more out and open marijuana sales are, the less likely organized crime will be involved. As for youth and people without medical need, they will be buying more risky drugs if they can't buy at a dispensary - I don't understand the concern.

None. I believe that marijuana should be legal.

Leave things how they are

Wu Tang is for the children.

As long as each person receives a card and their marijuana use is maintained responsibly, the dispensaries serve a great medical purpose to the community. They should be closely regulated through a computer system.

My only concern is its obour being increasingly frequent around town. The scent is quite bothersome for me. I appreciate the survey!

I don't see it being a problem and or doesn't seem to be anymore or less foot traffic, If you look across the street where the alcohol is that's where the nuisances are. just open or our eyes a little.

Get rid of the medical sham and just legalize it.

High License fees. Not within 200 yards of school, daycare or playground. Not within 1 km of another shop.

Medical marijuana-related businesses should look tidy and professional. Medical marijuana-related businesses should be required to post information on designated driver services to discourage their clients from driving while high. They should be required to purchase all or most of their medical marijuana from properly licenced BC growers to support the BC economy. They should be required to have each batch of their medical marijuana tested for pesticides and other chemical adulterants. They should be regulated similar to liquor stores. The city of victoria should hire a specialized medical marijuana buisness inspector/pharmacist with a small department to oversee bylaw enforcement for this unique sector, make regulatory changes as necessary, and resolve regulatory issues in a proactive fashion. Most of these shops are likely to go out of buisness within a year or two because the market looks over-saturated. Victoria needs an action plan for filling all the vacant storefronts promptly once most of these medical marijuana shops

close.

should be legal recreationally and through a doctor. Prices should go down about 50%

These are not legal. Why even entertain them!

None

I am fine with these stores. I believe the regulations are fine. I believe the complaints are exaggerated.

I am with dispensaries that seek for medical - or when legal - recreational use. It is the volume of stores that concerns me. They need to be regulated like liquor stores, with a limited number of licenses available.

The vast majority of people I know that are using the dispensaries have no medical reason, but tell a small lie to get their memberships. The business owners are for profit, of course, so they really approve everyone. I believe stricter regulations are required for membership approval. I've noticed a large increase in public marijuana smoking over the last 1-2 years, and I find the smell to be very intrusive and bothersome, as the smell lingers in the air for a long time. The presence of dispensaries are making people a lot more comfortable in smoking all over the place plubkically (downtown), which again, is bothersome.

no comments

I support not for profit compassion societies which provide marijuana on the basis of medical need and doctors referral. marijuana businesses are only interested in profit, and should not be allowed in the city . The usual problems listed above generally are avoided by non profits who keep a low profile and don't antagonize neighbours and make a nuisance of themselves.

I have no problems with dispensaries or casual use of marijuana, and I think the opportunity to tax it is too great to pass up.

That there be too many of them.... I think I have seen 4 or so pop up recently.... that seems a good number. I am concerned in terms of security issues that these places are high on the list of potential robberies. They may attract unsavory characters.

I have no concerns I think dispensaries are beneficial

I am considerably less concerned about the sale of marijuana than I am about the homeless and affordable housing situation in Victoria, and I have considerably more experience with antisocial behaviour associated with consumption of alcohol than with marijuana. I get the strong impression from the paragraphs above that this survey is soliciting complaints and ideas for restrictive regulating. I would much rather the city put energy into homelessness and affordable housing, which is a serious cause of concern in my neighbourhood, not only because of the human impact, but also because of the business impact of needles and trash in doorways and parks, shopping carts of stuff on sidewalks, camping in parks, etc. Frankly, the marijuana dispensary is the nicest building in the neighbourhood right now, and I'm a delighted somebody put some time and money into that building. It was an eyesore before they moved in, now it looks like a bank.

what ever it takes to keep it happening

No concerns.

These businesses, like liquor stores, could be restricted to persons over 19. Daylight hours, say 9am to 6pm might help. Security is important for employees. Could marijuana be sold in liquor stores?

i believe that Having regulated dispensarys are a good thing for the community. In my opinion, it is taking it off the streets, providing a safe place to buy it, and it gives the person in need options to suit their tolerance. If regulated, i can be controlled and not sold to people underage, and extra tax revenue could be used to put back in the community.

My only concern would be strict age policy everyone must show two pieces of photo government issued I.D, and must be 21 or older. I like the idea that trees has with the foodbank and the potential for all dispensarys to follow I think would have a huge impact on the community

My only concern is that these businesses are licenced and are following the same guidelines as the medicinal dispensaries. A doctors prescription or recommendation is a must. No selling to minors without a parent present.

I have absolutely no problem with these businesses. They fill a niche that Health Canada and most family doctors are unwilling to provide. Most doctors are unwilling to give patients a prescription for medical marijuana use, unless it is for something serious like cancer which leaves many for whom it would be advantageous, left out. If it were legalized, I would go to them for balms and such, for my Personal information conditions. I am a mature, responsible professional, not a junkie, but I don't feel comfortable going to one of these places due to the potential for legal repercussions. Instead I have to suffer because traditional (chemical) medicine doesn't work and is harmful to my body. I have never seen a lot of foot traffic around any of these places and they look very clean. I have also never noticed a smell, at least no more so than anywhere downtown on any given day. Organized crime is around for other reasons as well. I'm sure this is not the only type of business that is impacted by it. The sooner it is made legal, the less of a foothold organized crime will have. No doubt the pharmas will be jumping on the bandwagon too once it is legalized and profiting by it. I think that alcohol abuse is a much bigger problem. If you have to regulate them, so be it, but don't punish those who want to try it as an alternative medicine, even without a doctor's prescription, and ensure the safety of the employees working in these dispensaries. Also, these places provide a more cost effective solution for people who need it. Going through government channels to obtain medicinal marijuana is often too expensive for many, and the ridiculous processes that people with life threatening illnesses must go through to obtain it is unacceptable. The public shouldn't have to fear legal repercussions, or pay a fortune for trying to be pain free and feel well. There are many studies showing the positive impact, and I have done my homework, so that when it is legalized I will be able to try it for conditions where nothing else has worked.

None, I welcome the businesses. Tax and regulate it. Make money for the city to improve.

I would rather people buy pot from a store with business hours than from the dealer in my apartment

building who is apparently available 24/7.. That foot traffic is what pisses me off. I am fully in support of decriminalizing marijuana and taxing it like cigarettes. It's alcohol that should be clamped down on. It's incumbent upon the businesses to ensure adequate security measures for their staff safety and property, just like any other store. I find the wording of this survey to be biased and uninformed about the actual danger of marijuana use, and this is coming from a person who never touches the stuff because I find the smell unpleasant.

It should be decriminalized and taxed similar to alcohol, tobacco and lottery tickets

Don't know what the new regulations might be. I would hope that we could get over the road blocks to legalization and just get on with legitimizing this as a business and it doesn't have to have a sleazy reputation anymore.

We should treat marijuana laws similar to alcohol..... Regardless of medicinal needs it is safer in the long run to buy through a dispensary... We should research any concerns people have and run tests to understand as much as we can about the effects.... Tax it all and put the proceeds towards mental health and homelessness problems downtown.

Though pointedly illegal operations, the dispensaries significantly reduce buyer's exposure to dangerous, secluded interactions with street dealers. Particularly for more at-risk buyers, these dispensaries offer a level of visibility and safety that will be noted for years to come. Moreover, they've become in a short time a boon for tourism in Victoria. Although these dispensaries absolutely present some problems (for instance, none of their product can come from registered MMAR growers), in my opinion, they solve more problems than they cause. Overall a net gain.

1. Odor and other health issues. 2. Robbery prevention.

wow. where to start. increased foot traffic surrounding business .is'nt that what any business wants ?and how can increased foot traffic be be a nuisance to other businesses , you'd thik they'd welcome the increase in people walking by thier shops.as for odor.it's a non issue ,try walking near the town side of the bay street bridge and get a good whiff of the compost pile there,it'd gag a maggot.food saftey i can see that , as to "other health issues ,really vauge there ,might want to clarify on that one.young people aren't allowed inside ,same as a liquor store,no exposure.and your kidding me with the organized crime thing aren't you , cause it's been involved with all illeagal drugs for a loong time now, the only way to get them out of the picture is to leagalize it and tax the crap out of it so there's no profit to be made for the bad guys . need a dr note for a beer or ciggeret or maybe some caffine or some other legal stimulant.sercurity is an issue with some stores as is with any other businesses ,that is something that is done on a one by on basis,as the need arises.without stores like Trees people like myself will be forced back to the criminal element to get the same product we can get at the store.fourty years of dealing with is not as much fun as you'd think , let's not got backwards , move forward to the future .open your eyes to the amount of taxes that will be made , it boggles the mind.and don't make us tie up the bc med system just to buy some marijuana i'm sure there are people in more need of that service with more serious helth issues .get what i'm saying .remember the LeDain commision .thanks for your time

I believe this product should be treated exactly as the sale of alcohol. It's not rocket science. People should stop this idea that Cannabis is "taboo"! Also, one should ask oneself; did my parents consumption of alcohol influence my life? For me, no, I have made my choices according to my own wisdom.

Many of those concerns are not unique to these businesses and appear to only be masked moral concerns. I have no concerns about these businesses as long as they are paying property tax.

Everyone should have access to cannabis medical or not, I am happy the city is willing to work with a cannabis community. I think regulations are a good thing but should also be fair! These businesses help a lot of people and do no harm to the community

No selling to minors. Consumption of product must comply with city bylaws (7 meters, bla bla)

It's wonderful. It's about time we ditch the outdated "mindset" about marijuana. It should be able to be used and consumed in all of its forms -- Edibles, concentrates, beauty products & of course, as flower

As there is clear evidence from trials in Colorado, Washington, Israel and other countries and states marijuana has legitimate uses to treat chronic illnesses. On top of medical, recreational marijuana in Colorado has brought in huge additional revenue streams to the tune of 40-50 million dollars a year which is going towards schools and drug education and city maintenance along with the benefit of tax revenue Colorado has reported highway and traffic accidents are near an all time low from an all time high in 2012. Marijuana can be beneficial to the community as a whole when it is regulated, taxed and sold appropriately and I support full legalization due to the good it can do to the community.

It should be available and regulated in a forms (flower, concentrate, edibles and beauty products)

I have a concern about exposure of young people to marijuana - the shops make it look like a legitimate product. I am concerned about where shops are located - e.g. on the same block as my local bike shop - I don't know what to think about it.

Marijuana dispensaries are a safe way for medical users to acquire marijuana. They detract from organized crime, in that people in need are no longer forced to do business on the black market to acquire a high quality product. The high number of customers shows both the high demand for a safe source in Victoria. The list of concerns, as listed above, echo concerns brought to the table when pubs or bars are allowed in areas. The City has a should embrace pub culture, as should you embrace pot culture. I do think that effective and reasonable security measures at the businesses for the protection of employees should be contemplated by the regulations.

I think that the street advertising and neon pot signs and sidewalk signs should go.

Honestly, I haven't seen any of the negative effects of the dispensaries that many claim. I live near several, and work near several more in the Burnside-Gorge area. I haven't noticed any increased crime, loitering or foot traffic. I don't use marijuana personally, but I believe it should be legalized and regulated similarly to tobacco and alcohol. as far as regulating these businesses, they are businesses, so treat them as such.

Treat them similar to liquor stores and tobacconists - essentially they are the same

...treat them similar to liquor stores and tobacconists--essentially they are the same.

I don't have any concerns about deregulation of marijuana. People using marijuana are less likely to be violent than people using alcohol, and the health benefits of marijuana far outweigh its potential risks.

I don't smoke pot because I don't personally like how it makes me feel, having said that, I doubt feel it should be illegal. I have no issue with dispensaries. I feel that valid id should be mandatory for purchase just like with alcohol. For safety purposes there should be two staff members on at all times. I feel they should be structured similarly to a private liquor store.

I don't smoke pot for fun or for medicine and pot culture bores me easily as much as sports culture does. That being said, I watch it help people with chronic pain, anxiety, sleep issues and eating issues. Also, people who are using it as a stepping stone to get off of genuinely damaging drugs, many of them prescription pain-killers. The fact that I think it smells like skunk ass and holds no appeal to me shouldn't interfere with other people's access, whether for health reason or for recreation purposes. Harm reduction is worth some inconvenience. Can we just fully legalize this, try to be patient and assume some good intent during the legislation process and get the hell on with things..? Also, this comment box is ridiculous and very awkward to use. It's hard to take the official interest in this subject too seriously when the means for communicating around it are so slap-dash.

Haven't noticed any problems, I would imagine keeping dispensary's a little ways from schools and from advertising openly are good ideas. Really whatever rules we have for alcohol probably make sense for marijuana business

Trees Dispensary has been a professional service that my family and I rely on for our health concerns. The location I particularly frequent is on Rock Bay Avenue, and my observation is that the store has actually cleaned up the neighborhood quite a bit. Trees is very strict about selling to minors, loitering, and impacting the community negatively, which are values I appreciate. At times it could certainly be busy in there, but it goes to show the many people medical cannabis assists. Regarding robbery prevention, there are bullet proof glass serving as a barrier between the budtender and the customer. My concern is that by not allowing these dispensaries to operate, so many individuals will be left without the holistic aid they were using to alleviate whatever ailment they were treating, whether it be **Personal information**. I believe all the stores should have this glass up, that they should be allowed to sell edibles so long as they're properly labeled, and that bakeries should also be inspected and certified. Thank you!

Safety for staff members

Dispensaries should be like a normal pharmacy. If you don't have a Confirmation of Diagnosis or a MMPR license you should not get access to a dispensary. This way it will keep the foot traffic down, and check ID so you are not selling to minors in the area. So you would need something with your picture and birthdate as well as your dispensary membership card in order to gain access to services.

When my partner was ill **Personal information** Compassion Society dispensary. They had stringent rules for accessing their services that seemed to work. I would want regulations to facilitate legitimate use, support conscientious providers, and minimize inconvenience to the surrounding community.

without adding significantly to the providers' bureaucratic burden.

Regulations should encourage businesses to be more discreet without forcing them to stay underground. Businesses should be strictly 18+ and should be positively involved with the business / residential community surrounding them.

I have not seen the the potential regulations. My concern is that people will have to go back to buying on the streets

I am concerned that those operating these types of small businesses are being unfairly labeled by a ignorant minority which speaks more loudly, and shows no moral foresight. Regulations and taxation are the only thing we should be talking about in this day and age.

I believe the regulations are perfect, if anything too strict.

First of all, thank you so much to the Mayor of Victoria for caring enough to ask the general public on our opinion on such a 'hot-topic'. Thank you.

Personal information

and enjoys Victoria and all the surrounding areas. And, I am very very sick. If it wasn't for all those good and compassionate people who work at Trees, (and I am sure, other places like it in Victoria and B.C.) I think I would not be able to write this, I firmly believe I would be in the hospital, on a permanent basis. I started taking medical marijuana because it was recommended to me, by a professional health provider who refused to 'grant' me a legal medical 'green' card because he/she was afraid to 'lose' their medical license (absurd!!!). I discovered Trees late last year and I just cannot begin to express to you the difference that medical marijuana has made in my life. I can eat. I can sleep. I can relax my mind, pain free! And, I do not know what on earth I am going to do if you shut down Trees (and any other marijuana facilities, both here and in B.C.). Please consider how many of us actually use medical marijuana because we are ill. I have ZERO concerns if these facilities stay. I have MAJOR concerns if you close them. After using the marijuana, I have been able to cutback on most, if not all, of my medications. I do not take medical marijuana for 'fun' or to 'get high'. I take medical marijuana to live. As far as draft regulations are concerned, perhaps we should look to the U.S. and see how they have legalized marijuana in many states and from what I can tell, crime is down (considerably), and people who need marijuana get it. I believe that should be the same here. WE're all adults, so up the age, if it makes people happier, to over 19 years of age. And, I guess, tax it. That always make government happy I am sure. Thank you so much for taking the time to read this. Thank you so much for listening. I cannot tell you how much Tree's and many many other good facilities, mean to people like me. It has, quite literally, saved my life. And, with your asking for our opinion, I hope that you will 'allow' facilities like Tree's and many other to remain open. Most sincerely, someone's Mum.

It should be age-restricted

I think it's important to have this substance available and accessible to people whose lives will be positively affected by it.

I have used a couple of the dispensaries. I found them to be professional, well run, discrete and unobtrusive. I do not have any grave concerns about the present situation.

I absolutely feel that these dispensaries are necessary, but there does have to be rules and regulations. Marijuana rules should be the same as alcohol rules

These dispensaries give people the ability to purchase safe marijuana.

I think that this is a great idea. opening in other municipalities is highly suggested. I am afraid that these kind of businesses will be viewed incorrectly. such as a black market operation or some underground ring. the other main concern is that they don't appeal to minors.

As someone who smokes marijuana here and there, it's way better to have a source to buy from that is reliable and has good product. It's safe, friendly, and a comfortable environment, something lost when you have to buy from an unincorporated dealer. All round support!

No concerns

This is a chance for the City to show itself to be progressive, modern, and in step with the rest of the West. The tax boom that Colorado reaped has demonstrated what benefits there are for the economy. Change is inevitable, the City can embrace it and reap the benefits, or miss this opportunity altogether. Increased jobs are a good thing. Common sense rules should apply, there should be a minimum distance from (children's) schools, etc, but there is absolutely no reason for regulations to be any different than for the sale of alcohol or cigarettes.

License it, make sure it's not being sold to minors(same way it is done with cigarettes) and then leave them alone.

I am happy that the city of Victoria is regulating the medical marijuana industry and support all new regulations. I currently have no problems with what the city is proposing.

None

I would prefer a local dispensary provide my medical marijuana I require edibles and concentrates on a daily basis to function as a productive member of society.

I don't have any concerns. All businesses I have visited have seemed to operate without any cause for concern. I have met very very few people who have a problem with them.

That they not be selling to minors; that they not have people hanging around outside the premises; that the businesses look clean and not have monstrous signage; that they offer quality products; that they have knowledgeable staff and can refer to other sources for additional information.

For one, let me open by asking that my living in Saanich doesn't negate my opinion. I am a client of one particular business and I find that its location is in line with the initial proposed regulations regarding school proximity. It's in the Gorge/Rock Bay business neighbourhood and there are two stores at either end of Rock Bay. I don't notice any groups of people hanging around being a nuisance, unless I'm closer to The Landing homeless centre. Not that their being homeless is the reason they're a nuisance, it's more that they

congregate on the block around the centre while smoking and occasionally accost the odd passersby for change and whatnot. The store I go to also has an ongoing food drive, offering free joints for those who bring in a moderate food donation for those other patrons, or even community members of age to enter, who are less fortunate or have addiction problems preventing food security. Sure the idea of 'free drugs for food' might seem to the average person to be a social atrocity, but having seen a few donations myself take place, the freebie went skipped each time. No one really takes the carrot. It's also essential to inform you I did sign forms, and show my prescription medications that would medically necessitate marijuana. I was also informed of strict policies regarding daily maximums, reselling, sharing, smoking in the neighbourhood or in/around the store and about having ID and my card EVERY TIME NO QUESTIONS OR EXCEPTIONS! Everyone, every time gets their cards out. The concept of letting a regular slide is barred. The other necessity of this store is marginalized people getting access to products when a prescription is not obtained. My medications have side effects which are eased by marijuana in its varied forms. My boss allows me to be medicated as my job doesn't involve machinery that may kill anybody and I don't work with the public (yay me), but I can't smoke it and be all baked, so I need access to products that are ingested in controlled doses as to treat, but not trip. This store provides those products which might only be produced otherwise at home by average people with no medical knowledge with product obtained illegally, and possibly dangerously. There is a safe, age-controlled, policy-regulated environment where people can obtain medicine, and some free canned goods should they need it. There is no evil biker bouncer at the door, there are no drunks or stoners or junkies hanging around the block. There are informed people who care for their clients as any other business. The only real issue is the product is marijuana and that's scary to some people. Being in a semi-industrial neighbourhood, operating far from residential or schools, and with reasonable operating hours, this location I go to fits many requirements for licensing. The store is called Trees.

Everything listed above. Except the risk of exposing young people to the sale of pot. If they go to school they are exposed to the sale of pot. Regulation and taxation make illicit sales of marihuana less profitable to drug dealers. Which makes it more expensive and therefore less affordable for youth. It is far more difficult for youths to get alcohol than pot.

I think they should be regulated strictly and not made available for people under 18 years old. Strict penalties for people who "boot" for minors as well.

My biggest concern is that I need to have access to medical marijuana from a safe dispensary, such as TREES. I would resort to street marijuana without this trusted dispensary and others like it in the city of Victoria. I want TREES to be allowed to continue to operate and am concerned that they will be regulated out for some reason. One major thing that needs to be considered is the availability of willing physicians, either online or in-person who will prescribe medical marijuana in the first place. I am a mature, well into middle adulthood resident of Victoria. I have used medical marijuana, in moderation, for many years with only beneficial effects. The dispensary TREES and others I have visited over the years have a knowledgeable staff with relevant important information about the products they sell. They are nothing like street dealers who are obviously only making money and will sell anything, contaminated or not. The professional standards of cleanliness at TREES is something I'd like to see regulated in all dispensaries. I am not personally aware of issues in Victoria around cleanliness but it would not surprise me to know that some facilities are not up to

standards that I, as a consumer, would expect of any retail store selling products that are to be inhaled, eaten, or otherwise ingested. I hope the dispensaries are found to be beneficial by the Cit of Victoria in providing long term relief to physical and psychological ailments without side effects. I hope the City of Victoria moves to license medical dispensaries.

i have no concerns, they should follow similar regulations to the ones vancouver has put in place

It is very important to the community to have dispensaries to keep the sale of medicines off the black market and to give those in need a safe place to gain information as well as safe and professionally handled products. Its important however to consider the communities and businesses that surround medical dispensaries in any regulations, such as limits on where dispensary businesses can operate.

My concern is that marijuana needs to be readily accessible for those of us with chronic pain and decreased mobility.

I myself, smoke marijuana recreationally, and have access to it with or without dispensaries. I think it is wonderful that they offer alternatives to smoking such as edibles & oils. I do not know how much it should be regulated, it seems the suppliers & producers are working to create high quality products. The city of Victoria "leaders" should meet with them to better understand. I have not noticed an increase in crime. Only a rise in poverty & homelessness.

Security is a legitimate concern for the police department and if they think it is something to be considered then it should be. Oudor is another concern to be considered as is health food safety of the edibles when developing regulations. I don't believe any of the other concerns listed above are valid. And I have no additional concerns and welcome the marijuana related businesses in communities.

Encourage discreet business. Make it easy to find all the locations so they can be plain stores?

Mostly I'm concerned that the substances be sold in a regulated form that cannot be mistaken for another thing, such as a marijuana infused cookie or brownie which could be mistaken as a non-infused baked item. Oils and herbs could be sold, but I am not in favour of selling baked goods. No other medications are sold in this format, though the marijuana infused oil can of course still be prepared in that way in someone's private home.

I am concerned about the rcmp response to this issue despite our local police forces more practical approach, will any of this regulation matter if Ambrose is still gonna crack the federal whip? How exactly will you respond when that situation comes to a head?

I agree with having a marijuana dispensary in my area

I believe there need to be tighter requirements for people to acquire medicinal marijuana. It is common knowledge that people are obtaining it with little to no specific issues that require its use.

REview the City of Vancouver's regs. They should be licensed, and regulated as to hours of operations, proximity to schools, etc. Liquor laws are a good place to start.

they're not a problem. treat it like alcohol. wasting any more resources on them is just that - a waste.

Need distance from schools. And to limit the number if dispensaries per neighbourhood. Right now, they're EVERYWHERE.

There should be no change to the regulations. If anything dispensaries should be more relaxed. I have no concerns and see dispensaries as a positive because it offers a safer source for people to buy marijuana than through a dealer.

My biggest concern is that thorough police checks of business owners AND their associates are being done. It seems that some of these businesses may be dubious operations run by organized crime or other profiteers, with product that has no quality controls (checking for mould, produced with chemicals that are unsafe for medical users). Compassion clubs that pre-date the law with respect to mail-order marijuana should be grandfathered in as they have long been part of the industry serving MM users.

Not selling to minors, keeping organized crime out of the business, paying taxes

The questions that are being asked here frame the issue in a way that only serves to perpetuate fear and stigma about marijuana dispensaries and the people who use them. Increased foot traffic doesn't seem to be considered when new businesses or services open unless they serve a segment of the population that others consider undesirable in some way. There will always be increased foot traffic when a new business opens up, whether it's The Bay, a McDonalds or a marijuana dispensary. It's important to look at how the questions we ask and the way we frame the issue encourages and perpetuates stigma and myth about the business/service and the population who uses it. Increased foot traffic should not be a concern in spaces zoned for commercial use. It's also important to rethink how we engage with children and marijuana (and all drugs, in fact). No, children should not have access to marijuana and they shouldn't be around people who are smoking it, but getting up in arms about children being aware of the sale of marijuana simply perpetuates the stigma and does more harm than good as this viewpoint necessarily deprives children/youth of important and truthful information about marijuana and increases the chance that where they will learn about it is through their peers. I'm not aware of what is or isn't being done currently in terms of security and robbery prevention, but I would imagine that the dispensaries would need to take similar precautions to pharmacies, which also dispense substances that have a street value.

Marijuana shouldn't be sold at all it is illegal for a reason and should remain that way

I think these facilities are a great benefit to have in our city for the people who need this type of assistance.

Regulate proximity to schools playgrounds and a certain number of metres from other med marijuana shops

As medical dispensaries are businesses, they should be regulated to some degree but they are essential services that should not be faced with additional hurdles. All of the dispensaries I have visited are thoughtfully designed and are discreet operations. They may not save lives, but they definitely help alleviate pain.

My main concern is quality control, i would like to be more confident that the quality of all marijuana strands,

edibles and beverages are properly correlated to the prices asked for. Some things to be considered should be how the illegal tracking would be greatly reduced. After observing the decriminalized states in America it is evident that there are many economic and social perks to decriminalization and further regulation. Crime rates are down, traffic accidents are at historic lows and most importantly the usage of teenagers and youth has not increased..

I personally think they should pay business tax, like any other business, but aside from that I haven't seen any negative impacts to having more of these around.

The regulation of marijuana should be such that people can gain access to it in a safe organized manner. It should be regulated in a way that allows those over 19 to gain access with penalties imposed upon those who share with minors. To ban the sale/ purchase of marijuana would be highly arbitrary unless similar bans were imposed on the sale of alcohol.

none. they're of no impact to my life and work

Density of the businesses can be a problem, but getting rid of them entirely would not be good. I have Crohn's and access to marijuana through other means is not currently possible due regulation and doctors medical association not allowing prescriptions unless it is for a terminal illness. Without access to marijuana I would suffer from nausea, diarrhea, cramps constantly (or need to take high doses of steroids, which have much worse side effects). I support regulations to stem the tide of businesses, keep them away from certain areas (schools mainly) and try to ensure they are run in an ethical manner.

I am concerned about teenagers having access to the shops. Sales to minors should be highly restricted on par with government liquor stores. Based on what I have heard directly from a friend who has used these businesses in Vancouver, the threshold is exceedingly low to obtain the drug. In some cases a naturopath "doctor" speaks to the person via Skype and then approves the "prescription." Businesses even offer free marijuana if you recommend them to a friend. In other words, the atmosphere is very lax for something claiming to have a medical component. I understand the concerns that pharmacists have raised that the term "dispensary" - used by many of these businesses - is misleading and an affront to the serious job performed by pharmacists.

There are too many in my neighbourhood. Can we limit the number per neighbourhood? We already have "bong shops" and now so-called medical marijuana businesses. We don't allow so many liquor stores or licences in a neighbourhood and all other prescription drugs you have access through a regulated pharmacy.

My concern is around what has been reported to Police. Whenever I go to trees (Once a week) there is never heavy foot traffic and loitering. Everyone is always friendly and respectful. It is a quick exchange. In and out and you are home with your medicine. When dealing with mental health and addiction it doesn't seem doctors are too willing to give prescriptions for marijuana. Thanks to Trees i have been able to get the education I needed around marijuana to find the perfect strands for my needs, insomnia and anxiety. Without the education and information provided at trees I would have went to a friend and got a bag of weed and not properly be taking this medication and never knowing exactly what I was getting. To be able to walk into a dispensary and get the medication that I want helps empower me in my recovery.

I'm unsure why they are legal, since marijuana is illegal, but I don't see any problem with them. I'd much rather have 10 times the dispensaries than any liquor stores. I think the public would like some clarification as to where the legality stands. Otherwise, someone is going to get hassled by police and it will be a whole firestorm.

offer more pre-made edibles and concentrates for those who don't want to smoke. Serve to all even if they cannot gain a doctors prescription

The big gap here is not the businesses doing retail sales, but the total lack of local doctors willing to do the federal approval process. Without local doctors on board, people are stuck in a legal grey area.

Similar to a liquor store. Plus a municipal tax. They should have security camera, ID, LCLB should check up on them. (or some other group created specifically for them) If you charge \$10,000-\$20,000 a year plus 10% on all sales that would seem fine to me.

I do not observe any of the above mentioned concerns at the trees location I use. The staff are well protected and well informed. I use marijuana to help control blood glucose in my type 1 diabetes and really enjoy being able to do so without meeting a guy on the corner.

The dispensaries should be permitted to carry a wide range of products, and there should be no "minimum price" as is enforced with the sale of alcohol. Let the market and consumers dictate the price. If taxes are being collected, or fees for business permits, the public should be informed of where that money is going. This is a new revenue stream off a product that is still readily available on the black market. I don't mind paying a little bit more to be buy variety and better quality, but I want to know that my tax revenue I am contributing is going to a positive public service. although it is contrary to the anti-smoking legislation, I would like to see marijuana lounges that have a patio area for smoking. If we have the ability to purchase marijuana in the city, it seems silly to be allowed to buy a product, but have no where to enjoy it.

Please remember one thing... Using Marijuana with or without a "doctors prescription " is not harmful. I self medicate and i live a full healthy life. There are countless studies that prove the positive affects of Marijuana use. Make alcohol and cigarettes illegal, these have proven to kill thousands of people each year.

It seems to be like all new things: its taking some time for people to adjust, and some people don't like the change. So of course there is uproar. But it is too great a positive impact on our community for anyone to step outside the guidelines, be irresponsible (i.e. unlawful sale&exposure minors), or attempt to step on toes. I would like the see the City of Victoria embrace this positive change & and make good use of a renewable natural resource! Instead of fighting this, why not use it to our advantage - be proactive, Victoria!

with the dispensaries around town i able able to get a variety of edibles to help with my symptoms of depression. I am unfortunately unable to obtain a doctors prescription and trees dispensary has been able to help me cope with my pain. I feel like having regulated dispensaries around town can help fight street crime and provide a safe way of receiving medication from a reliable source. even if the prices increase to account for government taxes, i believe it would be a step in the right direction for our growing community.

No one under 19 but I love the dispensaries, they really help people in need

I believe that the new regulations stopping dispensaries is horrible. .the United states statistics should be enough proof that legalization is a good thing.i personally only purchase edibles from dispensary to help with the pain in my knees so that I may sleep.. not having access to this would affect me greatly and force me to go to street crime to get such products..I'm sure many people are in same boat

Cannabis use can cause psychosis and even schizophrenia especially for young users. While there may be research related to standardized medicinal cannabis I don't think we we know the science yet. Certainly, many people have experienced psychosis and wish they would have known a balanced view of the drug. Schizophrenia affects 1:100 people. Use of pot increases chance for developing schizophrenia by up to 7 times in the mid teen years. Please see "downside of high". Cbc

I have worked in other municipalities facing these issues and, ultimately, there are no regulations you can implement that will adequately address concerns. The only solution is to not permit these activities, allowing only for those legally endorsed by the federal government. These businesses are not good neighbours and should not be permitted

Sale and distribution other than Canada Post is illegal. Leaders, of corporations or a municipality, should not pick and choose where and when they follow what laws. Leaders who turn a blind eye or willfully ignore inconvenient laws undermine the process. The City of Victoria should working with other municipalities to shape positive change to best meet the needs of those who desperately need medical marijuana, now and in the future. Instead, you turn our region into a marijuana-friendly town, damaging our reputation, undermining the long-term success of the medical marijuana program, risking external investment AND encouraging recreational marijuana use ... putting MY children and business sustainability at risk. Shameful.

1) Liscensing required, 2) clean establishments 3) walk-by locations in well lit areas 4) children are in and out of liquor stores all the time so there should be no problem with parents being honest with their kiddies about their habits and lifestyle. 5) we need not worry about food safety if people still believe that McDonald's sells food! 6) this will take away from crime and remove the sale from these creeps. 6) odours? I find it more pleasant to smell reefer then barbeque, 7) NOT a nuisance to neighbours, just come and visit :>)!!

asking! for ID

Offer a variety of strains, edibles, capsules, oils and concentrates. Provide knowledgeable staff. Contribute to local food security. Serve people in need of medical marijuana.

I am a parent of an elementary-age child, I have a career in Finance (work full time), and I use medical marijuana as encouraged by my family physician. Until recently, I felt that my only option in purchasing marijuana was "on the street". I can honestly state that, in purchasing this medicine from a "dealer", there was not a single transaction where in I did not feel embarrassed, and more importantly afraid (for both my personal safety and the general safety of my child, were I to be arrested as a result of the transaction). I recently became a customer of one of the local dispensaries (Trees, locations on Rock Bay and North Park) and for the first time in my life I find myself able to access the medicine that I require without feeling either

embarrassed or afraid. I feel that these dispensaries (or at least the one business with which I have experience - Trees) are an essential part of our community and should not be prevented from continuing the good work that they do. As a parent, I am impressed by the business model that Trees employs - from a distance of more than a few feet, one would never know that a marijuana dispensary was there. They do not flaunt their presence, and I feel this may be an opportunity for regulations - a glowing neon "pot leaf" (as I've seen on a business downtown) may not be the most appropriate method of signage. As a customer of Trees, I have always been asked to present government-issued photo I.D., and they clearly display "No Minors" and "19+ Only" both on their door and inside their store. As a parent of a child who is not yet of an age where any conversation about "drugs" would be appropriate, I would not hesitate to walk past a Trees dispensary with my child. I have never witnessed any gathering of customers either inside or outside of their establishments. I have not witnessed any "unsavory characters" lurking about or felt unsafe in any way. I have not witnessed any patient using their medicine in or anywhere around the establishments. In fact, the employees of Trees advised me upon my first visit that they have a very strict policy banning the use of any of their products either in or immediately outside of their business. I, like every other customer I have ever witnessed in or around the dispensaries, arrive sober, make my purchase sober, and drive home with my medicine sober. I feel that it is of vital importance to the health and well being of our city and surrounding municipalities that ALL citizens (not just those fortunate enough to have a family doctor who is knowledgeable enough to provide a prescription) to have access to marijuana dispensaries that offer a wide variety of products (flowers, edibles, concentrates, etc) and employ members of our community who are knowledgeable about the products they are selling. I believe the city would be well-served to regulate these businesses in the manner in which they advertise themselves, and I also feel that the city should benefit from their presence financially, be it through the issuance of business licenses, taxes, etc.

More security measures for the safety of the clients and the staff. It is a relief to be able to purchase this product without having to have contact with organized crime. The staff at trees dispensary are informed and knowledgeable and I have been able to sample a variety of products at an affordable cost including a cannabis infused herbal skin cream that has healed **Personal information** almost magically! I used to live in a northern B.C. and was unable to find a doctor willing to sign for me nor were there any accessible dispensaries which left me having to always know few drug dealers as i have **Personal information** and do use cannabis for pain relief. I have **Personal information** replacement. Please be informed that kids are buying illegal drugs from their local dealers mostly in the schoolyard! They aren't waiting outside to see if some 40 50 year old like myself to buy it for them! A portion of the fees should be allocated to product research and development so that we continue to have the best quality and variety of products available for regular consumers in B.C.

I personally in my youth smoked copious amounts of pot. I stopped smoking pot because of what I saw as the negative effect it had on my well being. I am not in favour of legalization or de-criminalization or normalization of Pot . We used to be referred to Pot heads for a reason. We were stoned! The attempt to sugar coat it and slip it in under the guise of Medical Marijuana is a farce. The most medicinal benefit it offers is if you are having a difficult time eating you may get the munchies. I say no to Marijuana related businesses!

They should be welcomed. Look at Colorado or Washington

I think dispensaries in Victoria are a fabulous idea. Regulations are important, but regulating marijuana isn't any different than alcohol. Put age restrictions on and ensure that everyone is ID'd so minors don't have direct access. I can't get a prescription for my back problems, but the dispensary doesn't discriminate against me for not having a medical card, and that's important to me. I'd rather buy it legally and taxed in a safe environment, than illegally from a sketchy drug dealer. This is a safe way for people to get quality and reliable marijuana. Don't take away a safe place for people that don't have any other means of safely obtaining. For pain management, depression, food issues... Marijuana helps in so many ways.

It should be available to anyone over the age of 18. The threshold should be minimal for those who apply on medical grounds ie. not needing a doctors cert. for stress relief reasons.

Business should be licensed and regulated. I don't like having so many dispensaries in my neighbourhood - maybe they could be required to be a kilometer apart, and a similar distance from schools, as the clientele could have a significant impact on our youth.

Please take into consideration that this is medicine to a lot of people who choose to live their lives as chemical-free as possible

I'm concerned that stricter regulations will violate my privacy rights and make it more difficult to access my drug of choice, which helps me with a chronic disease and for which there is no other alternative medicine

The privacy and safety of patients is important to me, making sure that the products available are 100% pure and safe.

there are too many reg. for everything that we buy

Nuisance to other nearby businesses, potentially impacting their customers, Odour, Exposure of young persons to the sale of marijuana, Sale to persons without medical need

As a permanently disabled person with a **Personal information** I am concerned about how new regulations might affect the cost of my medicine. Any significant impact on cost will require me to use less medicine and therefore have less benefit - I am on a federal disability pension. I get my medicine from the Vics and the VCBC. These are the two oldest in Victoria. I do not use the new stores as their prices are high \$15 / gram versus the \$6-7 at the legitimate medical dispensaries (VICS VCBC). The new stores are about profit, have dodgy practices, and from the couple I have visited are not legitimate medical dispensaries. Regulations must recognize the distinction between the Legitimate medical dispensaries and the fakes like the Gorge dispensary.

New regulations cannot negatively affect medical dispensaries. Patients will suffer. The new stores are not legitimate. They are out for money and not for patients. Tax them out of existence and leave the real medical compassion clubs like The Vics alone.

my disability pension is stretched. regulations must not increase prices for my medicine. Leave The VICS and the VCBC alone. they are doing good things for their patients. The new players are not doing anything good for anybody but themselves. I don't care if the new guys are closed down they only care about \$ not us.

for any body but themselves. I don't care if the new guys are closed down they only care about \$ not as legitimate medical patients.

The dispensaries ensure that we get an organically produced, reliable safe source of cannabis medicine and the specific strains we need for various ailments, and do not have to buy from some shady character on the street or the poisoned garbage that Health Canada is pushing. The marijuana related businesses don't concern me at all as they help cut down the crime rate. Please refer to the success story of Portugal when they decriminalized all drugs <http://mic.com/articles/110344/14-years-after-portugal-decriminalized-all-drugs-here-s-what-s-happening>. I am fighting for my right to use my medicine and be able to grow my own organic herb. Please check out the Rick Simpson story "Run From the Cure" on YouTube and the Phoenix Tears foundation <http://www.phoenixtearsfoundation.com/> I am a Stage III Cervical Cancer Survivor because of cannabis and use it to improve my health to the point where I can now enter the paid working world. I have been a **Personal information** and have always maintained that I would rather associate with cannabis users than alcohol users. I am more concerned of all the liquor establishments (liquor-the great stimulant for all forms of abuse, spousal violence and rape and murder of women and their children) that are increasing. The ability to purchase alcohol in a grocery store disgusts me to no end.

They should be regulated exactly is with liquor (or as close as possible without federal/provincial law changes). Public hearings, etc.

Have not been affected by these businesses or patrons and I live in the area of town where there are many homeless and stray people wandering the streets. In fact, it seems better since they have moved into the neighbourhood.

Medical marijuana is great to relax when you are dealing with stress

Dispensaries are often linked to organized crime and have poorly documented supply chains. Close them and allow the MMPR licensed producers fill the void.

The smell from the dooe shop makes me nasious. Walk across the street from city hall and stand on the west side of cormorant and tell me you cant smell how terribly strong this is. Street people and skateboarding skids loiter the area now and I dont feel safe. Shame this is being allowed.

None.

4) If you would like to be informed about the Town Hall that will be hosted this fall, please include your email address here.

Response

Count

181 responses

Personal information

Regulation of Medical Marijuana-Related Businesses in Victoria



Current Situation

- significant increase in medical marijuana related-businesses over past year
- some businesses selling marijuana in contravention of current federal regulations
- Prime Minister has expressed intention of creating a new regulatory framework for marijuana sales
- only 4 hold valid business licences, which allow sale of paraphernalia and/or consulting services
- some businesses having community impacts that are creating concerns for members of the public, VicPD and the City



Council Direction

On May 14, 2015, Council directed staff to consult with the existing member-based medical cannabis dispensaries in the City of Victoria and bring forward for Council's consideration:

- Proposed bylaw amendments aimed at mitigating community impacts and concerns associated with the operation of medical marijuana-related businesses at a town hall meeting prior to the consideration of proposed bylaws.
- A proposed compliance and enforcement strategy consistent with the proposed new regulations.



Council Direction

On November 12, 2015, Council passed two marijuana-related motions:

- That Council write to the new Prime Minister asking for clarification on whether and when the new federal government intends to implement the legalization and regulation of cannabis in Canada, and
- That Council postpone consideration of the following motion for two weeks: Further, that Victoria City Council postpone consideration of any local regulatory regime until a response to that letter to the Prime Minister is received, or at February 19, 2016, whichever comes first.



Preliminary Engagement

- largely targeted towards stakeholders that would be most directly affected by regulations
- valuable feedback was collected regarding:
 - current operational practices
 - industry best practices
 - health and safety concerns
 - perspectives of the general business community
- online survey also used to collect feedback



Proposed Regulations

To address health and safety concerns:

- a) No individuals under the age of 19 on the premises.
- b) No advertising or promoting the use of marijuana to a minor,
- c) No sale of food products, other than tinctures, capsules or edible oils.
- d) Health and safety warning signs must be posted on the premises.
- e) No delivery or mailing of products.



Proposed Regulations

To address neighbourhood impacts:

- f) Storefront medical marijuana retailers are prohibited in all zones unless expressly permitted. Retailers should be at least 200 m from schools and other storefront medical marijuana retailers.
- g) No consumption of marijuana on the premises.
- h) An air filtration system must be installed and maintained.



Proposed Regulations

To address security concerns:

- i) Businesses can only be open between 7 am and 8 pm.
- j) No other business can be conducted on the premises.
- k) Businesses must submit the following as part of their initial business licence application and on each renewal:
 - a security plan
 - police information checks for the applicant and every on-site manager
 - proof of a security alarm contract, and
 - proof of ownership or legal possession of the premises.



Proposed Regulations

To address security concerns (continued):

- l) The following measures must be implemented while the business is open to the public:
 - at least two employees must be on duty, and
 - windows must not be blocked.
- m) Businesses must implement the following security measures:
 - monitored video surveillance cameras
 - monitored security and fire alarm system
 - valuables must be removed or locked in a safe at all times when the business is not in operation.



Options and Impacts

Option 1 – Await response from the Prime Minister

- staff resources may be used for other priorities
- community impacts and concerns are likely to increase
- delay may impact effectiveness of any regulations respecting business locations
- integrity of City's business licensing scheme called into question

Option 2 – Proceed with engagement event and proposed bylaw amendments (Recommended)

- changes to City regulations may be required once the federal regulatory scheme is implemented.



Recommendation

That Council direct staff to:

1. Communicate regulations being considered broadly to the public, and invite feedback online and at an engagement event by early February 2016.
2. Bring back results of consultation and proposed bylaws for consideration after the public engagement.





Governance and Priorities Committee Report

For the Meeting of November 19, 2015

To: Governance and Priorities Committee **Date:** November 13, 2015
 Katie Hamilton, Director of Citizen Engagement and Strategic Planning
From: Thomas Soulliere, Director of Parks, Recreation and Facilities
 Mandi Sandhu, Manager of Interdisciplinary Projects
Subject: David Foster Harbour Pathway – Heron Cove and Raymur Point Bridges

RECOMMENDATION

That Council direct staff to proceed with detailed design and costing for two steel pony truss multi-modal bridges at Heron Cove and Raymur Point, at 39 metre and 49 metre lengths respectively.

EXECUTIVE SUMMARY

The design and consultation of two multi-use bridges at Heron Cove and Raymur Point has been identified as a priority through the 2015 Operational Plan and 2015-2018 Strategic Plan (Objectives eight and nine). Funding of almost \$5.1 million is in place for these projects through a City of Victoria allocation of \$3.1 million and external grant contributions from Bike BC and the Trans Canada Trail Foundations for \$440,000 and \$1.4 million respectively. Financial contributions have also been provided from Vancity for \$100,000 and the David Foster Foundation for \$50,000.

The City has engaged consulting firm Morrison Hershfield to provide conceptual and detailed designs and construction drawings for these bridges, as well as the surrounding landscape. The consultant has identified and assessed three options for bridge types [design] as well as options for the alignment [length] for each bridge.

Based on an assessment of the options by City staff, stakeholder input, site constraints and cost, a Steel Pony Truss bridge is recommended at both locations with a 39 metre bridge length at Heron Cove and 49 metre bridge length at Raymur Point. The construction of two multi-use bridges at Heron Cove and Raymur Point will close significant connection gaps along the David Foster Harbour Pathway, creating a more accessible, direct and pleasant route for residents and tourists.

PURPOSE

The purpose of this report is to obtain Council approval on the proposed bridge type and alignments at two locations - Heron Cove and Raymur Point (see Appendix A). Based on Council direction, detailed design and costing will be initiated in December 2015.

BACKGROUND

The 2008 *Victoria Harbour Pathway Plan*, which provides design guidance and an implementation framework for the pathway, identified the construction of Heron Cove and Raymur Point bridges as a key step towards improved connectivity. In 2013, consulting firm Morrison Hershfield was retained to provide conceptual and detailed design and construction drawings for the two multi-use bridges

and their surrounding landscape. At that time, an initial meeting with representatives from the Greater Victoria Cycling Coalition, James Bay Community Association, Transport Canada and private property owners (WorldMark and the Greater Victoria Harbour Authority) was held to inform stakeholders and gather preliminary feedback on the design and lengths/alignment of the multi-use bridges at these sites. At the meeting, there was general feedback from the stakeholder group that a low-profile, unobtrusive bridge design was preferred.

Funding for these projects is in place through a City of Victoria allocation of \$3.1 million. In 2014 and 2015 the City was approved for \$1.4 million in funding from the Trans-Canada Trail Foundation and \$440,000 from Bike BC towards the completion of connection gaps at Heron Cove and Raymur Point as well as connections around the Johnson Street Bridge. Additionally, donations have been provided from Vancity for \$100,000 and the David Foster Foundation for \$50,000.

The 2015-2018 Strategic Plan and the 2015 Operational Plan identified four key deliverables for completion by 2018. These include:

1. Construction of two multi-modal bridges at Heron Cove and Raymur Point;
2. Development of two special places at Heron Cove and Ship Point;
3. Pathway improvements around the Johnson Street Bridge, including Reeson Park; and,
4. The installation of permanent wayfinding along the pathway.

The construction of the multi-modal bridges has been identified as a priority project over the next year, given the grant contributions that have been approved from partner agencies. At the same time, work is currently underway on the other three deliverables for the David Foster Harbour Pathway. Inter-disciplinary teams have been formed with representation from across most City departments. High-level project activities that are undertaken by these teams include developing a public engagement strategy for the two special places, working with the developer of the Northern Junk and Janion buildings to increase connectivity and complete gaps along the pathway, as well as participating in the development of a robust and comprehensive city-wide wayfinding strategy. Funding also has been allocated to the installation of permanent wayfinding.

OPTIONS AND ANALYSIS

The scope of work awarded to Morrison Hershfield included proposing three feasible bridge concepts, developing Class B cost estimates and submitting detailed design and construction drawings, as well as surrounding landscape. Design parameters included a maximum grade of 5%, a navigational clearance of 2.75 meters at Heron Cove to allow for passage of small-water crafts, a design life of 75 years and low-maintenance materials including sealed concrete, galvanized steel and/or treated timber. The three potential bridge design types are described and depicted in Table 1 below and depicted in Attachment B.

Table 1. Bridge Types

Bridge Type	Description and Image
Steel Pony Truss	Consists of two steel trusses on either side of the pathway deck. Having the main structural trusses projecting above the deck level increases the water clearance under the bridge.
Steel Plate Girder	Consists of three steel or concrete girders supporting the pathway deck above. The bridge would have to be raised approximately 1 m higher than a Steel Pony Truss bridge type due to the girders location below the deck.
Steel Tied-Arch	Consists of a steel arch projecting approximately five metres above the pathway deck, with vertical hangers supporting the weight of the deck. The water clearance would be similar to the Steel Pony Truss bridge type.

In addition to the identification of options for different types of bridges for the two sites, the consultant also provided options and costs for different alignments [lengths] as shown in Table 2 and 3 below.

Table 2. Heron Cove Bridge Type and Alignment Options

Option #	Option 1 Recommended	Option 2	Option 3
Bridge Type	Steel Pony Truss	Steel Girder	Steel Tied-Arch
Length (metres)	39	39	39
Width (metres)	4	4	4
Estimated Cost (\$million)	\$1.603-1.633	\$2.011-2.040	\$1.726-1.756
Impacts	Lowest cost, most durable structure type.	Pathway is raised approx. 1 m over Options 1 and 3 to achieve the required navigational clearance.	Higher profile not preferred by stakeholders.

Table 3. Raymur Point Bridge Type and Alignment Options

Option #	Option 1 Recommended	Option 2	Option 3	Option 4
Bridge Type	Steel Pony Truss	Steel Pony Truss	Steel Girder	Steel Tied-Arch
Length (metres)	49	39	39	39
Width (metres)	4	4	4	4
Estimated Cost (million)	\$1.447 - \$1.482	\$1.586 - \$1.617	\$1.620 - \$1.639	\$1.657 - \$1.688
Impacts	Natural extension of pathway, preferred by property owner lowest cost, most durable structure type.	Requires widening of the existing split-pathway on the WorldMark property.	Below deck girder would be submerged during high tide. Raising the bridge (to avoid submergence) adds significant costs.	Higher profile (approximately 5 m) not preferred by property owner.

A Steel Pony Truss bridge is recommended for both Heron Cove and Raymur Point. Of the three bridge types presented the Steel Pony Truss is the most durable structure type, provides the most clearance above the water, was favoured by initial stakeholder input as being the most low profile and unobtrusive and is the least expensive. The Steel Plate Girder is not recommended due to the bridge girders being located below the deck, leading to reduced clearance above the water and partial submergence during high tide, unless the pathway is raised higher than the other options. The Steel-Tied Arch bridge is also a more viable option than the Steel Plate Girder as the bridge structural support system (steel arches) are above, rather than below the deck. However, this option was not favoured during initial stakeholder input as it was seen as distracting from the views of the landscape. The shorter 39 m alignment at Raymur Point poses numerous challenges. This section of the pathway, on WorldMark property, is split into two sections at different elevations, a lower, pedestrian pathway and an upper



Figure 1. Split Pathway around WorldMark Property at Raymur Point

cycling pathway. The shorter alignment would require extensive pathway improvements, including widening of the lower pathway or combining and levelling the split pathways to create a safe entry and exist point for users. The longer, 49 metre alignment is recommended because it connects at the end of Raymur Point where the split pathways have already merged. This results in a net decrease in estimated costs, even though the bridge itself is longer. The longer 49 m alignment will be more comfortable from a user perspective, with a wider approach and more pleasing sightlines. The longer alignment is also preferred by the property owner as it doesn't interfere with the privacy of guests.

Heron Cove does not have the same site constraints as Raymur Point. The 39 meter alignment is the least expensive option and would provide the most direct approach for pedestrians and cyclists.

All options for both bridges are costed for a four metre width. This width is at the high end of North America Guidelines range of 3.0 – 4.3 metres for two-way multi-use off street pathways. As part of the development of tender and construction documents, options for who manufactures the bridges will be explored.

COMMUNICATIONS AND PUBLIC ENGAGEMENT

City staff have been working with property owners whose approvals and consents are required for building the bridges. Further discussions will be undertaken following Council direction on the proposed bridges with neighbouring residents regarding place making for the sites, including aesthetic treatments such as color, design treatments for the concrete, and inclusion of informational signs. Project updates will be provided for the broader public about the proposed bridges, connectivity, and timelines. Staff will work closely with neighbouring properties and property owners, to mitigate any impacts during construction.

CONCLUSIONS

The construction of two multi-modal bridges at Heron Cove and Raymur Point will significantly improve connectivity and begin the implementation of enhancements to David Foster Harbour Pathway. Based on the information presented in this report, the Steel Pony Truss Bridges, for both Heron Cove and Raymur Point is recommended.

Detailed design and costing will begin in December 2015 and is expected to be completed by the end of February of 2016. Tender and construction documents will be prepared concurrently with the detailed design and costing. Tendering and awarding of contracts will take place by the end of April 2016 with construction expected to begin in the spring. The target completion for both bridges is April 2017. Staff will report back to Council by June of 2016 on the progress of the bridges as well as other improvements to the pathway including special places, pathway linkages around and under the Johnson Street Bridge and wayfinding.

Respectfully submitted,



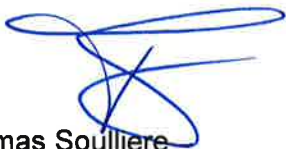
Shannon Jamison
Interdisciplinary Planner



Mandi Sandhu
Manager, Interdisciplinary Projects



Katie Hamilton
Director, Citizen Engagement and Strategic Planning



Thomas Soulliere
Director, Parks, Recreation and Facilities

Report accepted and recommended by the City Manager:



Date: November 13, 2015

List of Attachments

Attachment A: Heron Cove and Raymur Point Site Map

Attachment B: Bridge Options at Heron Cove and Raymur Point

Attachment A: Heron Cove and Raymur Point Site Map



Attachment B: Bridge Options at Heron Cove and Raymur Point

Heron Cove - Steel Plate Girder



Heron Cove - Steel Pony Truss



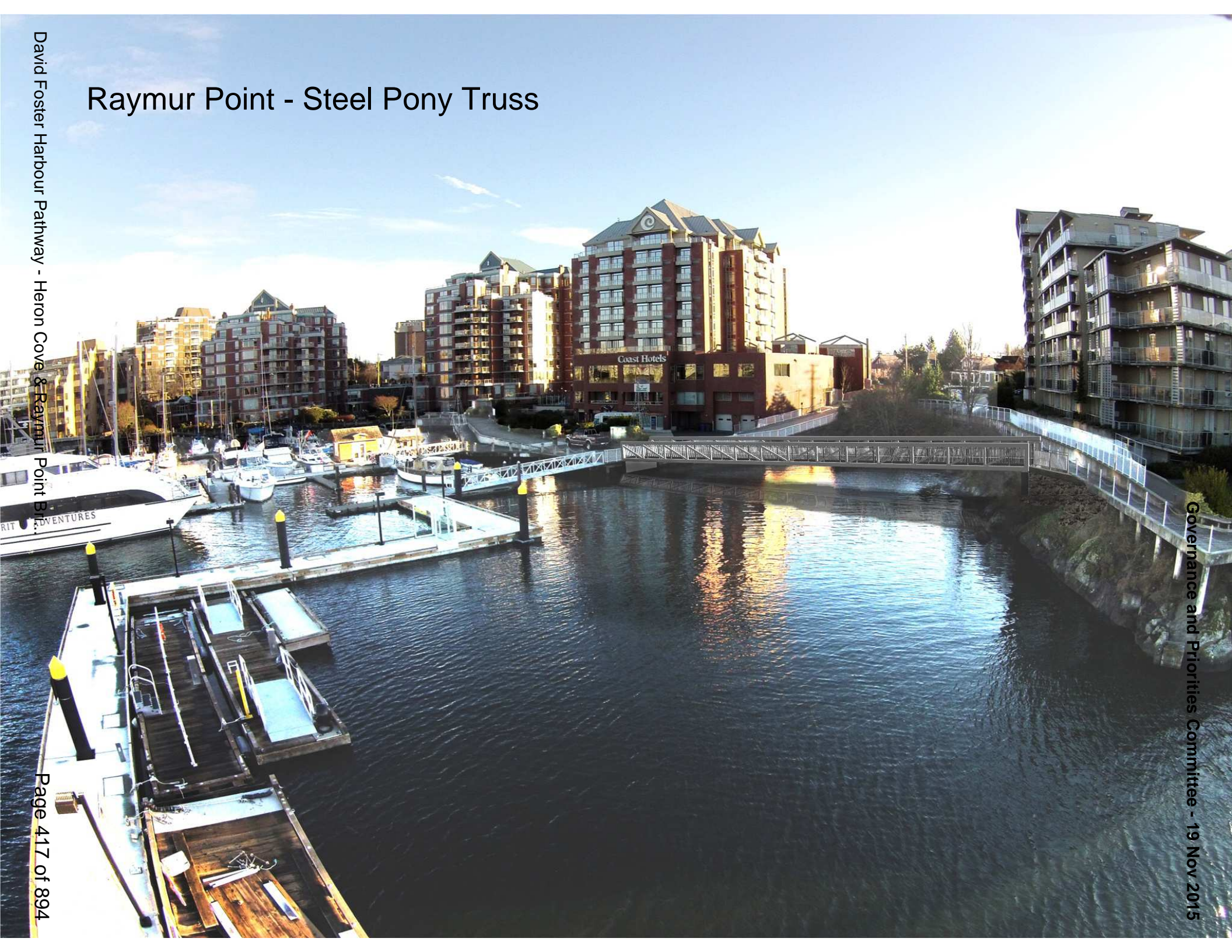
Heron Cove - Steel- Tied Arch



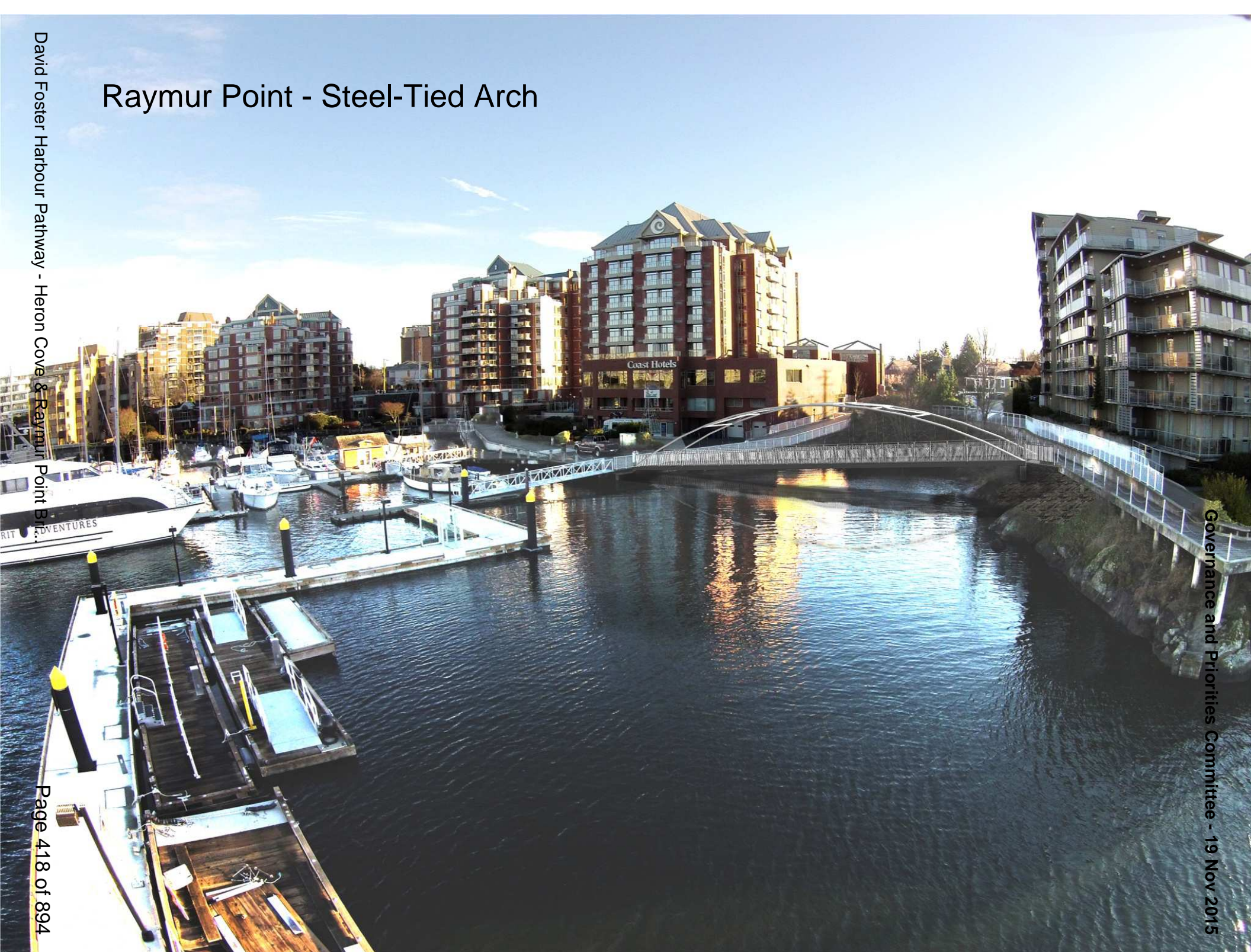
Raymur Point - Steel Plate Girder



Raymur Point - Steel Pony Truss



Raymur Point - Steel-Tied Arch



David Foster Harbour Pathway - Heron Cove and Raymur Point Bridges



November 19,
2015



Purpose

- Seek approval to proceed with detailed design and costing for two multi-modal bridges at Heron Cove and Raymur Point



Scope of Work 2015-2018

- Construction of two multi-modal bridges at Heron Cove and Raymur Point
- Development of two special places at Heron Cove and Ship Point
- Pathway improvements around the Johnson Street Bridge, including Reeson Park
- The installation of permanent wayfinding along the pathway



Background - Bridges

- Morrison Hershfield was retained to provide detailed designs and construction drawings for the bridges as well as the surrounding landscape
- Funding for the project is as follows:

Source	Amount
City of Victoria	\$3,100, 000
Trans Canada Trail Foundation	\$1,402,000
Bike BC	\$440,000
Vancity	\$100,000
David Foster Foundation	\$50,000
TOTAL	\$5,090,000



Options – Bridge Types

Three bridge structure options:

- steel pony truss
- steel plate girder
- steel-tied arch



Bridge Types (Option 1) – Steel Pony Truss

- Consists of two steel trusses on either side of the pathway deck



Bridge Types (Option 2) – Steel Plate Girder

- Consists of three steel or concrete girders supporting the pathway deck above



Bridge Types (Option 3) – Steel Tied-Arch

- Consists of a steel arch projecting approximately five metres above the pathway deck, with vertical hangers supporting the weight of the deck



Analysis

- The Steel Plate Girder is problematic due to partial submergence during high tide
- The Steel-Tied Arch option is a viable option as the bridge structural support system (steel arches) are above, rather than below the deck. However, this option was not favoured during initial stakeholder input

Recommendation: Steel Pony Truss



Bridge Lengths – Raymur Point

- Two alignment options:
 - 49 metres
 - 39 metres
- Split pathway along Raymur Point poses challenges for the 39 metre bridge length



Analysis – Raymur Point

- A shorter bridge at Raymur Point would require extensive pathway improvements and is more costly

Recommendation: 49 metre bridge at Raymur Point



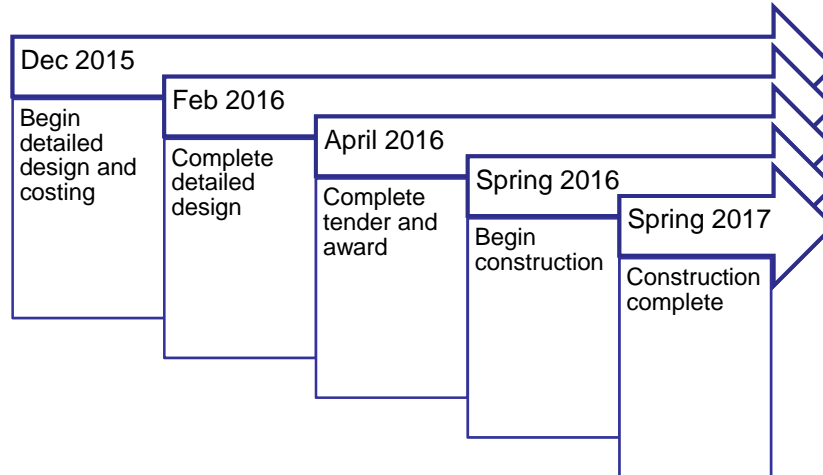
Bridge Length – Heron Cove

- Heron Cove does not have the same site constraints as Raymur Point. The shorter bridge provides the most direct approach for pedestrians and cyclists

Recommendation: 39 metre bridge at Heron Cove



Timeline



Communications

- Continued work with property owners for approvals and consents
- Further discussions with neighbourhood association and residents on placemaking opportunities including bridge colour, integration of art and signage
- On-going project updates to the larger public on bridge design, connectivity and construction timelines



Recommendation

- That Council direct staff to proceed with detailed design and costing for two steel pony truss multi-modal bridges at Heron Cove and Raymur Point, at 39 metre and 49 metre lengths respectively





**Governance and Priorities Committee Report
For the Meeting of November 19, 2015**

To: Governance and Priorities Committee **Date:** November 6, 2015
From: Katie Hamilton, Director Citizen Engagement and Strategic Planning
Subject: Great Neighbourhoods

RECOMMENDATION

That Council direct staff to provide routine updates on the new neighbourhood model within Quarterly Operational Plan.

EXECUTIVE SUMMARY

Victoria has a population of just over 80,000 residents who reside in 13 neighbourhoods, all with their own distinct identity and features. In 2015, City Council directed staff through the strategic plan to "Create a 'great neighbourhoods initiative' based on Edmonton's model; amend to fit our local circumstances." The new model provides an opportunity to take a more holistic approach to supporting neighbourhoods and for improving internal coordination within the City's operations, increased communication across City departments and externally, and providing overall better service to citizens.

Over the past few months, staff have researched best practices, identified issues and opportunities for how the City can establish stronger relationships, and better support neighbourhoods in the coming years. Based on research and extensive input from across all neighbourhoods and staff in departments throughout the City, a new model for neighbourhood engagement is being established. The new approach implements dedicated staff for neighbourhood support, providing technical advice and customer service at neighbourhood level, removing red tape for lower risk, citizen-led activities, and creating opportunities to build capacity and engagement within and across Victoria neighbourhoods.

In meeting with neighborhood associations, reviewing best practices and historical City practices, there is tremendous opportunity to shift from project and problem based neighbourhood engagement to focussing on place-based opportunities at a neighbourhood level. Greater ability exists to harness community potential, energy and ideas to draw on the community's strengths, and increase the City's responsiveness to enquiries, concerns and opportunities. The model provides a new participatory budgeting methods, placemaking and animation of public spaces, and a greater focus on engaging youth and 'neighbours with neighbours'.

A neighbourhood model which supports community vitality by bringing neighbours together and facilitates community-initiated projects can see similar successes to models in other cities like Edmonton, Ottawa and Seattle where innovative and fun ways such as neighbourhood toolkits and workshops and instructions on how to build little libraries and lemonade stands, can bring people together in positive ways. Programs such as public space and placemaking grants for small-scale community projects and participatory budgeting can empower the community to direct investment in neighbourhoods based on community priorities and support neighbourhood character.

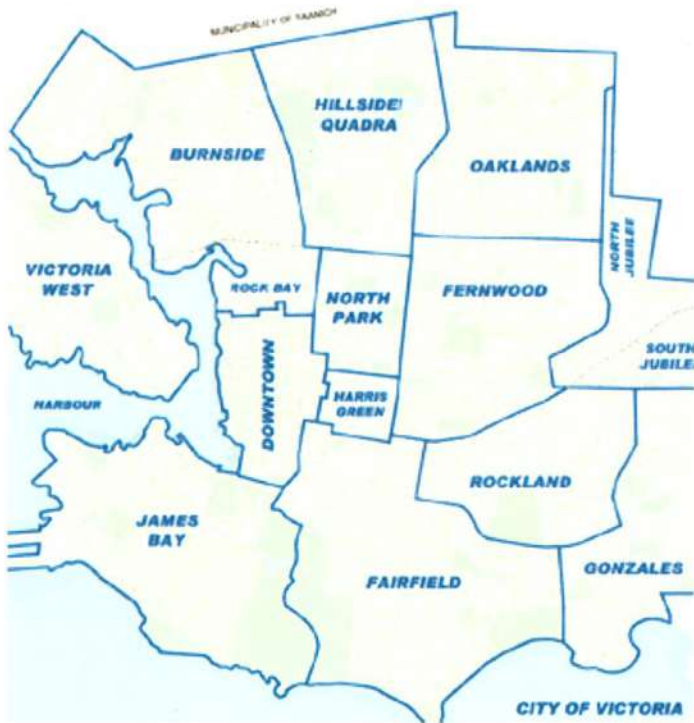
Residents are experts in their neighbourhoods, and greater integration between the City and community-led actions, can add vibrancy and sense of community in each neighbourhood. Supporting relationship and community capacity-building amongst residents and with community organizations, can enable the City to shift from a historically regulatory and somewhat reactive focus, to a more proactive and engaged facilitation role. This alignment can potentially empower neighbours with greater ability to influence the design and investment within their communities, improve customer service and trust, as well as engage new voices and increase ownership within the community as a whole.

PURPOSE

The purpose of this report is to outline a model for how the City can better support neighbourhoods. It has been developed based on community input, best practices research and a review of the current and historical approach.

BACKGROUND

The City of Victoria consists of 13 neighbourhoods, each with their own distinct physical and social features that make up their unique identity.



- 1. Burnside
- 2. Downtown
- 3. Harris Green
- 4. Fairfield
- 5. Fernwood
- 6. Gonzales
- 7. James Bay
- 8. Jubilee
- 9. North Park
- 10. Oaklands
- 11. Hillside-Quadra
- 12. Rockland
- 13. Victoria West

Twelve support

- 1.
- 2. (Downtown and Harris Green)
- 3. Fairfield-Gonzales Community Association
- 4. Fernwood Community Association
- 5. James Bay Neighbourhood Association
- 6. North Jubilee Neighbourhood Association
- 7. North Park Neighbourhood Association
- 8. Oaklands Community Association
- 9. Hillside-Quadra Neighbourhood Association
- 10. Rockland Neighbourhood Association
- 11. South Jubilee Neighbourhood Association

neighbourhood and community associations neighbourhoods.
Burnside-Gorge Community Association
Downtown Residents Association

12. Victoria West Community Association

Fairfield is Victoria's largest geographical neighbourhood and also its most densely populated, with 15,825 residents (15% of the city's total population). James Bay houses the second highest number of citizens with 11,240 residents (14% of the city's population). Harris Green has the smallest geographical footprint and community with its 1,870 residents making up 2% of the population.

In terms of population growth, Downtown has seen the greatest increase in residents (up 65%) between 1991 – 2011. Conversely, Rockland has seen a 4% drop in population during the same time period. Overall, the city has grown 12.5% in the same 20 year time-span, which equates to approximately 0.6% increase per year.

When looking at who lives where in Victoria, Gonzales has the highest percentage of children (15%) followed by the Oaklands neighbourhood (13%) and then Hillside-Quadra (13%). The two neighbourhoods with the highest percentage of adults are Harris Green (73%) and Downtown (72%) while James Bay has the highest percentage of residents over the age of 65 (29%). Fernwood has the youngest median age at 34.1 years. Understanding neighbourhood composition can better inform how to direct City spending in each neighbourhood and how to engage with residents.

Of the 13 neighbourhoods, eight have City-owned or operated community, recreation and seniors facilities. Every neighbourhood, with the exception of North Park and Rockland have schools (either public or private) within their boundaries.

With a growing population and a diverse composition come varying community needs and expectations of municipal government, and a multitude of different ways residents want to get information and engage with their City.

In 2015, City Council directed staff through the strategic plan to "Create a 'great neighbourhoods initiative' based on Edmonton's model; amend to fit our local circumstances." This new approach will provide opportunities to take a more holistic approach to neighbourhoods by improving internal coordination within the Operational Plan, better communication across City departments and externally, and provide overall better service to citizens.

In May, three staff with a high public interface in varying capacities with neighbourhoods were brought together within the Citizen Engagement and Strategic Planning Department. The staff has spent the past few months, researching best practices, identifying issues and opportunities, and how the City can establish stronger relationships, and better support neighbourhoods in the coming years.

Staff throughout the organization have also been engaged in identifying opportunities for a proposed model through both sharing their experiences in working with communities through a workshop as well as participating in discussions on what a neighbourhoods model could look like.

Jim Diers, who was instrumental in the development of Seattle's neighbourhood movement which built an international reputation for its new approach to planning and outreach, met with City staff and Councillors to share Seattle's experience as well as others around the globe. Diers was the first Director of Seattle's Department of Neighbourhoods and was able to provide staff with insight on how to develop and maintain a strong relationship with diverse neighbourhoods.



Staff also had the opportunity to learn more about placemaking and other neighbourhood initiated projects through an interactive workshop with the Greater Victoria Placemaking Network.

To understand the strong, established relationships the City has with neighbourhood and community associations, the City attended meetings with each of the associations over the past three months to explore the opportunities and challenges facing each community and identify ways the City can better support residents.

ISSUES AND ANALYSIS

In examining how the City can best shift focus to a neighbourhood level, several considerations have been identified as barriers to better supporting communities. Understanding these barriers, has helped identify where gaps and opportunities exist.

Department based approach to planning and outreach: The City is moving towards a more coordinated 'One City' approach to planning through increased involvement from all departments on City projects and through the development of a more interdisciplinary approach to support City initiatives. However, capital program planning such as road work and replacing underground infrastructure is often done in isolation of coordination with other City departments, and with little notification to the broader community. This can result in compounded impacts of traffic, noise, aesthetic of construction sites, or access to public spaces. More information being shared earlier internally in the planning process would result in better integration and coordination, and most importantly, less impacts on residents and businesses. Where impacts cannot be avoided, earlier notification could be provided, allowing people time to adapt or mitigate impacts. It would also demonstrate more value for tax dollars, instead of just impacts.

Increasingly, there are community-initiated ideas and projects such as painted crosswalks, notice boards, benches, gardens and parklets. Projects are often unique to each community and help shape the identity of the neighbourhood, however because they often require input from multiple departments due to public space considerations (e.g. utilities, green space, property ownership) and are outside of the City's annual work plans, they tend to get delayed, or lose momentum while under review.

The lack of one point of contact has caused uncertainty for residents and organizations in how to address incoming requests along with much confusion and delay for the community in implementing their neighbourhood projects. Establishing central points of contact for the City, is a common area highlighted for improvement.

Limited information sharing of neighbourhood related projects: There is enormous potential for improved information sharing from a geographic or place-based perspective, amongst City staff. The focus on departmental priorities and work plans, has created an information gap amongst staff about what others are doing in the same area, and how they can work together for increased value and return on investment. Staff

have strong knowledge of their specific areas of interest or mandate but often lack awareness of other City activities in each neighbourhood.

The community views each staff member as a representative of the City and not just a representative of a specific department which can exasperate the community when they are not equipped with more knowledge of neighbourhood issues and plans. For example, when staff attend neighbourhood association meetings, they could be more equipped with general knowledge of all plans and initiatives for that specific community. This would be of benefit to Council as a whole, and Councillor Liaisons on existing and upcoming neighbourhood projects and current neighbourhood issues.

Risk aversion: Some staff identified the culture at City Hall as overly regulatory. Establishing greater ownership internally for coordinating and supporting neighbourhoods, can help shift focus from primarily a regulator to a facilitator. This will enable staff to work through new or more complex community requests, ultimately improving customer service for residents and hopefully delivering results faster.

Feedback from the Community and Neighbourhood Associations

Through meetings with each of the neighbourhood and community associations earlier this year, several opportunities for how the City can best support neighbourhoods were identified.

All neighbourhoods are unique with varying composition, areas of interest / concern and unique neighbourhood attributes. Some neighbourhoods conveyed a strong sense of identity, whereas others felt neighbourhood identity was lacking and they hoped to see it established in future.

Many of the concerns shared with the City were neighbourhood specific, but commonly related to parking and transportation, park space, and operational items that could be addressed through consistent and responsive customer service. Land-use was a predominant topic of discussion, often at a property specific level. Associations also often shared common issues that straddled neighbourhood borders. The topic of neighbourhood boundaries was raised at several meetings.

There were some commonalities around issues expressed. The predominant challenges heard were the community demands placed on the Councillor Liaison and the challenges for residents navigating City Hall.

Many community and neighbourhood associations mentioned how valued and appreciated their Councillor Liaisons is to their community, helping navigate City Hall, sharing information on City projects and advancing community concerns and issues. For the Councillor Liaison, the relationships have resulted in them becoming the main point of contact for the City. This has placed the onus on the Councillor to find answers to a growing number of enquiries in addition to their elected officer roles. Currently, there is limited staff support to Council for these enquiries.

Apart from the City Councillor, the community expressed limited relationships with City staff and uncertainty as to where to go for information. Staff turnover is often also seen as a challenge as building strong relationships takes time and effort. Aside from development services staff and in some cases, bylaw enforcement, City staff is not place-based or neighbourhood focussed, so often residents have to deal with multiple staff on the same topic.

Aside from development planners, staff participation at neighbourhood meetings is generally issue or project specific and irregular, preventing strong relationships from developing. Many staff presentations and discussions are problem-oriented versus opportunity-focused. This is compounded by out-dated neighbourhood or local area plans, as the needs of the community may not be reflected in the work plans guiding community investment. Community interests and needs change over time, and it seems in some areas, like transportation, the investment or priority setting occurring annually would benefit from future dialogue and improved information sharing.

The majority of neighbourhoods expressed a strong desire to update their local area plans to better inform community investment and development based on neighbourhood character, needs and desires.

A lack of awareness around neighbourhood composition and City impacts on neighbourhoods both at the City and among residents was mentioned. Residents and staff greatly learned from one another through the meetings yet several gaps were identified around understanding demographics, neighbourhood issues and impacts of City related work in the community.

Residents mentioned that they are not always aware of City projects in their neighbourhood until improvements or changes in their community have been introduced.

Community members shared a desire to see more staff out in their neighbourhood, experiencing their concerns firsthand. It was felt that more focus could be placed on staff learning about neighbourhoods from the in-house experts - residents.

In terms of customer service, enquiries sent to the City can be lost due to lack of systems tracking or knowing who best to contact. Community concerns can sometimes lack an immediate response and in some instances any response at all. This can often result in missed opportunities around community development and poor customer service.

There is a sense of consultation fatigue among associations due the high number of issues and agencies seeking input. As volunteers, their time is highly valued but can be limited as they face competing interests such as careers and families. With the myriad of input opportunities over the last few months alone from sheltering solutions, sewage, to local area planning a more coordinated approach and improved communications channels with associations should be considered.

Several associations perceived a discrepancy in staff support given to neighbourhood associations with community centres. Some associations without facilities expressed concern that centres had more access and opportunity for funding and support. Upon review, and with the recent alignment of recreation and facilities, this is an area that will benefit from greater discussion about staff operations, and how best to align program areas to ensure no real or perceived advantage to one neighbourhood over another.

Many associations expressed a shared challenge in regards to the difficulty in reaching and engaging renters in their communities. With over 59% of renters throughout the city, they make up an important group for which more outreach channels need to be explored.

Most neighbourhood and community associations expressed they are not representative of the entire community and would like to attract new members to their organizations. A better understanding of demographics and diversity in each neighbourhood was felt to be of benefit to inform the recruitment process and add capacity to the associations.

Best practices

Many cities throughout North America have developed a coordinated City approach to planning, outreach and work on a neighbourhood level. In Canada, the Tamarack Institute has created a community of practice for municipalities taking a neighbourhood approach to community development. The City became a member of the community of practice this summer. At this time there are 14 cities with this focus including Edmonton, Hamilton, Kitchener, Calgary, Ottawa and St. Albert. (Appendix A: Best Practices)

Edmonton (pop 878,000) – Office of Great Neighbourhoods

The City of Edmonton's Great Neighbourhoods corporate initiative is administered through the Office of Great Neighbourhoods. Office of Great Neighbourhood staff works with City of Edmonton staff across the corporation to:

- Increase the City's responsiveness to critical, time sensitive issues and opportunities in neighbourhoods.
- Facilitate harmonized delivery of municipal services, programs and planning in neighbourhoods.
- Foster innovative approaches to creating and sustaining great neighbourhoods.
- Enhance two-way communication between the City, residents and other neighbourhood stakeholders.
- Deliver programs and services related to neighbourhood revitalization, litter and graffiti reduction and neighbourhood empowerment.

Neighbourhood District Coordinators work with neighbourhoods, City departments and community stakeholders to help coordinate actions and responses to neighbourhood issues.

Seattle (pop 652,000) - Department of Neighbourhoods

Seattle has the longest existing Department of Neighbourhoods of all the municipalities studied in North America. Introduced in 1988, the Department of Neighbourhoods includes Planning, Economic Development, Housing and Neighbourhoods. Neighbourhood coordinators act as a liaison between the community and the City. Nine coordinators support 13 districts. Coordinators lead interdepartmental teams which meet regularly to share information, streamline work plans and reduce duplication of efforts. Coordinators also provide strategic advice to departments and support community engagement.

The department's focus is on community development which includes programs like the People's Academy for Community Engagement that provides hands-on engagement and empowerment skills to emerging leaders. Seattle's focus is also on empowering the community through grants such as neighbourhood matching grants which provide neighbourhood groups (not necessarily affiliated with any organization) with City resources for community-driven projects that enhance and strengthen their own neighbourhoods. Every award is matched by neighbourhood resources of volunteer labor, donated materials, donated professional services or cash.

The structure of the department is based on how citizens organize themselves by community, enabling the City to decentralize and coordinate City services, cultivate community and nurture neighbourhood character.

Calgary (pop 1.2 million) - Department of Community and Neighbourhood Services

The department supports 14 wards with 10 neighbourhood associations in each ward. The focus of the department is to foster strong neighbourhoods by providing services and programs that connect, involve and empower residents. Staff act as community liaisons and support social / recreational / youth development and special events. Neighbourhood Partnership Coordinators assist neighbourhood associations with organizational development, grants, facilities, interaction with other city departments, and project planning & support. Community social workers support neighbourhood associations with advocacy, assessment, mobilization and program development.

Ottawa (pop 883,000) - Neighbourhood Connection Office

Located in the Community and Social Services Department, the Neighbourhood Connection Office helps residents and community groups work together on small-scale projects that make their neighbourhood more livable, vibrant and healthy. It could be things like making streets more walkable, revitalizing a park or artistic initiatives such as street painting. Whatever kinds of projects the neighbourhood wants to do, the Office is about connecting them with the information and tools they need.

The Office has a number of different grant programs for the community to access including environmental projects, heritage, civic events, Awesome Ottawa, and community gardens.

Portland (pop 600,000) - Office of Neighbourhood Involvement

Portland has created a two-tiered approach to supporting their 95 neighbourhood associations spread across seven districts. Seven district offices have a total of 35-40 coordinators. Each district office delivers their own community development and training programs. Seven staff in the Office of Neighbourhood involvement support the district offices. There is a high level of focus on empowering neighbourhoods through capacity building of skills, relationships and partnerships. The Neighbourhood Small Grants programs is designed to strengthen

neighbourhood and community capacity, build community leadership, relationships and partnerships, and increase neighbourhood impact on public decisions and community life. These grants are available to neighbourhood and community organizations.

Chattanooga (pop 175,000) - Neighbourhood Services Department

The Department resides in the Office of Economic and Community Development and is responsible for enforcing City codes and working with neighbourhood associations to make neighbourhoods a better place to live, work and play.

Neighbourhood Relations Specialists act as liaisons between community leaders and City government, assisting with the formation of neighbourhood associations and neighbourhood improvement. They coordinate interdepartmental efforts to address neighbourhood problems, assist neighbourhood organizations in addressing community priorities and needs by helping set clear and attainable goals, and mapping a plan to achieve those goals. They also promote involvement and foster leadership among concerned citizens through training and development.

Neighbourhood Leadership Roundtables are held monthly and open to all members of the public and often have guest speakers. The meetings provide an opportunity for community members to share programs and initiatives that they have underway.

Hamilton (pop 520,000) - Neighbourhood Action Strategy Office

The Neighbourhood Action Strategy Office was developed as one of the results of engagement with the community in 2010. The objective of the Office is to better integrate staff and financial resources across all departments for the efficient delivery of services at a neighbourhood level and assist the City to create strong relationships with the community at a neighbourhood level.

The office has six Community Development Workers assigned to specific neighbourhoods. There are 50 neighbourhood associations with overlapping boundaries. The City is working with community partners, neighbourhood groups and residents to develop action plans to build healthier communities. The core elements of this work are:

- **Enhancing community development work:** Through partnerships with community organizations, Community Development Workers work together to support the residents in 11 Hamilton neighbourhoods.
- **Developing resident-led Neighbourhood Plans:** The City facilitates the neighbourhood planning process and helps build effective solutions that focus on areas/ actions residents and key stakeholders feel are necessary.
- **Increasing investments in neighbourhoods:** Once neighbourhood plans are developed, new investments are required to support the improvements that residents have identified. City Council has earmarked \$2 million in neighbourhood funding to help leverage additional investments from private, public and philanthropic sources.
- **Building new partnerships to support healthy neighbourhoods:** Working with businesses, Provincial and Federal governments and non-profit organizations, work will begin to align existing resources and find new investments that can support neighbourhoods.

Neighbourhood matching grants support place-based grassroots initiatives to change neighbourhood spaces and build community and capacity.

Vancouver (pop 610,000) - VIVA Vancouver

VIVA Vancouver is a program that transforms road spaces into vibrant pedestrian spaces. Four staff in the Engineering Department facilitate these initiatives. In collaboration with community groups, local businesses, and regional partners, VIVA facilitates short-term street closures throughout the year, creating public spaces for walking, lounging, and lunching. Neighbourhood Integrated Service Teams were created in 1994 to provide more

user-friendly city services, improve access to information, coordinate city responses at the neighbourhood level and improve public participation and collaborative problem-solving. They have community services grants, social innovation grants and a neighbourhood matching fund. Parklets, multicoloured picnic tables, weekly farmers markets and pedestrian plazas are examples of the kinds of projects that have come out of the program.

Kitchener (pop 219,000) - Community Services Department, Neighbourhood Strategy Project Team The Neighbourhood Strategy Project Team resides in the Community Services Department. Kitchener is in the early stages of developing their neighbourhood strategy which will provide a framework to guide and support citizens to create individual Neighbourhood Action Plans. Each plan will have a statement about the unique identity of the neighbourhood, a list of priority actions that could be taken to strengthen the neighbourhood and implementation of some quick-win, citizen-led placemaking initiatives. The overall outcomes of the plans include safe and thriving neighbourhoods that are vibrant and walkable, full of active and well used gathering places (parks, trails, community centres, libraries), connected communities (physically, personally) and build on the priorities of engaged citizens.

Benefits of a Neighbourhood Model

Developing a coordinated City approach to neighbourhood planning and engagement has seen success in other municipalities that can be brought to Victoria. For community members, the benefits to be gained through a more neighbourhood's focused approach within the City include:

- Simplified process
- Innovative, more human, and meaningful ways to engage with the City
- Annual involvement in reviewing draft City budget
- Increased notification of projects and impacts
- Direct investment in neighbourhoods based on community priorities
- City projects that are more reflective of community needs and desires
- Greater alignment of City and community efforts
- Enhanced sense of community through connecting neighbours with each other
- Quicker response time to service requests

For the municipality, benefits could be:

- Greater internal efficiency through more coordinated planning and implementation of City projects
- Quicker response to community requests through better tracking of enquiries
- Engaging new voices in City planning
- Fully informed staff on neighbourhood issues, regardless of departmental responsibility
- Councillor Liaisons who feel fully supported in their role
- Stronger community partnerships and new relationships with residents
- New opportunities for residents who are not affiliated with an organization to apply for grants for neighbourhood projects
- Increased participation in neighbourhood events and City planning

Improving As We Go

Several actions have been implemented while hearing from neighbourhoods, about how to better support information sharing with the community:

- Relationships with neighbourhood and communication associations have been strengthened by bringing more staff to meetings to meet community members.
- The Director of Citizen Engagement and Strategic Planning and the Director of Sustainable Planning and Community Development attended neighbourhood and community association meetings this summer to learn more about each community. This was the first time Directors have attended association meetings in many years.

- Neighbourhood associations were added to the media release distribution list to keep them informed of City announcements including major construction, new programs and public input opportunities. This aims to overcome the challenge of associations reacting to City news, when published in news media.
- The Operational Plan can be re-organized by neighbourhood to highlight City investment in each community.
- All 2016 capital investments will now be mapped by neighbourhood (Appendix B: Draft Neighbourhood Profile) and will be provided to neighbourhoods annually.
- 2011 Census data informed the development of neighbourhood profiles (Appendix B: e.g. draft James Bay Neighbourhood Profile).
- Introduction of a new City electronic newsletter.
- Updated neighbourhood contact lists to streamline communications with association representatives.
- Updating of City webpages for all neighbourhoods is underway, including contact information for corresponding associations.
- Waived fee for the print version of the Official Community Plan. Was \$35.
- Ability to view rezoning applications in neighbourhoods through the online development tracker.
- Council and Planning and Land Use reports indicate the neighbourhood that a proposed development is located.
- 2016 financial plan will also indicate investments by neighbourhood.
- Jim Diers was brought in to work with staff on how to measure success around community engagement and how to develop neighbourhood plans together with the community. Diers also provided a public, capacity building session on developing community where he shared tools, tips and international stories with over 200 people.

Key Functions of the New Model

Based on what has worked well in other municipalities and the issues and opportunities identified by staff and the community, there are several key functions of a great neighbourhood model for Victoria:

Build community: Create opportunities for neighbours to meet neighbours

Innovative approaches and opportunities for neighbours to meet each other and connect with their neighbourhood can be supported by the City. Information will be provided on how to host neighbourhood events and ideas how to bring neighbours together similar to what Ottawa provides through their neighbourhood toolkits. Tips on how to host block parties, and workshops to support neighbourhood revitalization and connectedness such as how to build a little library, or lemonade stand, will be hosted by the City to bring neighbours together.

Increased support to Councillor Liaisons

Several new measures will be taken to provide greater support to Council in their role as liaisons to the community. A staff person will routinely attend community meetings to provide operational support and support to Councillor Liaisons. A briefing note will be prepared for the Councillor Liaison prior to each monthly meeting, to outline current and upcoming activities in the neighbourhood, as well as new items, questions or opportunities that have arisen. These can also be prepared on an as needed basis for specific issues. Staff can also assist in finding out information for the Councillor Liaison on neighbourhood matters. Staff will be a resource for information and capacity to assist with responding and tracking customer or resident enquiries, and to support relationships in the respective neighbourhoods.

Neighbourhood Staff Coordinators

Neighbourhood Coordinators will be geographically identified to support opportunities in various geographic areas. Coordinators will have an important internal role in creating internal systems for neighbourhood information sharing and establishing a direct system for capturing community questions and ideas to increase the City's responsiveness to issues and opportunities in neighbourhoods. These roles will also be resources for navigating grant programs, engagement processes, youth engagement and placemaking.

Placemaking: Establish simple processes, grants and contacts for supporting citizen-led ideas and improvements

Toolkits and guidance will be created to help residents implement community initiated projects such as message boards, parklets and painted crosswalks. Neighbourhood Coordinators will assist in supporting placemaking efforts, through grants or advice.

Clear information outlining how to submit a request for a community-initiated project will be provided to community members. Feasibility checklists outlining considerations such as the design, impacted community members, traffic, bylaws and public infrastructure can make it easier to identify what neighbours need to advance projects for their neighbourhood. Clear guidelines will be created to outline the approval process, timelines and resources to help make small-scale, community initiated projects come to life.

Neighbourhood matching opportunities will be considered to leverage community support and ownership for projects. Exploring opportunities for neighbours to access small grants without requiring organization or association affiliation can engage and empower more people in their own community.

Generate greater awareness around neighbourhood composition

Profiles will be developed for each neighbourhood and shared broadly with Councillor Liaisons, staff and the community. The profiles will identify neighbourhood demographics, community centres, parks, grants, city owned properties, geographically based staff and current City projects in each neighbourhood. Neighbourhood profiles can help foster identity and raise awareness around neighbourhood composition and change. This will also help guide neighbourhood engagement efforts to identify who and how to better engage the demographics of each neighbourhood.

Celebrate Neighbourhoods Online

Several tools can be implemented to better share information with residents, highlight the unique features of each neighbourhood and support community identity and connectedness. A greater web presence will be dedicated for each neighbourhood to share neighbourhood profiles, a map of the neighbourhood, existing projects along with status updates and pictures on progress, information on upcoming neighbourhood projects and contact information for high interest areas. The webpages and perhaps mobile apps in the future, can also be used to promote each neighbourhood and highlight the unique features of the area.

Empower Neighbourhood Investment: Provide opportunities for participatory budgeting

A participatory budgeting pilot will be introduced in 2016 to engage neighbours in identifying how best to direct investment in their communities.

Deconstruct Silos: Coordinate place-based information sharing about City services

An integrated approach to City planning can facilitate the coordinated delivery of construction projects to reduce disruption to residents. By providing opportunities for staff to routinely share information and work plans with each other, it can allow for projects to be planned across departments and for changes in the neighbourhoods to be rolled out simultaneously such as road work with underground utility improvements. The more information staff have about neighbourhood issues and opportunities, the more anticipatory and proactive the City can be to the needs of the community.

Increase youth participation in City planning and neighbourhood development

A youth strategy will be developed for July 2016. The strategy will identify ways to engage youth in their city through innovative techniques to make providing feedback to the City fun and meaningful. More support is also planned for the City of Victoria's Youth Council. Greater support will be provided for space at City Hall, developing and issuing media releases and status updates on the Youth Council's projects will be regularly shared with Council and staff. Greater understanding of neighbourhood composition – in terms of age and family composition, will also help to guide efforts.

Plan by Doing: Short-term Neighbourhood Action Plans aligned with Local Area Plans

A strong relationship exists between the local area planning process and the great neighbourhoods initiative. Staff throughout the organization can be more involved in the neighbourhood planning process to better understand the vision for the neighbourhood, community concerns and opportunities. As part of local area

planning, the City will work with communities to identify short term priorities for implementation for up to three years. These actions could include requests for benches to increase public gathering spaces to examining the need for a pedestrian crossing to providing more garbage cans and collection of garbage during the spring / summer in neighbourhoods with high tourist traffic.

Capacity building: Give the community more tools to engage and grow

Community workshops and information sessions are a great way to engage residents with staff, build relationships and share knowledge. City workshops will be promoted more widely and formalized into a City learning program that could provide residents with a different way to engage with the City. Many talented staff hold immense knowledge on various topic areas that can be shared with residents and neighbourhood associations.

A "Planning 101" series for Community Association Land Use Committees, and the general public, will be developed for residents to provide a better understanding of Victoria's policies, land-use procedures and development application processes. Simplified information can be introduced to better support the community around City plans and processes including plain language descriptions of bylaw changes and providing more context to why the changes are being considered.

Support for engaging neighbourhoods in neighbourhood planning and projects can also be facilitated and supported by the City. Both in terms of advice and communication support. The City is well-positioned to help promote association events and the works of the associations to help drive neighbourhood organizations. Several associations requested assistance and support for helping to reach residents, and in particular those in multi-unit buildings and renters.

Pop-up City Hall

As a means of making City Hall more accessible to the community, pop-up City Halls will be piloted in spring / summer 2016. Modelled after Vancouver's Pop-Up City Hall, the mobile information booth will be in each neighbourhood for one day to share information on City services, programs, neighbourhood plans, job opportunities, recreational programs and upcoming public engagement opportunities as well as answer any questions the community may have. Victoria's active summer market scene could be a potential opportunity for meeting neighbours where neighbours are. An Open Gov Coffee Shop with seating on street corners to host community discussions, is also being explored. A modified-food truck option, could be pursued as well, but may have costs associated. Research will be completed.

Timeline

The functions of the neighbourhood model would be fully implemented by Q3 2016. Below is a proposed implementation timeline:

Q4 2015

- Staff attendance at neighbourhood meetings to support Council Liaison
- Draft budget to neighbourhoods as preliminary outreach for financial plan
- Develop profiles for each neighbourhood
- Develop guidelines for community-initiated placemaking and public space grants
- Provide increased support to City of Victoria Youth Council
- Identify City workshops for 2016

Q1 2016

- Develop dedicated neighbourhood web presence
- Create framework for public space and placemaking grants
- Develop neighbourhood toolkits for community-initiated projects
- Introduce 'Planning 101' series

Q1 to Q2 2016

- Develop Youth Engagement Strategy
- Begin work on first Neighbourhood Action Plans to align with the Local Area Planning Process

Q2 2016

- Pilot Pop-up City Hall
- Host workshop to support neighbourhood revitalization

OPTIONS AND IMPACTS

2015-2018 Strategic Plan

Introducing a neighbourhood model for City planning and outreach will present more opportunities to empower the community. Initiatives such as participatory budgeting, workshops on neighbourhood revitalization and developing stronger relationships with residents will engage the community in new, innovative and meaningful ways which is consistent with the 2015-2018 Strategic Plan objective to “Engage and Empower the Community.”

Developing a clear procedure around how to advance incoming requests for community-initiated projects such as painted crosswalks and parklets as well as providing funds through grants for community members to advance community projects will increase the emphasis on placemaking in City planning and support 2015-2018 Strategic Plan objective to “Strive for Excellence in Planning and Land Use.”

Impacts to 2015-2018 Financial Plan

Staff resources are already in place to carry out the functions within the proposed neighbourhood model. Allocation of funds to support participatory budgeting, placemaking, and public space grants are considered within the proposed 2016 financial plan.

Official Community Plan Consistency Statement

Taking a neighbourhood focus to planning and outreach is consistent with the Goal C as outlined in Section 15 of the Official Community Plan “Victorians know their neighbours, are connected to communities of interest and have diverse opportunities for social interaction.”

Options for a Neighbourhood Model

Building on how the City currently engages with neighbourhoods, feedback from the community on opportunities to better support neighbourhoods and best practices from other cities, two neighbourhood models were considered for Victoria.

Option 1: Office of Great Neighbourhoods: A Neighbourhood Coordination Unit, supported by internal teams and improved dialogue (Recommended)

This model would include a key point of contact for each neighbourhood who could navigate City Hall on behalf of residents and act as a neighbourhood ambassador / liaison. The community liaison would have an important role in creating internal systems for neighbourhood information sharing as well as providing better information to the community through neighbourhood profiles, developing neighbourhood toolkits, attending meetings with the Councillor Liaison and following up with community requests.

Interdisciplinary neighbourhood teams consisting of staff from Sustainable Planning and Community Development, Transportation, Facilities, Parks and Recreation, Public Works, Bylaw, and Citizen Engagement and Strategic Planning would meet regularly to discuss City plans on a neighbourhood level and current neighbourhood concerns. The objective of this approach is to share information regarding current work and plans for each neighbourhood to better integrate resources across all departments for the efficient delivery of services at a neighbourhood level.

Regular walking tours and attendance at events in neighbourhoods would occur to ensure intimate street-level understanding of issues.

The unit would provide services related to placemaking and public space grant programs, youth engagement, capacity building and neighbourhood engagement support, and routine support to associations and respective Councillor Liaisons.

Option 2: Restructure the Organization to Create an Office of Great Neighbourhoods

To focus planning and outreach on a neighbourhood level, the organization could be restructured into geographic areas. All staff within departments that have a high interface with the community (Parks, Recreation and Facilities, Transportation, Sustainable Planning and Community Development and Citizen Engagement and Strategic Planning) could be structured to align with specific quadrants of the City. Staff from various departments would be situated together, to work closely as a group addressing all aspects that affect the specific neighbourhoods within their quadrant.

Option 2 is considered unfeasible within current resourcing, and would potentially harm other work plan items, due to the significance of the restructuring required. The risk outweighed potential at this time.

Evaluation: Measuring Progress

Evaluation baselines and metrics to measure success of the new model will be developed with input from the community and Council. Routine updates will be provided within the Quarterly Operational Plan Updates.

RECOMMENDATION

That Council direct staff to:

1. Provide routine updates on the new neighbourhood model within Quarterly Operational Plan.

Respectfully submitted,



Katie Hamilton, Director
Citizen Engagement and Strategic Planning



Julie Potter, Manager
Citizen Engagement and Strategic Planning

Report accepted and recommended by the City Manager:

Date:

November 13, 2015

List of Attachments

- Appendix A: Best Practices
- Appendix B: Draft Neighbourhood Profile
- Appendix C: Draft Neighbourhood Capital investment map



Councillor Liaison

Margaret Lucas

Geographically-based Staff

Local area planner	Jim Handy
Building Inspector	Ray Berkely
	Amy Scovill
Electrical Inspector	Philip Corby
Plumbing Inspector	Roy Kellington

Community Centres

James Bay Community Centre
Darcy Topinka

E childcare@jamesbaycentre.ca
jamesbaycentre.ca

James Bay New Horizons Centre
Kim Dixon

E executivejb.nh@shawbiz.ca
jamesbaynewhorizons.com

Neighbourhood Association

President: Marg Gardiner
E jbna@vcn.bc.ca

Land Use Chair: Tim Van Alstine
E timothyvanalstine@gmail.com

Meets second Wednesday of month,
7 p.m., James Bay New Horizons Centre

Newsletter: James Bay Beacon
<http://jamesbaybeacon.ca/>

NEIGHBOURHOOD PROFILE

James Bay

James Bay is Victoria's second largest neighbourhood in both size and population. It is approximately 239 hectares (590 acres). In 2011, the population was approximately 11,240, which is 14% of Victoria's total population. Located in the southwest portion of the City, James Bay is a peninsula with water on three sides. It is bounded by Dallas Rd, Belleville and Beacon Hill Park (split down the middle). There is industrial land along the west shoreline, and significant tourist traffic traverses the neighbourhood due to the Ogden Point cruise ship facility and ferry terminal located in the Inner Harbour. The neighbourhood is also home to the B.C. Legislature Buildings and Royal British Columbia Museum. It has the highest percentage of seniors (29%) and the oldest median age (52.2) in the city.

People

Total Population				
2011	2006	2001	1991	
11,240	10,760	10,545	11,120	120 new residents (1% growth) in 20 years

(STATS CANADA, 2011 CENSUS)

Age Breakdown by Neighbourhood 2011		
Children (<15)	800	7%
Youth (15–24)	840	7%
Adult (25–64)	6,365	57%
Seniors (65+)	3,235	29%
Median age	52.2	
% pop 15+	93%	

Private Household Breakdown 2011

Total number of private households	6,695
Total number of persons in private households	10,660
Average number of persons in private households	1.6
Single-detached house or semi-detached house	10%
Multiple family dwellings (Apartment, row house, duplex)	90%
Density	high
People per hectare	47
Tenure	31% owned; 69% rented

(STATS CANADA, 2011 CENSUS)

Economy

- Village centre – James Bay Village
- Business licences – 773

Parks

The parkland in James Bay is extensive based on population and area calculations. The neighbourhood contains a large portion of Beacon Hill Park. Other parks include Holland Point Park along Dallas Road, waterfront parkland in the Laurel Point area, MacDonald Park, Fisherman's Wharf Park, neighbourhood parks (e.g., Irving Park which is located beside the seniors complex) and several other open spaces owned and managed by other levels of government. Total park space is 68.4 hectares.

Avalon Green	Avalon and Government
BC Legislature Buildings	
Beacon Hill Park	Cook, Dallas and Douglas
Belleville St Green	Belleville and Oswego
Centennial Park	200 Belleville St.
Charles Redfern Green	100 Quebec
Confederation Plaza	Menzies and Belleville
Elliot Square	
Fishermans Wharf Park	300 St. Lawrence St.
Helmcken House	
Heritage Court	
Holland Point Park	561 Dallas Road
Irving Park	240 Menzies
James Bay Community Garden	Montreal and Dobison
James Bay Community School	
Laurel Point Park	Quebec Street
Lewis Park	32 Lewis St.
MacDonald Park	212 Niagara St.
Quadra Park	Belleville and Oswego
Royal British Columbia Museum	
South Park	677 Michigan
Thunderbird Park	Douglas and Belleville
Todd Park	100 Montreal St.
Todd Park Tennis Court	100 Montreal St.

Total signed bike paths 4097m

Food Gardens and Orchards

- Two community allotment gardens – James Bay Allotment Garden and Michigan Street Community Garden.
- James Bay market on Sat from 9–3 at the corner of Menzies and Superior (May–Sept)

Schools

James Bay Community School, South Park Elementary

Shelters and Meals

- There are no shelters in James Bay.
- James Bay New Horizons offers meals to the seniors community in the neighbourhood.
- The James Bay Community Centre offers family meals and seniors meals.

2015 Grants

James Bay Neighbourhood Association – \$3,500 base grant

James Bay Beacon – \$3,657.34 base grant (communications)

James Bay Community School

- \$1,200 base grant (celebrations)
- \$50,000 core operating grant
- \$8,063 youth grant

James Bay New Horizons

- \$50,000 core operating grant
- \$5,000 for seniors isolation project, Strategic Plan Grant
- \$3,498 for Phase 2 Beehive project, Strategic Plan Grant

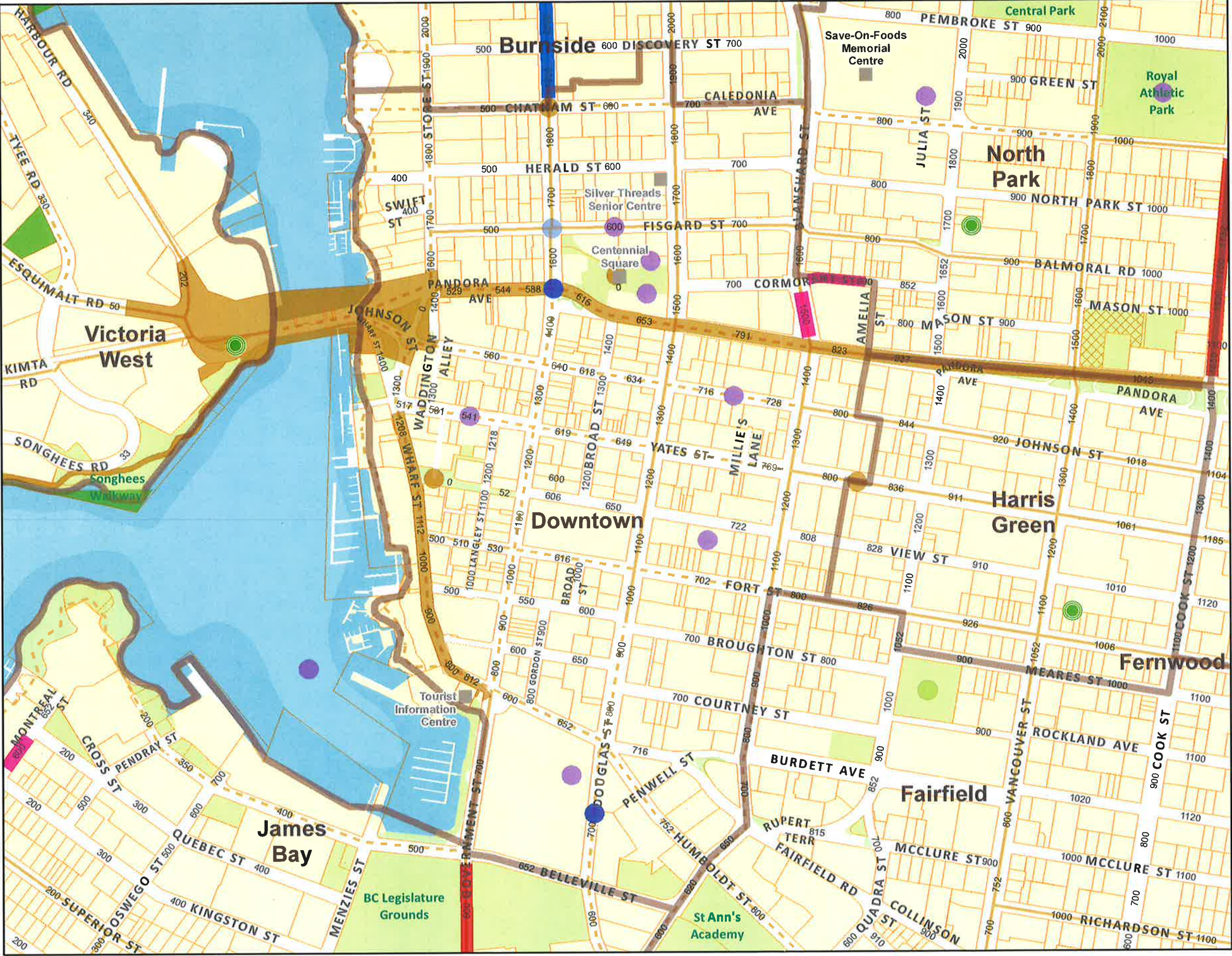
City Owned Properties


860 Academy Close	677 Michigan St
601 Avalon Rd	687 Michigan St
220 Belleville St	697 Michigan St
250 Belleville St	650 Michigan St
300 Belleville St	185 Montreal St
350 Belleville St	175 Montreal St
407 Belleville St	165 Montreal St
730 Belleville St	155 Montreal St
100 Cook St	115 Montreal St
645 Dallas Rd	135 Montreal St
561 Dallas Rd	125 Montreal St
210 Dobinson St	100 Montreal St
713 Douglas St	212 Niagara St
508 Douglas St	190 Niagara St
32 Lewis St	180 Niagara St
250 Menzies St	200 Quebec St
234 Menzies St	300 St Lawrence St
491 Michigan St	670 Toronto St
455 Michigan St	660 Toronto St
461 Michigan St	650 Toronto St
475 Michigan St	640 Toronto St
481 Michigan St	630 Toronto St
657 Michigan St	
667 Michigan St	

2015 Operating Plan


Action	Lead Dept.	Comments	Q1	Q2	Q3	Q4
McDonald Park field and irrigation improvements	Parks and Rec			August start	September completion	
Explore Michigan Street garden relocation	Parks and Rec				Report to Council September	Relocation complete December
Beacon Hill Park parking lot and lighting, moss maiden and picnic area improvements	Parks and Rec	Ongoing		Moss Maiden installed	Picnic areas	Moss Maiden complete Parking lot and lighting
Dallas Road seawall rehabilitation project	Eng/PW	Multi-year project. Ongoing				
Traffic Signal New Work: Government at Superior	Eng/PW	Start Citizen Engagement Jan 1, Engineering Design Drawings.	Start January			Complete October
Pedestrian Master Plan Implementation: Montreal – Niagara to Dallas	Eng/PW	Start Citizen Engagement May 1, Engineering Design Drawings, Start Construction August		Start May		Complete October
Major Streets Rehabilitation: Government – Belleville to south	Eng/PW	Citizen Engagement May 1, Engineering Design Drawings, Start Construction June.		Start May	Complete August	
Dallas Road	Parks and Rec			June		
David Foster Harbour Pathway – Design and consultation for Heron Cove and Raymur Point bridges	Parks and Rec / CESP					Design complete
David Foster Harbour Pathway – Directional signage	Parks and Rec / CESP	Interrelated to wayfinding				Design
James Bay Library branch	LRS/ Finance	Evaluate and respond to proposal from Capital Park in consultation with GVPL		Start April		Complete December








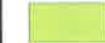



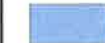













Downtown Neighbourhood

 Neighbourhood Boundaries


Capital Works Projects 2015

-  Active Transportation
-  Bridges
-  Complete Streets
-  Equipment
-  Facilities
-  Parks
-  Retaining Walls and Railings
-  Sanitary Sewers
-  Stormwater
-  Street Infrastructure
-  Waterworks
-  City & Neighbourhood Facilities
-  Proposed Park (OCP)
-  City Boundary
-  Parcels
-  Schools
-  Natural Areas

Bicycle Master Plan Network 2014

-  Bike Path, Bike Connector, Bikeway
-  Proposed Bike Network

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City	Department Structure	Role	Support and Programs	Funding and Grants	Interdepartmental Relations
Seattle Pop 652,000 13 Districts with 127 Neighbourhood Areas	Department of Neighbourhoods & Development includes: <ul style="list-style-type: none">• Planning and Development• Economic Development• Housing• Neighbourhoods	Neighbourhood Coordinators act as a liaison between community and City government. They staff what are known as the District Councils (there are 13) which are made of representatives of community groups. They bring in dept. experts from city government or city council members to speak on initiatives that impact the neighborhood. They attend meetings of local community councils, business groups, or special interest groups (e.g. Greenways) to offer technical assistance, referrals or strategic advice. Many have weekly newsletters which include emails and press releases received during the week, as well as news about community events, meetings, and opportunities to get involved. The department was structured based on how citizens organize themselves by community, enabling the City to decentralize and coordinate City services, cultivate community and nurture neighbourhood character.	Nine Neighbourhood Coordinators support 13 districts Focus is on community building and also on inclusive outreach through various programs: <ul style="list-style-type: none">• Neighborhood Matching Fund, Neighborhood District Coordinators• P-Patch Gardening program,• Historic Preservation• Outreach and Engagement, and• PACE “Find It, Fix It” walks draw upwards of 100 people to point out public safety issues in a particular area that need improvement. The City depts. come in and fix them if they are able.	<ul style="list-style-type: none">• Neighborhood Park and Street Fund• Neighborhood Matching Fund• Large Project Fund• These also serve as a forum for sharing of ideas.	<ul style="list-style-type: none">• Neighbourhood Coordinators work with other City departments mostly on Interdepartmental Teams (IDT's) where they have an area of focus and meeting regularly, often around public safety issues.• They meet every two weeks to share information and ensure they are not duplicating efforts, but rather collaborating and building on what each other is doing.• “Community Conversations” are a unified outreach effort, with information about all the initiatives in the neighborhood• They give strategic advice to departments on an individual basis when they are conducting outreach in an area for a specific project. They also coordinate neighborhood walks with the Mayor to hear directly from community members.
Calgary Pop 1.2M 14 Wards with ~10 NAs each	Community and Neighbourhood Services with field staff <ul style="list-style-type: none">• Community Liaison• Assessment and evaluation• Social/recreation/ youth development• Special events	Community and Neighbourhood Services with field staff focused on social (e.g. youth, seniors, etc.) and recreational services Neighbourhood Services includes: Neighbourhood Partnership Coordinators (were recreation coordinators) assist NAs with org development, grants, facilities, interaction with other city departments and project planning/support Community Social Workers support NAs advocacy, assessment, mobilisation and program development	Strong Neighbours Initiative 10 neighbourhoods with long term socio-economic goals for community development in partnership with United Way This is My Neighbourhood Initiative to "help guide the development of City programs, services and small-scale infrastructure improvements in their (28) neighbourhoods"		
Ottawa Pop 883,000 12 NAs w/o boundaries	Neighbourhood Connection Office support community projects, perhaps similar to VIVA in Vancouver	Strategic Support Coordinators help residents and community groups work together on small-scale projects that make their neighbourhood more liveable, vibrant, healthy and beautiful by making streets more walkable, revitalizing a park or street painting.	Better Neighbourhoods Program for small-scale pilots and pop-ups Neighbourhood Toolkit provides guidance and support resources for community-led projects	Community Environmental Project grants, Heritage grants, Civic Events Funding, Awesome Ottawa, Community Partnership Minor and Major Capital, Community Gardens, Cleaning up the Capital (Sponsored, no funding)	

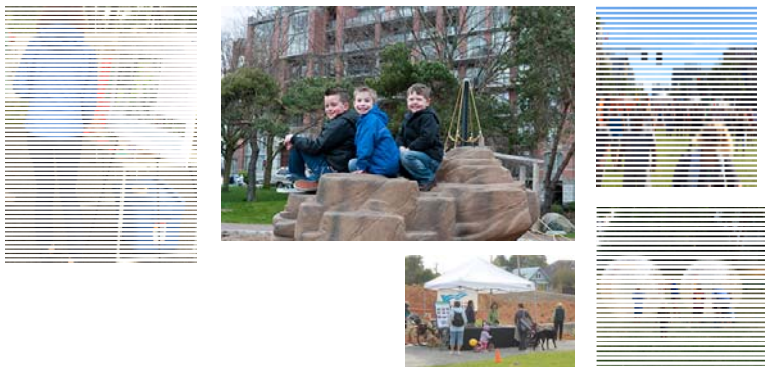
City	Department Structure	Role	Support and Programs	Funding and Grants	Interdepartmental Relations
Portland Pop 600,000 95 NAs in 7 District Coalitions. Contact: Paul Leistner, Ph.D. Neighborhood Program Coordinator 503.823.5284	Staff of 7 in the Office of Neighbourhood Involvement, with 35-40 in District Offices. Other Bureaus have their own neighbourhood engagement staff. District Coalitions are officially designated, recognized organizations who create their own terms of reference	Office of Neighbourhood Involvement provides support (e.g. organizing, coordinating) through the Community Neighbourhood Involvement Centre District Offices \$2m to fund each delivers their own programs for community building Have provided training independently, now looking to a joint model. High level of focus on empowering neighbourhoods through capacity building and small projects	Each District Office provides its own programs. Shifting to <i>communities of interest</i> (e.g. minorities, elderly, youth), in addition to traditional geographic communities. Although NAs are primary client, ONI and DOs engage with other community groups and individuals	Neighbourhood Small Grants program (\$76k) is sole funding mechanism. For example, one district has a total of \$8,000 to offer its neighbourhoods to: <ul style="list-style-type: none">• Increase the number and diversity of people who are involved and engaged in their communities and neighborhoods;• Strengthen neighbourhood and community capacity to build community leadership, identity, skills, relationships and partnerships;• Increase community and neighborhood impact on public decisions and community life.	<ul style="list-style-type: none">• Office of Neighbourhood Involvement assist other “Bureaus” with neighbourhood engagement.• Staff are participating in “national practitioner group’ on best practices funded by the Kettering Foundation• Now starting a regional group
Chattanooga Pop 175,000 108 NAs in 9 Council Districts Contact: Karen Clay, Neighbourhood Resource Specialist 423-355-7003	Neighbourhood Services Dept resides in the Office of Economic and Community Development Staff Neighbourhood Relations Specialists have been reduced from 5 to 2. One Neighbourhood Relations Specialists works on public safety issues through the police department.	Neighbourhood Relations Specialists Role is to coordinate interdepartmental efforts to address neighborhood problems; assist neighbourhoods in addressing priorities and planning; promote involvement and foster leadership amongst concerned citizens through training and development	Neighbourhood Leadership Roundtables held monthly and open to all public; include speakers of interest on current topics identified by NAs: safety, membership recruitment and capacity building. Neighbourhood University open to 30 NAs (2 participants), held quarterly 8-4 Friday/Saturday. Conducted by the NeighborWorks America Training Institute.	<ul style="list-style-type: none">• Neighbourhood Partnership Program under \$5,000 grants for small projects relating to beautification, development and streetscape improvements. Applying NA must be in Neighbourhood Univ program and attend Roundtables. Used to be matching funds but dropped.• Grants may be from third parties and brokered by the City. Various city staff work with successful applicants, depending on nature of project	Regular communication between Neighbourhood Relations Specialists and other departments to discuss issues of interest to residents where City initiatives are pending.

City	Department Structure	Role	Support and Programs	Funding and Grants	Interdepartmental Relations
Edmonton Pop 878,000 230 NAs 157 "Community Leagues" Contact: Eric Backstrom, Planning Dept 780-496-6055	Community Services Dept includes Neighbourhoods Branch, Community and Recreation Facilities, Community Strategies and Development, etc.	The Neighbourhoods Branch works directly with citizens in the neighbourhoods in which they live to promote a culture of civic engagement, build great neighbourhoods, enhance family and community capacity, coordinate service delivery, operate and maintain parks, enhance the urban forest, and invest in revitalization initiatives.	Building Great Neighbourhoods programs: Drainage Neighbourhood Renewal Program is focused on the renewal and replacement of sanitary and storm sewers. Neighbourhood Renewal Program focused on the renewal and rebuilding of roads, sidewalks, and streetlights Great Neighbourhoods Capital Program focused on improving the livability of Edmonton neighbourhoods <ul style="list-style-type: none">• All renew the physical infrastructure of neighbourhoods and create vibrant, sustainable neighbourhoods. As every neighbourhood is different, the investments made through the Great Neighbourhoods Capital Program are unique to each neighbourhood. Several neighbourhoods chosen for each program.• Neighbourhood Revitalization is a process, directed by the community and supported by the City to identify strengths, issues, challenges, and the potential of a particular area<ul style="list-style-type: none">- Up to \$20,000 or as approved by Council- Enhancing community safety, Inspiring community connections, Celebrating multicultural connections/awareness, Promoting beautification and cleanliness, Building community capacity, Advancing arts in the community, Improving parkland	Great Neighbourhood Capital Program invests about \$15 million per year to develop and deliver on community-identified priorities <ul style="list-style-type: none">• Building Great Neighbourhoods and Neighbourhood Revitalization• Great Neighbourhoods Business Investments are designed to support local business and commercial areas that add to the vibrancy of Edmonton's Neighbourhoods.• Neighbourhood Engagement Grants (up to \$2,500) to encourage collaborations, partnerships and activities that enhance and build neighbourhoods• Matching grants<ul style="list-style-type: none">➢ Safe streets and spaces➢ A thriving economy➢ Environmental well-being (e.g. walkability; pride; greening; sense of community)➢ Beautification and cleanliness➢ Crime prevention• Small Sparks	Some movement historically now being assessed through a " Stewarding Great Neighbourhoods " initiative whereby all City activities in a group of neighbourhoods is being put in a common database.
Kingston Pop 123,000 43 NAs Contact: Cherie Mills 613.546.4291 #3289	Housing/Social and Recreation/Leisure, but no neighbourhood related dept	No specific programs	Focus is on providing a high level "Residents" tab that includes a wide variety on information related to residents, but no neighbourhood programs specifically.		

City	Department Structure	Role	Support and Programs	Funding and Grants	Interdepartmental Relations
Hamilton Pop 520,000 50 NAs some with overlapping boundaries Contact: Colin McMullen 905-546-2424 #3538	6 Community Development Workers assigned to specific neighbourhoods working with the Neighbourhood Action Strategy Office staff	NAS Office staff are implementing the Neighbourhood Action Strategy through Community Developers who work closely with the neighbourhood groups.	<ul style="list-style-type: none">• Neighbourhood Action Strategy is focused on helping neighbourhoods be great places to live, work, play and learn. The City is working with community partners, neighbourhood groups and residents to develop action plans to build healthier communities. The core elements of this work are:<ul style="list-style-type: none">• Enhancing community development work through partnerships with the Hamilton Community Foundation and Hamilton Best Start. Community development workers work together to support the residents in 11 Hamilton neighbourhoods.• The City facilitates the neighbourhood planning process and helps build effective solutions that focus on areas / actions residents and key stakeholders feel are necessary.• Increasing investments in neighbourhoods to support the improvements that residents have identified.	<ul style="list-style-type: none">• Neighbourhood Engagement Matching Grant \$25,000 budget with up to \$1,000 grants to actively involve the community and build neighbourhood connections; support neighbourhood groups and / or place-based grassroots initiatives in the City to change neighbourhood spaces, build community, and build capacity (similar to Edmonton, Seattle)• Neighbourhood Action Strategy City Council earmarked \$2 million in 2010 for neighbourhood funding to help leverage additional investments from private, public and philanthropic sources. Hamilton Community Grant Foundation provides \$1M annually to support community development and neighbourhood grants	<ul style="list-style-type: none">• Other departments are asked for support on various projects emerging from Neighbourhood Action Plans. A tracking tool monitors their contributions.• Council and the City Manager are fully supportive of the initiative. The initiative resided with the CM for the first few years in order to give it priority.• Departments are still separated and its early days for greater integration.
Vancouver Pop 610,000 22 NAs Contact: Becky			<ul style="list-style-type: none">• Vancouver rejects neighbourhoods in favour of “areas”• VIVA four staff in Engineering who facilitate vitality initiatives street murals, placemaking, block parties and boulevard gardens• Neighbourhood Integrated Service Teams were created in 1994 to:<ul style="list-style-type: none">✓ Provide more user-friendly city services.✓ Improve access to information.✓ Co-ordinate city responses at the neighbourhood level.✓ Improve public process and community participation.• Promote more creative and collaborative problem-solving	<ul style="list-style-type: none">• Community Services Grants including: Neighbourhood Organization Grants (any NFP providing social services, advocacy, or community development), Organizational Capacity Building Grants, Direct Social Services Grants, and Food Systems Grants. Lots of good direction on grant process• Social Innovation Grants Arts and Culture (\$10.1M annually) Grants including: Community Arts Grants, Neighbourhood Matching Fund both with maximums of \$10,000	
London Pop 350,000			<ul style="list-style-type: none">• London Strengthening Neighbourhoods Strategy(2009) is a five year plan for community led development• Neighbourhood Action Plans developed in several “neighbourhoods” identify a wide range of initiatives. Noted that actions are not delegated, prioritized or resourced.	<ul style="list-style-type: none">• Sparks Matching Grant for a wide variety of projects, also includes map showing where all the projects are located. Instead of “program instructions and guidelines” it says, “here’s how it works!” Applicants need not be an NA, but they would be partnered with an NA or other group to act as legal sponsor	

City	Department Structure	Role	Support and Programs	Funding and Grants	Interdepartmental Relations
Kitchener Pop 219,000 30 NAs In 10 Wards Contact: Michael May, DCAO 519-741-2200 #7079	14 community centres, where collaboration between staff, volunteers, community organizations, seniors groups and neighbourhood associations ensures quality recreational services and programming		<ul style="list-style-type: none">• Leisure Facilities Master Plan has role in neighbourhood development• Acknowledges both formal NAs and range of other neighbourhood groups• Neighbourhood Development Strategy 2015 objectives:<ul style="list-style-type: none">✓ Helping the municipality, citizens and community groups coordinate efforts in planning, building and supporting safe and thriving neighbourhoods.✓ Creating a framework to facilitate and support a citizen-led approach to placemaking in the city's neighbourhoods.• Intention to develop Neighbourhood Action Plans with leadership from the community to examine desired improvements and act on them		

Great Neighbourhoods



JP1

Neighbourhoods



Slide 2

JP1

Julie Potter, 11/5/2015

Getting to Know Neighbourhoods



Fairfield - Victoria's largest geographical neighbourhood and largest population with 15% of the city's total population.



James Bay - houses the second highest number of citizens with 11,240 residents (14% of the city's population).



Downtown - greatest increase in residents (up 65%) between 1991 – 2011.



Getting to Know Neighbourhoods



Rockland - 4% drop in population over 20 year time period (1991-2011).



The city has grown 12.5% in the same 20 year time-span, which equates to approximately 0.6% increase per year.



Gonzales has the highest percentage of children (15%) followed by the Oaklands neighbourhood (13%) and Hillside-Quadra (13%).



What We Have Been Up To

"Create a 'great neighbourhoods initiative' based on Edmonton's model; amend to fit our local circumstances."



Shifting to a Neighbourhoods Focus

Department based approach to planning and outreach

- Better information sharing
- Lack of one point of contact
- Information requests that affect multiple departments

Limited information sharing of neighbourhood related projects

- Staff have strong knowledge of their specific areas of interest or mandate but often lack awareness of other City activities in each neighbourhood



Feedback from the Community and Neighbourhood Associations

- Concerns commonly related to parking and transportation, park space, land-use and issues that straddled neighbourhood borders
- Challenges include demands placed on the Councillor Liaison and the difficulties for residents in navigating City Hall
- Limited relationships with staff



Feedback from the Community and Neighbourhood Associations

- Staff participation at neighbourhood meetings is generally issue or project specific, and irregular
- Strong desire to update local area plans
- Lack of awareness around neighbourhood composition
- Resident enquiries can be lost or lack immediate response



Feedback from the Community and Neighbourhood Associations

- Desire to see more staff out in their neighbourhood, experiencing their streets and communities firsthand
- Consultation fatigue, limited volunteer capacity



Feedback from the Community and Neighbourhood Associations

- Perceived discrepancy in staff support given to neighbourhood associations with community centres
- Challenge to engage renters
- Support to help recruit new members to join neighbourhood and community associations



Best Practices: Edmonton

Developed to:

- Increase the City's responsiveness to critical, time sensitive issues and opportunities in neighbourhoods.
- Facilitate harmonized delivery of municipal services, programs and planning in neighbourhoods.
- Enhance two-way communication

Recent move from infrastructure focus to placemaking focus



Best Practices: Seattle

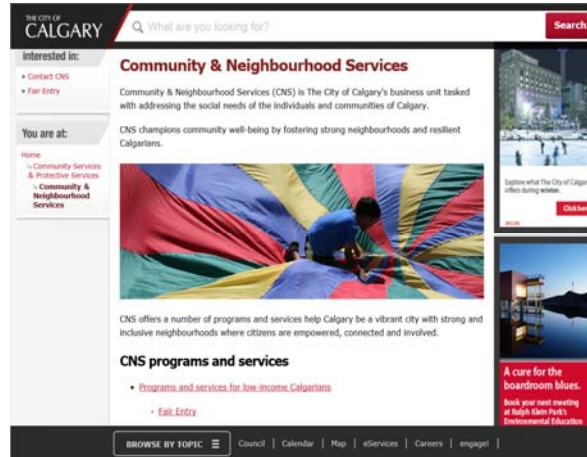


Longest existing Department of Neighbourhoods of all the municipalities studied in North America

Focus is on community development through capacity building and grants



Best Practices: Calgary



Focus on fostering strong neighbourhoods by providing services and programs that connect, involve and empower residents.



Best Practices: Calgary



Allows teachers to move their classrooms into City Hall for one week to learn about multiple topics from democracy to history and explore their important roles as citizens of Calgary.

Provide ideas and resources to help bring community together



Thanks Calgary, for making Neighbour Day 2015 such a great success! Over 70 communities across the city came together in the form of BBQs, cleanups and potlucks to meet their neighbours and celebrate where they live. Check out some of the stories and pictures here.

Neighbour Day takes place annually on the third Saturday of June. It's an opportunity for Calgarians to honour the incredible resilience and community spirit that characterizes Calgary neighbourhoods. We're there when we need each other - good times and bad. Vibrant and strong communities, with good neighbours, are what make Calgary great.



Best Practices: Ottawa



Porchfest

A music festival held in the Fall Creek and Northside neighborhoods of Blanca, NY, where bands play on their own or their neighbour's porches for residents and visitors to enjoy live music.

Helps residents and community groups work together on small-scale projects that make their neighbourhood more livable, vibrant and healthy.



The Power of a Movable Chair

Studies how people use the public places in a city, and provides insight into how to use the information captured to create livable spaces.



Benefits of a Neighbourhood Model

- Innovative, more human, and meaningful ways to engage with the City
- Direct investment in neighbourhoods based on community priorities
- Greater alignment of City and community efforts
- Enhanced sense of community through connecting neighbours with each other
- Quicker response time to service requests
- Engaging new voices in City planning
- Fully informed staff on neighbourhood issues, regardless of departmental responsibility
- Councillor Liaisons supported in their role
- New opportunities for residents who are not affiliated with an organization to apply for grants for neighbourhood projects



Doing As We Go

- Strengthened relationships by bringing more staff to community meetings
- The Operational Plan can be re-organized by neighbourhood to highlight City investment in each community
- All 2016 capital investments will now be mapped by neighbourhood and will be provided to neighbourhoods annually
- 2011 Census data informed the development of neighbourhood profiles



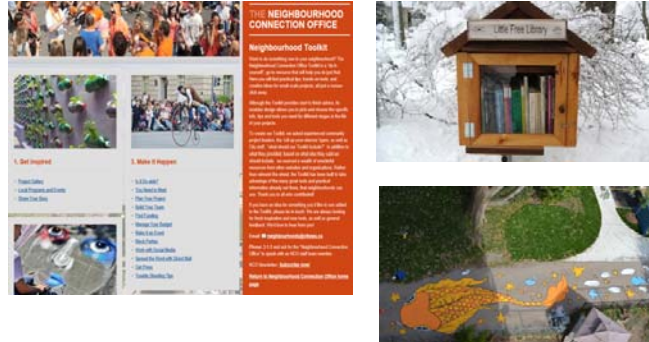
Doing As We Go

- Ability to view rezoning applications in neighbourhoods through the online development tracker
- Council and Planning and Land Use reports indicate the neighbourhood that a proposed development is located
- 2016 Financial Plan will also indicate investments by neighbourhood
- Jim Diers capacity building session with the community



Key Functions of New Neighbourhood Model

Build community: Create opportunities for neighbours to meet neighbours



Neighbourhood Staff Coordinators

Geographically identified staff to support opportunities in various areas.

- Routinely attend community meetings to provide operational support and support to Councillor Liaisons
- Create internal systems for neighbourhood information sharing
- Establish a direct system for capturing community questions and ideas to increase the City's responsiveness to issues and opportunities in neighbourhoods
- Navigate grant programs and provide support to engagement processes, youth engagement and placemaking



Placemaking

Establish simple processes, grants and contacts for supporting citizen-led ideas and improvements

- Create toolkits to help residents implement community initiated projects such as message boards, parklets and painted crosswalks
- Consider neighbourhood matching opportunities



Generate Greater Awareness Around Community Composition



Key Functions of New Neighbourhood Model

Celebrate Neighbourhoods Online: Develop a greater web presence for each neighbourhood to highlight the unique features of each neighbourhood and support community identity and connectedness.

Empower Neighbourhood Investment: Provide opportunities for participatory budgeting. A participatory budgeting pilot will be introduced in 2016 to engage neighbours in identifying how best to direct investment in their communities.



Key Functions of New Neighbourhood Model

Deconstruct Silos: Coordinate place-based information sharing about City services by providing opportunities for staff to routinely share information and work plans

Increase youth participation in City planning and neighbourhood development: A youth strategy will be developed for July 2016

Pop-up City Hall: Develop a mobile information booth containing information on City services, programs, job opportunities, recreational programs and upcoming public engagement opportunities as well as answer any questions the community may have



Key Functions of New Neighbourhood Model

Plan by Doing: Short-term Neighbourhood Action Plans aligned with Local Area Plans: As part of local area planning, the City could work with communities to identify short term priorities for implementation for up to three years.

Capacity building- Give the community more tools to engage and grow: Promote City workshops, support the "Planning 101" series and provide more support to community associations



Timeline

Q4 2015

- Staff attendance at neighbourhood meetings to support Council Liaison
- Draft budget to neighbourhoods as preliminary outreach for financial plan
- Develop profiles for each neighbourhood
- Develop guidelines for community-initiated placemaking and public space grants
- Provide increased support to City of Victoria Youth Council
- Identify City workshops for 2016



Timeline

Q1 2016

- Develop dedicated neighbourhood web presence
- Create framework for public space and placemaking grants
- Develop neighbourhood toolkits for community-initiated projects
- Introduce 'Planning 101' series

Q1 to Q2 2016

- Develop Youth Engagement Strategy
- Begin work on first Neighbourhood Action Plans to align with the Local Area Planning Process

Q2 2016

- Pilot Pop-up City Hall
- Host workshop to support neighbourhood revitalization



New Neighbourhood Model

Office of Great Neighbourhoods: A Neighbourhood Coordination Unit, supported by internal teams and improved dialogue

A key point of contact for each neighbourhood who could navigate City Hall on behalf of residents and act as a neighbourhood ambassador / liaison.

Interdisciplinary neighbourhood teams would meet regularly.

The unit would provide services related to placemaking and public space grant programs, youth engagement, capacity building and neighbourhood engagement support, and routine support to associations and respective Councillor Liaisons.



Recommendation

That Council direct staff to provide routine updates on the new neighbourhood model with Quarterly Operational Plan





**Governance and Priorities Committee Report
For the Meeting of November 19, 2015**

To: Governance and Priorities Committee **Date:** November 9, 2015
From: Katie Hamilton, Citizen Engagement and Strategic Planning
Subject: Community and Seniors Centres Annual Performance Report for 2014

RECOMMENDATION

That Council direct staff to report annually in April on the performance measures for the community and seniors centres.

EXECUTIVE SUMMARY

The purpose of this report is to present the results of the Performance Measures Annual Report for the City's 10 community and senior centres. A new reporting structure was created by a Council-approved Task Force in 2013. The group consisted of representatives from each of the community and senior centres, as well as councillors and City staff. The reporting framework was approved and adopted by Council in October 2013 and staff were directed to implement the new reporting structure for 2014.

Attached are the individual centre results of such information as recreation programs, childcare spaces, special events and neighbourhood development programs. As well, qualitative data provides information on the day-to-day activity of the centres as a hub for the neighbourhood, sustainable community development and community responsiveness.

For the first time, the reports also provide the ability to calculate the leveraging impact of the City's investment. In the most basic terms, leveraging is using one funding source to attract other funding sources. Municipal funding is important to the community centres for programming purposes, as well as the credibility and oversight that City funding lends to a project or program. A leverage valuation formula was developed by the Task Force and takes into account direct grant funding from the City, the City's investment into the infrastructure of the centres, the association's operating budget and volunteer hours. Based on this formula, the results show that for every dollar the City invests, the cumulative leverage accomplished by all the centres in 2014 is 537% or \$5.37. In actual value, this translates into almost \$8.5 million.

There were some first year challenges with the data collection and reporting. The most common difficulty was distinguishing between daily users and unique users. There are also challenges in how programs are being counted. As a result, the data does not yet provide the necessary feedback of the physical impact to the facilities nor does it accurately measure the per person dollar value investment. As part of an ongoing dialogue, the City and community centres came together to share the collective results as well as collaboratively resolve the issues identified in data collection and reporting. It was agreed that definitions and guidelines for completing the report

would be created for the 2015 reporting period. This will improve the accuracy of the data and simplify the reporting process. The results from the annual reports will be compiled and presented to Council in April.

Other work underway with the centres include updating all the operating agreements in 2016.

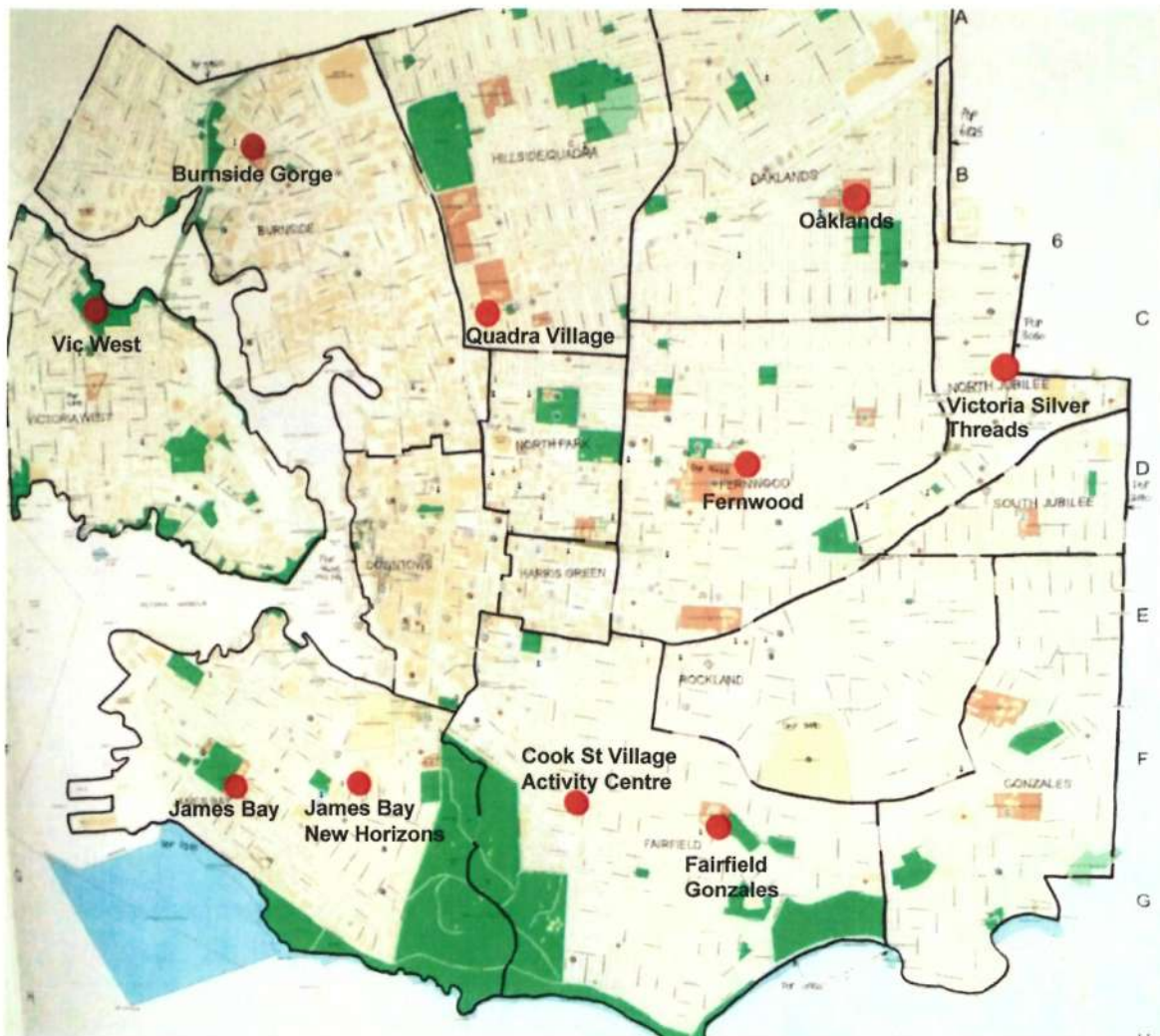
As well, the seniors centres have been collaborating on programming gaps and duplications to ensure the City's seniors recreation and social inclusion needs are being met. The results of this work are reflected in the Fall Winter 2015/16 Active Living Guide.

PURPOSE

The purpose of this report is to present the first year of results of the new Performance Measures Annual Report for the community and senior centres. On October 3, 2013, Council passed the following motion:

That Council adopt the new Community and Senior Centre annual template, as attached to the report dated October 3, 2013, in Appendix 1, and direct staff to implement it for 2014. (Council Meeting Oct 10, 2013)

BACKGROUND



The City has seven community and three seniors centres. They are operated by non-profit agencies, of which seven are neighbourhood associations. The agencies provide recreational programming on behalf of the City as well as help meet the leisure and social needs of City residents. Of the 13 neighbourhoods, eight have community centres. James Bay and Fairfield Gonzales have both a community centre and a seniors centre.

ISSUES AND ANALYSIS

The City of Victoria has a long history of partnering with non-profit agencies to deliver recreation programs through community and seniors centres. These centres also play an important role in fostering community development through their ability to respond to the evolving needs of the neighbourhood at a grassroots level. In addition to recreation programs, community centres offer a variety of health and wellness services, childcare, special events and provide a gathering space for residents. Community centres extend the reach of City programs and leverage City investment to maximize key social priorities for residents.

Performance measurement is a process of quantifying the efficiency and effectiveness of program delivery. It also helps to measure the health of the organization delivering the programs. The City's community and seniors centres have annually provided a report documenting the kinds of programs delivered, the number of people served and the level of neighbourhood development provided. The most recent changes to the annual report added a new level of consistency in reporting as well as a quantitative analysis at both the program and service levels. A leverage model was also added to assist the City in determining how much taxpayer investment into each centre has translated into more value.

The first year of reporting using the new framework showed there is room for improvement. Lack of consistency in counting visits and programs created a disparity in the data. This impacted the ability to provide a clear idea of investment per person served as well as measure the impact on the physical infrastructure. As part of an ongoing dialogue, the community centres and the City worked together to create a set of definitions and standardized methods for counting users and programs.

Each of the centres have slightly different service delivery models, facility management and ownership details. The tables below provide a synopsis of each centre.

Burnside Gorge Community Centre



Name of Centre	Burnside Gorge Community Centre
Neighbourhood	Burnside Gorge
Address	471 Cecelia Road
Operating Agency	Burnside Gorge Community Association
Building ownership	City
Land ownership	City
Green space	community garden, green roof, naturalized plantings
Service delivery model	Programming by centre staff
No of employees	28 FT; 23 PT, 27 instructors
Size of centre	15,113 sq ft
Annual operating budget	\$1,879,088
Maintenance	City
Utilities	Paid by City
Custodial	Funded by the community centre

Fairfield Community Centre



Name of Centre	Fairfield Community Centre
Neighbourhood	Fairfield
Address	1330 Fairfield Road
Operating Agency	Fairfield Gonzales Community Association
Building ownership	City
Land ownership	City and SD61
Green space	Porter Park, community garden and orchard
Service delivery model	Programming by centre staff
No of employees	21 FT, 83 PT, 8 instructors
Size of centre	9,752 sq ft
Annual operating budget	\$2,096,044
Maintenance	City
Utilities	Garry Oak Room – paid by SD61 and billed to City; main building paid by City
Custodial	Grant from City

Fernwood Community Centre



Name of Centre	Fernwood Community Centre
Neighbourhood	Fernwood
Address	1240 Gladstone Ave.
Operating Agency	Fernwood Neighbourhood Resource Group
Building ownership	City
Land ownership	City
Green space	located in Stevenson Park, community orchard
Service delivery model	Programming by centre staff
No of employees	17 FT, 16 PT, 15 instructors
Size of centre	8,579 sq ft
Annual operating budget	\$1,403,982
Maintenance	City
Utilities	Paid by City
Custodial	City staff

James Bay Community Centre



Name of Centre	James Bay Community Centre
Neighbourhood	James Bay
Address	140 Oswego Street
Operating Agency	James Bay Community School Society
Building ownership	SD61
Land ownership	City and SD61
Green space	beside MacDonald Park, school playground
Service delivery model	Programming by centre staff
No of employees	9 FT, 18 PT, 39 instructors
Size of centre	8,429 sq ft
Annual operating budget	\$822,814
Maintenance	Provided by SD61 and cost-shared with City
Utilities	Paid by SD61 and billed to City
Custodial	Provided by SD61 and billed to City

Oaklands Community Centre



Name of Centre	Oaklands Community Centre
Neighbourhood	Oaklands
Address	#1 – 2827 Belmont Ave
Operating Agency	Oaklands Community Association
Building ownership	City
Land ownership	City and SD61
Green space	school playground
Service delivery model	Programming by centre staff
No of employees	11 FT, 34 PT, 28 instructors
Size of centre	4,392 sq ft
Annual operating budget	\$1,066,588
Maintenance	City and SD61
Utilities	Paid by City
Custodial	Grant from City

Quadra Village Community Centre



Name of Centre	Quadra Village Community Centre
Neighbourhood	Hillside Quadra
Address	901 Kings Road
Operating Agency	Downtown Blanshard Advisory Committee
Building ownership	City
Land ownership	City
Green space	None
Service delivery model	Programming by centre staff
No of employees	16 FT, 18 PT
Size of centre	10,204 sq ft
Annual operating budget	\$924,996
Maintenance	City
Utilities	Paid by City
Custodial	City staff

Victoria West Community Centre



Name of Centre	Victoria West Community Centre
Neighbourhood	Victoria West
Address	521 Craigflower Road
Operating Agency	Victoria West Community Association
Building ownership	City
Land ownership	City
Green space	Located in Banfield Park, community gardens, community orchard
Service delivery model	Primarily programmed through rentals
No of employees	1 FT; 5 PT, 42 instructors
Size of centre	7,965 sq ft
Annual operating budget	\$241,682
Maintenance	City
Utilities	Paid by City
Custodial	Grant from City

Cook Street Village Activity Centre



Name of Centre	Cook Street Village Activity Centre
Neighbourhood	Fairfield
Address	1 – 380 Cook Street
Operating Agency	Cook Street Village Activity Centre Society
Building ownership	City
Land ownership	Strata
Green space	none
Service delivery model	Programming by centre staff
No of employees	1 FT, 5 PT, 21 instructors
Size of centre	9,085 sq ft
Annual operating budget	\$188,734
Maintenance	City
Utilities	Paid by City
Custodial	City staff

James Bay New Horizons



Name of Centre	James Bay New Horizons
Neighbourhood	James Bay
Address	234 Menzies Street
Operating Agency	James Bay New Horizons Society
Building ownership	City
Land ownership	City
Green space	located beside Irving Park, pollinator bee garden
Service delivery model	Programming by centre staff
No of employees	2 FT, 3 PT, 17 instructors
Size of centre	9,257 sq ft
Annual operating budget	\$266,551
Maintenance	City
Utilities	Paid by City
Custodial	City grant

Victoria Silver Threads (VST)



Name of Centre	Victoria Silver Threads (VST)
Neighbourhood	Jubilee
Address	2340 Richmond Rd
Operating Agency	Silver Threads Service Victoria
Building ownership	Private - lease
Land ownership	Private
Green space	none
Service delivery model	Programming by centre staff
No of employees	1 FT, 2 PT, 4 instructors
Size of centre	5,200 sq ft
Annual operating budget	\$106,479
Maintenance	Private – provided by Building Owner
Utilities	Paid through lease
Custodial	Funded by VST
Lease Payment	Grant from City

The following data tables provide quantitative highlights from each of the centres recreation programs, childcare spaces (where applicable), special events, social support services and neighbourhood development programs. The second set of tables shows the leverage of the City's direct and indirect investment into each centre as well as the operating budgets and volunteer valuation. Finally, attached as Appendix A is the complete report from each centre which includes the qualitative data. The qualitative data speaks to the difference the programming and presence of each centre is making in the neighbourhoods.

QUANTITATIVE HIGHLIGHTS

2014 Community Centres Performance Measures		Burnside	Fairfield	Fernwood	JBCS	Oaklands	Quadra V	Vic West
Recreation Programs								
Children								
Registered	466	16	7	4	57	22	306	54
Drop In	8	2	0	0	1	4	/	1
Unique Visits	22954	564	162	180		3444	4282	14322
Youth								
Registered	61	2	1	0	1	3	0	54
Drop In	222	4	1	2	39	4	172	/
Unique Visits	24556	604	581	250		648	2331	20142
Adult								
Registered	350	22	13	8	175	28	12	92
Drop In	290	3	1	7	19	9	245	6
Unique Visits	19252	201	846	7838		3243	3269	3855
Family								
Registered	0	0	0	0	/	0	0	/
Drop In	217	2	1	5	/	2	207	/
Unique Visits	18799	18	585	8154	/	6201	3841	/
Other								
Registered	19	0	0	1	/	/	18	/
Drop In	1	0	1	0	/	/	/	/
Unique Visits	9234	0	40	4893	3896	/	405	/
Total Programs Registered		979	40	21	233	53	336	207
Total Programs Drop In		864	10	4	59	21	704	7
Total Unique Visits		94795	1437	2214	3896	13536	14128	38319

	Total	Burnside	Fernwood	Oaklands	Quadra Village	Vic West	Cook St Village Activity Centre	James Bay New Horizons	Victoria Silver Threads
Seniors									
Registered	82	0	0	0	0	7	3	69	3
Drop In	128	1	1	3	80	/	21	14	8
Unique Visits	45165	50	493	312	336	80	29010	12732	2152

	Total	Burnside	Fairfield	Fernwood	James Bay	Oaklands	Quadra Village	Vic West
Non licensed Childcare								
# Spaces offered	26	0	6	0	0	0	20	0
Spaces filled	25	0	5	0	0	0	20	0
Licensed Childcare								
# Spaces offered	1021	197	222	65	83	347	20	87
Spaces filled	945	197	222	54	63	302	20	87

	Total	Burnside	Fairfield	Fernwood	James Bay	Oaklands	Quadra Village	Vic West	Cook St Village Activity Centre	James Bay New Horizons	Victoria Silver Threads
Special Events											
# Offered	185	15	21	9	17	28	3	13	55	17	7
# people served	46060	7118	1595	9975	4497	13280	4627	2300	1307	1145	216
Social Support Services											
# Offered	4489	444	156	10	149	68	2727	44	55	826	10
# people served	140825	8086	3459	11863	43430	983	45811	1420	1307	16047	8419
Neighbourhood Development Programs											
# Offered	140	38	22	3	0	37	28	0	3	2	7
# people served	44498	17625	13510	275	0	0	12350	0	738	0	0

LEVERAGING THE CITY'S INVESTMENT

In the most basic terms, leveraging is using one funding source to attract other funding sources. Municipal funding is important to the community centres for programming purposes, as well as the credibility and oversight that City funding lends to a project or program.

The City invests in the community centres in two ways. Direct investment is through annual core operating grants. In addition, all centres have access to the competitive Strategic Plan grants offered through the City. In the past these included Neighbourhood Enhancement Matching Funds, Greenways grants, Community Arts and Sustainability Grants. The second type of investment by the City is indirect. This is money spent on

maintenance of the facilities, payment of utilities and other things such as custodial services. This money is not given to the centres but is invested in the City-owned asset.

	\$	Burnside	Fairfield	Fernwood	JBCS	Oaklands	Quadra Village	Vic West	Cook Street Village Activity Centre	James Bay New Horizons	Victoria Silver Threads
Direct City Investment	667,775	\$77,958	\$125,939	\$59,055	\$49,329	\$73,140	\$53,497	\$85,421	\$40,000	\$63,436	\$40,000
Indirect City Investment	1,269,067	\$49,728	\$83,464	\$106,903	\$48,695	\$29,348	\$138,410	\$211,256	\$87,931	\$190,943	\$322,389
Total City Investment	1,936,842	\$127,686	\$209,403	\$165,958	\$98,024	\$102,488	\$191,907	\$296,677	\$127,931	\$254,379	\$362,389
Total Centre Annual Operating Revenue	8,996,959	\$1,879,088	\$2,096,044	\$1,403,982	\$822,814	\$1,066,589	\$924,996	\$241,682	\$188,734	\$266,551	\$106,479
Volunteer Opportunities		Burnside	Fairfield	Fernwood	James Bay	Oaklands	Quadra Village	Vic West	Cook St Village Activity Centre	James Bay New Horizons	Victoria Silver Threads
Programs											
# people	609	49	30	23	61	0	59	3	28	90	266
# hours	33821.5	1497.5	750	1772	1311	0	1464	918	3510	21801	798
Services											
# people	340	100	30	9	43	0	40	60	15	43	0
# hours	17649	1329	1080	2529	1566	0	2994	600	3765	3786	0
Events											
# people	1097	208	65	259	36	300	139	69	15	0	6
# hours	8358.5	819.5	585	1164	115	1800	750	2035	1072	0	18
Total volunteers	2111	357	135	291	138	300	251	132	94	133	280
Total Volunteer hours	65409	3646	2895	3217	2992	1800	6618	3553	12845	25587	2256
Total Volunteer hours (unskilled)	\$951,139	\$54,628	\$43,379	\$33,358	\$30,732	\$26,971	\$99,164	\$53,238	\$192,469	\$383,396	\$33,804
Total Volunteer hours (skilled)	\$502,707	\$43,379	\$23,160	\$7,368	\$7,528	\$14,400	\$52,944	\$28,424	\$102,760	\$204,696	\$18,048
Total Volunteer Valuation	\$1,410,457	\$54,628	\$66,539	\$40,726	\$38,260	\$41,371	\$152,108	\$81,662	\$295,229	\$588,092	\$51,842

80% of the total hours x \$18.73 (unskilled labour) + 20% x \$40 (skilled labour)

Each centre operates with a combination of operating revenue and volunteers. In calculating the volunteer valuation, each centre tracked total volunteer hours and multiplied 80% of the total hours x \$18.73 (unskilled labour) and 20% x \$40 (skilled labour), and then totalled both calculations. Total hours recorded by all centres was 65,409 hours which on average is 31 hours per person per year.

The leverage valuation formula used in the report is as follows:

$$\frac{\text{Association Operating Revenue} + \text{Volunteer Valuation}}{\text{Direct City Investment} + \text{Indirect City Investment}} = \text{Leverage}$$

$$\frac{\$10,407,415}{\$1,936,842} = \$5.37 / 537\%$$

Leverage can be shown as either a percentage or a dollar value. For every dollar the City invests, the cumulative leverage accomplished by all the centres in 2014 is 534% or \$5.34. In actual value, this translates into an additional \$8.45 million.

Direct City Investment (grants)	\$667,775
Indirect City Investment (maintenance, utilities)	\$1,269,067
Total City Investment	\$1,936,842
Community Centre Operating Budgets	\$8,996,958
Volunteer Valuation	\$1,410,457
Total Community Investment	\$10,407,415
Additional \$ value beyond city investment	\$8,470,573

STRATEGIC PLAN AND FINANCIAL IMPACTS

This report supports the 2015-2018 Strategic Plan Objective 2 (Engage and Empower the Community), and Objective 7 (Facilitate Social Inclusion and Community Wellness).

In 2014, the City supported the community and seniors centres through a direct investment of \$640,368 for operating grants and lease payments. In 2015, Council approved a \$10,000 increase in the core operating grant for each centre. This has added an additional \$100,000 to the 2015 and ongoing financial plan. The City also paid \$1,308,890 in maintenance, janitorial and utilities. It is anticipated there will be some additional costs in this area as costs for building materials and utilities keep rising. There are currently no further identified additional impacts to the 2015-2018 Financial Plan.

The programs, services and community development the residents enjoy because of the community centres fits with the broad objectives of the Official Community Plan Section 9 (Parks and Recreation) and Section 15 (Community Well-Being).

CONCLUSION

Community centres play a key role in delivering a wide variety of valuable services and programs to the City's residents. The new reporting framework provides important data on recreation programs, community development and the ability to calculate the leveraging influence of the City's financial investment. The first year of reporting using the new framework showed there is room for

improvement. Lack of consistency in counting visits and programs created a disparity in the data. This impacted the ability to provide a clear idea of investment per person served as well as the ability to measure the impact on the physical infrastructure. As part of an ongoing dialogue, the community centres and the City worked together to create a set of definitions and standardized methods for counting users and programs. This should improve future reporting.

In 2016, staff will work with community centres to update all operating agreements. Recreation staff will take on a greater role in review of the operating agreements, and providing on-going support to Centres in the coming year. This aligns the core programming function of the City with the Centres' programming.

Respectfully submitted,



Kimberley Stratford
Community Recreation
Coordinator-Neighbourhoods



Katie Hamilton
Director, Citizen Engagement
and Strategic Planning



Terri Askham
Manager, Parks
Recreation and Facilities

Report accepted and recommended by the City Manager:



Date:

November 13, 2015

List of Attachments

1. Community and seniors centres annual reports



Community and Seniors Centres Annual Report January - December 2014

Centre: Burnside Gorge Community Centre

Address: 471 Cecelia Road

Operating Association/Society: Burnside Gorge Community Association (BGCA)

Society Registration Number: S-0027918

Registered Charitable Tax Number (if applicable): 135261972RR0001

Month of Annual General Meeting: February

Days of operation per year: 300

Total number of employees: FT 28 PT 23 **Instructors:** 27

Programs Quantitative Analysis

Recreation Programs	# Programs Offered		# Unique visits
	Registered	Drop-in	(# of programs x # people attending)
Children	16	2	564
Youth	2	4	604
Adult	22	3	201
Senior		1	50
Family		2	18
Other			
Total:	40	10	1437

	# spaces offered	# spaces filled
Non licensed Childcare		
Licensed Childcare	197	194
Total:	197	194

Services Quantitative Analysis

Services	# Offered	# People Served
Special Events (list)		
Gorge Waterway Cleanup	1	3000
Monster Mash	1	40
Magic of Christmas Gift Fair	1	315
Santa's Pancake Breakfast	1	217
Selkirk Waterfront Festival	1	3,000
Community Christmas Dinner	1	147
Summer BBQs	8	399
Thanksgiving Dinner	1	115
Rentals (total #)	127	8565
Resource Referrals (total #)	469	469
Social Support Services (list):		
Family Self Sufficiency (FSS) – Phase IV	1	66
FSS Financial Literacy Workshops	6	45
Homeless Family Outreach	1	232
C'nex Intensive Parenting	108	109
Youth & Family Outreach	1	39
Youth Self Sufficiency	1	22
Family Development Outreach	1	77
Parenting Education	3	29
Learning Through Loss	1	16
School Based Youth and Family Counselling	6 schools	593
Community Dinner	43	2571
Supported Access	1	3
Christmas hampers	83	220
Parent & Child Drop-in	72	1745
Kindergym	43	877
Mother Goose	30	559
Toddler Art	43	883
Neighbourhood Development (list):		
Community Gardens	23	55
Burnside Gorge Community News	6 issues/year	7,500
Friends of Cecelia Ravine Park	8	10,000
Cecelia Ravine Restoration Project	1	70
Total	1,093	41,978

Leverage Model

A

Direct City of Victoria Investment for 2014	Amount in cash
Operating grant	\$48,063
Youth grant (Fee for Service –Youth Outreach)	\$10,000
Custodial grant	
Neighbourhood Dev. Base grant	\$4,395
Neighbourhood Dev. Matching grant	\$5,000
Shape Your Future grant	
Community Art grant	
Greenways grant	
Sustainability (YSS)	\$7,500
Special Projects grant	
Other City grants (FIG-\$3,000)	\$3,000
Total A	\$77,958

B

Indirect City of Victoria Investment for 2014 (to be completed by City)	Value
Custodial Service	
Utilities	\$20,085
Permissive Tax Exemptions	
Maintenance & repair costs	\$22,559
Other (Capital Improvements)	\$2,000
Total B	\$44,644

C

Association Annual Operating revenue for 2014 (excluding in kind)	Amount in cash
Federal	\$29,457
Provincial	\$610,784
Municipal (City of Victoria)	\$77,958
School District #61	\$297,116
Fees – OSC/Rec/Family Drop-in/Events	\$390,964
Rentals/Leases	\$169,500
Miscellaneous Donations/Grants	\$295,018
Admin/Interest/Miscellaneous	\$8,291
Total C	\$1,879,088

D

Volunteer opportunities:	# people	X	# hours	Total Volunteer hours
Programs	49	x	30.56	1497.5
Services	100	x	13.29	1328.75
Events	208	x	3.94	819.5
Other				
Total	357	x	10.21	3645.75

Volunteer Valuation

a)Total volunteer hours (value unskilled labour)	X	80%	X	\$18.73	=	\$54,628
b)Total volunteer hours (value skilled labour)	X	20%	X	\$40.00	=	0
Total Volunteer valuation D (a+b)					=	\$54,628

Leverage Valuation

C (Association Operating Revenue)	+	D (Volunteer Valuation)	=	Leverage
A (Direct City Investment)	+	B (Indirect City Investment)		
C \$1,879,088	+	D \$54,628	=	15.72
A \$77,958	+	B \$44,644		

Per Person Valuation

C (Association Investment)	Divided by	#visits per year	=	\$ value per person served
\$1,933,716	/	43,415	=	\$44.54
A + B (Total City of Victoria investment)	Divided by	# recreation visits per year	=	\$ invested per person served
\$122,602	/	1437	=	\$85.32

Per Person Valuation

1. Please speak to your centre's day to day vitality as a hub for the neighbourhood.

The BGCA provides space for children, youth, families and seniors to access social supports and programs that enhance quality of life. From social & recreation drop-ins to intensive parenting and emergency supports for families in crisis, BGCA is a holistic centre that connects community members. BGCA is also used by those who access the Galloping Goose Trail, Bike Skills Park and Multi-use court for water, bathroom and rest breaks. Dog walkers bring their dogs in for a pat and a treat while keeping our staff informed of activity in Cecelia Ravine Park or other areas in the community.

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's programs and services.

"It helps stretch our food budget. We would have less food for the week if it wasn't for your [community] dinner." ~Community Dinner Participant

A two parent family with two children and a third child on the way was able to avoid BC Hydro disconnection with the support of the BGCA's Homeless Family Outreach program. The mother had ended her employment due to maternity leave but was awaiting employment insurance. The Homeless Family Outreach team was also able to maintain the family's housing by working with them to assist with their BC Housing application for low income housing and advocate on their behalf with BC Hydro.

"When I first arrived at the [Family Self Sufficiency] program, I had just left an abusive relationship after 15 years of marriage; I had a head injury and was asked to leave my job; I was parenting a nine-year-old boy with special needs; and I had next to no money or belongings. I was a bit glum about how to design my future on a shoe-string budget.

The program helped me bring my values and habits into alignment, trim off the fat and plug the holes on my "leakage". First, I faced the deep-seated shame that came with finding myself in an unpalatable life situation. I was so grateful for the non-judgmental and supportive attitude of my coach. It allowed me to stop punishing myself and to corral my knee-jerk purchasing (a behaviour that was soothing at the time but sabotaged my more precious goals).

Next, the program taught me to evaluate my true needs and wants. I could then find room in my monthly budget to prepare for the unexpected, [and] save for education, so that I could get beyond crisis and move into thriving.

I balance current needs with future goals. I am exceedingly grateful for the tools, workshops and coaching of the FSS program. Thank you!" ~Graduate of Family Self-Sufficiency Phase IV

One family who attends BGCA recently told one of our staff members that by accessing three local community meals a week for their family of 5, they have been able to save enough money to move from a 2 bedroom suite to a 4 bedroom house, giving all family members more space and privacy.

Health and Wellness

1. How does your centre promote health and wellness? (Please cite up to 3 examples)

The Seniors Lunch and Learn Program provides healthy homemade soup to seniors once a week followed by a presentation or led activity by a guest speaker on topics that impact seniors physical, social, emotional and mental health and wellness. Topics/activities include: arts & crafts, therapeutic yoga, financial planning, fraud prevention, local history, and energy efficiency in the home to name a few.

All child care, youth and family programming maintains a commitment to providing healthy snacks to participants. All of our programming utilizes food in some way ensuring that those involved in our programs are well nourished.

BGCA offers community workshops open to the public on topics such as financial literacy, financial planning, healthy detox, blood & geno type diets, and family nutrition.

Parent education programs include health and wellness in the curriculum to cover domains such as food and nutrition, stress management, coping skills, physical and mental health as well as areas that focus on child health and wellness addressing issues of sun safety, child focused play and activities, etc.

The Youth Self Sufficiency Program provides youth with workshops and skill building in the areas of grocery shopping, cooking and food choices that impact both physical and financial health.

BGCA sees people come to our Centre that need their basic needs met. The primary level of health and wellness is having shelter, food and clothing. Our Outreach Workers focus on meeting these basic needs before addressing secondary needs which also may impact overall health and wellness.

2. What new health and wellness initiatives have you implemented, supported and/or maintained this year?

BGCA developed a partnership with Coastal Roots Health to provide community and staff wellness programs. BGCA employees have benefitted from wellness presentations such as office ergonomics and stress release techniques as well as in-house appointments with a massage therapist. Community presentations on family health topics are delivered by local health practitioners and have been built in to drop-in family programs.

BGCA also began offering Active Start and Family Fitness programming through a partnership with the Pacific Institute for Sport Excellence. This has allowed for the provision of accessible physical literacy programming for children in our Out of School care programs.

The guest speaker component of our Seniors' Lunch & Learn program was enhanced to include a wider variety of topics related to health and wellness for an older demographic. Topics and activities included: nutrition, healthy aging, music therapy, dance, and chair massage.

The BGCA developed a partnership with a local law firm in 2014 to provide free, weekly legal clinics to members of the community. These confidential sessions are booked in 15 minute increments and all legal issues are welcome.

3. What are your community's health and wellness concerns and how are you addressing them?

Some of the most prevalent health and wellness concerns seen in our community include: poverty, violence, mental health, social isolation as well as access to adequate nutrition and safe and affordable housing. BGCA assists in addressing these concerns by providing one-on-one support services via our Community Outreach programs (Family Outreach, Youth and Family Outreach, and Homeless Family Outreach Programs), as well as by providing a healthy weekly family meal by donation. We are committed to reducing the barriers that prevent children, youth, adults and seniors from participating in activities that promote social engagement and connection with the community. Financial barriers are reduced through free programming or the allocation of subsidies for fee-based programs.

A diverse range of health and wellness programs are provided across the developmental spectrum (children, youth, adults and seniors) in order to reach and impact as much of our community as possible.

Sustainable Community Development

1. How does City funding allow you to address the sustainability of your organization?

The direct and indirect support from the City provides Burnside Gorge with the foundation to maintain the continuum of programs and services that have been created over the last 20 years but also allows us to be responsive to the community and meet changing needs by developing new initiatives, programs and services.

Direct funding through grants can be used to leverage other funders and create diversification in funding sources which proves to be a much more sustainable financial model for organizations.

The City's partnership, through the building of our Community Centre and support with its maintenance, provides staff, funders and community with a sense of stability and permanence allowing all stakeholders to have a vision for the future and set long term goals.

2. What are you doing internally to address the sustainability of your organization? (i.e. - environmental, economic, social, etc.)

The BGCA remains committed to eco-conscious business practices such as: composting of food waste for staff and participants as well as programs; eco-friendly cleaning supplies; a full recycling program.

We continue to encourage stewardship of natural areas through initiatives such as the Friends of Cecelia Ravine volunteer group. The Community Gardens contribute to food security within the neighbourhood.

We continue to diversify our funding base to ensure the long-term sustainability of our programs and services we are always seeking efficiencies in how we operate to maximize the resources we do have.

The creation and monitoring of a Strategic Plan that speaks to investment in and engagement with residents, businesses and staff ensures action that speaks to social sustainability.

To protect the longevity of the facility, BGCA is committed to an annual investment to a City-matched sustainability fund.

3. How does your centre align with the City of Victoria's Sustainability Action Plan directions?

A) Reduce - reduce waste and emissions & increase efficiency

In addition to environmentally friendly practices outlined by the facility's Gold LEED certification, we also engage in activities that recycle and reuse products within the community. For example, we have a Resource Room which contains used clothing for all ages as well as some small household items. This practice of recycling clothes and household items is both diverting from the waste stream and supporting those in need in our community.

Any surplus food cooked at our dinner program or any other program is packed up and sent home with families to ensure food isn't thrown out or wasted.

B) Transform - transformation and leadership

The BGCA is part of the Youth Program Quality Initiative (YPQI) – designed to train youth leaders and provide a process for evaluation and improvement of youth programs and services.

BGCA is a part of the Community Centre Network, working with other community centres to provide a process for sharing of ideas and resources, sharing of information on community recreation opportunities and initiatives.

The BGCA is one of many child and family-serving organizations, and a founding member) who sit on the Shared Assessment Committee (SAC). The SAC works to provide a streamlined process for referring families to support services. In 2014 the SAC was nominated for a Premier's Award Promoting Innovation and Excellence and was a finalist in the Partnership Category for the Vancouver Island Region.

C) Thrive - creating a livable city for everyone

BGCA strives to provide opportunities throughout the year for community celebration and engagement.

Community development initiatives such as anti-graffiti days and Friends of Cecelia Ravine work parties contribute to a more positive image of our neighbourhood as well as improving the feeling of safety and security in the community.

BGCA provides a wide range of programs and events that allow diverse people from in and around the neighbourhood to feel connected to the Centre and the community.

Community Responsiveness

1. How does your centre identify community need and respond to community feedback?

The needs of our community are identified in various ways. Programs incorporate surveys and evaluations to ensure they are meeting the current needs of participants and also identify new and changing needs that may require adjustments to programming.

The BGCA has an open door policy and provides support whenever possible to people in need coming through the doors. Supports can include: referrals and a cup of coffee; clerical support with photocopying and printer use; access to free clothing and toiletries; and emergency outreach to name a few.

BGCA utilizes social media to not only share information but request feedback on community issues. Social media has been used to promote community surveys on projects like the community gardens. The BGCA website also allows people to share feedback with us as well as request information.

2. What modifications or implementations have you made in response to community need in these categories?

- i. Programs (new)
- ii. Services (new)
- iii. Infrastructure (facility, neighbourhood)
- iv. Organization
- v. Accessibility
- vi. Diversity & inclusion
- vii. Demographic Diversity

Programs – increased the offerings of physical literacy programming for children and families.

Services – Removed a one year option for participation in the Family Self Sufficiency program. Feedback from program participants was that one year in this program was not enough and that the true benefit of financial coaching and asset development cannot be felt in the short term. Feedback suggested we promote a three year commitment to the program.

Infrastructure – Feedback from parents with small children required us to look at the potential danger of a hand railing configuration. Agency staff worked with City staff to create a safe solution for children which was commended by parents and staff.

Organization - In 2014 BGCA joined Youth on Boards, a partnership between Volunteer Victoria and Boards Together to recruit, train, match and effectively engage youth volunteers (aged 19-35) in decision-making on non-profit boards in Greater Victoria.

Accessibility – Feedback from parents with strollers and cyclists was that although it is easier to access the agency via a path from the Goose, the back door of the Community Centre is not left open for safety reasons. With the support of the City, we were able to install a doorbell to allow folks quick access from the Goose without compromising the security of the building.

Diversity & Inclusion – Working with agencies such as ICA to promote BGCA programs. This past year saw an increase in participants from the Latino and Chinese communities.

Demographic Diversity – A new partnership initiative with Success by Six to provide child friendly drop in space for Family run daycares, with the goal of improving quality of child care programs for children in the early years. Historically children from family run daycares have not been a part of our early childhood programming.

Volunteerism

1. What types of volunteer opportunities do you have in your centre?

Volunteer opportunities include:

- Practicum placements in the community development and human & social services fields
- Special Events – opportunities include: set-up and tear-down, volunteer coordination, food prep and service, cash and admissions, site clean-up, activity leaders, photography, etc.
- Reception & Administrative Support
- Program Support – opportunities include: family drop-in, community dinners, seniors lunch & learn, resource room, childminding, etc.

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's volunteers.

"The BGCA staff have been incredibly warm and welcoming. I have learned a great deal about the daily running of an office and improved my reception skills. I have been reminded about beneficial ways to deal with uncomfortable situations and seen amazing team work in action. I now work part time as a Facility Attendant for the BGCA and am incredibly grateful to be given this opportunity. I plan to be a part of this great community for many years to come and find additional ways to help the community." ~Reception Volunteer

Throughout 2014, volunteers put in the hourly equivalent of roughly two full-time employees.

We have accommodated a number of community groups for larger Day of Service events. In 2014 Day of Service groups have helped out with Community Cleanups of the Burnside Campus, Tree Planting events in Cecelia Ravine Park, as well as event prep and support for Selkirk Waterfront Festival and the Gorge Shoreline Cleanup.

"It is a wonderful centre with a dedicated staff who work hard every day to help people in the community of all ages. I love being a part of the team and enjoy meeting the public who use the centre. I feel that we are an integral support in the community." ~ Reception volunteer



Community and Seniors Centres Annual Report January - December 2014

Centre: Fairfield Community Place & Garry Oak Room/Corinne's Kitchen

Address: 1330 Fairfield Rd & 1335 Thurlow Rd

Operating Association/Society: Fairfield Gonzales Community Association

Society Registration Number: S-11840 (September 15, 1975)

Registered Charitable Tax Number (if applicable): 12821 0259 RR0001

Month of Annual General Meeting: October

Days of operation per year: 355

Total number of employees: FT: 5 (12 month) 16 (10 month) PT: 83 Instructors: 8

Programs Quantitative Analysis

Recreation Programs	# Programs Offered		# Unique visits
	Registered	Drop-in	(# of programs x # people attending)
Children	7		162
Youth	1	1	581
Adult	13	1	846
Senior			Our adult programs include seniors
Family		1	585
Other		1	40
Total:	21	4	2214

	# spaces offered	# spaces filled
Non licensed Childcare	6 per session (lunch and learn) 24 sessions /year	Average of 5 per session/24 sessions /year
Licensed Childcare	222	222
Total:	228	227

Services Quantitative Analysis

Services	# Offered	# People Served
Special Events (list) (add more lines as necessary)		
The Place Is Your Place	9	40
Fall Fairfield	1	800
OSC Family Fun Day	1	250
FGCA Gala Fundraiser	1	150
Spring Clean	1	50
Mural Project Art Workshops	5	200
Board Reunion	1	40
Automatic Door Celebration	1	30
Annual General Meeting	1	35
Rentals (total #)	136 (855 bookings)	75,000
Resource Referrals (total #)	1	300
Social Support Services (list):		
Youth and Family Counseling	13 FTE Counselors	1025 students served
Family Drop-Ins	78 sessions	1560
Parent Education	24 sessions	144
Lunch and Learn	30 sessions	400
Clothing Exchange	11	330
Neighbourhood Development (list):		
Moss Street Market Booth	15	1500
Sustainability Outreach Project	1	1000
Fairfield Stories Mural Project	1	500
Archive Project	1	5
Observer Newspaper	2	10,000
Community Garden	1	500
CAN Insurance	1	5
Total	336	95,064

Leverage Model

A

Direct City of Victoria Investment for 2014	Amount in cash
Operating grant	\$48,053
Youth grant	\$15,000
Custodial grant	\$27,372
Neighbourhood Dev. Base grant	\$11,869
Neighbourhood Dev. Matching grant	\$3,525
Shape Your Future grant	n/a
Community Art grant	\$7,500
Greenways grant	n/a
Special Projects grant	
Other City grants (CAN insurance- admin cost)	\$5,000
Total A	\$118,179

B

Indirect City of Victoria Investment for 2014 (to be completed by City)	Value
SD 61 Joint Use	7,610
Utilities	13,024
Maintenance & repair costs	15,327
Other (Capital Investment)	45,700
Total B	81,661

C

Association Annual Operating revenue for 2014 (excluding in kind)	Amount in cash
Municipal Government (City of Victoria)	\$118,179
Provincial Government	\$188,990
Federal Government	\$27,403
Special Event Fundraising	\$13,608
Facility Rental	\$33,810
Recreation Program Fees (including Youth program)	\$69,993
Foundations and grants	\$15,264
Donations	\$12,143
School District 61	\$1,032,808
Child care Parent fees (preschools, osc, camps)	\$583,846
Total C	\$2,096,044

D

Volunteer opportunities:	# people	X	# hours	Total Volunteer hours
Programs	30		25	750
Services	30		36	1080
Events	65		9	585
Other	10		48	480
Total				2895

Volunteer Valuation

a)Total volunteer hours (value unskilled labour)	X	80%	X	\$18.73	=	43,378.68
b)Total volunteer hours (value skilled labour)	X	20%	X	\$40.00	=	23,160.00
Total Volunteer valuation D (a+b)					=	66,538.68

Leverage Valuation

C (Association Operating Revenue)	+	D (Volunteer Valuation)	=	Leverage
A (Direct City Investment)	+	B (Indirect City Investment)		
C \$2,096,044	+	D \$66538	=	10.82
A 118,179	+	B 81,661		

Per Person Valuation

C (Association Investment)	Divided by	#visits per year	=	\$ value per person served
\$2,096,044	/	97,505	=	\$21.50
A + B (Total City of Victoria investment)	Divided by	# recreation visits per year	=	\$ invested per person served
199,840	/	2214	=	\$90.26

Per Person Valuation

Fairfield Community Place truly lives up to the FGCA tagline, “the place to connect”. We aim to provide a safe and inclusive space for all who live, work, and play here, and to provide service throughout all stages of life.

The facility itself and the excellent staff and instructors provide a stable, grounded space for residents to connect with their community. This style of place based service provision helps build a strong sense of community identity among residents.

Many of our programs also deliberately focus on peer-to-peer connections (for instance parent and tot drop-ins and youth programs) so that connections made can continue outside of the FGCA.

We provide opportunities for citizen’s voices to be heard at our Board meetings, in our Observer newspaper, through social media, and in surveys and evaluations.

As the second largest employer in Fairfield Gonzales, and a major provider of affordable childcare, we contribute to the economic well-being of the neighbourhood. In 2014 we were also able to focus on cultural and environmental sustainability through a Community Arts grant and a matching grant focused on sustainability outreach and education, both from the City of Victoria.

We are able to reach a very wide cross-section of the community through our participation in the weekly Moss Street Market and our popular Fall Fairfield: Harvest Fete, now in its fourth year.

1. Please speak to your centre’s day to day vitality as a hub for the neighbourhood.

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre’s programs and services.

“This program (parent and tot drop in) has given me a place to come, have a break, socialize, learn new skills and is a fun and educational place to go. My daughter runs right in and starts to play and is comfortable with all program facilitators. She sings the songs she learns at playgroup at home. We look forward to it every week.”

“I wanted to let you know Ben really enjoyed Youth Zone. I appreciated your enthusiasm and creativity in developing the activities. I felt that there was a good mix of fun activities and opportunities to build leadership skills and give back to the community. It was helpful to receive the emails regarding monthly schedule, return times and helpful reminders. I appreciate how accommodating you were to early dismissals at school. I think you did a great job and offered a quality after school program.”

“During the short time I worked in the FGCA youth programs for my University of Victoria second-year practicum, the mentorship and supportive presence of the FGCA staff taught me as much about the importance of respectful, supportive teamwork in youth work as my time working in their youth programs did. The FGCA staff team brought a genuine, positive energy to their daily work, and this sincerely enriched my experience of leading youth programs within a professional organization,” Nate Demetrius, practicum student in FGCA youth programs, 2014

Health and Wellness

1) We provide a number of recreation programs (e.g. Iyengar Yoga, Zumba, Zumba Toning, Zumba 15, Qi Gong, Yin Yoga, Stretch and Restore Yoga, Hand Drumming, Badminton, Spanish, and Sportball).

2) We provide quality CAPC funded family programs:

"This program (parent and tot drop in) introduced me to other parents with whom to share experiences/ideas; reduces feeling of isolation a caregiver can have from spending all day with young kids."

"It is an integral part of my toddler's social development. She absolutely loves coming to play group."

3) We provide a safe place for people to learn more and connect to the community (e.g. we have a common area with couches and dining tables with access to a common kitchen, telephone, and computer.

1. How does your centre promote health and wellness? (Please cite up to 3 examples)

2. What new health and wellness initiatives have you implemented, supported and/or maintained this year?

-we provide low cost or free space for a number of support groups (e.g. VIHA Mental Health Support Group, Chronic Pain Support Group, Narcotics Anonymous, and Youth In Care)

-Lunch Laugh and Learn program supports families weekly

-responded to a demand for different yoga by adding two new classes which accommodated seventeen new participants.

-we have partnered with the Garth Homer Society to offer a weekly felting club

3. What are your community's health and wellness concerns and how are you addressing them?

-Physical Access – door and federal grant proposal

e.g. we had an automatic door installed in our main building entrance and applied for and were awarded funding to improve access to our portable)

-Support group space/referral

e.g. we have noticed an increase in the number of requests for free space to accommodate support programs and we do our best to fit these requests in around our programming)

-Youth program expansion

e.g. we have increased the number of programs (teen leadership) and spaces (5 in our afterschool leadership).

Sustainable Community Development

1. How does City funding allow you to address the sustainability of your organization?

- the facility provided allows us to vastly stretch our resources, as we do not have to pay rent to host many of our programs. This means we can put more money toward staff and the costs of the program, retaining staff and offering many low or no cost programs
- youth and recreation dollars give us the administrative capability to host those programs and to keep our office open
- BASE grant assists with administrative costs and outreach for the organization, and allows us to communicate with the community and membership (eg. website, newsletter, events, and meetings)
- yearly project grants allow us to expand our reach by offering service outside our usual program delivery
- allows us to leverage funding from other sources (eg. Jump N' Start Program: City contributes outreach grant for staffing, MCFD provides supply costs, Youth and Family Counsellors refer youth into the program)

2. What are you doing internally to address the sustainability of your organization? (i.e. - environmental, economic, social etc.)

- each program has an allotment for professional development for staff and Board members
- ongoing assessment of waste and aiming to move toward zero waste
- we do not have an agency vehicle – program users take transit or walk
- staff participated in Bike to Work Week
- staff and volunteers receive a discount on recreation programs
- we have weekly meetings and semi-annual planning days for senior staff, which allow us to map out our resources for the year
- youth programs participate in the Youth Program Quality Initiative
- staff participate in networking opportunities to stay up to date in our fields (e.g. CCN, ROSCO, CAPC, Community Kitchen Network, Emerging Leaders Network)
- regular Health and Safety meetings
- all staff have current First Aid certification

3. How does your centre align with the City of Victoria's Sustainability Action Plan directions?

A) Reduce - reduce waste and emissions & increase efficiency

- hosting zero waste events (e.g. Fall Fairfield, Family Fun Day), partnering with ReFuse
- host a monthly clothing swap to reduce clothing waste
- plastics recycling program – 2 depots each month
- Spring Clean event – promoting reduce, reuse, and recycle
- work with Moss St Market on zero waste initiative
- permaculture community garden (education opportunities for schools and community)
- nature based preschool program

B) Transform - transformation and leadership

- leader in permaculture community garden (the only community garden in Fairfield)
- Youth Leadership program, anti-bullying videos, youth fundraising for local charities
- strong leaders and mentors in all child care programs
- sustainability project – practicing leadership through education of residents
- Fairfield Stories Mural project – allowing inclusive opportunities to contribute to public art
- Board socials prior to Board meetings with senior staff included

C) Thrive - creating a livable city for everyone

- safe community access point for information and resources, including phone and internet
- affordable childcare/access to subsidy
- provide space and resources for grassroots initiatives
- free or low cost family and youth programs
- special events, allowing for social opportunities and neighbourhood vitality
- providing a voice for residents

Community Responsiveness

1. How does your centre identify community need and respond to community feedback?

Identify:

- Board meeting have community voices segment
- Planning and Zoning meetings
- social media
- surveys and evaluations
- Moss Street Market Booth
- consult Vital Signs survey and City of Victoria Official Community Plan
- Youth and Family Counsellor reporting from area schools
- any concerns identified by program staff

Respond:

- providing advice and resources to community groups who request it
- Board may take a position on concerns or convey them to the appropriate channel
- create committees or working groups to address concerns
- use feedback to shape future programming
- refer concerns when necessary to other organizations

2. What modifications or implementations have you made in response to community need in these categories?

- i. Programs (new)
- ii. Services (new)
- iii. Infrastructure (facility, neighbourhood)
- iv. Organization
- v. Accessibility
- vi. Diversity & inclusion
- vii. Demographic Diversity

- We have increased the number of licensed child-care spaces
- We have combined our print publications and started a new monthly E-Newsletter increasing our capacity to reach the community
- We had an automatic door installed to the entrance of our main building
- We advocated for the Kipling Street crosswalk
- We have expanded our monthly clothing swap program
- We have increased the number of spaces in our registered youth leadership programs by nearly double and have started to provide programming for an older youth demographic (15yr-17yr).
- We have provided a new venue for artists to display their paintings/pictures in our foyer and have promoted monthly gallery nights

Volunteerism

1. What types of volunteer opportunities do you have in your centre?

- Board Directors
- work, practicum, and mentorship experience
- direct program (preschool, youth, Out of School Care etc)
- special event (single day and planning team)
- special projects (archives, sustainability outreach project, mural project, Observer Newspaper)
- administrative
- committees (Planning and Zoning, Streetlife, Community Garden)
- facility (toy washing, facility upkeep)
- management consultancy

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's volunteers.

"I think that positivity and support is what made my time at FGCA so special and fun and encourages me to keep volunteering in the future," – *Kiran Dusanj, event assistant volunteer*

"The work of the FCA/FGCA has taken many paths over the years – from Directors' meetings in the front room of a member's home to prepare a funding proposal to the City for community picnic ice cream, to a zoning brief to preserve the character of our neighbourhood, to community programs and a permanent community space. Congratulations to the hundreds of committed community supporters who have made Fairfield and Gonzales what it is today." – *Steve New, past Board member, on the occasion of our Board Reunion*

"Being a volunteer for FGCA on market booth is the best experience I had during my summer! Getting to know you, Pippa, Catherine and communities, exploring my academic interest here, cooperating with BCSEA and World Fisheries Trust etc. just bring me a lot of treasure to be cherished!! Thanks for giving me a chance to join :)" – *Yaqiong Wang, Sustainability Outreach Project volunteer*



Community and Seniors Centres Annual Report January - December 2014

Centre: Cook Street Village Activity Centre

Address: 1-380 Cook Street

Operating Association/Society: Cook Street Village Activity Centre Society (New Horizons)

Society Registration Number: 13946

Registered Charitable Tax Number (if applicable): 10737 1445 RR0001

Month of Annual General Meeting: February

Days of operation per year: approx. 300 (closed Sundays, all statutory holidays, and a few days between Christmas and New Years)

Total number of employees: FT 1 PT 5 Instructors 21

Programs Quantitative Analysis

Recreation Programs	# Programs Offered		# Unique visits
	Registered	Drop-in	(# of programs x # people attending)
Children			
Youth			
Adult			
Senior	3	21	(29,010 people attending) 609,210
Family			
Other			
Total:	3	21	609,210

	# spaces offered	# spaces filled
Non licensed Childcare		
Licensed Childcare		
Total:	0	0

Services Quantitative Analysis

Services	# Offered	# People Served
Special Events (list) (add more lines as necessary)		
Martin Luther King Jr. Day	1	10
Robbie Burns Day	1	86
Chinese New Year and Open House	1	Approx. 100
Valentine's Day	1	58
St. Patrick's Day	1	48
Spring Fling Tea Party	1	20
Easter	1	49
Volunteer Recognition	2	83
Mother's Day	1	26
The British Are Coming	1	44
Father's Day	1	23
Hawaiian Luau	1	39
Grandparent's Day	1	31
Welcome Back – Middle East Feast	1	39
Fall/Lumberjack Lunch	1	33
Oktober Fest	1	23
Thanksgiving	1	70
Halloween Lunch	1	21
Costume Party	1	19
Remembrance Day	1	12
Christmas Event	1	88
Birthday Socials	6	48
100 th birthday celebration	1	20
Workshops/Speakers	6	69
Coffee with Staff	12	98
Card Tournaments	6	130
Tea for Tutu (trip)	2	20
Rentals (total #)	51	5,865
Resource Referrals (total #)		
Social Support Services (list):		
Foot Care	Weekly	48
Biomagnetism	Bi-weekly	4
Hearing Clinics	2	9
Tax Preparation	March/April	185
Reflexology	Weekly	14

Diabetes Support	Bi-monthly	
Flu Shot Clinic	1	About 30
St. John Ambulance Therapy Dog		Approx. 20
Blood Pressure Clinics	12	27
Neighbourhood Development (list):		
Community Day BBQ	1 (annual event)	Approx. 300
Silent Auction and Craft Fair	1 (annual event)	321
Chili Cook Off	1 (annual event)	117
Total		8,247

Leverage Model

A

Direct City of Victoria Investment for 2014	Amount in cash
Operating grant	40,000
Youth grant	
Custodial grant	
Neighbourhood Dev. Base grant	
Neighbourhood Dev. Matching grant	
Shape Your Future grant	
Community Art grant	
Greenways grant	
Special Projects grant	
Other City grants	
Total A	40,000

B

Indirect City of Victoria Investment for 2014 (to be completed by City)	Value
Custodial Service	40,130
Utilities	12,512
Permissive Tax Exemptions	0
Maintenance & repair costs	11,553

Other (Capital Improvements)	10,300
Other (Strata fees)	16,533
Total B	91, 028

C

Association Annual Operating revenue for 2014 (excluding in kind)	Amount in cash
Grants (not including City Grant)	45,952.63
Drop-in Activities	25,050.95
Kitchen	25,189.75
Courses	10,669.50
Membership	13,215.55
Rentals	28,727.25
Donations and Fundraising	10,824.74
Events	16,617.55
Wellness Services	12,485.50
Total C	188,734.42

D

Volunteer opportunities:	# people	X	# hours	Total Volunteer hours
Programs	28	X		3,510
Services	15	X		3,765
Events	15	X		1,072
Other	36	X		4,498
Total	94	X		12,845

Volunteer Valuation

a)Total volunteer hours (value unskilled labour)	X	80%	X	\$18.73	=	12,686,952
b)Total volunteer hours (value skilled labour)	X	20%	X	\$40.00	=	35,024

Total Volunteer valuation D (a+b)	=	12,721,976
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Leverage Valuation

C (Association Operating Revenue)	+	D (Volunteer Valuation)	=	Leverage
A (Direct City Investment)	+	B (Indirect City Investment)		
C 188,734.42	+	D 12,721,976	=	98.53
A 40,000	+	B 91,028		

Per Person Valuation

C (Association Investment)	Divided by	#visits per year	=	\$ value per person served
18,734.42	/	29,010	=	0.65
A + B (Total City of Victoria investment)	Divided by	# recreation visits per year	=	\$ invested per person served
\$131,028	/	11,263	=	11.63

Per Person Valuation

1. Please speak to your centre's day to day vitality as a hub for the neighbourhood.

The Cook Street Village Activity Centre (CSVAC) believes access to recreation facilities is essential for an equitable society where everyone has opportunities to participate in meaningful activities regardless of their socioeconomic level or ability.

The neighbourhood consists of many small, local businesses and a charming area of a variety of housing options. There are heritage homes, condominiums, rental units of many sizes and varieties. In this area there are many people of senior age, but also young families and single adults. CSVAC works hard to provide recreational access to programs and activities to as many participants as possible.

The centre is open six days a week for fun, friendship and community. Each day a variety of programs and services are offered to support participants' physical, emotional and cognitive health. There are a number of fitness programs, opportunities for socialization and connection with peers and games and activities that promote brain health. The centre also makes space available to a variety of community groups such as a church and Weight Watchers. These community based groups invite people who would not normally come to the centre to enjoy the hospitality that is shared with all participants. The centre also participates in community events such as the community barbeque and Christmas silent auction as ways to connect with the Cook Street Village and Victoria neighbourhoods.

The centre also reaches out to organizations in the greater Victoria community for partnership events. These organizations include the ICA, Mustard Seed, and seniors' centres.

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's programs and services.

I enjoy coming to the Men's Coffee group because we have a unique perspective on life. It is wonderful to talk about our shared lived experiences. I learn so much from these guys. ~Alan, Men's Coffee Group Participant, CSVAC Member ~

I have been playing cards here for 16 years. I come for the people and the camaraderie and the card games are mentally stimulating. I wouldn't know what to do if the Centre was not here; I can't see myself not coming here. ~Joyce, Cribbage player and CSVAC Member~

I started coming 4 years ago for the chair yoga group. I have a disability and this is the best exercise for me because it is a good working and very relaxing. I have now expanded the activities that I participate in because the people are wonderful. I enjoy everything I do because it stimulates my brain and I have improved in some areas like my fine motor skills ~Jean, Yoga and Cribbage participant and CSVAC Member~

I came when the Centre first opened and decided to stay because it is a very friendly place ~From comments at the coffee with staff~

Health and Wellness

1. How does your centre promote health and wellness? (Please cite up to 3 examples)

Seniors are key members of the community. To ensure the vitality of our communities, we need to support and encourage active citizenship and citizen participation. With this comes the responsibility of ensuring that seniors continue to be engaged and involved. This means providing seniors with opportunities to influence and shape their communities and meet needs more effectively.

CSVAC in the past has served mainly seniors. However, efforts have been underway in recent years to encourage participation from a broader demographic. The centre has been working hard to develop programs and opportunities for the dynamic generation of baby boomers who have increased leisure time as they move towards retirement as well as programs for younger, working aged adults.

The centre hosts a wide array of fitness opportunities through classes such as Fun and Fitness, Tai Chi, and Stretch and Strength. These classes are not only good for the body but also help in reducing isolation and loneliness, the early stages of depression (increased endorphins and opportunities to socialize with others). These classes are provided with a very low fee in order to minimize any financial barrier that may prevent people from participating.

Many seniors, particularly those who live alone, find it difficult to prepare healthy meals regularly. The centre supports nutritional health with their lunch program which provides healthy meals at low cost at the centre.

The activities at the centre encourage socialization through participation. People attending activities look forward to meeting old and new friends each time they come. They support each other through life's ups and downs. Without the centre, many participants would not have a place to develop friendships and share experiences.

2. What new health and wellness initiatives have you implemented, supported and/or maintained this year?

In addition to existing programming, in the past year a group of men requested additional card game programming. The centre now hosts a Texas Hold 'Em group that has proved very successful and is looking to expand. From the initial once a week, there has been discussion about increasing this activity to two or three times per week. This opportunity for men to meet has expanded their social horizons. The men also have a daily coffee group during which they discuss a wide variety of topics, and men's billiards and all these activities promote friendship and support.

The centre continues to support and maintain all its programs for both men and women. It has maintained low member and non-member fees. The annual membership cost has been unchanged for several years in order to ensure that as many people as possible can enjoy the events and activities that are offered at CSVAC at a reduced rate.

CSVAC not only supports the mental and physical well-being of members through regular programming, but also provides opportunities to assist in medical concerns through the Foot Care clinic, diabetes support group, bio-magnetism and healthy meals programs.

2014 was an exciting year at CSVAC as we were able to bring back an active euchre group and poker group. We are looking forward to seeing the return of darts and introducing pickle ball and weekly parlour games.

3. What are your community's health and wellness concerns and how are you addressing them?

CSVAC strives to address community health and wellness concerns as they arise. Isolation and loneliness are particular concerns within the seniors' community. Providing opportunities for regular leisure activity that is cognitively, physically, and socially stimulating is good for overall health. An increase in social contact may provide enhanced emotional and instrumental support during times of crisis, illness or stress and increase quality of life.

A recent initiative has been to address the issue of senior abuse, including physical, mental and financial concerns. The program we received a grant for has finished but was so popular we have continued these discussions through the Journey Program in partnership with Silver Threads.

The community has been changing and seeing a growing younger population. We are working on ways to encourage them to the centre and the biggest challenge has been overcoming the idea that the centre only serves seniors and not the broader community. The centre has heard that additional programming is needed to provide more activities for younger seniors and other adults. There is discussion about changing hours of operation and increasing programming to meet this need.

Sustainable Community Development

1. How does City funding allow you to address the sustainability of your organization?

The City of Victoria funding is critical to the survival and development of CSVAC. Without this support the organization would not be able to provide a venue for residents to meet and participate in activities that promote their wellbeing. The City funding helps maintain current programs, initiate new opportunities and partnerships with other agencies and contributes significantly to staff wages.

2. What are you doing internally to address the sustainability of your organization? (i.e. - environmental, economic, social etc.)

We have many key partnerships with the merchants on Cook Street that we work with on community events and promoting events that we host at our Centre. We have strong partnerships with the groups that rent space from us such as a church, Buddhist meditation group, Weight Watchers, and many more. We have also maintained our partnerships with the Victoria International Exchange Centre who send us outstanding students for practicum/work study opportunities. We have maintained and strengthened our partnerships through agencies such as the ICA, Amica, the Victorian at McKenzie, and all of the sponsors for our fundraising community events.

CSVAC applies for several grants each year to help support the smooth running of the organization. We have applied for grants for multi-cultural and multi-generational and multi-cultural opportunities such as the shared stories circles, which we hope will find out our success in the spring. We were successful in applying for funding for the seniors abuse prevention program. Through this program we are going to be hosting some workshop/discussions, have a resource table at our next open house, and have information and materials available throughout the year.

3. How does your centre align with the City of Victoria's Sustainability Action Plan directions?

A) Reduce - reduce waste and emissions & increase efficiency

Part of the centre's waste management strategy is to fully participate in the City of Victoria kitchen scraps program and to recycle as much as possible.

Many participants come to the centre using public transit, cycling, walking and carpooling, which are key ways to reduce emissions.

B) Transform - transformation and leadership

A new program has been developed to partner with a local school to create a community garden as a beautification project. The concept is to match garden volunteers from the centre with youth to learn from each other and create something all can be proud of. The garden volunteers will provide leadership and experience and the youth will contribute energy and enthusiasm to transform the existing gardens into a more vibrant part of the community.

C) Thrive - creating a livable city for everyone

The centre is working hard to develop more partnerships with organizations such as the ICA, James Bay New Horizons, Goward House and Silver Threads. Programs such as the Seniors Abuse workshops will be offered to participants from these groups and the community as well as centre members in order to encourage interaction and greater knowledge among a diverse population. This initiative is seen as encouraging increased livability in the City of Victoria.

When reviewing the number of unique visits to our Centre this year through our courses, workshops, drop-in opportunities and special events we learned that we have welcomed people 29,010 times. We also know that we had approximately 600 hours of rental time with nearly 6,000 visitors from these opportunities.

Community Responsiveness

1. How does your centre identify community need and respond to community feedback?

Once a month CSVAC staff provides an open forum coffee hour at which anyone is free to share any community or centre concerns and provide input. Recently the centre has been told that the community would like to see expanded hours and programs at CSVAC to accommodate younger seniors and working adults. Their suggestions include providing fitness classes earlier in the morning so that people could participate before the start of their working day. Younger seniors are interested in more physically active opportunities. The centre is trying to respond to this feedback by investigating the potential for providing a wider variety of programs and activities such as bicycling, walking or running groups, additional dance programs, etc.

The centre has also heard that there is a need to keep fees low so that current and future members will not face a barrier to participating in activities due to financial constraints.

CSVAC is broadening its communication strategies by developing a more active social media presence. A new web site is under development and recently new Facebook and Twitter accounts have been launched as tools to engage technically knowledgeable community members. The centre is also reinvigorating the newsletter, program boards and digital signs for those who drop by or who do not have access to digital media.

2. What modifications or implementations have you made in response to community need in these categories?

- i. Programs (new)
- ii. Services (new)
- iii. Infrastructure (facility, neighbourhood)
- iv. Organization
- v. Accessibility
- vi. Diversity & inclusion
- vii. Demographic Diversity

A. Programs (new)

This year we have taken on several new initiatives that have included two new programs. We are half way through our Senior's Abuse Prevention series. This program has reached out to seniors in our community and to caregivers. Our staff and volunteers have undergone training to recognize if someone is experiencing abuse and how to support them as they move towards a safer future. We will be doing this through workshops and are in the process of planning an open house that will include information on this very important topic.

We are working with Silver Threads to offer the Journey's program. This is an outreach program that helps support seniors so they can age in their homes and communities as long as possible. This program also helps to connect seniors with services to that support being independent.

B. Services (new)

Over the years our connection with the ICA has not been as strong as it once was. This year we have rejuvenated our connection with the ICA and have started a senior to senior pen pal program. The seniors at ICA who are learning English are becoming pen pals with our members. After several weeks of writing to each other the group will meet to share a potluck meal. This relationship will continue in the New Year with joint recreational activities that both writers will enjoy.

C. Infrastructure (facility, neighbourhood)

Our building is open to centre members and the community six days a week for recreational activities, socialization, meals, and fun. We also provide low cost rental space for other members of our community searching for a warm and friendly location that is easily accessible for their clientele.

The centre is the Emergency Social Services (ESS) site for the community. ESS is the group that plans for the needs of evacuees forced to leave their home due to an emergency and need assistance. ESS provides short term (emergency) help in the way of lodging, food, clothing, and various other services. In case of an emergency the centre will be used for shelter and to provide other services as needed.

D. Organization

Our organization has undergone some significant changes in the last year. We are very pleased that we now have a full complement of staff, who will be working with the Board of Directors, Members, and the Cook Street Village community to implement exciting opportunities over the next several years. Our staff comprises of a Program Manager (part-time), two Program Assistants (both are part-time), a Kitchen Manager (part-time), and an Administrative Manager (full-time).

E. Accessibility

The Cook Street Village Activity Centre is an accessible building using mobility aids. We have washrooms that can accommodate a wheelchair and all have grab bars to assist when needed. Our members access our facility by car, public transit, bike, and by foot. We also keep our membership and drop-in fees, as well as our rental amounts low so that as many people as possible are able to participate in the programs and services that we offer.

Volunteerism

1. What types of volunteer opportunities do you have in your centre?

Volunteering keeps older adults active and engaged; positive activity is key for health aging. It is important that they are seen, and see themselves, as contributing, valued and active members in their community. They have rich experiences from their paid work and community involvement. They want a variety of ways to participate and stay involved.

Many dedicated volunteers support the operation of CSVAC through participation on the Board of Directors, student/work study opportunities, providing front desk/reception staffing, leading programs, working in the kitchen and assisting with special events.

CSVAC provides opportunities for students to volunteer and develop skills and leadership abilities. International students have hosted workshops (origami and calligraphy), given presentations about their home countries, done research, gathered statistics and supported the day to day running of the centre. They have the opportunity to improve English skills while socializing with participants and assisting them during activities.

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's volunteers.

Volunteering provides health benefits to older adults. It offers them significant physical, emotional and cognitive benefits. It also enhances social support, social inclusion and civic engagement. Volunteering helps seniors stay active and connected to their communities, helps maintain social contacts, and promotes a sense of value and self-worth.

CSVAC volunteers are the cornerstone of the organization. Volunteers greet people as they come to the centre, help create delicious meals in the kitchen, lead programs, participate on the board and help out at special events. To say they are priceless is an understatement because they are the lifeblood of CSVAC. Volunteering benefits all centre members and provides meaningful participation to the volunteers who know their contributions are appreciated. They become more connected to the centre, their fellow participants and their community.

Volunteering has given me a new interest in life and has allowed me to fill my retirement hours with something that has meaning for me. I believe that by continuing to learn through my volunteering has helped stave off dementia. I have a lot of fun learning and participating in the activities and opportunities at the Centre. ~Ivan, Board of Director, CSVAC Member, and Snooker Player.~

"I come to the Centre four days a week. This (volunteering) gives me a chance to give back. I enjoy coming and the people." ~Marilyn, Front Desk volunteer and CSVAC Member~

"I promised my sister I would do it and she retired and I stayed on. I like the groups that are here when I volunteer." ~Jane, Front Desk volunteer and CSVAC Member~

I was attracted to the Centre when I retired. I attended many special events such as Christmas dinner, summer barbeque, and craft fair. I come to the drop in painting, and enjoy the library and the jigsaw puzzle in the lounge. The staff are always very pleasant and helpful. ~Connie, Painting Group participant and CSVAC Member~



Community and Seniors Centres Annual Report January - December 2014

Centre: Fernwood Community Centre

Address: 1240 Gladstone Avenue, V8T 1G6

Operating Association/Society: Fernwood Neighbourhood Resource Group Society

Society Registration Number: S-00014959

Registered Charitable Tax Number (if applicable): 10738 0982 RR0001

Month of Annual General Meeting: October

Days of operation per year: 244

Total number of employees: FT __17__ PT __16__ Instructors __15__

Programs Quantitative Analysis

Recreation Programs	# Programs Offered		# Unique visits
	Registered	Drop-in	(# of programs x # people attending)
Children	4	0	180
Youth	0	2	250
Adult	8	7	7,838
Senior	0	1	493
Family	0	5	8,154
Other (Good Food Box)	1	0	4,893
Total:	14	16	21,808

	# spaces offered	# spaces filled
Non licensed Childcare	0	0
Licensed Childcare	45 (daycare) + 20 (out of school care)	45 (daycare) + 8 (out of school care)
Total:	65	54

Services Quantitative Analysis

Services	# Offered	# People Served
Special Events (list) (add more lines as necessary)		
FernFest	1	4000
Fernwood Bites	1	300
Vinyl Fair	2	1025
Vintage Fair	1	2064
Fox Fair	1	650
Owl Fair	1	1306
Little Owl Children's Fair	1	500
Movie Screening	1	130
Rentals (total #)	70	8018 (including 180 children)
Resource Referrals (total #)	300	300
Social Support Services (list):		
Victoria Best Babies	2 weekly	2662
Family Dinner	1 weekly	2800
Family drop-in programs	2 weekly	4250
Men's Group	1 weekly	304
Lunch 'n Play	1 weekly	1104
Youth Groups	2 weekly	250
Senior's Lunch	1 weekly	493
Neighbourhood Development (list):		
Pole Painting Day	1	100
Fernwood University	1	100
Spring Ridge Commons Meeting	1	75
Total	390	30,431

Leverage Model

A

Direct City of Victoria Investment for 2014	Amount in cash
Operating grant	\$ 44,730
Youth grant	
Custodial grant	
Neighbourhood Dev. Base grant	
Neighbourhood Dev. Matching grant	
Shape Your Future grant	
Community Art grant	
Greenways grant	
Service Grant	
Base Grant	\$ 3,333
Special Projects grant (upgrading commercial kitchen)	\$ 4,125
Other City grants	\$ 3,534
Total A	\$ 55,722.50

B

Indirect City of Victoria Investment for 2014 (to be completed by City)	Value
Custodial Service	\$ 52,800
Utilities	\$15,592
Permissive Tax Exemptions	0
Maintenance & repair costs	\$ 21,367
Other	
Total B	\$ 89,759

C

Association Annual Operating revenue for 2014 (excluding in kind) (as at March 31st, 2014)	Amount in cash
Grants (including COV cash grants)	\$ 432,381
Child Care Fees	\$ 460,370
Program fees (including Good Food Box)	\$121,897
Events & Fundraising	\$ 51,120
Rents (including affordable housing)	\$ 298,299
Other	\$ 39,915
Total C	\$ 1,403,982

D

Volunteer opportunities:	# people	X	# hours	Total Volunteer hours
Programs (Best Babies, Family Programs, Daycare, Good Food Box)	3 (BB) + 6 (FP) + 4 (DC) + 10 (GFB)		472 + 238.50 + 387 + 675	1772.50
Services (Garth Homer)	9		280.75	280.75
Events (FernFest, Fernwood Bites)	259		1164	1164
Other				
Total	134		3217.25	3217.25

Volunteer Valuation

a)Total volunteer hours (value unskilled labour)	X	80%	X	\$18.73	=	\$ 33,358.13
b)Total volunteer hours (value skilled labour)	X	20%	X	\$40.00	=	\$ 7368.00
Total Volunteer valuation D (a+b)					=	\$ 40,726.13

Leverage Valuation

C (Association Operating Revenue)	+	D (Volunteer Valuation)	=	Leverage
A (Direct City Investment)	+	B (Indirect City Investment)		
C \$1,403,982	+	D \$35,934.13	=	990%
A \$55,722	+	B \$89,759		

Per Person Valuation

C (Association Investment)	Divided by	#visits per year	=	\$ value per person served
\$1,403,982	/	30,431	=	\$46.14
A + B (Total City of Victoria investment)	Divided by	# recreation visits per year	=	\$ invested per person served
\$145,481	/	21,808	=	\$6.67

Per Person Valuation

1. Please speak to your centre's day to day vitality as a hub for the neighbourhood.

General public uses our centre for basics needs such as rest stop, computer use, office services, and for providing information about our services and activities in the neighbourhood.

Regular clients from the neighbourhood and surrounding communities come to our recreation and social programs on a weekly or biweekly basis.

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's programs and services.

1. "Best Babies is and was an invaluable community resource to me and so many other moms who have become friends through this program. At a time when there is so much pre and post natal information out there, Best Babies provides information that is given in a caring and non-judgmental manner. I honestly cannot think of any other program that is as inclusive of different lifestyles and viewpoints than Best Babies. I felt prepared going into the birthing process because of this program and feel confident as a mother with their continued support. I was so stressed when I found out I was pregnant, not knowing how I was going to cope. Very grateful that I found this program."
2. "I am in my 40's and was 4 months pregnant when I contacted the Best Babies Program. Due to my current situation I was very leery to get involved with any type of community groups for fear of being physically judged, being reported to the Ministry of Children and Families and judged on my past. I called the program several times before going in. I talked on the phone with a worker; she listened to my story of domestic violence. My shaky voice and slurred speech did not phase her. Assuming that I thought she may think I was drugged or drunk I confided to her that I had had my jaw broken and most of my teeth kicked out by the father of my baby who is now in jail and that is why my speech sounded off. I have 4 other children that live elsewhere, my story of historical abuse is textbook and many people appear to question the truth of my story. However, the women I spoke with listened on more than one occasion and gave me the option of whatever made "me" feel comfortable, invited me to come in and check the program out as though I was getting to interview them. Living in a shelter with no money, pregnant, lonely and isolated I knew I needed guidance for the sake of the baby so I went to visit the program. I felt welcome and not judged by either staff or other participants; no questions asked I received free food, vitamins, prenatal classes and community resources. The premise of this part of my story is; reaching out is difficult when you are constantly judged, when people on the other end of the phone assume things and create more barriers for you. In this case, that didn't happen like so many times before. I thank the woman on the end of the phone for her genuine compassion and honesty. My baby is due in August and I have been able to give the baby a healthy start due to all the support of the Best Babies Program."
3. "Very good support for the community in helping me raise my children. It's nice to have the dad's support group, instead of one with women."

Health and Wellness

1. How does your centre promote health and wellness? (Please cite up to 3 examples)

1. Victoria Best Babies-this program focuses on providing nutritious lunch as well as teaching and demonstrating healthy eating, child development, parenting & child safety to early post-natal/prenatal families. Specific health components to the program include a Dietician, Public Health Nurse, food cards, & Good Food Box produce, as well as guest speakers regarding housing, mental health, and car seat safety.
2. Good Food Box-this program focuses on providing wholesome fruits & vegetables at prices affordable to all income levels.
3. Daycare-this program provides healthy snacks and a weekly nutritious meal to daycare children. Physical activity is also provided with daily outdoor play and periodic walks around the neighbourhood. Also we have weekly and monthly special activities such as dance, yoga, and Sportball.

2. What new health and wellness initiatives have you implemented, supported and/or maintained this year?

Implemented- Acted as a pick-up location for clients of the Mustard Seed food hamper program clients.

- Developed new family program, Lunch n' Play, for providing healthy food and active play for children age 0-5yrs. This program is currently partnering with RBC Learn to Play Project to teach the importance of fundamental movement skills and physical literacy.
- Had PISE (Pacific Institute for Sport Excellence) come and do sessions with our youth groups, drop-in programs, and daycares.
- Partnered with Coast Capital Savings Credit Union to provide one-on-one support to youth and extend our youth support services.

Supported - Provided produce to families in need during 2014 through our Give the Gift of Good Food fundraiser, part of the Good Food Box program.

Maintained- Family Dinner continues to support clients in need of a nutritious meal and socialization.

- Daycare continues to provide daily snacks and hot lunch once a week.
- Good Food Box program providing affordable produce to twice a month.

3. What are your community's health and wellness concerns and how are you addressing them?

Food security/access to nutritious affordable food. We address this issue with the Good Food Box program as well as by providing healthy meals to our daycare (daily snacks & weekly hot lunch), Victoria Best Babies, & Family Resource program clients. We also provide free bread to clients once a week through donations from Cob's Bread.

Family & youth poverty. We address poverty by the services and resources we provide through our families, youth, and children social programs. We also connect clients with community services to get the care they need.

Affordable housing & wait lists to access services. We address these issues by building partnerships with services in the community.

Sustainable Community Development

1. How does City funding allow you to address the sustainability of your organization?

City funding is stable and secure which permits us to plan for the future with certainty. We are able to commit to events and programs far into the future knowing we will have the resources to meet those commitments. Unfortunately, the design of our building is very poor from a revenue generation point of view. The spaces are not designed to be flexible in their configuration, and there is limited programmable space for the relative footprint of the building. Without support from the City, it would not be economical to use the facility as a recreation facility at all.

2. What are you doing internally to address the sustainability of your organization?
(i.e. - environmental, economic, social etc.)

Our organization has become much more financially sustainable through time. Ten years ago, we operated only out of the Community Centre and were dependent on grants for 67% of our revenue. Today that number is more like 30%, as we have added affordable housing, commercial leasing, and a large annual fundraiser to diversify our sources of funding.

We have been committed to neighbourhood sustainability since we articulated our Declaration of Principles and Values in 2005.

3. How does your centre align with the City of Victoria's Sustainability Action Plan directions?

A) Reduce - reduce waste and emissions & increase efficiency

We try to keep our facility as low waste as possible—we separate and recycle/compost wherever possible. We use a car share vehicle for errands and borrow the City's bus for field trips rather than owning our own vehicles. We obtained a matching grant from the City to upgrade our kitchen so that we could eliminate paper plates in our Family Dinner program.

B) Transform - transformation and leadership

We have supported our staff to obtain significant amounts of professional development and education over the past year. One of our management team completed the Leadership Victoria program in 2014.

C) Thrive - creating a livable city for everyone

We installed a kitchen garden in front of the Community Centre last spring which produced very well through the year. We maintained our family dinner program as a "by donation" program and have been working on a computerized ordering system for the Good Food Box so that we can greatly increase the volumes of that program.

Community Responsiveness

1. How does your centre identify community need and respond to community feedback?

In general, we listen to community members when they voice a concern or need.

Example within our programs include:

Family Dinner-there was a need for clients accessing nutritious food as well as a need to develop a stronger sense of community.

Gardens & Spring Ridge Commons-cleaned up both areas making them safe as well as viable gardens for the public to use. The front gardens at the community centre were redesigned and used for our programs.

Family Programs-we survey clients who participate in our programs.

2. What modifications or implementations have you made in response to community need in these categories?

- i. Programs (new)
- ii. Services (new)
- iii. Infrastructure (facility, neighbourhood)
- iv. Organization
- v. Accessibility
- vi. Diversity & inclusion
- vii. Demographic Diversity

- i. Family dinner has expanded to be all inclusive, open to all community members. We have added before and after school care for George Jay Elementary students. Added another youth group for older teenagers (14-17 years) to maintain continuity of social support for the kids who had aged out of our original youth group.
- ii. We have become a pick up location for clients of the Mustard Seed food hamper program. We are the packing centre for donations from Cobb's bakery and also distribute bread to clients in our family resource programs. We have changed the time of the Best Babies program in order to suit the schedule of the majority of clients. We have received car seat donations to the Best Babies program to help alleviate this cost for new families.
- iii. We have additional staff for our youth and out of school care programs. We have added out of school care to our programs and have adapted the facility to suit this program in compliance with Child Care Licensing Regulations (e.g. designated out of school care space, alteration of hot water in washrooms).
- iv. No changes
- v. We added an out of school care program to serve George Jay School which is operating out of the Community Centre. This helps us keep costs down, ensuring the program is affordable (previously, the School District charged us rents which made the program less affordable for families).
- vi. Our client demographic in both family programs and daycare has diversified, so we have linked families with other resources (e.g. Victoria Immigration Centre and language classes) in order to assist them in having a better understanding of Victoria's culture. We also communicate with

Volunteerism

1. What types of volunteer opportunities do you have in your centre?

Opportunities exist in all departments (Good Food Box, daycare, kitchen, family resource programs, and Victoria Best Babies) as well as volunteering for special events, such as FernFest, Fernwood Bites, and gardening/maintenance opportunities.

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's volunteers.

1. "I have been volunteering with Fernwood NRG for nearly 5 months now, and I have enjoyed every moment. The staff are wonderful and willing to answer any questions I have, as well as giving me extra experience. I mainly work in the kitchen cleaning and helping prepare meals for the families and day care, but I have also been able to speak with families and help take down after their drop-in program. They are very open and welcoming to everybody who shows up, and make me feel welcome while I struggle with mental health issues and am not as personable as others. I have nothing but praise for all the people and programmes at Fernwood; they are one of the best experiences I have had during my years of volunteering".
2. "I volunteered with the Family Drop-in Programs at Fernwood NRG for about 8 months last year and really enjoyed my time spent helping there. The whole community centre has a very welcoming atmosphere and the staff are friendly and fun to be around. I love the community centred approach of the programs and how people of all ages and abilities are included in the day to day running of the centre. Through volunteering with the drop- in programs I was able to start volunteering with the community centre daycare and this lead to my decision to go to back to school for my Early Childhood Educator License. Now I am able to substitute as an Educator Assistant with the daycare. I am very grateful I discovered this place. It has had a fantastic impact on my life!"
3. "I have been volunteering for 5 years and like volunteering for the Good Food Box on several levels, the social aspect, I like the people I work with, I look forward to coming each time even though I have physical pain and limitations. It's a good program and it's good to know that people get the best quality produce because of me checking through it. It's a good program for the community and for farmers".



Community and Seniors Centres Annual Report January - December 2014

Centre: James Bay Community School Centre

Address: 140 Oswego Street Victoria BC V8V2B1

Operating Association/Society: James Bay Community School Society

Society Registration Number: S0013140

Registered Charitable Tax Number (if applicable): 11923 9036-BC0001

Month of Annual General Meeting: November

Days of operation per year: Full calendar year, Closed stat holidays,

Open Mon-Fri 7:30 am – 9:30 pm /Sat and Sun hrs dependent upon rental and program boo

Total number of employees: FT: 9 PT: 18 Instructors: 39

Programs Quantitative Analysis

Recreation Programs	# Programs Offered		# Unique visits (# of programs x # people attending)
	Registered	Drop-in	
Children	57	1	See bottom total
Youth	1	39	See bottom total
Adult	175	19	See bottom total
Centre registered programs allowing drop ins.	Already listed above		274 Participants dropping into a registered program
Total:	233	59	Total: 3896
Note: 1356 Registered	Participants	2540 Drop in	Participants

	# spaces offered	# spaces filled
Non licensed Childcare		
Licensed Childcare	Sept-June 83 spaces	65/83
	July-Aug 63 spaces	63/63
Total:	Max 83 spaces	

Services Quantitative Analysis

Services	# Offered	# People Served
Special Events (list) (add more lines as necessary)		People in attendance
James Bay Day Celebration	1	175
Monster Bash	1	120
Family Dances	2	219
Dickens Fair	1	1420
Holiday Concerts	2	700
Book Fair	1	225
Gallery Gala	1	325
Welcome to Kindergarten	1	40
Family Fun Night	1	65
Community Picnic	1	300
James Bay Art Walk	1	250
Remembrance Day celebration	1	75
Society AGM	1	14
Rentals (total #)		
On-going	6	3250
One offs	25	2476
Rentals no charge	5	768
Dog Licence		234
Public computer access	2 terminals	335
Resource Referrals (total #)		
Social Support Services (list):		
Seniors Dinners	71	3098
Volunteer meals served	71	327
Community dinners	4	597
Pre School	1	2438
Little waves group day care	1	4180 not hosted in community centre stat not included in total
OSC	1	12,870
Lunches eaten in café		12,000
Kindergym Strong start		1426
Neighbourhood Development (list):		

Total	202	43,697 does not include the drop in and registered program totals

Leverage Model

A

Direct City of Victoria Investment for 2014	Amount in cash
Operating grant	39,999
Youth grant	8,063
Custodial grant	
Neighbourhood Dev. Base grant (JBCSS Portion)	1,266
Neighbourhood Dev. Matching grant	
Shape Your Future grant	
Community Art grant	
Greenways grant	
Special Projects grant	
Other City grants	
Total A	49,328

B

Indirect City of Victoria Investment for 2014 (to be completed by City)	Value
Custodial Service	40,433
Utilities	
Permissive Tax Exemptions	0
Maintenance & repair costs	17,515
Other	
Total B	57,948

C

Association Annual Operating revenue for 2014 (excluding in kind)	Amount in cash
Jan –Dec all departments does not include city funds	822,813.71
Total C	822,813.71

D

Volunteer opportunities:	# people	X	# hours	Total Volunteer hours
Programs	61			1311
Services	43			1566
Events	36			115
Other				
Total	138			2992

Volunteer Valuation

a)Total volunteer hours (value 2051.00unskilled labour)	X	80%	X	\$18.73	=	30,732.18
b)Total volunteer hours (value 941.00 skilled labour)	X	20%	X	\$40.00	=	7,528.00
Total Volunteer valuation D (a+b)					=	38,260.18

Leverage Valuation

C (Association Operating Revenue)	+	D (Volunteer Valuation)	=	Leverage
A (Direct City Investment)	+	B (Indirect City Investment)		
C 822,813.71	+	D 38,260.18	=	968,349.89
A 49,328.00	+	B 57,948.00		

Per Person Valuation

C (Association Investment)	Divided by	#visits per year	=	\$ value per person served
822,813.71	/	47,593	=	17.28
A + B (Total City of Victoria investment)	Divided by	# recreation visits per year	=	\$ invested per person served
107,276	/	47,593	=	2.25

Per Person Valuation

1. Please speak to your centre's day to day vitality as a hub for the neighbourhood.

When you walk into James Bay Community Centre you experience a welcoming environment with, community centre staff, teachers, support staff and volunteers working together to provide a caring and supportive environment for a diverse community of residents, children and their families.

The community education component of the community school is managed by a non-profit Society that sets policy and oversees the operations and service delivery of all the programs over and above the Kindergarten to Grade 5 school program.

School and Community Centre staff work together to provide excellent service for community members students and parents. Staff collegiality, integration and collaboration between the school and community centre contribute to a supportive and caring environment.

There are many opportunities for volunteer experience for students, parents and community residents. For example students volunteer in the café at lunch and recess and help with community centre special events, seniors volunteer in the classroom, community members are trained to support reading in the Support-a-Reader program, adults with developmental disabilities volunteer in the café, and parents and residents help in the library. Volunteers bring resources into the school and provide thousands of hours of support to the school and community. Partnerships and collaborative work is completed with community agencies and local interest groups.

The centre is truly a hub for many community activities including rental opportunities for other not for profits and community organizations. Community Education is worthwhile and socially significant. The benefits are proven and include; using community resources, accessing additional funds for programs and services, increasing opportunities for interaction between schools and the public, enriching the lives of children, responding to community need and contributing to the economic development of the community.

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's programs and services.

on the impact of the program...

- I have seen differences in children physically and mentally. One parent has told me his child fell from quite high from a monkey bar. He just naturally used one of the falling techniques to land on the ground. He then jumped back up and continued playing. This likely has saved the boy some serious injury, if not some bruises. Parents also told me their children learned how to cooperate with other children and work as a team. Their ability to focus has also increased.

on reward of teaching here. . .

- I always feel refreshed after teaching. It's such a great satisfaction and joy to see the kids grow and learn. They are the ones that keep me coming back.

Client

- The Hatha Monday eve yoga class with Michelle has been such a blessing. It is within walking distance and at the perfect time of day giving me enough time to get home from work and transition as well as being on a Monday which sets the tone for the remainder of the week. It is a perfect blend of stretching and relaxation that has been so helpful for my recovery from an injury as well as improved sleeping. I am grateful that I can access such an amazing class in a great space without paying outrageous yoga studio fees. It has also been a great opportunity to connect with my teenage daughter who also looks enjoys the class with me.

On benefit of service...

- The social contacts the seniors get from the dinners I believe is very important to their mental and physical health. They arrive early to the centre, gathering in the lobby, talking and catching up on everyone's stories. And at 4:30 line up and press against the door until we let them in! For many of them the meals are an important part of the nutrition they get during the week. Often they're buying extra meals to take home. My wife and I also keep in contact with a few of the seniors during the summer. And I know many of them count down the days until the start of the new school year and they can get back to rekindling the friendships made over the MANY years some of them have been coming to the dinners.
- Both of our children have gone to the community centre for preschool. This was a great benefit for our children as it not only was in a very convenient location, but being attached to the school lets the kids have an early start with friendships when they begin kindergarten. As well having the community centre attached to the school brings people in automatically as they are already in the area dropping off kids or playing in the school park. Finally, I know from talking with the seniors in our building, that the seniors dinners every Tuesday and Thursday are a welcome escape from the day to day routine. They look forward to the nice home cooked meal and socializing with other seniors. In summary, the community centre adds a great service to our community and with it being part of our local school it enjoys the benefits of local traffic to be even more effective at helping our community.

Health and Wellness

1. How does your centre promote health and wellness? (Please cite up to 3 examples)

The centre primarily promotes health and wellness for adults and seniors through its wellness programming. Fitness, yoga classes etc.

Meal programs: Nutritious dinners made on site twice weekly

Community Education: BC fruit and veggie program

Programming options for vulnerable students in the form of free programs after school provided through the application of grants.

Participate in the City's Life program- Low income families seniors and adults in the neighborhood

RBC Physical Literacy Program- targeted group afterschool care students

Dash BC – After school sports and arts initiative for school population.

Girls and boys groups – program focuses on socialization and pre-teen issues, making friends, using WITTS , focus on behavior difficulties, family conflict, anger management to name a few.

2. What new health and wellness initiatives have you implemented, supported and/or maintained this year?

The centre supported the healthy habits of mind project with our grade 5 students.

Grade 4/5 students at James Bay Community School are learning about the Seven Essential Mental Activities for developing a healthy mind. The Healthy Mind Platter presents these seven activities, which are: Sleep Time, Physical Time, Focus Time, Time In, Down, Play Time, and Connecting Time.

The class used this Healthy Mind Platter to make a New Year's Resolution. They looked at all of the activities they did in a day to see how they fit in with these mental activities. When the students noticed they wanted to do more of something (ie. Sleep Time) or start something new (ie. Time In = meditation, mindfulness), they used it as a starting point for their New Year's Resolution.

Here are some of the resolutions: 1) Do more 'focus time'; 2) Sleep one hour more each night; 3) To work more 'down time' into my day; 4) Get better at wrestling; 5) Get better at gymnastics; 6) To get better at my art skills; 7) Improve my shot in hockey.

3. What are your community's health and wellness concerns and how are you addressing them?

Affordable housing for seniors and working families.

Affordable child care

Food security.

School Community: vulnerable learners, child poverty, settlement of immigrant families, blended families etc.

Sustainable Community Development

1. How does City funding allow you to address the sustainability of your organization?

City funding allows the JBCSS to sustain its programming as it is the only funding we receive to employ a recreation programmer position and youth programmer position. Without these dollars the position could not be full time, and without City dollars the Society would be forced to raise the cost of programs to residents. Custodial costs paid for by the city eliminate a significant burden which would be placed on our operational budget, again forcing us to raise the cost of programs and services. Child care fees would sky rocket as additional revenue would need to be generated to offset custodial costs.

2. What are you doing internally to address the sustainability of your organization?
(i.e. - environmental, economic, social etc.)

.Economically: applying for funding from all sources of government and private donations.

Socially: Children participate in local community and beach cleanup initiatives.

Coastal kindergarten program- focus on environmental education at an early age

3. How does your centre align with the City of Victoria's Sustainability Action Plan directions?

A) Reduce - reduce waste and emissions & increase efficiency

The center takes steps to use more digital media in its advertising etc.

Environmental-School district has installed a heat pump and new HVAC system in the building making the heating and cooling system more efficient, some windows in the community centre have been upgraded to more efficient windows. Currently- more could be done to finish up window upgrades, and replace exterior doors that leak in winter months.

Our centre and school composts all kitchen waste, in addition to blue box items and soft plastics

B) Transform - transformation and leadership

N/A

C) Thrive - creating a livable city for everyone

N/A

Community Responsiveness

1. How does your centre identify community need and respond to community feedback?

The organization will conduct surveys, and need assessments every three to five years.

The organization develops a strategic plan every 3 to 5 yrs.

The organization communicates with sister organizations in James Bay to better understand resident needs.

Feedback is welcomed on our web site, and through program evaluations.

2. What modifications or implementations have you made in response to community need in these categories?

- i. Programs (new)
- ii. Services (new)
- iii. Infrastructure (facility, neighbourhood)
- iv. Organization
- v. Accessibility
- vi. Diversity & inclusion
- vii. Demographic Diversity

Programs: The community centre offers programs that integrate school programs with special activities, support for school programs is provided by volunteers, grants and community partners.) Programs: Due to lower household income levels of some of the families in James Bay [insert stat?], we have increased the number of free programs for children after school hours. Children are able to attend an after school sports program (grades 1-2, or 3-5), choir, or an arts program sponsored by Arts Reach. Children are able to walk directly from their classes to these extracurricular activities. These free programs address many other barriers to families in the James Bay area including, but not limited to: transportation, finance, and time.

We offer a number of affordable recreation programs to the public, based on our community's needs and preferences. Many of our program prices are lower than competitive facilities or specialized places. We modify what programs we run based on community's needs. For example we started drop-in pickleball, where the program is only \$3 for two hours of leisure. We also increased flexibility around dropping into other regular fitness and health and wellness programs due to patron requests.

iii) The community centre worked with City by law enforcement and participates in the City's graffiti program, we also agreed to have the city install and we monitor a new poster pole installed in front of the community centre.

iv) Non organizational changes, the society is in the midst of a personal policy review.

v) No changes – automatic doors were installed 5 yrs ago. The entire building is wheelchair accessible, including our portable used for group child care.

Volunteerism

1. What types of volunteer opportunities do you have in your centre?

Special events	Out trip supervision
Child care Programs	
Board and Executive	
Class room support	
Support a reader.	
School meal /Seniors/community dinner support	

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's volunteers.

On benefit of volunteering...

I've been volunteering at the senior dinner for the last several years. On a personal level since I started volunteering at the dinners I've felt being more of a part to the community. I'll be walking in the neighbourhood and say hello to some of the folks we serve, learn a great deal about their past history and contributions they've made throughout their lives to others and feel I'm making their lives just a little better. I know they've contributed to mine. It's easy to see they're having a great time sitting around the tables with their friends and often getting to meet new friends or the snow birds in January.

I am a volunteer at the James Bay Community School Seniors dinner program. I feel there is a need for this program as it gets our local seniors out socializing and for a healthy meal. We sell several of them extra meals and soup to take home to have another night. We also sell any extra muffins (and they fight over who gets them!) that are left over from that day. They love to come early to chat to their friends and they REALLY appreciate all the effort that goes into making the meal and their evening a success. Many of them come up to the kitchen counter when leaving after the dinner to thank all of us for our efforts.



Community and Seniors Centres Annual Report January - December 2014

Centre: James Bay New Horizons

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

Operating Association/Society: James Bay New Horizons Society

Society Registration Number:

Registered Charitable Tax Number (if applicable): 11897-2724 RR0001

Month of Annual General Meeting: February

Days of operation per year: 353

Total number of employees: FT 2 PT 3 Instructors 17

Programs Quantitative Analysis

Recreation Programs	# Programs Offered		# Unique visits (# of programs x # people attending)
	Registered	Drop-in	
Children			
Youth			
Adult			
Senior	69	14	Unique: 825 members total 10539 Drop in-134 members total 155 Non members 993 total 2038 Total Overall Attendance: 12,732
Family			
Other			
Total:	69	14	12732

	# spaces offered	# spaces filled
Non licensed Childcare		
Licensed Childcare		
Total:		

Services Quantitative Analysis

Services	# Offered	# People Served
Special Events (list) (add more lines as necessary)		
Around the World	1	75
Canada Day	1	49
CFB Dinner	1	20
Christmas Appreciation	1	68
Dress Red	1	21
Spring Summer Fashion Show	1	38
Hargrove Visit	1	52
Irish Afternoon	1	60
One World	1	21
Spring Blossom Tea	1	37
Volunteer Appreciation	1	72
40 th Anniversary	1	78
Christmas Dinner	1	101
Christmas Cracker	1	59
Puttin' on the Glitz	1	33
Fall Tea & Bazaar	1	208
Christmas Bazaar & Tea	1	<u>153</u>
		1145.
Rentals (total #)	930	31,672
Resource Referrals (total #)	385	58 members 62 drop in 265 non members
Social Support Services (list):		
Be Alive!	16	16 individual/ 94 total
Current Events	43	74 / 825
Chair Massage	20	6 / 23

Foot Care Nurse		52 / 77
Hearing Tests	4	6 / 6
50+ Women's Group	40	33 / 244
Men's Group	20	20 / 224
Computer Assistance		77 / 146
Computer Basics	3	1 / 2
IPad, iPhone, ITouch	1	3 / 5
Friendship Teas	10	158 / 298
Chili Lunch	36	64 / 171
Tuesday Lunch	46	142 / 886
Musical Potluck	20	66 / 159
Sunday Supper		150 / 495
Senior Reassurance	335	46/11,725
Legal Services	10	27 / 27
Income Tax Prep	222	222/640
Neighbourhood Development (list):		
Bee Grant		
James Bay Day (in partnership with JBCCommunity Project)		
Total	1228.	1283/16312

Leverage Model

A

Direct City of Victoria Investment for 2014	Amount in cash
Operating grant	\$40,000.00
Youth grant	
Custodial grant	\$19,000.00
Neighbourhood Dev. Base grant	
Neighbourhood Dev. Matching grant	\$ 4,200.00
Shape Your Future grant	
Community Art grant	
Greenways grant	
Special Projects grant	
Other City grants	
Total A	63,200.00

B

Indirect City of Victoria Investment for 2014 (to be completed by City)	Value
Custodial Service	\$ 26,036.00
Utilities	\$ 7,701.00
Permissive Tax Exemptions	0
Maintenance & repair costs	\$177,033.00
Other	
Total B	\$210,770.00

C

Association Annual Operating revenue for 2014 (excluding in kind)	Amount in cash
Program & Activity Income	\$ 67,608.00
Annual Membership	\$ 15,786.00
Room Rentals	\$ 31,540.00
City of Victoria Grant(s)	\$ 60,247.00
YMCA Summer Student Grant	\$ 4,305.00
Industry Canada Youth Grant	\$ 10,555.00
Provincial Gaming Grant	\$ 29,247.00
CRA Small Business	\$ 376.00
Donations	\$ 17,685.00
Interest	\$ 1,560.00
Victoria Foundation Grant	\$ 1,295.00
United Way Supper Grant	\$ 7,727.00
New Horizons Grant	\$ 14,320.00
GV Harbour Authority	\$ 2,500.00
Ross Place Senior Info Tea Grant	\$ 800.00
Shell Canada Grant	\$ 1,000.00
Total C	\$266,551.00

D

Volunteer opportunities:	# people	X	# hours	Total Volunteer hours
Programs (Instructors & OPI)				
Services Sr Reas 6, Blood pressure 4, Board 9, Garden 6, Reception 24, BDay callers 4, Cards 2, Baking 3, Kitchen 9, Library 2, Pub Relations 15, Cash 4, Planning 6,	90		115 average	21801
Other ESL / Summer Students	11		280 each	3080

<u>Professional:</u>				
Counsellor (Be Alive)	1		8h/m x 10 m	80
Lawyer	1		3h/m x 12 m	35
Blood Pressure Nurse	1		6h/m x 11 m	66
Pianist	1		12h/m x 12 m	144
Pro Musicians (Musical Potluck)	3		12h/m x 6 m	3 x 72
Friday Forum Guest Speakers	20		1 h/m x 10 m	20 x 1
Sr Info & Referral	3		4h/m x 12 m	3 x 48
Total	131			25586

Volunteer Valuation

a)Total volunteer hours (value unskilled labour)	24881hrs	80%	X	\$18.73	=	\$466,021.13
b)Total volunteer hours (value skilled labour)	705 hrs	20%	X	\$40.00	=	\$28,200
Total Volunteer valuation D (a+b)					=	\$494,221.13

Leverage Valuation

C (Association Operating Revenue)	+	D (Volunteer Valuation)	=	Leverage
A (Direct City Investment)	+	B (Indirect City Investment)		
C \$266,551.00	+	D 494221.13	=	760772.62 273970.00
A \$ 63,200.00	+	B \$210770.00		1,054,742.60

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Per Person Valuation

C (Association Investment)	Divided by	#visits per year	=	\$ value per person served
\$266551.	/	61761	=	\$4.32
A + B (Total City of Victoria investment)	Divided by	# recreation visits per year	=	\$ invested per person served
273970.00	/	12732	=	\$21.52

Per Person Valuation

1. Please speak to your centre's day to day vitality as a hub for the neighbourhood.

We are an active senior's activity centre trying to meet the needs of the community.

Although we host programs and activities for seniors, our Constitution and Bylaws does not have a minimum/maximum age limit. We are open to anyone regardless of age, nationality, male, female.

We have a variety of programs and activities to meet the needs of our membership and anyone who would like to participate with our members. We now have our third generation coming to the Centre which makes it difficult to try and balance programs for people aged 40 – 100!

We make our facility available to community groups and organizations for a nominal fee. Several organizations including a Church group, People Living with Aids, Victoria Seniors Lesbian Care Society, Victoria Scrabble, James Bay Neighbourhood Ass (to name a few) use our building to hold meetings. We try to keep our costs reasonable as we are aware that some of these groups have members who live on very limited incomes also.

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's programs and services.

From Maeva (undergoing cancer treatments): Thank you so much to you and your group of volunteers for Sunday Supper. I did very well with eating and know that my Dr would be pleased. She is trying to get me eating better! I think that you do better with eating while you have company and socialize.

From Joan L (staff sat with her for 4 hours at emergency: Thank you and I can't say that enough! You were my rock to lean on in emergency.

From George (who was the recipient of a Christmas Comfort Bag): Dear Friends, My thanks to all those contributing to the above (Christmas package) I shall gorge on the cookies over Christmas, spruce myself up for the New Year with the toiletries and be toasty warm all winter with the throw. I hope your holiday is as happy as mine has been already with the great gesture of goodwill from New Horizons. Merry Christmas to you all and a great 2015 for the New Horizons!

Health and Wellness

1. How does your centre promote health and wellness? (Please cite up to 3 examples)

Our Board of Directors has realized over the past few years that there are fewer and fewer services available to our members to get advice about housing, pensions, nutritional needs in the older adult, etc.

We have tried to make available staff / volunteer resources that are available to speak to members and the frail and elderly in our community enabling people to come in and ask questions, get advice and feel that there is someone who cares and will listen.

We applied and received funding from Gaming to offer 3 general programs that supports seniors in our community. This funding has enabled us to promote and provide programs that encourage health and wellness. These programs include our Active Seniors Enjoying Life (exercise program) our Senior Reassurance Program that includes a phone call 6 days a week to our clients to ensure that they are safe and feeling ok. If they are not well or we do not get an answer when we call (within a reasonable amount of time, we will try a few times to reach) then we can take appropriate action and contact a next of kin or friend. We also have a Senior's Referral and Information program where we can sit one on one with someone and guide them through the "system" as needed. This may include filling in forms, contacting Dr's, lawyers, etc on their behalf and with their permission.

We were also able to secure funding through United Way for a Program we call Sunday Supper where people are invited to attend a supper once a week where they will have the opportunity to socialize, eat a nutritious hot meal and get treated like they are special.

2. What new health and wellness initiatives have you implemented, supported and/or maintained this year?

As stated above, we started our Sunday Supper Program in April of 2014 and have just received notice that the program will be funded for another year.

We also started a "Coffee Chat" program where we have guest speakers come and give a talk on "health" related topics including Fall Prevention, Elder Abuse, Renters Rights and Responsibilities, etc. This program is held once a month and the guest speaker is always asked to stay for coffee/tea afterwards so they can meet one on one with the attendees in case they have questions. This is an educational but also social time for the people that attend.

We have also started (at the request of some of our younger members) QiGong, Tai Chi and Flow Yoga classes. These are very popular and have had good attendance. As long as interest is maintained, we will offer these programs.

We have also found that our Zumba Gold class is very popular. We call it "gold" as the steps may be the same but they are done at a little slower pace and there may not be as many hip gyrations as a regular Zumba class.

3. What are your community's health and wellness concerns and how are you addressing them?

The major concern is isolated, frail seniors and how we can encourage them to participate in our programs and activities. As the senior seniors age, many become isolated and have less opportunities to participate in outside programs. Some of this is health related, with decreased eye sight, mobility issues but the major fear is social isolation. We are attempting to reach these people by contacting property managers and offering to do coffee parties in common areas. This allows us to tell people about programs such as Senior Reassurance and the ASEL programs that will not only help these people address health and wellness issues but will give them the chance to socialize with others in their age bracket.

Good nutrition is also important as seniors are sometimes called the tea and toast generation. We have started several "meal" programs in partnership with Beckley Farm Lodge and Grilligan's at Fisherman's Wharf.

We offer a lunch program on Tuesday and Thursdays. These meals are provided at a very reasonable cost to the members as well as a supper meal on Sundays. Again, the most important value of these programs is the opportunity to socialize as well as have a hot, nutritious meal.

Sustainable Community Development

1. How does City funding allow you to address the sustainability of your organization?

The City funding allows us the opportunity to offset costs of our staff wages. As an organization providing programs and activities to seniors living on limited income, we try to keep our fees reasonable. For example, we have not raised our membership fee since 2005. The City of Victoria LIFE program enables our members to apply for a \$40.00 credit, which is the amount of our membership fee.

By receiving the City funding, which is \$40,000.00 less that we have to fundraise in an effort to pay staff. We have minimal staff that does double duty in an effort to keep staff costs minimal. Our staff believes that the members have an opportunity to enjoy programs and activities at a fair and reasonable cost.

We work with different business in the community to get discounts for products and services for our members.

2. What are you doing internally to address the sustainability of your organization? (i.e. - environmental, economic, social etc.)

We recycle as much as we can. An ongoing fundraiser for our organization includes a weekly bottle and can pick up in some of the local apartment and condo buildings. We have a volunteer who goes around on Saturday and does the pick up and returns at the bottle depot. This fundraising effort raised almost \$1,500.00 for us last year.

We have been applying for grants available through the Provincial (Gaming) and Federal governments as well as partnering with local businesses to sponsor programs at our Centre. We have been fortunate to receive the New Horizons Grant for 2015 for a Fall Prevention Program. We also partner with Chartwell Ross Place to offer a Coffee Chat once a month that encourages the community to come and hear guest speakers talk about issues of importance to seniors. To date we have had talks about Rental Rights and Responsibilities, Fall Prevention, Hearing aid alternatives, Exercise and Good Health as well as others.

We want people to come to the Centre and feel like they are spending time with family. We like the members to have fun, make sure that they are treated equally, and always in a caring and friendly manner. We welcome groups from different cultural, racial, ethnic and social backgrounds to participate.

3. How does your centre align with the City of Victoria's Sustainability Action Plan directions?

A) Reduce - reduce waste and emissions & increase efficiency

We recycle as much as possible. We reuse paper whenever possible.

Lights are turned off whenever a room is not in use.

Rooms are kept at minimal heat requirements when not in use.

Most of the members walk or take a bus to the Centre.

B) Transform - transformation and leadership

C) Thrive - creating a livable city for everyone

By offering programs and activities to people of different ages and abilities we believe that people like coming to the Centre to participate in our programs. Many people come to the Centre for our health and wellness programs as well as programs where they can voice an opinion and not be judged. We have several programs that allow our members and community to come and hear guest speakers on a variety of topics from travel, education and political. No one is judged by their opinions and ideas and we believe that everyone is treated fairly and equitably.

We are open to various groups including People with Aids, Victoria Lesbian Care Society, Black History, Victoria Secular Society and other like groups and organizations. Some of these groups have told us that they have not been welcomed at other community centres.

We also have community organizations such as the JB Neighbourhood Ass, the JB Market Society, the JB Garden Society and many other community groups meet at our Centre. Although we charge for many of the rentals we try to keep the fees at a rate to cover staff costs. We do not want to burden these groups by charging "market rents". Many of these groups have minimal income and are also non profit organizations.

Community Responsiveness

1. How does your centre identify community need and respond to community feedback?

I believe that we respond very well to community need. We offer a variety of programs and activities geared to various ages and abilities. We know that we have a large percentage of members that live under the definition of low income/poverty levels so we accommodate their needs by our fees.

When members of the Society or community group ask that we provide an activity or if we hear about a project or program that may be of interest to a group then we investigate and ask people to let us know what they are interested in and we will offer the program if we can make it cost effective.

Several of our programs such as ASEL, Tuesday lunch, Chili Lunch, Yoga and Qi Gong all started because the members asked that we offer these programs. By taking a poll on how many people would attend, we were able to offer the program.

2. What modifications or implementations have you made in response to community need in these categories?

i. Programs (new) **Last year (2014) we introduced several new programs including; Acrylic Art Classes, Qi Gong, Tai Chi, Yoga**

ii. Services (new) **Last year we introduced; Senior Information and Referral Program, Sunday Supper, Coffee Chat**

iii. Infrastructure (facility, neighbourhood): **Many thanks to the City for installing our new HVAC system. This has enabled the different room in the facility to be kept at an even temperature. As you know with seniors they are always too hot or too cold!**

iv. Organization: **the Board of Directors worked on a new Policy and Procedures manual this year. Although this is still a work in progress, it does give some guidelines to operational procedures for the organization.**

v. Accessibility: **Our building has always been accessible. What we have done over the past year is got rid of some of the clutter. We purchased metal cabinets that are now used for storage for some of the groups (handicrafts) and special events (Silent Auction, etc.**

vi. Diversity & inclusion: **For the past several years we have partnered with the Intercultural Association and as a member of the Community Partners Network, we have hosted two community meetings at our Centre in 2014. We have made our Centre more welcoming to diverse groups by putting up signs of welcome in different languages. We have introduced 8 UVIC students from Japan as volunteers at our Centre and this past summer we hosted 2 summer students from Quebec.**

vii. Demographic Diversity: **We have diverse programs for members of all ages. We do not have an age limit for people to be members. Our Constitution states that to be a member you are to be retired, semi retired, the spouse of a retired or semi retired person or handicapped. We have never defined retired! Because some of our programs are only offered at our centre (Bells for example) we have people that come from Duncan to participate in this program.**

Volunteerism

1. What types of volunteer opportunities do you have in your centre?

Receptionists	Cookie Bakers	Kitchen helpers	Sunday Supper Servers
Cash counters	Income Tax Preparers	Birthday Callers	Special Events Committee
Choir / Entertainers		Board of Directors	Instructors
Evening Rental Supervisors		Senior reassurance Callers	
OPI (Organizers) for activities such as Bridge, Crib, Poker, Euchre and other card games			
OPI/ Facilitators for activities such as Current Events, Friday Forum, Women's Group, Men's Group, etc.			
Card senders	Attendance takers	Gardeners	Piano Players
Handicrafters	Repairman	Lawyer	Guest speakers
And many more			

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's volunteers.

aa



Community and Seniors Centres Annual Report January - December 2014

Centre: Oaklands Community Centre and Oaklands Neighbourhood House

Address: 1-2827 Belmont Ave and 2629 Victor St

Operating Association/Society: Oaklands Community Association

Society Registration Number: 882929946RR0001

Registered Charitable Tax Number (if applicable):

Month of Annual General Meeting: March

Days of operation per year: 346 (OCC) 238 (ONH)

Total number of employees: FT 11 PT 34 Instructors 28

Programs Quantitative Analysis

Recreation Programs	# Programs Offered		# Unique visits (# of programs x # people attending)
	Registered	Drop-in	
Children	22	4	3444
Youth	3	4	648
Adult	28	9	3243
Senior		3	312
Family		2	6201
Other			
Total:	53	21	13948

	# spaces offered		# spaces filled
Non licensed Childcare			
Licensed Childcare (preschool, Out of School Care, Summer Camps, Spring/Winter Camps, ProD Camps)	Daycare	40	36
	OSC	91	85
	Pro-D	54	54
	Winter camp	54	21
	Spring camp	54	38
	Summer camp	54	68 (incl. drop ins)



Services Quantitative Analysis

Services	# Offered	# People Served
Special Events (list):		
Easter Extravaganza	1	200
Neighbourhood-Wide Garage Sale Day	1	3200
Oaklands 'Local Love' Market Fundraiser	1	300
Oaklands Sunset Market	8	4300
Oaklands Sunset Market Kid Vendor Day	2	880
Oaklands Sunset Market Back-to-School Bike Fest	1	500
Oaklands Sunset Market Eco Friendly Fashion Show and Clothing Swap	1	450
Oaklands Sunset Market- Big Band	1	500
Oaklands Sunset Market FOOD FEST and family picnic	1	500
Oaklands Sunset Market Farmers Appreciation	1	450
Oaklands Sunset Market Culinary Crusaders	1	450
West Coast Winter Market	1	1000
Oktoberfest	1	100
Halloween Haunted Bus Tour	2	25
Halloween Haunted House	1	75
Seniors Christmas Dinner	1	85
Breakfast with Santa	1	90
Youth Glow Snow Ball Winter Dance	1	100
Youth Outdoor Walk-in Movie Fundraiser	1	75
Rentals (total #)	182	1000+
Resource Referrals (total #)	7 daily	2422
Social Support Services (list):		
Amazing Race – Victoria	1 (4 weeks long)	150
Running Shoe Drive (for Cool Aid)	1 (one month long)	Untallied
Diabetes Clothing Drop Off	1 (every month)	Untallied
Mustard Seed Food Drive	1 (one month long)	Untallied

Food Distribution – Good Food Box	1	30 each month
WINS Clothing Drive	1	
Big Brothers Big Sisters Coat Drive	4 pick ups	
1000 X 5 Book Exchange	1 – every month	Hundreds of kids got books & continue to
Fire Protocol Training	1	55
BCAFM Nutrition Coupon Program	16 markets	225
VEMA Vic Emergency Management Agency	1	70 on monthly average
Lansdowne Co-Op Parent Seminars	1 – every month	100
Lansdowne Co-Op Preschool Bottle Drive Fundraiser	1	100 + community at large
Assisted with fundraiser for Rene Soto (child undergoing cancer treatments)	1 – month long	Family of 3; community at large
Pedalhead's Bike Program – provided washroom access so program could continue to run in Oaklands	16 week long camps – all summer long	250
Volunteer Victoria Access Program–volunteer placement	1	
Good Food Box Fundraiser at Oaklands West Coast Winter Market (in partnership with Step-Up Youth and Hoyne brewery)	1	Over \$700+ for local families in need of fresh produce

Neighbourhood Development (list):		
Centre Coordinated Community Meetings (Land Use, Board meetings, AGM, Open Door with Councillor Marianne Alto)	Board – 10 Land Use – 7 AGM – 1 Open Door – 8	Community at large
Free Community Space Given	37	
Total	230	18685

Leverage Model

A

Direct City of Victoria Investment for 2014	Amount in cash
Operating grant	\$8451.66
Youth grant	\$7956
Custodial grant	
Neighbourhood Dev. Base grant	
Neighbourhood Dev. Matching grant	
Shape Your Future grant	
Community Art grant	
Greenways grant	
Community Recreation	\$36,780.96
Special Projects grant	\$9000
Other City grants	
Total A	\$62,188.62

B

Indirect City of Victoria Investment for 2014 (to be completed by City)	Value
Custodial Service	\$16,077
Utilities	\$9069
Permissive Tax Exemptions	0
Maintenance & repair costs	\$9836
Other – capital improvements	\$7600
Total B	\$42,582

C

Association Annual Operating revenue for 2014 (excluding in kind)	Amount in cash
Programs (adult, preschool, children, youth and senior)	\$74,009.73
Out-of-school Care	\$283,725.97
Little Acorn Child Care Centre	\$349,501.11
Rental Fees	\$14,694.00
Summer Camp 2014	\$67,943.99
Market Income	\$31,348.10
Special Events	\$8031.35
Donations	\$5228.85
Advertising	\$1410.00
Youth Leaders in Training (YLIT)	\$23,660.00
Family Resource Enhancement Grant	\$10,000.08
Provincial Funding for child care (MCFD)	\$117,339.16
Gaming	\$79,696.17
Total C	\$1,066,588.51

D

Volunteer opportunities:	# people	X	# hours	Total Volunteer hours
Programs				
Services				
Events	300		Average 6hrs	1800
Other				
Total	300			1800

Volunteer Valuation

a)Total volunteer hours (value unskilled labour)	X	80%	X	\$18.73	=	\$26,971.20
b)Total volunteer hours (value skilled labour)	X	20%	X	\$40.00	=	\$14,400.00
Total Volunteer valuation D (a+b)					=	\$41,371.20

Leverage Valuation

C (Association Operating Revenue)	+	D (Volunteer Valuation)	=	Leverage
A (Direct City Investment)	+	B (Indirect City Investment)		
C \$1,066,588.51	+	D \$41,371.20	=	10.58
A \$62,188.62	+	B \$42,582.00		

Per Person Valuation

C (Association Investment)	Divided by	#visits per year	=	\$ value per person served
\$1,066,588.51	/	32633	=	\$32.68
A + B (Total City of Victoria investment)	Divided by	# recreation visits per year	=	\$ invested per person served
\$104,770.62	/	13948	=	\$7.51

Per Person Valuation

1. Please speak to your centre's day to day vitality as a hub for the neighbourhood.

- **Hub for Out of School care**, a vital service that the community is desperate for, keeping over 100 children (age 5 – 12) safe during after school hours, enabling parents to work, offering holistic child development through cooking clubs, nature clubs, sports, arts, etc.
- **Little Acorn Childcare Centre** supports +75 families' daily childcare needs, supporting early childhood development and enabling parents to work. It supports low income families through grocery cards, clothing needs, nutritional snack/lunch, and connecting these single parents/low income families with services.
- **Playgroup drop-in** for families and caregivers 4 times per week access by approx.
- Pick up location for Good Food Box 2 times per month
- Oaklands Community Centre and Oaklands Neighbourhood House offer 75+ different recreation, health, music and arts programs/drop-ins giving people of all ages the opportunity to work and play within walking distance of their homes.

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's programs and services.

Testimonial from Neighbourhood Wide Garage Sale Day participant "On a day filled with sunshine and smiling new faces I can honestly say that I met more people from my neighbourhood in an hour than I have in 6 months of living here. The vibe was friendly and congenial, and the organizational help from the Oaklands team made hosting the garage sale effortless and fun. This is in stark contrast to the stress of hosting a single one! In all, my many thanks to the team at Oaklands, you guys represent the best of why we choose to live here!

and

"Who would have thought that a garage sale would bring our community together? Participating in this years Oaklands Garage Sale allowed my wife and I the opportunity to connect with neighbours of all ages while sharing a laugh over the "treasured" items we had for sale. Having moved to Oaklands three years ago seeking a friendly, walkable, village vibe, it's exciting to see that the community centre is spearheading events to accomplish just that!"

and

Testimonial from Little Acorn Care Centre parent: "It is community minded and it makes me and my child feel a part of the community. The staff are friendly and down to earth. My child is happy to go to daycare each day."

Health and Wellness

Comment [SR1]: Allieren?

1. How does your centre promote health and wellness? (Please cite up to 3 examples)

- Our centre offers approximately 28+ programs that promote physical activity from preschool to senior aged participants. These programs include: boot camp, children's dance classes, Sportball, yoga for kids, kickboxing for women, drop-in youth dodgeball, Zumba, etc.
- We offer opportunities for learning and self-growth with classes like French for Beginners, Floral Arrangement, Intro to Reiki, Reflexology Basics, and Seeds of Change DIY personal care products.
- Little Acorn Daycare incorporates healthy snacks once a day and healthy hot lunch once a month. Children are outside for play for a minimum of 3 hours a day and will sometimes go on neighbourhood walks to nearby parks to play.

2. What new health and wellness initiatives have you implemented, supported and/or maintained this year?

Comment [SR2]: Allieren

- **Drop-in Floor Hockey (ages 9-17):** We maintain a free drop in floor hockey program that serves as an after school activity for youth and parents for two hours every Friday.
- **Backyard Courtyard garden:** this project has engaged school-aged children in our licensed care programs and Mr. Organic who facilitated learning about planting, tending and harvesting organic vegetables and beautiful flowers
- **Nutrition coupon program:** our Sunset Markets offered a wonderful opportunity to partner with the BCAFM to offer coupons for low income families for purchase of healthy, organic vegetables and fruits from local farmers.

3. What are your community's health and wellness concerns and how are you addressing them?

- Safer and better biking infrastructure and walkability addressed through Back to School Bike Fest to promote family cycling
- Food security is a pursuit of our community; our Sunset Markets invite local farmers who are either transiting to organic or certified organic. Their produce as well as many of the vendor food products offered at our Markets support local farmers – even our food trucks need to be locally sourced food
- Both Out-of-school care and Little Acorn Care Centre offer healthy food at snack time

Sustainable Community Development

Comment [SR3]: Traci

1. How does City funding allow you to address the sustainability of your organization?

Oaklands is a diverse community with a number of families. Needs in our community vary and the funding from the City of Victoria enables us to see the majority of needs met in a multitude of ways – from programs that encourage social interaction to markets that enrich and enliven our community to services that provide needed support.

With the funding we receive from the City of Victoria, we are able to employ qualified, caring staff who provide the foundation of our services.

Our Association exists because of the needs of the community. Our sustainability is constructed on those needs as we are a part of the Oaklands community. Our daycare, out-of-school care, recreation programs and markets engage our community. Funding sustains us so we can sustain, support and enhance the lives of those in our community.

2. What are you doing internally to address the sustainability of your organization?
(i.e. - environmental, economic, social etc.)

Comment [SR4]: Sandy Traci

- **Oaklands Sunset Market** has zero-waste goals. To achieve these goals a food scraps program was implemented to divert food scraps from the market to feed farmers pigs on Sayward Farm (one of the vendors), along with composting, recycling and Return-It sorting stations. Waste audits were completed every week to ensure proper sorting and improve on sorting stations for next week. All food trucks were required to switch to compostable containers.
- **Ex new paper towel composting** encourages users of paper towel to dispose of their used paper towel in containers that are then added to our compost.



3. How does your centre align with the City of Victoria's Sustainability Action Plan directions?

A) Reduce - **reduce waste and emissions & increase efficiency**

Comment [SR5]: Sandy?

- **Oaklands Sunset Market** has zero-waste goals. To achieve these goals a food scraps program was implemented to divert food scraps from the market to feed farmers pigs on Sayward Farm (one of the vendors), along with composting, recycling and Return-It sorting stations. Waste audits were completed every week to ensure proper sorting and improve on sorting stations for next week. All food trucks were required to switch to compostable containers.
- **Facilities** incorporates the daily use of compost, energy-saving measures in 2014 included switching from oil to forced air heating at Oaklands Neighbourhood House

B) Transform - transformation and **leadership**

Comment [SR6]: Nicole?

- **Youth Leaders in Training**, 15 participants in 2014 aged 14-18, program is run in partnership with City of Victoria. 2-week leadership, recreational program planning, employment and sustainability training followed by 4-week work placement in summer camps around Victoria. Teens are connected to community volunteering opportunities and out trips.
- **Market Internship Program**, leadership opportunity for team of 8 youth interns ages 14-25 to take leadership role in organizing and implementing the Oaklands Sunset Market. Roles ranged from leading weekly food literacy activities for children, facilitating a food scraps program to create a zero-waste market
- **Little Acorn Care Centre** provides opportunities for graduating Early Childhood Education students to do a practicum placement; staff are able to provide guidance and assurance thereby empowering the students to be leaders in how they interact with children.

C) Thrive - creating a livable city for everyone

- **Oaklands Sunset Market** and **West Coast Winter Market** supports over 200 local vendors including artisans, farmers, crafters, musicians, performers and local community groups. Supporting local entrepreneurs, artists and organic produce creates a strong and vibrant local green economy keeping jobs, resources and money in the community.
- **Oaklands Community Centre** offers over 75 different recreation, health, music and arts programs/drop-ins giving people of all ages the opportunity to work and play within walking distance of their homes.

Community Responsiveness

1. How does your centre identify community need and respond to community feedback?

- Sunset Markets offer a table for community feedback for recreation programs offered
- Feedback surveys are sent to daycare/out-of-school care parents/caregivers to adjust our services
- Open Houses and community events provide opportunities for the community at large to submit constructive feedback
- Board meetings are held monthly and are open to the community at large
- The Strategic Plan was completed recently and incorporated a number of community sessions to see valuable input gathered

2. What modifications or implementations have you made in response to community need in these categories?

- i. Programs (new)
- ii. Services (new)
- iii. Infrastructure (facility, neighbourhood)
- iv. Organization
- v. Accessibility
- vi. Diversity & inclusion
- vii. Demographic Diversity

- i. Programs (new) - Seeds of Change and DIY natural products workshops
- ii. Services (new) - BCAFM Nutrition Coupon Program
- iii. Infrastructure (facility, neighbourhood) - Back courtyard organic gardens
- iv. Organization - Rescheduling programs to accommodate Strike Camps in June and September
- v. Accessibility – Space was provided once a week to a group from the senior's outpatient clinic at the Royal Jubilee for a course for members of the community. The course, called 'Boost your Brain Power', supported outpatients with memory deficiencies
- vi. Diversity & inclusion – Sunset Markets are free to all who attend; Kids Vendor Days at Market once a month; rentals to multi-cultural groups (Saudi, Japanese, etc)
- vii. Demographic Diversity – Low cost affordable programs from infants (Playgroup) to youth to seniors (Journey programs and free Canasta)

Volunteerism

1. What types of volunteer opportunities do you have in your centre?

- **Special Events:** set up, take down, prep, decorating, canteen, kids activities, etc.
- **Farmers Markets:** set-up tents, assist vendors, stage management, kids' activities, take down, ticket sales, etc.
- **Marking Internship Program:** for market volunteers committed to full season, roles include Kids Food Literacy Activity Coordinator, EnviroTeam Leader, Sound Tech, Vendor Liaison, Marketing and Advertising Intern, etc.
- **Little Acorns Day Care (2.5-5 yrs old):** cleaning toys and organizing supplies, some helping with pre-school care, reading buddies, crafts, and snack prep
- **Out-of-School-Care and Summer Camp (4-11 yrs old):** helping with after school care or camps, share a skill or hobby with children, reading buddies, sports, crafts, cleaning and snack prep
- **Playgroup Drop-In:** assist with set up/down, cleaning toys, singing, crafts, snack prep and socializing with kids and caregivers.
- **Youth (9-12 yrs old):** Assist with fun drop-in activities and outings
- **Gardening:** help maintain food growing gardens, planting, weeding, watering and teaching kids food growing skills
- **Teen Floor Hockey:** set up and take down equipment and nets, referee when needed, maintain safe and fun sport environment
- **Youth Leaders in Training (YLIT):** 2-week leadership/employment training program and 4-week summer camp internship for teens 14-18 yrs old.

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's volunteers.

"Volunteering at Oaklands market was an incredible way to get involved in my community, meet my neighbours, and build great connections with farmers, local businesses, and artisans. The atmosphere was always welcoming, excited, and inviting. I am eagerly waiting for next market season to kick-off so I can get involved again." - Oaklands Sunet Market Volunteer

"I learned a lot about the field of being a sound tech – a lot of the performers, had useful insights that they were willing to share with me and those insights allowed me to improve my own performance as a sound technician. I also learned a lot about the music industry from the performer's point of view by speaking with the entertainers and performers. I gained a connection with Downtown Mischief, they offered me a position as their sound technician"-Oaklands Sunet Market Volunteer Intern/Sound Tech

"[Youth Leaders in Training] YLIT helped me gain so many skills. It helped me gain confidence and adaptability as well as teaching skills while working with large and small groups of kids. The internship helped me in receiving an on-call position at a camp this upcoming summer. Without the training period, I would not be as confident with children, as I learned through the training period about age group characteristics, games and activities. Since the internship, I have applied for multiple jobs, and going through interviews, I feel as though I have gained communication skills, and am able to express what I'm trying to say more clearly. This internship ensures success for all applicants because of the efforts of the leaders during and after the summer is over, the knowledge learned during the training period, and the skills learned during the time in the camps"- Youth Leaders In Training Participant and Summer Camp volunteer



Community and Seniors Centres Annual Report January - December 2014

Centre: Victoria West Community Centre

Address: 521 Craigflower Road Victoria BC V9A 6Z5

Operating Association/Society: Victoria West Community Association

Society Registration Number: S-8974

Registered Charitable Tax Number (if applicable):

Month of Annual General Meeting: November

Days of operation per year: 351

Total number of employees: FT 1 PT 5 Instructors 42

Programs Quantitative Analysis

Recreation Programs	# Programs Offered		# Unique visits
	Registered	Drop-in	(# of programs x # people attending)
Preschool	54	1	218 participants x 54 registered programs = 11,772 unique visits Drop-In Kindergym - 2550 participants Total: 14,322 visits
Children/Youth	54		373 participants x 54 registered programs = 20,142 unique visits
Adult	92	6	781 participants x 92 registered programs = 71,852 unique visits Drop-In Sports: 960 participants Total: 72,812 visits
Senior	7		80 registered x 7 = 560 unique visits
Total:	207	7	107,836 unique visits

Services Quantitative Analysis

Services	# Offered	# People Served
Special Events		
Easter Bunny Bonanza	1	250
Halloween Fun Fest	1	200
Vic West Fest	1	500
Vic West Corn Roast	1	200
Breakfast with Santa	1	200
Potluck Dinners	4	400
Wassail	1	100
Little Owl Children's Fair	1	200
AfricaFest Culture Days	1	200
The New Youth Launch Event	1	50
Special Events Total:	13	Total People Served: 2300 13x2300=29,900 unique visits
Ongoing Rentals		
Jazzercise	32 classes	20 participantsx32 classes=640 unique visits
Inclusion Works Day Program	16 sessions	10 participants x 16 sessions=160 unique visits
Home Learners Network	16 sessions	10 participants x 16 sessions=160 unique visits
Strike Camp	10 days	15 participants x 10 days=150 unique visits
Birthday Parties (Par-T-Perfect)	133 parties	15 participants x 133 parties=1995 unique visits
Saudi Students Association	48 bookings	30 participants x 48 bookings= 1440 unique visits
Community Living Music Program	25 bookings	20 participants x 25 bookings = 500 unique visits
Mother Goose Program	25 bookings	15 participants x 25 bookings= 375 unique visits
Mosaic Learning Society	37 bookings	20 participants x 37= 740 unique visits
Futures Club	13 bookings	20 participants x 13= 260 unique visits
Girl Guides	33 bookings	15 participants x 33 =495 unique visits
Inlingua Language School	10 days	30 participants x 10 bookings= 300 unique visits
Santa Shuffle	1 booking	300 participants

		Total Number of Participants in Rentals: 1610 Total Number of Unique Visits: 9615
Other Rentals:		
	Number of Other Rental Bookings: 136	136 rentals x 1290 participants=175,440 unique visits
Licensed Childcare:		
Before and After School Childcare	44 children registered Before School Care: 10 spaces available, 10 spaces filled After School Care: 34 spaces available, 34 spaces filled	44x190 days=8360 unique visits
Preschool	16 spaces available, 16 spaces filled, a total of 43 children registered	43x190 days=8170 unique visits
Licensed Childcare Total:	87 children registered	16,530 unique visits
Social Support Services (list):		
The New Youth Project	12 teens registered x 8 weeks in 2014	96 unique visits
Young Parent Support Network	12 sessions	20 participants x 12 sessions=240 unique visits
Community Computer Access Station	7 users per week	7x52= 364 users per year
Good Food Box	12 families, 26 weeks per year	12x26=312 users per year
Big Brothers/Sisters Donation Site	Ongoing	
Book Exchange	Ongoing	
1000x5 Early Literacy Program		400 families per year
Neighbourhood Development:		
Vic West Urban Farmers Events	14	700
VWCA Board Meetings	10	300
VWCA Land Use Meetings	10	100
VWCA Committee of the Whole Meetings	10	120
Total:	44	1420 people served

Leverage Model

A

Direct City of Victoria Investment for 2014	Amount in cash
Operating grant	\$40,000.00
Youth grant	\$8,063.00
Custodial grant	\$33,118.00
Neighbourhood Dev. Base grant	\$4,240.00
Neighbourhood Dev. Matching grant	
Shape Your Future grant	
Community Art grant	
Greenways grant	
Special Projects grant	
Other City grants	
Total A	\$85,421.00

B

Indirect City of Victoria Investment for 2014 (to be completed by City)	Value
Custodial Service	
Utilities	\$15,948.00
Permissive Tax Exemptions	
Maintenance & repair costs	\$23,129.00
Capital Improvements	\$152,733.00
Total B	\$191,810.00

C

Association Annual Operating revenue for 2014 (excluding in kind)	Amount in cash
	\$241,682.00
Total C	\$241,682.00

D

Volunteer opportunities:	# people	X	# hours	Total Volunteer hours
Programs (ESL Instructor)	1		864	864
Programs (Tennis Instructor)	1		24	24
Programs (Choral Director)	1		30	30
Services	60		10	600
Events	50		5	250
VWCA Board	13		120	1560
Volunteer Bookkeeper	1		200	200
Esquimalt High School Volunteers	5		5	25
Total	132		1218	3553

Volunteer Valuation

a) Unskilled Labour Hours 850	X	80%	X	\$18.73	=	\$12,736.40
b) Skilled Labour Hours: 2703	X	20%	X	\$40.00	=	\$21,624.00

Total Volunteer valuation D (a+b)	=	\$34,360.00
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Leverage Valuation

C (Association Operating Revenue)	+	D (Volunteer Valuation)	=	Leverage
A (Direct City Investment)	+	B (Indirect City Investment)		
C \$241,682.00	+	D \$34,360.00	=	\$553,273.00
A \$85,421.00	+	B \$191,810.00		

Per Person Valuation

C (Association Investment)	Divided by	# visits per year (programs excluded)	=	\$ value per person served
\$241,682.00	/	185,255	=	\$1.30
\$241,682.00	/	Total visits+recreation 293,091	=	\$0.82
A + B (Total City of Victoria investment)	Divided by	# recreation visits per year (programs only, other visits excluded)	=	\$ invested per person served
\$277,231.00	/	107,836	=	\$2.57
\$277,231.00	/	Total visits+recreation 293,091	=	\$0.95

1. Please speak to your centre's day to day vitality as a hub for the neighbourhood.

The Victoria West Community Centre is always a busy and vibrant place. Preschool and Before and After School Care, Home Schoolers Programs, Day Programs for Adults with Developmental Disabilities, Fitness Classes, Art Classes, and Community Events at the Centre provide opportunity for members of the community to participate in recreational, educational, and social programs.

The Centre provides family-friendly community events, including an Easter Bunny Bonanza, Halloween Funfest, Pancake Breakfast with Santa, and this year we started a "Festival of Trees" and had various community groups decorate donated Christmas trees.

The Centre is an inclusive place, and provides space for several multicultural and religious groups, including Zen Meditation, BC Muslim Association, Saudi Students Association, Connections Life Church, and provides rental space for Inlingua Language school in the summer months.

The Centre provides youth with leadership development opportunities and provides programs in partnership with Rockheights Middle School (Boys Only Program), and The New Youth Program, as well as March Break and Summer Camps.

We partner with various community organizations for fundraising activities and community events, including Highpoint Church, Victoria West Elementary School and PAC, Rockheights Middle School, Connection Church, and Boys and Girls Club.

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's programs and services.

Testimonials:

1) "Thanks are due to you and your staff for creating such a positive environment where the community can come together to learn and grow, and become healthier and happier." –Victoria West Community Centre Yoga Instructor Jenny Feick

2) To Whom it May Concern-

I am writing this letter to let you know how much I value and use the Vic West Community Centre. My son attends Thrings Little Steps PreSchool 5 days a week at the community centre, and my daughter attends The Boys and Girls Club After School program there 5 days a week.

When I moved into the Vic West area just over 2 years ago, I knew no one. Since coming to Community Centre, I have felt a sense of belonging that I had not felt anywhere else in Victoria.

I lived in the Oaklands/Hillside area for over a decade and never felt the inclusion that I feel today. From the Breakfast with Santa pancake breakfast to the Easter Egg Hunt and Annual Corn Roast. Every morning, my son (he is 4 and has Autism) and I are met with the smiling face of Johanne Thompson offering him a hand stamp. She is so kind and loving, and is always trying to find great things for our community to do. I am really excited to hear we may be able to start a community kitchen, or a daycare at the Centre, that would be awesome!!

In short I don't know what our Community would do without the tireless jobs that Johanne, Cherie, and Jamie do to make the Centre a great place to be.

Please do not hesitate to call me with any questions.

Michelle Popoff

#9-510 Dalton street

Victoria B.C

V9A-4B2

1-778-265-5766

Health and Wellness

1. How does your centre promote health and wellness? (Please cite up to 3 examples)

- The Centre has promoted Health and Wellness by offering 207 different Recreational, Educational, and Arts Programs this year, for all ages, from infant to senior.
- The Centre provides a space for Community Events, Potlucks, Craft Fairs, and Festivals and provides a space for people to come together and build a sense of community.
- The Victoria West Community Association Food Security Collective promotes local food initiatives such as Banfield Community Garden and Orchard, Community Potlucks, and other Food Security events such as seminars and education sessions. The Victoria West Community Centre provides a pick-up point for local, sustainable food with The Good Food Box and Wind Whipped Farms.
- The Centre provides subsidized rental space for various community groups, such as Young Parent Support Network, Mother Goose Program, Community Living Victoria, and Mosaic Learning Society, who provide programming for young families and those with disabilities.

2. What new health and wellness initiatives have you implemented, supported and/or maintained this year?

- The Victoria West Community Centre offered low-cost tennis courses in partnership with KATS (The Society for Kids at Tennis), providing 4 programs and tennis instruction to 42 children using the outdoor tennis courts at Banfield Park.
- Francophone Programs were offered for the first time in 2014. This partnership with the City of Victoria and Francophone Affairs Canada provided art, music and family programming for 59 children.
- We introduced the 1000x5 Early Literacy Program to the Centre.
- Food Skills for Young Families program took place at our Centre.
- SAFFE Dinner Group began using our kitchen for their program, and continued into 2015.
- The Centre provided space for Tru2U and Alternative Pride to meet in 2014.
- Continued partnership with Girl Guides.
- Continued partnership with Garderie Saute Mouton, Francophone Preschool program, and Babies to Big Kids Daycare.
- Continued partnership with Esquimalt Neighbourhood House, Mother Goose Program.
- Continued partnership with Capital Mental Health Association, and Community Living Victoria.

3. What are your community's health and wellness concerns and how are you addressing them?

The Community's health and wellness concerns include:

Food Security/Environment: The Victoria West Community Centre provides a pick-up location for The Good Food Box program, and Wind Whipped Farms. The Victoria West Community Association Food Security Collective holds information sessions, community events, and celebrations throughout the year to address this need.

Childcare: The Victoria West Community Centre provides rental space for Thring's Little Steps Preschool, and Boys and Girls Club Services Before and After School Care, both of which are at capacity. The Centre is currently (February 2015) conducting a needs assessment of childcare requirements in the Victoria West area.

Inclusiveness: The Victoria West Community Centre provides a welcoming environment for all. We provide space for several day programs for Adults with disabilities, Adapted Fitness programs, and Music Programs for those with special needs.

Sustainable Community Development

1. How does City funding allow you to address the sustainability of your organization?

The City of Victoria funding provides financial support to staff the Victoria West Community Centre with a manager, who creates the programs, oversees the rental of the facility, and manages the Centre operations. The funding also allows us to subsidize the janitorial services required for our facility and makes it a clean and sanitary environment for the community to enjoy.

2. What are you doing internally to address the sustainability of your organization?
(i.e. - environmental, economic, social etc.)

Environmental Sustainability: The Victoria West Food Security Collective, a project of the Victoria West Community Association, advocates for and supports the growing and sharing of local foods to improve personal, environmental and economic health.

The VWFSC has been managing community food production projects since 2003. Projects include Rayn or Shine and Banfield Commons Gardens, Vic West Community Tea Garden, Vic West Urban Farmers, Vic West Community Potlucks and Community Kitchens, Banfield Park, and Evans Street Community Orchards.

VWCA run events strive to be low-waste or zero waste as possible. Potluck Dinners use dishes and cutlery, cloth tablecloths and napkins to reduce our environmental impact. The Victoria West Community Centre implemented a recycling and compost program in 2014 to reduce the amount of waste going to the landfill.

Economic Sustainability: The Victoria West Community Centre continues to partner with local businesses, service providers, and organizations for their Community Events, creating strategic partnerships with groups looking to achieve common goals. The Victoria West Community Centre has seen an increase in registrations and rentals over the past year. The Victoria West Community Association is developing a Finance Committee to ensure that the Community Centre is sustainable over the long term, and exploring options for expansion of the services provided at the Community Centre.

Social Sustainability: The Victoria West Community Centre is an accessible building, and we provide several programs for those with disabilities. In the fall of 2014, we began renting space for Inclusion Works, a local day program for adults with developmental disabilities. We also provide space for Mosaic Learning Society, Capital Mental Health GROW Program, and Community Living Victoria to run their programs. The Community Centre also provides a low-cost Drop-In Adapted Fitness for adults with developmental disabilities. The LIFE Program allows those with a low income to access programs at the Victoria West Community Centre at a reduced rate and removes the barrier of income from our programming. The Centre also offered free programs through KATS Tennis, Francophone Affairs, and Coast Capital Savings in 2014.

The Centre adheres to quality assurance through midpoint program feedback forms which are given to all registered participants, and provide opportunity for programming requests and comments. Our Biweekly newsletter that is circulated to over 500 Association Members, and provides information about upcoming Community Events and Programs taking place at the Centre, and in the broader community. We strive to be responsive to the needs and requests of the community in the programs and services that we provide.

3. How does your centre align with the City of Victoria's Sustainability Action Plan directions?

A) Reduce - reduce waste and emissions & increase efficiency

- The Centre's recycling system was revamped in 2013, and we are moving towards a goal of zero waste.
- Victoria West Community Association Events are all zero waste or low waste, including Vic West Fest, and the Annual Corn Roast which serve an average of 700 people annually.
- Program Surveys were condensed to a midpoint only survey to increase efficiency and use less paper.

B) Transform - transformation and leadership

The Victoria West Community Centre Manager, Kate Longpre, departed her position in September of 2014, so the fall of 2014 was a time of transition in leadership for the Community Centre. The Victoria West Community Centre has sustained its revenue stream during this transition, and welcomed new community partners, such as Connection Church who now utilize the Centre on Sunday mornings, and Inclusion Works, an adult day program that uses the Centre twice a week. In the coming months, the Centre is striving to provide programming in-house and utilize the resources and talents of the Centre staff to provide new services and programs for the Community.

C) Thrive - creating a livable city for everyone

The Victoria West Community Centre and Community Association strive to create an environment where everyone is welcome, and to create partnerships with community groups, organizations, and individuals to provide programs and activities that everyone can enjoy.

Community Responsiveness

1. How does your centre identify community need and respond to community feedback?

The Centre identifies community need by conducting an annual survey, and conducting a midpoint survey of all participants in Centre programs.

Programming is geared to responses on these surveys, and to requests to Centre staff. An 'interested in classes' list is kept at point of sale for Centre staff to gather information on requests from members of the Community.

The Victoria West Community Association has various committees, including Harbour Committee, Food Security Collective, Communications Committee, and Community Centre Committee, and holds an open board meeting on the last Tuesday of the month where input is received from the community.

2. What modifications or implementations have you made in response to community need in these categories?

- i. Programs (new)
- ii. Services (new)
- iii. Infrastructure (facility, neighbourhood)
- iv. Organization
- v. Accessibility
- vi. Diversity & inclusion
- vii. Demographic Diversity

i. New programs in 2014 included The New Youth Program, made possible by a grant from Harbourside Rotary. This is a Youth-Leadership Program, which has 12 youth registered. They will complete a Community Mural Project with community partners by May 2015. Additional programs included: Women's Wellness Retreat, Sewing the Seeds of Change, Egoscue, the Victoria West Community Choir, which provided carols for our annual Breakfast with Santa, and cooking programs taught by a local Victoria West resident and food blogger, Amy Bronee.

ii.

iii. Thanks to the City of Victoria, a new HVAC system was installed in the summer of 2014, and our gymnasium floor was refinished in December 2014.

iv. The Victoria West Food Security Collective, a project of the Victoria West Community Association, has been active in the community since 2003, and its Projects include Rayn or Shine and Banfield Commons Gardens, Vic West Community Tea Garden, Vic West Urban Farmers, Vic West Community Potlucks and Community Kitchens, Banfield Park, and Evans Street Community Orchards. It partners with various community groups and local schools to provide educational opportunities, organizes an annual seedling sale, and a grow-a-row program to provide locally grown food to those in need.

v. The Victoria West Community Centre is an accessible building, and we provide several programs for those with disabilities. In the fall of 2014, we began renting space for a local day program for adults with developmental disabilities. We also provide space for Mosaic Learning Society, Capital Mental Health GROW Program, and Community Living Victoria to run their programs.

The Centre also provides space for several multicultural and religious groups, including Zen Meditation, BC Muslim Association, Saudi Students Association, Connections Life Church, and provides rental space for Inlingua Language school in the summer months.

vi. The Victoria West Community Centre strives to be an inclusive place where everyone is welcome. We provided 25 families with gift certificates to attend our annual Breakfast with Santa in December 2015. We provide free tennis programs through KATS each Spring/Summer, and we offer low cost English as a Second Language programs with a volunteer instructor. We offer low cost Kindergym programs twice per week (\$1 per child), and low cost Drop-In Floor Hockey, Basketball, and Adapted Fitness Program for adults with developmental disabilities.

vii. The Victoria West Community Centre provides programming for infants, children, adolescents, adults and seniors. We welcome all members of the community to our Community Events, including Vic West Fest, Annual Corn Roast, Potluck Dinners, and seasonal celebrations.

Volunteerism

1. What types of volunteer opportunities do you have in your centre?

Volunteer Opportunities include: Board Membership, Community Centre Events, (Easter Bunny Bonanza, Halloween Fun Fest, Breakfast with Santa, The New Youth Launch Event), Victoria West Community Association Events, (Vic West Fest, Annual Corn Roast) Food Security Collective Events, (Quarterly Potluck Dinners, Community Garden, Community Orchards, and seasonal events such as the Wassail). We also utilize Volunteer Program Instructors for our English as a Second Language Program and KATS Tennis.

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's volunteers.

- Thanks to our volunteer English as a Second Language instructor, 29 students received 80 hours each of English as a Second Language instruction in 2014.
- Thanks to our volunteer Choral instructor, 8 people received 10 weeks of musical instruction, and 200 people enjoyed a free Community concert.
- Thanks to our volunteer Tennis instructor, 42 children received tennis instruction at Banfield Park tennis courts in 2014.
- Thanks to dedicated VWCA volunteers, over 1200 people participated in community events, including Vic West Fest, Annual Corn Roast, Food Security Events, Community Potluck Dinners, Park and Garden Clean-Ups and Orchard Wassail.



Community and Seniors Centres Annual Report January - December 2014

Centre: Quadra Village Community Centre

Address: 901 Kings Road, Victoria, BC 8T 1W5

Operating Association/Society: Downtown Blanshard Advisory Committee

Society Registration Number: S10895

Registered Charitable Tax Number (if applicable): 101476083 RR0001

Month of Annual General Meeting: May

Days of operation per year: 339

Total number of employees: FT 16 PT 18 Instructors _____

Programs Quantitative Analysis

Recreation Programs	# Programs Offered		# Unique visits
	Registered	Drop-in	(# of programs x # people attending)
Children	306		4282
Youth		172	2331
Adult	12	245	3269
Senior		80	336
Family		207	3841
Other	18		405
			-
Total:	336	704	14 464

	# spaces offered	# spaces filled
Non licensed Childcare	20	20
Licensed Childcare	20	20
Total:	40	40

Services Quantitative Analysis

Services	# Offered	# People Served
Special Events (list) (add more lines as necessary)		
Quadra Village Day	1	4000
Halloween Carnival	1	360
Seasonal Community Dinner	1	267
Rentals (total #)	(36 groups) 1280 (individual group sessions)	8960 (individual participant attendances within each group)
Resource Referrals (total #)	2733	2733
Social Support Services (list):		
<i>Best Babies</i>	50	1107
<i>Step by Step Parenting</i>	14	88
<i>Child, Youth and Family Worker</i>	401	815
<i>The Crew (Youth Group)</i>	60	213
<i>Youth and Family Counsellors</i>	1439	7470
<i>Short-Term Solutions (Community Support Program)</i>	245	1397
<i>Clothing Exchange</i>	245	18340
<i>Food Donation Distribution</i>	147	13120
<i>Seniors Entitlement Service</i>	126	528
Neighbourhood Development (list):		
<i>Hillside-Quadra Neighbourhood Action Group</i>	14	350
<i>955 Hillside Consultation Group</i>	10	None Directly to Date
<i>Hillside-Quadra Community News</i>	4 issues	12000 (4 issue circulation)
Total	6,771	71,748

Leverage Model

A

Direct City of Victoria Investment for 2014	Amount in cash
Operating grant	40,000
Youth grant	8,063
Custodial grant	
Neighbourhood Dev. Base grant	5,434
Neighbourhood Dev. Matching grant	
Shape Your Future grant	
Community Art grant	
Greenways grant	
Special Projects grant	
Other City grants	
Total A	53,497

B

Indirect City of Victoria Investment for 2014 (to be completed by City)	Value
Custodial Service	59000
Utilities	16130
Permissive Tax Exemptions	0
Maintenance & repair costs	15319
Other (Capital Improvements)	45850
Total B	136299

C

Association Annual Operating revenue for 2014 (excluding in kind)	Amount in cash
Total C	924,996.09

D

Volunteer opportunities:	# people	X	# hours	Total Volunteer hours
Programs	59			1,464.25
Services	40			2,998.5
Events	139			750
Other	32			1,405.25
Total	251			6,618

Volunteer Valuation

a)Total volunteer hours (value unskilled labour)	X	80%	X	\$18.73	=	99,164
b)Total volunteer hours (value skilled labour)	X	20%	X	\$40.00	=	52,944
Total Volunteer valuation D (a+b)					=	152,108

Leverage Valuation

C (Association Operating Revenue)	+	D (Volunteer Valuation)	=	Leverage
A (Direct City Investment)	+	B (Indirect City Investment)		
C 924,996.09	+	D 152,108	=	5.68
A 53,497	+	B 136,299		

Per Person Valuation

C (Association Investment)	Divided by	#visits per year	=	\$ value per person served
924,996.09	/	86,212 (Rec and service visits per year)	=	\$10.73
A + B (Total City of Victoria investment)	Divided by	# recreation visits per year	=	\$ invested per person served
189,796	/	86, 212 (Rec and service visits per year)	=	\$2.20

Per Person Valuation

1. Please speak to your centre's day to day vitality as a hub for the neighbourhood.

Every day that the Quadra Village Community Centre is open there is a steady stream of community members entering through our front doors, attending our programs and events and connecting with our outreach and school based workers. Evidence of the organization's relevance is reflected in part by the 86,212 annual combined attendance/outreach to the Community Centre onsite and outreach programs and events in 2014. We help create and share the news of the neighbourhood and wider community through our coordination and publishing of 3000 issues of the 12-16 page Hillside-Quadra Community News four times a year, play a crucial role in the CALUC process through our Neighbourhood Action Group and host and contribute to Quadra Village Day and its organizing committee. Important community issues and solutions are discussed in a regular basis in our Centre, at events and through our committees and Board of Directors. We continue to be an attractive option for volunteers who wish to make a difference in the community and/or reduce isolation as underlined by the 6,618 volunteer hours that are dedicated to our operations, programs and events each year. Accessibility continues to be one of our strengths as all of our programs except 3 are free and these 3 are offered with subsidy available or with a substantial discount provided.

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's programs and services.

- Quadra Village Day was a 100% free event that included food, live entertainment, engaging children's activities and that was accessed by over 4,000 residents. This event cost over \$10,000 in cash and received \$315 in total cash funding from the City of Victoria (and no other government funding). Thanks to the work of the organizing committee, funding and support from some local businesses, support from City of Victoria and Quadra Village Community Centre staff, youth and other volunteers this event was possible.
- We were recognized on two occasions for our collaborative engagement in 2014: Our Agency was an important part of the Core Victoria Share Assessment Committee which was nominated for a Premier's Award. As well, Kelly Greenwell, Executive Director received a Leadership Victoria Award (Collaboration and Partnership).
- Testimonial from participant in Music With Joie (Free parent-child music sing-along group that is extremely popular across cultures): "....there is nothing like this music class that we could find here in Victoria. It is affordable and for us, a new family to Canada, it really matters.....The group is very active and full of positive energy and inspiration. The children are involved all the time singing, dancing, playing, listening, answering questions. Moreover, all the parents are singing too. I enjoy being part of the group together with my daughters 2 and 6 year olds".

Health and Wellness

1. How does your centre promote health and wellness? (Please cite up to 3 examples)

Quadra Village Community Centre facilitates primarily free and always low barrier opportunities to access support, opportunities for self- improvement, community building and simple poverty reduction services.

We are effective at addressing social determinants of health such as:

- 1.Income and Social Status
- 2.Social Support Networks
- 3.Education and Literacy
- 5.Social Environments
- 6.Personal Health Practices and Coping Skills
- 7.Healthy Child Development•

Examples of how we promote health and wellness include:

- Quadra Village Community Centre helps prevent parental isolation and encourages healthy early childhood development through three times weekly Parent Tot Drop-in, weekly Music drop-in for families and regular Step by Step Parenting programs (all free).
- QVCC facilitates play, social skills and healthy activities along with free healthy snacks through its Youth, Family, Licensed Care and Camp programs on a daily basis.
- QVCC provides accessible recreation through the Girls group and recreation enhanced youth drop-ins. These programs are specifically designed to reach youth who are not regularly engaged in healthy activities.

2. What new health and wellness initiatives have you implemented, supported and/or maintained this year?

-QVCC has provided leadership and support while actively collaborating in the Pre-Natal to Post-Secondary Collective Impact initiative which recently merged with Healthy Kids Are Us to form the Capital Region Child and Youth Health Network. The goal of this initiative is to help every child thrive in the Capital Region and is a multi-sector initiative featuring involvement from public health, education, mental health, recreation, community centres and neighbourhood houses.

-We introduced Knowhow, an adult lifeskills group that includes child-minding that encourages participants taking the lead and to take turns sharing their knowledge such as cooking from scratch, homemade, natural spa products and environmentally safe, home- made cleaning products

-We introduced a new seniors group called Sensational Seniors which is led by volunteers and focuses on having fun doing things that the group members choose. Examples include sing- a-longs, guest speakers and crafts. It is best characterized by the group's frequent laughter and the prevention of social isolation

3. What are your community's health and wellness concerns and how are you addressing them?

- On a daily basis Quadra Village Community Centre staff field concerns from community members regarding their health and/or the health of loved ones. These concerns include a lack of access to a regular doctor, concerns about nutrition related to poverty, the need for positive activities for youth, the need for positive activities for adults, the need for healthy activities for seniors, addictions concerns and mental health concerns and the accessibility of health services. QVCC delivers direct supports in many of these areas and also makes referrals to help address the aforementioned concerns.
- QVCC offers preventative and responsive programs that promote improved mental health and overall well-being. Ranging from Parent-Tot Drop-in, to Youth and Family Outreach to the adult focused Community Support Program.
- Access to adequate nutrition continues to be a major concern for many community members. We are able to mitigate some of this challenge through providing access to free, healthy snacks in our programs, hosting a free food table and offering below market rent to Living Edge for its two day a week food distribution.

Sustainable Community Development

1. How does City funding allow you to address the sustainability of your organization?

- Core funding for positions to provide a reliable base of staffing that is key to operating a high traffic, multi faceted community centre.
- Reduced baseline operating costs through \$1 per year annual rent, custodial services and building maintenance.
- Ability to transform a base of City funding to an annual cash operating budget that exceeds \$900,000 per year.
- Ability to apply to other funders to complement City funded programs or apply City funding as potential matching funds.
- Rental income and partnership opportunities that derive from the Community Centre space.

2. What are you doing internally to address the sustainability of your organization?
(i.e. - environmental, economic, social etc.)

Environmental Sustainability

- More visible bins and labelling for recycling and composting has reduced the amount of waste going into the landfills
- We requested energy efficient lightbulbs throughout the building and the City kindly implemented that replacement
- Planted 4 fruit trees on site

Economic Sustainability

- We have increased our Centre's rental appeal and maintained our recent growth in rental revenue to help strengthen our organization's capacity
- We have improved our community fundraising outreach and increased donations substantially in each of the last two years
- We are taking advantage of opportunities for partnership with Community Centre Network members, Coalition of Neighbourhood Houses members and other like-minded agencies to share resources and in some cases make joint applications.
- We are evaluating our readiness for developing and taking on a social enterprise
- We are applying for grants on a strategic case by case basis to try to maximize the impact of time spent on
- We are taking advantage of free and subsidized training and organizational enhancement opportunities such as the Youth Program Quality Initiative that we have qualified for..
- We are working with local business to help identify possible local support and partnerships that support positive community initiatives-
- We are maximizing the potential of our staffing model by creating a full time Youth Programs Coordinator position and increasing the amount of in house payroll preparation and book keeping can be completed by existing staff.

Social Sustainability

- We continue facilitate crucial and relevant programs that address social determinants of health while engaging in community building discussions and celebrating with both the wider community and those who are most connected to our day to day community centre life. We are checking in regularly with community members about what is most needed and relevant.

3. How does your centre align with the City of Victoria's Sustainability Action Plan directions?

A) Reduce - reduce waste and emissions & increase efficiency

- More visible bins and labelling for recycling and composting has reduced the amount of waste going into the landfills
- We requested energy efficient lightbulbs throughout the building and the City kindly implemented that replacement
- We divert thousands of pounds of palatable, near expired food each year
- We facilitated the reuse of 7898 pounds of clothing and housewares this year through our clothing exchange program

B) Transform - transformation and leadership

- We have been integral in the development and formation of the Capital Region Child and Youth Health Network and have participated in Collective Impact training
- We were accepted as part of the Youth Program Quality Initiative and have developed practice innovations and grown through the mentoring, learning community and training
- We have been active in several networks, coalitions and collaborative applications and initiatives.
- We have been recognized for collaborative efforts through a Premier's nomination as part of the Core Victoria Shared Assessment Committee and through a Leadership Victoria Award for Collaboration and Partnership (Kelly Greenwell, Executive Director)

C) Thrive - creating a livable city for everyone

We continue to facilitate accessible relevant services and foster community engagement that improves the well-being of our City. We make our mark by hosting a welcoming and vibrant community centre, providing a wide range of services that address key determinants of health, engaging in important dialogues that speak to the well-being of our neighbourhoods and celebrating with fun, accessible events.

Community Responsiveness

1. How does your centre identify community need and respond to community feedback?

- Quadra Village Community Centre responds to community need by regular day to day conversations with community members, program surveys and community surveys that target particular community needs and/or opinions we are seeking
- Our Board of Directors meetings are open, our Neighbourhood Action Group (Land Use, Development and Neighbourhood Planning) Committee meetings are open and our Annual General Meeting are all well publicized opportunities to bring ideas and connect with organizational and neighbourhood leaders about challenges and solutions.
- We provide availability via reception and all our programs throughout every weekday to help match community members with needed resources, referrals, programs and support.
- We work from a community development perspective which seeks to meet people where they are at and values and supports their existing abilities while finding creative ways to enhance individual and collective capacity

2. What modifications or implementations have you made in response to community need in these categories?

i. Programs:

- Developed and facilitated Quadra Village Girls Group Program and applied for additional funding to augment the program in future years
- Developed and facilitated Youth and Social Justice Program at Central Middle School to help facilitate the empowerment of youth from marginalized backgrounds
- Increased recreational opportunities for youth who typically have limited access
- Developed and facilitated Sensational Seniors Program to help reduce isolation and increase healthy activity and enjoyment
- Provided additional weeks of summer camp and camp during the labour dispute based on community need and demand for service

ii. Services:

- Have worked with various community groups to help them access the Community Centre to provide services, supports and gathering that help enhance the overall benefit of the Community Centre to our community.

iii. Infrastructure (facility, neighbourhood):

- Have developed a strategy to transform our Youth Centre in ways to make it more appealing, welcoming and meaningful for local youth
- Have worked on several CALUC processes
- Have helped make graffiti cleanup more accessible within the neighbourhood

iv. Organization:

- Developed and passed several new bylaw resolutions that enhance the functioning of our organization and address requested ways to be able to accountable in a more responsive way to our community.

v. Accessibility:

- Free programming continues to be our preferred priority and the lion's share of what we provide. We were able to double our summer camp subsidies in the last year. We are regularly reminded by community members that they appreciate our programs and that they would not be able to attend if there were fees attached or no subsidies available. Quadra Village Day continues to be maintain where all the food, entertainment and children's activities are 100% free.
- Beyond accessibility we offer services like free fax, copying, telephone, clothing and food that help mitigate the challenges of low income and poverty.

vi. Diversity & inclusion:

- Although it is difficult to be completely representative of a community's diversity, the people who access our programs and services come from a wide variety of cultures, language groups, abilities, backgrounds, circumstances and orientations. Particularly notable are the number of aboriginal youth who access our programs and the number of immigrant families who attend our early childhood programs. We are also a valuable resource to many with mental health challenges.

vii. Demographic Diversity:

- Quadra Village Community Centre is quite simply a multi-generational community centre where we host everything from Best Babies to Sensational Seniors. The majority of our services are focused on families with children and/or youth but our largest demographic of volunteers are seniors.

Volunteerism

1. What types of volunteer opportunities do you have in your centre?

Board or Committee Member, Child-minding, Clothing Room Attendant, Cleaning, Consultant, Cooking, Decorating, Event Planning and Coordination, Event Staff, Food Sorting and Distribution, Gardening, Group Facilitation, Kitchen Lead, Kitchen Assistant and Meal Prep, Land use process work, Mentors, Newsletter Columnist or Distribution, Painting, Program Assistant, Photographer, Reception, Recycling Sorting and Removal, Senior's Advocate, Technical Support, Youth Drop-in Assistant

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's volunteers.

-Our 10 Clothing Exchange volunteers were responsible for the lion's share of work that resulted in the 7898 pounds of donated clothing and small housewares being accessed by the community free of charge. Not only do they keep the room well organized and well stocked so that it is easier for residents to find things but they also maintain a peaceful environment in the clothing room. This at times requires a great deal of that and understanding given the wide range of personalities and levels of well-being that are encountered on a day to day basis.

-One current volunteer has been struggling with homelessness and mental health issues for an extended period of time. We have been working with him over the last two years and we have gradually found him ways to engage more meaningfully in the Centre in hopes that it could be part of his journey towards wellness. He has begun to volunteer with dishes, room setup and take down for several months now. This helps support our Best Babies and Community Lunch programs. More recently he put his artistic skills to work making hundreds of 3 dimensional snowflakes and teaching others to make these wonderful creations. While his mental health issues will always be a significant factor in his life he has gained self-esteem by having a role here and being a part of the community at the Centre. Since he started volunteering he has also made progress in taking the necessary steps to secure housing.

-One of our Youth Centre volunteers weekly with youth programs, assists with coordinating the site at Quadra Village Day. and recently raised \$1300 through his recreational club to support Quadra Village Community Centre Youth programs



Governance and Priorities Committee Report

For the meeting of November 19, 2015

To: Governance and Priorities Committee **Date:** November 9, 2015
From: Jonathan Tinney, Director Sustainable Planning and Community Development
Subject: Status Report - Action Plan for Housing, Supports & City Services

RECOMMENDATION

That Council:

1. Receive the November 19, 2015 *Status Report- Action Plan for Housing, Supports and City Services for Sheltering in City Parks*; and
2. Approve the following *Action Plan* recommendations:
 - a. *Storage Project for People's Belongings*
 - i. That the City allocate up to \$85,000 in operating funding (2016) and up to \$45,000 in capital funding (2016) to establish a one-year pilot project storage facility for the belongings of people who are homeless to be funded from the 2015 surplus; and
 - ii. That the City undertakes a competitive procurement process to seek a service provider that will develop and operate the proposed storage facility for a one-year period consistent with the Terms of Reference outlined in Appendix A.
 - b. *Social Service Outreach Pilot Project*
 - i. That the City allocate up to \$80,000 in operating funding in 2016 to fund a one-year Social Service Outreach Pilot Project (Outreach Project) consistent with the terms of reference outlined in Appendix C to be funded from the 2015 surplus; and
 - ii. That the City proceeds to enter into a service agreement with the Victoria Cool Aid Society on terms satisfactory to staff to deliver the Outreach Project generally consistent with the Terms of Reference set out in Appendix C.
3. That Council direct staff to report back to Council at the February 18, 2016 Governance and Priorities Committee meeting.

EXECUTIVE SUMMARY

On June 11, 2015 Council approved the *Action Plan for Housing, Supports and City Services for Sheltering in City Parks*. Over the past five months staff have been working to implement the initiatives outlined in the *Action Plan* many of which involve developing partnerships with organizations external to the City. This report is to provide the summary of public input received over the past few months, and seek direction from Council on two operational Initiatives detailed in the *Action Plan*:

1. *Storage Project for People's Belongings*
2. *Social Service Outreach Pilot Project*

City staff have been working with downtown service providers to encourage the development of a proposal for a storage facility that would provide a safe and secure location to store the belongings of people who are homeless. A proposed Terms of Reference (ToR) has been developed for such a facility (Appendix A) modelled after a facility operating near downtown Vancouver (Appendix B). While Council authorized a \$45,000 expenditure for a downtown storage facility, it is expected that the operating budget for one year would be about double that amount. Capital funding to set-up a storage facility would also be required, which may cost up to \$45,000. While staff have been undertaking discussions with some service providers, at this time, no specific proposals have been developed due to challenges related to the securing of specific sites and funding constraints. It is recommended that the City increase the potential funding available and stimulate interest in the service through a competitive procurement process.

In the second case, a Terms of Reference (Appendix C) for an Outreach Support Services Pilot Project (Outreach Service) has been developed by the City in dialogue with VicPD, Island Health, BC Housing, Victoria Cool-Aid Society and downtown service providers. While some of the service providers believe there are adequate services in the community VicPD, Island Health, BC Housing and Cool-Aid see value in increasing support services through the Outreach Service and evaluating their efficacy.

The Outreach Service is focused on identifying and directly assisting persons who are homeless to access housing and other support services. Through dialogue on the proposed ToRs it is clear that potential partners do not have their own funding sources to match City funding for this project as, which would enable a one-year pilot period. In light of this, the City needs to consider increasing the funding commitment to up to \$80,000 in order to extend the Outreach Services pilot for a one-year period.

During this past quarter, the City sought public input on potential temporary shelter options for those currently seeking shelter in City parks. More than 400 people participated, many of whom were without homes, to share their ideas. In addition to the public input at the workshop, 340 surveys were submitted online. Input received both through those in person and online, was consistent. It highlighted a strong desire to see expanded or new buildings used for sheltering, rather than an expansion or designation of sheltering programs in specific City parks.

Council also initiated several outreach and policy actions, including the adoption of a *Regional Housing First Strategy* that requests the Capital Regional District to institute a capital levy to fund housing for people who are homeless (Appendix D).

In an effort to determine next steps and support ongoing implementation, staff have also engaged consulting support to provide additional technical input and to develop a strategic plan that identifies additional short-term actions for the City to undertake beyond those laid out in the *Action Plan for Housing, Supports and City Services for Sheltering in City Parks*. This next phase of action will also address and define the City's role in leading, advocating and/or supporting these initiatives through the effective deployment of City resources. This strategy will draw on the public input received as part of the recent Sheltering Solutions engagement along with direct engagement with local service providers, research and advocacy groups, and government agencies engaged in housing and homelessness activities.

Staff are cognizant of the delay in getting this update to Council and will commit to a follow-up reporting on outcomes of the actions laid out above at the February 18, 2016 GPC meeting.

PURPOSE

The purpose of this report is to provide information regarding the status of the *Action Plan for Housing, Supports and City Services* and to seek direction on funding and terms of reference for two operational initiatives outlined in the *Action Plan*.

BACKGROUND

The lack of adequate housing opportunities for homeless people in Victoria has resulted in many taking shelter in City parks. These numbers are highest during summer months when there are fewer shelter beds available, however recent feedback from service providers indicates continued strong demand for shelter beds in recent weeks. This despite the reopening and expansion of annual cold wet weather beds. Even with these new resources, a lack of sufficient sheltering and related housing options are contributing to ongoing sheltering activities by individuals in public spaces which is generating a number of impacts on City parks and resources.

The *Action Plan* approved by Council on June 11, 2015 contains a number of strategies and initiatives designed to address the needs of homeless people and to improve the City's service response to the impacts of sheltering activities in City parks.

Two operational initiatives were identified and endorsed by Council along with funding that was believed necessary to enable implementation:

1. Storage Project for People's Belongings
 - \$45,000 authorized for this project with an expectation that a service provider or partner would match the City's expenditure to enable the project.
2. Social Service Outreach Pilot Project
 - \$35,000 authorized for this project with an expectation that a service provider or partner would match the City's expenditure to enable the project.

City staff toured a storage facility operating in Vancouver's Downtown Eastside to learn more about facility operations and success factors. A summary of the key points learned about the First United Storage Bin Facility is detailed in Appendix B, including the hours and days of operation, the service model and the set-up and operating costs. In discussion with local service providers, staff developed a Terms of Reference that are recommended for consideration for a similar model here in Victoria (Appendix A).

City staff have also been in dialogue with VicPD, Island Health, BC Housing, Victoria Cool-Aid Society and downtown service providers to develop ToR for an outreach project (Appendix C). The proposed ToR are designed to provide a field-based outreach service that fits in between the various services offered by downtown service providers. The model envisions direct contact by a Homeless Outreach Worker with people who are sleeping in City parks and public spaces, to identify their housing and support needs, and to provide assistance in reaching these services. A project description and job description comprise the ToR for the outreach project, which is set out in Appendix C.

ISSUES AND ANALYSIS

1. *Storage Project for People's Belongings*

People who are homeless often have no place to store their personal belongings and as a result they must pack them along wherever they go. This has a variety of impacts on each individual person, such as the physical effort to transport belongings, their exposure to the elements and the interference with attending appointments or work. Carrying one's belongings around can also result in them being left in public places for periods of time or being abandoned when the load becomes too great. This activity can have a visible impact on the aesthetics of public spaces, and in extreme cases can damage sensitive areas in City parks.

The proposed storage facility is meant to alleviate some of the personal and public space impacts that arise from people carrying their belongings around with them.

City staff have been actively working with a downtown service provider to encourage them to develop and submit a service proposal for consideration of City funding. Unfortunately, a proposal for this service has not come forward, despite several discussions and examinations of potential options with service providers.

City staff also toured a facility near downtown Vancouver to learn about their operations and the benefits achieved through this service. A summary of this model, and the practices that support its success are outlined in Appendix B.

Staff reviewed the Vancouver model with some of the Victoria service providers and developed ToR that may be suitable for Victoria (Appendix A).

The annual cost to operate the Vancouver storage facility is about \$85,000, which is \$40,000 more than the funding authorized by the City for a Victoria storage facility. One-time set-up costs for the Vancouver facility were about \$45,000. To stimulate interest in establishing a storage facility in Victoria, the City should consider increasing the potential funding available for the project and seek project submissions through a request for proposals process. Staff will report back to Council on the outcomes of this approach at the February 18, 2016 GPC meeting.

2. Social Service Outreach Pilot Project

The proposed outreach services project is designed to be a field-oriented outreach service that has direct contact with people who are homeless and sleeping in City parks and public spaces. Working with VicPD and City Bylaw Officers the Homeless Outreach Worker will have early and ongoing contact with people sheltering in City parks to identify their needs, help direct those people to services that address their needs and to develop a better understanding of the housing and service needs of these individuals. The intent of this position is to compliment and fill gaps within those outreach services currently offered by Island Health, VicPD (inclusive of the proposed expansion of these services) and others which are currently fully subscribed and focus more on individuals with mental health issues are not solely focused on housing and shelter.

Victoria Cool-Aid Society has agreed to be the City's primary partner in delivering the outreach services. The City will fund Cool-Aid through a service agreement and Cool-Aid will coordinate and supervise the activities of the Homeless Outreach Worker who will work in the field with VicPD and Bylaw Officers. The proposed service model would best integrate the services offered by Cool-Aid and other service providers to those people in need.

A steering committee composed of representatives from the City, VicPD, Island Health, BC Housing and downtown service providers will provide strategic guidance, material support, operational advice and communications between each organization and the outreach worker. Better information sharing and service coordination between agencies is another expected outcome.

\$35,000 was approved in the action plan recommendations to support an outreach project. It was originally expected that the City would be able to attract a social service or health service provider as a partner who could match the City's funding to enable the pilot project to operate for up to one year. While several agencies are prepared to offer some in-kind support none of the partners currently at the table have funding available to allocate to this project. If additional funding is not available, the project may still be able to proceed for a period of up to six months.

A pilot project of this shorter duration is no longer recommended as it's believed that this timeframe is

too short to establish successful relationships, make service referrals, and to measure outcomes from the Outreach Project. Staff recommend Council consider increasing the available funding up to \$80,000 to enable the pilot project to operate for one full year. In addition, it is recommended that the Outreach Project commence in January 2016, to coincide with the time period when outdoor sheltering activities are greatest:

- Project Initiation - December 2015 to January 2016
 - Staffing, establishment of governance & operational relationships, field work methods and procedures
- Project Service Delivery – January 2016 to November 2016
 - Undertake field work, referrals and follow-ups; compile information for reporting out
- Project Reporting – November 2016 to December 2016
 - Prepare final report for review and approval by Steering Committee, report back to Council, assess program continuation

2015 – 2016 Housing Initiatives

1.A. Increase Supply of Emergency Shelter Spaces

BC Housing had advised previously that it was not prepared to provide funding for the requested adult and youth summer shelter spaces outlined in the *Action Plan*. However, it was recently announced that BC Housing has provided funding to Our Place for an additional 40 temporary adult shelter spaces for the months of October to March. These beds were made available as of October 15, 2015 and are located at the First Metropolitan Church on Balmoral Road.

1.B. Micro-Housing

A local micro-housing group incorporated as Micro-Housing Victoria Society (MVHS) is developing their organizational capacity to support the development, implementation and operation of a micro-housing village in the City of Victoria. At the October 1, 2015 Council meeting, Council approved a \$25,000 grant to assist VMHS in their initial stages of project development:

1. *That the Victoria Micro Housing Society be allocated interim funding of \$25,000 such funding to be drawn from the 'additional operating funding of up to \$350,000 from 2015 contingencies' already allocated to 'support specific Action Plan initiatives, subject to final approval by the City Manager', to execute the following actions:*
 - a. *Develop design/build proposal with architectural drawings.*
 - b. *Implement ongoing and regular outreach and social inclusion with potential future residents, including a 'resident interest' inventory.*
 - c. *Implement public engagement and consultation on the design/build concept, including engagement with Community and Neighbourhood Associations, Community Association Land Use Committees and processes, before a site is selected, so neighbours are involved in the conversation at an early and ongoing stage.*
 - d. *Outreach with social services to introduce the concept to agencies, to plan and build future relationships with the village and villagers.*
 - e. *Develop intake protocols and a self-management Memorandum of Understanding between residents, VMHS, and other partners.*

Prior to receiving the grant, VMHS will submit a detailed budget to the Director of Finance.

1.C. Designated Sheltering Site in a Park

In late July, residents in the vicinity of Topaz Park expressed strong concern with the proposed use of a part of the park as a designated sheltering site. These concerns were voiced to the Mayor and

members of Council in a meeting held in Topaz Park on July 30. In response to these concerns, the City postponed any immediate plans to implement a designated sheltering site in a City park and on September 16, 2015 hosted the hands-on *Sheltering Solutions Workshop* at the Crystal Garden to identify potential solutions for temporary housing. Approximately 400 people attend a workshop at the Crystal Garden and shared ideas and feedback about potential opportunities. Over 300 people without homes attended and participated in table session with neighbours, City staff, and social agencies. The insight provided by those living in parks was invaluable to the session, and many others in attendance remarked of how much they learned directly from those in attendance.

Participants were provided with eight key topics that members of the community had submitted over the summer months, but could also suggest their own ideas for discussion at each table. These suggestions served as a starting point for discussion at the workshop, where participants broke out into facilitated groups to brainstorm and share ideas. Input was collected by way of worksheets as well as on flip charts. A number of solutions were discussed and collected. The top three solutions chosen and discussed by workshop participants were:

- Funding to make existing building into temporary shelters (e.g. vacant motels, City facilities, provincial government facilities, etc.)
- Funding to create new shelters or temporary housing facilities.
- Supervised sheltering sites on private or public land (not in a City park) with support services.

A corresponding online survey was launched the same day of the workshop, and was available for two-and-a-half weeks, providing the community an opportunity to share their ideas on potential sheltering solutions. 340 respondents participated in the online survey and were asked to rank their two most preferred solutions from the same list provided to the workshop attendees. The top three most-frequently ranked solutions were:

- | | |
|--|-------|
| • Funding to make existing buildings into temporary shelters
(e.g. vacant motels, City facilities, provincial government facilities, etc.). | 76.8% |
| • Fund additional beds at existing shelters. | 49.6% |
| • Funding to create new shelters or temporary housing facilities. | 29.5% |

The workshop and online survey were promoted on the City's website (www.victoria.ca/sheltering) and associated Have Your Say portal, media release, social media channels (Twitter and Facebook), and by email to close to 500 stakeholders.

A more detailed summary of the feedback received as Appendix D.

2.A. Proposals for New Transitional & Supportive Housing

On August 27, 2015, Council approved a grant of \$112,000 to the Victoria Cool Aid Society for the development of 45 units of affordable rental housing within the project to be constructed at 3211 – 3223 Quadra Street in Saanich. This affordable housing project – the first in which the City has provided a grant outside the municipality – is expected to increase vacancies in the supportive and emergency housing supply, as people transition to more stable forms of housing.

On October 1, 2015, Council adopted a resolution championing a *Regional Housing First Strategy* (Appendix D). The resolution calls upon the CRD and partner agencies in health and social services to set-up a capital levy to fund the construction of up to 367 new supportive housing units.

Future Actions

The management and support for homelessness and sheltering services is not a primary service of the City of Victoria and given the scale of the issues involved, staff feel that additional expertise and support is necessary to identify and assess future activities. As such, staff have engaged consultants Karen O'Shannacery (founder and former CEO of the Lookout Emergency Aid Society) and Nathan Edelson (former Senior Planner for the City of Vancouver who worked most of his career in the Downtown Eastside neighbourhood) to provide advisory services that aim to do the following:

- 1) Support a discussion with City Council on the role the City should take to address homelessness, and within that role to;
- 2) Identify key strategies and additional actions that the City can take to either directly address or support other actors in the provision of temporary shelter of and/or permanent housing of homeless individuals in the City.

The consultants will undertake the work via the following key task areas.

1. An assessment of current City programs/activities
2. Examination of best practice in other municipalities/regions
3. Engagement with local service providers (with an emphasis on more immediate need housing/services) to provide guidance on current program coverage and gaps
4. Engagement with government agencies to provide guidance on current program coverage and gaps
5. Inputs from Sheltering Workshop, other engagements with Homeless Impacted Individuals if possible.

Work is already underway and a draft action plan will be reported to Council for their consideration and to provide further direction to staff at the February 18, 2016 GPC meeting. This work is to be funded from existing operational consulting budgets.

OPTIONS & IMPACTS

The two recommendations requesting Council direction in this report relate to operational initiatives:

1. Storage Facility – Increase funding by \$85,000 in 2016 to enable a one-year pilot project; and
2. Outreach Project – Increase funding by \$45,000 in 2016 to enable a one-year pilot project.

2015 – 2018 Strategic Plan

Council previously approved these two Operational Initiatives as part of the *Action Plan* recommendations in June 2015. The *Action Plan* is consistent with the City's Strategic Plan Objective #7 – Facilitate Social Inclusion and Community Wellness.

Impacts to 2015 – 2018 Financial Plan

The 2015 Annual Budget contains expenditure allocations for these two *Action Plan* initiatives:

- Storage Facility: \$45,000 from Strategic Objectives Fund
- Outreach Project: \$35,000 from *Action Plan* funding of \$350,000.

The expected impact of these two recommendations is as follows:

1. Storage Facility:
 - Re-allocate approved funding of \$45,000 for one-time expense in 2015 for set-up costs.

- Increase funding to \$85,000 to be expended in 2016 for operating costs.
2. Outreach Project:
- Increase funding by \$45,000 to a total of \$80,000 to be expended in 2016.

The 2016 financial plan does not currently have an expenditure allocation to fund the increased costs for the two recommended operational initiatives. To enable these recommendations \$165,000 in additional funding is required; a funding option for Council's consideration would be 2015 Surplus.

Official Community Plan Consistency Statement

These two operational initiatives are consistent with the Official Community Plan objectives set out in Section 13 - Housing and Homelessness, Addressing Homelessness - Actions 13.36 to 13.39.

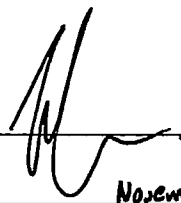
Respectfully submitted,



Jonathan Tinney
Director of Sustainable Planning and Community Development

Report accepted and recommended by the City Manager:

Date:


November 12, 2015

List of Attachments

Appendix A – Terms of Reference - Downtown Victoria Storage Project for People in Need

Appendix B – First United Storage Bin Facility (Vancouver, BC)

Appendix C – Project Description and Job Description – Outreach Project

Appendix D – Sheltering Solutions Workshop and Online Survey – Engagement Summary, Detailed Feedback and Supporting Materials and Media Clippings

Appendix E – Council Resolution of October 1, 2015 – Regional Housing First Strategy

Appendix A

Proposed Downtown Victoria Storage Facility for People in Need – Terms of Reference

The City of Victoria is seeking a potential service arrangement with a downtown service provider to develop and operate a facility for storing the personal belongings of people who are homeless.

The proposed storage facility is intended to achieve a number of objectives:

- Provide a safe and secure area for a person to store and access their personal belongings;
- Create peace of mind for the person whose belongings are stored;
- Reduce the amount of time and energy a person spends moving their belongings around the city;
- Reduce the amount of abandoned chattels on City property; and
- Improve the aesthetics of public places and parks.

The City is seeking a service provider who will facilitate the development and successful operation of a supervised storage facility for a trial period of 12 months. Interested service providers will identify a proposed location for the facility and any direct contribution they can make to support the operation of the facility. The City is prepared to help fund the operation of a storage facility for up to twelve months.

The following are suggested attributes for a storage facility:

- The facility should be comprised of a secure storage area, a separate indoor area to sort and stow personal belongings indoors, and office space for the service provider.
- The storage area should be dry and heated, and able to accommodate the personal belongings of approximately 50 – 75 persons
- Personal belongings, such as clothing and personal effects, should be stored in separate containers, each assigned to an individual
- The property should have a sufficient buffer from adjacent properties that are likely to be impacted by the storage facility
- The location should be near the downtown, and within a reasonable walking distance of other support facilities such as Our Place, Rock Bay Landing and Queens Manor.
- The facility should operate a minimum of eight hours per day, at times convenient for facility patrons

In order to ensure that the facility operates as it is intended and minimizes impacts in the neighbourhood, the following considerations are recommended:

- Patrons are able to check in at frequent intervals
- Patrons are not permitted to store perishable goods, drugs or weapons
- Patrons are not permitted to loiter outside the facility or on adjacent properties
- The facility operates seven days per week
- Service hours generally between 7:00 a.m. and 11:00 a.m. and 5:00 p.m. and 9:00 p.m.
- Patrons are limited to 15 - 20 minutes per visit
- Each patron will be assigned one container only
- The storage area will be separate and secure from the sorting and stowing area
- A code of conduct is in place to support respectful behaviour on site
- Consequences are in place for breaches of the code of conduct or other unacceptable behaviour

Appendix B

First United Storage Bin Facility

Access

- The hours of the facility are from 8:00 a.m. - 12:00 noon and 4:00 p.m. - 8:00 p.m.
- Would like to open 6:00 a.m. – 12 noon and 4:00p.m. - 10:00 p.m., but cost is too high
- In 3 months, they had 4,600 transactions
- Turnover is about 10 clients a week (5%)
- There is a waiting list and capacity could easily be doubled

Staff

- There are 1-2 staff, depending on busy times.
- Staff are paid employees.
- There are sometimes volunteers when moving materials that have not been claimed, etc.
- The street community does not volunteer at the facility

Storage Amenities

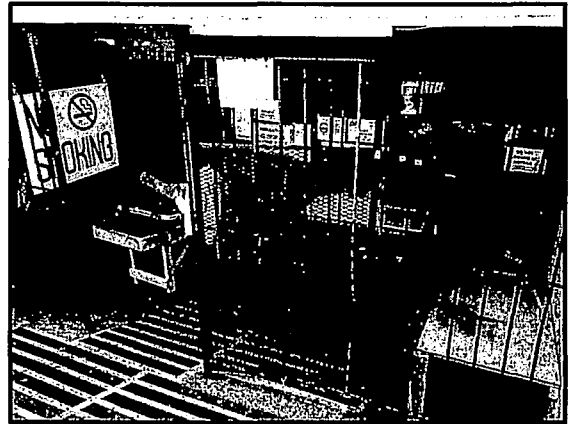
- The facility is approximately 1,200 square feet and stores 200 Rubbermaid tubs and 10-15 rolling suitcases.
- 60 tubs are reserved for overnight stays at the shelter
- 25-30 users leave camping gear for the day and then retrieve it before nightfall
- Customers must check in each day
- There is no long term storage
- Unclaimed goods are held for a month, then moved to disposal
- Unclaimed clothing items are not reused

Shopping Carts

- Shopping carts are preferred by clients as they hold more material
- Storage for up to 20 carts

Contents

- One container is allowed
- We respect that individuals have a right to store whatever they consider important to them



- We do not examine contents unless we have reason to believe that prohibited goods are being stored (e.g. food, weapons)
- Weight restriction was imposed so that the tubs are not too heavy for staff
- Pest control measures are in place

Loitering

- Folks generally do not hang out here now that trust has been established with the facility
- There is "no smoking" around the entrance to the facility
- No selling of goods is allowed out front or clients will be banned from access
- There are about 15 clients who stay there throughout their open hours, sorting out their stuff repetitiously

Location

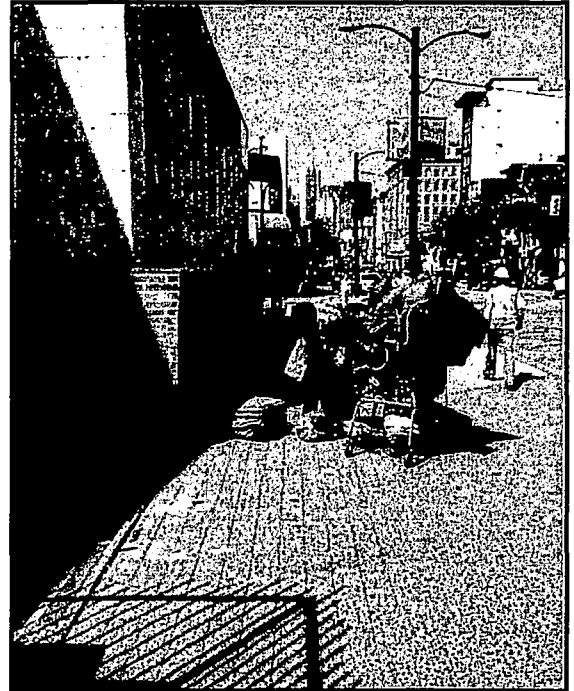
- A location near where people gather already with their belongings or on a travel route is effective
- Neighbouring businesses don't complain, as the storage facility has improved the local area and there are fewer materials left on the street.

Security

- Clients register under their own names
- Sometimes a password is requested
- Security of each storage bin is important
- One problem occurs when folks store stuff in someone else's bin and can't retrieve it when they want it
- They impose strict rules and know how to handle the clientele
- There are escalating bans (ranging from a single day to a permanent ban) for contraventions of policy, unacceptable behaviour, etc.
- Security measures are in place
- Staff continually gauge the climate and take appropriate precautions

Costs

- It costs \$85,000 a year for operations
- It cost \$45,000 to set up the facility



Discussion

Service

The storage facility provides a valuable service to the street community. It provides a service otherwise not available to the street community, as well as establishing another point of contact for outreach.

It can be considered facilitative and accommodating to homelessness, if it is not a part of an integrated program for transitioning clients to housing with required supportive services.

Functionality and Block Impact

The service appears to function quite well operationally. Staff suggest that neighbouring businesses have not complained and that some have said that the storage facility has reduced the amount of chattels in the street. The storage facility does not directly contribute to street disorder to a significant degree given its location in area where there is a very high presence of street entrenched individuals.

The demand for storage is primarily from the general area and not specifically users of other services at the site. Clients return to the site daily and some (5-10%) stay to sort their materials through much of the operating hours. There is a limited amount of outside space for sorting and interaction on the property.

Given that conditions in Victoria are not equal to those in Vancouver's Downtown Eastside, the choice of an appropriate location and facility size is extremely important.

Victoria Site

A site should:

- Be close enough to be walkable within the timeframes of daily activities of clients
- Not be co-located with other services that would induce people to stay longer than necessary
- Be away from sensitive adjacent property uses
- Have adequate on-site sorting and interaction space, preferably indoors

While location is important, managerial policies are critical for ensuring neighbourhood impacts are mitigated. An

issue with management approaches is that it relies on the organization and particular staff to ensure that policies are established and sustained. Some policies could be:

- an escalating reduction of privileges where behaviour issues arise
- no loitering on site or on adjacent properties
- limit loading/unloading time
- no allowance for shopping carts, unless they are part of a special program

Appendix C – Outreach Project Description

Outreach Support Service for People Sheltering in Parks and Streets

Background

On June 4, 2015 Victoria City Council Approved an *Action Plan for Housing, Supports and City Services for Homeless People Sheltering in City Parks*. One of the specific initiatives within the *Action Plan* includes the approval of \$35,000 to support additional outreach staff to people sheltering out-of-doors. Using this funding, Council directed staff to:

Work in partnership with BC Housing, social services providers and Island Health to increase outreach resources for homeless people - add a social support outreach position on a pilot basis to accompany Bylaw Services and Victoria Police Department to assess needs and, where possible, direct homeless people to services.

Need Identification

There are a number of resources that are currently operating that are oriented toward meeting the needs of individuals in the community who are either homeless or at-risk of homelessness, including:

- ACT and VICOT Teams – community-based services and supports for people with mental health diagnoses
- 713 Outreach – community-based outreach services and supports for people with significant addictions issues
- Housing Outreach Workers – non-profit based staff who provide assistance to people trying to get off the streets and get established in either emergency shelter, supportive or permanent housing

Consultations with various staff employed within these programs have confirmed that these services are fully subscribed and, because of the need to meet existing service demands or restrictions on their capacity to work outside of their respective agencies, these workers are unable to engage with many of the people sleeping rough in the city. Police and Bylaw Services staff estimate that the number of people sheltering in parks in the summer months range between 80 and 130 people on any given night. During the winter months, a number of these individuals seek shelter on the extra mats provided through the winter months and during periods of extreme weather.

Partners

Since Council approval, several organizations have been approached and have agreed to work together to coordinate an effective pilot initiative. These partners include:

- AIDS Vancouver Island
- BC Housing
- City of Victoria – Bylaw Services and Community Planning Division
- Cool Aid Society
- Dandelion Society

- Island Health
- Our Place Society
- Victoria Police Department

Goal and Objectives

The overall goal of this initiative is to gain a better understanding of the factors that are leading individuals to shelter in public spaces and to assess their vulnerabilities and resiliencies. It will be designed as a social service support that will complement the interventions of Bylaw and Police staff with people sheltering in the parks and other public spaces within the city.

The primary objectives of the project include: .

- Improve the awareness of those sheltering in parks of the services available to assist them in achieving better housing and health outcomes.
- Increase the understanding of project partners of the challenges and barriers these individuals face in accessing housing and other social and health services.

With an understanding that there are severe limitations on finding permanent or temporary housing solutions for those sheltering in public, *where possible*, this program will endeavor to also advance the following secondary objectives

- Increase the proportion of people sheltering in public spaces who are accessing supportive services in the community.
- Improve the sheltering outcomes for people who are sheltering in parks and other public spaces.
- Decrease the number of people sheltering in parks and other public spaces.
- Decrease the level of resources being used to patrol and respond to issues related to people sheltering in parks and other public spaces.

Implementation

In order to ensure effective coordination of this service within already existing resources in the community, the initiative will be overseen by an Implementation Team made up of representatives from each of the project partner organizations. The Steering Committee will be responsible for:

- Reviewing and approving the goals, objectives, governance and implementation plan for the pilot project as well as the job description and duties of the Outreach Worker staff position,
- Identifying and, where possible, providing material resources to support the operations of the project,
- Providing direction and advice to project staff that supports the effective coordination of this support within the network of existing community services,
- Reviewing reports summarizing project outputs, assessment findings and intervention outcomes.

- Reviewing identified opportunities and barriers and working collectively to identify potential solutions.
- Reporting within their respective organizations on project findings and accomplishments and, where possible, advocating for program or systems change to better meet the needs of these individuals.

Project Timeline and Budget

Option 1 - Duration of Project with Available Funding (not recommended)

October 2015 to March 2016 (up to six months)

Budget

Description	Amount
Staff Salary	\$35,000
Office Rent	In kind
Computer/Information Tech	In kind
Communications	\$1,200
Office Supplies	\$500
Transportation	In kind
Total	\$36,700

Option 2 - Duration of Project with Additional Funding (recommended)

January 2016 to December 2016

Budget

Description	Amount
Staff Salary	\$70,000
Office Rent	In kind
Computer/Information Tech	In kind
Communications	\$1,200
Office Supplies	\$800
Transportation	\$5,000
Miscellaneous	\$3,000
Total	\$80,000

JOB DESCRIPTION - Homeless Outreach Worker**Summary**

Reporting to the [TBD] the Homeless Outreach Worker will provide assistance and support to individuals sleeping rough in Victoria. The position will support the efforts of Victoria Police and City of Victoria Bylaw Enforcement staff responding to concerns regarding individuals sheltering in public spaces in the city (parks, streets, boulevards, etc.). The primary role is to engage and build trusting relationships with such individuals, to complete basic assessments of their needs and provide referral to, or direct assistance in accessing harm reduction supplies and support services such as housing, addiction recovery and mental health programs in the community. The Outreach Worker will document the needs of these individuals as well as their disposition toward seeking and accessing support services and any gaps in services available in the community to address unmet needs.

Duties and Responsibilities

- Engage and build supportive relationships with individuals taking shelter in public spaces such as parks, boulevards, streets and sidewalks.
- Using the DESC Vulnerability Assessment Tool, assess the resilience and vulnerabilities of individuals and use the results to identify unmet needs.
- Maintains an awareness of and acts as a liaison by building and maintaining constructive working relationships with housing providers, social and health service providers, mental health and addictions outreach program staff and other formal and informal supports in the community.
- Provide direct service in a way that encourages and promotes independence by helping individuals develop and assisting them in following-through on short-term strategies to deal with emergent needs and issues – e.g., accessing housing, personal health, crisis management and daily living supports.
- Facilitates individual's access to housing and other social and health services by providing transportation to appointments and assistance in completion of documentation and paperwork.
- Work in a culturally sensitive manner, taking into consideration the unique needs of distinct populations (e.g., Aboriginal, transgendered, etc.).
- Provide harm reduction supplies, where necessary.
- Where possible, provide direct referral to community health and social support services.
- Maintains records of completed assessments and documents successes in assisting individuals in their accessing of services and completes reports on gaps in services.
- Compiles case example reports that highlight gaps in housing, social, health and community services required to address unmet needs and presents reasons and rationales that individuals provide for any resistance they have to accessing needed supports.
- Makes recommendations with respect to service changes or additional services required to address current unmet needs.
- Makes presentations and facilitates educational sessions that help educate and inform people of the challenges and barriers faced by those sleeping rough in Victoria.

Appendix D

Sheltering Solutions Workshop and Online Survey – Engagement Summary

November 2015



Introduction

Victoria is a community that cares for its residents, and unfortunately, many in our community have nowhere to take shelter at night.

On September 16, 2015 the City hosted the hands-on *Sheltering Solutions Workshop* at the Crystal Garden to identify potential solutions for temporary housing. More than 400 people participated, many of whom were without homes, to share their ideas.

This was the first time and a unique opportunity for the City to consult one-on-one with members of the homeless community. To encourage participation, people without homes were provided an honourarium of \$20. Although some participants left after mid-way, two-thirds remained and worked in groups until the end of the workshop.

Participants were provided with eight key topics that members of the community had submitted over the summer months, but could also suggest their own ideas for discussion at each table. These suggestions served as a starting point for discussion at the workshop, where participants broke out into facilitated groups to brainstorm and share ideas. Input was collected by way of worksheets as well as on flip charts.

A corresponding online survey was launched the same day of the workshop, and was available for two-and-a-half weeks, providing the community an opportunity to share their ideas on potential sheltering solutions. 340 respondents participated in the online survey but were not required to answer every question. The survey closed on October 2 and results are available in the Appendices.

The workshop and online survey were promoted on the City's website (www.victoria.ca/sheltering) and associated Have Your Say portal, media release, social media channels (Twitter and Facebook), and by email to close to 500 stakeholders.

Additional public input was provided via email correspondence, and a presentation on how to reduce homelessness was submitted. There has also been some interest from members of the homeless community in the portable shelter that was displayed during the workshop by a participant.

While the City's social media posts were shared on Twitter and Facebook, ideas for potential solutions were not received on these channels. A social media summary is included in the Appendices.

Background

In the spring, the City of Victoria developed an action plan for addressing the needs of people without housing, and reducing impacts arising from sheltering activities in City parks. The action plan proposes that the City facilitate alternative temporary housing options, recognizing it will take several years to build an adequate supply of permanent housing.

Two temporary housing options the City has identified to date are designated temporary sheltering (tenting) areas in City parks, and a micro-housing village, which can include sleeping facilities such as huts and semi-permanent wooden structures on private or public land, with possible communal eating/gathering spaces.

Topaz Park was identified as a location that might be suitable for a tenting area. This option generated extensive community dialogue and concerns related to designated areas in parks, or specifically in Topaz Park. As a result, City Council passed a motion on August 5 directing staff to consult the public on options for all forms of sheltering before Council considers any proposal for a temporary designated tenting area in any park.

About the Sheltering Solutions Workshop

The *Sheltering Solutions Workshop* was two hours in length. Hosted by Mayor Lisa Helps, the first 20 minutes provided participants the opportunity to ask questions and share their concerns. The remainder of the workshop focused on facilitated discussions at each table.

All participants were provided with a Topic List of eight potential solutions for consideration that they could add new ideas to. Each group was then asked to determine **two topics** to "workshop" together. Next, each group spent 30 minutes discussing one topic, using the questions provided on the Worksheet. One person at each table was asked to serve as the "Recorder to complete the Worksheet on behalf of the group. After a short break, the second topic was workshopped for 30 minutes. Worksheets were submitted to the facilitator. Input was shared and recorded on flip charts by facilitators.

Note: As micro-housing is an initiative of the City's Housing Action, it was not included in the Topic List for discussion.

All input was gathered and summarized in the enclosed Appendix, "Sheltering Solutions Workshop Summary". A copy of the Topic Sheet and Worksheet are also included.

Topics List

Below is the list of eight topics that were provided to kick-start discussion. These topics were based on the input community members submitted over the summer.

1. A sheltering in vehicles (e.g. cars, vans, RVs, etc.) program with support services.*
2. A program for residents/local groups to provide shelter in their homes or buildings.
3. Fund additional beds at existing shelters.
4. Funding to make existing buildings into temporary shelters (e.g. vacant motels, City facilities, provincial government facilities, etc.).
5. Funding to create new shelters or temporary housing facilities.
6. Supervised sheltering sites on private or public land (not in a City park) with support services.*
7. One supervised sheltering site in one City park with support services.*
8. Supervised sheltering site in more than one City park with support services.*

*Support services could include for example, supervisors, an Island Health representative, washrooms, showers, comfort stations, garbage and sharps bins, etc.

Worksheet

The Worksheet was a helpful tool to guide conversation about each group's two topics. The Worksheet asked the following questions:

1. Why does your group think this is a good solution (rationale)? What are the pros and cons?
2. What next five steps should the City take to implement this solution?
3. Which organizations, if any, should the City collaborate and partner with to implement the solution?
4. Is there anything else you would like the City to consider about this proposed solution?

What We Heard at the Workshop

In reviewing the input collected at the workshop, there were significant support and ideas shared for the following three topic ideas:

Funding to make existing building into temporary shelters (e.g. vacant motels, City facilities, provincial government facilities, etc.)

This topic by far garnered the most ideas and feedback. Some ideas for this topic are noted below. For more information, please see the Appendix.

- Vic Plaza Hotel's common room.
- Mt. Saint Edwards – used to be a care home
- Housing in the Armory at night, out by 7 a.m.
- Using a vacant building shouldn't be a temporary solution. Could be permanent solution.
- Creates jobs for unemployed
- Use manpower of people housed to fix up the building and co-create the space
- Builds community and provides an address
- People want a room of their own and privacy
- Provide 24-hour storage lockers
- Look for smaller building
- Empty schools
- Trained staff important
- Pilot demonstration project
- Affordable; look for and secure funding
- Create a code of conduct

Funding to create new shelters or temporary housing facilities.

- Fewer people on the street
- Security
- Health
- Provides a home to live in that is affordable
- Housing needs to be developed in conjunction with key support services and amenities
- Needs to be open to everyone
- Needs good managers recruited
- Develop temporary housing that allows users to stay at least 1 – 3 weeks, not just nightly.
Need more stability
- Make it a real home for people, not just a place to sleep

Supervised sheltering sites on private or public land (not in a City park) with support services.

- Support/transition services are necessary to help people who need and want help
- Need a low barrier option – easiest on private/public vacant land
- Parks are overloaded with users – putting more sheltering there impacts them even more
- Good short-term solution but needs to be supervised.

Other Potential Solutions

Other potential solutions that were shared included:

- Rent subsidies, welfare reform, more rent supplements
- Instead of housing being the first step, focus on more and different support services
- Create an event to help raise money
- Need an accessible and affordable treatment centre on Vancouver island
- Reference to Vancouver's three tier system "out of the rain"
- Supervised safe injection site at lower parkade at corner of Pandora and Blanshard building
- Suspend penalties for camping beyond allowed times for now.
- Floating subsidies to offset cost of housing
- Combine multiple solutions such as public and private land, micro-housing, tents and vehicles

Please see the Appendix for more details and the suggested organizations at the workshop that the City could consider partnering with to achieve temporary housing solutions.

Who We Heard From the Online Survey

Which neighbourhood do you live in? Of 341 respondents:

Hillside Quadra	36.1%
Fairfield	12.0%
Outside of City of Victoria	10.9%
Fernwood	7.9%
James Bay	6.2%
Victoria West	5%
Burnside Gorge	4.4%
Downtown	3.8%
North or South Jubilee	3.5%
Oaklands	2.9%
Gonzales	2.1%
North Park	2.1%
Harris Green	1.8%
Rockland	1.5%

Gender: Of 340 respondents:

Male	38%
Female	62.1%
Other/prefer not to say	4.1%

What is your age? Of 337 respondents:

Age:	
40 – 59	40.4%
25 – 39	35%
60 years or older	21.7%
18 – 24	2.1%
Under 18	0.9%

The online survey provided the same eight topics that were presented to workshop participants for input. Respondents were asked to select the top TWO solutions that most appealed to them.

Of the 224 respondents, *the top three topic areas in the online survey were the same as those selected by the workshop participants.*

Funding to make existing buildings into temporary shelters (e.g. vacant motels, City facilities, provincial government facilities, etc.).	76.8%
Fund additional beds at existing shelters.	49.6%
Funding to create new shelters or temporary housing facilities.	29.5%
Supervised sheltering sites on private or public land (not in a City park) with support services.*	17.9%
A program for residents/local groups to provide shelter in their homes or buildings.	8.5%
A sheltering in vehicles (e.g. cars, vans, RVs, etc.) program with support services.*	4.0%
Supervised sheltering site in more than one City park with support services.*	3.1%
One supervised sheltering site in one City park with support services.*	2.2%

Respondents were also given the opportunity to offer different solutions than the eight provided in the topic list. Of the 83 respondents, some of the ideas included:

- Central care home which is empty
- Seattle's group of monitored homeless move sites every three months.
- Is the City's motel fully utilized?
- Has anyone asked the homeless what they would like instead of City/agencies planning something that is not suitable or desired?
- A PPP is better. A managed camp with facilities on City property
- Pet-friendly
- City parking garage
- Churches – some have huge land ownings
- Fund a mental health and addiction centre
- Rent out existing motels
- Decommissioned Navy supply ship or an old cruise ship
- Wilsons food warehouse
- Return those who are from out-of-province
- Make existing shelters and support groups more accountable and audited for "value of service"
- Don't borrow money from CRD

- Invest in microhousing project
- Integrate shelter in new developments
- Look at Saskatoon model – forget temporary housing and get permanent housing
- Provincial responsibility not a municipal responsibility. Seek funding through provincial government
- Give significant property tax reduction to condo building that make one unit out of 12 available to the City
- Need more mental health housing and detox facilities
- Need support services under same roof as temporary housing
- Partnership program with Woodwynn Farms
- More assistance for youth on the street
- Bus/transit service a must for temporary housing locations
- Bunk beds in large facility
- Non-permanent is not a solution
- Small portable shelter pop-up tent
- Lobby harder for federal affordable housing programs
- Access empty homes owned by financial institutions
- Supervised "wet house" facilities
- Safe injection sites – mobile injection sites
- Tiny homes

Additional details regarding participants' responses and the full list of suggested organizations the City should consider partnering with, can be found in the Online Survey Results section of the Appendix.

Below are some of the suggested partnering organizations:

- Woodwynn Farm
- Ministry of Housing
- Island Health
- United Way
- WIN
- Victoria Cool Aid Society
- Camosun College Student Society
- University of Victoria Student Society
- Existing social service providers
- Our Place
- Faith groups/Churches
- Federal government
- Provincial government
- Other municipalities
- Red Cross
- Existing shelter operators
- YMCA
- Victoria Foundation
- Police
- Habitat for Humanity

Appendices

- Sheltering Solutions Workshop Summary
 - Topics List
 - Worksheet
- Sheltering Solution Online Survey Results
- Email and Correspondence
 - Presentation: Housing the Homeless Permanently
- Social Media Summary

- Media Release
- Media Coverage
- Website Content
- Stakeholder Email

Sheltering Solutions Workshop Summary

1. A sheltering in vehicles (e.g. cars, vans, RVs, etc. program) with support services

Why does your group think this is a good solution (rationale)? What are the pros and cons?

PROS

- Allows the city to use “scrap” buses to their full potential
- Could create jobs for people to drive the buses
- Low cost
- Quick to get going
- Easy win BUT limited. Will only help certain people.
- Will lower crime rate
- Allows privacy and independence
- It is already happening (e.g. Walmart)

CONS

- Assumes people own vehicles.
- takes up parking
- complaints from residents

What next five steps should the City take to implement this solution?

- Retrieve a place to park and turn buses into bunk beds for up to 20 to 40 people depending on double decker or not
- Find a usable parking lot for nighttime parking or switch the parking lot on a daily or weekly basis
- Buy private land and also have a commune of farmers and other occupations of homeless that help in their commune. Let the homeless build their future.
- Inventory of potential sites (not near parks or kids)
- Use existing resources/services (or create new?). Washrooms in parks?
- Determine how many are needed. Survey people that might use it.
- Create a central HUB with services (e.g. water, washrooms, etc.) Store front?
- Examine what other places are doing (e.g. Venice, California)
- Education/communication (make sure the public understands)
- Provide place/tools for vehicle maintenance

Which organizations, if any, should the City collaborate and partner with to implement this solution?

- Farmers
- HeroWork
- Helping Hands
- Community fundraisers

- AVI, Cool Aid, Salvation Army (groups that know the people who will use it)
- BCAA (related to vehicles)
- Businesses: car lots (especially near existing shelters for services)
- CRD and other municipalities in region
- Parks and Recreation

Is there anything else you would like the city to consider about this proposed solution?

- Buses that have bunk beds
- Buy the BC Transit buses that are going to be sold for scrap
- Buses with bunk beds
- Nighttime shelter buses that park at night and relocate for daytime parking in unused parking lots – could sleep up to 20 people per bus
- Buses that have bunk beds instead of seats – they also often have bathrooms
- Buy a cruise ship
- Buy a cruise ship and house people on it.
- Convert a barge into housing units
- Turn a barge into a shelter
- Do not use parks for shelter (not appropriate for kids – needles etc.)
- Using buildings is better than using vehicles
- Don't raise taxes
- Use fundraisers: e.g. art sales where half goes to artist and half goes to shelter
- City should use TV/Radio for education/communication on this subject because wide exposure
- City needs to connect more with people who need shelter (this event helped with this).

2. A program for residential/local groups to provide shelter in their homes or buildings.

Why does your group think this is a good solution (rationale)? What are the pros and cons?

- Floating subsidy program could be used to support Option #2 (Program for residents/organizations to provide shelter in their homes or facilities)
- would help to better integrate people without homes into the community

PROS

- short term notice
- safe – especially for women
- physical security
- comfort
- build relationship
- Would give people something to do & to make new friends
- Help to make the community stronger
- support for detox
- income for homeowner

CONS

- still doesn't solve the problem of having one's own space
- theft/damage to house
- pets

What next five steps should the City take to implement this solution?

- provide subsidy for homeowners
 - Incentive to provide the shelter
- Standards of practice
 - problem solving
 - conflict resolution
 - rules & regulations
- Hold a community meeting to establish interested parties for participating
- Service organization & registry of beds
- find opportunities for home sharing
- develop work service agreements
- promote the program
- find partnerships

Which organizations, if any, should the City collaborate and partner with to implement this solution?

- Habitat for Humanity
- Police

3. Find additional beds at existing shelters.

NO FEEDBACK ON THIS TOPIC

4. ***Funding to make existing buildings into temporary shelters (e.g. vacant motels, City facilities, provincial government facilities, etc.)***

Why does your group think this is a good solution (rationale)? What are the pros and cons?

- Vic Plaza Hotel. Common room where the old show room is. It already has rooms & beds. Also Mt. Saint Edwards used to be a care home.
- People could live and work – help with maintenance
- Why does this need to be a temporary solution?
- Using a vacant building shouldn't be looked at as a temporary solution
- Could be a permanent solution
- Why not a PERMENENT solution?
- There should be designated areas in the city where the buildings are restored. They should be fixed up to a level fitting a certain budget. Should be two options for buildings - for people who are actively using, and for people who want to stay sober.
- Instead of putting all mandate into one part of the problem this would definitely help and solve a lot of problems for quite a few people

PROS

- talented people who can renovate & run the building
- a way to hire people who are currently unemployed
- create jobs for renovations
- creates jobs
- you can create opportunity for people to work on the buildings
- create jobs while renovating the space
- Fix up the buildings using the man power from the people who are being housed
- creates jobs for people
- Could use sweat equity – community building if future users help prepare the building
- Could keep people busy who are homeless – building, fixing it up
- Provide an opportunity for homeless to work on upgrading the buildings
- Could hire homeless to help fix the building and give a credit towards rent
- Allow homeless to “co-create” their space – empowerment
- Gives people a sense of self-worth if they are involved
- People who are homeless want solutions, so would want to be involved
- makes it a home (e.g. warehouse, school gyms, empty schools, crystal gardens)
- A door of my own – feel like I belong
- Builds community – provides an address
- a HOME builds structure & a sense of belonging
- Builds community – provides an address
- sense of community to help raise spirits
- People want a room with a bathroom & some privacy
- preserve architecture/heritage & put it to best use

- recycling a building that needs much needed upgrades
- Everything in place
- Already built
- Existing buildings ARE shelter
- Make a use for the buildings that are empty/abandoned
- building already exists
- Amenities/services (washrooms, etc.) may already exist
- Using structures that already exist
- Quick to get going
- It is immediate
- immediate solution
- Stability, security, better health, privacy, breaking the cycle of poverty, social advancement
- Able to support diversity
- A place for belongings
- storage
- 24 hour storage
- saves money
- Affordable
- No extra cost to build
- More affordable
- Uses one of the many vacant buildings around the City of Victoria
 - o a chance to revitalize a space
 - o Much quicker than starting from scratch
- Will help people gather so they can be helped both health wise & with a stronger sense of community
- Reduces waste
- better than sleeping outside
- Much better than sleeping outside
- helps to beautify the city
- warm place to stay – out of environmental elements
- emergency shelter opportunity
- control the bed bugs
- people are healthier INSIDE rather than outside
- less stress for shelters

CONS

- people don't want to move
- security needs
- maintenance needs
- organizational difficulties
- fire safety
- increased budget

- don't concentrate because it can overwhelm
- not everybody wants to be housed together with others
- No support services
- Zoning or insurance issues
- Where is the funding coming from? What do we do with condemned buildings?
- Costs – renovations to code & for operation
- will cost money to renovate
- too expensive – misdirection of funds could be for permanent shelter
- legal liability
- Staffing costs?
- not everyone would want security – result of bad experiences
- If not charged for “rent” it may turn into an issue
- if not city owned would need to work with private owners
- longer stays

What next five steps should the City take to implement this solution?

- Housing in the Armory at night and out by 7:00 am
 - Provide security & showers
- Building behind the Legion behind the parliament in James Bay has an empty building with three floors and rooms as well as a bike rack in basement.
- consult with people who would be living the solution & people in the neighborhood
- Examine what has worked elsewhere? e.g. Vancouver “Out of the Rain”, Denmark cohousing
- scan of possible funders at all levels including governments, businesses, tax payers
 - bump up funding for existing housing
 - private/public partnership
 - \$11 Regional Affordable Housing Strategy
 - Winnipeg’s program “Change for the better”
- Look for small buildings to avoid security issues
- What buildings are currently empty?
- Inventory Potential Buildings to Use (both public and private)
- Inventory all unused buildings
 - Community consultation
- determine locations
- identify viable property
- Meet with owners of vacant spaces
- Look at potential to turn space into long term solution
- Cattle call for people to discover building stock in the City of Victoria lower rent of rental units
 - Empty schools
 - Multi use buildings
- find location
- Acquire the use of old care homes

- Identify sites
- Find buildings already equipped with beds so there is no need of major upgrades
 - Storage
 - Kitchen facilities
 - Bathrooms
 - Longer hours
- Suitable location
- Identify the buildings – start with government buildings (so we don't need millions to buy private hotels)
- Acquire the buildings
- Change the zoning to allow for housing
- Rezone all commercial to commercial with residential on top
- Support for transitional services
 - needs to be more than 30 days
 - outreach services (ongoing, responsive, preventative)
 - reducing red tape/meet people where they're at)
 - engage/consistent & dedicated
- Better/more comprehensive staffing for current & future facilities for support services
- Staff the Building – support services – focus on safety
- staffing/security
- set up support services
- support services
- Ensure support services will be there
- Identify support services/partners
- Look at what other cities are doing & see what models work
 - Gathering Place in Vancouver
- Provide storage day & night
 - bags or carts
- negotiate housing incentives with big contractors
- Incentives
 - investments as part of rental payment for positive outcomes
- Tax breaks to encourage renovation of buildings for this purpose
- Canvas for donated materials & volunteers
- Encourage businesses (through tax write-offs) to donate food & others will follow
- Offer a density bonus to owners that have these buildings that are slated for demolition
- Seek cooperation from owners of buildings not owned by City of Victoria
 - Give owners tax breaks
 - Allow city to lease the buildings
- Reduction in property taxes
- Reopen Youth Custody Centre
- Collaborate discussion with regulations

- Funding
- Funding?
- Where is funding coming from?
- Funding
- Come up with a plan for costs to fix/run buildings
- Identify Partners: which agencies will run it once it is set up?
- Identify who needs the shelter? Youth? Seniors?
- Move the people in based on needs – physical disabilities, families, elderly
- identify the highest need for sheltering & begin there
- What type of shelter is needed? Shelter must suit the needs of the target group (mental health, pets, etc.)
- Pilot demonstration project
- Engage future residents
 - Feedback loop MUST be present
- education to change attitudes to get rid of NIMBYs
- City or CRD to set up a department to help address solutions/problems
- look for funding
- secure funding
- guidelines/rules for conduct
- develop rules
- create a code of conduct
- Build a community education program
- Ensure the building is safe to occupy
- make big lockers for storage
- A place for storage
- registry/organized – employment opportunities
- respect
- shipping containers like in Campbell River

Which organizations, if any, should the City collaborate and partner with to implement this solution?

- Federal government
- Residents
- Rich people
- Regional resident contributions
- developer contributions
- hire peers/navigators – people who have been there
- Provincial & federal governments
- Cool Aid
- BC Housing/Pacifica
- Trades Association

- VIHA/street nurses
- Ministry Canada
- SOLID
- AIDS VI
- Coalition to end homelessness
- Committee to end homelessness
- Habitat for Humanity
- Royal LePage Shelter Foundation
- HeroWork
- HeroWork
- HeroWork
- Commercial Realtors Association
- Dandelion Society
- DVBA
- Our Place
- AVI, Cool Aid, Chinese Benevolent Society, Academic institutions (e.g. UVic), Art organizations, Art Gallery (fundraiser), CMHC, Venue for music to raise money (e.g. The World, Shambala)
- CRD and other municipalities in region
- Homeless Nation
- Solidarity Victoria
- MSDS
- Red Cross

Is there anything else you would like the city to consider about this proposed solution?

- Construct a camp with trailers or small rooms that is maintained by residents
- "Green" upgrades to building
- green technologies
- residents complain about noise/crowd
- must consult neighborhoods
- underground shelters
- Underground shelters
- 'to go' lunches
- Personal spaces a must
- space dividers for sense of privacy and ownership
- dividers between residents
- close to downtown
- Free bus passes
- needs to be safe, accessible, warm, clean

- Start by renovating kitchen and bathrooms, feed occupants good food and give them opportunity to learn relevant trades. Once trained, have skilled occupants begin to convert old/unused buildings into shelters.
- Qualified tradespersons, e.g. plumbers, electricians, and/or carpenters can apprentice homeless people while they're working on converting existing buildings to new shelters.
- Experienced apprentices can pass on their skills and knowledge to other shelter occupants.
- Employment training for the homeless can be provided while the vacant housing is being rehabilitated
- Shelters need to provide basic necessities; be safe and stable environments. Temporary shelters cannot be places of chaos.
- City of Victoria could renovate empty or unused motels into temporary shelters.
- Portables – drag and drop
- Shelters should be indoors, allow pets & support services should be available
- Could run shelter like coop/hostel & allow dwellers to do chores
- Lease out empty warehouses for sleeping shelters
- City of Victoria could renovate empty or unused motels into temporary shelters
- Vacant Hotels for low income
- Put trailers in private lots & lease/rent
- Why does an old hotel need to be a short term solution? Could definitely be a long term solution!
- City Parkades (at least one) with litter patrol, etc.
- Think about making temporary housing solution that are reusable once there is a more permanent solution (e.g. ATCO Trailers could be used now and moved to a permanent site when available)
- In Calgary: shelter for 1100 people with a bus to pick up/drop off to & from shelter, access to shampoo, kitchen facilities, beds & 24 hour storage
- Several people liked Calgary Shelter in warehouse in industrial area
- Look beyond Victoria's borders
- One person has a great design for mobile temporary housing
 - could sponsor a design/build contest (like the Gates Foundation does)
- Any design needs to accommodate everyday positions: stand, lie, sit
- Housing needs to meet the needs of the people who are being housed & needs are varied
- Transitional services to help people reenter society
- There are so many empty buildings that you could fix up one of them & house people while others are being worked on – like we rotated the high schools that needed work
- building community is paramount
- Housing for couples
- Council members to stay in shelter to see what the experience is like.
- smaller rent should be charged – create sense of ownership
- Rent must be charged for the betterment of the community

- fee for use of the space to be implemented
- Need a variety of housing for a variety of people
- Start by renovating kitchen and bathrooms, feed occupants good food and give them opportunity to learn relevant trades. Once trained, have skilled occupants begin to convert old/unused buildings into shelters.
- Qualified tradespersons, e.g. plumbers, electricians, and/or carpenters can apprentice homeless people while they're working on converting existing buildings to new shelters.
- Homeless could work on the buildings, and receive a credit for rent in future for work done
- By providing an opportunity for the homeless to work & fix up the buildings they'll be living in, you can provide them with life skills and experience
- Experienced apprentices can pass on their skills and knowledge to other shelter occupants.
- Shelters need to provide basic necessities; be safe and stable environments. Temporary shelters cannot be places of chaos.
- Get funding from Cool Aid and other community services to rent churches that have gyms or basements to put people in
- Have fundraisers to raise the funds to get the money to do all of the proposed solutions
- There should be high capacity using existing buildings – resulting in high numbers of beds
- Lobby the Provincial Government
- Engage with service providers to offer support, counseling, harm reduction, medical services, etc.
- Streamline the process for applying for existing short-term housing. The process is difficult to navigate and long
- Homeless individuals are diverse. We need a better system for categorizing need so people with addiction issues are not put with those who are out of work and need a place to stay.
- need to understand the “homeless” are made up of different types of people/situations that all need to be helped and housed
 - users
 - clean
 - couples
 - with pets
- make a coordinated effort to accommodate everyone's needs including couples
- Facilitate a donation of materials by the private sector
- Provide a starter kit
- More women's shelters
- Safe & secure bathrooms for all
- Support for jobs
- Extend the hours in parks or eliminate the hours completely
- Government subsidies or incentives for private owners to use empty buildings
- MUST plug into existing programs
- Need secure storage for day & night
- close to downtown so no transportation services will be needed

5. ***Funding to create new shelters or temporary housing facilities***

Why does your group think this is a good solution (rationale)? What are the pros and cons?

PROS

- Fewer people on the street
- Security
- Health
- Provides a home to live in that is affordable and clean
- Housing needs to be developed in conjunction with key support services and amenities
- Housing should have an “open space” where residents can share skills and create community
- Housing should be open to everyone – should not exclude anyone
- heightened ability to fit needs of many different situations
- This would make a HOME for people – not just a place to sleep
- It's not a tent – more permanent and stable
- will build a very healthy sense of community

CONS

- Where will the money come from
- Too much bureaucracy to get it
- People have given up instead of opting for shelter
- Housing costs money – can be expensive
- Construction takes time and can have delays
- There is a current lack of government funding to support housing
- Taxpayers do not seem willing to offset funding through tax increases
- you're never going to reach all those in need
- possibly no pets allowed

What next five steps should the City take to implement this solution?

- Provide incentives to building owners
- poll citizens
- Find somewhere for 24 hour lockers/storage
- Plan for who comes together to manage properties so that they are ready to shelter people asap
 - Must have good managers recruited
- Determine where the financial support is coming from
 - Government
 - Charitable organizations
- Ensure that CRD borrows \$50 million to build housing
- Create a safe injection site
- Create a facility like “Insight” -exists in Vancouver
- Develop a community kitchen

- Build housing in conjunction with key services that provide health care (mental, physical, spiritual), cooking facilities, bathrooms, etc.
- Develop temporary housing that allows users to stay at least 1-3 weeks...not just nightly. Need more stability

Which organizations, if any, should the City collaborate and partner with to implement this solution?

- Developers must provide low income housing (30%)
- Our Place
- St. Vincent
- HeroWork
- Kool Aid
- Salvation Army
- Reverend Al
- Safety & security services
- Rainbow family movement can provide governance model for other organizations (participant was reluctant to further elaborate on what Rainbow Family is?)
- Partner with existing housing organizations and service providers
- Approach solutions with integration with existing organizations and their programs rather than creating new programs or groups
- Establish new organizations that better serve those that are underrepresented i.e. Aboriginal population

Is there anything else you would like the city to consider about this proposed solution?

- Construction Camp – houses for 10-30 people
- turn it into Affordable housing
- individual rooms & showers
- side by side mobile homes that are easily moveable
- ATCO trailers – light and moveable for fewer people
- Shipping trailers – heavy, expensive to move
- build tiny homes
- Like Quixote community
- personal 8x8 sheets (own space) on church property
- common area for showers/washrooms
- cooking facilities – could be dangerous
- Gated
- Welcoming – window boxes
- People who have pets
 - shelter that has a section for kennels
- People who want to shelter together – low income housing
- families get priorities

- homeless understand basic survival
- use shopping mall parking lots/parkades
- Health & safety & security in facilities
- Coordinated referral to shelter beds
- Priority to have low income housing rather than sheltering solution.
- Low income housing with mental health support
- Partner with existing vacant motels to provide housing that can be rented on a weekly basis that can be rented for \$325/month which is the typical housing allowance.
- Weekly rentals provide greater stability
- Motel should have other amenities and supports such as phone, wifi, communal computer, communal kitchen, tv room
- Provide internet access, mobile phone access, and free Wi-Fi in shelters so occupants can use online training programs and search for jobs.
- Homeless should be allowed to stay up to 6 months in a shelter.
- Involve those living in the shelter in improving its physical condition. Train shelter occupants in trades such as carpentry and plumbing, and put them to work improving existing shelters or building new ones.
- Use unclaimed rental allowances toward funding for better shelters.
- Decriminalize homelessness, allow cooking and sleeping outdoors everywhere in the city.
- Use money from the BC lottery corporation to fund new shelters.
- Create videos of success stories of people who have found a better life after living in a shelter. Use these videos as advertisements to inspire more funding/donations from the public.
- Create a tax on all estate inheritances that requires a portion of funds to go towards local shelters.
- Allow couples to share rooms, would reduce number of required beds in shelters
- Provide specific shelters for seniors, people with mental health issues, and people with addiction problems.
- Design competition to get the community involved
- Cluster units

6. Supervised sheltering sites on private or public land (not in a City park) with support services.

Why does your group think this is a good solution (rationale)? What are the pros and cons?

- The support/transition services are necessary to help people who need help & want help
- need a low barrier option – easiest on private/public vacant land
- the parks are overloaded with users already & putting sheltering there impacts them even more
- The land is there and we can offer a short-term solution without having to build something. But the site needs to be supervised! Supervision brings security & support offers hope for creating a plan to move forward.

PROS

- Government not on financial hook for land costs
- Will cut down costs of services that maintain parks
- Better improved relations with neighborhoods & Policing groups
- Makes use of vacant/available land
- Low capital cost
- controlled area for each person

CONS

- If we use land outside of the city, we would need to offer shuttle buses to & from the location
- Finding host location will be difficult
 - o also difficult to secure & supply washrooms/sanitation
- Would perhaps be only temporary
- concern that it would become PERMENENT – no positive movement forward
- tents are not the solution

What next five steps should the City take to implement this solution?

- ask the community who will be accessing services & the community where services will be located
 - o provide triage
- Education
 - o Go out into the community of people who are homeless & people who are housed & figure out a way for everyone to communicate with one another – build community
- ensure transportation for people to/from services
- ensure storage of belongings
- scan of appropriate public/private land
- Make contact with possible property owners/management companies
- Farming communities that house and feed homeless that work towards providing to their own soup kitchens and farmers markets

- Farming communities that allow homeless to work for food & shelter & provide for the community's soup kitchen & farmers markets
- Reach out to owners of private land to ask if they would be open to leasing their land
- engage private land owners & business community
- not in one location – multiple locations or a rotating schedule
- Buy containers that can easily be transported that have washrooms, showering facilities, potential food stations
- Form a society (charity) so people can donate and get a tax receipt to support these initiatives
- City provide free civic services (sewer line, storm drain, etc.) on private property that is being done & speedily adjust zoning and permitting to support this.
- Secured day storage for people so they can store stuff while at work or looking for work.
- Define terms "What does temporary mean?"

Which organizations, if any, should the City collaborate and partner with to implement this solution?

- VicPD
- Commissionaires
- Community Micro housing
- logging camps/oil & gas camps that are dismantling
- United Way
- CRD
- The Victoria Foundation
- The Lions
- Mountain Equipment Coop

Is there anything else you would like the city to consider about this proposed solution?

- If the City of Victoria comes up with a plan (like Maple Ridge) there's a better chance that it will get funded by federal & provincial governments
- housing levy
- rent control
- grants for 2nd suites
- how do we leverage the system to that housing stock stays affordable & people don't tip into homelessness
- Leased land between Sidney & Victoria with regular special buses to and from downtown
- Individual storage
- Rotate the responsibilities to ease pressure and share the responsibility regionally throughout the CRD – with support services
- People on disability can spend two weeks at any provincial park. You can go from park to park. Could the City assist with some transportation?
- Buy parking lots or other lots and designate under OCP as long term Olympic village style houses – small units

- shipping containers
- Can the city set aside some city parkades for tents opt containers to make housing
- Relocate modular units in parking lots
- Can the city speak to View Royal to see if the forest around VGH can be utilized for camping
- There needs to be a distinction between homelessness fueled by bad luck & loss of employment vs. those who are struggling with addiction
- Maybe have a design competition for what the camp will look like.
- Space for those who are clean/sober
- Pay “rent”
- Possible energy exchange
 - maybe 8 hours per week
 - gardening
 - cleaning
 - organizing
 - building
- Make it a welcoming community park
 - If residents of the site help maintain
 - growing food – have their own “market”
 - gardens used to sell flowers
- construction camps to house 10-30 people
- Lease parking lots for either cars or tents – leave by 7:30-8:00
- Quixote Community in US
 - personal 8x8 sheds (own space) on property
 - common area for showers/washrooms/cooking facilities
 - gated
 - Welcoming – gardens, etc.
- Any housing needs to allow for pets
 - overnight kennel on sight
- build units to utilize space
 - hexagons, stacking
- safety is #1 concern
- Recognize needs of different parts of the homeless community – addictions, nationalities, mental health, seniors, youth, etc.
- must have some sort of fee for the housing
- Offer some sort of food services

7. *One supervised sheltering site in one City park with support services*

NO FEEDBACK ON THIS TOPIC

8. Supervised sheltering site on more than one City park with support services.

Why does your group think this is a good solution (rationale)? What are the pros and cons?

- Propose to have it in a mixture of parks and private land

PROS

- Cliques form and there is a natural leader that emerges to watch out for everyone
- Sense of community – not raiding tents
- Some prefer outdoors to indoors
- No bed bugs
- Your own personal area
- Does not antagonize a particular single neighborhood
- Spreading out in parks does not take much space from any single park.
- Users could supervise
 - sense of ownership if it is somewhere they feel they belong
- Useful for people who are traveling or only need temporary shelter
 - operate like a hostel

CONS

- Curfews
- Availability/hours
- Tear down and carry your stuff all day
- Not having storage
- Exposed to weather
- inconsistent bathroom access
- damage to parks
- negatives feedback/reaction from neighborhoods
- Limited access to water, toilets, etc.
- no place for storage

What next five steps should the City take to implement this solution?

- Inventory of parks
- Choose parks carefully – affluent neighborhoods less hospitable
- Who supplies tents and bedding
- Ask Victorians to donate tents, tarps, mattresses & sleeping bags
- Carefully look at hours of access to make sure to give time to set up and tear down

Which organizations, if any, should the City collaborate and partner with to implement this solution?

- Taps
- Rees
- St. Vincent

- Kool Aid
- Community for blankets
- Local businesses – Capital Iron – safety supplies

Is there anything else you would like the city to consider about this proposed solution?

- Portland tent city formed a council that was elected by the tent city.
- Washrooms need to be close to tent area
- Park workers are not informed about the rules – they must be briefed to understand the rules
- A need for security and policing
- Better lighting in parks at night
- Better lighting – Solar?
- People who are getting out of addiction will need counseling and support
- Headquarters
- The tent city creates community, neighbors
- Could be in vacant lots instead of parks (space with the gravel in Beacon Hill Park)
- Perhaps more outreach workers instead of just police. Or police officers that specialize in community outreach.
- House boats – “Floating Village”
- House boats
- Better Storage facilities
 - 24 hours
 - Supervision
- Public phone for help (free)

Other Potential Solutions:

- Rent subsidies, welfare reform, more rent supplements
- Welfare Reform
- Instead of housing as a first step, maybe focus on more & different support services. Literacy aide, verbal explanations, more common discussions
- Create an event to help raise money
- Need an accessible and affordable treatment centre on Vancouver Island
- Vancouver has a tier system to a project called “out of the rain” a three tier system
 - First: warehouse on Seymour St.
 - Second: 2 level bunk bed and common area. longer stay – weekly honour system. Seymour St.
 - Third: 8 story old hotel with rooms, long stay – month, 2 months. Each floor with a mini kitchen and weekend fun like burger/hotdog night.
- A supervised safe injection site could be put in the lower parkade of the Richard Blanshard Building at the corner of Pandora & Blanshard. This building has a lot of wasted space right now.
- Suspend penalties for camping beyond allowed times in an area FOR NOW.
- I don’t see the point of one solution accomplishing the task; yet with the diversity of your target group a combination of some of these topics would comfortably accomplish it. Combining 2, 4, 6, & 7.

(Other) Concept of floating subsidies to offset cost of housingWhy does your group think this is a good solution/pros and cons?

- Subsidy is specific to housing.

PROS

- Allows people the opportunity to live in other areas of the city and region
- Provides extra funding toward housing in addition to monthly housing allowance
- Housing funding can be used for temporary and long-term housing solutions
- Funding goes directly to landlord but is tied to the person
- Funding can be temporary or long-term (lifelong)

CONS

- Not helpful if only provided temporarily
- There are currently not enough support staff to act as advocates or administrators for the program
- Requires detailed criteria and process – can be confusing
- Not everyone is eligible because of restrictive criteria

What are the next five steps that City should take to implement this solution?

- Request Province to increase funding – administered through Pacifica Housing
- Advocate CRD to create or collaborate on a similar floating subsidy program
- Liaise with landlords to help get subsidy applications processed and approved
- Increase the overall total of eligible slots (currently 80 spots with a long wait list)
- Model program exists in Vancouver “[Street to Home](#)”

- City could acquire and provide housing for this program
- Program housing should include family-oriented housing and should be dispersed throughout the region

Organizations that the City can partner with to implement solutions

- Pacifica Housing
- Island Health (CASH) – Centralized Access to Supportive Housing
- Our Place Outreach centre

Other Comments

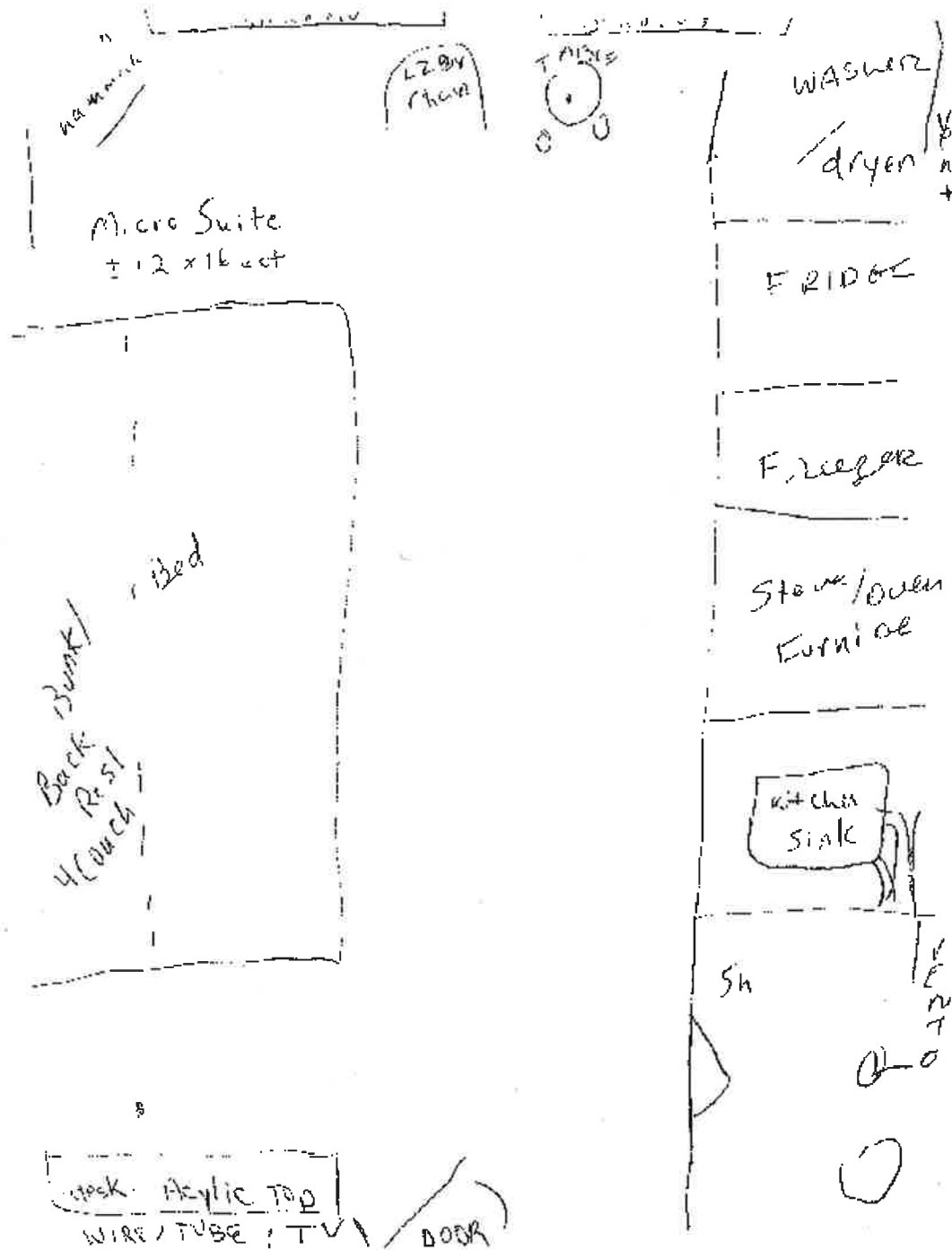
- Floating subsidy program could be used to support Option #2 (Program for residents/organizations to provide shelter in their homes or facilities)
- Option #2 would help to better integrate people without homes into the community
- Need an accessible and affordable treatment centre on Vancouver Island
- Vancouver has a tier system to a project called “out of the rain” a three tier system
 - First: warehouse on Seymour St.
 - Second: 2 level bunk bed and common area. longer stay – weekly honour system. Seymour St.
 - Third: 8 storey old hotel with rooms, long stay – month, 2 months. Each floor with a mini kitchen and weekend fun like burger/hotdog night.
- There should be designated areas in the city where the buildings are restored. They should be fixed up to a level fitting a certain budget. Should be two options for buildings - for people who are actively using, and for people who are wanting to stay sober.
- Housing in the Armory at night and out by 7:00 am
 - Provide security & showers
- Building behind the Legion behind the parliament in James Bay has an empty building with three floors and rooms as well as a bike rack in basement.
- Farming communities that allow homeless to work for food & shelter & provide for the community’s soup kitchen & farmers markets
- A supervised safe injection site could be put in the lower parkade of the Richard Blanshard Building at the corner of Pandora & Blanshard. This building has a lot of wasted space right now.
- Suspend penalties for camping beyond allowed times in an area FOR NOW.

Combining multiple solutions:

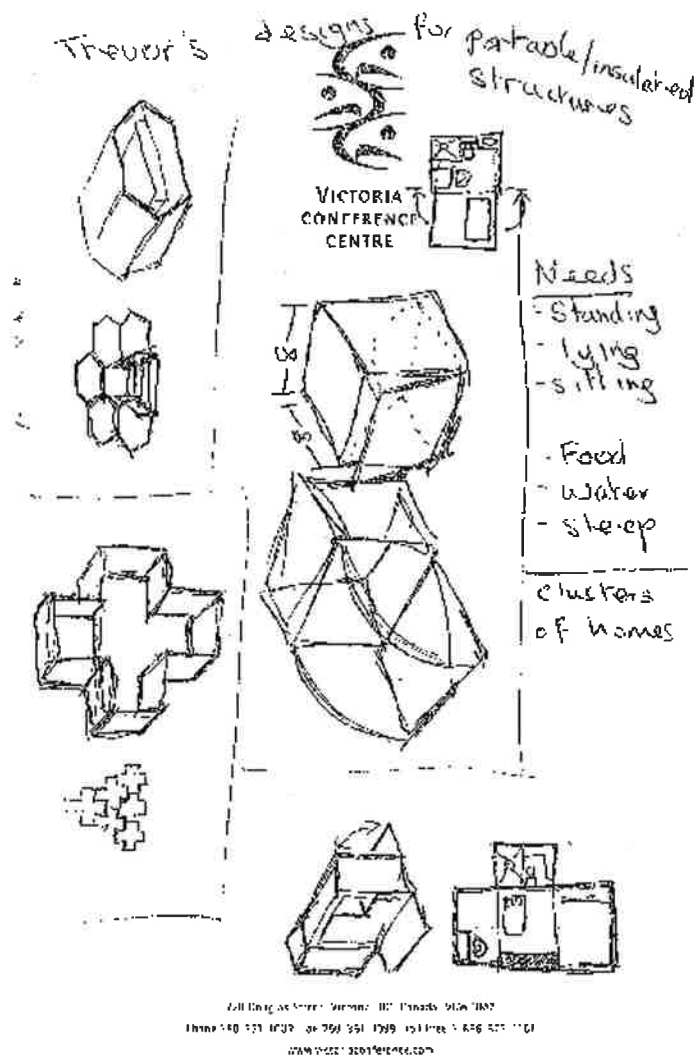
- Sheltering options in public & private land, micro housing, tents, vehicles
- Have multiple options for homeless to cater to their preference
 - Car, tent, micro housing, boats, campers, buses
- A combinational approach can be cost effective and is easily maintained and staffed and would lighten the burden on only ONE solution.
- Our choice is not one, however, is a combination of all

The following pictures were sketched/provided by citizens who attended the workshop. They do not correspond with any specific idea, but are ideas within themselves.

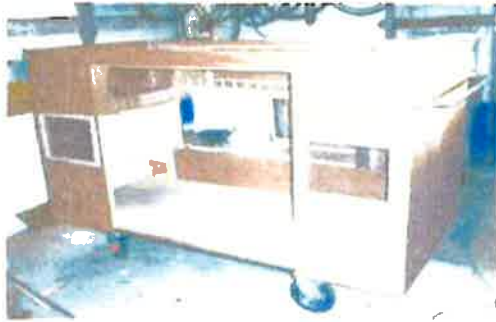
- **Idea for a “Micro Suite”**



- Idea for portable shelter /micro housing solution




- **Idea for portable housing**



Sheltering Solutions

(Completion rate: 53.91%)

Which neighbourhood do you live in?

Response	Chart	Percentage	Count
Burnside Gorge		4.4%	15
Downtown		3.8%	13
Fairfield		12.0%	41
Fernwood		7.9%	27
Gonzales		2.1%	7
Harris Green		1.8%	6
Hillside Quadra		36.1%	123
James Bay		6.2%	21
North or South Jubilee		3.5%	12
North Park		2.1%	7
Oaklands		2.9%	10
Rockland		1.5%	5
Victoria West		5.0%	17
Outside of the City of Victoria. Where?		10.9%	37
Total Responses			341

Which neighbourhood do you live in? (Outside of the City of Victoria. Where?)

#	Response
1.	Saanich
2.	salt spring island
3.	Saanich
4.	Oak Bay
5.	Saanich
6.	Broadmead / Saanich
7.	Royal Oak

8.	Cordova Bay
9.	SAANICH
10.	View Royal
11.	Saanich
12.	Saanich (Braefoot)
13.	Esquimalt, which is 2 minutes outside the boundary
14.	Oak Bay
15.	Oak Bay
16.	Sooke
17.	Tillicum
18.	Residency is Denmark. Visited Victoria earlier, and love Australia. I work for a company supporting NGO's for refugee housing among other things.
19.	Esquimalt
20.	north saanich
21.	Veiw Royal
22.	Oak Bay
23.	Gulf Islands
24.	Maple Bay, Cowichan
25.	North Saanich
26.	Vancouver
27.	Vancouver
28.	Esquimalt, but attend UVic
29.	Oak Bay - Willows Beach
30.	View Royal
31.	Maple Bay
32.	Saanich
33.	Saanich
34.	Saanich
35.	North Stanch

Please indicate your gender

Response	Chart	Percentage	Count
Male		33.8%	115
Female		62.1%	211
Other / Prefer not to say		4.1%	14
		Total Responses	340

What is your age?

Response	Chart	Percentage	Count
Under 18		0.9%	3
18 - 24		2.1%	7
25 - 39		35.0%	118
40 - 59		40.4%	136
60 or older		21.7%	73
		Total Responses	337

Below is a list of potential solutions for providing temporary housing for those without shelter. Please select the top TWO solutions that most appeal to you.

Response	Chart	Percentage	Count
A sheltering in vehicles (e.g. cars, vans, RVs, etc.) program with support services.*		4.0%	9
A program for residents/local groups to provide shelter in their homes or buildings.		8.5%	19
Fund additional beds at existing shelters.		49.6%	111
Funding to make existing buildings into temporary shelters (e.g. vacant motels, City facilities, provincial government facilities, etc.).		76.8%	172
Funding to create new shelters or temporary housing facilities.		29.5%	66
Supervised sheltering sites on private or public land (not in a City park) with support services.*		17.9%	40
One supervised sheltering site in one City park with		2.2%	5

support services.*

Supervised sheltering site in more than one City park with support services.*

	3.1%	7
Total Responses		224

If you would like to share a different solution(s), please note it in the space provided below.

The 83 response(s) to this question can be found in the appendix.

Potential Solution #1

Variable Response

Solution #1	The 151 response(s) to this question can be found in the appendix.
Step 1	The 143 response(s) to this question can be found in the appendix.
Step 2	The 114 response(s) to this question can be found in the appendix.
Step 3	The 103 response(s) to this question can be found in the appendix.
Step 4	The 85 response(s) to this question can be found in the appendix.
Step 5	The 66 response(s) to this question can be found in the appendix.

Why do you think this is a good solution (rationale)? What are the pros and cons?

The 151 response(s) to this question can be found in the appendix.

Which organizations do you think the City should collaborate and partner with to implement the solution?

The 146 response(s) to this question can be found in the appendix.

Is there anything else you would like the City to consider with regards to this proposed solution?

The 94 response(s) to this question can be found in the appendix.

Potential Solution #2

Variable Response

Solution #2	The 100 response(s) to this question can be found in the appendix.
Step 1	The 77 response(s) to this question can be found in the appendix.
Step 2	The 53 response(s) to this question can be found in the appendix.
Step 3	The 44 response(s) to this question can be found in the appendix.
Step 4	The 36 response(s) to this question can be found in the appendix.
Step 5	The 29 response(s) to this question can be found in the appendix.

Why do you think this is a good solution (rationale)? What are the pros and cons?

The 85 response(s) to this question can be found in the appendix.

Which organizations do you think the City should collaborate and partner with to implement the solution?

The 79 response(s) to this question can be found in the appendix.

Is there anything else you would like the City to consider with regards to this proposed solution?

The 50 response(s) to this question can be found in the appendix.

Is any additional information that you would like to share?

The 55 response(s) to this question can be found in the appendix.

Appendix

If you would like to share a different solution(s), please note it in the space provided below. |

#	Response
1.	Central Care Home (which I believe is unused)
2.	Central Care Home which is empty?
3.	<p>A recent radio program out of Seattle spoke about one group of homeless residents and an operation that's been in place for fifteen years.</p> <p>The fixed number of homeless people travel as a monitored group to a site, including parks, for a maximum of three months. At the end of that time volunteers help the group move to the next site for three months. Because the same people move as a group, and with assistance, it takes on a community atmosphere of its own. Residents help keep the site clean, safe and abide by its rules of operation. The residents of this operation take pride in keeping the sites respectable because of the sense of community their group forms within the acceptance of the greater community around them.</p> <p>If Victoria had four groups of twenty homeless people per group, these four groups could stay in a park if:</p> <ol style="list-style-type: none"> 1) residents were assured it was only for three months and then there would be no camping in that park until the group rotated back for another three months. It might be two years before they rotate back to that site. 2) the host site would have a designated containment area where the setup takes place as well as washrooms, a security person and any other reasonable support needed. 3) no one large park is suddenly burdened with a permanent camp. All of the larger and medium size parks could fairly participate in the program knowing the rotation schedule, the bondries of the camp and the rules of its operation. Smaller parks could possibly host a smaller rotating group. <p>The number 2 suggestion in the list may be suitable for some situations. If it was set up like Cool-Aids REES program where the people placed in participating residents' homes were screened first then introduced to a homeowner. This may be a good idea for older homeless people or women. REES assists people getting back into the work force but only after individuals get themselves to a place where they are ready to do this and REES assess that they are before placing them.</p>
4.	The City has already provided a motel for the homeless. Is this motel being fully utilized?

	<p>One person left after having secured a room because their friends were still living on the street and they wanted to be with them. Has anyone asked the homeless what they would like instead of the City/agencies planning something that is not suitable or desired by the homeless? How many homeless people will abide by rules and/or regulations if placed in one of these shelters? A commune setting where the homeless would be grouped together with their friends, given responsibilities/duties to make them feel like they are contributing and/or that someone values their skill set which could possibly morph into a job. City parks should not be used for any type of housing.</p> <p>The City of Victoria has been the recipient of homeless people from other Provinces. Those Provinces should contribute to the solution instead of passing off their homeless on Victoria.</p>
5.	<p>This will never work. Why is it this council and mayor are constantly pandering to the haves. Not once have they ever talked about the actual tax base(the ones like myself that actually pay property taxes) and the financial burden of year after year of property tax increases. Meanwhile we have cost overruns on major infrastructure projects and missed deadlines. This is completely irresponsible and completely unfair to the tax base. You would think running city hall would have bigger issues than this to deal with on a constant basis.</p>
6.	<p>A PPP is better, no need to have government involved in the nuts and boltsa camp, with catering facilities on city property, managed by the camp provider on a monthly rental cost + meal costs.</p>
7.	<p>pet friendly please, many homeless have pet as their only family and the dog plays a role as a guard dog while the individual sleeps in the elements.</p>
8.	<p>allow residents who already have legal secondary suites on large lots (mine is 8800 sq ft) i could easily build something in my garden w/ water and heat and would need a variance for a composting toilet and grey water drainage into garden</p>
9.	<p>How about a city parking garage. Structures are there. Each person is assigned a parking spot which would have a steel lock box. Everything like tents, chairs, whatever... would have to be inside that box during daytime hours for safety reasons and for incentive to better their lives. Of course there would have to be services installed and security.... you would also have to think about some kind of graduated integration to society maybe done in stages, which would require more expensive housing as people to integrate.</p> <p>I also believe that if the city is going to offer excellent shelter and housing/integration services for homeless people that costs to taxpayers will rise. That being said the trade off to being in Victoria and homeless once all services are in place and working well, bylaws should pass that using the services is mandatory or your welcome to go somewhere else. There's always bad with the good, and you can't please everyone.</p>
10.	<p>Tell the churches...some of which have huge landownings...to do the Christian thing and shelter some homeless or make them pay property taxes like every other entity in the world.</p>
11.	<p>Fund a mental health and addiction centre. We need non-optional spaces for people who cannot look after themselves.</p>
12.	<p>could rent out units in existing motels and then make them available</p>

13.	<p>1) Use a decommissioned Navy Supply ship or an old cruise ship to act as shelters or temporary housing facilities.</p> <p>2) ask the existing 181 Churches in Greater Victoria for each to adopt/sponsor up to 3 truly homeless people, and assist them until they are able to find long-term housing and living conditions. The municipality that the church is located should provide them with some incentives.</p>
14.	Wilson foods warehouse purchased by CRD sewage people
15.	close a city parkade down each night and set up temporary shelters there from 7pm-7am
16.	<p>I'm not convinced that we should start with temporary housing. I'm more in favour of creating residential spaces in treatment facilities for addictions and mental health services. As part of the system of care, we could then work on supportive recovery services that included support and low-rent homes as people moved out of residential care.</p> <p>I also support any crisis grant initiatives to assist those in danger of losing their homes and to create a sustainable supply of low income housing.</p>
17.	Those who are out of province to be returned to respective province, why should BC foot the bill ?
18.	<p>The shelters and support groups we have right now need to be more accountable. They need to audited for "value of service". Maple Ridge recently fired the Salvation Army for lack of concrete results to solve their crisis. Next, We need more than just shelters, we need hospitals for the mentally ill, Detox facilities for addicts. And when these groups are finally off the streets being cared for and eventually working towards reintroduction to society.</p>
19.	<p>I think that the borrowing of 50 million from CRD for homeless housing is asinine. Our mayor has no idea about economics or the people of the region. My house taxes are constantly going up - sewage debacle, bridge debacle, now homelessness. We, the tax payers of the region are not an ATM machine for disfunctional government policies. If City Hall was a private company it would be bankrupt. The problem of homelessness should be a Federal or Provincial problem not Municipal! We have numerous homeless people coming from other provinces. As I witnessed at the meeting the other day, all the line-ups of homeless people to attend our Mayors meeting were there for their \$20 and they made it clear. Am I paying for this? If we go ahead with this stupid idea I may not be able to keep my own house, it will be unaffordable for me, hence will I be using Ms. Helps housing program...?! I sincerely hope the CRD (which is another big spender), does not loan the money.</p> <p>A very angry voter.</p>
20.	Invest in the Microhousing project
21.	parking garage
22.	Forget about creating anymore temporary housing/shelters.Fund permanent housing with support services and harm reduction measures in existing buildings.

23.	Only suitable area within City boundaries for tent/temporary shelter is Centennial Square/and/or parkade, where security and toilet facilities already exist. Any other location should be in a place such as Woodryn Farms or other site in Saanich or Esquimalt or Oak Bay
24.	more places like the sobering center (on Pembroke) open 24 hrs
25.	Intergrating shelting in new developments - each condo/mixed use development over 25 units needs to provide one unit to an intergrated housing program. Micro or mini homes (they could be built on trailer platforms) that would be integrated. Perhaps one on each street in residential areas on existing city land/green space.
26.	Trailers, garden shed/ garage packages, and containers are all viable forms of dwelling. They can be easily customized. Shipping container dwellings are economical, portable and can be made very attractive.
27.	Offer drug/alcohol and mental health services and those that do not get on a program be ousted from the city. We are catering to those who don't want to be supervised, rather just want kitchens, showers, food, drugs, booze, anything that isn't nailed down and money, money, money and will do nothing to make their lives better, cause they don't care!
28.	Build dormitory/bunkhouse style housing with support services outside of the urban areas (similar to Woodwyn Farms) with shared washroom, showers, etc. On this property, they would participate in work projects, ie. farming, animal care, tree planting, berry picking, etc. so that sheltered residents develop a sense of self worth, community, and are active participants within their community.
29.	look at the model followed in, Saskatoon (I think) where the mayor and council decided to make it a priority to eliminate homelessness and they did! They provided every individual on the street with a permanent home and had to chase down and find one male over 70 times who kept returning to the street until he understood that it was "his Home" and finally stayed. We all know it costs far more to pay for permanent housing - even with some support- than it costs to keep one person on the street-----FORGET TEMPORARY HOUSING - GET PERMANENT HOUSING. thats where our tax dollars should be going, anything else is inefficient and a waste of money.
30.	Provincial responsibility "NOT" a municiple responsibility. Solution would be to seek funding through provincial government for supervised permanent shelters
31.	Use the top layer of a city parking lot and designate a separate entrance through a stairwell.
32.	Show some TOUGH LOVE!! On Sunday, September 6, the TC front page posted an article about "the homeless of Kings Park". Some of these so-called homeless people who are camping in our parks are, in fact, not homeless!!! Ken Prowse indicated that he is no longer homeless, yet he returns on weekends to pitch a tent at the park. Why? My guess is, to PARTY with his buddies. I AM OUTRAGED! I am guessing that social workers know who the truly homeless and helpless people are. Everyone else needs a good kick in the pants!!!

	<p>I was also outraged to read that the City of Victoria paid the homeless and so-called homeless \$20 each to attend a forum which was investigating ways to assist them. What a poor use of those funds! I think that the City of Victoria is the laughing stock of the entire world.</p>
<p>33. Invite the group that did so much in Medicine Hat to come to a series of public fora.</p> <p>Require every developer to include a unit that is truly affordable in every development of 12 or more units, with "affordable" meaning "affordable on disability, welfare or Canada pension.</p> <p>Give a significant property tax reduction to every condo building that makes a 1 unit out of every 12 available to the city, or makes an equivalent offer.</p> <p>Instead of ghettoizing people, ensure adequate mobile support to newly-housed residents.</p>	
<p>34. 1. The city/police to keep track of existing shelter beds and send people to them if they are found sleeping in parks, to fulfill the mandate that people cannot sleep in parks unless there are no spaces left in shelters.</p> <p>2. Funding for any new shelters via Federal Gov't/Provincial Gov't only. Keeping in mind these are only shelters, not full time housing living quarters.</p>	
<p>35. I think there should be more mental health housing and detox facilities as well.</p>	
<p>36. let the homeless build them selves a camp ground. give them the space/land to use.</p>	
<p>37. Mental health services. Services to help with substance addiction.</p>	
<p>38. Wherever you house the homeless, you need to have support services, you cannot put people with addictions, mental health issues into a new residence without these services. They should all be under one roof. I see the same people, with the same issues on the street after 14 years of living here. I would like to see mandatory rehabilitation put into place. If someone offered this chance to me to turn my life around I would be forever grateful. The city needs to work with Capital Mental Health to work together.</p>	
<p>39. You are missing the whole point of this excersise in futility. One you hand them everything as it is, after they have usually raped welfare dry. 2. you expect nothing from them, for me to get a job I need credit checks, criminal checks, suitability checks, drug checks etc, abide by the law etc, you expect nothing from these people but to hand them more. Why be responsible when everything will be handed to them. First step, drug/alcohol test them all, then the ones that want help get them help, they will then work themselves up to shelter because they will try. The ones that stay on drugs, give them nothing and frankly if they don't care, neither do I. Forget harm reduction, let them die, harsh but the fact of the matter is if they don't care why should I. the ones that are willing to work for it, I have all the time in the world. The rest are here to sponge off society and do nothing. If you don't get them</p>	

	off drugs and alcohol you have absolutely no chance in succeeding and are failures your self for beleiveing you can do this. If they truly want to be on there own, ship them up to uninhabited land up north, they can live there life how they want to, without the free hand outs, why do you think they are in the down town core, everything is free. I have to abide by the law, very few laws are enforced on these people, you have allowed downtown to turn into a cesspool
40.	Partnership program with Woodwynn farms - city provides funding; Woodwynn farms teaches disadvantaged people to be independent and employable
41.	Not strongly in favour of any of the solutions above but the ones most supported are listed.
42.	Microhousing in a specific location with some shared amenities. Could have agreements/rules in place to ensure the aesthetic of the location was maintained, i.e. no external additions allowed, no tarps hanging from structures etc. This would help with the neighbourhood concerns about the "ghetto" effect, especially if the structures were nicely finished, with cedar shakes or similar.
43.	SAhelting, as done in Us city which has served as an example (portland??) was in a location near the airport. That might be a bit far - suggest half way up the peninsula. reroute BC Transit to serve the area.
44.	<p>Maybe the city could lease or buy an empty lot in the inner city, close to all the support services already in place, and either create housing by using retired converted buses or RVs to temporarily house the homeless. This would enable them to have a place to sleep that is protected, secure and have a wash and get themselves groomed for potential jobs.</p> <p>If they are unable to work due to medical disabilities then this same solution would be a secure temporary housing situation while they get the regular medical assistance they need to become well and able to lead a more independent life.</p>
45.	There also needs to be more assistance for youth who may find themselves on the street.
46.	no park please
47.	(I have been Homeless) Increase welfare rates to be able to afford a room, a phone and the internet along with healthy food. My guess is at least the disability rate,Assign case workers to individuals to work with each person so they know and build trust to provide hope of a future with health and addiction services, provide opportunities for education and training.
48.	<p>There is no need to provide appartments/units/housing. There is a requirement, a must, to offer sleeping surfaces. We need to build ONE building, outside of prime real eatate location but still on buses routes. A building that will have bigger rooms with many many many bunk beds.(50/room?) One bed and one locker allocated per person in need. Everyone coming through the same entrance for ease of security and dog drug check. Having everyone on location will make it easier to offer social and health services on site. We could also centralize all soup kitchen organization. The building would also have a common bathroom and a common kitchen to cover all that is needed to get out of homelessness situation.</p> <p>Have enough beds to host all of today's homeless but also for lots of extra in case some migrate from the rest of canada to here. Which is fine, we can help them all if we plan accordingly. The biggest reason for extra bunk is to be in a situation of forbiding any sleeping in the street and in the parks.</p>

Now if you are thinking a bunk bed does not offer the privacy or space required, think again. Our sailor are taken away from their family for up to 8 months at a time, sleep on half a twin sized mattress, in an area so small they can't possibly sit on their bed. All that in a room shared with lots of other snoring sailor.

The proposed bunk bed has more than enough space while still making the most use of space. Can we fit 500 beds in one building? (250bunk beds)

Thank you for your consideration.

49. I do not agree with borrowing \$50 million from the CRD to help build homeless shelters. You cannot take money from the public to fund this issue. We are already paying for the bridge and the sewage and cannot afford anymore dipping into our purses. Plus, we need to be asked, not told what to do!

50. Any non permanent solution is not a solution. Every citizen deserves the dignity of shelter, medical care and good nutrtiion.

51. use decommissioned buses and decommissioned ferries to house the homeless....Instead of just recycling these buses, park them on shelter lots, or around shelter lots, so that more people can have access to beds, and then be around for services such as meals/ drop in groups/ one on outreach services etc...

52. 1) Woodwyn Farm says they can house up to 300. Check into how much this would cost. With and without Support Services. Is the site in good repair or would money have to be added for repairs? Would Tiny Homes be a good solution for this property?
2) I like the idea of using vacant schools. There are bathrooms, showers, kitchen facilities and eating areas already. As well as a gym. Each classroom could be divided into four parts which could house four people at a time. Some classrooms could be used for Support Services. It would be easy to section off areas that are not needed or not in use.

At any rate, the temporary housing should not be for free in less the person is Mentally Ill.

If the person is on Welfare, Low Income, Disability, Veteran, or a Senior a certain % of what they take in monthly should go towards their upkeep.

If they are not on a program, then Woodwyn Farm would be a good place for them to earn their keep or they should have to help at what ever facility they are at if they can not pay towards their food and living expenses. If they are mentally disabled, they need to be assessed with appropriate measures taken.

I do not feel that everything should be given to them for free.

What I do not want to see is more people coming from other Provinces adding to our

<p>problems. We need to serve the people who have lived in the CRD the longest first!</p> <p>Our population will continue to grow and we will need somewhere for people to go for temporary housing and eventually low cost housing.</p>
<p>53. I would like to see more permanent housing arrangements created, not temporary ones...If the city was to repurpose buildings, motels, into community living centres- places where people could live in their own rooms, but share meals, get life skills, etc. like Our Place, but the focus is around creating community for the people who live there only...Run like a compassionate rooming house, if you were...</p>
<p>54. I've sketched out some concepts of a design for a Small portable shelter similar to a pup tent but made of ridged material " Hard dense foam" and outside covered with water proof material and inside with reflective "survival " material, collapsible to allow for carrying. It could be inexpensively and quickly made if produced in moderate quantity, manufactured by local mattress makers, and the materials purchased from local suppliers(Juene Brothers for example.</p> <p>The design would incorporate Velcro to hold it together and the floor and two walls would be hinged as a one.The material could be sewn to cover the 2 inch thick ridged insulating foam.</p> <p>Similar to those collapsible "cooler" bags that are seen in stores which will hold a case of beer.</p> <p>they would be big enough for 1 or a tight fit two persons to sleep in. They could be made of different bright colors and would actually look nice when seen in a park or even on the sidewalk.</p>
<p>55. Lobby a lot harder for federal affordable housing program(s)</p>
<p>56. Individual rent shelter subsidy</p>
<p>57. I think that a variety of solutions are required to fit different needs, for example pet friendly shelter space.</p>
<p>58. I've volunteered for years with street people and ran a social service agency for mentally handicapped adults for 20 years. The provincial govt has a policy/mindset to close group homes and support services and allow vulnerable people to end up on the streets. Housing only is not the solution. 80% to 90% of our homeless are chronic alcoholics/drug addicts or mentally ill. I know one very sweet mentally ill senior lady Personal information</p> <p>We need supported living for these people, staffed group homes/communal living that is funded by the prov. govt, and they have no intention of providing the funding.</p>
<p>59. Perhaps look at case studies where housing is provided for alcoholics to help with recovery in the USA. Houses that do not forbid drinking, for example, have had interesting impacts for those homeless using them - http://www.psmag.com/health-and-behavior/case-allowing-homeless-drink-alcohol-recovery-supportive-housing-96061</p>
<p>60. Non-temporary, sustainable, caring solution options.</p> <p>e.g. The City for \$28,000/yr (reported figure) could evict toxic recycling (Schnitzer) from the Gorge waterfront and have a community remediation / park for the homeless near</p>

existing services at Rock Bay Landing.
61. Funding for semi-permanent housing with support services, such as the few apartments offered at Our Place. Transitioning from homelessness into a stable lifestyle requires a stable environment, shelters are band-aids. May be expensive, but is probably cheaper than dealing with mental health issues with the police and the emergency room care.
62. Talk to the Mayor of Medicine Hat
<p>63. Investigate where these people are coming from and why they are leaving their original destination. Then, charge the provincial, regional or municipal governments for their care in institutions, shelters, etc. Victoria tax payers are getting tired of forking out the money all the time.</p> <p>People with mental illness and additions should be provided priority in care homes and should be provided the services they need. Costs should be borne by the federal or provincial governments.</p> <p>Solicit the help of other municipalities and the private sector to provide shelter and services.</p> <p>Come up with meaningful programs to help these people work, earn a living, get help, etc.</p> <p>Make this into a regional issue and a regional cost ... maybe the CRD should take these issues on.</p> <p>I am opposed to sheltering people in parks. People buy their properties strategically. Some buy a property by a park as it gives them peace. When one looks out to their park and see people tenting there, it is not peaceful. Infact it is mentally disturbing and frustration. Some people take their kids or pets to the park. They should do this without fear of being attacked or shouted at.</p>
64. Lobby the Provincial Authorities to meet its commitments to Society, through providing adequate healthcare, education, and support. As well as providing increased support to those leaving the Foster Care System. Perhaps tuition subsidies, career counseling, and a form of Foster Care that doesn't just end at 18. Municipalities should NOT be picking up the slack, by "housing" people, until they go to Jail.
65. I think explore a variety of options - the ideas of enabling residents/groups to house people is a good option, as well as funding additional beds at existing shelters.
66. Access empty homes owned by financial institutions
67. I have just moved to Victoria and love this city. As I have been watching the news it appears the city has two issues that it is struggling with as a result of both federal and provincial governments not doing their jobs. 1) homelessness and affordable housing. 2) what to do about the pot shops. I believe we can resolve both of these issues at the city level by taking the lead and being proactive. If we regulate the pot shops and force them into legal businesses then their profits can be taxed to some degree. That new income could then be 100% directed at funding new shelters and affordable housing. For instance apart from those pot shops having to become legitimate businesses one could add say a \$1 tax per gram sold which would then generate a substantial amount.
68. Having a large number of homeless congregate in one area of the city at one location may not be a good idea. Micro-shelters staffed with outreach workers (housing for 5 to 10 at one

	location) might offer the kind of support that is needed to assess and deliver the kind of services that are needed to facilitate integration and independent living. It may also be worthwhile to consider pop-up shelters on park benches (Vancouver did such a project). A mobile showering unit (ie. San Francisco's Lava Mae) might also be worth considering. More public washroom facilities in general might also mitigate the issue of people urinating/defecating in public spaces like doorways and alley ways. Note: Addressing the root causes of homelessness - ie. improving access to addictions services and employment might be wise.
69.	Take old schools like St Annes and turn them into lofts like they are doing in Atlanta. Supervised sheltering on the top floor of city parkades. Let owners turn their illegal suites into legal ones. You want lower income housing in town? Let landlords rent their suites even if there isn't enough parking on the streets, lots of people ride bikes etc. Make it easier for people to rent space in their homes without it being illegal and give them a tax right-off or something for keeping the rent low. If there were more spaces to rent in Vic the rent would go down for everyone because you would have so much on the market people couldn't overcharge like they do.
70.	1. Supervised wet house facility where residents with addictions are allowed. Support revives onsite. 2. Safe injection sites or mobile site.
71.	Wet house facilities (e.g. Gorge Rd) where residents with addictions are permitted and are supervised. Safe injection sites - mobile injection sites.
72.	Tiny homes. Build small mobile homes (say from old shipping containers and recycled usable goods saved from landfills), and either ask private owners to borrow unused land or use city property (not parks) to temporarily place them. If they're made from shipping containers, they are already stackable, and if stacking is needed for space issues, separate buildings (also made from recycled material) for shared washroom facilities could be an option. Adding a building that also has social and emotional support (counselling, job searching, a social space for mingling, community kitchen where the people can go to help cook food for community, rooftop gardens that grows food for kitchen, etc.) will aid in maintaining security and dignity, plus help people rise out of homelessness. You could even make them floating shelters with old tires so that land isn't an issue (we're on an island surrounded by water after all).
73.	Lobby higher levels of govt.
74.	The problem is majorly drugs or mental health. Housing is NOT going to fix the influx of homeless here.
75.	Use the churches they sit vacant 6 days a week.
76.	I believe that if there is going to be a community shelter a park or other locations, Safety and food has to be a priority.

77.	get to the root of the problem
78.	<p>Ultimately, we (our society) is responsible = government via the taxes that we pay.</p> <p>I would rather see a vacant school turned into a shelter as there would be heat, water and electricity available. In addition, the cafeteria could be used to feed our less fortunate. I also envision onsite medical/dental/counselling support and, the grounds could be used to garden or support another small industry with the produce sold locally to help support the facility. The people using the facility would be given some life skills and/or a trade which would contribute to their self worth. In addition, it may remove them from the drug dealers that prey on them. This is my utopia. I get it....nobody wants them in their neighbourhood.</p>
79.	lobby the provincial government to increase the housing subsidy for people on social assistance. You can't find much these days for \$375
80.	<p>If there was a piece of land that could be donated or acquired somehow in a safe location away from the downtown core, we could provide volunteers willing to build solar powered microhomes with the assistance of the community and the government. A sustainable community where those without proper support could work on the land to help build and maintain it and in return, live there for free. This would require a work trade program to be set up for those that are able. Gardens could be grown to feed these people and rehabilitation programs implemented to help those with physical, psychological and addiction needs.</p>
81.	Require new building permits for residential buildings to include a certain amount of low income units/supported units.
82.	boys and girls club is closed on Yates , it is close to our place and support services.. it could be reconfigured to house people temporarily as an annex to our place
83.	Government funded rehab facilities that will help the homeless get back on their feet, find employment, and no longer be homeless.

Potential Solution #1 | Solution #1

#	Response
1.	funding to make existing buildings shelters....
2.	Funding to create permanent housing for the homeless
3.	Funding to provide permanent homes for the homeless
4.	Finding funding for more shelters/beds in shelters.
5.	Fund existing shelters
6.	Temporary, monitored, rotating camping in parks or similar sites
7.	A commune setting where the homeless would be grouped together with their friends, given responsibilities/duties/training to make them feel like they are contributing and/or that someone values their skill set which could possibly morph into a job. City parks should not be used for any type of housing.

8.	Install a first class camp c/w catering
9.	sheltering in individuals homes
10.	Funding to create new shelters
11.	Additional beds in shelters
12.	Funding additional beds at existing shelters
13.	Fund additional beds at existing shelters
14.	Funding to create new shelters or temporary housing facilities
15.	Existing buildings into temporary shelters
16.	Currently empty buildings e.g. Vacant motels
17.	Fund additional beds
18.	Use a decommissioned Navy Supply ship or an old cruise ship to act as shelters or temporary housing facilities.
19.	Allocating funds to resolve this homeless situation is top priority, and forget about making Victoria beautiful. Please do not raise anymore property or related taxes because we are are strapped financially and we are seniors on fix income. Water diversion fees is a very bad ideas. Organic compo-sable bags cost a lot of money on a yearly basis. If the City kept on raising taxes directly or indirectly, soon we (the seniors) will become another homeless person on the street or Victoria.
20.	Expanding existing shelter beds
21.	Funding to make existing buildings into temporary shelters (e.g. vacant motels, City facilities, provincial government facilities, etc.).
22.	provide substance abuse support and reopen mental illness facilitys
23.	fund beds in existing shelters
24.	<p>BIG BROTHER/SISTER MODEL: Today (Sept 19/15), I, with the assistance of VICPD began the process of helping one camper who has been living in Topaz park for 2 months. We had a long 3 on 3 meeting at a coffeee shop today and we have agreed to work together to find this fellow some more stable accommodations. He has agreed to allow us to offer him options for better shelter than a tent in a park. This officer has, as a result of our talks today, contacted Woodwyn Farms and will be finding him a space there to start as soon as possible. One down, 366 to go...</p> <p>Maybe there are other citizens who would sign up to a sort of Big Bother/Sister model, what if regular citizens could sign up some where in order to mentor, support and advocate for a homeless person to get better shelter using the current services while working towards improving support services of all sorts. We could offer this to any struggling fellow citizen in what ever support the we could offer that citizen was able to offer othe person in need.</p>

25.	interview neighbourhood about Obtaining land
26.	Fund additional beds at existing shelters
27.	Maybe some homeless would like to sleep in one of a group of non-working cars that could be placed permanently in the lower level of the Yates St parkade. Washrooms, outreach workers, security guards, garbage bins could all be supplied in such a confined, fairly sheltered location.
28.	Funding to make existing buildings into temporary shelters (ie. vacant buildings such as boys and girls club on Yates st./ motels/ provincial government facilities)
29.	Fund additional shelter beds in existing shelters
30.	Fund permanent housing with support services
31.	Contact existing shelters in Victoria and elsewhere on the peninsula
32.	A program for residential/local groups to provide shelter in their homes or buildings.
33.	Funding to make existing buildings into temporary shelters (e.g. vacant motels, City facilities, provincial government facilities, etc.).
34.	Funding to create new shelters or temporary housing facilities
35.	Intergrating - each new development over 25 units to provide one unit for housing
36.	Fund additional beds at existing shelters
37.	Provide funding to identify and retrofit existing buildings into shelters.
38.	Fund additional beds in existing shelters
39.	Using the closed youth custody centre in View Royal for a temporary/transitional housing facility, since it already has the current physical capacity for 60 beds.
40.	Expropriate existing federal,provincial or municipal empty building.
41.	existing shelters
42.	Choose an appropriate parking lot "roof".
43.	Tough love solution
44.	Fund additional beds at existing shelters.
45.	Follow the example of Medicine Hat
46.	funding additional beds at existing shelters
47.	Make sure existing shelters are full
48.	Fund additional beds at existing shelters
49.	Existing buildings into shelters/homes
50.	purchase/lease the Prospect lake gloy course
51.	ask people to donate old RVs or vans find a spot to locate them and help fix them up and remove any gas tanks propane etc.

52.	Supervised sheltering sites on private or public land (not in a City park) with support services
53.	Supervised sheltering sites on private or public lands Supervised sheltering sites on private/public lands.
54.	Funding Additional Beds at Existing Shelters
55.	There are empty buildings all over the city. Work with Capital Mental Health and the CRD Housing to find out where they are.
56.	get them off drugs and alcohol, no plan will work without this step
57.	There are many available spaces already existing in the downtown area that should be put to use instead of letting the rats have them.
58.	Partnership program with Woodwynn farms
59.	Turn existing buildings into temporary shelters. I live beside the converted motel on Washington Ave, and it seems really well-run, with no changes to the neighbourhood.
60.	Fund additional beds at existing shelters
61.	Microhousing location
62.	more beds/places in existing shelters
63.	Fund temporary housing facilities.
64.	As above - Establish a homeless shelter on an empty lot downtown using retired buses and RVs
65.	Funding for existing buildings
66.	A program for residents/local groups to provide shelter in their homes or buildings.
67.	Funding to create new shelters or temporary housing facilities
68.	you know what to do
69.	Funding to create new shelters or temporary housing facilities.
70.	Fund additional beds at existing shelters
71.	Fund additional beds at existing shelters
72.	Fund additional beds at existing shelters
73.	Fund additional beds at existing shelters
74.	Fund additional beds to current shelters.
75.	Funding for additional beds at shelters
76.	funding more beds in existing shelters
77.	increase beds at existing shelters to allow more people in
78.	Funding to make existing buildings into temporary shelters

79.	Find out why the homeless prefer to live on the streets, most of them prefer to be with their friends, not separated in hotel rooms.
80.	New specifically designed housing is ideal but utilising existing facilities may happen faster. Both are critical.
81.	sheltering in vehicles with support
82.	Fund additional beds at existing shelters
83.	Make existing buildings into temporary shelters.
84.	fund for extra shelter beds at the shelters , and use areas outside for tenting
85.	use existing buildings to create shelters, from the city, the province and the federal gov't,....
86.	Funding to make existing buildings into temporary/permanent shelters
87.	Existing Buildings owned by the Province or Municipality for Temporary Housing
88.	funding to make existing buildings into temporary shelters (motels, city facilities, provincial government facilities)
89.	funding to make existing buildings into temporary shelters
90.	I have no ideas solutions as my knowledge is limited on the subject. I am an artist and designer. Not a politician
91.	Funding to make existing buildings into temporary shelters (e.g. vacant motels, City facilities, provincial government facilities, etc.).
92.	Rescind the by-law allowing camping in any parks as it only makes the problem intrinsically unmanageable
93.	Work with Provincial Government to implement rentsubsidies
94.	Funding to make existing buildings into temporary shelters (motels, etc)
95.	Staffed communal housing for alcoholics/drug addicts/mentally ill where they receive the drugs they need to keep them functioning.
96.	Supervised sheltering
97.	fund extra beds at existing shelters
98.	Renovate existing vacant buildings
99.	Program for local residents/groups to provide shelter
100.	Funding to make existing buildings into temporary housing facilities
101.	A program for residents/local groups to provide shelter in their homes or buildings.
102.	Fund additional shelter beds
103.	Funding by offering tax credits
104.	use existing shelters and fund for extra beds
105.	Fund additional beds at existing shelters

106.	get more funding for beds in existing shelters / tenting areas at current shelters
107.	One supervised sheltering site in one city park with support services
108.	Funding to make existing building into temporary shelters
109.	Existing buildings (vacant hotel?) into temporary shelters
110.	Additional beds in existing shelters
111.	fund more beds in existing shelters
112.	Fund additional beds at shelters
113.	Funding to make existing shelters into temporary housing.
114.	Funding to make existing buildings into temporary shelters (e.g. vacant motels, City facilities...., with great emphasis on TEMPORARY
115.	fund more beds at existing shelters
116.	fund additional beds in existing shelters
117.	Funding to create new shelters or temporary housing
118.	Sheltering in vehicles or sheds
119.	offer rehab/therapy, sign a contract, ministry pays for housing
120.	additional beds at existing shelters
121.	Existing buildings into temporary shelters
122.	funding for new shelters in motels/other properties
123.	Existing buildings into temporary shelters
124.	fund additional beds at existing facilities
125.	Vacant buildings becoming housing/shelter.
126.	Use empty houses
127.	A program for residents/local groups to provide shelter in their homes or buildings.
128.	fund extra beds, and tenting areas in existing shelter spots
129.	fund additional beds at existing shelters
130.	Let owners turn their illegal suites into legal ones so there's more housing for everyone and give landlords a tax incentive if they keep the rent low, this would work for apartment buildings and houses.
131.	Safe injection sites or mobile sites
132.	wet house facility
133.	4
134.	Create new temporary houses
135.	Find existing buildings in Victoria and neighbouring municipalities where basic shelters

	can be developed.
136.	Fund additional beds at existing shelters
137.	Supervised shelter.
138.	Funding to make existing buildings into temporary shelters (e.g. vacant motels, City facilities, provincial government facilities, etc.).
139.	Funding to make existing buildings into temporary shelters (e.g. vacant motels, City facilities, provincial government facilities, etc.).
140.	Supervised sheltering sites on private or public land with support services
141.	Using existing parking garages to house at night.
142.	Supervised sheltering sites on private or public land (not in a City park) with support services.
143.	A program for residents/local groups to provide shelter in their homes or buildings.
144.	Supervised sheltering sites on private or public land (not in a City park) with support services.*
145.	Funding to make existing buildings into temporary shelters (e.g. vacant motels, City facilities, provincial government facilities, etc.).
146.	Funding to make existing buildings into temporary shelters (e.g. vacant motels, City facilities, provincial government facilities, etc.).
147.	fund more beds at the existing shelters
148.	acquire building
149.	Additional beds at existing shelters
150.	Additional funding for existing shelters
151.	Fund additional beds at existing shelters.

Potential Solution #1 | Step 1

#	Response
1.	buy building without increasing costs to taxpayer base
2.	Federal Government
3.	Federal Government
4.	'Brainstorm' possible fundraising ideas.
5.	leverage the good work already happening at our place and woodwyn farm
6.	What a rotating schedule of several groups moving through several sites would look like
7.	secure land/building that is not in a park
8.	City to property + services

9.	money talks, some sort on monetary incentive to the homeowner to offer space to a homeless person
10.	a parcel tax on each residential plot in the city of victoria (different from the proposed \$11.+ / owner per annum)
11.	Give users a place to lock up their stuff.
12.	find funding
13.	any new development would be required to put a % amount into a fund and then this money would be used to fund the shelters
14.	Lobby other levels of government - housing people is not a municipal responsibility but both provincial and federal governments have downloaded it on to municipalities though budget cuts
15.	Identify sites
16.	The city should be buying these properties when they become available. There are currently many empty or damaged buildings around the city that they city should be considering as opposed to trying to find new structures that can accommodate for example the RV idea as that is going to create problems in terms of finding space and neighborhoods willing.
17.	Figure out costs to have 150 beds made available
18.	With the help of the Federal and Provincial governments, purchase a decommissioned Navy Supply ship or an old Cruise ship. 2 Navy supply ships were recently decommissioned. One of them right here in Esquimalt.
19.	Raise visitor's hotel staying taxes.
20.	Create inventory of potential sites.
21.	government to reopen closed facility's for care to those with substance or mental needs
22.	move beds closer together
23.	A "Big" could have the option to pay for things like hair cuts taxis clothes. Maybe we could offer a tax exemption option for the "Big" for these expenses.
24.	interview neighbourhood about Obtaining money and land
25.	funded with other levels of government dollers
26.	.
27.	Pick the building(s) that you will need to create enough beds.
28.	Get federal, provincial and municipal funding
29.	Purchase or fund more mats.
30.	Collect data on interested groups or individuals to determine the number of accommodations available, the type and the suitability.

31.	Find suitable facilities - parkades for instance. Sheltered from rain. Have a storage container on site for supplies. Stock with stacks of 2ft by 2ft mats that can be easily set up to make a floor covering and then easily stored when not using, tables, port a potties and wash stations, tents, portable patio type heaters, first aid kits, etc.
32.	keep open 24 hours
33.	Partnering with existing housing organizations to create an eligibility list for new housing,
34.	CRD tax
35.	Allocate funding. This may mean taking it from another project that is of lower priority.
36.	Homelessness is not only a municipal responsibility. Seek this funding for additional beds from the CRD, Provincial and Federal Governments.
37.	Have the province give permission to use the building and have them pay for the building maintenance and utilities.
38.	Ensure that is clean, heated and has bathrooms. It does not have to be anything more than that!
39.	determine need and potential for extra beds
40.	Cordon off the designated area and make secure with chainlink or other. Provide portable toilets.
41.	The federal government must reinstate funds to house those who are not mentally or emotionally able to care for themselves. This must be a federal election issue supported by municipalities.
42.	Identify the total number of temporary beds required, including beds in "wet" shelters.
43.	Create plenty of awareness about the success achieved in Medicine Hat
44.	connect with local shelters to see which ones are most utilized by those requiring services
45.	Create an online app where shelters update their vacancy
46.	Try to get funding from Federal Government
47.	Build relationships with building owners/landlords
48.	offer plots to the homeless if they can contribute with a plan/idea
49.	Find a location far from residences and hotels
50.	Review existing operating budget and find ways to trim costs and relocate to homeless solutions.
51.	Identify existing shelters with potential to add more capacity
52.	Anyone that is on the street right now, should be put in touch with a worker, and find out what there needs are, some are so much in need of treatment that if the worker thinks they cannot make their own decisions for the betterment of their safety and health, then that decision should be ,made for them.

53. drug test, if not clean, give them nothing
54. Central Care Home downtown
55. Establish a relationship
56. Choose buildings that are DISTRIBUTED THROUGHOUT THE CITY. Please don't turn one neighbourhood into the social housing area.
57. seek funding from provincial/federal governments
58. Identify property - maybe the Viewfield property in Esquimalt is for sale. Or somewhere in Rock Bay possibly.
59. arrange for funding - not more tax \$. The homeless industry has too many agencies,. Close a couple and use funding to provide more spaces
60. Ask the people this is intended to help: Are they without shelter because the shelters are full, or some other reason? Are the shelters full because people are waiting for more long-term (vs emergency) housing, or some other reason?
61. buy or lease a lot
62. Set up a task force to implement helping the homeless
63. Seek input from homeless community to see how many people would actually be interested in such a program.
64. Consult with the public, community leaders and homeless advocates
65. secure funding though taxes
66. you decide the steps
67. I'm just 12- I'm not sure of the steps!
68. unsure you pick the steps please
69. use bunk beds! (I can't say much on the subject as I have not visited Victoria's shelter.)
70. not sure- you decide the steps please
71. these steps are something the committee should decide
72. the experts can figure the steps
73. Identify potential existing buildings suitable for temporary sheltering
74. Find out where the homeless people are from and why they come to Victoria
75. Alerting citizens to a surtax to be implemented immediately (if we can pay for a bridge, we can offer shelter and the estimate strikes me as inadequate) and making a blueprint that includes neighbourhood infrastructure ie soup kitchens and clinics.
76. renting parking lots or unused industrial space
77. unsure of steps

78.	you can better say
79.	you decide the steps
80.	Lobby provincial and federal government for funding/raise corporate taxes
81.	<p>Ways of funding the projects:</p> <ol style="list-style-type: none"> 1) Implement toll booths for all vehicles not from B.C. that come off the large ferries. Different rates could apply for those outside of B.C. ie. from other Provinces or from the U.S. One exception would be for trucks that are considered essential services ie. food, water, heating and so on. For smaller ferries ie. Gabriola, Salt Spring, etc. in less the individuals are a permanent residents of the Island they should not be allowed to buy books of tickets from the ferry system. This should especially be done through April-September. 2) There should be no empty buildings in Victoria or in the CRD. The taxes should be raised on these properties. They should be fined heavily if the building is vacant or allowed to be in disrepair. If the fines are left unpaid then the property should be taken and used for low cost housing. The only exception to this is if there is a proposal for development on the site that has been approved and is going forward within a reasonable period of time ie. 3 months. 4) Increase property taxes for houses, townhouses and condo's worth over \$500,000 and on those properties that have more then 5 bedrooms. 5) Implement that all outdoor Cats have licenses (break away collars are available and could be sold with the license.) Start this program with the CRD, S.P.C.A. and Vet Offices with the money going to the city for temporary housing. This hopefully would encourage people not let their cats stray and if they stray they should be taken to the S.P.C.A. or CRD if they have no license. 6) All bikes using sidewalks and streets should be registered and have a license. This could be done through schools and businesses who sell bikes with this money going towards temporary housing. <p>Any excess funds should go to Low Cost Housing programs. According to R.C. low income people are those that make less then \$17,000 a year . Low cost housing should not be for people who make \$28,000+. for there are many people who do not make this much money. My reason for adding Low Cost housing to this is because our population will continue to grow and with that the need for low housing will increase.</p> <ol style="list-style-type: none"> 7) For those industries that are bringing workers in from outside the Province when we have people who can do the job in B.C. These Industries should be fined heavily for doing this for they are taking jobs away from the people in our Province. Especially those in the building trade. 8) A higher percentage of units(ie. 25%) in new apartment buildings and new condo buildings need to be for those people who need Low Cost Housing this means for those people who's income is under \$17,000 a year. It should not just be for people who have never owned a home before. People are individuals and there are many reasons why they may now be living on low incomes. <p>Prices for everything is going up while incomes for many people are not, especially for</p>

	those people who are Seniors, Disabled, Veteran's, and working people who are Low Income. At some point in time, these individuals will not be able to afford the costs of housing and food which will put more people on the street. We must prepare for the future and not wait till it becomes a problem like we have now.
82.	see what other regions are doing such as Medicine Hat and Fraser Valley.
83.	not sure of steps
84.	revise zoning bylaw to allow temporary shelters in all zones to avoid need for lengthy process and divisive public hearings
85.	How do I know? That's your job, staff and council. It's why you were hired or elected
86.	Get a decent census from a third party as the current data used are not only derived from a flawed design, they represent a conflict of interest. The agencies providing the data stand to get more funding if their figures are accepted. We are only talking about 300-450 people, most of whom are receiving services now. Why not use data that reflects actual numbers instead of inflated values.
87.	Encourage stakeholders to build rental buildings instead of condominium apartments for sale by working with all levels of governments to offer incentives to builders/developers.
88.	Survey of city owned properties to assess availability/costs
89.	Funding from the liberal govt..
90.	identify site
91.	you decide the steps
92.	Select a suitable building, something close to support facilities while also offering personal privacy.
93.	Public call for proposals from interested groups for various barrier level accommodation provision.
94.	Scout out potential buildings for sale eg. that boarded up motel by the bus depot.
95.	Identify interested parties
96.	Pressure provincial governments and federal government to increase funding for additional shelter beds
97.	not sure of steps, best for committee to decide
98.	Identify which facilities have room for more beds
99.	you think up the steps
100.	Should be implemented before a crisis or tragedy occurs, because of the dangers drug addiction and use can cause innocent bystanders
101.	Identify buildings, government facilities and motels on sale away from densely populated (family centred/residential) areas.
102.	identify possibilities

103.	This system is already in place it just requires funding
104.	you know what steps are needed
105.	Asses the need, aka talk to the people working in the front lines (how many beds do they need, what do they need to increase efficiency in cooking and cleaning, etc.)
106.	Canvas amongst the homeless population (charge them a "consultant" fee if you see fit) to determine where they have moved from, or are they all local residents.
107.	Assess to determine type of help needed, i.e. housing w/subsidy only, mental and or physical disabilities, drug/alcohol abuse assistance.
108.	the committee can decide the steps
109.	your committee can decide the steps needed
110.	Redirect the \$600,000 of tax payers dollars to this initiative
111.	Allocat already existing parking spaces in all institutions that provide mental health services and drug addition services (e.g. Cook Street Mental Health or Victoria General, etc.) for vehicles/ sheds. Pilot the project with funding from different levels of government, surcharge, private sector.
112.	offer rehab/therapy
113.	which shelters have potentially useful space
114.	Identify the buildings
115.	identify existing city-owned properties
116.	Locate empty building OR building that is consistently empty at nights
117.	seek provincial and federal contributions etc.
118.	Acquire property
119.	Contact banks
120.	Assess the need (demand) for shelter spaces to be supplied by residents/local groups.
121.	the working group should focus on the steps
122.	unsure- you can figure this out in the group
123.	Make the steps required to legalize a suite simple. Don't hold it by the old standard: not enough parking etc. If a 5 bedroom house can be turned into a number of units, how is that not better than having a family of 2 or 3 living in a 5 bedroom house? There is enough space for everyone, we just need to spread it out better.
124.	* Mobile injection site would reduce the NIMBY factor.
125.	Investigate potential sites
126.	Acquire old buildings/unused land/recycled materials to build homes
127.	Demand funding from senior levels of government for the homeless. The federal government must stop down-loading costs onto municipal governments. Victoria rate-payers are already carrying a large enough tax burden.

128.	Survey shelters to see who has room for more beds
129.	Turn underground parking into temp shelter. 1 spot per person. Have foldable/raised base + curtain/separators
130.	Contact the private sector to grapple with the problem
131.	Identify potential locations and facilities - engage with local neighbours/businesses about potential sites
132.	I am not sure of the steps the city would need to secure property the legalities sort of speak, as I know nothing about the inner workings of the government.
133.	Turn 1-2 levels into a 'camp'.
134.	Identify suitable land (the property directly across from 'Our Place' is for lease or sale and would work well for an urban campsite complete with a building for amenities or indoor sheltering.)
135.	Identify groups that are willing and able to take on this task.
136.	Acquire a property that is suitable, away from the downtown core.
137.	Locate potential sites (e.g. vacant motels such as the one near the Museum) in areas where either: there are not already large concentrations of homeless residents, OR in areas such as Rock Bay where there are few residents who would be negatively impacted.
138.	Acquire the funding through federal and provincial grants
139.	working gp can decide the steps needed
140.	reconfigure for accommodation setting , add walls make rooms ect...
141.	Identify shelters with the potential for increased capacity
142.	Lobby for funds for this
143.	Do not let people sleep anywhere they want, as they will get used to sleeping wherever they want and get very angry and possibly get into conflict when can't

Potential Solution #1 | Step 2

#	Response
1.	staff site with supervision and support services
2.	Provincial Government
3.	Provincial Government
4.	Use Community Outreach as a way of gaining public input.
5.	help existing organizations scale up
6.	Show it to neighbours via community associations with assurances of rotating timelines before they return, no camping in between rotations, how long before it returns. Who's monitoring or taking responsibility for this.
7.	obtain funding from Provinces who have sent their homeless to Victoria

8.	Camp supplier to provide 1st camp on a monthly rental c/w kitchen and recreation facilities
9.	everyone has a right to their opinion, though the NIMBY folk will always try to squelch any sort of shelter in their part of town
10.	an exemption for varifiable fixed/ income/ senior owners perhaps via an upon sale or transfer lien
11.	Allow room for pets.
12.	consult with users on how shelter beds should work/where needs are
13.	solicit donations/contributions from members of the public
14.	Lobby the CRD and neighbouring municipalities - this is a regional problem that requires regional solution
15.	Negotiate deal with owners
16.	These buildings should be repaired and assessed in how they can be maximized to provide space for individuals as well as the necessary amenities and programs to help those dealing with homelessness and other issues.
17.	Add a property levy to cover costs
18.	Dock the ship in an appropriate location on the island. Preferably in an industrial zone, away from residential and tourist areas.
19.	Raise the tourist entrance fee taxes to all attractions (i.e. museum, butchard garden, and etc), but give the local (Victoria residence) a break to all these attractions.
20.	Consult with owners, with preference given to provincially owned buildings.
21.	supervised housing to prevent further abuse of substance
22.	add beds
23.	Maybe after some time the "Little Buddy" could be invited to holiday or other special events at their "Big Buddies" home.
24.	interview neighbourhood about how they see it happening and how it can benefit their neighbourhood in the long run
25.	facilitated & run by not-for-profits (not city staff)
26.	put money that you spend on cleaning up parks- into buying mats/ beds/ bedding and paying staff to work at the shelters.
27.	Find a building-there's lots of vacant buildings around.
28.	patrol parks between 7pm and 9 pm and relocate campers/squaters while registering identity.
29.	Regulate and approve accommodations much like private day cares are licensed. Provide funding and support.
30.	Engage/hire the people that are affected to work along side other volunteers and professionals/support services personnel to set up shelters for the evening, and take down

	in the morning. Have a security officer on site for the evening.
31.	out reach and concealers and cops, of course
32.	Changing guidelines and policy for developers so that they know the expectation each development needs to provide one small unit in their new development.
33.	CRD lobbies prov govt / BC Housing
34.	Identify buildings available. This must be done efficiently and not drag on with endless committees. Winter is approaching and these people need to be safe, warm and dry.
35.	Obtain funding from alcohol, tobacco and lottery/gambling tax revenue.
36.	Strike a deal with the different Greater Victoria Municipalities to support the the centre as a jointly funded facility so that funds can be stretched.
37.	Fill it with simple beds,linens and pillows. Provide access to toiletries.
38.	secure outside funding -provincial, outside municipalities
39.	Build simple "tent" platforms. Provide a "semi-permanent" sheltered area for cooking and washing, ie counter, stovetop, sink, perhaps a concrete table or two
40.	Work/retraining camps like Woodwynn Farms need our support! Rather than providing vagabonds a place to party, we need to support them in a journey to wellness.
41.	Identify service providers that could offer the needed beds.
42.	Invite the team from Medicine Hat to a series of public information and discussion sessions covering ALL of the municipalities giving plenty of advance notice, advertising etc in all 13 municipalities to encourage all to contribute to the solution.
43.	identify and work to reduce negative factors(violence, drug use etc.) that prevent people from using shelters and as a result choosing to sleep on the street
44.	Have police or bylaw go to places where homeless are are illegally camping.
45.	Try to get funding from Provincial Government
46.	Put appropriate rental caps in place, better than market value
47.	hire a bus to take them to and from town daily so they can keep/get work
48.	Offer an ongoing credit to surrounding businesses to compensate for additional requirements for security, janitorial, etc.
49.	Apply a surcharge to property owners that have illegal, non conforming suites.
50.	Ascertain what types of people are currently comfortable using these existing shelters and assess what changes could be made to accommodate new shelter users to make them more staying at the location(s)
51.	Cool Aid is a good example of supportive housing and support for mental health and addictions issues. We need more of this in Victoria.
52.	once clean, give them temporary beds in a like minded shelter, separate the mentally ill from the substance abusers. It wont help either group mixed together. Then actually

	enforce the laws and rules. Stop babysitting, if they can follow the rules (no alcohol, drugs) then get out sorry molly coddling time is over
53.	Several closed down motel/motor hotels that could be used to provide housing.
54.	Define and develop programs, building on the experience and expertise already in place
55.	Include some form of support in these buildings. Based on my experience living beside the Washington Ave converted motel, it seems there is someone in residence who can tend to noise or disturbances to the neighbours (I don't know this for sure, because we haven't had a problem.)
56.	fund beds or leasing of space to expand shelter capabilities
57.	Seeking funding partnerships to purchase land and build units
58.	make agreements with the current shelters
59.	If people are without shelters because the shelters are full, and the shelters are full because other people are waiting for housing, BUILD HOUSING. Then there will be enough space within the shelter for the people without shelter right now, and everyone will be getting the solution they actually need. (Apologies for all-caps.)
60.	purchase or get donations of retired buses and RVs and convert to house one or more homeless people in each
61.	People on task force should NOT be Mayor or councillors but qualified professionals - police, Doctors or nurses familiar with addiction issues, social workers, employment service, etc.
62.	Offer home support services to the homeless person if required - home care, medical services etc..
63.	Set goals and strategies
64.	Buy and renovate building
65.	Engage federal and provincial governments in cost-sharing the funding of temporary shelters
66.	80% of the homeless are men, not women - why?
67.	Dedicate public buildings and purchase private buildings for renovation to accomodate the homeless.
68.	purchasing rv's that could sleep up to 10 people at once
69.	Increase land/property development permit fees for multi-unit residential and commercial buildings, especially those funded with non-BC/foreign capital
70.	Intake's could be done at Our Place, Mustard Seed, Welfare/ Disability Offices, Senior's Centres, B.C.Housing , Unemployment Insurance Offices and EMI. Each person should be registered and given a ID card with a Person ID Number. The individuals then could be placed into categories of Mentally ILL, Disabled, Veteran, Senior, Welfare, CPP, PWD, and

	Low Income to help determine what type of housing would suit them best. I personally feel that step 1 and step 2 should be done through out the CRD
71.	Look at providing long term shelter and then assisting with mental health and addictions problems - housing first
72.	make public policy statements about city's direction to prioritize temporary shelters - so it is clear to public that this is something we want (to help overcome resistance)
73.	Direct more of the resources to the hand-up rather than the hand-out support. I don't believe we have insufficient resources allocated but I think we have huge duplications and overlaps
74.	This can include Property Tax relief, lower lending rates and not be subject to rent controls for a certain amount of years. A MURB program
75.	Survey of non-city owned properties to assess availability/costs
76.	identify supports included and management organization
77.	Renovate. Possibly include a dispensary, a guidance room, social room, and a community notice board - things to provide a sense of place and belonging.
78.	Workshop with stake holders (including homeless) to argue which ideas in what combination and proportion make sense, promise best solution of the fluid need.
79.	Build team of dedicated social workers to do on-the-street community outreach, build one-on-one relationships with people on the street
80.	Identify support services (treatment for mental health, drug addiction, alcohol addiction issues, etc.)
81.	Provide 'wet' shelter beds.
82.	Identify reasons why some homeless are not using already-vacant spaces, if any
83.	I think most citizens would probably agree to paying an increased tax if necessary to implement a solution such as adding facilities, etc.
84.	Collaborate with Ministry of Social Development, RCMP, charitable organizations and downtown businesses
85.	put out call to service providers who will ensure safety at shelter
86.	Ask the provincial government to do their job with providing funds for social welfare. Explain how much is needed and how much they should pay for.
87.	Conclude the Victorian taxpayers should not bear the full financial burden to solve the homeless issue simply because of the temperate climate.
88.	Place people in different areas throughout the city. Some will need small group housing with supervision, others simply requiring a home and assistance to find work.
89.	Make sure there are different types of sheltering to increase comfort level of users. Eg. Youth shelters with counsellors, shelters for females, shelters for addiction support etc. not a one size fits all approach. Agencies who work with transients and homeless should be involved and consulted.

90.	Place vehicles/sheds in these spots
91.	person signs a contract
92.	determine why existing space not used by those who need housing
93.	What needs to be done to convert
94.	review by-laws and look for ways to efficiently get things moving
95.	Establish support staff/employees/non-profit to administer program
96.	Renovate to create housing
97.	Italian as rental to house
98.	Establish the minimum standards for community integrated shelter spaces (bedding, cleanliness, washroom facilities, etc.). Also establish the standards for program participation (ie. criminal record checks, insurance, etc.) and appropriate program supports (ie. registering the spaces with law enforcement, providing training to program participants).
99.	Give owners incentive to keep their rent lower. Tax cut on property etc. if they house hard to house or low income. Like how people get cash for fostering children, but of course easier.
100.	Funding for vehicles and support staff.
101.	Acquire help to build them
102.	Request proposals from shelters with space
103.	Contact co-existing municipalities to share in the solution, both financially and geographically. Spread the support services throughout the GVRD so that there is not a concentration downtown. What if Our Place, The Mustard Seed, Kool Aid Society were in 3 different municipalities?
104.	Develop business plan to renovate building for temporary housing
105.	I think homelessness has to be made a priority and when it is and all parties can realize that these are actually people „not just scruffy entities messing up the streets then results can happen„,if these people remain nameless and faceless there is no human connection and there fore easier to walk past and forget.
106.	Ensure that the 'campers' have access to a washroom (a lot of the garages have a washroom available).
107.	garner the support of the surrounding community
108.	meet with them
109.	Seek funding where possible, raise funds through charity etc. and get the community involved as volunteers to implement the infrastructure of the property.
110.	Consult with neighbours.
111.	Acquire the rights to the buildings either by long term lease or purchase then upgrade the buildings to the required standards

112.	perhaps make a treatment intake program to compliment the temp housing
113.	Build additional rooms and buy additional beds
114.	Make sure people are move to shelters where they can sleep and/or treatment

Potential Solution #1 | Step 3

#	Response
1.	make sobriety a requirement for shelter, or in a program
2.	Raise Federal Taxes by \$11 annually
3.	Raise Federal taxes by \$11 per year per person
4.	Aggressively market fundraisers (concerts in the park, charitable dinners, bottle drives, etc.)
5.	create new city bylaws to prevent sleeping in parks / streets
6.	Look to volunteers and organizations to facilitate this
7.	Camp to be operated by camp supplier
8.	tax credit or write off for the home owner offering shelter. though this would dip into the cash cow that the fed. gov. likes to have. It's all about making the money come into the gov. not going out to homeless individuals who are of no cash gaining advantage for the fed. gov.
9.	design w/ a sincere consultation with potential users.
10.	Designate different locations for different needs - violent and crazy? high security building. Alcoholic? Wet building. Women and youth building. Recently out of jail building. Staff appropriately.
11.	consult with community on concerns
12.	secure funding from provincial and federal governments
13.	Require contribution to housing fund as part of any residential rezoning that includes an increase in density
14.	Set aside the funds
15.	The city should maybe try and organize these buildings based on need. For example some buildings could be specially designed for those wanting/needing help with mental health issues, one for substance abuse, one for women and families.
16.	Make beds
17.	Provide the necessary security, health services, and policing, to protect the homeless residents from the criminal elements that prey on the weak.
18.	Raise the City Hall stage rental fees to all group using the facilities.
19.	Identify needed support services as required, including addiction and mental health treatment, literacy and job training, life skills; all connected to existing experienced

	service deliverers.
20.	support for providing employment to allow homeless to reintegrate to society
21.	The "Big" could accompany the "Little" to appointments to apply for services like welfare or disability payments with helping to fill out forms etc.
22.	establish long term planning with the prospective people and the neighbourhood people
23.	highly enforce no sleeping in parks
24.	once you have the amount of beds needed to help people get off the streets/ you can go to court to change the bylaw that allows homeless people to camp in parks
25.	Make sure the majority of the public is agreeable to the locations and solutions, then buy or lease the buildings
26.	Establish a registry to 'match' people requiring shelter with the right type of accommodation. Perhaps groups or individuals could 'foster' a person in need giving both of them a much needed bridge of understanding and support. Individuals more difficult to house in an individual private could be provided group housing with more regulated support systems.
27.	Set up as a non-profit. Create memberships. The memberships state the terms/ rules of use of the site along with liability waiver etc. A person can either pay a low price (ie \$50 for a year) or volunteer time to be a member. (everyone can be a member) They need to be a member to use the site. They need to show the card to enter the site. Good way of tracking.
28.	cant deny people for being high
29.	Offering property tax breaks for a certain amount of years.
30.	Acquire these buildings. Again, without the usual long drawn out bureaucratic red tape. Get it done.
31.	Acquire an organization or group to staff the centre or hire separate staff to run the centre on a contractual basis.
32.	Hire security, councillors and medical staff, require the patrons of the shelter to participate in cleaning it!
33.	create plan
34.	Develop a security system at the single entrance, initially with human personal, later with an automated check in.
35.	The above two items together should assist with the homeless problem. Anyone who is not truly homeless and helpless needs a good kick in the pants! Jail, work camp, KICKED OUT OF OUR PARKS! The City is currently ENABLING bad behaviours!
36.	Determine the cost of providing the additional beds and associated supports.
37.	Be clear that those who do not contribute to the solution will have no grounds for complaint about steps that will be taken.

38.	reach out to both municipalities outside of Victoria and also the federal government to secure resources for increased shelter needs
39.	Let them know of the vacancy. Move them if they do not go on their own.
40.	Try to get funding from the CRD and the other municipalities
41.	Homeless have to work with teams to build a workable plan
42.	provide tents or accept donations of old RV's
43.	24hr on-site security (guards, police)
44.	Partner with developers of new multiply housing developments and come up Partner with developers of new multiply housing units, and come up with a fee structure, per unit built, that is applied to a fund to address homelessness in Victoria.
45.	Get estimates of cost to add and support new shelter beds.
46.	Work with the people of Cool Aid to see how they have made things success and get their input.
47.	once they are clean, have them working to earn there keep, ya once again afraid to hurt there feelings or whatever liberal garbage is spewed, to have heat and accomodations work for it, even if it is manual labor, they will then want to look for jobs to make money to better themselves
48.	Define funding paramters (amount per participant, per diem etc) and criteria (quantifiable results)
49.	Partner with the homelessness coalition to determine clear eligibility guidelines, and how to transition people out into their own homes. (also how long they can stay)
50.	adequately stock the facility and ensure there are fewer barriers to use (ie: sites that do not restrict personal items such as carts, bikes or pets)
51.	Find a housing partner to run the site
52.	arrange for van transport form other places to shelters
53.	If people are without shelters because the shelters are full, and the shelters are full because of some other reason than waiting for housing, BUILD MORE SHELTERS. That way, everyone has the shelter they need until we can identify a longer-term solution. (Apologies for all-caps.)
54.	Enclose the lot and hire security 24 hours a day
55.	Apply to federal and provincial departments for increases in additional funding rather than taxing us again!!
56.	Offer services to home/building owner such as house cleaning and support hotline to call if any issues arise
57.	Seek funding (CRD-wide tax, Federal and Provincial funding)
58.	Promote the new shelters to the homeless

59.	Engage community support services and community residents for ongoing supports
60.	50% of them are very young, twenties and also have dogs
61.	Identify specific needs of people requiring housing and hear their input prior to placement, and when possible allow them the pride and dignity of volunteering to help create their own spaces.
62.	a vehicle to be used for support workers
63.	Change bylaws/raise property taxes on land/buildings fully or partially unoccupied for more than six months to discourage investment speculation.
64.	Build the places and the people will come for the vast majority does not want to live on the street.
65.	if someone is tearing down low income housing to build a multimillion dollar home or condo use the taxes and building permit fees to fund housing solutions
66.	seek partners to assist with cost of redevelopment (private sector, professionals, non-profits, other levels of government)
67.	Provide sufficient mats year-round so that there is no justification for park camping which only occurs large numbers in good weather. Use social media and other forms of communication to inform those from other parts of the country that this city is not a mecca for free camping and social services.
68.	Establish lease, cleaning and and other support costs
69.	agree to behavior standards with potential users
70.	Invite individuals in, promote it not as a get-clean/sober location but a place to live and find one's path again.
71.	Cost analysis.
72.	Reno the buildings, use as much community involvement, volunteering, possibly pay street people a small wage to work on their own place
73.	Develop plans to identify, treat, and eliminate the issues and get people to be self-reliant
74.	Create a variety of shelters, catering to different kinds of homeless individuals. ie: woman's only, wet, dry, senior focussed
75.	Examine any other obstacles to adding more beds (staffing, budget, etc)
76.	Homeless people should be respectfully informed of the importance of making the solution presented work for THEM, making them feel like they belong and there is help if they want to change or need help to just get by day by day, there are places to wash and eat, and dispose of garbage.
77.	Determine what groups can be accommodated in certain buildings. For instance, family units(partners) should be housed in certain buildings and similarly groups with substance abuse/addiction issues should be housed in buildings facilities closer to emergency services.
78.	consult with neighbourhoods and other stake holders

79.	If the provincial government proves difficult to work with, tell the public this, maybe the public will take this into their own hands (I know I would write in a complaint!)
80.	Provide report to the federal government to provide their financial share.
81.	I feel it's extremely important to keep mixed housing as the model to avoid creating ghettos. Those struggling with poverty may well be able to contribute in many ways, if given a home in a neighbourhood with dignity, rather than housing everyone together.
82.	Implement a no overnight sheltering ban in parks and actually enforce it.
83.	Provide mobile toilet/bath trailers
84.	person put on wait list for low income housing
85.	how can unused space be changed so it can be used comfortably including systemic and psychological barriers to using space eg animals, safety, privacy, staff support...
86.	Raise money
87.	seek funding from local funders/philanthropists for legacy projects, as well as provincial/federal govt.
88.	Liaise with other shelters and support services in the city
89.	Fund support services
90.	Assess the supply of shelter spaces that residents/local groups willing to provide shelter in their homes/other buildings by calling for Expressions of Interest.
91.	For people with drug/metal health issues, set up a sight like St. Annes or an abandoned building and turn it into sheltering with floors broken up by issues. People with drug addition issues go to floor two and three, mental health, floor one... etc. Then have staff there that help with THOSE issues, not just homelessness. Homelessness isn't the issue, drugs, alcohol, dealing with abuse and mental health are the issues. You need councilors on site to help people recover.
92.	Implement.
93.	Talk to people. From all walks of life about the plan and how it could be best made to work for everyone (aesthetically pleasing, safety, requirements, desires)
94.	Select shelters
95.	Contact all the candidates of the upcoming federal election for public support.
96.	Work with potential partners (levels of govt/community agencies) for funding and responsibilities
97.	I think the reason most of these people stay on the streets is a belonging,,a sense of community,,so what ever environment they are in they cannot feel isolated.
98.	obtain use of land under a lease, possibly using tax incentives to sweeten the pot. decide whether to build micro houses or just provide space for tents or both.
99.	find out how much it will cost to house the homeless
100.	Acquire materials and the necessary requirements to build several shelters. Have a

	realistic guideline for the completion of the project.
101.	Secure funding.
102.	identify criteria to select residents for these new housing solutions (income, families etc)
103.	Increase staffing levels and resources at the shelter to accommodate more beds and homeless

Potential Solution #1 | Step 4

#	Response
1.	create a fee structure so residents are partly responsible financially
2.	Recruit volunteers (perhaps some young idealists from UVIC and Camosun).
3.	divert those sleeping in parks / streets to shelters
4.	It's hard to trust anyone now adays. there are good and bad in both the white collar and the clergy collar and the blue collar and the no collar.(homeless)
5.	happily while i don't need shelter, i think designs should allow a certain amount of privacy. there should be low barriers that can accomodate active drug users w/ some form of gentle supervision to keep the peace
6.	Once someone has a space they have to occupy it nightly or lose it to someone who wants it.
7.	create beds
8.	Make City land available to non-profit organizations for housing through long term leases at nominal rent
9.	Ask Prov and Fed govt for additional funding, but proceed even if you don't get it.
10.	The city should try to get a more clear picture on the demographics of homeless in Victoria, this would ensure that the current buildings being redesigned are able to accommodate the majority of homeless in Victoria. For example is senior care needed or is the care/services needed more for a younger population.
11.	Provide re-habilitation services so that the residents can eventually find long term housing and live independently, and become productive members of the community.
12.	Frozen all City employees salary for 3 years to assist with the funding situation on homeless sheltering.
13.	Lobby provincial and federal governments. to step up to their responsibility and provide funding, matched with CRD funds as practical.
14.	use empty commercial buildings to provide shelter including any old MOD or government buildings
15.	I'm open to better roll descriptions for both, maybe "producer" for the sponsor and "director" for the person receiving assistance.
16.	establish a good fit with all concerned
17.	Work to get the residents of the shelter jobs, mental health care, address drug addictions

18.	open the shelter(s)
19.	Create self contained bachelor suites with kitchen and bathrooms. Ask organisations and the public to volunteer with labour ,materials etc.
20.	Funding and resources must be in place to continue supporting the housing providers with the support they will require.
21.	Run the sites like non-profits. Engage the affected in fundraising initiatives. Offer first aid courses, leadership, security courses, grant writing, registering non-profits for instance.
22.	a single person on welfare gets \$375.00 for rent, a bedroom starts at \$450.00
23.	Setting a standardized strata fee
24.	Retrofit buildings to make them habitable. The mayors office will need to insist that City planning and city inspectors give full cooperation. Victoria city planing and inspectors are notorious for putting a spanner in the works.
25.	Working with the now established staff to gather all of the resources needed to expand capacity, stock pile resources and organize the structure the centre will run under.
26.	Take the 50 million you want to spend on new housing and apply it to appropriate medical and psychological care required for each individual. Each person has their own individual issues!
27.	implement action plan
28.	Develop a "pass" system for people who need to use the facility for several days.
29.	Secure the needed funding, whether from the City budget, from other levels of government, a public fundraising campaign or any other means.
30.	Provide some incentive to those who actively participate in following the Medicine Hat example.
31.	provide strong incentives for agencies to develop transition plans that will enable individuals to secure independent housing
32.	If shelter is full, petition other levels of government for funding additional shelters.
33.	Take the money currently being used by the City to clean up campers "crap" once they aren't allow to camp any more and use that for housing.
34.	Homes need to be wet/supported housing and not force people toward options they don't want
35.	charge them a nominal fee/rent
36.	medial staff (mental health, physical health, addiction)
37.	Make a decision on which Existing Shelters based on costs as well as capacity to comfortably accommodate a wider variety the needs of different shelter users.
38.	Quit being political correct, not everyone can be saved, nor can we support everyone, your dillusional to think you can 300 of these people and not think 300 more are going to come into town to fill there spots. Make them accountable, or ship them off, without helping themselves your doing nobody any favors

39.	Funding requirements could be reduced by coordinating with existing programs - eg, redirect some food bank donations to the service provider
40.	get an facility like insite in Victoria and stop the permissive use of hard drugs on the streets
41.	Ensure proper supports are in place, as well as good neighbor agreements (including strict rules on the aesthetics of the site)
42.	To encourage use of shleters, serve morning coffee etc only at the shelters
43.	If there is some other reason (not because shelters are full) that people are not accessing current shelters, BUILD A SHELTER WITH THOSE REASONS IN MIND. Many kinds of shelters operate across North America and Europe under models that don't exist in Victoria. (Apologies for all-caps.)
44.	provide water and power hook up
45.	Stop pan handling on the street, this just promotes lazy addictive lifestyle. This will also make people less scared of walking down a Victoria street.
46.	Provide incentives - grants, cash, property tax rebate - for home/building owners to provide shelter to the homeless
47.	Seek competitive bids
48.	Do not assume Victoria residents will pay for these additional services alone. The federal and provincial government MUST contribute funding from tax dollars we've already paid them to provide social services to the most needy in our community.
49.	Implement renovation and moving in, using community services and service clubs, integrating the public with the project.
50.	Expedite re-development/renovation/retrofitting permit approval process
51.	be open to innovation in the building solutions, try to accommodate within reason, creative adaptations to existing buildings that allow for safe temporary shelter
52.	There will always be the hard-to-house for reasons of substance use, disruptive or violent behaviour. These are very few, and they should still be encouraged to be minimally law-abiding. They are not going to be an easy fix regardless of the solution applied.
53.	Identify service providers to run programs/supports
54.	explain site and policies with neighborhood
55.	Provide continued services such as guidance, support, medical etc. See link in earlier comment.
56.	Build the necessary infrastructure.
57.	Communicate to people that they will have access to an apartment for free for ~3 months with mental health / medical support they need, find candidates to invest in transitioning from homelessness
58.	Identify willing participants from the street and coordinate with Steps 1-4
59.	Re-allocate existing city finds to support additional shelter beds. ie: reduce money allocated for bike lanes, to shelter funding. Address the overall need for spending in other areas, and

	aggressively find shelter solutions.
60.	Find room in city budget or identify partnership or fundraising opportunities
61.	There could be more than one city park, if necessary, but definitely not all the parks. Our parks are for the use citizens and tourists and no camping should be allowed unless there are facilities!!!!
62.	The facilities should provide support services, clean water, beds and toilet facilities. Each unit should have a supervision system.
63.	complete upgrades to building to ensure health and care of residents
64.	Talk to the people in need, get the information out there, as someone with a house and an IP address I can give my opinion, but most of the time, the people who need it can't.
65.	Provide tax credits to construction and design services - request volunteers to assist with construction/design - or even the homeless themselves. Not unlike Habitat Housing.
66.	Provide a van for transporting transients and homeless to shelter of their choice.
67.	Place people in vehicle/shed. Their location based on their mental / drug related need
68.	ministry pays to house in motel/hotel
69.	source funding
70.	Convert
71.	include in the planning safe injection sites where possible
72.	Establish protocols for when shelter will be used (emergency weather? When others are full? Every night?)
73.	Let people move in
74.	Establish a pilot program of community integrated shelter spaces to determine costs, program problems and program strengths. Refine the program accordingly before expanding program.
75.	Get the Province and Feds involved. Ask the community to help. When do we ask the community? Seriously. When do I hear the Mayor say: hey everyone, we have an issue we need solving and we need you to look at your houses, your places, your spaces and come to us with what you have and we can see if we can get people housed.
76.	Build portable mobile shelters that can be moved Tetris style, so flexible with whatever spaces available at time, or where need is most dire.
77.	fund them
78.	Determine how to manage such a building to ensure its usage.
79.	Start construction
80.	I think there should be fundraising/ walk /run for the homeless,,there needs to be an advocate for these people as most are suffering from mental illness they need our help to get better..not every one has inner strength.Like a celebrity personality to help with the campaign.

81.	build sanitary facilities; showers, basins, toilets. provide laundry facilities if feasible
82.	ask businesses and others to help match city funds to pay for this
83.	Come up with a long term solution that allows the homeless to be involved with their future in our city. Work/trade programs, different facets of support in all areas that are needed. There should be an emphasis on not giving out handouts unless the person is incapable of contributing. All persons must be willing to work for their community.
84.	establish linkages to existing support networks to assist those who have moved into these units to provide ongoing support
85.	Provide staff with adequate training and tools to deal with issues that will arise such as thefts, assaults, threats, drugs, alcohol, etc...

Potential Solution #1 | Step 5

#	Response
1.	have residents partly responsible for building upkeep and maintenance
2.	Hold fundraisers.
3.	quite honestly i don't see investment in shelters of much value. i believe the focus should stay on permanent housing w/ cost containment through efficient small scale design, i.e. : "clover house"
4.	No more emergency weather protocols - open all year.
5.	Reduce municipal obstacles to shelters and housing projects - expedite applications, reduce or eliminate permit fees, allow shelters in all residential zones
6.	Make it so.
7.	In choosing pre-existing buildings the city could have less temporary solutions such as the camping and RV suggestion which seems to be causing the most problems. Therefore, consultation with the public could show how the city is using pre-existing infrastructure and making use of what the city already has. This should include consultation with areas surrounding the existing buildings as well as early and clear consultation with all of Victoria through easy to follow plans.
8.	Register each truly homeless person, so that Victoria does not end up becoming the homeless capital of Canada.
9.	Create a system to screen out homeless people and send them back to where they come from, hopefully slowing down the growth of homeless population. 99% of Canadian population likes to live in Victoria because of the great weather. Story "A young person with mentally sick or handicapped folks that needs attention, but the young person has limited amount of funds from his / her job. Now that he / she learned of the fact that Victoria is opening tent city for the homeless. He / she will be more than happy to spend \$100 or \$150 to purchase a Greyhound bus ticket, and send his/ her folks to a caring city of Victoria. He / she basically pass on the responsibility to City of Victoria with deep pocket, and great weather". The above is just a story for now or but it depicts the facts on how thought process is being deploy in the general population.

10.	When operating, measure impact to ensure goals are being met.
11.	possible to use homeless crews for city clean up and services cutting costs on union workers and giving homeless a real sense of purpose with a meaningful job, also use homeless people who have got back on there feet to support others and provide advise and help for each other, teamworking.
12.	Inverst in both sides of the negotiations and bring them together to benefit all concerned
13.	People will be happy to see people clear out of the parks.
14.	No one pays rent or utilities.Provide support and harm reduction services. Ask for volunteers from this community to "pay it forward".(eg .Can they help with building maintenance,gardening etc.)
15.	Regular checks on approved accommodations to maintain health and safety for both housing providers and the people needing housing.
16.	I am not addressing the issue of drug use here. I think it is important to enable those affected so that they can help themselves. Every circumstance is different and needs to be treated that way.
17.	raise housing allowance for everyone one welfare! All costs have gone up, but welfare has been the same for over a decade .
18.	Move the highest priority homeless persons into these dwellings.
19.	Work with BC Transit to have the number #14 bus to either pull up in front of the building or have a shuttle van that could transport residents to either downtown, the westshore ect. (shuttle driver would be hired during step 3 and shuttle step 4)
20.	Actually require these individuals to be accountable for their actions
21.	Station a case worker at the facility during early evening to examine client histories and solutions.
22.	Create the additional shelter spaces, asap. Then use a combination of education and enforcement to move homeless campers into the shelters, and to restore the camping ban in parks.
23.	Provide adequate social services to those who are newly housed.
24.	Any additional shelters are just that: over night shelters.
25.	The "travellers" who are not the typical hard to house people need to go home or do something. They are choosing this vagrant lifestyle and are exhausting the resources that exist out there. We need to create more mental health facilities again, much more ethical than they used to be. Sick people need help and they are often not welcome at the shelters.
26.	let them form a strata committee for rules and conduct control
27.	support services for those who are able to re-enter the workforce [computer(s) available for printing/emailing resumes and job search, perhaps even interview clothes or a laundry facility]
28.	If after all this you still are taking the bleeding route and now we have doubled the homeless, send them to there own little piece of boon docks and live off the land for as long

	as they can live, or die, it really doesn't matter, your just prolonging the inevitable but at the same time raping the tax payer, Mentally ill, fund places for them to be cared for, the drug/alcohol addicted time to give them the wake up call and either shit or get off the pot
29.	Open for term housing, perhaps 6 months at a time, allowing people to get back on their feet.
30.	Whichever of the solutions in ALL CAPS in the steps above fits with the outcome of activities in Step 1, work with existing service providers to cover capital costs, and encourage the appropriate branches of provincial and national government to cover the remaining capital and operating costs.
31.	Have access for medical and social outreach workers 24 hours a day
32.	If people are addicts, they need help to kick their habit, rehab, and social network, not just more money and handouts to refuel their addictions.
33.	Start small and make sure community is on board so that people feel welcome in the neighbourhoods where they are billeted.
34.	Build!
35.	Take action as quickly as possible. The problems associated with temporary sheltering in parks are getting worse. Living near one of the City's parks is negatively impacting property values and the ability to sell our homes.
36.	Follow up to make sure the right client is in the right home, that there are sufficient back up services to ensure a successful co-operative lifestyle.
37.	Increase fees/taxes on foreign property investment/purchases
38.	ensure staff are clear that this is a priority and are given clear direction to fast track applications and process, within reason
39.	Enter into short term leases and support agreements to provide housing- a distributed model not all in one location to meet different needs
40.	As people improve over time, and become role models from within the community (rather than be pressured to change from outside that community), provide next-step support like gaining employment, volunteer activities, free education opportunities geared towards adults etc. Help them step up when they are ready to.
41.	Several local non-profits are well-positioned to know whether / help ensure funding is well spent, ask.
42.	Fill the apartments, let people stabilize, help them find employment (or education) and eventually a more independent living situation.
43.	Track progress
44.	Enforce existing bylaws to reduce the abuse by some of the Supreme Court ruling. Identify the truly homeless from those who simply do not want to use available services.
45.	Gauge whether those beds get filled if indeed the plan proceeds
46.	Respect and compassion should exist, as there is no perfect solution, but this issue needs to be a priority before our city becomes dangerous and hazardous.

47.	Continue to monitor and evaluate after residents move onsite.
48.	Approach the public with how much of a good thing this will be, how much money we will save in the long term, how much nicer our streets will look to tourists, etc. Explain that taxes won't sky rocket, people are obsessed with the false idea that any social services will put them in poverty because of the taxes.
49.	Unsure.
50.	Provide addiction and mental health supports in shelters and transition programs to supported housing (longer term initiative)
51.	Manage people in the parking lot shelters by defining their support needs such as jobs (even if it is picking fruit with medical related break), counseling, medical, etc. programs managed by qualified staff. Report of what worked and did not work.
52.	get housing, ministry grants full welfare
53.	House people
54.	look at tax increases/levies to support the housing on an ongoing basis.
55.	Get word out to homeless population via outreach services, AVI, Mustard Seed, Cool Aid, etc.
56.	Support people living there
57.	If the program works, expand the program by working with senior levels of government. If the program fails to meet its objectives go back to the drawing board.
58.	Don't give up! We can do this.
59.	See how it goes. Talk to people again. Reconfigure if necessary, Build more if successful.
60.	Enforcement of Rules
61.	I also think that we can sponsor the homeless just as we sponsor children in third world countries. A picture of each person and how they got to be on the streets,,,there aspirations for themselves, where do they see themselves and a site designed for donating to these peopleas long as this money went 100% to these individuals.
62.	Address issues such as the security of personal possessions, physical assaults, drug use and intoxication. Will the policing be from within the community with some aid from the Vic PD, or will outside security be needed 24/7.
63.	evaluate it and see if it worked
64.	Complete a safe, supervised sustainable community for those in need.
65.	start again!
66.	Ensure the surrounding area is set up and prepared for the increased number of homeless in the area

Why do you think this is a good solution (rationale)? What are the pros and cons? |

#	Response
1.	Promotes community, sense of ownership

2.	Because the cost is shared by everyone not just Victoria
3.	Homeless issue Shared by all Canadians
4.	Pros: funds can be raised as needed. Increases opportunities for public service, even if that means attending a party/event meant to fundraise. Cons: requires plenty of organization and recruitment. Problem can be solved through delegation.
5.	It takes advantage of the organizations that are already working with the homeless and are on their way to positive programs. Woodwyn Farm model has amazing success rate, regardless of issues with zoning, etc the program helps members sober up, learn how to work and builds confidence. People need hands up, not handouts.
6.	The idea of camping in parks is already established. This just regulates it into something fair to all communities and long periods of no camping before it returns
7.	Everyone needs to feel needed and given the opportunity to improve their situation so that they can contribute to society in a meaningful way.
8.	Get government out of something they will screw up for sure. Monthly billing costs can be recovered through mil rate increase
9.	without money everything is at a stand-still. People are motivated by money, especially free, tax free money.
10.	see above comments
11.	I walk by Rock Bay everyday and there are people afraid to go there because some of the population are violent. Also I hear they do room checks throughout the night so they get woken up. There's existing buildings around the city, don't concentrate everyone in one place.
12.	I think it's a good solution because the shelters already know how to deal with at-risk populations, and what needs those population have. There is a comfort level with staff and clients, and that should be expanded.
13.	The homeless people can't be forced to go into housing, so creating housing that would be unused is wasteful and to create housing and then announcing that it is underutilized will just attract more people to Victoria for the wrong reasons
14.	Parks are not there to house people. Tent cities are not a solution - we do not want slums and shantytowns. People deserve help and proper shelter and housing. More shelters will get people of the street and out of the parks and will give them a measure of security to allow them to focus on other issues that are at the root of their homelessness.
15.	Pros...building is empty, already built, Warmer and drier than tents
16.	Using pre-existing buildings and making them suitable
17.	There are 130 people sleeping in parks right now, if we have 150 more beds available, we've eliminated the park problem. The con is that we still have to address homelessness, but that should not fall just on the city, provincial and federal gov'ts need to contribute.
18.	Being an island with lots of Navy ships and cruise ships around, it makes sense from a financial and practical purpose. This has been done in other parts of the world successfully.

19.	Victoria is well known for great weather, and great tourist town. We do not wish more homeless people coming to Victoria, but we welcome all tourists we are here to spend their hard earned money.
20.	already owned good location
21.	In regards to expanding existing shelter bed, these people know and understand the homeless needs. I have seen too many abuse the system and still insist on staying out doors.
22.	Uses existng facilities, provides needed support so the housing isn't just a one-off that is soon overwhelmed by need, benefits community as a whole. Temporary shelter seems like a knee-jerk solution that does not look at the housing issue as a whoole.
23.	facilitate an additional writeoffs for companys who provide support to homeless programs
24.	this is a location that non-homeless people already know to avoid and homeless people know to go to
25.	Pros: Engaged citizens helping people in need. Cons: None.
26.	everyone need a clean safe secure home to live in and flourish
27.	must be shared funding - not a burden on Victoria tax payers, not-for-profits can stretch the dollar farther the unionized pay rates of city staff. I thought the city purchased old hotels to house the homeless - but I am not sure what was the end result - I have heard that the residents destroyed them but do not know if that is true.
28.	Provides adequate shelter at reasonable cost, without creating a perverse incentive to attract more homeless / indigent to the area. Deals with demand for other sites (eg, parks) which are undesirable and unacceptable. Minimizes conflict with citizens and reduces spread of crime throughout the city.
29.	There are only pro's to this solution. We would be using buildings that are empty, and these buildings would be downtown close to services.
30.	we need more shleter beds and not tents in parks
31.	A permanent solution,over the long term is more financially viable.
32.	Victoria is become a haven for homeless across the country. Expanding the locations and facilities beyond existing will only invite more, further straining resources and encouraging taxpayers and families with children to leave the City
33.	It would bring a human connection to the problem. People helping people, hands on. I imagine a plan where, with the right match, a person on the street now has a real connection to a different way of being in the world and the individual starts to understand the real tragedy of some lives. I imagine smaller group homes with caring, trained people who really understand the problems, who get to know the 10(for example) individuals being housed in their facility. They get to understand the person behind the addiction - the ugly, painful things it does to a soul. For those on the street who 'choose' to be more transient, who aren't ready or wanting that next step regular shelter beds need to be maintained. Most of the pros I'v stated- community, caring, intimacy as well as a respect for the individual. In a more practical way the pros include returning the parks back to their original purpose - a place for people to enjoy free of fear (real or imagined) and

	community to gather to celebrate our wonderful city. Also, it would address individuals as individuals providing suitable housing in EVERY corner of the city rather than herding the homeless into large facilities or "villages" that do nothing that victimize them and isolate them. The cons are obvious too. How do you regulate? How do you ensure safety for everyone? How accessible are the services needed? There would be risks, but nothing worthwhile can be done without some measure of risk.
34.	Pros - low cost and simple. Engages those that are affected. Helps the affected to be part of the solution. Encourages community involvement. Takes advantage of existing, available space. Creates opportunity. Cons - Does not address homelessness due to drug use. Maybe not suitable for all circumstances (ie families with children - but this solution could free up space in shelters that are suitable for families and children.
35.	maybe some of the addicts will get help OR someone will be poked by a dirty needle
36.	Pros - avoiding a substandard housing area, integrated into a neighbourhood, community, cons extra cost to developers/strata, management of tenets
37.	Shelter beds close in warmer months putting people into parks, where they have the right to camp if there is no shelter available. The PROVINCE has the obligation to provide more funding, not the federal govt; province already receives funding into BC Housing. What is happening with BC Housing? Nothing.
38.	There are buildings available, they can be easily retrofitted. This can be accomplished quickly and economically.
39.	Those currently operating existing shelters have experience with the homeless population and have support services in place. It is more efficient to expand these services than to try to recreate something new.
40.	The building is already build to house people for a transitional period. The major con is you would need to get the approval of the province as well as work with at least the View Royal municipality since it is in there jurisdiction.
41.	Pros, you teach people to provide for themselves, cons, no matter how many you help, some of them want this lifestyle, you need to accept that
42.	The burden of homelessness in victoria should not fall to city taxpayers nor should our parks be jepordized
43.	The transient people who live on our streets will probably always exist. An "in town" solution is best for these people. Parking lots are perfectly located and relatively easy to maintain. Very few cars travel to the "top layer". It wouldn't be missed.
44.	I think that the pros and cons are self-evident.
45.	The Supreme Court's decision was that the City cannot prohibit camping in public spaces IF ADEQUATE SHELTER BEDS ARE NOT AVAILABLE. Clearly, the practical intent of the judgment was not to legalize camping in parks, but rather to highlight the responsibility of governments to provide adequate shelter for the homeless. Providing additional shelter would have 2 concrete effects: it would (a) meet the short-term needs of the homeless and (b) untie the City's hands when it comes to enforcing the ban on camping in public parks.
46.	Even though Medicine Hat is smaller than Victoria, it saw the need, was proactive and has much to teach us. Trying cannot leave us worse off than we are now. We cannot continue

	to treat people as sub-human.
47.	pros: cost effective. provide additional funds to shelters that have a positive track record in providing emergency housing services. shelters should continue to provide transitional housing to individuals requiring support. transitional housing should focus on supporting clients to secure independent/subsidized housing.
48.	Pro: Fulfills the mandate of the court decision allowing people only to sleep in parks when there is no shelter space. Puts onus of funding additional shelters on the provincial and federal governments who own the housing strategy. Con's: The city has to petition the higher levels of gov't for the funding and put forth a case to back up the demands.
49.	I truly believe this is a national issue and the federal government needs to be involved. Camping in parks needs to be outlawed as it is wrecking the parks for everyone else. The federal government needs to fight the court case. Many of the campers are transient so it shouldn't rest on the shoulders of the Victoria taxpayers. Many people I believe choose to camp and there needs to be services for them. How are you going to deal with these folks once you arrange housing and they won't move into it.
50.	We need solutions rather than band aid solutions. This problem is not going to go away! BC will always be worse than other provinces because people can survive outside year long.
51.	lower cost, make them accountable, it will require some contribution on their part, less like a hand out
52.	fiscally sound...clean up peoples yards of old rvs.....they must be upkeep and not leak etc
53.	Supervision and mental health services may help make the facilities safer and more desirable for use, reduce violence, increase cleanliness and health.
54.	A more permanent solution that get s people off the streets and into facilities where support services are available.
55.	Pros: Existing shelters should have the framework in place to provide and support shelter beds. Likely less investment than building brand new facilities. Depending on what facility changes were required, this could be one of the faster options to get up and running. Cons: It seems that not all people want or are comfortable staying in shelter beds so this may not address the park camping issue unless the city took a stance to force people into beds if they were available.
56.	Because this is not just an issue of being on the street, there are other issues involved as stated above. I think as a city the people of Victoria have been very tolerant of what has happened, and over the years the drug and mental health issues have increased. I live near the Bay Public Market and it is getting worse.
57.	It is a good solution because it puts the onus on the homeless to help themselves up. If they arent willing to then why should we. Fully support giving a helping hand but right now, we give everything, they take everything, and they have absolutely no accountability other than to costing us more money and resources.
58.	Stop the inflow of the homeless, the ones that currently exist in the city need some kind of City of Victoria ID. All new transients should be returned to their home province/city..
59.	Woodwynn, as noted above. This is the correct approach since it educates and empowers

	people to fend for themselves. Encouraging or tolerating dependent behaviour (squatting, panhandling, sleeping rough) is the wrong thing to do.
60.	This sort of housing provides a level of stability that individuals would not have in a tent shelter. Especially if this is paired with services to help people get on their own feet, it could be an important first step.
61.	funding for beds and a facility like Insite. Pros are providing more services, preventing overdose deaths/emergency calls, reducing clean-up and emergency management costs. Cons are costs.
62.	dignified housing, but nearby residents don't need to worry about tarps/tents/etc
63.	we need to set limits. Cannot let homeless take over the city
64.	It starts with the actual people we want to help, and provides a long-term solution that will help not just the current individuals, but future citizens in these situations. Recovery is the cheapest option for society, and housing first is the most effective route to recovery. It makes unnecessary both unwanted policing, unwanted suffering, and unwanted property damage.
65.	pros - secure and more private housing and place to get bathed and clean clothes. cons - cost
66.	We need to take back our own city streets.
67.	So many people have extra space in their homes/buildings. Good use of existing built footprint in the city. I could see issues arise if the homeless person has drug abuse or mental health issues.
68.	We need a more permanent solution. We are a wealthy city, our citizens can well afford to fund this
69.	these shelters are already in existence, create more bed areas, and or tenting areas in the park areas, or grass areas.
70.	the buildings are already being used for the homeless, and have outreach workers there. Use all spaces, and outdoor areas for tenting.
71.	the shelters are already in use- and people know where they are- add space on land for tenting options/ create more space for beds
72.	The parks should be for sports, playgrounds and not for the homeless.. They need a roof over their heads please.
73.	Make more beds available because they are already set up with counsellors and staffing- perhaps there are areas for people to tent outside if that's their preference
74.	It's a good temporary option. I think centralizing it all in one building will save in cost and offer better health and social services on the long run.
75.	the shelters already are there, so use them to full capacity, and even use the land around it for tenting if that's going to increase beds for people
76.	The shelters are there to use, expand the amount of beds/ use the outdoor areas for tenting

77.	we have the shelters, so make use of all the space, and allow tents in the grounds, so that people have access to outreach workers/supports/meals/ housing lists
78.	The use of existing buildings should allow the City to take action more quickly than waiting for new facilities to be built.
79.	We need to know why there are homeless people here and how many more will come
80.	I don't like the park solution because it will create more problems and is not permanent housing.
81.	can be moved to more suitable spots if needed
82.	use the shelters we have to full capacity and have tents in the lots/ or grassy areas , so that people can go to drop in meals and supports/housing information referrals
83.	Cost effective and will eliminate people sleeping on the streets.
84.	Pros' because they are already staffed, and people know where the shelters are.
85.	we should use what we already have to save on costs.
86.	Addressing homelessness requires serious capital. Corporations and foreign investors will not willingly part with profits. Regardless of how unbusiness friendly it may be, raising taxes/fess is an effective way to raise revenue needed to fund successful social programs.
87.	See above Solution #1 This is a long term plan rather than a temporary plan that looks towards the future.
88.	I think there needs to be more funding and providing space and homes in buildings where people can get the support and assistance they need to get back on there feet. Having a tent ghetoo in a park does not seem like a safe or healthy option for anyone. I have seen first hand the benefits of getting someone who is homeless into a shelter, providing care and setting up links to find cheap affordable long term housing.
89.	use the buildings we have for the needy
90.	Other options are temporary
91.	it takes a lot of time and costs a lot to build new so repurposing existing buildings can be quick and cost effective, it also allows you to integrate temporary shelters within the exising urban fabric so you are not creating ghettos or stigmatizing
92.	Instead of asking nitpicking questions, get on with fixing the problem
93.	More rental stock. New rental stock as average rental in Canada is 1960's. Market will dictate competitive rents and landlords will improve properties to compete. More employment and taxes
94.	Utilising existing buildings makes the most sense for a temporary housing solution. Building new is expensive and not currently funded. Leasing allows a more modest up-front cost and allows pilot projects.
95.	More shelter beds for this population wont work, but I don't think the liberal govt cares enough to fund anything for this population.
96.	something must be done in the near term, and although this is not a popular something, anything that increases the safety and convenience of those living rough is better than

	what is happening now.
97.	use all the indoor and outdoor spaces and maybe build an additional level on top or back, also have tenting area in back
98.	Pros: fosters a sense of community and develops a sense of self-worth and potential, guiding individuals back to productive lives. Cons: potentially expensive initial set-up costs that must weighed against long term benefits. Additionally, continue supporting will require reliable funding.
99.	Local input and a spectrum approach to a multi-faceted problem.
100.	It uses the housing first model, helping people case-by-case. Pros: systemic change. Cons: expensive.
101.	It brings those who are willing and able to help with those who need it.
102.	This is an issue affecting thousands of residents, therefore a re allocation of funds would seem to be needed. Service reductions in other areas makes sense, to properly address this issue.
103.	People must be made to feel safe within their own room.
104.	people already know the shelters are there...outreach workers are available there to help connect to services
105.	Pros: facilities already exist, great staff already exist. Pros: perhaps a lack of capacity to add spaces? Perhaps homeless reluctant to get off streets for whatever reasons.
106.	already exist- use this first, as there are staff there to help individuals get resources
107.	Arbutus park is at my doorstep, and I sometimes have to take my dog out late at night, and am afraid because of things I have seen, some of it traumatizing, at least to me. The homeless need to belong somewhere, and I need to feel reasonably safe in my immediate neighbourhood
108.	This is a viable, safe solution that can be implemented by the city and provincial government without compromising the security and living standards of Victoria residents. I can only see the benefits.
109.	Indoor solution is better than tents- warmer, less threat of fire. Private or semi-private rooms give residents dignity. Has the potential to become a permanent housing solution.
110.	They are already up and running by professionals
111.	the shelters already are there, use up all the space, and provide areas for tents for those who do not want to be inside. They will be able to get referrals from workers, and hopefully drop in meals easily.
112.	I think it is a good solution because the infastructure is already there, the people in need already know where these services are and there is already trained staff and volunteers. Unlike the tent idea, they are protected from bad weather, and complaints from people about precious business space being used to "house these people on my money!" Con would be possibly having to build new additions to the existing buildings.
113.	Identifying the housing issue is not ours alone is important. Adopting a plan similar to Habitat, where the residents of the proposed housing are encouraged to help - even in a

	small manner, along with community/industry volunteership would help foster some ownership. The answer is not to temporarily house the homeless in tents, in parks away from the services already in place downtown. .
114.	the shelters already are in place, so use them to their full capacity and even have tenting areas outside or in parking areas if needed
115.	they are already here to use, and maybe some tenting solutions could happen in the open spaces in the backs or side of the buildings.
116.	This will put transients and homeless into shelters and put them in daily contact with appropriate community agencies and support workers. A no sheltering ban will also eventually change the culture of camping out as a preferred alternative and then tax paying citizens and their can return to enjoying city parks.
117.	Put the people where the services are. Empower them and help them in a meaningful way. Creative solutions may include hiring students in the health care, social worker, etc. field to assist people in this position.
118.	we are not responsible for the persons lack of control ie. addictions and or mental health. They made the choice to go the route they did. Most are not interested in changing so if they are not willing to commit to helping themselves then there should be no hand-outs..
119.	pro: lower capital costs con: unlikely to be 130 unused/accessible spaces
120.	We need more housing for homeless not just more beds. Make use of existing buildings. Problem is building codes. Might cost more money.
121.	more permanent solution. Will reduce healthcare costs for those living on the streets
122.	If it's possible to use empty buildings or buildings that sit empty at night in order to help keep a vulnerable population safe, this would be beneficial. Cons: finding a way around NIMBY, finding appropriate location
123.	Established infrastructure will facilitate earlier implementation
124.	Suitable properties exist. Not too difficult to renovate. Better to house people, even temporarily, indoors then in outdoor camp-type facilities.
125.	Empty houses put to use
126.	It integrates the population into the community, rather than segregating and concentrating the population - potentially aggravating their problems.
127.	already there, and use what we have, there are workers there to support individuals and to get them linked to services/ housing
128.	there are already supports and services here....use extra spaces, and outdoor areas for tenting solutions
129.	There are enough spaces for the homeless to live already. There could be MORE rental spaces in Victoria for everyone, yes. Using abandoned or unloved buildings would be great. There are no cons.
130.	see Step 1
131.	Appears successful in present City wet house facility.

132.	many empty buildings - it makes sense to use them if they are useable.
133.	Removes unnecessary waste from landfill cycle, if made from old shipping containers can be moved if needed, has the ability to let people help each other (when buildings are also built for community needs like a kitchen and gardens on top of buildings), can be as temporary as needed or as permanent as acceptable...but you have to convince community that it's not going to be an eyesore and can be doable, plus finding space (though the portable nature of shelters would ease this worry)
134.	I do not support using public parks as locations for tent cities. Nor do I support purchasing mini-houses for the homeless. Using existing unused buildings is a safer option than allowing buildings to remain unoccupied.
135.	Assuming there is space for additional beds, the infrastructure is already in place to provide them, including the expertise of the agencies who are running them.
136.	Easy: space is not used off working hours. Can be easy to cleanup/wash before start of business hours.
137.	It satisfies the Adam's ruling, but it will be difficult to enforce as there are many who do not want to be sheltered. Question: Is enforcement to shelter going to become our next big issue of "civil rights"? - to sleep where I want not where you say I must.
138.	Utilizes existing space and buildings.
139.	I think if we had shelters that gave a sense of community, a community garden/courtyard, volunteers, in art therapy, hairdressers? once a month skills or learning classes etc and an eating area like a cafeteria,, but not so clinical...almost like old folks homes where the homeless felt included and the money came from the city and fundraising efforts.
140.	It would use existing structures (dual purpose). Pros - homeless are mostly out of the elements, there might be washrooms available. Cons - someone may have to clean up in the mornings; time limits - when would the 'campers' have to vacate to accommodate people parking.
141.	There is a segment of the homeless community that don't want to go into shelters or stay in motels and they are terribly under-served. they need safer spaces to set up tents, spaces with sanitary facilities close by, and that aren't too far from Our Pace and the bottle depots.
142.	there is a lot of unused space that could house people. How do we maximize the use of that space?
143.	I think this will hold people accountable for their future. We cannot just give all of our resources away without the expectation that they're willing to contribute to improve their lives. I know there are many people that are experiencing tough times, but with the proper programs set up - we can address each and every one of these issues. It's time to be proactive and get these people off the streets, to better our communities. This solution might take time, but it's a long term solution. My husband and I would be willing to contribute to this idea and as we are homebuilders - we are vital volunteers. If I had the money to start this project - it would already be done. I've visited other sustainable micro communities and they're thriving.

144.	It would give people actual shelter (not in a car or tent or hut) with heat, electricity, locking doors, clean washrooms instead of port-a-potties, possibly laundry facilities. In short, it would provide homeless people with the safe, clean, dignified shelter that everyone in our society deserves..
145.	these building are already existing and hopefully do not require too many upgrades to make them appropriate housing. The Cons is the cost and the potential to ghettoise those people who live in the housing
146.	already have workers to help people get needed supports in place
147.	pro it is close to supportive center already , con there is a school that is closed but close by
148.	Pros: the neighbourhood already has a shelter and the issues that come with it so neighbours have most likely come to terms with it. You don't have to disrupt another neighbourhood/community by building a new shelter. The homeless population know where the existing shelters are. There are always homeless people sleeping on Mars on the floor and outside on the ground at the existing shelters. If there were more beds inside they would utilize them. The resources such as needle exchange and soup kitchen are already in place.
149.	we have a social responsibility to fund safe, dignified housing that connects vulnerable people to services.
150.	The city busines community can't pay for everything
151.	Moving people who are sleeping wherever they want to shelters stops people from going to the bathroom everywhere, it will also stop people from sleeping in private and public areas and it will lower the conflict with the homeless who get angry when they are asked to leave

Which organizations do you think the City should collaborate and partner with to implement the solution? |

#	Response
1.	woodwynd farm
2.	Ministry of Housing Island Health Authority
3.	Ministry of Housing Island Health
4.	Island Health, United Way, WIN, Victoria Cool Aid Society, CCSS, and UVSS.
5.	Woodwyn Farm. Our Place. These are the only that I have direct experience with.
6.	Has a plea for land/buildings gone out to the public to see if a land/building owner would be willing to contribute to the cause (with or without compensation)?
7.	Medical visits psychological, substance abuse and physical, perfect for college hands on training

8.	well BC housing is useless, so is pacifica and it's subsidiaries like CASH. Unless these entities change their protocol and the abusive attitude towards their homeless clients. They will get no good reference from my staff. I think the Foundations, and philanthropists should be in collaboration with because the former organizations I listed at the start are Not working. We need fresh resources, services, the former organizations are like using the same tools over and over again and expecting a different result but only getting the same result. It's gotta change.
9.	existing supportive social ousing providers
10.	First I think it's bizarre there are so many different societies serving the same population - amalgamate and streamline end to end services. And push push push the Federal government for a national housing strategy.
11.	Our Place
12.	Faith groups
13.	Federal and provincial governments. Though homelessness impacts the City of Victoria, the causes of it are far beyond the capabilities and mandate of local government and taxpayers to deal with
14.	Provincial and federal governments; CRD and neighbouring municipalities; any non-profit that is willing and able to operate shelter/housing
15.	Sorry no suggestions.....maybe VIHA?
16.	City of Victoria as well as other municipalities, the provincial government, organizations currently working on homelessness (in Victoria and other places in Canada or BC with solutions that are working). Also the city should try and get at least 2-5 individuals from various age groups to give their opinion. Experts who are currently studying the causes of homelessness and the services that these individuals need (e.g. Scholars from Uvic).
17.	All the current non-profit organizations that are involved in housing the homeless (eg. Pacifica Housing, Our Place).
18.	Religious groups and the red cross.
19.	cool aid, mental health
20.	Federal governement
21.	Federal and provincial governments, social service agencies, low income housing providers, existing shelters, homeless advocates like TAPS, community associations and organizations, developers, Foundations.
22.	big business should provide financial support to city for clean up and support, offering temp employment and help to get homeless back on there feet
23.	federal government, its their mandate!!
24.	All of the current service agencies with possible direction from Big Brothers and Sisters.
25.	Before conaborating. survey the orgnaizations and prospective partners to see if theyare a fit or not. Negotating with the orgnaisations should be with both the people who have thehood and the people who are the hood.

26.	work with a number of NGO/ not-for-profits that are currently working in the city with a number of different approaches and mandates to serve the various needs of the would be residents (religious based and non religious based)
27.	Existing shelter operators
28.	Viha; Our Place, Mustard seed, Cool Aid , mental health services
29.	Island health,Homeless coalitions,churches,provincial gov
30.	<p>There are too many organizations in the city - the poverty/homeless industry has grown. Select a couple of organizations and stop funding all others.</p> <p>At last week's event, most people I met were paid to be there. Not only the \$20 for the gang to be there, biut the poverty/homeless industry represnetatives were there. All wanting more programs so their organizations could grow.</p>
31.	Churches, organizations that deal with addiction and homelessness like Our Place and Koolaid , shelters and private home owners who want to help.
32.	Parkades, YMCA (for programs/courses) Security providers, port-a potties providers, Storage container providers, Downtown association..Support service workers/volunteers,
33.	all outreach, reverend Al, needle exchange, cops and drug and alcohol concealers,social workers
34.	Charlayne Thornton-Joe must be kept in the loop; there should be no end-run around her by the mayor, and councillors Isitt and Loveday. Disgraceful and not the "new way of politics" the mayor promised (why I voted for her).
35.	<p>Hero Work, Churches, YM/YWCA.</p> <p>WIN, Transition House, Our Place, Ellice Housing, Private donations,</p> <p>Labour force of homeless persons, private volunteers,</p>
36.	Cool Aid Society, Mustard Seed, Street link, Salvation Army and the Victoria Society to End Homelessness
37.	Possibly Pacifica or Coolaid Society.
38.	our place, rock bay shelter, viha, and "non" profit organizations with zero self interest to solution
39.	Our Place or the like. Eventually an operation of this kind must be managed much like a campground or hotel.
40.	Any agency with a proven record of providing adequate shelter services, and the capacity to provide those services in location(s) that make sense for the homeless population.
41.	The churches, the Victoria Health Co-op, the seniors' organizations, the Association of first Nations Friendship Centres, VIHA, the University of Victoria, Camosun College, the division of Family Practice (VIHA), Chambers of Commerce and tourism associations throughout the area, all the Police Departments, HRDSC, the Community Associations, the Credit Unions, Banks and insurance companies, the Co-op Housing Federation, CMHC, CMA (re their "Demand a Plan for Seniors" campaign) Canadian Nurses' Association, Health Care Co-op Federation of Canada.

42.	Provincial and Federal governments. Through these funding sources there may be options to contract out to local services, but only in conjunction with the federal and provincial governments with the plan on a complete housing strategy.
43.	There are many "experts" already working with homeless and the hard to house. Collaboration with them would be great.
44.	Mental health, addictions, local property owners, island health
45.	mechanic shop ...
46.	Our Place, Cool Aid, Salvation Army, BC Government, Federal Government, CRD
47.	Kool Aid, Our Place, Church Organizations
48.	I can't speak to this with any authority.
49.	Capital Mental Health. Capital Regional Housing, Cool Aid.
50.	Whoever oversees mental health. and then someone that can give a firm guidance and not this bleeding heart carry them forever mentality
51.	Business owners that currently have space available that could be bought/leased by the city to provide spaces. Pacific coast Bus line/Greyhound to move the rest back to where they originated. BC Ferries to provide billboards letting the homeless know that they will be turned away from Victoria and returned to their previous resident province.
52.	Woodwynn farms, as noted above; also, federal government should be providing housing and other services for the homeless and disadvantaged, since it is their mandate and not the city's. Lastly, the provincial government should be responsible for the mentally ill people who have been dumped onto the streets of Victoria and other cities when Riverview and other facilities were closed or scaled back.
53.	The Victoria Coalition to End Homelessness. Researchers who study the issue at UVic / UBC / SFU.
54.	Insite or the Island equivalent, Vancouver Island Health Authority.
55.	Provincial and federal gov't, all other municipalities, social service providers of all types
56.	Salvation Army and shelter providers. Limit support to others.
57.	Victoria Cool Aid Society, Pacifica Housing, Greater Victoria Housing Society, Saint Vincent Du Paul, M'Akola, AIDS Vancouver Island.
58.	Churches, Our Place, Salvation Army, Street Medical Clinic Beacon and St Vicent de Paul Provincial and Federal Govts
59.	Police, medical services, social support, councillors with addiction

60.	Don't know
61.	you know best
62.	you know best
63.	you decide
64.	I'm only 12, I'm not sure.
65.	You know about that better than I would
66.	I do not have the knowledge to answer this question.
67.	the shelters/ and donations from any non profits, mental health services viha....not really sure
68.	the shelters and the province, non profits Salvation Army, viha , expand the extra shelter services to year round beds
69.	you know this more than I would
70.	Federal and provincial governments, BC Housing Management Commission, Vancouver Island Health Authority, Salvation Army, Our Place, Rock Bay, and residents and businesses in Greater Victoria.
71.	Youth groups, mental health
72.	All service clubs, high schools and businesses like the ones that assisted with the Citizen's Counselling reno.
73.	viha, coalition to end homelessness
74.	not sure
75.	School on Blanshard and Hillside corner Motels on Gorge
76.	not really sure
77.	you probably can come up with the partners...
78.	Funding: provincial and federal governments, corporations, and very wealthy private citizens. Re/development: local companies, public and private property owners.
79.	See above: Solution #1
80.	Local bussiness, Federal Government, VIHA, Victim Services, SPCA
81.	Cool Aid society, Coalition to end Homelessness, Our Place
82.	you decide
83.	Those doing the work already
84.	non-profits, Province, industry,
85.	CRD and the other municipalities
86.	All the affordable housing coalitions, non-profits, churches, interested parties out there

87.	Trac, LandlordBC, Cool Aid and housing social service agency
88.	There are many organisations working on the issue. However, some have a vested interest in providing the type of programs/housing they have always provided. Ultimately I would like to move away from "temporary" solutions to addressing real long term solutions. However, in the short term I would advise working with the established providers such as Our Place and Cool Aid, and also working with the various harm reduction groups, mental health, AVI etc. There are a lot of faith based groups that have been providing temporary shelter for years as well.
89.	Cool Aid probably, they have a lot of housing now and seem more organized than Our Place.
90.	Our place, CEHV
91.	current shelters
92.	Education, staffing firms, guidance firms, life skills organizations, medical staff/volunteers, food stores, and potentially sports/activities groups - those that build community and are more locally centered.
93.	greater coalition to end homelessness, Cool Aid, churches, The New Government of Canada, BC, the CRD
94.	Our Place, Cool-Aid Society, BC Government
95.	existing organizations and city residents who want to make a difference
96.	VIHA. Special interest groups are biased, and do not necessarily have the greater community needs at heart. This is not meant to detract from the valuable work they do, however they are very focussed on one affected group, and do not always have a the broader focus needed to address all populations affected.
97.	Our Place Society, Mustard Seed etc
98.	you know the agencies more
99.	Social service groups, Province, Feds.
100.	you decide
101.	The Parks department, by-law enforcement, and police presence could be increased. Of course charitable organizations could help and citizens could be encouraged to donate, (something that is already in place) but we need to be reminded to continue to help and be involved in solutions for all residents, and not just try to chase them away, because that is not going to happen, so we need to address it and deal with the reality
102.	The City should collaborate with the Ministry of Social Development, RCMP, charitable organizations and the established downtown businesses.
103.	Our place
104.	you know them better
105.	Anyone willing to help with funding. Go to the colleges and university to see if any student unions or clubs would be interested in helping by raising funds or spreading understanding.

106.	Federal Governemnt, Construction/Design Associations, homeless support advocates. Neighbourhood associations, residents of neighbouring properties, the actual homeless looking to be rehoused.
107.	you are aware of them probably
108.	you know these
109.	Organizations with a history of providing safe shelters and effective supports.
110.	Health service organizations, governments, private sector (farms, business, private mental and drug support facilities)
111.	Dandelion society, open door.
112.	provincial and federal governments
113.	cool aid, our place, and other existing sheltering orgs - the ones who know who is homeless and how to create spaces that will be useful
114.	Provincial Government
115.	Provincial government. Charitable organizations.
116.	fundes (UWGV, Victoria Fdtn, PECSF, etc.). Cool Aid
117.	Existing shelters, Our Place, AVI, Cool Aid
118.	provincial, federal, charities, private sector businesses.
119.	Cool-aid. Church groups. Pacifica housing. BC government. Federal government.
120.	All banks
121.	Cool-aid Society, Ministry of Social Development, the United Way, Women in Need, BC Housing, YM/YWCA, Indian and Northern Affairs Canada, Ministry of Health, Employment Insurance, poverty advocacy groups (TAPS), legal advocacy groups.
122.	you know these
123.	you should know these
124.	Citizen organizations. General public. Put out an announcement asking citizens to help and telling them the funding will go to them. Then have someone periodically checking houses that receive the grant to make sure no one is doing bad things. Don't put drug addicted or mentally messed up people in these homes, they need to be counselled, medicated and helped.
125.	VIHA/Health/Police
126.	VIHA/Health/Police
127.	cool aid
128.	Habitat for Humanity, Holmes on Holmes, Vittrium, Coastal Environmental, Port Authority (shipping containers), MMBC (Multi-Material BC), Saanich Native Plants, Salt Spring Seeds, Horizon Contracting, Black Tree Developments, Demxx Deconstruction, ReStore Building Supplies, General Salvage Ltd., Home Depot, OurSpace, Cowichan Zero Waste, CFB Esquimalt (labour)...

129.	Provincial and Federal Governments
130.	Work with the Chamber of Commerce and the business community to create shelters. Build perks and other enticements into the negotiations. Create shelters for the unfortunate people and point out to the business community that this plan will keep the homeless out of the doorways of the business interests.
131.	Any orgs currently providing shelter
132.	Shared/everyone
133.	See above, particularly the business and residence of the community. Full Definition of RESIDENT 1 a : living in a place for some length of time : residing b : serving in a regular or full-time capacity ; also : being in residence 2 : present, inherent 3 : not migratory
134.	Our Place, Mustard Seed, Salvation Arm, federal and provincial governments, local housing developers
135.	I think getting together with University Professors in the Architectural engineering, humanities, and sociology departments to design a facilities that are sustainable, in every way,mentally emotionally, energy effiecent the rooms don't need to be big but efficient(this could be a end of the year final project as we need people that think out of the box instead of the same old ideas,,,and get the homeless who are interest in helping as I am sure there are lots that do have skills to help in the construction on some level so they feel apart of the process....so a hnad up instead of a hand out...they can help in the kitchen, gardens, janitorial,....have a purpose. Habitat for humanity, Hero Work, Rona,etc.
136.	Federal Government. Canada is a welfare state. The government should be ensuring that ALL the citizens (not just the uber rich) are well cared for.
137.	United Way, Beacon Community Services, Our Place, ??
138.	landlords associations, Pacifica Housing
139.	There are so many organizations that would be on board with this idea, too many to list.
140.	Partnering with other municipalities in the CRD is ESSENTIAL; Victoria (and especially downtown neighbourhoods like North Park and Harris Green) bear the burden of hosting support services. Not-for-profit organizations and the owners of vacant hotels/properties must be on board.

141.	any and all
142.	unsure of all the names
143.	ourplace, pacifica housing , taps
144.	Mental health workers, addiction service workers, VIHA, police, bylaw, community associations, security agencies that work those areas
145.	Island Health, BC provincial government, federal government, police, justice system, chamber of commerce, correctional facilities
146.	Churches, Salvation Army, provincial government, federal government

Is there anything else you would like the City to consider with regards to this proposed solution? |

#	Response
1	differentiate between homelessness and vagrancy
2	There are plenty of individuals out there who would love to give back to their community but are unsure of how. Other's may also be passively searching for short term volunteer opportunities and therefore would love to help put on a fundraiser. There is plenty of talent in our community, the issue is finding ways to tap into this diverse talent pool.
3	Consider the community and all community members. I was at the shelter solutions workshop and found that the focus on "story" was so intense. I don't need to understand why an individual at my table is homeless, and what their day to day is. I need to understand how a neighbourhood is impacted by it's residents as a whole. There are those in that neighbourhood who have no where to go / choose to go nowhere. How does is that impact lessened? Is it okay for a certain demographic to sleep in parks while others are not allowed? Is it appropriate for laws about public nuisance / intoxication / urination, etc. be swept aside for a certain demographic? I believe that rules are rules, and that segmenting population like this is a dangerous road. It further isolates and ostracizes the homeless.
4	Are there agencies that would have experienced people in place who could provide their expertise and/or training for staffing these homeless facilities?
5	Can be operational in a month
6	the best people who know about homeless are the homeless themselves. It's frustrating haveing members of the board who make home making decision, be those folks who don't have a clue what the homeless struggle is like, and are in for the investment, stock holders, etc.
7	once agin draw Island Health's attention to the successful exemptions that medicaid programs in states like New York have obtained to re invest saving in the health care system by providing supportive housing w/ at least a nurse per building. housing is health care
8	Prohibit people sleeping in the parks and enforce it. By tolerating people sleeping in parks, we have, in effect, accepted the problem which makes it easy for everyone to avoid dealing with it.

	Do not create tent cities. It is a road to perdition. "Tent city" is just a nice term of slum. Once established they will be nearly impossible to get rid of and they will only get worse.
9	I have NO concerns about which neighbourhoods where this would happen. Homeless need a solution and I'm no NIMBY.
10	Ideally any shelters would have some measure of support services.
11	.
12	It is nice to have compassion, and being passionate, but let us face the facts that there is no quick fix to a complication social problems. The Federal, and Provincial funding is needed to say the least. It is obvious that the Federal, and Provincial government need to do their job (i.e. do not just throw the mentally sick and criminals out on the street without any follow-up or provision which cause a whole lot of homelessness throughout Canada). Once again, 99% of Canadian population wanted to live in Victoria because of great weather is common knowledge, and we welcome the people to move into Victoria with sound financial means (i.e. those who can take good care of themselves without asking for help from the Government).
13	not any one solution the problem has multiple problems enabling is not an answer most of the homeless will not participate in any plan they are there by choice
14	City parks are NOT the answer, I have witness what type of "homeless" people abuse the system. I am not saying all of them do, but the majority of those who can and won't work do.
15	I think focusing on temporary housing is short-sighted and doomed to fail. I would prefer to see an integrated approach that works toward long-term secure housing for low income people and supported housing for those with mental health and addiction issues.
	For people in need of immediate shelter , I would add finding to existing shelters and make sure they meet the actual needs of people i.e. pet friendly, storage, personal care, food etc.
16	a reduction in non essential government personnel would prob go a long way to pay for support services, implement cost saving to reduce waste which is currently at an all time high, drop unions and implement contract based employment, as union employees are a giant drain on government finances.
17	Fairness. Take your time. temporary housing if possible. extend the services for the people who need the services. provide a transparent agenda. Do not offer what you can not give at the time of possible giving. That only creates distrust in all involved.
18	all shelters for individuals with mental or drug problems need to be kept in shelters in the downtown core - NOT within neighborhoods.
19	I was a poor kid and often what was the worse part of it was being singled out. Well-meaning people came to our poor home with hampers at Christmas wanting to see the gratitude in our

<p>eyes- wanting to see the acknowledgement that they are a good person helping the poor people. Sometimes they would bring their children to show them how some people lived. 'Some' people were me and my family. It was many years ago that I was that little girl, but I remember. People aren't cattle to be herded into a facility or a tent city for all the world to see the hurt they carry, the burden they bear, the sadness of their pain. In one statement on the proposed tent city the mayor suggested, in response to concern expressed about children seeing campers, that perhaps it would be good for them to see how some people lived. I read that and knew in a moment that the mayor knew nothing about need. To suggest that we could use tragic lives as teaching opportunities is incredibly insensitive. I remember what it was like to be stared at by well-meaning people waiting for me to be grateful. When we set up situations that establish a clear boundary between us and them we do nothing but showcase the disparity. The solution I support would not be easy or without risk, but what it does say to our fellow humans living in the street is- we care, you are welcome here, you are worthy, you are unique and we are all in this together.</p>
<p>2 if you MUST use a park, why not a small one that will be dedicated to just tent city, close to downtown.</p> <p>PLEASE don't WRECK Topez park that all our kids play in.</p>
<p>2 Don't blame residents for your mistakes. Topaz Park was initially suggested by staff as a way to save valuable resources, not as an issue of human rights. The mayor and other councillors accepted staff's rationale but did not consult with neighbourhood residents. Poor politics resulted in a backlash. To save face the mayor and Isitt for example blamed NIMBYism, and said that residents lacked compassion. How very cynical.</p>
<p>2 As above, trailers, garages, shipping containers can be easily retrofitted and are portable.</p>
<p>2 I would like the council to consider the impact on home and business owners, residents, taxpayers, schools, communities, including those outside Victoria City, and other supportive social organizations before announcing, implementing or proceeding with any solution. The solutions should not be felt to represent a personal goal but to represent what is best for the entire society and community for which you have been elected to serve.</p>
<p>2 If it is made into more of a transitional setting have the resources to see the residents through until full independence is achieved.</p>
<p>2 just do it, PERMANENT HOUSING</p>
<p>2 Prioritize the citizens that employ you</p>
<p>2 Please consider that the homeless problem will always be with us and a downtown solution is essential. This solution is a stopgap until permanent housing becomes available.</p>
<p>2 As this is a national problem, ask, and expect, HRDSC to contribute expertise and \$\$.</p>

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2 9	Consider that all our efforts may reduce homelessness but will not end it.
.	
3 0	Fight the court that made it legal to allow camping in the first place.
.	
3 1	I work with this population and we have made it a little too easy to be homeless here. You can get free food all day long, lots of services and we are basically enabling many of them. People need to do something to start to get better, if we keep handing them everything then it will not get better. The problem will continue to grow. The really sick, mentally ill and chronically addicted need proper medical care not hand outs.
3 2	if it is legal to do this
.	
3 3	Partner up with surrounding municipalities, the Provincial, and Federal governments for additional funding opportunities.
.	
3 4	Work together as a City Council. The fact that you are getting paid as a council to take care of Victoria and it's issues, and are asking the public for solutions is ridiculous. Paying the homeless to come to your meeting, I heard them cursing and yelling for their \$20, I left. Why do you think they came. What a waste of our money, stop wasting our tax payers dollars.
3 5	If you do not address the alcohol and drug addiction problem you are going to go around in circles and never solve this, stop being a bleeding heart and actually be firm on this. Quit handing everything to them with no accountability. And quit hoodwinking the public with your stats, example. I have worked in the downtown area for 10 years. I always hear about the return rate on the needle exchange being in the 90 something percents. I actually believed that for years, until I thought about it and realized I am handing in personally hundreds of needles a year myself. Your high return rate is not from the pathetic druggies, but from the businesses/people down town that pick them up that are laying around, once again I thought a return rate meant you got a new needle when you returned an old one, not that you relied on us, the sick and tired, and pissed off to return the lazy bastards discarded needles, while they just keep going and getting new needles. That just discounts me that you are throwing these numbers out there and its all smoke and mirrors. Quit being bleeding hearts, without them being accountable and you just handing them more, the problem will get worse, we will have more, this tents in a park is the biggest joke around, you have defiled Victoria permanently with that one
3 6	Please choose locations distributed throughout the city. Burnside Gorge (where I live) is already "known" among Victorians as an area with a high level of social housing. We don't want to inadvertently create a downtown eastside by putting a higher density of social housing in one area!
3 7	The costs of continuing to not do enough are too high, money needs to be spent to address treatment and shelter options for the overwhelming numbers of homeless and hard drug users there are in the core. I don't see enough of the police walking or biking around downtown, their presence would go a long ways towards keeping things orderly, reducing aggressive pan-

	handling and directing people to services/shelter which would make downtown a less frightening place at night. I do think there needs to be more enforcement of public drinking laws on the streets, I see and smell alcohol downtown all the time. I think the evidence is also there to back-up creating a Victoria based insite organization through the Health Authority as many of the downtown homeless have substance abuse and mental health problems so could be better pointed towards recovery through such an organization.
3 8 .	Cost neutral - take \$ from existing support to the many agencies.
3 9 .	Look at existing options. Many service providers know (thanks to the Coalition to End Homelessness) that more resources are needed to address this problem, and have invested thought and resources into exploring the best solutions. One of those solutions might be the right one for this problem, relieving a great deal of the delay due to planning that might otherwise be necessary.
4 0 .	Ensure that additional shelter is followed by additional enforcement of camping bylaws
4 1 .	Give the homeless the option to decorate the outside and inside of buses and RVs Ask the homeless and community for donations of skills such as plumers and electricians and carpenters to assist with the transformation of these vehicles. Decommission the vehicles engines.
4 2 .	Integration of substance abuse, harm reduction, mental health services, job training
4 3 .	it saves our parks by creating extra beds and tenting areas who don't want to go inside
4 4 .	it helps save our parks from being used by campers and lets the tax payers use the parks as they were intended
4 5 .	save the parks from being taken away from kids.
4 6 .	Save the parks from becoming camping grounds. people need shelter beds or tenting areas close to services downtown until proper supportive housing is built....We will however always needs many shelter beds until there are enough services for people with mental health issues and addictions issues...
4 7 .	Yes, it is a good temporary band aid but please consider my long term solution. There is no need to provide appartments/units/housing. There is a requirement, a must, to offer sleeping surfaces. We need to build ONE building, outside of prime real eatate location but still on buses routes. A building that will have bigger rooms with many many many bunk

beds.(50/room?) One bed and one locker allocated per person in need. Everyone coming through the same entrance for ease of security and dog drug check. Having everyone on location will make it easier to offer social and health services on site. We could also centralize all soup kitchen organization. The building would also have a common bathroom and a common kitchen to cover all that is needed to get out of homelessness situation.

Have enough beds to host all of today's homeless but also for lots of extra in case some migrate from the rest of Canada to here. Which is fine, we can help them all if we plan accordingly. The biggest reason for extra bunk is to be in a situation of forbidding any sleeping in the street and in the parks.

Now if you are thinking a bunk bed does not offer the privacy or space required, think again. Our sailor are taken away from their family for up to 8 months at a time, sleep on half a twin sized mattress, in an area so small they can't possibly sit on their bed. All that in a room shared with lots of other snoring sailor.

The proposed bunk bed has more than enough space while still making the most use of space. Can we fit 500 beds in one building? (250bunk beds)

Thank you for your consideration.

4 it increases beds for people who need shelter, and frees up the parks for playgrounds and sports
8 activities

4 it keeps homelessness out of the parks, and next to services and counsellors
9

5 I wish to see our City parks enjoyed by all residents, not just a few. I want to be able to look out
0 my window without seeing campsites and litter and people in distress. I want to be able to
maintain the value of my home, and to be able to sell it one day at a reasonable price, not at a
loss. I want to see needy people get the help and support they require. I pay a considerable
amount of taxes to three levels of government that need to understand that I am not a
bottomless money pit.

5 Ask the public before you take their money and pay other people
1

5 Do it now!
2

5 lots of positive spin would help, for homeowners etc with concerns about property values
3

5 How do we stop an influx of homeless people when the rest of the country learns of our
4 program?

5	City should seriously consider living within its means instead of borrowing monies or raising taxes.
5	Housing is only part of an integrated solution; more needs to be done in the realms of mental health, education, substance/addiction abuse, especially for First Nations and marginalized members of society.
5	If you need to hire people, hire those who are making under \$17,000 a year so that they can implement their income. Do not make it full time jobs. Part-time jobs will help the most people and many can not physically work more then 4 hours a day. Hire only those within the CRD and for those people who have under \$17,000 a year to live on. Bylaws need to be implemented to allow Tiny Homes and Tiny Home Communities we are far behind many other cities like Portland. People need affordable places to live or the gap between the rich and the poor will become even larger.
5	I think there needs to be a serious look at making sure there is enough affordable housing for low income and students. This includes promoting developers and existing landlords to have safe and affordable rental properties and less timeshares and luxury condos that are not obtainable to most residents and are left sitting unused.
5	Mental health and addiction. It isn't necessarily that there isn't housing, it is that these people are not capable of or wanting housing.
6	Really consider what you mean by "temporary". I think you need to consider it in terms of someone's life circumstance, so the shelter is temporary to them as they move from streets to home. I don't think it is useful to think you can put in temporary housing and expect that it can then be removed. I believe the need in the community is substantive and systemic so until we address root causes, there is going to be a long term need for temporary shelter.
6	Just do it
6	A distributed model is absolutely necessary. Concentrating large groups of disadvantaged people together perpetuates many social problems.
6	Possibility of rotating sites every couple months as they do in Seattle to allay fears of surrounding neighbors that such a sheltering option will be permanent
6	Consider the case study in Seattle and potentially fund a pilot project with a time that will be sufficient to yield representative results. Treating the homeless like people rather than pests might be particularly useful.
6	The solution must be flexible to demand, one of the most difficult criteria.
6	We are an incredibly wealthy society, the issue is not one of scarcity, but of disenfranchisement

6	and apathy. Showing people you care about them might go a mile.
6	Victoria seems to be a destination for homeless people. Any solution should try to solve the
7	existing homeless issue and not encourage more homeless people to come to Victoria.
6	I live 2 blocks away from Kings Park, and I am not convinced that all the bylaws re: camping be
8	enforced. The park is almost always littered with piles of personal items throughout the day,
.	which is not in keepin with the bylaws. Aggressive enforcement is needed to maintain the
	liveability of our community. Also, the camping should be amended to include sleeping in parks.
	This summer, we had several people sleeping in sleeping bags in Queens Play Lot. Because
	there was no structure used, bylaw enforcement would take no action. This should be changed.
	Sleeping in parks should be banned, period, when shelter space is available.
6	Lead by example
9	.
7	I haven't heard much discussion about the reasons why some homeless are refusing shelter. I
0	think before proceeding with 'more' shelter spaces we need to figure out whether those spaces
.	will actually get filled.
7	This is long overdue, and we need to act, because this is not going away, and needs to be
1	addressed and steps taken to improve conditions for citizens, tourists, and the addicted and
.	homeless need a place where they can take refuge and know they will have the basic necessities
	met at least.
7	Homelessness is not a new issue in Victoria. It is the City's responsibility to find a long term
2	solution. I have young kids and I should not be held responsible to resolve it by implementing a
.	temporary shelter in my neighbourhood park where my children play.
7	Men, women, indigenous, black, young, old, experience every aspect of life differently, whatever
3	solution is reached, do not generalize the experience of homelessness to just white males,
.	explore how it impacts everyone.
7	No
4	.
7	How can all municipalities in the region support this initiative -- not just a City of Victoria
5	problem. How do you make those needing help accountable?
.	.
7	make a bylaw against pan-handling, sleeping in business door ways and then actually enforce it.
6	.
7	continue consulting with those who already know the issues and have ideas for solutions.
7	.
7	site should be close to resources - so downtown potentially.

8	.
7	Having support services available in tandem would be ideal, if possible
9	.
8	Aiming to streamline the process would be wise in the aim of getting people under a roof as
0	quickly as possible.
.	.
8	Survey the homeless on a one on one outreach basis and see what they need. What they need is
1	the solution.
.	.
8	The root causes of homelessness need to be determined and access to services needs to be
2	handled on a case-by-case basis. Shelter must be considered a first step, but the ultimate goal
.	must be sustainable independent lifestyles.
8	Everyone should have a home.
3	.
8	No
4	.
8	no
5	.
8	Get rid of horrible "private property" signs all over businesses (including churches!!!) that have
6	the four red circles that say no camping/loitering/etc. Until the city provides real and diverse
.	solutions, shouldn't make it criminal to be homeless. Plus cops should be spending time dealing
.	with real criminals, not arresting people sitting in front of businesses...or better yet, share their
.	free coffee with people asking for money for coffee...building and rebuilding a sense of a
.	welcoming community is necessary to make any homelessness solution work.
8	I support Councillor Geoff Young in his position on shelter options rather than allowing tent
7	cities in public parks or city-funded mini housing.
.	.
8	There needs to support organizations in place for those wanting help, such as the Woodwynn
8	Farm in Central Saanich; help for girls wanting to get out of
.	prostitution.
8	Again, increasing the housing subsidy could do a lot for people running rooming houses and
9	make it profitable for others to start them.

9	Please, please don't add to the concentration of support services in downtown-adjacent
0	neighbourhoods. I'm not a NIMBY, but neighbourhoods like mine are being negatively impacted
.	by the problems associated with homelessness — we are a diverse neighbourhood and many
	people like myself welcome our homeless neighbours, but problems occur when the city's
	problems are almost exclusively pushed to a very few residential areas.
9	I'd like to see something happen.
1	.
9	perhaps use the school also as it is closed....
2	.
9	Although the initial start up cost of this solution will cost money it will save the city money in the
3	long run on policing, medical care, bylaw complaints, public works clean up, etc...
.	.
9	In terms of turning existing buildings into housing facilities, purchase smaller scale buildings to
4	avoid "ghettos". Disperse housing across the CRD. More ACT services.
.	.

Potential Solution #2 | Solution #2

#	Response
1.	Temporary housing in a site not a public park
2.	Provide more shelter beds
3.	Buy more new shelter space
4.	Placing certain homeless people in private homes
5.	Reopen health facilities for those that are addicted to drugs/substances so that they can receive proper medical care, such as what Eric Martin provides and the facility that was in the Royal Oak area.
6.	same comments as the #1 solution
7.	convert existing buildings into shelter/temporary housing
8.	funding to make existing buildings shelters
9.	Supervised sheltering sites on land other than parks.
10.	Temporary housing in one park, with support services
11.	Funding to make existing buildings into shelters
12.	While working on a long term solution, the city can ask the existing 181 Churches in Greater Victoria for each to adopt/sponsor up to 3 truly homeless people, and assist them until they are able to find long-term housing and living conditions. The municipality that the church is located in should provide them with some incentives.

13.	Vacant hotels, closed government building etc.
14.	use an existing empty building
15.	One simple, immediate and easily accomplished, very helpful thing to begin with is to deal with a very common and legitimate complaint that I think would be realatively inexpensive to deal with and that is temporary storage of people's personal belongings, carts, backpacks, etc.
16.	Consult with the people who need the services and the people who are offering to give that serve.
17.	existing buildings (i.e. old motels , large open floor buildings)
18.	Parkade (city owned)
19.	Vacant buildings could provide shelter for those who are willing to come indoors. The former Central Care home on Johnson St and the former Mount Edward on Vancouver St could possibly provide adequate secure rooms for individuals. Support services could be on site as well as community kitchen facilities such as are available in hostels.
20.	Woodwryn Farm or camping/micro-housing in a more rural area or Centennial Square/Parkade
21.	new shelters for addicts
22.	Micro houses intergrated into neighbourhoods using existing green space and city boulevards.
23.	Utilize existing buildings (ie. vacant motels, buildings, etc).
24.	Recycling and reusing shipping containers has been a growing solution to inexpensive building. This city could work with established companies like Econopro to build temporary homeless relief shelters: http://www.shadowlines.com/_downloads/presentations/THRS-Presentation.pdf .
25.	More shelter beds, same as 1 just without the spacial consideration
26.	Supervised shelter spaces on public or private lands (not in a park).
27.	Require every developer to include a unit that is truly affordable in every development of 12 or more units, with "affordable" meaning "affordable on disability, welfare or Canada pension.
28.	funding to use existing buildings as shelters
29.	Camping area on private land with services.
30.	Shelter in homes or buildings
31.	Funding to make existing buildings into temporary shelters
32.	There is no second solution, as long as you don't get them off drugs and alcohol and stop

	handing them everything you will make the problem worse, Topaz park???? really that was actually an idea? all that would do would stretch the cesspool out another 10 blocks and fill it up with filth, shake your heads. Time for the soft bleeding heart approach to disappear, although I doubt with this city council that will happen
33.	Expand the current beds at existing facilities.
34.	Supervised sheltering sites not in a public park, with support services.
35.	Make existing facilities into shelters
36.	facility up-island. perhaps north end of Saanich
37.	Fund additional shelter beds
38.	more shelter beds
39.	Funding to make existing buildings into temporary shelters (like the boys and girls club on Yates, vacant motels...) etc prov gov facilities...
40.	Funding to make existing building into temporary shelters
41.	Funding to make existing buildings into shelters
42.	Funding to make existing buildings into temporary shelters
43.	none
44.	use buildings in the city that already exist for shelter beds, like city buildings, and provincial buildings/ parking areas, or back yards of these buildings...
45.	use existing city buildings/ motels provincial buildings etc...
46.	use existing buildings that the city and province have vacant
47.	New housing
48.	using existing hotels for shelter spaces
49.	use existing buildings that the city or province or federal gov't own
50.	Increase bed capacity
51.	Use existing buildings from the city (Boys and Girls club on Yates), province or federal gov't (dock yards empty buildings- about 70 percent are unused...)
52.	Contact BC Transit to see if they can donate their decommission buses to the cause of homelessness and park them at Our place, Salvation Army, the current shelters/ church parking lots/ government buildings/ etc etc...so that more people can have a place to be off the street...until enough housing is built
53.	Funding to create temporary shelters of new housing.
54.	I feel solution 1 is the best solution in less the property has been taken over due to lack of payment on fines and taxes by the City. I really do not want any company, developer or individual to profit on housing the homeless or people on low income. I furthermore do want not to see slums apartments in motels that have been let go. I really feel that the city needs to fine these places heavily for not keeping up their properties to be inhabited. This goes for current apartment buildings, motels, rooming houses and so on where any

	individual lives.
55.	get more funding to create new shelters
56.	Needs to be a complete CRD and provincial solution. Ministry cut health care for those with mental health issues therefore they need to step up to find a solution.
57.	n/a
58.	See previous answers
59.	Funding extra shelter beds at existing facilities
60.	More shelter beds.
61.	use existing buildings from the city, province or federal gov't that are available
62.	Same as solution 1 but building in vacant lots.
63.	Remediate toxic Gorge recycling site with a homeless micro-housing / tent park. (Or use existing Victoria NIMBY park.)
64.	Funding for shelters / temporary shelter
65.	Fund additional beds at existing shelters - See steps in Potential Solution #1
66.	Increase funding for housing
67.	use existing buildings that are available- no costs to build and we need to have proper shelters instead of tents, although back yard could be for those who prefer to tent...
68.	use existing city buildings, prov. buildings, fed. buildings, decommissioned buses, decommissioned ferries... whatever is usable...
69.	Funding additional beds in shelters
70.	Use existing buildings
71.	use existing buildings from the city , or the province, or even federal buildings that are empty or available.
72.	Building shelters from existing buildings
73.	Funding to create new shelters
74.	use existing buildings in the city, that are not being used, use federal or provincial buildings
75.	use existing buildings in the city of Victoria, or the provincial buildings or the federal buildings that are not used to capacity
76.	Almost the same as option one therefore steps are the same. Safe indoors shelters must be established first before no camping enforcement and long term supported housing can be implemented.
77.	Make vacant buildings into temporary shelters
78.	no others...they either ask for help and commit or leave town
79.	transform existing publicly owned buildings

80.	New shelters
81.	same as previous
82.	use existing empty buildings to provide new beds
83.	New shelter or housing facilities.
84.	Use unused school
85.	Funding for new shelters (note would prefer micro-shelters or supportive housing arrangements)
86.	use existing building in the city, provincial buildings/ federal building with spaces available
87.	use existing buildings from the city, the province or the federal gov't. or motels that can be recovered....Homelessness is a crisis and we need these buildings to be used and outreach workers to visit these buildings to provide supports and referrals....also the back yard areas and parking lots could be used for tenting for those interested in that.
88.	Safe injection sites - mobile injection sites
89.	-
90.	Expand existing shelters for the homeless.
91.	Create temporary shelters in vacant spaces
92.	Funding to create new shelters or temporary housing facilities.
93.	Construct temporary housing on private/public land (not parks) with support services
94.	Turn a vacant school into a shelter.
95.	Poor survey design; I can't go back to see my second selection.
96.	require subsidized suites as part of building permits
97.	use existing buildings from the city, the province or the federal gov't to create needed shelters and tent areas
98.	expand the streets to homes program with Pacifica housing.
99.	Use existing vacant buildings as shelters
100.	Existing vacant hotels

Potential Solution #2 | Step 1

#	Response
1.	Provincial Government
2.	secure funding from provincial and federal avenues
3.	identify appropriate areas, zoned already for multi family, hotel...whatever, and provide staffing / assistance.
4.	Look to the the graduated process that REES uses for reintroducing people back to work.

5.	Get the Government involved to fund these facilities again.
6.	establish a list of potential buildings
7.	seek federal and provincial government funding assistance
8.	The City could identify suitable sites for sheltering in micro-housing projects. These could be on city or other public land (what about all those unused school grounds?) or private land. Make a list and make it public.
9.	Identify the park, city chooses, keep the NIMBY to a minimum
10.	look for buildings/structures not close to residential areas, not near schools, not near playgrounds and not near parks.
11.	Contact all 181 churches in Greater Victoria and ask them to sponsor/adopt one or more truly homeless person.
12.	procure a building with federal funds
13.	Rather than any "tent city" in the city hall parkade, I think that is the perfect place to offer a "parking" service for carts and and such.
14.	Find the funding and use it well. No mistakes like the bridge fiasco
15.	find funding from other levels of government - not a burden of Victoria tax payers
16.	1- Centennial Square: Walk the talk. If Council wants to show its desire to invite Canada's homeless to Victoria, it should be either at Council's door(Square or parkade) or 2- shared with the peninsula
17.	open 24 hrs (like sobering center)
18.	Partner with building/construction companies (they can use this as a brand promo)
19.	Place tenders to obtain interest from property owners that may be willing to lease their property for this purpose in areas currently zoned for this use.
20.	Get permission from CDI College or the land holder of the property to use the space.
21.	Identify the characteristics (profile) of homeless people who could benefit from this kind of service. Based on that profile, and on information from the target population and homelessness experts, identify exactly what services and amenities to include in these shelter facilities.
22.	Consult with developers, mortgage brokers, builders, strata councils etc (and all those listed for Potential Solution #1) to get all the objections out in the open and engage the whole groups in discussion of what mutual aims we all share, and what small step each is willing to take.
23.	locate buildings available for shelter use
24.	Find a safe place that doesn't affect the lives of others
25.	Not sure exactly what this means but the other options are not feasible
26.	Same as

27.	Develop building suitability evaluation criteria (e.g. cost of acquisition, cost of upgrades, location, existing amenities, potential maintenance requirements etc)
28.	Bulk purchase of new bedding from local retailers.
29.	Choose sites that are distributed throughout the city, not congregated together in one area.
30.	acquire lease or ownership of the property
31.	Do it. Do not seek rezoning. The stall on Woodlyn Farms has said a lot. Just do it. Find a sheltered area not used for crops and set-up.
32.	Ensure that there is no barrier to accessing existing beds among the intended population.
33.	you know best how to proceed
34.	you decide the steps
35.	please figure it out the best way possible I'm not sure
36.	unsure- this needs your expertise
37.	not sure of steps, you decide this
38.	steps might be best coming from the committee
39.	you can come up with ideas at your meetings for the necessary steps
40.	Select available properties in locations that give the tenants access to services and communities they need. What about abandoned schools, providing not only building space, but market gardening possibilities as well
41.	city purchases or leases some of the many unused motels here in town and on the Gorge
42.	not really sure of steps
43.	Same as #1
44.	unsure of the process or steps needed
45.	Determine the space available and potential for shelter beds
46.	Buy a vacant building and find the funding to do this.
47.	you have the contact information and can decide the steps
48.	See solution 1.
49.	Negotiate long term lease / ownership
50.	Re-allocate existing funds to address this issue.
51.	not sure your committee can propose these steps needed
52.	you think of the steps
53.	Current shelters like Cool Aid, Our Place Society, Salvation Army provide an enormous service to the homeless population. They not only provide beds, they also provide the stability and welcome which they need.
54.	Assess vacant buildings for suitability - location, size, extent of renovations needed

55. you know the steps needs probably
56. Identify what buildings could be used
57. The comments in our first
58. your committee should come up with these
59. the committee should come up with these
60. Identify vacant buildings in each municipality. Determine if there are shelters offered by private sector
61. identify which buildings have space that can be transformed into housing
62. Raise money
63. Acquire land or building.
64. Contact school board to find unused buildinga
65. Assess need/demand - how many spaces are required and what kinds of supports are needed for the unites.
66. working group should decide the steps
67. you can come up with these steps together when doing the planning...
68. locate property / allocate funding vehicles
69. -
70. Inventory potential locations
71. Same as for Solution #1
72. Develop plans for what this housing/services could like prior to identifying land - need to define what the proposal is first, before assigning where it will go
73. Find a school.
74. draft new language into the City's building code to require a % of units in all new development permits to be reserved fo low income individuals
75. lay out a clear plan as to how expansion can take place . hiring more staff, fund raising plan to support expansion. figure out how to work with landlords and support workers to make it a seamless system .
76. Identify a suitable building(s) and research whether it is a viable solution. Is it up to code, will the neighbourhood be suitable for a shelter, etc...
77. No need to build new buildings. There are ones vacant. Just renovate

Potential Solution #2 | Step 2

#	Response
1.	Municipal Government

2.	locate suitable locations
3.	See if there is an appetite in the city to accept vetted homeless people into their homes on a temporary basis
4.	find funding to convert/outfit existing buildings
5.	solicit donations/contributions
6.	Facilitate development of suitable shelter solutions (micro-housing, converted containers, etc.) by expediting rezoning and other permit processes, eliminating fees, etc.
7.	Best location will already have restrooms but will need more.
8.	Figure out costs
9.	The municipality that the church is located in, should provide the church with some incentives depending on the number of homeless people they adopt.
10.	give it to the homeless organization (don't know its name)
11.	Would require the attendance of one Commissionaire but he would have back up from his colleagues next door in the square.
12.	Use the funding well
13.	Work with local not-for-profit to run (city unionized staff pay rates would cost too much money)
14.	1- Remove Centennial Square from the "No camping/tenting" list. 2 - Relocate campers/tenters to Woodryn area or elsewhere - other municipalities zoning be dammed.
15.	lots of help to find their solution to get off the street
16.	Each building/construction other corporate or community group company provides the materials for building a micro home on a flat bed trailer
17.	Explore the costs of retrofitting existing buildings for this use.
18.	Find an organization to run the housing village or hire staff to create an organization.
19.	Determine the number of homeless people in the region who meet this profile, and where they are located, in order to plan the number and location of the facilities.
20.	Form a public list of all invited to contribute to the solution and an "Honour Council" of those willing to contribute.
21.	identify a local agency that can run the shelter
22.	Provide mental health and detox services.
23.	Anything temporary will not work
24.	Identify and evaluate candidate buildings based on building suitability criteria
25.	Remove the homeless from every street corner and people may have a better outlook about

	helping them. People are sick of them begging on every corner
26.	set-up adequate bathroom and bedroom facilities
27.	Collaborate with northern municipality to address servicing of area
28.	Work with existing service providers to identify how their capacity could be increased (labour costs, materials, space).
29.	Design competition for affordable, sustainable housing designed to meet a range of special needs.
30.	set up support systems within the complex
31.	Same as #1
32.	Determine costs
33.	Temporary winter beds at Our Place and church basements don't really work, they don't attract the hard core campers, and they are a lot of work to set up and take down.
34.	Plan the micro-housing site and get it shovel-ready.
35.	Provide incentives for landlords to offer lower rent housing. (Tax break, city service fee reductions such as water and sewer costs.
36.	These shelters don't have the facilities to expand or the resources. Why doesn't the City collaborate with them to acquire much needed extra space and facilities?
37.	Ask homeless what they would like - get their input
38.	Talk to the people experiencing homelessness, get their insight
39.	Solution are echoed here
40.	Identify types of issues people suffer from and define the services required in each building based on purpose
41.	cost the expense of doing the work. Balance this expense vs the cost of new build.
42.	Find suitable sites
43.	Build or renovate.
44.	Rehab to communal living
45.	Consider the resources needed to meet the need - begin determining site locations for the new shelters.
46.	allocate funding staff
47.	-
48.	Determine costs of rental, renos, furnishings etc
49.	Form partnerships with community groups/organizations to gain local support for approach and opportunity for community-proposed sites
50.	Get funding to provide beds, food, medical/dental/counselling services and other on-site support.

51.	develop criteria to select who is eligible to live in this new stock of housing
52.	work out a landlord/ owner/ prop company plan to sweeten the pot so to speak , just so the interest in the plan will be peeked.
53.	talk to the community about it and seek their feedback

Potential Solution #2 | Step 3

#	Response
1.	Raise Provincial Taxes by \$11 per year per person
2.	partner with non profits and organizations working with homeless
3.	consult with clients and community on needs
4.	new development would require to contribute a percentage of the building costs
5.	Create incentives (tax brakes, density transfers, other credits) for private property owners to make under utilized land available for this purpose
6.	Bring in temporary buildings for support services.
7.	Apply property levy to fund solution
8.	Provide the church with the resources (such as health, mental) to put the homeless people on a path of long term spiritual and physical healing.
9.	move homeless people in.
10.	This idea comes from what was offered at the "workshop" at Chrystal Gardens.
11.	same as the other one
12.	highly enforce no sleeping in parks
13.	1 - Create temporary walls for either the Square or parkade as shelter from wind. In really bad weather, open up City Hall lobby area 2 - Ensure toilet facilities are sufficient in more rural areas - jonny-on-the-spot as provided for events 2 - provide "lockers" for personal belongings at site
14.	more places like Sandy Mariam woman's shelter (vic)
15.	They provide the builders or community groups/ neighbourhood associations volunteer
16.	Once you have the staff capacity to run the village you can commission the village size. This is possibly partnered with Econopro or an independent contractor found.
17.	Determine the cost of providing the services. Develop a funding strategy (all levels of government, private donations, etc.) .
18.	Give very positive publicity to the first concrete step.
19.	seek financial support from surrounding municipalities and the federal government to run shelter. Victoria alone should not be responsible for the cost of shelters.

20.	Get all the municipalities on board to support this initiative.
21.	Start addressing mental health and chronic addictions properly
22.	Identify different service providers/organizations/companies to assist in renovation of buildings and providing support services once facilities are completed.
23.	Police action to assist with moving them from street corners/store fronts.
24.	Ensure breakfast avail;able at site part way up the peninsula
25.	Work to ensure these gains in capacity are permanent. Seasonal shelter does not alleviate street-visible homelessness during tourist season!
26.	Education of the public and encouragment of volunteerism.
27.	Same as #1
28.	Enter into short term agreements
29.	Build.
30.	Legalize existing illegal suites to gather a stronger understandin of existing rental availability.
31.	Find a partner charity with the necessary experience
32.	Talk to the provincial government about doing their job in providing essential social services
33.	Because t involves pretty much the
34.	Set up housing and services in the same site
35.	Design
36.	Staff.
37.	Fund-raise/collaborate with senior governments to appropriately resource the plan.
38.	-
39.	Select most cost-effective & location appropriate sites
40.	Develop list of potential sites - engage with public on where
41.	Move clients into school.
42.	build linkages with existing support NGO and government agencies to support these ppl living in these units
43.	work with the media / social media to roll out the plan to the public to gain acceptance (contra the nimby quotient)
44.	Convert the building to a shelter with room for the necessary resources

Potential Solution #2 | Step 4

#	Response
1.	implement and ban camping in our parks
2.	Facilitate public consultation with neighbourhoods to overcome the NIMBY mentality
3.	Build lockers for personal effects of the residents
4.	Create temporary shelters
5.	Assist the church to find long term housing for their adopted person.
6.	same as the other one
7.	Work to get the residents of the shelter jobs, mental health care, address drug addictions
8.	Relocate tenters/campers as of 9 pm
9.	more room in detox
10.	City identifies one tiny price of land for each street. Boulevard, park, undeveloped road allowance
11.	While the village is being built have future residents, close businesses and community members put their unique design stamp to make it more appealing when it does open. This includes gardening, painting, pictures ect.
12.	Set very clear policy objectives with measurable indicators for success (e.g. reduce homelessness by X% in Y time.
13.	Be prepared to keep plugging on with endless patience.
14.	ensure individuals using the shelters have access to a variety of supports including access to island health, vocational agencies etc. individuals should be supported to overcome challenges preventing them from securing more independent housing.
15.	Rents need to be capped in this city. It is outrageous here and people cannot continue to exist this way.
16.	Develop framework for creation of shelter user selection and governance, ideally in conjunction with city, support groups, and potential shelter users.
17.	It is not the store keepers responsibility to move these people, telling them they are required to move them will get you know where
18.	Work to ensure that a variety of shelter options exist. Some people may not access shelters due to the kind of shelter; this can be avoided through variety (over time, the least-accessed kinds can be amalgamated or eliminated).
19.	Selection of tenants, sensitive to neighbourhoods and client history ie single men, one parent families, special needs.
20.	Same as #1
21.	Remediate.
22.	Partner with VIHA to offer more supportive housing for those suffering from addiction and

	mental illness. Supportive services are needed for many.
23.	Fund it
24.	Tell the public how this talk went, explain the facts of homelessness and how little their taxes will rise
25.	Same steps, services
26.	House people accordingly so they get the help they need on site
27.	Build
28.	Let people move in
29.	Solicit expressions of interests for a pilot project.
30.	-
31.	Negotiate leases for property
32.	Develop sites with support from levels of government and businesses
33.	Create a 'community' so that the residents take pride in their home and want to be there.
34.	do not permit these units to come out of their low income designation
35.	Hold a public meeting for all apartment owners , and property company's. plus any Private home owners with suites that may be interested. with a full compensation plan , harm reduction plan , plus a landlord liaison plan for the more challenging clients.
36.	Staff the building with mental health services, food services, addiction services, security, medical services, etc...

Potential Solution #2 | Step 5

#	Response
1.	increase police department and bylaw to I force the ban on camping
2.	Establish template rules for the operation of the micro-housing shelters in consultation with the broader community (both homeless and property owners) to address concerns about the conduct. Involve input from homelessness activists and the police to get a realistic and practical strategy for dealing with likely problems.
3.	Make it so. "Build it and they will come"
4.	The homeless people require both spiritual and physical healing.
5.	same as the other one
6.	Ensure BC Transit has service to the more rural location
7.	allow people that are high into the regular shelters!
8.	Instal water/server/electric hookups The mini houses get put in neighbours.
9.	The field that I believe to be ideal could ideally house around 32-96 beds. I don't think the

	community will have as much of a concern with that area as long as there are other supports that go along with the beds. If the need for emergency housing is no longer a need in the future this location could be transitioned and the units into longer term low income solutions.
10.	Engage the public to ensure that the objectives and goals are understood, that the means are acceptable, and that progress toward the goals can be assessed transparently.
11.	Give some kind of tax break to property owners/landlords to allow for affordable rents so people can afford to remain housed.
12.	Renovate buildings and begin populating shelter based on governance framework created in step 4.
13.	Clean up this city, tourism is a business, homelessness is not.
14.	Work to ensure that people sleeping on our streets have alternatives, are aware of those alternatives, and can access those alternatives without delay.
15.	Provision of ongoing services to make sure settlement works for everyone.
16.	Same as #1
17.	Watch it green up.
18.	Fundraise, talk to experts like social workers and charity leaders on how to make this work
19.	And outcome.
20.	Provide services and report on success
21.	House people
22.	Maintain services
23.	Assess the program - make adjustments and expand accordingly.
24.	-
25.	Negotiate with agencies to run new facilities
26.	Get residents learning a skill/trade so as to provide self worth.
27.	continue to support the ppl living in the units
28.	insist that there is a life skills course and harm reduction course , that is mandatory for clients to let them know exactly what is expected from them. (client consultation) meeting at our place to bounce it off them for input.
29.	Prepare the surrounding area for increased traffic and homeless people

Why do you think this is a good solution (rationale)? What are the pros and cons? |

#	Response
1.	allows tax paying citizens the use of our parks again and temporary beds for those who need it.

2.	We need to provide access to services. Sobriety and mental health assistance will go a long way in improving the lives of people currently on the streets.
3.	I'm sure there are a lot of homes in the city with empty bedrooms. There are certainly people that could use them. It's finding the people willing to accept strangers into there home. That would depend on the assurance that an organization could offer that it would work
4.	Those with addictions are unable to look after themselves properly so would be safer in a place with security.
5.	same
6.	there is plenty of empty space in downtown--this seems like a good use of the buildings that are currently sitting empty, assuming they meet the client's needs.
7.	this uses existing buildings therefore no need to create new buildings but reno the existing ones, if privately owned could consider a tax break to landowner
8.	Homeless people do not belong in parks. Use other land to create shelters, not in tent cities but in neat and tidy micro-housing projects like the "Dignity Village" south of the boarder. Make them small and spread them through the region to avoid the "critical mass" effect that rather than lifting the homeless drags the neighbourhood down (like Downtown Eastside in Vancouver).
9.	The homeless people need a place to go, where they can leave their tent/shelter up and not have to take it down daily.
10.	There are 130 people sleeping in parks right now, if we have 150 more beds available, we've eliminated the park problem. The con is that we still have to address homelessness, but that should not fall just on the city, provincial and federal gov'ts need to contribute.
11.	The 181 churches exist, and one of their main mandates is to help the homeless. This is a long term solution and not a temporary band-aid fix with no end to the cycle of misery. The burden and cost will be spread throughout the municipalities, and the cost would be minimal.
12.	There are many empty building and when left abandoned, they deteriate and eventually become unsafe to everyone.
13.	a building sitting empty is a waste, fill it with people who don't have a place to go.
14.	PROS: It would make it easier for the homeless to move around and try to get off the street by knowing their stuff is safe. Wouldn't have to drag it around every where. Wouldn't have to leave it as garbage every where or "stored" in the parks. CONS: Other than the minimal cost with an agency we already have a realationship with, I can't think of any cons.
15.	not as good as new housing
16.	I understand that hotels were purchased by the city for this purpose - what happened with that initiative? I heard that they were destroyed by the residents - If this is true - this speaks volumes to what they would do to our parks or dwelling in neighborhoods. Not fair to have shelters in neighborhoods - unfair economic lose to those that own houses in the neighbourhood

17.	Provides adequate shelter at reasonable cost, without creating a perverse incentive to attract more homeless / indigent to the area. Deals with demand for other sites (eg, parks) which are undesirable and unacceptable. Minimizes conflict with citizens and reduces spread of crime throughout the city.
18.	Pro is containing the problem. Con is ongoing invitation by City to the homeless and transients throughout the country means issue will grow, regardless of taxpayer funds thrown at it. Any enlarging of numbers and spreading out of tenters/campers throughout the City will see taxpayers existing
19.	gets people off the street and maybe even help or someone will get hurt
20.	Pros, inexpensive, movable, integrated, not just one location everyone is involved. Makes it more human. A group isn't moving into a park it's a person or a family moving into your neighbourhood. Cons cost of water sewer, eclectic hookups
21.	Rock Bay Landing has not significantly impacted residential neighbourhoods, schools, businesses as it is an area zoned for light industrial/commercial usage. There are other similar areas within the city that would be close to the required supportive services and be suitable for this purpose.
22.	Even though this location is near Topaz park, it's a much better situated area for the at risk people who need these housing solutions. A low income housing unit is next to the site and they would have to be assured of the safety and least amount of disruption. The college would also need the same assurances.
23.	The homeless population is diverse. Supervision is needed for different reasons. For people with cognitive disabilities ("broken brains"), extensive research shows that their quality of life depends crucially on receiving assistance to manage things that are beyond their capabilities. For this group, "supervision" means 24/7 availability of social workers and other specialized support people. Others in the homeless population may have different "supervision" needs. High-functioning individuals who are experiencing a temporary crisis may simply need a space with enough structure and supervision to ensure their personal safety and the security of any possessions they have with them. Finally, that small population for whom urban camping is a lifestyle choice require supervision, not only to protect them from external risk, but also to enforce reasonable, legal limits on their freedoms. Specifically, they need to understand that the de facto "privatization" of public spaces for their own use is not acceptable.
24.	It would build on the wide recognition that this is everyone's problem and that we will all benefit as solutions are developed, and it has easy methodologies for recognition of effort and achievement.
25.	Some people don't want to go inside. This would accommodate them but it would also keep them out of the public parks.
26.	The homeless issue will decrease as opposed to growing.
27.	Pros: Likely less investment than building a brand new facility from scratch. Assuming individuals/couples have their own rooms this solution offers a more secure, stable, and better supported housing option than many other shelter options. Ideally provides better autonomy for shelter users with some level of self governance. Cons: Maybe be more expensive than some of the other options. Probably takes longer to implement than many

	other options.
28.	As above
29.	It could be faster to implement than retrofitting old motels, and allows families to continue to safely use our city parks for children.
30.	Pros- makes good use of existing buildings, some of which have sat empty for years. Cons - upfront costs are very high. This would also likely become a permanent ongoing need since the numbers have been out of control for the past couple of years so it is unlikely the city would ever be able to divest itself of the lease or property and would have to see it as a permanent solution.
31.	Need to ensure Victoria decreases number of homeless and added in the core. Needs peninsula to share more - then solutions may develop.
32.	This solution is symmetrical to the problem: people without shelter receive shelter. It may also be quick to implement. However, shelter is an emergency solution; hospitals need more than just one giant emergency room to be effective!
33.	solution 2 same answers as solution 1
34.	pros are you use the buildings that are already there, and create needed services
35.	it uses buildings that are empty for services that are needed, while we wait for supportive housing units to be built
36.	Use the buildings you have to save the parks please
37.	If we use buildings that are already there, instead of building them, it isn't as costly...and if these buildings are downtown, they will be closer to all the services.
38.	using buildings that we have already saves money. it brings people indoors if they want. Also option of tenting areas at Rock Bay \landing/ Sandy \merriman Salvation Army, \our place...where they can access outreach workers and meals
39.	pros' are using buildings that do not need to be built, and just having to supply the beds and workers
40.	use any buildings that are empty, or have unused spaces- these places can accomodate shelter beds indoors, and tenting in the outdoor areas of the building.....People need to know that the city and province and federal government care about their needs, and a tenting solution is a bandaid that doesn't look like it cares much for the homeless or the tax payers...
41.	The only major con is expense but surveys have shown we can't afford not to do this. Anyone who can afford frills of any kind can afford to dig a little deeper. One caveat is not to create ghettos. This housing needs to be neighbourhood integrated and human scale.
42.	space already exists
43.	use buildings that are empty or under utilized. use parking lots/ grounds for tenting as well
44.	Same as in "Solution#1"
45.	Don't need to build any buildings, use what's not being used....Let the homeless know that we care about them...

46.	Why not be creative and use buses for shelter- we could ge volunteers to donate their time to renovate and create space for mats/ bedding areas...
47.	Same as #1
48.	obviously we need more beds as people are camping in all the parks....
49.	For the reasons above
50.	The pros are that this is probably the easiest to achieve in the short term and should mitigate the need for an outdoor shelter during the winter. The cons are that many people are intimidated about using the shelters and they do not meet the needs of youth, those with pets or women.
51.	We
52.	don't have to build new buildings, use what there is
53.	Addresses a need for The City to future-proof its urban waterfront planning and provides both permanent and temporary homeless shelter.
54.	Housing is the key, with the appropriate supports included.
55.	we don't have to build buildings and hopefully they will be downtown close to services for the needy
56.	save money not having to build new buildings, or structures...
57.	The existing shelters have the knowledge and the training to deal with special needs and emergencies. Supporting them to expand is the best solution.
58.	Building shouldn't sit empty if there are people in need of shelter
59.	use what's there, and do not have to build and take so much time to get happening...the pros are also that parking lots, or green spaces would be available for those who want to tent, instead of be inside
60.	Pro: empty buildings can be put to good use instead of being eye sores. Con: where you put them may male some people feel like their neighborhood is no longer safe or their property value will go down. Will be hard to get some people on board
61.	The same as previously noted
62.	if there are buildings, then we don't have to build any. they can be used as additional shelters, and the back areas could be for tenters maybe
63.	use what's available and don't waste money on building new buildings if you can use what's available- then the money can go into staffing and security instead
64.	Giving people housing and allowing them to live their lives with dignity. They can get the help they need where they live. For those who are not rehabilitable, look at long term housing options or hospitalization. Do not throw them back out on the streets. Provide incentives to private sector organizations who support in the rehabilitation of people who are ill and need help.
65.	we are not the cause, but forced to deal with the effect. Clean up, get a job a home and get on with it.

66.	the land is publicly owned rather than needing to be purchased. renovations may cost less than new build.
67.	Proper shelters are better than temporary solutions. Costs more.
68.	same as previous answer
69.	Faciliate earlier implementation - quicker than building a new facility.
70.	Would be great to build new facilities - purpose built would be great. Would be more expensive.
71.	Use unused property
72.	More stable - providers are trained professionals. Shelters are distributed throughout the city. Cons: multiple sites might be more expensive to operate.
73.	use buildings so that the help comes quicker than having to build....provides indoor spaces as well as potential outdoor spaces for tenting for those who do not want to be inside.
74.	we need to work on homeless issues now, so use the buildings that are not being used...
75.	Mobile option reduces NIMBY factor.
76.	-
77.	these locations are already set up to help the homeless - so those services could be expanded
78.	It provides more shelters and will be less costly than other solutions.
79.	If this is a TEMPORARY solution, then using vacant spaces is a reasonable stop-gap and inclement weather is not a factor. Possible con - finding suitable locations that don't get the neighbours upset!
80.	Potentially quicker solution then redeveloping existing building - temporary shelters may be easier to consruct
81.	Less funding required than to build a new facility. Pros = repurpose existing facilities; cons = nobody wants this in their neighbourhood.
82.	because it pushes the capital costs onto developers; encourages a mix of people living together which may lead to a stronger supoprt network for these individuals; may be opposed by developers who see it as a loss of income on % of suites
83.	We wouldn't need to waste time building anything- just setting up the shelters and tent areas, and getting outreach workers to visit the shleters/ and create funding for more shelter staffing needs
84.	seems solid to me the only problem is getting people to participate.....
85.	It seems silly to have vacant building all over the city while our homeless population are sleeping in parks under tarps. Pro: gets the homeless out of the elements and provides them with services that may be able to help them get back on their feet. Con: most neighbours will be negatively affected and be upset about the kind of activity it will bring to the neighbourhood, but it should be better than a park where there is no organization or control.

Which organizations do you think the City should collaborate and partner with to implement the solution? |

#	Response
1.	Island Health
2.	Vancouver island health authority. Our place. Rock at shelter.
3.	Government health organization.
4.	same
5.	need input from provincial and federal governments and other cities which have faced a similar issue
6.	Anyone who is willing to operate the site. Anyone who is willing to contribute land, money, or other help.
7.	Ministry of social services.
8.	All 181 churches in Greater Victoria, 4 Jewish centres, 3 Sikh temples, 2 Muslim Mosques, and 1 Hindu temple.
9.	again Federal government
10.	feds, homeless organization
11.	Comissionaires
12.	interview prospects negotiate needs of people and hood. peoples needs over ridw other things
13.	work with a number of NGO/ not-for-profits that are currently working in the city with a number of different approaches and mandates to serve the various needs of the would be residents (religious based and non religious based)
14.	Existing aid organizations, city
15.	Only the Salvation Army. They are internationally recognised and in the best position to track down family support etc and are not lobbying for more \$ to grow. The poverty/homeless industry in the City has grown, likely faster than the homeless.
16.	open door, dandelion society , social workers, cops, drug & alcohol concealers ANYONE WHO WILL HELP
17.	Contractors, corporate sponsors, neighbourhood associations, existing housing providers for an eligibility list.
18.	With this type of program the Coolaid society or pacifica housing would be ideal partners.
19.	"Supervision" comes in a variety of forms, each requiring different skills and resources. Homeless people with mental illness, cognitive impairment, active addictions, etc. need supervision by specialized social and health workers. General safety in a building can be provided by on-site managers; safety/security of sites and personal effects can be provided by security guards or commissionaires. Where supervision means law-enforcement, it is a police role. These all need to be used appropriate to the situation and the particular

population.
20. Same as for PS #1.
21. Property and business owners, city hall, municipalities, all levels of governments.
22. I can not answer this with any authority.
23. Also working with Habitat for Humanity, and Woodwynn Farms in Saanich. Housing and a treatment facility with the supports needed could be built on this property.
24. Airlines, bus lines, ferries. Perhaps people could donate blankets, towels etc if packages were set up like "food bags" at the grocery stores. Stop the begging and I would donate a pre-packaged box for a person and I am sure many others would.
25. Victoria Coalition to End Homelessness. The neighbourhood association involved in each location choice.
26. Existing shelters.
27. Pacifica Housing, Victoria Cool Aid Society, Saint Vincent Du Paul, M'Akola.
28. same as 1
29. you know best
30. you decide please
31. not sure- you pick
32. your expertise is required here
33. you probably are aware of the right ones to collaborate with
34. All the agencies involved with the homeless should help provide the needed supports/ beds, and staffing...
35. you know the answers- whoever is willing to implement the solution!! We do care about the homeless!!
36. as above.
37. usual-viha, coalition to end homelessness
38. anyone who's willing
39. Salvation Army, Our Place, Cook Aid
40. not really sure if there are motels owned by the city or not...
41. not sure but definitely BC Transit
42. Same as #1
43. you know best who to contact
44. Those already working with the people who know their issues.
45. The usual suspects.
46. you know best

47.	greater victoria coalition to end homelessness, Our Place, Cool Aid, lifecycles
48.	VIHA, BC Gov, Federal Government, CRD
49.	committee can decide
50.	you decide
51.	Again, it should be the Ministry of Social Development, RCMP, charitable organizations and downtown businesses.
52.	you know the ones that might work
53.	Once again, colleges and universities. Other charities (our place, peers, etc.) Maybe they could get more volunteers to help supervise these shelters
54.	The same as previously noted
55.	any of the buildings that are available should be considered...
56.	the committee should be able to figure this out
57.	All levels of government, private sector
58.	again the provincial and federal governments should be footing the bills
59.	see solution #1
60.	Provincial Government
61.	Federal government, provincial government, charitable organizations
62.	same
63.	provincial, federal, charities, private businesses.
64.	Similar to previous list. More people to help on construction end - Hero Work etc
65.	School boards
66.	See #1 - all the same groups.
67.	working group can research this
68.	you can come up with this answer- the city is probably aware of buildings that might be usable, or which buildings to approach the province or federal gov't about....
69.	VIHA/Health/Police
70.	-
71.	Provincial and Federal Governments
72.	Work with existing shelter providers in the Victoria community.
73.	not sure
74.	Federal government (see solution #1)
75.	all

76.	the working group should know these answers
77.	pacifica housing , Viha , perhaps make a new coalition for harm reduction and life skills implementation
78.	Same as 1st solution
79.	Builders and developers

Is there anything else you would like the City to consider with regards to this proposed solution? |

#	Response
1.	The problems with homeless will not be solved with housing alone. It is too complex an issue complicated with addictions and mental health. This is not a municipal issue and the city of Victoria does not have the financial resources to solve this issue alone. I would like to be able to walk my dogs and allow my kids on Gonzales beach without finding needles (common occurrence). I feel like the common citizen rights to parks and beaches have been forgotten by our council. Why does the rights of the many continually get stomped on by the rights of the few. We need to get our priorities in order and deal with the issue. The court ruling said in the absence of shelter beds individuals without shelter can camp. Address the shelter beds and restore Victoria to the garden city not a giant refugee campground for Canada.
2.	same
3.	No matter what site is chosen, there will be some NIMBYs but stand firm and just do it. Election is 3 years away so don't be afraid to make this happen.
4.	Ideally any shelters would have some measure of support services.
5.	Get the relevant non-profit groups to assist the churches in their adoption and healing process.
6.	this is likely the best choice. don't put people in parks, that's ridiculous.
7.	Yes... http://www.bbc.com/news/world-europe-34422558 http://www.abqjournal.com/637298/news/new-outreach-set-for-panhandlers.html http://www.vancouversun.com/health/Maple+Ridge+looks+contract+with+Salvation+Army+over+homeless/11316022/story.html http://www.straight.com/news/499896/how-vancouver-improving-social-housing-choosing-right-mix-tenants http://www.cbc.ca/news/canada/british-columbia/cigarette-butt-deposits-proposed-for-b-c-1.1359400 http://thetyee.ca/Views/2007/01/08/HomelessSolutions/ http://w5.montreal.com/mtlweblog/?p=13112 https://en.wikipedia.org/wiki/Platzspitz_park http://globalnews.ca/?s=bcnpha

8.	be fair to all concerned transparent, use resources well. be kind and truthful to all concerned.
9.	all shelters for individuals with mental or drug problems need to be kept in shelters in the downtown core - NOT within neighborhoods.
1 0.	YES! Welfare is too low, rent is too high! welfare rates must go up!
1 1.	same as solution 1
1 2.	If a more long-term solution is needed then the temporary housing units the Keetwonen student housing building in Amsterdam is a wondering idea as well that could also fit in this location on a smaller scale.
1 3.	City and CRD reps need to tap into the huge resources of good will that exist in the community. Most people, given an opportunity, will lend a hand if they can see that their help will genuinely make a difference, and especially if their good will is appreciated. These two factors will make or break any future action on homelessness. Both were at play in the Topaz Park camping fiasco, where the proponents (a) showed more attachment to their own, preconceived solution than to a rational, evidence-based process; and (b) reacted to neighbourhood resistance by implying that the proponents had a monopoly on good intentions and than anyone critical of the proposal must be ignorant and/or selfish. Condescension and arrogance of that kind will rapidly burn up the good will that is crucial to a genuine solution, and that wiser leaders would seek to harness.
1 4.	Pay bus fare for people below the poverty level to attend, plus provide child-care, with food, for the meetings.
1 5.	I would like to see some tiny home options being offered to families so that we can afford to live as well!
1 6.	Do not put these people in parks, that is going backwards. Treat them like humans.
1 7.	Please distribute locations throughout the city. We don't want to inadvertently create a "Downtown Eastside".
1 8.	Providing resources in addition to a bed and food.
1 9.	Cost neutral. Too much \$ to too many agencies. Have developed a costly homeless industry in the City - not good.
2 0.	This solves the immediate problem, but may not lead to the most effective recovery. Homelessness is a symptom of some other problem; if the city does not provide a solution for those other problems (whatever they may be), then the symptom is unlikely to get better in the long term.
2 1.	it would create extra shelter beds, saving the parks
2 2.	use buildings that are vacant and owned by the city, so that people can have an option to go in a shelter if needed. You can even try to use provincial buildings, or perhaps all the empty

	buildings at the dockyards....
2 3.	Nobody wants parks taken away from them- using the buildings for people is better than tents, but if some do want tents instead- they could have an area in the parking lots or on the grass beside the buildings for tents...
2 4.	Save the parks from being used as camps, as we are not a 3rd world country. We have buildings , so use those, and if people want to tent on the grounds of that building, maybe that's a possibility too....
2 5.	using existing buildings to create new shelter beds would help us change the bylaw for people to live in parks
2 6.	Create the supportive housing and demand proper mental health services from the province and the federal gov't, but also provide the shelter spaces that are needed non an ongoing basis because homelessness will never end...
2 7.	While providing shelter services, the building of supportive housing is crucial...We need both, and will always need both!
2 8.	I just want the talk to stop and the action to begin.
2 9.	The shelters should be in all areas of the the Greater Victoria Region, not just Victoria, and if Prov and Fed won't pay, all municipalities should pay.
3 0.	Same as "Solution #1
3 1.	It would help us to save the parks from being used for camps, and help people to stay close to services
3 2.	Same as #1
3 3.	Needs to be more than just a Victoria solution
3 4.	In the truly short term, this may help but ultimately it is not a solution.
3 5.	Any existing City Park will be vetoed as a homeless destination, this solution offers fair & appropriate use of the City's limited natural resources with competing social needs & desires.
3 6.	No temporary shelters in parks please!
3 7.	keep using spaces that show we care about the homeless....
3 8.	Tents are not a solution. People will still be way to exposed to the elements, these people are citizens of Canada that need our help, not refugees in some third world country.
3 9.	No.
4	Consider ... how did this problem come about in the first place? Consider doing a pilot. Note

0.	tax payers should not be funding this ... should be from provincial / federal governments
4 1.	Not to spend our tax dollars without consulting us. Small business already has a hard time surviving and now you want \$11/yr more. If I could leave Victoria, I certainly would!
4 2.	same
4 3.	Everyone deserves a safe, warm place to sleep. Additional beds must come with mental health and addictions support. I am willing to pay a flat tax to help. Tents are inadequate considering the wet winters in Victoria.
4 4.	Siting would be key - would need to ensure neighbourhood support for the sites chosen.
4 5.	Thanks for caring about the homeless and giving them more than just tents.....that is not enough..
4 6.	no
4 7.	-
4 8.	not at this time
4 9.	it hinges on participation , and acceptance, for both sides
5 0.	Same as 1st solution

Is any additional information that you would like to share? |

#	Response
1.	We are a hard working family of 5 who pay taxes on 2 properties in Victoria proper. We feel like council is mismanaging our resources and finances.
2.	<p>Provide help to people when people want help. Recognize that there will always be a segment of society that does not want to comply with the expectations of modern life and will want to live on the fringe - do not support / subsidize / encourage these fringe lifestyles as these are often the lifestyles that impinge on other community members well being / money / space / safety, etc. Protect your taxpayers, your properties, your community from being taken advantage of by a small portion of people.</p> <p>I am currently a resident of Victoria. My family is considering a move because of the way Council is prioritizing all homeless over residents. Help those that want help, I support that. But do not give away parks to those who will take advantage (and there are those that do - I talk to them daily! They love their free breakfasts and free dental and think I'm a sucker for working!) Protect our communities, not just a single segment that catches more news attention than your average hard working middle class family.</p>

3.	No Tenting in Public Parks as a solution.
4.	Hi Lisa Helps. your doing an awesome job and keep up the good work. I got your back.
5.	i have a mortgage on my home. many mla's have home mortgages. fund supportive housing based on mortgages financed by saving s to the provincial health care system . this is my opinion responsible economics and is different from dreaded "defects". this is a funding mechanism outside the "budget" look at examples in NY state medicaid and county of san francisco's public health department's supportive housing built for the chronically ill. btw people w/ mental health challenges are dealing w/ chronic illnesses
6.	Thank you for this!
7.	Do not convert any park in the city to a tent city for the homeless. This only helps the criminals prey on the weak.
8.	I live next to a city park and have to put up with the late night carrying on ,shouting, arguing and the drug use. I also see the garbage they leave behind when they move on the next day, many times late in the morning. It is frustrating to see their lack of respect for those of us who live there and care for our properties.
9.	council should attack the feds to solve this problem, its not supposed to be a local issue. Stop HARPER!!
10.	<p>Free bikes for anyone who wants/needs one?</p> <ul style="list-style-type: none"> -Maybe a local bike store could sponsor/mentor a program to teach street people bike rebuilding. The bikes ccould then be supplied to lower income people and families. - Bikes and parts could be donated from residents, bike shops, left overs from police auctions etc. <p>The city could offer or create services for more "job" oportunities to earn cash.</p> <ul style="list-style-type: none"> - Pay for cigarette butt returns - Pay for all kinds of weed pulling on streets and other public spaces (like parks). - Pay for homeless to accompany Bylaw officers (helping to omit Police) on morning wake up calls in parks and downtown. <p>Lastly, I truly think we need to demand more accountability from the current service agencies in Victoria.</p> <p>I have always questioned their ability to "ban" anyone. I think they should be required to help EVERYONE.</p> <p>Thank You.</p> <p>Personal information</p> <p>Victoria. BC</p>

<p>11. Very disappointing and disrespectful to hear a Victoria Councilor say in public and at a Council meeting comments such as: "the better place for allowing tenting public parks in Beckon Hill Park's gravel parking lot, however Topaz Park is the better end choice because due to socio-economic reasons the residential neighborhoods around Topaz Park do not have the capacity to oppose us."</p>
<p>Please respect Victoria home owning tax payers - we do also have compassion for the homeless, but don't want to bare the brunt of it economically by 100% paying for taking care of the homeless and in particular don't want to hurt individual homeowners and neighborhoods by housing or tenting homeless in neighborhoods or parks - we have worked hard to save enough money to buy a house.</p>
<p>12. I just completed a survey and pressed submit - then I go to Times Colonist website to see that Council has already supported a \$50M budget with proposed buildings http://www.timescolonist.com/news/local/despise-doubts-victoria-s-50-million-homeless-plan-clears-hurdle-1.2062488 -- why bother with this survey - public consultation ??? -- in name only. The public meeting to discuss all this was only 2 nights ago - there is no way that anything that was said at that meeting was compiled and considered for the next day's \$50M decision to spend tax payers money.</p>
<p>13. Do not proceed with the strategy/plans/path Council has outlined</p>
<p>14. if you allow a tent city anyone from all cold provinces can come camp for 3 months then get on welfare, then we have a even bigger problem!</p>
<p>15. Building with shipping containers are a fast, easy, inexpensive and reusing old containers are better for the environment. We could have a village up in two weeks if properly sourced and planned. We might be able to get one of the large shipping companies to donate the shipping containers if they know it is going to help a good cause.</p>
<p>16. I am quite upset at how I see our tax dollars being spent by the City of Victoria. I do not usually 'complain', but I suspect that you are going to see more and more of the usually quiet City of Victoria taxpayers outraged!</p>
<p>17. Please add "School Boards" to both potential solutions. I would like to be further involved. I would like a quick and easy way of retaining my comments. Personal information i</p>
<p>18. I know the city is actually trying to address this issue. I think while people may have bleeding heart ideas we need to start being more firm with some of these people. If they can go home to their province or city, they need to go home. If they are chronically addicted or mentally ill we need to put them in supported facilities. Please stop with the tent city ideas. If you give some of these people an inch they will take miles and miles, all the time!</p>
<p>19. I don't want to create housing that will "attract" others to travel to victoria</p>
<p>20. I think one of the biggest challenges the city faces with regards to housing issues is the diversity of the people that are housing challenged. A single approach/solution will never meet the needs of all peoples and certain people may never want to live within a supported</p>

shelter at this point in their lives. The city should consider and implement multiple options that are address the housing requirements of different homeless people. The city also needs to decide if enough beds are provided whether or not they will enforce removing people from parks.
21. Everything for #2 is the same answers I have given for #1.
22. Get a city council, that is actually willing to make a solution work, not take everyone by the hand. Its not about a politicaly correct solution, or a hand out. Our city, province, country is led by a bunch of imbeciles who are more concerned about Criminals rights and freedoms than the law abiding citizen and everyone is afraid to actually step up to the plate and enforce something, be it laws, drug testing or what have you. I don't expect this to change, and there fore your all smoke and mirrors and nothing will change, if you do get more shelters, the parks will just fill up with another 300 homeless as this is just too good to resist for homeless from the rest of council and you will go in circles.
23. Don't pay them \$20 to go to a meeting. They don't need \$20 they need provisions and somewhere to live.
24. I sympathize with the homeless but really think our parks need to serve a wider public and not become permanent homeless encampments for addicts who can stay outside in our milder weather. Cleaning the parks up in the morning isn't even putting a real band-aid on the problem.
25. Local organizations have a great track record of helping people recover from homelessness and its root causes - don't ignore them!
26. I am NOT supportive of tent city's, camping in parks, micro shelters in parks. These are not solutions but temporary band aids that will never go away once implemented. Remember the Old Woodward's building in Vancouver! We need real leadership to take control of this escalating situation with real solutions.
27. it's great that more supportive housing will be built down the road- but in the meantime, create the shelter beds in the places that already have outreach workers, and do not create a 3rd world solution in a tent city....these do not belong in any park setting. .
28. it is appreciated that the City of Victoria has underlined that it wants housing first... Everyone deserves proper housing.
29. All my relations.
30. Do not tax households to pay for sheltering. It should be provincial and federal money.
31. Thanks for taking everyone's input and trying to find solutions!
32. Proposing temporary shelters/tent cities as a viable solution to homelessness lacks vision and courage. Think long-term. Build a legacy. Do the unthinkable and tax big capital.
33. You need to fix what is broken. Look outside our country for ideas and solutions. Do not spend money to do report after report or traveling to these places don't try to reinvent the wheel when solutions have already been looked at and implemented by other Countries. Nothing is permanent everything is constantly changing, we have to change with it, and time is against us.
34. Homeless people need more money and they need access to affordable housing. So anything

	the city can do to assist in that regards will help. Shelters are not the answer and never will be...
35.	More time spent solving issues, rather than looking for ways to reinvent the wheel and devising long-winded surveys would be welcome
36.	The only good thing that has come about out of this proposed tent city at Topaz Park is the discussion that is going on. However, many in the Hillside Quadra neighbourhood have felt that their neighbourhood has been used as a lightning rod to advance a political agenda. This is a real disservice to a diverse neighbourhood that has worked hard to create an inclusive and safe environment. Being labelled as NIMBY by certain members of council is completely off base. It is precisely because we are not a NIMBY neighbourhood that we were chosen for the proposed tenting site. How we got to the point that herding homeless people into a fenced area far from downtown services became labelled as "compassionate" is a question Mayor and Council need to address. There is serious fence mending that needs to happen between the City of Victoria and the Hillside Quadra neighbourhood.
37.	I presently have a bed in a homeless shelter but have had to sleep outside, have some hard earned insight into the issue.
38.	Victoria seems to be a destination for homeless people or those who want to live outdoors. I have personally heard numerous people on numerous occasions on the ferry and bus rave to their accompanying friends or on the phone about how good Victoria is to the homeless and how they plan on taking advantage of it by camping in city parks, eating the free meals, etc. Any solution should try to solve the existing homeless issue in our city and not encourage more homeless people to come to Victoria. We will help you get back on your feet but you're going to have to do some work as well to get there. There are no free rides.
39.	More attention must be given to ensurin bylaws are enforced consistently in parks nestled within residential neighbourhoods. The behaviour and destruction being caused by camping is degrading the quality of life for neighbours, and adversely affecting property values.
40.	This outreach to victoria residents is a great idea
41.	We think the Mayor has handled this entire issue in a sneaky and manipulative manner. Paying the homeless a fee to attend and complete the survey was a calculated and transparent move to stack a desired response. Where as we used to think highly of her, and voted for her - we no longer do, and will not vote for her again. It's not the issue, we agree the Issue needs the attention - it's the manner we have been treated. We believe the Mayor implemented a plan to deliberately remove the homeless as far away from downtown as possible.
42.	there might be buildings at the dockyard near the exits that could be used....there might be the old boys and girls club on \yates that could be a possibility. Any motels that are available....that could be used.
43.	I have had enough of people urinating and defecating wherever they want in public. I can't use the garbage bin at home or at work without someone already inside it. Enough of the complacent attitude that brought us to this state. The city let it all happen and the residents now are being forced to take care of it, when the people we are discussing about don't care,

	don't want help, don't want rules and will not commit to bettering themselves.
44.	While new shelters of whatever type cost money, it also costs money to kick the homeless out of parks every day. This summer, I played tennis at Stadacona Park 3 days a week. There is a mostly harmless woman living there. Every day, 2 police came to make sure she took down her tent and were there at least a half hour. This must cost a fair bit of money. Multiplied by all the park dwellers and you would have a bundle. Federal government needs to help! People with homes can get the other help they need...mental, drug rehab...
45.	same
46.	Thank you for trying and for caring.
47.	Need to assess the needs of the population served and ensure access to appropriate supports - goal must be sustainable independent lifestyles.
48.	no
49.	Approach universities, churches for community support (volunteers).
50.	The most vulnerable members of our society who need help with meds and kept safe from exploitation should not be expected to look after themselves.
51.	Tent cities are an anathema. Do NOT try to take away the public parks. A curse on all those councillors who try to get away with using public parks to house the homeless in the dirt.
52.	Temporary shelter outside is fine in the summer, but I don't see it as a good solution once the rains start and it gets cold.
53.	My first suggestion is for the City to enforce the rules already in place. Contact with the street people in the evenings to inform them of available shelter. Wondering how the City will enforce the street people to take advantage of shelter mats? Of primary importance is continued dialogue with the stakeholders of what steps the City is taking: such as - contacting municipalities about sharing services throughout the GVRD, the support from the business community, contact with MLA and candidates for the Federal election, feed back from the homeless of their willingness to be sheltered. Encourage community volunteers to do some of the "leg work".
54.	as Money seems to be the sticking point for any thing being done,,,I did make the suggestion of banks allowing charities to be registered as you would a payee. This would allow people to go into there account and make it easy for them to give to the charity of there choosing.I don't think people by nature are selfish „but they are lazy and if you made it easy to give the possibilites are endless.....You can also orgainize focus groups to help with brainstorming ...like this survey but an open forum....using different age groups. I do think the city should put out a pamphlet that will help highlight different organizations in the city that helps people in need long before they get to the streets,,,not every one has a computer to look up information.
55.	not at this time

**PRESENTATION:
HOUSING THE HOMELESS PERMANENTLY**

SLIDE ONE

THE PROBLEM IS TO FIND A PERMANENT, TIMELY AND COST EFFECTIVE SOLUTION TO HOUSING VICTORIA'S HOMELESS.

SLIDE TWO

THE TWO QUOTES YOU SEE BEFORE YOU WERE MADE ON CBC RADIO PROGRAMS. THE CONTEXT OF MR. DRUKER'S STATEMENT WAS A PERSONAL INTERVIEW ON THE PROGRAM ALL POINTS WEST AFTER THE PUBLIC RESPONSE TO COUNCIL'S PROPOSED TENT CITY IN TOPAZ PARK. THE CONTEXT OF PROFESSOR BLOMELY'S STATEMENT WAS AS THE EXPERT PANELIST ON A HALF HOUR PHONE IN SEGMENT ON BC ALMANAC CONCERNING PANHANDLING IN BC. BOTH THESE STATEMENTS POINT TO THE SOLUTION: YOU SOLVE HOMELESSNESS BY SUPPLYING HOUSING.

SLIDE THREE

THE MOST COST EFFECTIVE SOLUTION TO THIS PROBLEM MUST TAKE INTO CONSIDERATION A NUMBER OF ISSUES. FOR ANY PROGRAM FOR HOUSING THE HOMELESS TO BE SUCCESSFUL IT MUST BE SUSTAINABLE ON THE PUBLIC PURSE.

SLIDE FOUR

IN RESPONSE TO A 1989 QUESTIONNAIRE AVI FRIEDMAN - HERE STANDING ON THE LEFT - AND WITHOLD RYBCZYNSKI - ON THE RIGHT - CAME UP WITH THE PLAN TO A UNIT SPECIFICALLY DESIGNED TO ADDRESS AFFORDABILITY. IT CAME TO BE CALLED THE MCGILL UNIVERSITY GROW HOME. THEY THEN HAD A DISPLAY UNIT OF THE DESIGN BUILT ON THE UNIVERSITY GROUNDS - THE ONE PICTURED HERE.

SLIDE FIVE

ITS UNIQUE FEATURES INCLUDE A FOOT PRINT OF ONLY 500 SQ FT. ITS DIMENSIONS OF 14 FT WIDTH AND 36 FT WIDTH IS DESIGNED TO TAKE THE MAXIMUM ADVANTAGE OF STANDARD DIMENSION CONSTRUCTION MATERIALS AND MAXIMUM ON SITE PREFABRICATION. THIS DISPLAY UNIT - ADMITTEDLY HAVING AN OPEN UPPER FLOOR PLAN AND NO FOUNDATIONS - WAS STILL BUILT FINISHED IN JUST TWO WEEKS.

SLIDE SIX

SINCE THEN A LARGE NUMBER OF UNITS HAVE BEEN BUILT - IN QUEBEC (THE PROVINCE OF THEIR ORIGIN), TO EUROPE (PARTICULARLY THE NETHERLANDS WHO HAVE A LONG HISTORY OF THE TOWN HOUSE), TO MEXICO. THE POINT IS THAT THESE UNITS HAVE A LONG AND PROVEN TRACK RECORD. ALTHOUGH THESE UNITS WERE DESIGNED FOR THE MARKET THERE IS NO REASON WHY THE EFFICIENCIES OF THEIR DESIGN CANNOT BE EXPLOITED TO MAKE PUBLIC HOUSING COST EFFECTIVE.

SLIDE SEVEN

THE QUESTION WAS: COULD THE COST EFFICIENCIES OF THE GROW HOME BE SOMEHOW ADAPTED TO A PROJECT FOR HOUSING THE HOMELESS. AVI FRIEDMAN WROTE THE BOOK ON THE GROW HOME PUBLISHED IN 2001. THIS PICTURE, FROM THAT BOOK, IS OF THREE UNITS UNDER A COMMON ROOF SECTION THAT IS PART OF A LARGER COMPLEX. WHAT THE PICTURE REVEALED IS THAT NOT ONLY COULD THE UNITS BE LOOKED UPON AS MODULES BUT THE FLOOR PLANS COULD BE LOOKED UPON AS MODULES AS WELL.

SLIDE EIGHT

I WOULD LIKE TO THANK VANCE SMITH OF CORE DRAFTING SERVICES FOR PRODUCING THE CONCEPT DRAWINGS AND ELEVATIONS FOR THIS PRESENTATION PRO BONO. THE PRIMARY LEVEL OF MARKET ACCOMODATION IS THE ROOMING HOUSE. THIS TYPE OF ACCOMODATION USUALLY TOOK THE FORM OF A LARGE OLDER HOUSE THAT WAS CONVERTED TO PRIVATE ROOMS THAT SHARED COMMON FACILITIES, USUALLY A BATHROOM AND /OR KITCHEN. AMALGAMATING THREE GROW HOMES PRODUCES A BUILDING 42 FEET WIDE AND 36 FEET DEEP. BY USING ONE LOWER LEVEL GROW HOME FLOOR PLAN AND FIVE UPPER LEVEL GROW HOME FLOOR PLANS PRODUCES ACCOMODATION FOR 10 PRIVATE ROOMS, 4 BATHROOMS, A COMMON KITCHEN AND A COMMON LIVING AREA.

SLIDE NINE

THE ADVANTAGES OF A PERMANENT HOUSING INCLUDE A FIXED MAILING ADDRESS, WHICH PROVIDES ACCESS TO SOCIAL SERVICES AND THE ABILITY TO SECURE EMPLOYMENT. ONE CAN BATH, WASH CLOTHES (THE KITCHEN IS EQUIPED WITH A WASHER AND DRYER) AND COOK A MEAL.

SLIDE TEN

THE GROW HOME ROOMING HOUSE HOLDS A NUMBER OF ADVANTAGES AS A BASIS OF A HOUSING PROGRAM FOR THE HOMELESS. IT MAKES OPTIMUM USE OF LAND - ADAPTABLE TO SMALL PARCELS AS WELL AS LARGER PARCELS. BEING RESIDENTIAL IN APPEARANCE IT HAS A MINIMUM IMPACT ON NEIGHBOURHOODS. THEY CAN BE BUILT INCREMENTALLY - EACH BUILDING REPRESENTS A SMALL FINANCIAL COMMITMENT. THEY CAN BE USED AS ONGOING PROJECT FUNDING, LAND ACQUISITION AND ZONING APPROVALS PERMIT. THEIR SIZE ALLOWS FOR SPECIALIZATION - ALLOWING FOR SEGRAGATION (MALE AND

FEMALE) AND FOR RESIDENTIAL BASED DRUG AND MENTAL HEALTH TREATMENT PROGRAMS.

SLIDE ELEVEN

FUNDING FOR THESE BUILDINGS ARE ALREADY AVAILABLE THROUGH EXISTING PROGRAMS AT THE FEDERAL AND PROVINCIAL LEVEL. I DO NOT BELIEVE THAT THESE EXISTING FUNDING PROGRAMS ARE DRY UNTIL THEY ARE PROVEN TO BE SO. THIS PROJECT WOULD HAVE THE INTEREST OF BOTH LEVELS OF GOVERNMENT AS IT REPRESENTS A HOUSING SOLUTION FOR THE LEAST POSSIBLE COST. THIS MEANS NO CAPITAL COST TO THE CITY, OTHER MUNICIPALITIES OR THE REGIONAL DISTRICT.

SLIDE TWELVE

I VIEW THE GROW HOME ROOMING HOUSE AS THE MIDDLE PART OF THREE TIERED HOUSING PROGRAM. EXISTING TEMPORARY SHELTERS AND EMERGENCY BEDS DEALING WITH THE INITIAL FLUX OF TRANSIENT HOMELESSNESS. THE ROOMING HOUSE PROVIDES PERMANENT HOUSING OF THE HOMELESS PROVIDING SOCIAL SERVICE PROGRAMS TO ADDRESS POVERTY, DRUG AND MENTAL HEALTH ISSUES. THE THIRD TIER UTILIZES THE GROW HOME AS DESIGNED TO PROVIDE AFFORDABLE LOW INCOME HOUSING.

I BELIEVE THAT SOCIETY HAS A COLLECTIVE MORAL OBLIGATION TO HOUSE, CLOTH, AND FEED THE HOMELESS AND THE POOR. I DO NOT BELIEVE, HOWEVER, THAT MEETING THIS OBLIGATION NEEDS TO BE ONEROUS TO THE TAXPAYER. THERE IS SOMETHING WRONG WHEN PUBLIC AGENCIES ARE SPENDING IN EXCESS OF \$135,000 A UNIT TO HOUSE THE HOMELESS IN AN AREA WHERE THE CONDO MARKET STARTS AT \$89,900. THIS PROJECT REPRESENTS DELIVERING PERMANENT HOUSING AT A CONSTRUCTION COST OF ABOUT \$15,000 A BED PLUS LAND, DEVELOPMENT COSTS AND FURNISHINGS.

Housing the Homeless *Permanently*

“Homes are the solution to homelessness”

John Ducker
Former Deputy Chief
Victoria Police Department
CBC All Points West

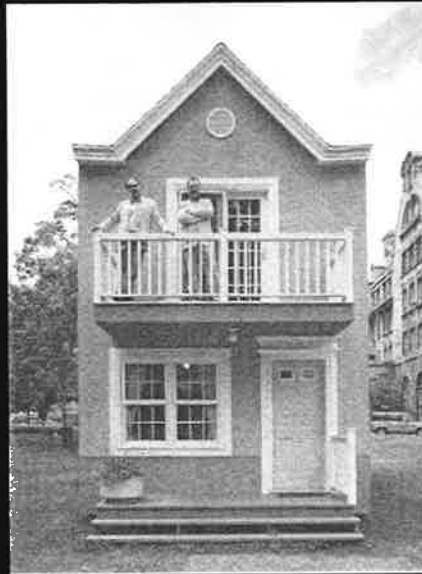
**“The causes of homelessness are the lack of
housing, income and social services.
You solve homelessness with housing, income
and social services.”**

Prof. Nicholas Blomley
Simon Fraser University
CBC BC Almanac

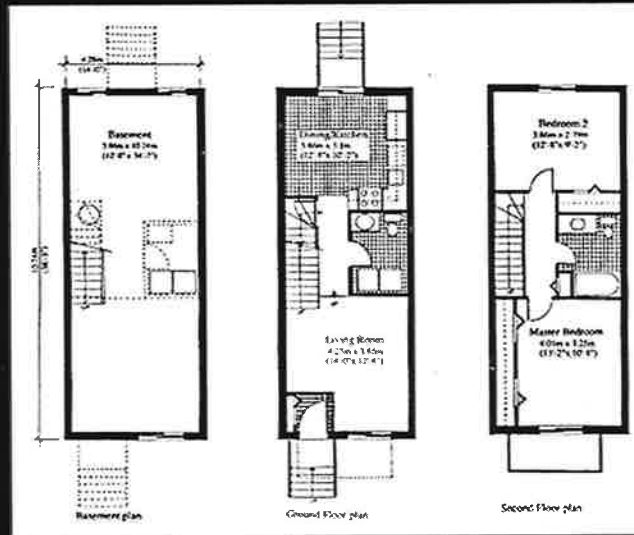
Project Considerations:

- Existing Programs
- Land Costs
- Construction Costs
- Flexibility - Poverty
 - Alcohol/Drug
 - Mental Health

Grow Home



Avi Friedman and Witold Rybczynski
Affordable Housing Program
McGill University School of Architecture

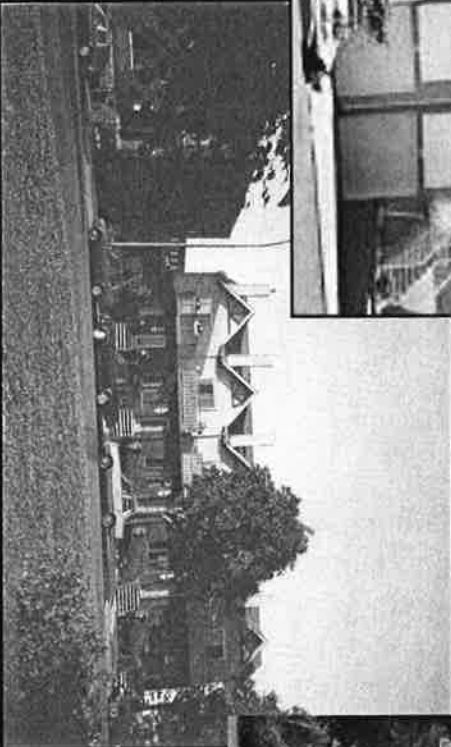


Grow Home Solutions

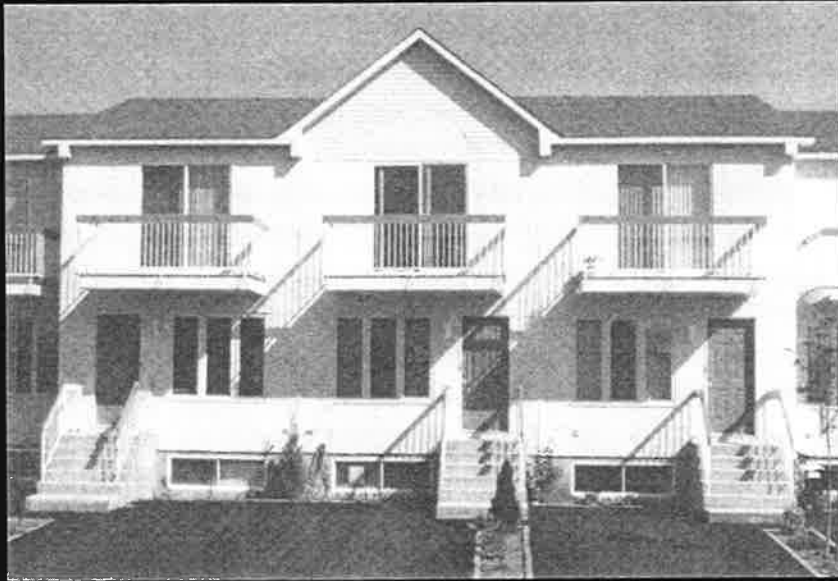
Land Costs: Density - 500 sq. ft. (46.5 sq. m.) footprint

Construction Costs: Maximum Utilization of Standard Materials

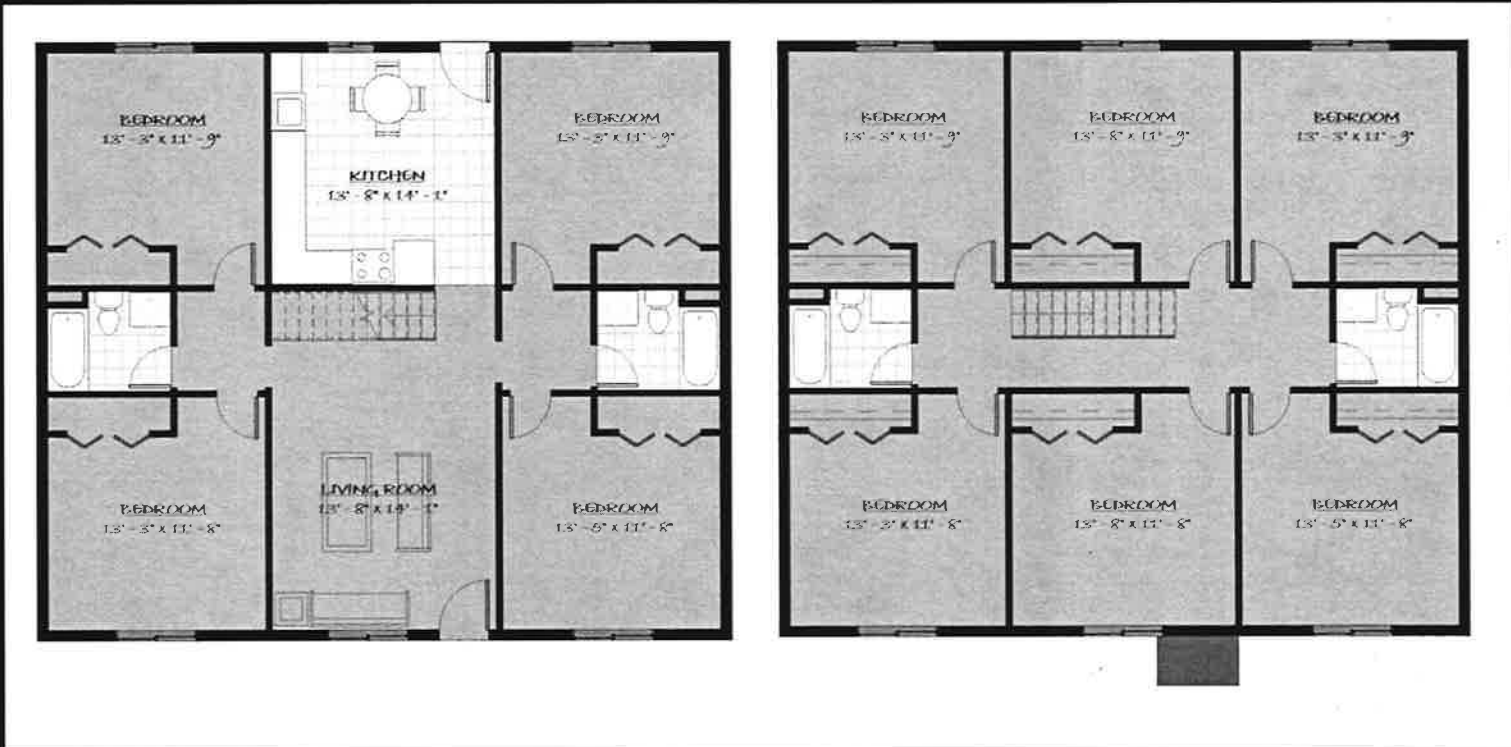
Maximum On Site Prefabrication



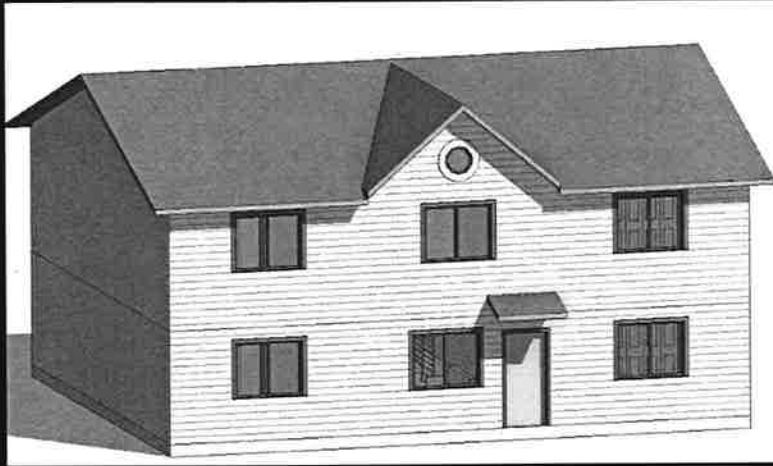
Units Built From Quebec and the Netherlands to Mexico Designers Stopped Counting After 10,000 Units



How Can the Grow Home Be Adapted To Solve Homelessness?



Entry Level Accommodation: The Rooming House



Advantages for the Residents:

- Permanent Address
- Access to Social Benefits
- Ability to Shower
- Ability to Wash Clothes
- Ability to Cook a Meal

The Grow Home Rooming House Project Advantages:

- Incremental - Can Be Built One or More at a Time
- Optimum Land Use - Can Utilize Small Parcels of Land
- Segregation - e.g. Male/Female
- Specialized with Programs - Alcohol & Drug Treatment
 - Mental Health Support

Funding:

Federal Government:
Homelessness Partnering Initiative

Provincial Government:
Provincial Homelessness Initiative
Through Housing Matters BC



The Grow Home In a Three Tiered System

- Existing Shelters and Emergency Beds
- The Grow Home Rooming House
- Grow Home Terrace Housing as Affordable Housing for Families on Social Assistance & the Working Poor

Media Release



Community Invited to Share Ideas at *Sheltering Solutions Workshop* on September 16

Date: Friday, September 4, 2015

For Immediate Release

VICTORIA, BC — Victoria is a community that cares for its residents, and unfortunately, many in our community have nowhere to take shelter at night. Let's talk about options.

The community is invited to share ideas and help identify considerations and potential solutions to providing temporary housing options to those without homes at the hands-on *Sheltering Solutions Workshop* on Wednesday, September 16 from 6:30 p.m. – 8:30 p.m. at the Crystal Garden. Free parking is available on-street and at the Broughton Street Parkade nearby, located below the Central Library.

"The residents of Victoria have been incredibly generous and compassionate with their time and energy in sending proposed temporary sheltering solutions to Council over the summer," said Mayor Lisa Helps. "This workshop will bring residents - both housed and unhoused - together with Councillors and City staff, to roll up our sleeves and further develop the proposed solutions."

Over the summer, the City received many suggestions for short-term sheltering solutions from members of the public. These suggestions will be the starting point for discussion at the workshop, where participants will come together and break out into facilitated groups to brainstorm and share ideas. Input collected will be evaluated by City staff, informing a report to Council on temporary housing options that the City could explore.

The City of Victoria recently developed an action plan for addressing the needs of people without housing, and reducing impacts arising from sheltering activities in City parks. The action plan proposes that the City facilitate alternative temporary housing options, recognizing it will take several years to build an adequate supply of permanent housing.

Two temporary housing options the City has identified to date are designated temporary sheltering (tenting) areas in City parks, and a micro-housing village, which can include sleeping facilities such as huts and semi-permanent wooden structures on private or public land, with possible communal eating/gathering spaces.

Topaz Park was identified as a location that might be suitable for a tenting area. This option generated extensive community dialogue and concerns related to designated areas in parks, or specifically in Topaz Park. As a result, City Council passed a motion on August 5 directing staff to consult the public on options for all forms of sheltering before Council considers any proposal for a temporary designated tenting area in any park.

– 30 –

For More Information:

Katie Hamilton
Director, Citizen Engagement and Strategic Planning
Office: 250.361.0210 Cellular: 250.217.8343

City of Victoria**Sheltering in Parks**

The City of Victoria recently developed an action plan for addressing the needs of people without housing, and reducing impacts arising from sheltering activities in City parks.

The action plan proposes that the City facilitate alternative temporary housing options, recognizing it will take several years to build an adequate supply of permanent housing.

Two alternatives the City identified were designated temporary sheltering (tenting) areas in City parks, and a micro-housing village, which can include sleeping facilities such as huts and semi-permanent wooden structures on private or public land with possible communal eating/gathering spaces. Micro-housing is not envisioned for Victoria parks.

Learn more about the Action Plan for Housing Supports and City Services for Sheltering in Parks and the City's 2015 operational initiatives to manage sheltering in Victoria parks.

Sheltering Solutions Workshop

Wednesday, September 16, 2015

6:30 p.m – 8:30 p.m.

Crystal Garden, 713 Douglas Street

Victoria is a community that cares for its residents, and unfortunately, many in our community have nowhere to take shelter at night.

Let's talk about options.

On Wednesday, September 16, from 6:30pm – 8:30 pm, a hands-on workshop will be held at the Crystal Garden. Doors open at 6 p.m. The community is invited to share ideas and help identify considerations and potential solutions to providing temporary housing options to those without homes.

Please come and share your ideas.

Free parking is available on-street and at the Broughton Street Parkade, located below the Central Library.

Complimentary childcare will be provided for children four and up. Participants are asked to keep infants and younger children with them.

Coffee, tea and treats will be served.

Online Survey

The community is invited to share their ideas on potential temporary housing solutions by completing an online survey. The survey will be open until October 2, 2015.

Input from the workshop and survey will be provided to City staff for review and evaluation, and will inform a report to Council on how best to move forward with providing temporary housing options for those in our community without shelter.

About Sheltering in Victoria Parks

Each year, as the weather warms there is an increase in people using City parks for overnight shelter. It is important that the parks are safe and accessible for all users so a proactive and responsive approach is taken by City staff to manage the various uses and safety of the parks for all users.

From June until the end of August, when parks are busiest, proactive parks patrols are conducted Monday to Saturday between 7 a.m. and 3:30 p.m.

The Parks Regulation Bylaw is in place to balance the uses within the park and ensure parks activities are safe for all users and the environment and amenities are protected from damage. The bylaw regulates matters such fires in parks, alcohol use, damage or nuisance, as well as the use of City parks as a place of overnight shelter for homeless persons.

Rules for Temporary Overnight Shelter in Victoria Parks

Victoria parks are not designed for recreational camping, and camping is not permitted. **Only if a shelter bed is not available**, can those who are homeless seek temporary overnight shelter in a city park.

Some rules to follow when seeking overnight shelter in a Victoria park are:

- Overnight shelter must be temporary (e.g., tent, or other shelter constructed from a tarp, plastic, cardboard) and can only be erected from 8 p.m. – 7 a.m. from March to October (7 p.m. – 7 a.m. from November to February). Tents and property cannot be left behind after 7 a.m. Valuable items may be impounded for collection by the owner, and garbage may be disposed of.
- A temporary shelter is not permitted on, or near, any paths, playgrounds, sports fields, flower beds, long grass, in an area that is being used for an event, a cemetery or anywhere that is considered environmentally sensitive.
- The following areas are off limits at all times for erecting overnight shelters: Ross Bay Cemetery, Pioneer Square, Bastion Square, Centennial Square, Franklin Green Park, Moss Rock Park, or any median or boulevard in Victoria.
- Open flame (e.g., lighter, camp fire, candle) and smoking are not permitted.

To inquire about impounded items, please call the City of Victoria Bylaw Office at 250.361.0215 or visit 625 Pandora Avenue, Monday to Friday from 8 a.m. – 4 p.m.

Park Washrooms

Below are three Victoria parks that have extended washroom hours until the end of October.

Beacon Hill Park

The main washrooms located in the centre of the park off Arbutus Way are open Monday to Sunday from 6 a.m. - 2:30 a.m.

Topaz Park

The main washrooms next to the sport fields are open Monday to Sunday from 6 a.m. – 10 p.m. The two portable washrooms located near the tennis courts are open Monday to Sunday from 9:30 p.m. – 6 a.m.

Stadacona Park

The main washrooms adjacent to the tennis courts are open Monday to Sunday from 6 a.m. - 2:30 a.m.

Helpful Information

This fact sheet [PDF - 42 KB] outlines the rules for seeking temporary overnight shelter in city parks and provides a list of shelters and affordable housing contacts.

Contact Us

Should a member of the public be concerned about an activity in a park, they can contact the City of Victoria Parks Office at 250.361.0600 or the City of Victoria Bylaw Office at 250.361.0215 or bylawenforcement@victoria.ca

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City of Victoria

Sheltering in Parks

Share Your Ideas on Temporary Housing Solutions

Victoria is a community that cares for its residents. Unfortunately, many residents in our community lack consistent housing, and as a result, an estimated 130 people sought shelter in City parks this past summer.

The City is seeking ideas from the community on temporary housing solutions that can be implemented as soon as possible, and no later than spring 2016.

Thank you to everyone who participated in the Sheltering Solutions Workshop on September 16 at the Crystal Garden. Hundreds of people shared their stories and ideas on how to provide temporary housing for those without shelter.

Those who were unable to attend the workshop have the opportunity to share their ideas in an online survey.

Online Survey

The community is invited to share their ideas on temporary housing solutions by completing an online survey.

The survey will be open until October 2, 2015.

Input from the workshop and survey will be provided to City staff for review and evaluation, and will inform a report to Council on how best to move forward with providing temporary housing options for those in our community without shelter.

Housing Action Plan

The City of Victoria recently developed an action plan for addressing the needs of people without housing, and reducing impacts arising from sheltering activities in City parks.

The action plan proposes that the City facilitate alternative temporary housing options, recognizing it will take several years to build an adequate supply of permanent housing.

Two alternatives the City identified were designated temporary sheltering (tenting) areas in City parks, and a micro-housing village, which can include sleeping facilities such as huts and semi-permanent wooden structures on private or public land with possible communal eating/gathering spaces. Micro-housing is not envisioned for Victoria parks.

The City recently developed an action plan for addressing the needs of people without housing, and reducing impacts arising from sheltering activities in City parks. [Learn more.](#)

About Sheltering in Victoria Parks

Each year, as the weather warms there is an increase in people using City parks for overnight shelter. It is important that the parks are safe and accessible for all users so a proactive and responsive approach is taken by City staff to manage the various uses and safety of the parks for all users.

From June until the end of August, when parks are busiest, proactive parks patrols are conducted Monday to Saturday between 7 a.m. and 3:30 p.m.

The Parks Regulation Bylaw is in place to balance the uses within the park and ensure parks activities are safe for all users and the environment and amenities are protected from damage. The bylaw regulates matters such as fires in parks, alcohol use, damage or nuisance, as well as the use of City parks as a place of overnight shelter for homeless persons.

Rules for Temporary Overnight Shelter in Victoria Parks

Victoria parks are not designed for recreational camping, and camping is not permitted. **Only if a shelter bed is not available**, can those who are homeless seek temporary overnight shelter in a city park.

Some rules to follow when seeking overnight shelter in a Victoria park are:

- Overnight shelter must be temporary (e.g., tent, or other shelter constructed from a tarp, plastic, cardboard) and can only be erected from 8 p.m. – 7 a.m. from March to October (7 p.m. – 7 a.m. from November to February). Tents and property cannot be left behind after 7 a.m. Valuable items may be impounded for collection by the owner, and garbage may be disposed of.
- A temporary shelter is not permitted on, or near, any paths, playgrounds, sports fields, flower beds, long grass, in an area that is being used for an event, a cemetery or anywhere that is considered environmentally sensitive.
- The following areas are off limits at all times for erecting overnight shelters: Ross Bay Cemetery, Pioneer Square, Bastion Square, Centennial Square, Franklin Green Park, Moss Rock Park, or any median or boulevard in Victoria.
- Open flame (e.g., lighter, camp fire, candle) and smoking are not permitted.

To inquire about impounded items, please call the City of Victoria Bylaw Office at 250.361.0215 or visit 625 Pandora Avenue, Monday to Friday from 8 a.m. – 4 p.m.

Park Washrooms

Below are three Victoria parks that have extended washroom hours until the end of October.

Beacon Hill Park

The main washrooms located in the centre of the park off Arbutus Way are open Monday to Sunday from 6 a.m. - 2:30 a.m.

Topaz Park

The main washrooms next to the sport fields are open Monday to Sunday from 6 a.m. – 10 p.m. The two portable washrooms located near the tennis courts are open Monday to Sunday from 9:30 p.m. – 6 a.m.

Stadacona Park

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City of Victoria



Online Survey: Share Your Ideas on Temporary Housing Solutions by October 2

October 1, 2015

Victoria is a community that cares for its residents. Unfortunately, many residents in our community lack consistent housing, and as a result, an estimated 130 people sought shelter in City parks this past summer.

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Michelle Harris

Subject: Sheltering Solutions Workshop, City of Victoria

From: Citizen Engagement

Sent: Thursday, Sep 10, 2015 10:15 AM

To: Undisclosed Recipients (engage@victoria.ca)

Subject: Sheltering Solutions Workshop, City of Victoria

The communication below is being resent due to feedback that it was caught in some spam filters. Please share with members and post on listserves.

Sheltering Solutions Workshop

Victoria is a community that cares for its residents, and unfortunately, many in our community have nowhere to take shelter at night. Let's talk about options.

The community is invited to share ideas and help identify considerations and potential solutions to providing temporary housing options to those without homes at the hands-on Sheltering Solutions Workshop on Wednesday, September 16 from 6:30 p.m. – 8:30 p.m. at the Crystal Garden at 713 Douglas Street. Free parking is available on-street and at the Broughton Street Parkade nearby, located below the Central Library.

For more information, visit: www.victoria.ca

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Article rank 30 Sep 2015 Times Colonist

A new look at housing puzzle

The homeless in Victoria are a frequent topic of conversation these days, but they are just a fraction of the people in our region who are being crushed by the cost of housing. Less visible are those who struggle to find a home that doesn't strain their limited incomes. As a new analysis shows, almost 49,000 households in the area are spending 30 per cent or more of their income on shelter.

Solving that problem has been a priority for the Capital Regional District, because sipping another latté and ignoring the situation is not an option.

The study by the Community Social Planning Council of Greater Victoria looked at what is called the "housing gap," the difference between what people can afford for rent and what is being charged.

The gap is dramatic. Graphs comparing household incomes and housing costs show that Greater Victoria has lots of expensive housing and far less affordable housing than is needed for the number of lower-income families.

According to the report, renter households in the region had a median income of \$38,583 in 2010. At that income, an affordable rent is defined as \$965 a month. But the average market rent for a two-bedroom apartment is \$130 more than that. For a two-bedroom condo, the difference is \$324.

The problem has been growing, as the average vacancy rate in 2014 was at 1.5 per cent. Between 2005 and 2014, average rents rose by 30.4 per cent, according to the Canada Mortgage and Housing Corporation, much higher than the 17.3 per cent inflation rate.

For some renters, the 10,341 units of social housing are the place to find affordable homes. But the demand exceeds the supply, and many social-housing units are in danger of losing the funding they get from the federal or provincial governments.

In the capital region, 1,239 households were on the B.C. Housing wait-list for social housing, more than half of them in Victoria. About 40 per cent of those on the waitlist are seniors.

About 25 per cent of the subsidy agreements for social housing will expire in the next five years. Half will run out over the next 10 years.

The CRD has called on the federal government to renew the agreements, and Ottawa should heed that request. Letting the subsidies lapse would just exacerbate the affordability problem. As the numbers show, however, subsidies are just part of the answer.

Victoria Mayor Lisa Helps says it's more than a social problem; it's an economic problem, which is why she has released a draft economic action plan.

"Part of the answer is creating an economy that has room for everyone, and that's what the economic action plan is about," she said.

The plan aims to generate jobs and increase incomes through economic development, focusing on six "engines," including technology, advanced education and the marine sector.

While everything should be up for discussion, changing the economic reality is a tall order for a municipal government. And even if the plan is successful, it will take time to affect the incomes of those who are most in need of help.

The gap analysis is another tool in the quest for solutions, and it is a measure of how big a problem we face.

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CRD report highlights high housing costs

Posted By: Keith Vass on: September 29, 2015 In: News

Nearly a third of households in Greater Victoria are struggling to afford the cost of housing.



Nearly a third of households in Greater Victoria are struggling to afford the cost of housing. That's the key finding in a new report going in front of the Capital Regional District Wednesday.

It's the first time the region has completed a housing "gap analysis," with detailed data drawn from dozens of sources compiled for the CRD by the Community Social Planning Council of Greater Victoria.

It shows a staggering 48,000 households are spending more than 30 per cent of their income on shelter, and almost a quarter of renters pay more than half of what they earn each month on housing.

"They're spending income that they really can't afford on housing and it means of course that they have to give up other things," said North Saanich mayor Alice Finall, who chairs the CRD's planning committee.

The report notes average rents have shot up more 30 per cent in the last decade while supply remains low, with vacancy rates hovering around 1.5 per cent.

But renters aren't alone in facing challenges. Nearly a quarter of owners also paying more than a third of their income on housing costs.

"Sometimes they're maybe not eating as well as they should. Sometimes their transportation is difficult. And if you're a family with young children these things are very difficult," said Finall.

The report doesn't provide solutions. Its data is intended to form the basis for discussion leading to an update to the region's housing strategy from 2007.

But Finall says one thing is already clear; the region can't solve the problem alone.

"I think it certainly shows that we all need to work together to lobby the higher levels of government for much more," she said.

Finall says the first step needs to be convincing the province to commit to renewing more than 900 rental supplements set to expire before 2020.



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Article rank 27 Sep 2015 Times Colonist BILL CLEVERLEY Times Colonist bcleverley@timescolonist.com

Housing gap too wide, study says 1

Thousands of renters continue to struggle in the capital region. Nearly one third of households spend at least 30 per cent of their income on housing costs, a new study says.

A housing affordability analysis was prepared for the CRD by the Community Social Planning Council of Greater Victoria.

It says there were 1,239 households on the B.C. Housing waitlist for social housing in the capital region, where the median before-tax household income for a renter household was \$38,583 in 2010. An affordable rent for that income level is \$965 a month.

But for a two-bedroom rental unit, there's an affordability gap of \$130 a month beyond what the median household can afford, the study says. Thousands of individuals, families and seniors continue to struggle with housing affordability in the Greater Victoria area, according to a new housing-gap analysis.

Almost 49,000 households in the capital region, an estimated 31 per cent, are considered to be in housing need — spending 30 per cent or more of the total household income on shelter costs, says the analysis, prepared for the Capital Regional District.

The fact that costs are high and incomes are low are not surprising, says Victoria Mayor Lisa Helps, vice-chairwoman of the CRD's planning, transportation and protective services committee, which will receive the report in the coming week.

"This is so not a surprise," said Helps, who hopes to attack some of the affordability issues through her recently released draft economic action plan.

"We often attack these problems as social problems or housing problems, and they certainly are that," she said.

"But also part of the answer is creating an economy that has room for everyone, and that's what the economic action plan is about."

The report, prepared by the Community Social Planning Council of Greater Victoria, says 1,239 households were on the B.C. Housing wait-list for social housing in the capital region in 2015.

Fifty-one per cent — 636 applicants — were in Victoria, followed by 271 in Saanich and 149 in Esquimalt. Seniors accounted for 40 per cent of the wait-list.

And many social housing units are at risk of losing senior government-funding. In the CRD, about four per cent (467 units) have rent supplements (cash assistance). Twenty-four per cent, or 2,524, units have subsidy agreements with the federal or provincial governments.

Almost 25 per cent of those agreements are due to expire over the next five years, and half will expire over the next 10 years, the report says.

Helps says the CRD has already endorsed a resolution calling on the federal government to renew the subsidy agreements.

The 2014 vacancy rate for the 23,866 purpose-built rental apartment units in the capital region was 1.5 per cent, but the vacancy rates for more affordable units is at levels not seen since 2007-08.

The median before-tax household income for a renter household in the capital region was \$38,583 in 2010. An affordable rent for that income is \$965 a month.

There is an affordability gap of \$130 a month between what the median household income can afford and the average rent for a two-bedroom market rental unit. The gap increases to \$324 a month for two-bedroom condominium units.

According to the Canada Mortgage and Housing Corporation, average rents have increased by 30.4 per cent between 2005 to 2014 — an average annual increase of 3.2 per cent. The inflation rate over the same period was 17.3 per cent, an average increase of 1.2 per cent a year.

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B.C. NDP leader John Horgan to meet with Lisa Helps on homelessness

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September 25, 2015 10:30 from Art Aronson


British Columbia's NDP leader John Horgan says he is going to meet with Victoria Mayor Lisa Helps on the homelessness housing issue.

"The Mayor and I have committed to meet early not next week but the week after to go after the financials and the proposals that she is putting together with her council," said Horgan. "And how can I as an opposition leader try and urge the provincial government to get into the operating cost side of this."

Speaking on C-Fax1070 with Frank Stanford this morning, Horgan reiterated this stance on making crown land available for Municipalities.

Horgan praised Victoria City Council at the UBCM meetings in Vancouver for its plan to borrow \$50 million from various levels of government to tackle homelessness.

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Article rank 25 Sep 2015 Times Colonist DREW SNIDER

Homeless are a reflection of ourselves 1

You're probably familiar with the phrase: "There, but for the grace of God, go I." It might be a cliché, but as we consider the discussion around the homeless in Victoria, that cliché is an inescapable truth.

I spent more than a decade ministering to "street people" on Vancouver's Downtown Eastside. I can't remember what, if any, preconceived notion I had when I first walked into Rainbow Mission near Oppenheimer Park that warm night in 2004, but this much quickly became apparent: Any one of us is one misstep away from the cascade of events that leads to a similar situation.

One fellow I met made some bad business choices, which cost him his wife, his home, his income. Well into his 70s, a good 40 years since that muckrain fell on him, he was still wading through a mire of self-loathing and self-pity.

Some were injured on the job, like Kris, who beat a drug habit only to slip and fall while working on the Bear Mountain development, and painkillers gave way to crack cocaine. There was Herbie, who blew out his knees and couldn't continue in the plumbing trade.

Len was a professional engineer, but somewhere along the line, his mind threw a piston and now he rarely speaks in coherent sentences — not coherent to us, anyway.

Marty was a teacher who fell into a drug habit and has been struggling for the past several years to regain his life. Bill, one of the gentlest souls I've ever met, is too old to work and, without a retirement plan, spends his days pushing a cart around the streets, collecting bottles and cans and anything else saleable.

The level of intelligence is incredible. They ask profound questions, often about the Bible; some write brilliantly, others are amazing artists. They have a sense of humour that has obviously seen them through some tough times. For me, and for many others ministering to them, they became family.

I'm not trying to sugar-coat the scene, but we need to break through the coating of spiritual barbed wire that covers our picture of "street people."

Yes, there are some angry, dangerous dudes there, with criminal records and pasts that some would deem undesirable.

Yes, there are freeloaders — the ones some letter-writers to this paper claim will flood into Victoria if they hear there's free housing to be had — but you'll find those sorts of people in any walk of life.

Yes, any Skid Row and its people can be scary, but perhaps the scariest part of all is not how different they are to us, but how similar.

If something is scary, the antidote is not to run and hide or to vilify and ignore, but to remember the words of the Apostle John: "Perfect love casts out fear." Jesus Christ calls us to love the unlovely, to give grace even when we don't think someone deserves it, and to give a "cup of cold water" to someone in need.

He also calls His followers to be His witnesses "in Samaria" — the Downtown Eastside, Pioneer Square in Seattle, New York's Bowery or any place where street people congregate are today's equivalents of Samaria.

What Jesus does not call us to do, is to "triage" people according to our perception of how they got into that situation.

What's the solution? It's a complicated issue, and a top-down approach, dictating what people need, hasn't worked in other cities. I believe Mayor Lisa Helps is to be commended for reaching out to the affected people to include them in the conversation. (And 20 bucks a head is money well spent, if it ensures that we hear as many voices as possible and the discussion isn't dominated by a relative few self-appointed advocates..It might not be neat or pretty, but that's democracy.)

This much I do know: No solution will succeed if it's not founded in love and the recognition of the inconvenient truth that we are not dealing with a "subset" of society, but with reflections of ourselves.

Drew Snider is a former Victoria broadcaster who spent seven years as an associate pastor at Carrall Street Church/Gospel Mission in Vancouver.

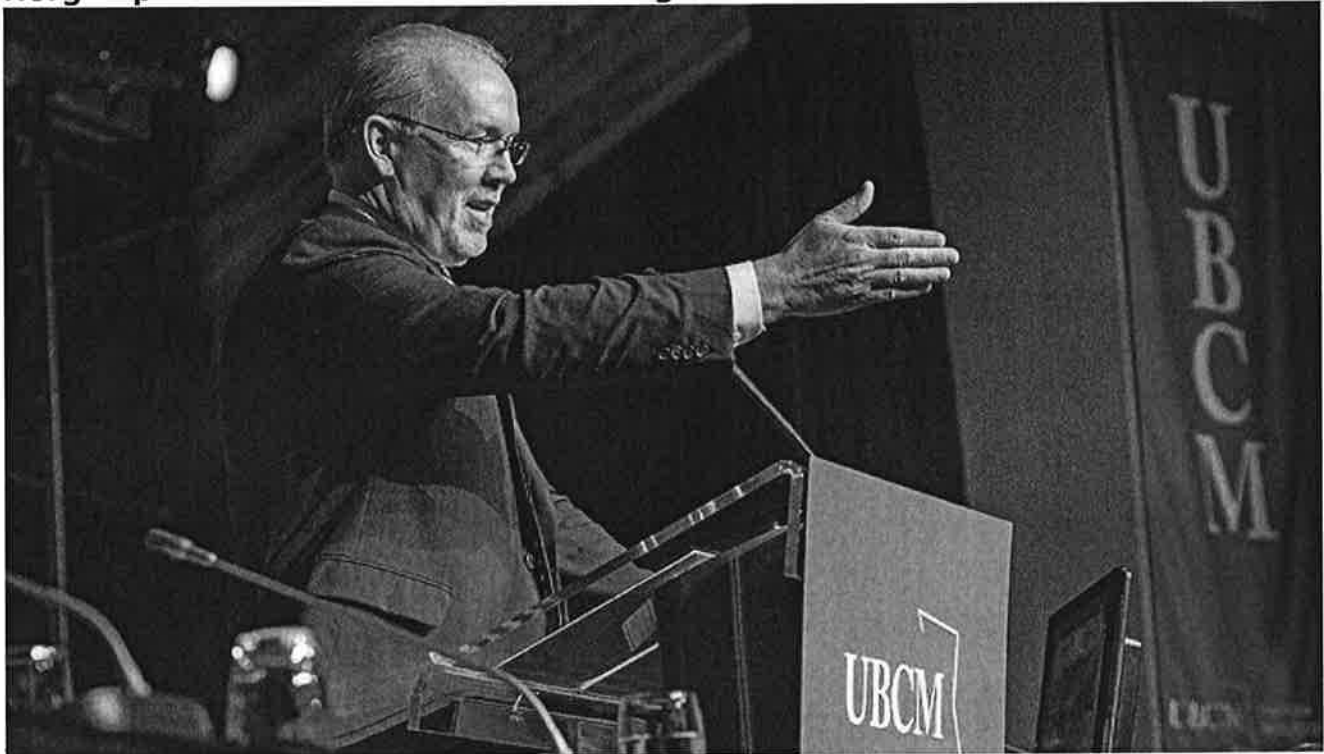
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VICTORIANNEWS PRIN'

Horgan promises Crown land for housing



By Victoria News

Published: **September 24, 2015 11:00 AM**

Updated: **September 24, 2015 11:2311 AM**

A B.C. NDP government would provide provincial Crown land to communities to lower the cost of new housing, NDP leader John Horgan says.

Horgan used his address to the Union of B.C. Municipalities convention Thursday to highlight local government struggles with high urban housing prices, homelessness and treatment for mental illness.

He said the NDP would use Crown land to help communities with housing instead of selling it off to "wealthy developers" as the current government did recently with a tract of land on Burke Mountain in Port Coquitlam.

Horgan praised the work of Maple Ridge and Victoria to address growing homelessness, and the B.C. Liberal government's support for shelters. The province announced \$550,000 Thursday to help run a 40-bed shelter in Maple Ridge through the winter, after the closure of a Salvation Army-run facility was announced by the local council.

Victoria council wants to raise \$50 million through a levy on Capital Regional District property taxes to build social housing for the city's chronic homeless population, many of whom camp in city parks.

Horgan also promised mayors and councillors that as premier he would scrap the B.C. Liberals' new Auditor General for Local Government and redirect the money to communities. Communities Minister Peter Fassbender told the convention Wednesday he has appointed a new auditor, former Metro Vancouver chief financial officer Gordon Ruth.

Responding to Horgan's speech for the B.C. Liberal government, Energy and Mines Minister Bill Bennett acknowledged the new local government auditor got off to a poor start, with the firing of the original auditor after an overly ambitious start and poor relations with municipalities.

Bennett rejected Horgan's claim that the B.C. government ignores recommendations from its own Auditor General, and said all elected officials should learn to accept independent scrutiny of their spending and management.

Bennett said Horgan mocks Premier Christy Clark for pushing to establish a liquefied natural gas export industry, and insists the government is focused on nothing else. The \$9 billion Site C dam project got underway this summer, and Horgan still has no clear position on it due to factions within the NDP, Bennett said.

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Article rank 24 Sep 2015 Times Colonist MARK WILLSON and SARAH WILSON

Stipends for housing workshop about accessibility 4

We applaud the City of Victoria's commitment to accessibility at their sheltering-solutions workshop last week, which included providing \$20 stipends to participants currently experiencing homelessness.

We are alerted to the need to explain why stipends are a best practice for including people who live in extreme poverty by a Times Colonist editorial ("Paying for input a disturbing trend," Sept. 19).

The editorial misunderstands barriers to participation by arguing that interest in the issue should be sufficient to bring people living in extreme poverty to public meetings. Accessibility measures for persons with disabilities (such as wheelchair ramps) are now accepted as common sense, but it's helpful to remember that these measures did not come easily or quickly.

Much like stipends now, basic things such as wheelchair-accessible buses and buildings slowly came to be accepted because of concerted public education and policy advocacy. We're hoping our current conversation can be part of this important process of continuing to expand accessibility measures here in Victoria.

Much like the disability-rights movement, struggling during the 1970s and 1980s for wheelchair accessibility on transit and in public buildings, stipends address the issue that people do not all share the same capacities to use public services. In either case, taking accessibility seriously means recognizing that barriers are created by structural factors.

In cases of disability, exclusion is built into the architecture of buildings and vehicles; in cases of poverty, exclusion is built into the economic framework that shapes how much freedom people have in allocating time in their days.

There's a powerful myth that people living in extreme poverty (without regular work or housing) spend all day sitting around and doing as they please. In our experience, we see that people experiencing poverty have a rigid daily schedule to provide basic subsistence for themselves.

This includes considerations such as being at services at the right times for food servings and to get nightly shelter. It also includes basic subsistence-oriented economic activities such as binning (collecting recyclable bottles).

Because income-generation such as binning are all-day activities with a very modest return, taking several hours off can mean a significant setback on an income that is already rarely enough to provide for a person's most basic daily needs. These personal costs and risks associated with taking time to attend a meeting are increased by the fact that many individuals are on foot, and may also have various physical barriers, adding to the transportation costs (in time or in money) needed to attend a meeting that is not within their immediate vicinity.

For these reasons, stipends are a broadly accepted method for, at the very least, ensuring people experiencing extreme poverty do not have to put themselves at heightened risk of not meeting basic subsistence needs through the day in order to be socially and politically engaged (by attending public meetings, etc.).

The amount of a stipend will vary depending on available financial resources, but \$10 per hour away from essential economic activities is standard practice in Victoria.

No doubt it's possible to provide smaller stipends than this, but we believe a commitment to accessibility means more than simply providing people with the barest possible supports. The City of Victoria showed a great deal of respect for all residents of our city by being faithful to, and thoughtful about, this commitment.

It's heartening to see the mayor and council continuing to move the city forward in terms of our respect for all residents, in the spirit of non-discrimination and inclusion that pushed the disability-rights movement forward so many years ago.

Mark Willson is health education co-ordinator for the Society of Living Illicit Drug Users. Sarah Wilson is a support and advocacy worker for the Victoria Persons With HIV/AIDS Society.

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Article rank 23 Sep 2015 Times Colonist

Helps' housing plan raises many questions 2

Re: "Homelessness workshop turned into a fiasco," letter, Sept. 18.

I am so appalled at this situation I don't know where to begin. Paying people to show up at an open forum? Is this a normal practice?

Which group of homeless is the housing for? The people that have been forced onto the streets because they can't afford their own housing? The people who want to live on the streets? In which case they will remain on the streets and so the plan will not end homelessness. The people who are mentally ill, addicted to drugs and/or alcohol? These people are the true tragedy of homelessness and will more than likely not be included in the plan. Where is the plan to properly look after these people with medication, counselling and rehabilitation?

How can you say you are going to end homelessness in Victoria without including all the homeless? What jobs are available for them? Will they even opt to work rather than beg? Who is monitoring the building where they live? Homelessness is just not about being homeless, and if city council doesn't understand that they should not be running this city.

Mayor Lisa Helps and her posse are simply putting a Band-Aid on a gaping wound that requires surgery. I think what they are doing is trying to hide the homeless. Out of sight, out of mind. If not, then I ask them to answer these questions. Barb Singer Victoria

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Article rank 23 Sep 2015 Times Colonist

Pay ensured homeless attended workshop 2

Re: "Paying for input disturbing trend," editorial, Sept. 19.

It's pointless to have a workshop on short-term sheltering unless the "interest group" most affected participates. So Victoria Mayor Lisa Helps took the necessary steps to ensure their attendance and paid homeless people \$20 each to attend.

The editorial maintains that this was wrong: "Their zeal for their cause should be enough motivation" to attend. "Surely, they should care enough to participate in discussions about their own future."

Maybe, after sleeping rough for months and not eating for a day or so, they really, really cared, but were all out of zeal.

Imagine a workshop on public access where those in wheelchairs got an elevator ride to the second floor. Able-bodied members of other interest groups had to take the stairs. Should the wheelchair-bound have been forced to rely on their zeal to get to the second-floor workshop? John Farquharson Victoria

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Article rank 23 Sep 2015 | Times Colonist

Who is guarding city's bank account? 1

Re: "\$20 'consulting fee' for homeless stirs debate," Sept. 19.

I am so disappointed in Mayor Lisa Helps.

First, how did she get 365 \$20 bills to pay the street people without someone authorizing it? If it is that easy, who is watching over the city's bank account?

I guess \$7,000 is just chicken feed for the council. We had mayor Dean Fortin and his \$100-million bridge, and now we are getting a \$50-million bill for the homeless and spending \$7 million for more bike lanes.

It can only be paid by raising our property taxes. Jerry Justesen Sr. Victoria

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Article rank 22 Sep 2015 Times Colonist BILL CLEVERLEY Times Colonist bcleverley@timescolonist.com

'Business as usual' for homeless wake-ups: police 1

Social-media posts erroneously claimed 'major policy shift'

Homeless people taking shelter in downtown doorways are still being woken by police and moved along in the mornings, contrary to posts on social media, officials say.



TC FILE

Victoria police will continue their policy of rousing homeless people downtown in the morning.

The Facebook page "I 'heart' Downtown Victoria" posted photos of people sleeping in doorways said to have been taken at 10:30 a.m. Saturday, accompanied by comments saying that as a result of "a major policy shift" at Victoria City Hall, police would no longer be conducting their daily morning routine of rousing the homeless — leaving storekeepers to do the job.

"It's absolutely untrue," said Victoria Mayor Lisa Helps, adding that it's concerning when people believe everything they read on social media, then re-post items without checking the facts.

THE GLOBE AND MAIL

Homeless people given \$20 to attend meeting on housing in Victoria

Andrea Woo

VANCOUVER — The Globe and Mail

Published Sunday, Sep. 20, 2015 9:54PM EDT

Last updated Sunday, Sep. 20, 2015 9:56PM EDT

A public meeting on temporary housing options that saw hundreds of homeless people receive \$20 each for their thoughts has raised some eyebrows, but Victoria's mayor says the unconventional approach has helped build bridges and generate new ideas.

More than 500 people attended last week's meeting, including 366 homeless people who were each paid \$20. The \$7,320 total was deducted from a \$350,000 council budget set aside to explore the issue of homelessness.

At tables of 10 that filled Victoria's Crystal Garden conference centre, members of the public discussed their ideas and recorded them on worksheets with basic questions: What is your solution, and why? What are the next five steps in implementing it? Who should the city partner with?

The two most-discussed ideas involved converting vacant buildings and providing additional funding to existing shelters to create more beds, Mayor Lisa Helps said.

But there were unexpected solutions.

"One thing that came up that I think needs to be pressed into is that the homeless people who were there started to list all the skills that they had," Ms. Helps said in an interview on Sunday. She recalled one man saying he had worked as a carpenter and could help fix up a church basement.

"That night, I met carpenters, stonemasons," Ms. Helps said. "One of our staff met an engineer who had drawn up some drawings for temporary shelters that were easy to construct."

From that, the idea to create an inventory of skills among the homeless population was born.

The mayor said the meeting's format also helped build trust and understanding between the city and its homeless population. She called the \$20 payments – an idea raised by the inner-city community centre Our Place – a modest expenditure.

"Those folks that came out, they're the least expensive consultants we've ever hired and they had

already done the research in advance,” she said.

Councillor Ben Isitt noted that providing small payments is considered a best practice when working with marginalized populations. “I support the payment of honoraria to facilitate the participation of people who lack financial resources and who would otherwise be excluded from civic engagement processes,” he said in an e-mail.

But Councillor Geoff Young, who reviewed some of the completed worksheets, said he doesn’t think it was a good use of city funds. “I don’t think we needed 360-odd people to represent the views of the homeless community,” he said, adding that many people repeated ideas that staff have heard many times before, such as easing restrictions on camping.

Mr. Young also questioned the merit of housing solutions proposed by the homeless in general. “I agree that you want to hear from the clients of our services – when we’re providing homeless shelters, or whatever it is – because we don’t want to be providing services that are unused,” he said.


“At the same time, clearly if the people we’re targeting had the ability to organize housing, organize shelter, they presumably would do so for themselves. There’s a limit on what you can expect to learn from them.”

However, Mr. Young acknowledged the need to provide temporary housing options if the city wants to curb camping in public parks. The B.C. Supreme Court ruled in 2008 that it is unconstitutional to deny overnight sleeping in parks if homeless shelter beds are not available.

An estimated 130 people sleep in Victoria parks every night. In July, hundreds of people attended a public meeting at the city’s Topaz Park to oppose the idea of designating it a temporary “tent city” for the homeless.

City staff have collected material from last week’s public meeting and are expected to report back to council on Oct. 22.

Follow Andrea Woo on Twitter: @andreawoo [<https://twitter.com/@andreawoo>]



Election 2015 Ridings

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October 13, 2015

Victoria Homeless Paid \$20 'Consulting Fee' To Attend City Meeting

The Huffington Post B.C. | By [Andree Lau](#)

Posted: 09/20/2015 3:53 am EDT | Updated: 09/20/2015 4:59 pm EDT

The mayor of Victoria, B.C. is defending a decision to pay \$20 each to nearly 400 homeless people to participate in a meeting on housing options.

Mayor Lisa Helps compared the payout to consulting fees, telling the Times-Colonist: "We pay consultants all the time and usually we pay consultants \$150 to \$200 an hour. These are the least-expensive consultants we've ever hired and when they showed up they had already done their research."

The city held the public event at Crystal Garden on Wednesday to gauge ideas and opinions on temporary housing. Roughly 365 people showed up, which cost about \$7,300. The money was drawn from \$350,000 the city has already set aside to study the issue, said Global News.

Helps told the outlet that staff had to make multiple trips to the bank for cash.

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Article rank 20 Sep 2015 Times Colonist

Housing plan will attract more homeless

Re: "\$50M homeless plan clears hurdle despite doubts," Sept. 18.

Once again, as Victoria taxpayers are still wondering about the costs to come on our new bridge and sewage-treatment plants, our mayor — and now the council — want not only to borrow \$50 million to "virtually end homelessness in Victoria" but in turn invite future homeless persons to Victoria for free housing.

No one can actually believe that if and when this "loan" is approved that the costs will end. As has been previously seen in Victoria, wherever this type of project occurs, neighbourhoods deteriorate, policing increases and the vacuum expands to surrounding business and residential.

Now, with the council stating this housing will end our homelessness woes, how long before the influx begins? And, guess what, the original scope of this project is no longer viable — it will have to be larger, cost more and end nothing. Where is the money going to come from now?

Most agree that homelessness in Victoria is a sad and increasing problem, but once again, simply building housing isn't the answer. We just believe if this avenue is followed, we all look good and the issue disappears — until tomorrow.

Ric Smith Victoria

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Article rank | 20 Sep 2015 | Times Colonist

Housing alone will not be enough

Re: "Actual costs of housing plan are ridiculous," letter, Sept. 18.

Providing 367 housing units would be a drop in the bucket. How do you decide who gets a home and who remains on the street?

The letter-writer says "a significant portion of the homeless choose to be so." I have never met a person who has chosen to be homeless. Everyone wants and needs a home.

On the other hand, giving a home to someone who is facing challenges such as addiction and mental issues would be a disaster. Many of our citizens who are on the street need mental and health care, detox, rehab, counseling and, eventually, some form of training or education.

Perhaps our mayor should be taking a closer look at the program Woodwynn Farms Therapeutic Community is working hard to establish. Richard LeBlanc's vision of how to create "homefulness" is a wellthought-out program and is based on giving our homeless the opportunity to learn life skills and become independent.

It is time for us to get on board and give our disadvantaged citizens a real fighting chance.

Maren Kallstrom Victoria

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Hundreds of Victoria's homeless get paid \$20 to attend meeting



By Justin McElroy Web Producer Global News

Sept 19/2015



A recent public meeting in Victoria is raising eyebrows. It was focused on trying to solve the homeless crisis -- and those living on the streets were encouraged to attend. But as Julia Foy found, it was the city staff decision to pay them for their input that has some people outrage.

The latest footnote in the ongoing story of Victoria's homeless population – and how the city is grappling with it – came at Crystal Garden on September 16.

Hundreds of homeless people gathered there to attend an open meeting on temporary housing options.

Approximately 365 people attended, and each were paid \$20. All told, it cost the city about \$7,300.

Mayor Lisa Helps said the money came out of a \$350,000 budget city council created explicitly to examine the issue. She says the money was well worth it.

“The city often hires consultants, to the tune of \$100, \$150 an hour. This is no different. These were consultants, with lived experience, and they had already done their field research by the time they got to the meeting,” she said.

Helps says the only thing she would do differently next time is have people sign up in advance, so they would know how many people were coming – and how much they would have to pay out. City staff had to go to banks multiple times in order to have enough cash on hand.

But otherwise, she has no regrets.

“The quality of input, and the kinds of ideas we got, simply would not have happened if we didn’t have so many people who were marginally housed show up. ...all in all, I think it was a very good, and very modest expenditure.

But not everyone agrees.

“The number of people to whom we’ve paid the honorarium was far beyond the number required to get opinions,” said councillor Geoff Young.

“I believe the numbers were a surprise not just to me but the people organizing it.”

READ MORE: Victoria says homeless problem an increasing drain on budget

The city has seen an increase in the homeless population in the years since a Supreme Court ruling allowed people to sleep overnight in public parks without penalty.

A proposed tent city in Topaz Park was put on hold after fierce opposition from the local community.

Don Evans is executive director of Our Place, which runs drop-in centre downtown. He says it was his suggestion to offer a \$20 honorarium.

“If there wouldn’t have been anything to attract people to go, then you may have got some of the regular people that are advocates – people that advocate hard for the homeless – but you wouldn’t have gotten the people that are actually living the experience every day and having to live with all the challenges,” he says.

“They were engaged, there was optimism, there was hope in the room, and these are people that don’t often feel very hopeful. To give them that voice was important. I’m glad that we were able to do that.”

Victoria pays hundreds of homeless people \$20 each to attend meeting on housing

BY BILL CLEVERLEY, TIMES COLONIST SEPTEMBER 19, 2015

Rogers Chocolates



People line up outside Crystal Garden, waiting for start of a meeting about homelessness. The City of Victoria paid homeless people to attend. Sept. 16, 2015

Photograph by: BRUCE STOTESBURY, Times Colonist

There was no need to get Victoria council approval for a plan to pay homeless people \$20 apiece to attend a public meeting on temporary housing options, Mayor Lisa Helps said Friday.

Coun. Chris Coleman said he had no idea the city planned to pay members of the homeless community a stipend to attend the meeting and Coun. Geoff Young said while he saw emails about the idea between the mayor and some councillors, he certainly doesn't support it.

About 365 people were each paid \$20 to attend the meeting Wednesday at Crystal Garden for a total of about \$7,300. The suggestion to pay came from Don Evans, executive director of the Our Place downtown drop-in centre, and was agreed to by city staff.

"I do not feel it was a good use of funds," Young said. "My thinking is we did not need that number of homeless people to represent that viewpoint and, in fact, the opinions that we needed were from people who had experience in attempting to provide housing in various ways. And there were some of those people there," Young said.

He said most of the proposals he saw were ones that the city is already aware of and, in many cases, has rejected, including permitting campers longer hours in parks and supporting a permanent tent city.

Helps said city staff made the decision to pay, and the money came out of \$350,000 council set aside for addressing homelessness. "If council was in the business of approving \$7,000 decisions, we'd never get anything done."

She equated the \$20 payments to consulting fees. "We pay consultants all the time and usually we pay consultants \$150 to \$200 an hour. These are the least- expensive consultants we've ever hired and when they showed up they had already done their research."

But Jordan Bateman, B.C. director of the Canadian Taxpayers Federation, said paying one group of people a fee to attend a public meeting to advance their own self-interest doesn't sit well with him.

"Public consultation is something that is very important and you want to get a mix of people in the room and a mix of people talking about these issues. But paying folks for their public consultation, but only paying one subset of folks, really seems unfair and it really flies in the face of treating everyone equally," Bateman said. "It's not as if they are invisible."

It's the fact that they are so visible that Victoria is talking about spending \$50 million to build 367 housing units for homeless people, he said.

Evans said the idea was to hear from as many people as possible. "Whether it's the person that's living under the bridge or the person in the park or the doorway. If we wouldn't have done something, we would have just got the usual people that would come and you wouldn't hear from all the varieties of people that came that night."

It was important for the housed and the homeless to work together, Helps said. "They sat around the table together, looked each other in the eye and said: How are we going to solve this problem together?"

Coleman said he understands the reasoning. "I think it's open to abuse and that's the concern that goes with it. The rationale that goes with it [is] our staff were all there on Wednesday night and they were paid to be there. Elected officials are there and, theoretically, we're paid to be everywhere. There were people who are facing the trauma of homelessness who weren't being paid, so there's perceived inequity there. By the same token, there were a number of people out of the community who were there on their own time and weren't being paid."

The meeting was organized after Helps and Coun. Ben Isitt faced down an angry crowd in Topaz Park this summer. They were opposed to a council initiative that might have located a temporary tent city there.

Coun. Pam Madoff said the stipend was reasonable and prior council approval wasn't necessary. "You're asking folks who are very marginalized to come and participate and offer their insights," she said.

"It's a modest amount. It doesn't require council's approval when you add it all up."

bcleverley@timescolonist.com

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[Previous Story](#)[Next Story](#)Article rank 19 Sep 2015 Times Colonist BILL CLEVERLEY bcleverley@timescolonist.com Times Colonist

\$20 'consulting fee' for homeless stirs debate 6

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Article rank 19 Sep 2015 Times Colonist LINDSAY KINES lkines@timescolonist.com Times Colonist

Project would house 80 homeless 2

Cool Aid mulling makeover at a cost of up to \$8 million

The Victoria Cool Aid Society has an accepted offer on a building that could provide apartments for at least 80 people who are homeless.

Kathy Stinson, executive director, declined to identify the building or its location, but said she hopes to release details in the coming weeks.

"That is going to be a repurposing of an existing building, so that can happen quite quickly," she said. "We're doing our due diligence on that right now, and we hope to be able to make a decision by the end of October."

Stinson estimated the cost of redeveloping the building at \$6.5 million to \$8 million, depending on the number of apartments created. Additional money will be required to provide services for the tenants.

"We're really designing that to have a number of health supports in place," she said. "Our expectation would be that our partner, Island Health, would come to the table on that for support dollars."

The society plans to name the building after Dr. Joe Haegert, who retired in 2014 after 44 years providing health care to the needy.

If the deal goes through, the project will represent a significant advance toward the society's goal of nearly doubling its housing stock by adding 360 apartments, Stinson said.

Cool Aid has previously announced plans to build apartments for 45 homeless seniors in its Cottage Grove project in Saanich.

"That project went out to tender this week, and we expect to break ground on that before the year is out," Stinson said.

In addition, the society's 21-unit Cedar Grove property on Gorge Road is "ripe" for redevelopment, she said. "We believe we could house 60 people there."

If all three projects go ahead, they could create homes for 164 people by the end of 2018, Stinson said.

"We will need money for that, and that's why we have a capital campaign underway."

The organization has already raised \$1.5 million of its \$5-million goal, she said. "Then the idea is that will leverage additional funds from local, regional and provincial governments."

Stinson said the society's plans dovetail with the City of Victoria's push to have the Capital Regional District borrow \$50 million to build 367 supportive housing units in an effort to end chronic homelessness.

Victoria council on Thursday voted 8-1 to move ahead with the plan, which would require a 15-year, region-wide annual levy of about \$11.18 per household.

"I think it's a bold move on the City of Victoria's part," Stinson said. "Certainly, we believe that the federal government should be stepping up its game considerably. But, in the interim, we have a crisis and the crisis needs to be managed. So kudos to the city for taking a bold move."

Former Victoria councillor Helen Hughes, part of Cool Aid's Help End Homelessness campaign, urged others to get involved.

"We need the federal government, obviously, to come and join us," she said. "But, I think the other thing I'd like to add is that we are a community and that means all 13 municipalities should be involved. There are homeless people all over — it isn't just in Victoria."

Hughes said the key to Cool Aid's success is that it provides support to the people it houses, so that its facilities blend into neighbourhoods.

The society opened nine buildings from 2002 to 2012 and now has 374 apartments, while providing health care to more than 4,000 patients and emergency shelter to 1,700 people a year.

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Article rank 19 Sep 2015 Times Colonist

Do the math on housing for the homeless 2

Re: "Helps wants CRD to borrow \$50M to house homeless," Sept. 15.

For a moment I thought it must be April 1. Has Victoria Mayor Lisa Helps done the math? She proposes to build 367 supportive housing units at a cost of \$50 million. That works out to \$136,240 per unit. It is then proposed that the provincial government kick in \$7.73 million to operate these units. This works out to \$21,064 per unit. Then the cost to service the debt will cost about \$2.08 million per year, or \$5,668 per unit.

Based on the figures provided, the annual operating cost per unit is \$26,732 or \$2,228 per month. With this money, one could rent a darn fine apartment. It would be cheaper to give each of the homeless \$2,000 a month and have them find their own accommodation. It would seem that for \$500 to \$700 per month, studio and other small apartments could be rented for the chronically homeless at an annual cost of about \$2.5 million per year, which is a figure close to the proposed cost to service the debt alone.

Politicians always seem to come up with grandiose ideas rather than looking at simple, practical solutions to a problem.

John Olson Galiano Island

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Article rank 19 Sep 2015 Times Colonist

Paying for input disturbing trend 3

If we want your opinion, we'll ask you for it — and pay you \$20 besides. A City of Victoria workshop on short-term sheltering options attracted a capacity crowd to the conference centre, and no wonder — homeless people were given \$20 each to attend the event. It sets a troubling precedent.

Mayor Lisa Helps called the event historic, saying it was important in a discussion on homelessness to hear from those most affected.

That's true. Who better to talk about the problems of homelessness than the homeless themselves? But members of interest groups are usually not paid to come to public meetings to defend their interests. Their zeal for their cause should be enough motivation.

Helps defended the payments as being like consulting fees, saying the homeless people at the meeting were paid to share their expertise. It's an interesting metaphor, but it falls apart on closer examination. The city would generally not hire a consultant with a personal stake in the issue. That's called a conflict of interest.

The mayor said it's customary for Our Place and other entities that deal with the homeless to give an honorarium to people attending. In fact, the payment was suggested by Don Evans, executive director of the Our Place Society, who said he knew what it would take to get useful input. While that might be something a nonprofit organization does occasionally, it is not something a municipality should do.

The workshop sought ideas for temporary solutions. As a more permanent solution, Helps has proposed the Capital Regional District borrow \$50 million to build 367 housing units for the city's homeless. Servicing the debt would cost each CRD household about \$11 a year, she says, and maintaining the housing and appropriate support programs would cost another \$7.7 million a year, which would be sought from the province.

Victoria city council voted 8-1 Thursday to take that proposal to the CRD board of directors.

It's a bold plan, and bold plans are needed. Homelessness is costly to society and to those who don't have shelter. Economics and compassion dictate concrete solutions.

But math is also involved. Savvy taxpayers will quickly calculate that the proposal involves spending about \$136,000 per homeless person in initial capital costs, then about \$20,000 per person a year for support. That's a simplistic analysis of a complex problem, but those are hard numbers, and hard questions will be asked. Those questions are not made any easier by the knowledge that homeless people were each paid \$20 to come to a workshop to talk about their problems and issues.

What do these payments suggest? Are they made on the assumption that homeless people are not like other people, that they need to be bribed to speak on their own behalf? Many suffer from mental illness and addictions, but that does not mean they are not autonomous, reasoning people.

The issue is about providing the homeless with shelter and support. Surely, they should care enough to participate in discussions about their own futures. It would have been appropriate to provide coffee and sandwiches at the meeting, but not cash payments.

Public input is vital, but that input should be freely given, not purchased.

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Article rank 19 Sep 2015 Times Colonist

Mayor seems intent on spending our money

The taxpayers of Victoria are getting more than a little concerned about our property tax bill.

Mayor Lisa Helps wants to shell out \$100,000 or more per year for "parking ambassadors" to replace the commissionaires who currently do an admirable job of looking after parking. The "ambassadors" will also make maps of the thousands of cracks, holes and any other flaws that make our sidewalks a challenge to walk on. Perhaps they may also give you a kiss and a hug while handing you your ticket. Doing that won't give them much time to write tickets, though.

This money would be much better spent on the homeless situation.

More than \$14,000 was wasted painting the coloured stripes on the crosswalks near city hall. Thousands more are being considered for portable shacks for the homeless.

And, finally, there's the price of three lattes per household per year to cover the cost of borrowing multimillions by the Capital Regional District to build permanent housing for the homeless. Not to say that such housing is not needed.

D.D. Thompson Victoria

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TIMES COLONIST

Homeless will flock here for free housing

Times Colonist

September 18, 2015 12:31 AM

Re: "Reaction mixed to plan for tax levy to house homeless," Sept. 17.

The mayor's idea of borrowing to provide 367 units of housing for the homeless is a path to disaster.

If this idea should happen, has anyone given thought to the Canada-wide invitation this provides to the homeless from Manitoba west to Victoria? Come to Victoria, where housing is free!

While providing shelter for the current local homeless might seem sensible on the surface to some, how is the city going to control the hundreds, maybe thousands, who will migrate here to get in on this flawed idea? You can't stop migration within our borders.

The projected cost of this can only be the tip of the iceberg.

There might be an answer to this homeless problem, but I don't think this one is it. Go back to the drawing board, please.

Jim Laing

Victoria

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\$50M homeless plan clears hurdle despite doubts

Sept 18/2015

Victoria councillors vote 8-1 to seek regional funding

KATHERINE DEDYNA
Times Colonist

Victoria councillors voted 8-1 to push ahead with a request for \$50 million to "substantially reduce" homelessness in the capital region.

An amended proposal, which adds the Greater Victoria Coalition Against Homelessness as a partner, will be discussed by council again in early October.

"I'm thrilled to see the leadership that council took today by moving this proposal forward," said Mayor Lisa Helps.

"It got much better through amendments and our discussion."

Amendments to bring on the coalition and stakeholders such as housing and social-services providers and homeless people will make the motion much stronger, said Coun. Jeremy Loveday.

He said he's getting "overwhelmingly positive" feedback for the idea of a 15-year, region-wide annual levy of \$11.18 per household that would pay for construction of 367 units of housing for homeless people. Helps earlier referred to that number as effectively ending homelessness in Greater Victoria by 2018.

The Victoria council motion is expected to go to the Capital Regional Hospital District Board on Oct. 14 in light of the large health-care costs incurred by homeless people.

Coun. Ben Isitt said the amendments keep "the emphasis on the obligation of senior levels of governments to act" along with ongoing input from social-service agencies. "We will now be working hard to reach out to colleagues and residents in all 13 municipalities and three electoral areas, with a view toward consolidating regional support for action at the hospital board

Voting against the motion was Coun. Geoff Young, who said he worried the proposal is "over-selling" and "over-simplifying" what is at stake. "Even if the units were created instantly, it would not end homelessness in Victoria, never mind the region," he said.

He suggested that rental subsidies would keep people housed without needing to build new units, calling it "a tragedy" that some people lose their homes due to a few hundred dollars a month in rent they cannot pay. In any event, a huge lump sum for housing units isn't always the problem, he said. It can be resistance to rezoning, as for Woodwynn Farms in Central Saanich or lack of an "enormous" amount of operating funds for supported housing.

Young said he is not convinced the pitch will make it past the CRD directors.

Coun. Charlayne Thornton-Joe raised concerns with the way the idea was put forward. Even though she is chairwoman of the CRD's Housing Trust Fund, she was unaware that the motion had been in works for weeks and got a little heated in the debate. "I had no idea until people started to phone me and stop me," she said.

"Did we do the proper engagement before the motion came forward?" she asked, given she has even been asked if the Housing Trust Fund is going to close as a result of the \$50-million request.

"I think all of us want the money to provide housing. No one is so stuck on that it has to be done a certain way."

But she said it was necessary for the Coalition to End Homelessness to be a partner, which was not in the original motion. "On the positive, any time we get money to go to housing is something to celebrate." kdedyna@timescolonist.com

The Drive with Ter



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Home > News > Cool Aid Society welcomes actions taken by the city on homelessness

Cool Aid Society welcomes actions taken by the city on homelessness

Share Print

September 18, 2015 10:35 from Art Aronson

The Cool Aid Society in Victoria is calling it a "bold move" on the part of the city.

The Society is enthusiastically welcoming the motion to take a plan to CRD to finance 367 homes for people who are homeless.

"We believe that the federal government should be investing in housing," says Executive Director Kathy Stinson. "They invest less than one percent of their budget right now in housing. One point six percent of the Federal budget could end homelessness across the country."

Stinson adds that they currently have three projects on-the-go in the region that could potentially house at least 164 for people who don't have homes.

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Homelessness workshop turned into fiasco

Re: "Reaction mixed to plan for tax levy to house homeless," Sept. 17.

I am one of the Topaz Park neighbours who made a stand against tent cities in our parks. I went to the "workshop" on homelessness Wednesday night with a fear that the minds of Mayor Lisa Helps and Councillor Ben Isitt are already made up.

The huge number of folks attending who obviously had personal issues with homelessness surprised me and I was ready to listen with an open mind. I dismissed as paranoid a suggestion that the meeting had been stacked.

However, when Helps's opening remarks were interrupted by people shouting for their money, she acknowledged that low or no-income attendees were being paid an "honorarium" to attend. This was followed by open mikes taken over by very loud and angry men using violent and abusive language. This is a focus group? This is democracy?

Despite the number of police, ambulance, security and city staff present, I didn't feel safe, and left early.

All this fomenting and dishonesty will not convince me that our chronic yet urgent issues with homelessness are either a crisis or an emergency, no matter how many times this big lie is repeated.

I will continue to observe, attend and contribute, but I have absolutely no confidence in the leadership on city council. I can only hope that the damage being done to our city can be fixed by the next mayor.

My poor city.

*Barbara Wiggins
Victoria*

Offer tax deduction to cover rent

Re: "Reaction mixed to plan for tax levy to house homeless," Sept. 17.

Instead of building affordable housing, I propose the federal government offer a tax deduction for renters to cover a substantial amount of their rent. This would make it affordable to stay in one's current rental unit or move to more appropriate shelter, thus freeing up lower-cost housing for those on lower incomes.

Shelter should be a right for all, especially for those who work. Offering a tax

One on One with Ian Jessop



Are you ready to vote on Monday?
Bring your voter information card and ID with you



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Home > News > Victoria council votes to take homelessness to the Regional District

Victoria council votes to take homelessness to the Regional District

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Print

September 17, 2015 01:35 from Frank Stanford

A committee of Victoria Council has decided to approach the Capital Regional Hospital District about taking on the role of identifying funding to build housing for the region's homeless.

Councillor Ben Isitt says it's time to crystallize the work of the "Coalition to End Homelessness"...and he says it's reasonable to look at homelessness as a health care issue...

"The Coalition has never been defined as a developer or as a funder and that's what this proposal is all about. It's to identify the Hospital District as the lead agency so the developer and the co-ordinator of the funding strategy (are) working in partnership with the various operators to move forward"

The city's motion makes reference to a figure of 50 million dollars, but also talks about urging senior governments to provide a share of that.

The proposal is expected to land on a regional board agenda just days before the federal election.

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Hear Victoria native Jesse Roper rocking-out on CFOX 1070 Tuesday morning with Al Ferraby.

Roper is giving back to the community with the release of "Food For a Day Acoustic Sessions," a 9-track acoustic album in support of local charity Our Place Society.



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VICTORIANNEWS PRINT THIS

Victoria mayor calls on feds for more social housing dollars

By Victoria News

Published: **September 17, 2015 01:00 PM**

Updated: **September 17, 2015 01:321 PM**

The memories from Bernice Kamano's painful past are still fresh in her memory.

Kamano was just nine months old when she was taken from her mother and father and placed in the foster care system in Vancouver.

"I was a sick child. My mother took me to the hospital. Because my mother was aboriginal, I was apprehended," said Kamano, who was a keynote speaker at the Greater Victoria Coalition to End Homelessness' annual general meeting at the First Metropolitan United Church Tuesday.

For years, she jumped from home to home, never having a stable roof over her head.

As a child, she has very vivid memories of her experience living in an orphanage. Kamano's picture was published in a local newspaper asking for people to adopt her — though she never was. On another occasion, children in the orphanage lined up and adults would choose which child to take out on a day trip.

"It was a painful life. I pretty much had no family and lived alone, isolated and abandoned," said Kamano, adding she battled addiction when she was older. "That pain never leaves you. People think you should get over it, but you don't. It's part of who you are. But what the pain doesn't do anymore is take you out."

Now, the 67-year-old Victoria resident is standing tall and living in a home she can call her own.

"It's really nice to be secure. Living in foster care all the time, the concept of living in a home wasn't really a part of my reality," Kamano said. "But now that I am in a home. It's my place and I can do what I want."

Kamano, a member of the Kwakwaka'waka Nation, is currently using her own experience to help the aboriginal homeless community and help end homelessness in Victoria.

At the AGM, Victoria Mayor Lisa Helps also kicked off a new homelessness awareness campaign, calling on the federal government to increase its investment in social housing by 0.6 per cent.

"We can see this stepping back — ongoing homelessness, people who are housing in increasing housing need, unstable housing, increased health and social service costs, death due to lack of shelter," she said. "All we need is to increase the investment in social housing to 1.6 per of the federal budget and we can solve the problem."

There needs to be 367 affordable housing units to end homelessness in the region, according to the coalition.

Find this article at:

<http://www.vicnews.com/news/328094771.html>

Lottery could raise money for housing

Re: "Helps wants CRD to borrow \$50M to house homeless," Sept. 15.

How about a lottery as a fundraiser to raise funds to build homes for the homeless? It should have a very attractive prize that would attract ticket-buyers from across the country. Perhaps the winning number will only be drawn when the \$50 million has been reached.

If the town of Inverness in Nova Scotia can do it, why not Victoria?

Jennifer Shore
Victoria

deduction would free up some money for renters to save for a house or spend, which would help the economy.

I wrote to Mayor Lisa Helps with this proposal and she said: "Good idea," but added it's a federal issue. I'd like to see some discussion on this idea by all parties during the election.

Bennett Guinn
Victoria

Lottery could raise money for housing

Re: "Helps wants CRD to borrow \$50M to house homeless," Sept. 15.

How about a lottery as a fundraiser to raise funds to build homes for the homeless? It should have a very attractive prize that would attract ticket-buyers from across the country. Perhaps the winning number will only be drawn when the \$50 million has been reached.

If the town of Inverness in Nova Scotia can do it, why not Victoria?

Jennifer Shore
Victoria

Actual costs of housing plan are ridiculous

Re: "Helps wants CRD to borrow \$50M to house homeless," Sept. 15, and "Give housing plan a chance," editorial, Sept. 16.

I was appalled to read about Mayor Lisa Helps's plan to end homelessness.

Despite having good intentions, the plan is seriously flawed and is a financial nightmare. It ignores the fact that a significant portion of the homeless choose to be so. It doesn't address the problem of what to do with the near-majority of homeless who are addicted — some estimates put this number as high as 40 per cent. Nor does it consider how to feed the people when housed.

Worse yet, it doesn't address the moral dilemma of providing people who don't work for a living with better accommodation than many of those working full time or more at minimum wage can afford.

Worst is the program's ridiculous cost and the disgusting misinformation: Eleven dollars per household is just the cost to service the debt. It doesn't include a penny to pay it down, which would cost every man, woman and child in the Capital Regional District nearly \$150 to pay in full.

The actual cost of the project is \$275 per household, or 24 times more than Helps would have you believe. Even if we were to ignore the issues about cost, why is the mayor attempting to house the homeless in single-resident units at a cost of \$136,200 each? Military personnel get by for months at a time living in small rooms with bunk beds stacked three high. If it is adequate for those who serve our country, surely it is enough for those getting a free ride in subsidized housing.

Lucas Pallard
North Saanich

Housing plan a Band-Aid solution

Re: "Give housing plan a chance," editorial, Sept. 16.

Helping others is something Canadians do well and with good intentions. However, the methods should be studied carefully. Fifty million dollars is no small amount. The figure of \$11 per Capital Regional District household to service the debt sounds low to us. The answer would be: "Of

But, what about repayment of the \$50 million itself? At some point, the debt has to be repaid. I am no accountant, but as a humble taxpayer, I would like to know the actual bottom line, not the \$11 service charge.

Unfortunately, building for the homeless is a Band-Aid solution and given our climate and other factors, Victoria is a prime destination. As the line in *Field of Dreams* said, "If you build it, they will come."

I know it's nigh on impossible to tackle the many roots of the problem, but a free one would be to value your children and instil self-esteem and respect for self and others.

Before we go forward, some numbers please. We already feel sucker-punched on the bridge situation.

Nana Spence
Victoria

All politicians should read Hancock column

Re: "Taxation should maximize human well-being," Sept. 16.

This column by Dr. Trevor Hancock should be mandatory reading for every one of our politicians. If, as I suspect, they can't read, then their caregivers should be made to read it to them.

A wonderful read, Dr. Hancock. Thank you.

Lyall Eriksen
Colwood

Comment-pages list political 'despicable's

The *Times Colonist* Comment page might be better titled "Despicable's." The editorial on the Health Ministry firings shows no one in government takes responsibility, while Dermod Travis's article on Partnerships B.C. shows that they sure will take the money.

On the back of the Comment page is the list of Election Hall of Shamers.

The desire to run for public office was once a higher calling. Now it is simply a rush to the public trough by many undeserving of our trust.

Despicable indeed!

Phil Leith
Victoria

What is happening to our democracy?

Re: "Surprise surplus provides Harper edge in campaign," Sept. 15.

What sort of Third World dictatorship do we live in when candidates are not permitted to present themselves and their policies to the public at all-candidates meetings, when the only voice permitted is that of "the leader"?

When did we stop questioning the misuse of power, where dissenting opinions are forbidden, where destruction of libraries eliminates valuable research materials?

We are being told today that the current government ran a surplus last year and therefore the Conservatives are the only ones who can manage the economy. What is the source of that surplus? Is it a true surplus or did it come from the return of money left over from the shutdown and diminishing of programs, veterans' offices, First Nations education and other programs? Don't equate managing the economy with slashing government programs.

Featured



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Number of cougar sightings in Oak Bay prompts warning



Body found in creek on Salt Spring Island

Victoria slammed for paying homeless attendees of public meeting

CTV Vancouver Island
Published Thursday, September 17, 2015 6:24PM PDT
Last Updated Thursday, September 17, 2015 6:54PM PDT

The old saying goes "a penny for your thoughts," but when it comes to engaging the homeless population in Victoria – it's more like \$20 for an opinion.

A public meeting Wednesday on homelessness in Victoria is being heralded as a success, but some critics are taking issue with the city's decision to pay each homeless person who attended.

Nearly 500 people, many of them homeless, crammed the city's conference centre to discuss possible solutions to the longstanding issue for a total cost of more than \$7,000, the city said.

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More than 300 turn out to oppose Victoria homeless camp

Victoria mayor says she's sorry for rollout of tent city plan

Victoria mayor calls on leaders to pitch tents on Parliament Hill

But one tax watchdog accused the city of wasting money on the pricey payout.

"This is a really bizarre story, and something I think taxpayers should be very uncomfortable with," said Jordan Bateman, spokesman for the Canadian Federation of Taxpayers.

"This whole situation's arisen because there are people camping in parks," he added. "We know where they are. We could go and get this expert advice from them for free. We don't need to incent them to come to a meeting to do that."

But Helps stood by the decision to pay attendees, saying the city regularly pays for consultants – sometimes much more.

"We pay consultants all the time, and usually the consultants charge us way more than \$20 for their time," she said. "So just think of it as these folks came out, they gave us their expert experience. They're consultants, and it's the cheapest consulting the city has ever engaged."

The attendance incentive was the idea of Don Evans, the executive director of Our Place Society, who said he knew what it would take to get meaningful input.

"A lot of the people who were there came for the incentive, but they stayed and gave their thoughts. They offered ideas to help and the problem," he said.

Helps said the meeting itself was productive, sparking dozens of new ideas to help house an estimated 366 people living in the city without a home.

The meeting came about as the result of a controversial proposal to construct a tent city in Topaz Park earlier this year.

Hundreds of residents were fierce in their opposition to the plan and complained that they weren't consulted enough, prompting Helps and council to go back to the drawing board.

City council will review the ideas from Thursday at a meeting in October.

With a report from CTV Vancouver Island's Scott Cunningham

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Extended: Incredible humpback whale encounter near Victoria



CTV News at Six Vancouver Island for Monday, October 12, 2015



Disgusting case of animal abuse results in ban

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Daniel Wallace

26 days ago

I feel badly for Jordan Bateman of the Canadian Federation of Taxpayers. If the Federation was getting THEIR money's worth, then the government would be using the taxes to house their fellow citizens. So either Jordan is doing a bad job, or the Federation is doing a bad job, or the homelessness issue is not on their agenda. I'd say that's a waste of way more than \$20.

Like Reply Share

2



Percival Kalinsky

26 days ago

Kudos to Don Evans for having such a sensible plan. What a great way to bring those affected the most into the debate. That 20 is a very nice incentive to take part in the event and to tell their side of it. Jordan Batemen should bare in mind that even the homeless pay taxes for goods and services and the people that pay HIS salary could find themselves in the same situation.

Like Reply Share

2



Derek Book

26 days ago

It's common practice to make accommodations for those experiencing challenges when it comes to political involvement. The average Victoria resident can simply drive down and walk in. For a homeless person to attend, it often takes a good deal of walking, and for those with mobility issues, \$20 is the least we can do. Frankly, I'd rather not hear this outdated complaint again, it's distracting.

Like Reply Share

2



mrmrky

24 days ago

Should have payed them \$100 each.

Like Reply Share

1



Russ

25 days ago

The city has no problem paying (by calculating \$7,000 cost at \$20 per participant) 350 homeless consultants for their 'expert' input, but don't get in touch with anywhere near that number of home owners/residents who live in the area of the proposed tent city. Sounds more like a conclusion on the results of the meeting was reached prior to the actual meeting and then 'supported' by paid 'experts'

Like Reply Share

1



Tyler

25 days ago

Legally the homeless can not be confined to Topaz Park. If I were homeless I'd pitch my tent on the lawn of Victoria's Parliament building and challenge Christy Clark to move me. These people are pretending to be advocating for the homeless but in reality they are pushing them away from where the services are.

Like Reply Share

1



Marilyn Crosbie

26 days ago

How cheap can people be? So, it cost the city \$7,000. So, each homeless person got paid \$20. Are we so cheap that we can't reward these people for their input? Their input is probably the most valuable of all and if some of their ideas are considered unsuitable, they can be weeded out, just as the unsuitable suggestions from the general public and the "experts" are weeded out.

Like Reply Share

1



Anomnomymous

25 days ago

As long as there wasn't any "Say this specific opinion only and get \$20" shenanigans I don't really see the problem though I think it would have been better to offer them \$20 worth of food instead of money in case some of them have drug/alcohol problems.

OAKBAYNEWS PRINT THIS

Housing plan seeks to re-engage province, feds

By Oak Bay News

Published: **September 17, 2015 03:00 PM**

Updated: **September 17, 2015 03:123 PM**

A City of Victoria proposal of a regional funding plan to end homelessness calls for a levy of \$11 per household per year through the Capital Regional Hospital District.

"Housing is not something that municipalities should take on," said Victoria Mayor Lisa Helps, also the co-chair of the Greater Victoria Coalition to End Homelessness. "But in the absence of leadership from the federal government, residents of the region can no longer sit by as people – particularly those with mental health and addictions issues – suffer on our streets."

The plan to re-engage other levels of government who used to concern themselves with housing is a good one, says Oak Bay Mayor Nils Jensen.

"What (the City of Victoria initiative is) trying to do is reconstitute a partnership between local governments, the CRD, the province and the federal government," Jensen said. "Housing the homeless is a priority for the CRD and this initiative I think has a lot of potential. It still requires the buy-in from the federal and provincial government."

The proposal is that the Capital Regional Hospital District serve as the lead agency, in partnership with social service providers and local, provincial and federal authorities, to build 367 units of new housing with supports, which the Greater Victoria Coalition to End Homelessness estimates to be the number of chronic shelter users requiring housing. They would request the federal government contribute toward the capital costs of the 367 units to reduce or eliminate the need for local contribution, consistent with the Government of Canada's traditional role supporting the housing needs of Canadians.

The proposal requests that the provincial government contribute \$7.73-million annually in operating costs toward the support services required to assist the "hardest to house" in maintaining stable housing, a model that currently exists in several buildings funded by the province around the Capital Region operated by the Victoria Cool Aid Society and the Pacifica Housing Society.

Oak Bay, and many communities in the region, already contribute funding to a Regional Housing Trust in similar small-scale partnerships.

"The majority of the CRD municipalities are involved in the Regional Housing Trust where we pay into the trust fund and that money is levered into partnerships with other agencies including the province, the federal government and non-profit organizations," Jensen said.

"Our dollar can turn into \$5 or as much as \$12 and that's done by creating these partnerships.

"A collaborative approach to dealing with an issue that is so important is the only way forward," Jensen said. "That is the best, and arguably the only way, forward to make these projects a success."

Victoria's proposal for a regional housing strategy arose from public outcry over micro-housing and temporary tenting areas suggested to ease the homeless populations. "What we need in Canada at the federal level is a housing strategy. Most Western European countries have a housing strategy which aims to ensure there's housing for the homeless, affordable housing, rent geared to income housing ... That has to come from the top," Jensen said. "There has been great reluctance to wrestle that. It is a priority for the Federation of Canadian Municipalities and it really is an important aspect of our society that we have plans in place to ensure that everyone has access to proper housing. It really is central to who we are as Canadians to have that as a value."

Find this article at:

<http://www.oakbaynews.com/news/328111751.html>

ELECTION DAY: OCT. 19

timescolonist.com/election

Housing should be federal issue: Victoria mayor

Helps urges next government to improve funding

KATHERINE DEDYNA
Times Colonist

Capital region taxpayers can pay to end homelessness by borrowing up to \$50 million over the next 15 years, but it's really up to Ottawa to reinstate the social-housing budget slashed in the past quarter-century, Victoria Mayor Lisa Helps said Tuesday.

Helps told about 100 people attending the annual meeting of the Greater Victoria Coalition to End Homelessness that low-income housing should be an election issue that translates into improved funding — no matter which party forms government after the Oct. 19 federal election.

Victoria councillors will debate Thursday a proposal to ask the Capital Regional District to borrow \$50 million to build 367 supportive housing units for the chronically homeless — the number of units some believe would effectively end homelessness in Greater Victoria by 2018.

It would cost about \$2.08 million a year to service the debt, which could be paid through an annual levy of about \$11.18 per household in the capital region.



WARNING!

Less than 1% for social housing in the 2015 federal budget.
Causes increased health and social service costs.



The Greater Victoria Coalition to End Homelessness has launched a social media campaign calling for increased funding for affordable housing. GREATER VICTORIA COALITION TO END HOMELESSNESS

the resolution says.

"We are prepared to do this in the event that we have to, but we state very firmly, if you read through the motion, that we want the federal government to step up," Helps said. The coalition has kicked off a social-media campaign that includes videos and yellow stickers warning that affordable housing gets less than one per cent of the federal budget. This year's Treasury Board budget estimate was roughly \$241 billion.

Helps said feedback on the \$50-million proposal has been "almost entirely positive" and

noted it would save taxpayers sums spent on health care and social services for homeless people. It costs \$21,000 annually to house a homeless person but \$55,000 in health, social and other costs for a person living on the street, she said.

Ottawa spends barely half of what it spent on social housing 25 years ago, even though the Canadian population has increased by 30 per cent over that same time, she said.

"Federal spending on low-income housing per capita has dropped from \$114 in 1989 to \$58 in 2014," she said, adding the

WHAT THE PARTIES SAY

Liberal Party

The Liberals have pledged to invest \$20 billion over 10 years in "social infrastructure," including affordable housing and seniors facilities. The party calls for renewed federal leadership in housing, and says it would help build more housing units and renew support for Housing First initiatives that help homeless Canadians find stable housing.

NDP

Randall Garrison, NDP candidate for Esquimalt-Saanich-Sooke, attended the meeting and said his party would increase the amount spent on social housing by \$200 million in the next year, specifically to bolster the expiring operating agreements for co-op housing to allow them to maintain their subsidies. It's not 1.6 per cent, he said, but "it's a change in direction to get the federal government back involved in social housing."

result of the diminishing housing options is obvious on streets across Canada.

"There is a federal election well underway, and the Coalition to End Homelessness is working in Victoria and with organizations across the country to encourage people to vote for housing," Helps said. "If we all do our job well here on the ground in Victoria and our colleagues across the country, hopefully the CRD will not have to borrow one dollar. Hopefully, the

Conservative Party

The Conservative platform concentrates on home buyers, particularly first-time home buyers. Measures include tax credits for home purchasing, renovation and accessibility upgrades, and a home buyers' plan.

Green Party

The Green Party platform says it would enshrine affordable housing in the Canadian Charter of Rights and Freedoms and calls for increased spending on social housing. The Green Party also urges the appointment of a minister for housing to oversee a national affordable-housing plan and a change in the mandate of Canada Mortgage and Housing Corp. to resume its former responsibility for affordable, non-market, and co-operative housing.

— Katherine Dedyne

federal government will listen to cries across the country from Canadians and will invest in housing in this region and across the country.

"All we need is to increase the investment in social housing to 1.6 per cent of the federal budget and we can solve the problem."

The coalition received \$782 last year from the federal government but nothing in 2015, its audited financial statement shows.

kdedyna@timescolonist.com



City of Victoria
@CityOfVictoria

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Full house at community workshop to discuss sheltering solutions for our community

6:55 PM - 16 Sep 2015

4 6

Victoria Coun. Geoff Young told the Times-Colonist that he felt it was not a good use of money, pointing out the proposals he saw at the meeting had already been passed over by the city.

The homeless population in Victoria — with its mild climate and laid-back lifestyle — has climbed to an estimated 1,000. A Supreme Court decision in 2008 paved the way for allowing homeless people to sleep overnight in city parks if shelters are full.

Jordan Bateman of the Canadian Taxpayers Federation called the \$20 stipend a "bizarre story." He told CTV News that since the city already knows where homeless people are located, officials could "go get this expert advice from them for free."

In an editorial published on Saturday, the Times-Colonist said:

The issue is about providing the homeless with shelter and support. Surely, they should care enough to participate in discussions about their own futures. It would have been appropriate to provide coffee and sandwiches at the meeting, but not cash payments.

Public input is vital, but that input should be freely given, not purchased.

But Don Evans, the executive director of downtown drop-in centre Our Place, said he proposed the \$20 payment as a way to attract the people who are actually struggling without shelter. He and the mayor both said it was money well spent for the productive turnout.

City council voted 8-1 this week to move forward on a \$50-million request to tackle homelessness in the region. The proposal includes building 367 units for homeless people — by charging each household \$11 for 15 years.



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VICTORIA
13°C

\$50-million fund pitched to tackle Victoria homelessness

Posted By: Keith Vass on: September 15, 2015 In: CHEK Point Question, News

Victoria mayor says plan would cost \$11 per household per year



0:00 / 3:46

Homelessness has long been one of Victoria's pressing issues, now the city's mayor and two councillors are presenting a new possible solution.

On Thursday Victoria city council will debate a motion, put forward by Helps with councillors Jeremy Loveday and Ben Isitt, calling on their colleagues at the Capital Regional District Board to seek approval to borrow up to \$50 million to fund the construction of 367 supported housing units.

Helps says it could be enough housing to effectively end homelessness, at a cost of \$11 per household per year for 15 years.

"Eleven dollars and 18 cents. Three lattes," she said.

The numbers were drawn from research done by the Greater Victoria Coalition to End Homelessness. Executive director Andrew-Wynn-Williams says that number of units could all but eliminate visible homelessness in the region.

"That would pretty much kill the challenge as far as we're concerned," he said.

Helps says housing shouldn't be a local responsibility, and the timing the proposal during a federal election campaign is in large part aimed at bringing Ottawa back to the table.

"The most important part of the motion is after the election writing to the federal government letting them know what we're doing and asking them to fund this so we don't have to borrow a cent."

Oak Bay mayor and CRD chair Nils Jensen said he would be prepared to move the idea forward.

"It's a very interesting proposal its certainly very worthy of consideration," he said. "Homelessness is a priority in the Capital Region and we need some action on it, there's no question about it."

But Langford mayor Stew Young said adding another CRD levy to his taxpayers is a non-starter

"What I'm saying is lets be fiscally responsible and find a way support the homeless within the budget we've already got, maybe cut something we put on the CRD 15 or 20 years ago that's not that important to us anymore," he said.

Victoria councillors will debate the proposal Thursday and decide whether or not they want to press forward with the plan.

Meanwhile, the city's public consultation process on temporary shelter options, including tent camps and micro-housing potentially in to be located in city parks, will begin with a workshop Wednesday evening at the Crystal Garden starting at 6:30pm.



TIMES COLONIST

Housing proposal the best bargain yet

Times Colonist

September 15, 2015 04:49 PM

Re: "Helps wants CRD to borrow \$50M to house homeless," Sept. 15.

Three lattes a year per household for housing 367 homeless people? That's the best bargain yet!

I and my colleagues at the Committee to End Homelessness Victoria fully support Mayor Lisa Helps and councillors Ben Isitt and Jeremy Loveday in asking for this Capital Regional District levy.

It is the first serious local move toward solving a nasty problem. And maybe a new government in Ottawa would recognize that a city willing to kick-start such a solution is a city worthy of serious funding.

Never having bought a single latte in my life (I'm too cheap), I'd sacrifice three cups of tea and a chocolate doughnut every day.

Alison Acker

Victoria

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[Previous Story](#)[Next Story](#)Article rank 15 Sep 2015 Times Colonist BILL CLEVERLEY Times Colonist bcleverley@timescolonist.com

Helps wants CRD to borrow \$ 50M to house homeless 7

Victoria Mayor Lisa Helps and at least two of her councillors want the Capital Regional District to borrow \$50 million to build 367 supportive housing units for the chronically homeless — a move they believe would effectively end homelessness in Greater Victoria by 2018.

It would cost about \$2.08 million a year to service the debt, which could be paid through an annual levy of about \$11.18 per household in the CRD, the three say in a resolution to be debated by Victoria councillors on Thursday.

The initiative being put forward by Helps, along with councillors Ben Isitt and Jeremy Loveday, is a response to the message Helps received this summer when council proposed putting a temporary tent city in Topaz Park to address the issue of people tenting in city parks.

"People stood there and yelled at us at Topaz Park and said: 'We need housing,'" Helps said.

"We've heard very clearly that people want the problem solved, and in the absence of the federal government putting forward the \$50 million which we anticipate is needed to build those 367 units, we think it's time for residents of the region [to solve it], and residents of the region have told us loud and clear they think it's time."

The Coalition to End Homelessness estimates 367 units are needed to end chronic homelessness in the region.

The resolution: • Calls on Victoria council to go on record in support of a regional housing-first strategy and to ask for CRD board approval for the Capital Regional Hospital District to be the lead agency in getting the housing financed and built. (Housing-first programs aim to get people into housing as an essential first step in helping them overcome other problems.) • Seeks council's approval to approach the province for a \$7.73-million annual commitment (\$21,064 per unit) to go toward operating costs. • Seeks council's support for the mayor to write to the prime minister after the federal election asking for a federal commitment toward costs of building the new units.

Helps said having the hospital board as the lead agency to co-ordinate financing makes sense. The hospital district has housing within its purview and is entitled to borrow money for housing and hospitals. The Capital Region Housing Corp. is more focused on managing social-housing units, she said.

The province has to come on board with money to pay for the necessary support for the housing to work, Helps said. "As everybody knows, you can't just stick people in houses and expect them to get better. That's where the supports come in."

Helps said the estimated cost of \$11.18 per household should be within most people's budgets — equating it to the cost of three lattes. Homelessness, she said, affects all 13 municipalities in the CRD. "There are people sleeping in parks in Langford. It's not just a Victoria problem."

CRD chairman Nils Jensen said the idea is "worthy of consideration."

"What is important is to make sure the efforts are co-ordinated. It's pretty critical that we don't all run in different directions and thereby dilute the effectiveness," said Jensen, who is also Oak Bay mayor.

"Leveraging through a regional fund has proven to be very successful — something that we couldn't do here in Oak Bay or other small communities couldn't do by themselves. So I think a co-ordinated regional approach is certainly something that's preferred, in partnership with other groups."

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TIMES COLONIST

Victoria looks to residents on homelessness

Times Colonist

September 6, 2015 06:00 AM



Victoria Mayor Lisa Helps takes questions from a crowd at Topaz Park. July 30, 2015 Photograph By BRUCE STOTESBURY, Times Colonist

Victoria will host a workshop Sept. 16 to hear from residents and develop options for short-term sheltering solutions.

"I want to be really clear ... we're not talking at this workshop about long-term solutions to housing," Mayor Lisa Helps said.

"We're not talking about building more affordable housing. We're not talking about subsidies. We're not talking about the federal government.

"We're talking about what can we do so we don't end up with this crisis in our parks next summer that we saw this summer and last summer."

City staff estimate that about 130 people sleep in parks, costing the city an estimated \$600,000 a year in associated costs.

The B.C. Supreme Court ruled in 2008 that it was unconstitutional to deny a person the right to erect shelter in a city park if there were no shelter beds available.

The city's recently developed temporary housing action plan suggested two temporary options: designated tenting areas in some city parks and a micro-housing village that could include semi-permanent homes about the size of garden sheds on private or public land.

Part of the thinking was that a designated tenting area could alleviate pressure on smaller neighbourhood parks, such as Kings Park on Caledonia Avenue, where people are camping.

But when Topaz Park, on Blanshard Street, was identified as the possible site, the neighbourhood rose up in

opposition.

Council passed a motion Aug. 5 directing staff to consult the public on options before councillors consider any proposal for a temporary designated tenting area in any park.

The city has received hundreds of suggestions, Helps said: asking people to take in a homeless person; insulated, bicycle-pulled trailers; and using closed schools or parking garages as shelter.

An estimated 367 units are needed in the capital region to house all the people who are chronically homeless, she said.

"We're asking the public to help us co-develop work plans," she said.

The workshop will be held Sept. 16, 6:30-8:30 p.m., at the Crystal Garden.

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TIMES COLONIST

Homeless of Kings Park hold barbecue for neighbours

Bill Cleverley / Times Colonist

September 6, 2015 06:00 AM



Kings Park

Homeless campers who have been calling Victoria's tiny Kings Park home for months — much to the chagrin of many neighbours — hosted "a private neighbourhood barbecue" Saturday in an effort to put a friendlier face on the fact they are living there.

The barbecue was the brainchild of Ken Prowse, a formerly homeless man who used to live in Kings Park and still regularly returns on weekends to pitch a tent.

"It's for the neighbours to see that we're all not that bad and to give back a little," Prowse said of the barbecue as he sat on a lawnchair in the Caledonia Avenue park, nursing a bad back.

Devin Landis and other volunteers from the Table Church covered the cost of the burgers and pop, and helped Prowse organize the event.

Landis said about 40 people stopped by. "It's been a happy time. Everyone is smiling and a lot of people have met each other. So that was the goal."

Harold Stanley, who lives in a townhouse complex at the corner of Cook Street and Caledonia Avenue, said he appreciated members of the homeless community reaching out. "The more we see each other as part of the same community, the more understanding and accommodation we'll have for each other," said Stanley, adding that he's had no problems with the campers.

In 2008, the B.C. Supreme Court ruled that it was unconstitutional to deny a person the right to erect shelter in a city park if there were no shelter beds available.

City staff estimate that about 130 people sleep in parks, costing the city about \$600,000 a year in associated expenses.

At Kings Park, upward of a dozen tents are pitched each night.

Neighbours of the pocket park, which has no washroom facilities, have long complained about the homeless campers. They don't want their children or dogs to run free for fear of discarded needles and human excrement.

Mike Aucoin, who has lived across from the park for five years, said he felt "conflicted" about whether to attend the barbecue.

"I want to be sensitive to the homeless population and their plight, but, at the same time, I have to be conscious of how it affects my life and my living situation," Aucoin said.

"When I purchased the property, I purchased it partly because of the greenspace, which is not there any more because they are there all the time."

His water has been tapped into, a neighbour has had electricity stolen and needles are regularly found in the street, he said.

Aucoin said the wording on the handbill, which says the barbecue is hosted by Kings Park residents, rubbed him the wrong way.

"They've pitched it like they're members of this neighbourhood which, to me, they are not. They are not paying taxes. They are not using the land responsibly. They are not being good neighbours," he said.

"So, they've sort of seconded my park, and for me that's a bit of a problem. Like I said, I want to be sensitive to their needs and I want to make sure they are looked after and that there's a solution for them, but I don't know what it is.

"It's a complex problem that I don't think you can solve easily."

bcleverley@timescolonist.com (mailto:bcleverley@timescolonist.com)

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TOPICS LIST

Sheltering Solutions Workshop



Below is a list of potential temporary housing solutions that the City of Victoria received from the community over the summer. We are looking for temporary housing solutions that can be implemented as soon as possible, and no later than spring of 2016.

This evening, each group is asked to determine two topics to "workshop" together. The top two topics can come from the ideas noted below or other ideas suggested by members of your group. Your facilitator will help your group come to a consensus on the two topics for discussion tonight. You will have 10 minutes to do this.

Next, your group will spend 30 minutes discussing one of the topics, using the questions provided in a Worksheet. One person at your table will be asked to be the "Recorder" to complete the Worksheet questions on behalf of your group. After a short break, you will have another 30 minutes to workshop your group's second topic. Worksheets are to be submitted to your facilitator.

Once your group's two topics have been determined, your facilitator will note them on the flip chart. If you would like to discuss a topic that your group didn't select, you are invited to move to another table where a different idea is being discussed.

Topics List:

1. A sheltering in vehicles (e.g. cars, vans, RVs, etc.) program with support services.*
2. A program for residents/local groups to provide shelter in their homes or buildings.
3. Fund additional beds at existing shelters.
4. Funding to make existing buildings into temporary shelters (e.g. vacant motels, City facilities, provincial government facilities, etc.).
5. Funding to create new shelters or temporary housing facilities.
6. Supervised sheltering sites on private or public land (not in a City park) with support services.*
7. One supervised sheltering site in one City park with support services.*
8. Supervised sheltering site in more than one City park with support services.*

*Support services could include for example, supervisors, an Island Health representative, washrooms, showers, comfort stations, garbage and sharps bins, etc.

Other potential solutions:

WORKSHEET

Sheltering Solutions Workshop



Recorder's name: _____

Recorder's contact information (EMAIL/PHONE): _____

Facilitator's name: _____

(Privacy Statement: The above information will not be shared with City Council or the public.)

Please note the name of your group's selected "Sheltering Solution" topic to be workshopped.

Why does your group think this is a good solution (rationale)? What are the pros and cons?

What next five steps should the City take to implement this solution?

1. _____

2. _____

(What next five steps should the City take to implement this solution?, continued)

3.

4.

5.

Which organizations, if any, should the City collaborate and partner with to implement this solution?

Is there anything else you would like the City to consider about this proposed solution?

OPTIONAL – Please provide the names, affiliations (if applicable), and neighbourhoods of the participants at your table during the discussion of this topic.

(Privacy Statement: This information will not be shared with City Council or the public.)

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Thank you for participating in the Sheltering Solutions Workshop. The ideas generated this evening will be provided to City staff for review and evaluation, and will inform a report to Council on how best to move forward with providing temporary housing options to those in our community without shelter.

Rob Gordon

From: webforms@victoria.ca
Sent: Tuesday, Sep 22, 2015 9:52 PM
To: mayorandcouncil@victoria.ca
Subject: Hopeful for Permanent Housing

From: Margaret Grylls
Email : [REDACTED] a
Reference :
Daytime Phone : Not provided

Thank You!...for the extensive time which is constantly being invested by all of you at City Council, on this extremely difficult situation.

I truly believe permanent housing is needed and feel the latest proposal (\$50 million + \$25 million) would be a good solid start. Hopefully this could include various types of housing, in various locations throughout the city.

To that end, I would see the mixed-use development proposal for the Van./Pandora corner as being a good way to bring some much-needed dignity back to this area, whereas adding more services for people with no homes will result in another 'East Side Vancouver'.

I sincerely hope the tent city concept will not be considered, and am grateful for this new direction City Council has taken.

Thank You!

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IP Address: 24.68.14.4

Rob Gordon

From: webforms@victoria.ca
Sent: Thursday, Sep 17, 2015 1:51 PM
To: mayorandcouncil@victoria.ca
Subject: Mayor and Council email

From: larry blower

Email : [REDACTED]

Reference :

Daytime Phone : Not provided

Whilst the 50 million plus concept re helping the homeless is admirable, I think this will result in the homeless people from all Western and Eastern Canada flocking to Victoria.

If shelter has to be built let's do it out of the downtown core where real estate is less expensive.

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IP Address: 24.69.82.174

Rob Gordon

From: webforms@victoria.ca
Sent: Thursday, Sep 17, 2015 3:24 PM
To: mayorandcouncil@victoria.ca
Subject: Mayor and Council email

From: Darin Reimer

Email : [REDACTED]

Reference :

Daytime Phone : [REDACTED]

About the housing initiative for the homeless. I had just a couple of questions.

Would the 50 million cover costs of a condo like complex, apartments, or detached homes? Or a combination of all of the above? I am not sure you have gone that far down the road in planning but I wondered if the housing could include mini houses? Costs could be cut down substantially and badly needed space be used efficiently. I am just wondering. I am Executive Director at a Drop in Center for Youth at Risk and we operate in the basement of Church of Our Lord. I was unable to attend last nights' open forum or town hall meeting on the subject, but this is my question. Furthermore, Would the 50 million budgeted include the costs of providing supports for the residents of the program. Thank you.

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IP Address: 184.66.141.26

Rob Gordon

From: Jeff Martin [REDACTED] >
Sent: Thursday, Sep 17, 2015 11:58 AM
To: mayorandcouncil@victoria.ca
Subject: Fw: Homelessness solution or possible idea

Importance: High

From: [Jeff Martin](#)
Sent: Thursday, September 17, 2015 10:24 AM
To: [Mayor](#)
Cc: [MLA](#)
Subject: Homelessness solution or possible idea

I was unable to attend the meeting Wednesday September 16th at the Victoria Convention Center. My big concern, as a small side point, is paying homeless people to attend something because they might use that money for cigarettes, drugs or alcohol but most would probably use it to obtain some kind of food I would suspect; we are just not sure of that. Enough of that, I will know detail my ideas in steps from first to the last as order of what should be done:

1. I believe we should provide temporary housing for the homeless, while they begin addiction counselling or psychological assessments, so that it can be determined what the problems or situation was that led a person to become homeless in the first place; so that experts in the field of social services can target the resources to help a person best which could also include spiritual support if needed.
2. The next phase once that first step is completed, while still in social temporary housing, is to begin to work at bringing these people to some a state where they are ready to take a paying job, and earning money to pay for things like accommodations, taxes, bills, and food on their own. This could be done by basic job training in the beginning, then possibly more advance industry or job specific training. Social service/employment experts could help these people to obtain work and then these people would slowly be weaned off any government services.
3. After that it would be the former homeless persons responsibility to to keep a job, pay their taxes, and build an independent life for themselves that respects others, and the law.

What I have outlined is not an easy process but the bottom is , I do not just want to programs that are temporary handouts and these people are left to their own merits and say two years later are back to square one in their lives and homeless again. It is a challenging situation to deal with in parts of this country; I also do want the contributions of those that are not homeless who are hardworking, pay their taxes, respect the laws of this city, province and country to have their rights ,and accomplishments trampled on, in order to focus more on the the poor and homeless; many of the parties that have made a better life for themselves , once may have had less then they do know and have sacrificed, possibly taken gone into debt to fund their education, or work hard a family business or something in that regard ; no being made escape goats if you will for these people; no "Robin Hood" type rob from the wealthier or middle class, to help the very poorest in our

society; what ever happens the homeless must meet certain conditions in order to qualify for help, no free handouts, and society must be prepared to live with the reality that we will not be able to help 100% because some people do not want to obey the law, or any program conditions put on them in order to participate.

Sincerely,

Jeff Martin
Victoria, BC
V8T 4J5

No virus found in this message.

Checked by AVG - www.avg.com

Version: 2015.0.6140 / Virus Database: 4419/10656 - Release Date: 09/17/15

Rob Gordon

From: deborah nugent <[REDACTED]>
Sent: Thursday, Sep 17, 2015 4:10 PM
To: mayorandcouncil@victoria.ca
Subject: FW: Housing the Homeless Re: Times Colonist Sept 15th/2015

From: [REDACTED]
To: mayor@victoria.ca
Subject: Housing the Homeless Re: Times Colonist Sept 15th/2015
Date: Thu, 17 Sep 2015 14:03:48 -0700

Hi Lisa,

I was at work and read the article in the Times Colonist in regard to creating homes for the homeless and was so happy to hear that this is being looked at.

I think there are a lot of people that have big hearts in Victoria and if the giving was made easy I think you could definitely get some help from the public in the form of donations.

I have often thought that it is so easy to pay bills on lineI think there has got to be a way to sign up a charity of your choosing through the bank,,,, and while paying your bills you can make a donation of your choosing with a click of a mouse. If the broad population of Victoria is 344,615 and we divided that in half 172,307...and there was a campaign for every one to contribute a dollar ...we could raise 172,307.00 and then this could be matched by the city..or municipalities. I believe where there is a thought ,,there is the possibility to achieve.

Thank you, Have a great day,,,,,Deborah

Rob Gordon

From: mayorandcouncil@victoria.ca
Sent: Tuesday, Oct 6, 2015 10:03 AM
To: mayorandcouncil@victoria.ca
Subject: FW: Mayor and Council email: Apartments for Homeless

-----Original Message-----

From: webforms@victoria.ca [<mailto:webforms@victoria.ca>]
Sent: Monday, September 21, 2015 7:23 AM
To: mayorandcouncil@victoria.ca
Subject: Mayor and Council email

From: Phyllis and Colin Pendleton

Email : [REDACTED]

Reference :

Daytime Phone : Not provided

My husband & I don't agree with your plan to build more apartments to house the homeless. We feel that a single secure ROOM, with nearby support services and community kitchen (like at a hostel) would be adequate initial shelter. Currently there are 2 vacant former senior's care homes close to downtown which we feel would be very suitable for providing secure individual rooms for the homeless. They are the former Central Care home on Johnson St and the former Mount Edward on Vancouver St. Please, please, please, alter your idea of what is adequate shelter for a homeless person until they demonstrate their willingness & suitability for the next level of social housing.

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IP Address: 75.157.24.21

Rob Gordon

From: Rob Woodland
Sent: Wednesday, Sep 30, 2015 8:28 AM
To: Michelle Harris; Shannon Craig
Subject: FW: Housing the Homeless

Follow Up Flag: Follow up
Flag Status: Flagged

A proposal from an attendee at the Sheltering Solutions Workshop, for consideration.

Robert Woodland
Director, Legislative & Regulatory Services
City of Victoria
1 Centennial Square
Victoria, BC
V8W 1P6

(T) 250.361.0203
(F) 250.361.0348

From: Ben Isitt (Councillor)
Sent: Tuesday, Sep 29, 2015 5:42 PM
To: **Personal information** Jason Johnson; Rob Woodland; Councillors; Lisa Helps (Mayor)
Subject: FW: Housing the Homeless

Hi **Personal information**

Thank you for providing this proposal for housing at a cost of \$19,000 / unit. I am forwarding your presentation to City Manager Jason Johnson, Director of Legislative Services Rob Woodland, Councillors and Mayor Lisa Helps.

All the best,

Ben

Ben Isitt
Victoria City Councillor and CRD Director
Email. bisitt@victoria.ca / Tel. 250.882.9302
Web. www.BenIsitt.ca

From: **Personal information**
Sent: Wednesday, September 16, 2015 7:11 PM
To: Ben Isitt (Councillor)
Subject: Housing the Homeless

Ben,

I don't know why you invited me to your workshop. There was no ability to address council with a proposal of a building scheme that necessarily included a power point presentation. It seems the actions of council is determined to frustrate any ability to address them with this proposal.

I have attached both the power point presentation and my presentation notes that I would have given at your workshop.

The news story on the front page of the Times-Colonist has me concerned. I do not believe that any money need be borrowed and I know the cost to date - particularly of the Greater Victoria Homelessness Coalition projects - have been terribly excessive, as a taxpayer I am opposed to the direction council is taking on this.

Look over the presentation and perhaps a proper meeting can be arranged to discuss my option.

Thank you,

Personal
information

Sheltering Solutions Workshop

Being unable to attend, **Personal information** wish to have our voice heard regarding this topic.

Persona first contacted the city regarding the tenters; their use of needles, human waste, and a confrontation, about a year ago. At that point we decided it was no longer safe for her to walk on the paths in the park.

This summer as a result of the “Two alternatives the City identified ... designated temporary sheltering (tenting) areas in City parks, and a micro-housing village”, we have seen a greater number of tenters, plus tarps in the parks.

Being relatively new to Victoria, we are not familiar with the geography nor building possibilities. But we have tried to educate ourselves, especially regarding tenting in the parks. In reading the Rules for Overnight Shelter in Victoria Parks. A homeless man in the newspaper is quoted as saying: “You (the City) make it easy for us” - so we do need to look at the issue of “The Rules”. As parents of **Personal information**, we know that if rules are put in place, then there needs to be consequences for breaking the rules.

Our first suggestion: You MUST ENFORCE THE RULES that you have put in place or you lose control of the situation. And maybe we are at that point now.

1. Recreational camping is not permitted would imply that transients need to be identified. Every camper **must register** to set up a tent, just as in a public campground. This would help identify *transients, mental health patients, substance abusers*. Potentially, a great summer job for third and fourth year university students.
2. “Only if a shelter bed is not available” - (I believe the ruling is “a shelter mat”) - enforce the letter of the law.
3. **Evening park patrol** should be in place ensuring that the tenters have registered and have not set up tents in those areas as outlined: A temporary shelter is not permitted on, or near, any paths, playgrounds, sports fields, flower beds, long grass, in an area that is being used for an event, a cemetery or anywhere that is considered environmentally sensitive. Also, enforce the rule: Open flame (e.g., lighter, camp fire, candle) and smoking are not permitted.

Our second suggestion: There MUST be consequences for breaking the rules.

These suggestions only apply to the tenters and we know that there are many who prefer to sleep on the street. Many who do not want to sleep in any shelter. But we have to start somewhere, so let's start by not “making it easy” in Victoria, just because we have a milder climate.

Our third suggestion:

1. Contact cities who have had success in dealing with their homeless.
2. Neighbouring municipalities create a support system to deal with the problem.
3. Determine basic needs services for the mentally ill.
4. Determine which services “enable” street people.

It was when we checked online for the ‘who’ and the ‘what’ services that are being provided, we became disturbed. We questioned the stewardship of money given to organizations such as

Sheltering Solutions Workshop

The CoolAid Society and Our Place. We questioned at what point is the Church Community helping or enabling.

Our fourth suggestion: The team of 12 individuals that are selected to work on this issue enforce accountability for these organizations.

A possible fifth solution: The City step back and look to the downtown business community to grapple with the problem. Their businesses are being affected since tax paying people hesitate to venture downtown and street people do impact our tourism industry.

A number of years ago, the City of Kelowna had a similar problem with their downtown core being taken over on the summer weekends. Their solution to the community was simple: Let's Take Back Our Streets". Every weekend 100's of families were 'encouraged' to be strolling the streets. It was profitable for the business community, fun for the families, of little cost to the city, and very effective in reducing their problem.

In conclusion, we wish the Mayor and Council to know that we recognize the tremendous burden of this one issue, and there must be many. We know that legislating may never totally solve the problem as many people like their life style and don't want to be "helped". Also, we want you to know that you have been in our prayers every day these past two months. We pray for the families that the street people represent. There may be parents who have no idea where their son or daughter is. We pray for the by-law officers, the police, and city workers who deal with this issue every day. We are thankful for our parks, especially for the beauty of Topaz Park. And we are proud to attend a church where each week one of the council members is a focus of prayer.

City of Victoria**Sheltering in Parks**

The City of Victoria recently developed an action plan for addressing the needs of people without housing, and reducing impacts arising from sheltering activities in City parks.

The action plan proposes that the City facilitate alternative temporary housing options, recognizing it will take several years to build an adequate supply of permanent housing.

Two alternatives the City identified were designated temporary sheltering (tenting) areas in City parks, and a micro-housing village, which can include sleeping facilities such as huts and semi-permanent wooden structures on private or public land with possible communal eating/gathering spaces. Micro-housing is not envisioned for Victoria parks.

Learn more about the Action Plan for Housing Supports and City Services for Sheltering in Parks and the City's 2015 operational initiatives to manage sheltering in Victoria parks.

Sheltering Solutions Workshop

Wednesday, September 16, 2015

6:30 p.m – 8:30 p.m.

Crystal Garden, 713 Douglas Street

Victoria is a community that cares for its residents, and unfortunately, many in our community have nowhere to take shelter at night.

Let's talk about options.

On Wednesday, September 16, from 6:30pm – 8:30 pm, a hands-on workshop will be held at the Crystal Garden. Doors open at 6 p.m. The community is invited to share ideas and help identify considerations and potential solutions to providing temporary housing options to those without homes.

Please come and share your ideas.

Free parking is available on-street and at the Broughton Street Parkade, located below the Central Library.

Complimentary childcare will be provided for children four and up. Participants are asked to keep infants and younger children with them.

Coffee, tea and treats will be served.

Online Survey

The community is invited to share their ideas on potential temporary housing solutions by completing an online survey. The survey will be open until October 2, 2015.

Input from the workshop and survey will be provided to City staff for review and evaluation, and will inform a report to Council on how best to move forward with providing temporary housing options for those in our community without shelter.

About Sheltering in Victoria Parks

Each year, as the weather warms there is an increase in people using City parks for overnight shelter. It is important that the parks are safe and accessible for all users so a proactive and responsive approach is taken by City staff to manage the various uses and safety of the parks for all users.

From June until the end of August, when parks are busiest, proactive parks patrols are conducted Monday to Saturday between 7 a.m. and 3:30 p.m.

The Parks Regulation Bylaw is in place to balance the uses within the park and ensure parks activities are safe for all users and the environment and amenities are protected from damage. The bylaw regulates matters such fires in parks, alcohol use, damage or nuisance, as well as the use of City parks as a place of overnight shelter for homeless persons.

Rules for Temporary Overnight Shelter in Victoria Parks

Victoria parks are not designed for recreational camping, and camping is not permitted. **Only if a shelter bed is not available**, can those who are homeless seek temporary overnight shelter in a city park.

Some rules to follow when seeking overnight shelter in a Victoria park are:

- Overnight shelter must be temporary (e.g., tent, or other shelter constructed from a tarp, plastic, cardboard) and can only be erected from 8 p.m. – 7 a.m. from March to October (7 p.m. – 7 a.m. from November to February). Tents and property cannot be left behind after 7 a.m. Valuable items may be impounded for collection by the owner, and garbage may be disposed of.
- A temporary shelter is not permitted on, or near, any paths, playgrounds, sports fields, flower beds, long grass, in an area that is being used for an event, a cemetery or anywhere that is considered environmentally sensitive.
- The following areas are off limits at all times for erecting overnight shelters: Ross Bay Cemetery, Pioneer Square, Bastion Square, Centennial Square, Franklin Green Park, Moss Rock Park, or any median or boulevard in Victoria.
- Open flame (e.g., lighter, camp fire, candle) and smoking are not permitted.

To inquire about impounded items, please call the City of Victoria Bylaw Office at 250.361.0215 or visit 625 Pandora Avenue, Monday to Friday from 8 a.m. – 4 p.m.

Park Washrooms

Below are three Victoria parks that have extended washroom hours until the end of October.

Beacon Hill Park

The main washrooms located in the centre of the park off Arbutus Way are open Monday to Sunday from 6 a.m. - 2:30 a.m.

Topaz Park

The main washrooms next to the sport fields are open Monday to Sunday from 6 a.m. – 10 p.m. The two portable washrooms located near the tennis courts are open Monday to Sunday from 9:30 p.m. – 6 a.m.

Stadacona Park

The main washrooms adjacent to the tennis courts are open Monday to Sunday from 6 a.m. - 2:30 a.m.

Helpful Information

This fact sheet [PDF - 42 KB] outlines the rules for seeking temporary overnight shelter in city parks and provides a list of shelters and affordable housing contacts.

Contact Us

Should a member of the public be concerned about an activity in a park, they can contact the City of Victoria Parks Office at 250.361.0600 or the City of Victoria Bylaw Office at 250.361.0215 or bylawenforcement@victoria.ca

Although the City of Victoria tries to ensure the accuracy of all information here, you should confirm all information.

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City of Victoria

Sheltering in Parks

Share Your Ideas on Temporary Housing Solutions

Victoria is a community that cares for its residents. Unfortunately, many residents in our community lack consistent housing, and as a result, an estimated 130 people sought shelter in City parks this past summer.

The City is seeking ideas from the community on temporary housing solutions that can be implemented as soon as possible, and no later than spring 2016.

Thank you to everyone who participated in the Sheltering Solutions Workshop on September 16 at the Crystal Garden. Hundreds of people shared their stories and ideas on how to provide temporary housing for those without shelter.

Those who were unable to attend the workshop have the opportunity to share their ideas in an online survey.

Online Survey

The community is invited to share their ideas on temporary housing solutions by completing an online survey.

The survey will be open until October 2, 2015.

Input from the workshop and survey will be provided to City staff for review and evaluation, and will inform a report to Council on how best to move forward with providing temporary housing options for those in our community without shelter.

Housing Action Plan

The City of Victoria recently developed an action plan for addressing the needs of people without housing, and reducing impacts arising from sheltering activities in City parks.

The action plan proposes that the City facilitate alternative temporary housing options, recognizing it will take several years to build an adequate supply of permanent housing.

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City of Victoria



Online Survey: Share Your Ideas on Temporary Housing Solutions by October 2

October 1, 2015

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Michelle Harris

Subject: Sheltering Solutions Workshop, City of Victoria

From: Citizen Engagement

Sent: Thursday, Sep 10, 2015 10:15 AM

To: Undisclosed Recipients (engage@victoria.ca)

Subject: Sheltering Solutions Workshop, City of Victoria

The communication below is being resent due to feedback that it was caught in some spam filters. Please share with members and post on listserves.

Sheltering Solutions Workshop

Victoria is a community that cares for its residents, and unfortunately, many in our community have nowhere to take shelter at night. Let's talk about options.

The community is invited to share ideas and help identify considerations and potential solutions to providing temporary housing options to those without homes at the hands-on Sheltering Solutions Workshop on Wednesday, September 16 from 6:30 p.m. – 8:30 p.m. at the Crystal Garden at 713 Douglas Street. Free parking is available on-street and at the Broughton Street Parkade nearby, located below the Central Library.

For more information, visit: www.victoria.ca



Background

On June 11, 2015 Council approved the Action Plan for Housing, Supports and City Services for Sheltering in City Parks

Over the past five months staff have been working to implement Action Plan initiatives

This report provides an update on these and other initiatives related to addressing homelessness in the City.

Direction is also sought from Council on two operational initiatives detailed in the Action Plan related to:

- Storage Project for People's Belongings
- Social Service Outreach Pilot Project

Storage Project

City staff have been working with downtown service providers to facilitate development of a storage facility

- A proposed Terms of Reference has been developed modelled after a facility operating near downtown Vancouver
- Aim to provide a safe and secure location to store the belongings of people who are homeless
- No specific proposals have been developed due to challenges related to the securing of specific sites and funding constraints

Council previously authorized \$45,000 in funding

- Annual operating costs expected to closer to \$90,000
- Initial capital funding also required, expected to be \$45,000

It is recommended that the City increase the potential funding available and stimulate interest in the service through a competitive procurement process



Social Service Outreach Pilot Project

The proposed outreach services aims to provide early and ongoing contact with people sheltering in City parks

- Assess the housing and service needs of these individuals and connect them with services
- Designed to augment and fill gaps in services currently offered by Island Health, VicPD, etc.

Victoria Cool-Aid Society has agreed to be the City's primary partner in delivering the outreach services overseen and coordinated via a steering committee (the City, VicPD, Island Health, BC Housing and downtown service providers)

\$35,000 was approved in the *Action Plan* to be combined with funding from a project partner

- Partner agencies prepared to offer some in-kind support, but none have funding available to allocate to this project
- Current funding sufficient for a period of up to six months – not recommended

Staff recommend Council consider increasing the available funding up to \$80,000 to enable the pilot project to operate for one full year



Sheltering in Parks

In late July, the City postponed plans to implement a designated sheltering site within Topaz Park and committed to additional engagement on future sheltering actions

In September a *Sheltering Solutions Workshop* was held with approximately 400 people in attendance. Three-quarters of the participants indicated that they were facing issues related to homelessness, and provided important insight into the options being discussed

The top three solutions chosen and discussed by workshop participants were:

- Funding to make existing building into temporary shelters
- Funding to create new shelters or temporary housing facilities.
- Supervised sheltering sites on private or public land (not in a City park) with support services.

A corresponding online survey was launched the same day of the workshop, 340 respondents participated. The top three most-frequently ranked solutions were:

- | | |
|---|-------|
| • Funding to make existing buildings into temporary shelters. | 76.8% |
| • Fund additional beds at existing shelters. | 49.6% |
| • Funding to create new shelters or temporary housing facilities. | 29.5% |



Other Updates

Additional Shelter Spaces

- While previously requested funding for adult and youth summer shelter spaces was not approved, BC Housing recently provided funding to Our Place for an additional 40 temporary adult shelter spaces for the winter months
- These beds were made available as of October 15, 2015

Micro-Housing

- At the October 1, 2015 Council meeting, Council approved a \$25,000 grant to assist the Micro-Housing Victoria Society in their initial stages of project development
- Since then, MHVS has been undertaking consultation, design development and site scouting

New Housing Units

- On August 27, 2015, Council approved a grant of \$112,000 to the Victoria Cool Aid Society for the development of 45 units of affordable rental housing at 3211 – 3223 Quadra Street in Saanich
- This affordable housing project is expected to increase vacancies in the supportive and emergency housing supply, as people transition to more stable forms of housing



Next Steps

The management and support for homelessness and sheltering services is not a primary service of the City of Victoria therefore staff have sought advisory services to:

- Support a discussion with City Council on the role the City should take to address homelessness
- Identify key strategies and additional actions that the City can take to either directly address or support other actors in the provision of temporary shelter of and/or permanent housing of homeless individuals in the City

Work is already underway and a draft action plan will be reported to Council for their consideration and to provide further direction to staff at the February 18, 2016 GPC meeting.



Recommendation

That Council:

Receive the November 19, 2015 *Status Report- Action Plan for Housing, Supports and City Services for Sheltering in City Parks*; and

Approve the following *Action Plan* recommendations:

Storage Project for People's Belongings

- That the City allocate up to \$85,000 in operating funding (2016) and up to \$45,000 in capital funding (2016) to establish a one-year pilot project storage facility for the belongings of people who are homeless to be funded from the 2015 surplus; and
- That the City undertakes a competitive procurement process to seek a service provider that will develop and operate the proposed storage facility for a one-year period consistent with the Terms of Reference outlined in Appendix A.

Social Service Outreach Pilot Project

- That the City allocate up to \$80,000 in operating funding in 2016 to fund a one-year Social Service Outreach Pilot Project (Outreach Project) consistent with the terms of reference outlined in Appendix C to be funded from the 2015 surplus; and
- That the City proceeds to enter into a service agreement with the Victoria Cool Aid Society on terms satisfactory to staff to deliver the Outreach Project generally consistent with the Terms of Reference set out in Appendix C.

That Council direct staff to report back to Council at the February 18, 2016 Governance and Priorities Committee meeting.





Governance and Priorities Committee Report

For the Meeting of November 19, 2015

To: Governance and Priorities Committee **Date:** November 6, 2015
From: Fraser Work, Director Engineering and Public Works
Subject: Fibre Optic Connection Shared Infrastructure Agreement with Shaw

RECOMMENDATION

That Council authorize the Mayor and Corporate Administrator to execute an agreement with Shaw Cablesystems Limited ("Shaw") to permit the City's use of Shaw's fibre optic pipe conduits in the 500 block of Pandora Avenue in exchange for the City transferring to Shaw an abandoned 50 metre portion of watermain located on Pandora, in a form satisfactory to staff.

EXECUTIVE SUMMARY

The City owns and operates a fibre optic conduit and cable system that interconnects City Hall to various City owned facilities. As part of telecommunications for the new Johnson Street Bridge, a connection is required between the bridge and the City fibre network at City Hall. The connection will provide the bridge control room with telephone lines, City computer network, monitoring and security. Council approved \$50k funding for the fibre optic connection as part of the July 2015 additional funding request for the Johnson Street bridge replacement.

To facilitate the connection without extensive construction of pipe conduits and to seek cost savings, staff have approached Shaw and developed a plan to connect City Hall to the new Johnson Street Bridge by maximizing use of existing infrastructure in the 500 block of Pandora Avenue. The City owns fibre optic conduits within the area in blue shading, as shown on Figure 1. Shaw owns the fibre optic conduits within the area in red shading, as shown on Figure 1.



Figure 1 - Fibre Optic Route from Johnson Street Bridge to City Hall

Shaw is prepared to grant to the City a license to connect to and use Shaw's conduit system, in perpetuity. In exchange the City would transfer ownership to Shaw of a 50 metre long section of abandoned watermain located on Pandora Street within the area shaded in yellow, as shown on Figure 1. Only the conduit would be shared. The fibre optic cables are a separate, secure infrastructure that would remain under the respective ownership of Shaw or the City. The parties' financial obligations under the agreement require that Shaw will provide all the materials necessary to make the connections. The City will provide all the labour to connect Shaw's current conduit through the abandoned watermain. The City cost portion is estimated to be \$20k.

The alternative to entering into this agreement with Shaw is for the City to install fibre optic conduits for the entire 500 block of Pandora Street at an estimated cost of \$50k. Future opportunity for the City includes extension of the fibre line to service the Yates Street Parkade in addition to strengthening the resiliency of the grid.

The agreement would be in a form similar to the draft attached in Appendix 1, as accepted by staff.


Respectfully submitted,


Jas Paul
Assistant Director of
Engineering


Fraser Work
Director Public Works and
Engineering

Report accepted and recommended by the City Manager:

Date:


Nov. 17, 2015

List of Attachments

Appendix 1 - Draft Fibre Optic Connection Shared Infrastructure Agreement

FIBRE OPTIC CONNECTION SHARED INFRASTRUCTURE AGREEMENT

THIS AGREEMENT dated for reference the 1st day of November, 2015 is

BETWEEN:

THE CORPORATION OF THE CITY OF VICTORIA, a municipal corporation under the laws of British Columbia, having an address at 1 Centennial Square, Victoria, British Columbia, V8W 1P6

(the "City")

AND:

SHAW CABLESYSTEMS LIMITED, extra-provincially registered in the Province of British Columbia under number A0075382, having an address at Suite 900, 630 – 3rd Avenue SW Calgary, Alberta, T2P 4L4

("Shaw")

WHEREAS:

- A. The City owns and operates a fibre optic conduit and cable system that extends from City Hall through Centennial Square to the City's vault located at the intersection of Government Street and Pandora Avenue (the "City Vault"), which system is shown in blue and labelled "City Conduit" on the map attached as Schedule "A";
- B. Shaw owns and operates a fibre optic conduit and cable system that extends down Pandora Avenue from Government Street to Shaw's vault located in front of 534 Pandora Avenue (the "Shaw Vault"), which system is shown in red and labelled "Shaw Conduit" on the map attached as Schedule "A";
- C. Located west of the Shaw Vault is an abandoned City water main measuring approximately fifty (50) metres in length and running along Pandora Avenue to Store Street (the "Water Main"), as shown in blue and labelled "Water Main" on the sketch attached as Schedule "A";
- D. The City wishes to transfer the Water Main to Shaw in order to enable Shaw to connect the Shaw Vault to the Water Main and to use the Water Main as a conduit to run Shaw's fibre optic cable system through to the green on Wharf Street, as shown on the sketch attached as Schedule "A";
- E. In exchange for the transfer of the Water Main to Shaw, Shaw wishes to grant to the City a licence to connect to and use Shaw's conduit system, in perpetuity, from the City Vault through to Wharf Street, in order enable to the City to run fibre optic cables from the Johnson Street Bridge Replacement Bridge to City Hall;

NOW THEREFORE in consideration of the covenants and agreements herein reserved and contained, and other good and valuable consideration (the receipt and sufficiency of which are hereby acknowledged by both parties), the City and Shaw covenant and agree with one another as follows:

Transfer of Water Main to Shaw

1. The City agrees to sell and transfer to Shaw the Water Main which is now in possession of the City and all the right, title, and interest of the City in and to the Water Main to the use of Shaw.
2. The parties acknowledge and agree that nothing in this Agreement creates nor vests in Shaw any ownership or property rights in the City's existing conduit system, from City Hall to the City Vault.
3. The City covenants that:
 - (a) the City now has good right to transfer the Water Main to Shaw;
 - (b) the Water Main is free and clear of all charges and encumbrances;
 - (c) the City will from time to time upon reasonable request of Shaw make, do and execute all such further acts, deeds and assurances for the more effectually assigning and assuring the Water Main to Shaw.
4. Shaw acknowledges and agrees that the City is selling and transferring the Water Main to Shaw on an "as is" basis, with no representations or warranties as to its condition or its suitability for Shaw's purposes.
5. The rights granted to Shaw hereunder may not be assigned or otherwise transferred without the City's prior written consent, which consent will not be unreasonably withheld.

Grant of Licence to City for Use of Shaw Conduit System

6. Shaw hereby grants to the City a non-exclusive licence to connect to and use Shaw's conduit system, in perpetuity, from the City Vault to the green at the Wharf Street intersection, including through the Shaw Vault and through the Water Main and its associated conduit connections (together, the "Shaw Conduit System") for the purpose of locating, installing, attaching, adjusting, replacing, removing, maintaining and operating up to three (3) of its own fibre optic cables, and for no other purpose.
7. The licence granted pursuant to section 6 above includes a licence in favour of the City and its employees, agents, contractors and any permitted assignees to access the Shaw Conduit System on forty-eight (48) hours' written notice to Shaw for the purpose of installing, maintaining, repairing, replacing, and removing the City's fibre optic cables, except that the City must not interfere with the use of the Shaw Conduit System by Shaw or other

licensees and, if the City considers that it will require restriction of other users of the Shaw Conduit System, the City must first obtain prior written consent from Shaw and then restrict other users only at the times and in accordance with directions from Shaw.

8. The City accepts the use of the Shaw Conduit System on an as-is basis with no representations or warranties as to its condition or its suitability for the City's purposes.
9. Shaw acknowledges and agrees that all fibre optic cables installed by the City within the Shaw Conduit System shall be and remain the sole property of the City and nothing in this Agreement creates nor vests in Shaw any ownership or property rights in the City's fibre optic cables.
10. The rights granted to the City under section 6 above may not be sublicensed, assigned, or otherwise transferred without Shaw's prior written consent, which consent will not be unreasonably withheld.

Parties' Financial Obligations

11. Shaw will provide, at its own cost, all materials necessary to:
 - (a) connect the Shaw Vault to the Water Main; and
 - (b) extend Shaw's conduit from the west side of the Water Main to Wharf Street.
12. The City will provide, at its own cost, all labour necessary to:
 - (a) connect the Shaw Vault to the Water Main;
 - (b) extend Shaw's conduit from the west side of the Water Main to Wharf Street; and
 - (c) pull the City's fibre optic cables from the City Vault through the Shaw Conduit System to Wharf Street.

General

13. Any notice required by this Agreement shall be made in writing and shall be considered given if delivered or mailed to the intended party at its address specified on page 1 of this Agreement, except in the case of the written notice described in section 7, which notice may be sent by email to the following email address: _____. The notice will be deemed to have been received on the day it is delivered, if delivered personally or by email (where permitted), or 7 days after the date it was mailed. Either party may, by notice in writing to the other, specify another address for service of notices under this Agreement.
14. This Agreement will bind and benefit each party to this Agreement, and its respective successors, administrators, employees, agents, and contractors.

15. Nothing contained in this Agreement shall be construed to constitute the parties as partners, joint venturers, co-owners or otherwise as participants in a joint or common undertaking, or to allow either party to create or assume any obligation on behalf of the other party for any purpose whatsoever.
16. The Schedules attached to this Agreement form part of this Agreement.
17. This Agreement constitutes the entire agreement between the parties and may not be amended except by agreement in writing signed by all parties to this Agreement.
18. If any section, subsection, sentence, clause or phrase in this Agreement is for any reason held to be invalid by the decision of a court of competent jurisdiction, the invalid portion is to be severed and the decision that it is invalid does not affect the validity of the remainder of this Agreement, the parties hereby agreeing that they would have entered into the Agreement without the severed portion.
19. Nothing contained or implied in this Agreement will limit, impair, or affect the City's rights and powers in the exercise of its functions pursuant to the *Community Charter* (British Columbia) or any other enactment and all such powers and rights may be fully exercised in relation to the subject matter of this Agreement as if this Agreement had not been entered into between Shaw and the City.
20. The use of headings in this Agreement is for convenience of reference only and shall not affect the construction or interpretation hereof.
21. This Agreement shall be construed and governed by the laws of the Province of British Columbia and the laws of Canada which may be applicable to a party in the Province of British Columbia.
22. Time is of the essence of this Agreement.

IN WITNESS WHEREOF the said parties hereto have duly executed this Agreement on the dates written below.

DATED at Victoria, British Columbia, this ____ day of November, 2015.

SHAW CABLESYSTEMS LIMITED by its
authorized signatory:

Name:

Title:

DATED at Victoria, British Columbia, this _____ day of November, 2015.

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

Name:

Title:

Name:

Title:

6

SCHEDULE A

MAP





Governance and Priorities Committee Report

For the Meeting of November 19, 2015

To: Governance and Priorities Committee **Date:** November 13, 2015
From: Thomas Soulliere, Director of Parks, Recreation & Facilities
Subject: Crystal Pool Long Term Plan

PURPOSE

The purpose of this note is to provide Council with an update on the project approach staff are considering, which will inform Council's decision relating to the long term plan for Crystal Pool and Fitness Centre.

BACKGROUND

The 2015 Operational Plan includes a number of actions that relate to the Crystal Pool facility. Among these are activities relating to a review of the overall facility condition, specific system upgrades within the facility to maintain business continuity, and public and stakeholder engagement concerning the future of this public amenity. It was initially proposed that the public engagement strategy would be developed immediately after the assessment of the facility's physical condition, and presented in a report to Council in November 2015.

KEY POINTS FOR CONSIDERATION

With the Facilities Assessment now complete, a project initiation plan is in development. It will outline a feasibility phase which will identify the current information gaps, by; conducting a community needs assessment, analyzing leading practices relating to the provision of aquatic and recreation programs and services, exploring design options to meet current and anticipated demand, considering potential co-location opportunities for complimentary services, and outlining a financial analysis that will articulate the projected capital and operating costs. The involvement of citizens and stakeholder groups will be critical throughout the upcoming process, to ensure the options presented to Council align with community needs and acknowledge the City's financial capacity. In anticipation of the community's information needs, it's important that the feasibility study and citizen engagement process are integrated.

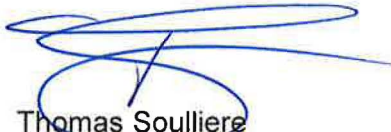
As part of the 2016 Financial Plan proposal, staff are requesting funds (\$150K) to carry out a feasibility study to be led by qualified experts with experience in the analysis and planning of multi-purpose facilities like Crystal Pool and Fitness Centre.

Pending approval of the funding request outlined in the budget proposal, staff would aim to commence the public process for selecting an expert firm for this project in early 2016. Staff would also present Council with the overall plan for the feasibility study and citizen engagement,

including a timeline for key deliverables, in the first quarter of the year. City staff from across disciplines have contributed to this revised approach that will increase the quality of the required analysis, and ultimately produce a more comprehensive recommendation for Council's consideration.

I look forward to discussing the approach outlined above during the upcoming budget deliberations. In the meantime, if you have any further questions please don't hesitate to contact me directly.

Respectfully submitted,



Thomas Soulliere
Director, Parks, Recreation and Facilities

Report accepted and recommended by the City Manager:



Date: November 13, 2015



Council Member Motion

For the Governance and Priorities Committee Meeting of November 19, 2015

To: Governance and Priorities Committee **Date:** November 19, 2015
From: Councillors Madoff and Thornton-Joe
Subject: Support for Co-Operative Housing

Background:

At the Council meeting of October 29, 2015, a presentation was made by Patty Shaw, representing the Co-op Housing Federation of British Columbia. As part of the presentation Ms. Shaw requested that Council consider bringing forward a motion in support of co-op housing. This request is particularly timely as a federal housing agreement, which for 35 years, has provided rent subsidies, is due to expire with no replacement plan in place.

The loss of the rent subsidy program will present a significant challenge to the on-going viability of co-op housing across Canada. In the CRD, 34 housing co-ops provide 1,172 homes. In Victoria, 13 housing co-ops provide 470 homes.

Relevance to Strategic Plan

Council support for co-op housing aligns with Council's focus on affordable housing and Strategic Plan objectives such as (6) Making Victoria More Affordable and (7) Facilitate Social Inclusion and Community Wellness.

Motion:

WHEREAS a significant challenge to the supply of affordable housing exists in the expiry of the federal co-op housing agreements that provide rent support for thousands of low-income households across B.C. and Canada, including some 1,172 in the Capital Region;

AND whereas maintaining support for co-op housing is a key component of providing affordable housing for our residents, as well as our municipal economic vibrancy and sustainability;

THEREFORE be it resolved that Council write to the Provincial and Federal governments, including the Premier, the Prime Minister, local MPs and MLAs, Ministers responsible for Housing, Health and Finance, requesting that they work jointly and separately on developing mechanisms to maintain a rent supplement program for the more than 20,000 low-income members in housing co-ops and that we call upon the Federal Government to commit now to reinvest the savings from expiring federal housing agreements to share the costs of funding this program.

Respectfully submitted,

Two handwritten signatures in black ink. The first signature is "Pamela Madoff" and the second is "Charla Thornton-Joe".

Councillor Madoff

Councillor Thornton-Joe



Council Member Motion
For the Governance and Priorities Committee Meeting of November 19, 2015

From: Councillor Geoff Young
Date: November 9, 2015
Subject: McPherson Theatre

Background:

The consultant's report commissioned by the Royal-McPherson (RMTS) board indicates that attendance at the McPherson Playhouse is declining. City taxpayers typically fund the capital and operating costs of the McPherson by about \$750,000 per year, and the subsidy per use is very high. Despite that, many local groups cannot afford to use the theatre and must find other space.

The McPherson is a significant heritage building and a performing space with excellent acoustics (I am told) that people love attending. Ensuring it remains available to the citizens of the region is important. I suggest we should explore why usage is declining and whether the governance of the theatre needs to be reconsidered.

The specific concerns I have:

- Because Victoria owns 100 percent of the theatre, but it is managed by the CRD, the budget does not receive examination by Victoria council, and our staff have no role in its management or budget. Neither does it receive full examination by the CRD board, since CRD directors are aware that only Victoria pays for the McPherson and are reluctant to interfere. My reading of the *Schlenker* decision is that it constrains the City of Victoria councillor who is appointed to the RMTS board from advocating with Council in favour of any proposal that would financially benefit the RMTS. I assume the duty our appointee owes to the RMTS would prevent our appointee from advocating actions that would harm the RMTS financially but do not know this for certain.
- At \$750,000 per year for capital and operating costs the budget is significant to Victoria taxpayers and large relative to the benefit received. For 2015 the McPherson is projecting paid tickets sold of 27,800, so that our subsidy would represent about \$27 per ticket sold. While we may see a reduction in future capital needs, the current usage level (projected at about 6 nights a month for 2015) will continue to put pressure on the taxpayers.
- The subsidy is much higher if we look at City of Victoria residents, because although Victoria pays the entire cost of the Mac, only a fraction of users are from Victoria. The RMTS reports that 28 percent of those attending are from the City. Thus only about 7800 of its 2015 paid audience will be from Victoria, which means for each Victorian paying to enjoy a performance at the Mac Victoria taxpayers contributed some \$96. I think we need to ask whether spending this same money in other ways might produce greater benefits for our citizens.
- One obvious comparison is with our grants to groups providing similar performing arts opportunities in other ways. The easiest comparison is with the Belfry, which is a combined theatre company and performance space. The Belfry indicates it had ticketed attendance of about 40,000 in 2013/2014. City taxpayers contribute about \$75,400 this year (about 36.8 percent of the CRD Arts grant of \$205,000), a tenth of the grant to the MacPherson. This comparison excludes any separate grants to companies performing at the Mac (which may be

subsidized both directly and through use of the RMTS) and also excludes property taxes on either facility.

- The lower cost per City user at the Belfry results both from the contribution of the other municipalities (lacking at the Mac) and from the ability of the Belfry to attract more funding from other donors. It appears that performing companies with owned facilities are more successful than is the RMTS at attracting capital funding from governments and donations from private individuals. They may also operate more efficiently. Obviously the Mac should not be competing with performing companies for the same donors, but it is possible both the Mac and the companies it hosts are suffering compared to theatre companies that control and are identified with a specific home theatre building.
- Despite the large cost per user to Victoria taxpayers, a number of theatre groups find the rental rates for the Mac to be high when associated staffing costs are factored in. Each hour of staff time carries a very high cost when the theater's overhead fees are included. I am told that the required minimum staffing levels have increased over the years and that renters thus often find themselves having to hire more staff than they feel is needed (e.g. to carry out functions that volunteers could do elsewhere). As a consequence we have seen the development of other performing arts space at a time when the Mac is underutilized.
- The RMTS board manages the two theatres together, but losses are financed differently. Decisions about the allocation of common costs between the two theatres affect the financial demands on the three owners. Some costs are allocated on an arbitrary basis that could be questioned. For example, in 2013 about \$986,000 in revenue and about \$1,706,000 in expenses were allocated on a simple 50/50 basis between the theatres. If these costs and expenses were allocated on the basis of activity level, for example, the net deficit of the theatres, and the demands on Victoria taxpayers, would be reallocated in favour of the MacPherson.
- Relative pricing is also an issue. If rental rates for one theatre are more attractive than for the other these pricing decisions also impact the allocation of losses between the Royal and the Mac.

Options available to us:

Although I supported the concept of having the Mac operated by the CRD in the expectation that other municipalities would assist in funding it, I believe it is time to end the experiment, at least temporarily. Our best chance of getting others to help fund the Mac is to improve its level of usage and financial performance, and I believe we need to make significant changes to achieve that.

For the time being the City could operate the theatre directly, probably by hiring an individual experienced in the area. In the longer run, a board model is probably preferable. I do not think the board should be shared with the Royal theatre unless both are subsidized by the same municipalities. The best situation would be where arts grants are provided to performing companies, which then make their own decisions about venues, with the theatres standing on their own – this was the intention when the McPherson Foundation was formed in the early 1980s and the City turned over the operation of the McPherson Theatre to the Foundation (and I understand the Foundation was initially successful in increasing revenues and the number of 'dark' nights fell).

Although a multi-use civic theatre should probably be managed by the City or by its own separate board, we should also consider if it should be operated by the theatre company that is the chief user. This is the model used by the Belfry and some other smaller groups that own their own venues. This model may be more successful in allowing the theatre company to be successful at attracting other funding sources. However, it would require a complex agreement between the City and the main theatre group operator to ensure that other users are given fair opportunities to rent the theatre.

Recommendation:

1. That City staff be asked to advise Council on steps that would be required to resume City management of the McPherson Playhouse.
2. That the Mayor write to the Councils of Victoria and Oak Bay indicating that we are concerned about the costs for the McPherson borne by Victoria taxpayers, and that if the situation cannot be addressed we will have to consider reassuming control of the Playhouse.
3. That staff be asked to develop terms of reference for an examination of the operations of the McPherson, including:
 - a) why is usage not higher?
 - b) why are users developing alternative facilities? (these questions need to be asked of current users and of nonusers who are potential users or actual past users)
 - c) if costs are indeed an issue, what factors are driving costs?
 - d) are there shortcomings in the facility?
 - e) how does the McPherson compare with other facilities both in terms of efficiency of operation and in terms of ability to attract private donations and government grants?
 - f) is usage is likely to continue to decline and operating losses to rise?

Because of the sensitivities involved in asking theatre companies to comment on their landlord, this study should be carried out by a consultant hired by the City, not by the RMTS.

Respectfully submitted,



Councillor Geoff Young



Councillor Ben Isitt

Service: 1.295 McPherson Theatre**Committee: Administration****DEFINITION:**

A local service established for the purpose of purchasing, maintaining, equipping and operating the McPherson Playhouse in Victoria, British Columbia.

SERVICE DESCRIPTION:

This is a service to provide funding for the support of the McPherson Theatre in the City of Victoria. The building is owned by the City of Victoria. The service operates under an agreement with the Royal and McPherson Theatres Society Board who manage the theatre in return for financial support. This building operation was transferred to the CRD for ease of administration with the Royal & McPherson Theatres Society and to recognize the benefits of one organization operating the two theatres (one ticket system, ability to move acts between if financially beneficial, etc.)

PARTICIPATION:

The City of Victoria is the only participant.

MAXIMUM LEVY:

The maximum amount that may be requisitioned under section 816(1) of the Municipal Act (Section 803 of the Local Government Act) for the annual cost of the local service will be:

- (a) for capital expenditures including but not limited to, the renovation, reconstruction or rebuilding of a performing arts theatre, machinery and equipment, reserve fund transfer and annual debt servicing payments. The maximum amount will be \$400,000.
- (b) for annual operating expenditures which may also include expenditures of a nature referred to in (a) above, the maximum amount will be \$350,000.

MAXIMUM CAPITAL DEBT:

None

COMMISSION:

Royal and McPherson Theatre Society reporting to a sub-committee of the Finance, Corporate and Intergovernmental.

FUNDING:

McPHERSON THEATRE			BUDGET REQUEST				FUTURE PROJECTIONS			
	2015 BOARD BUDGET	2015 ESTIMATED ACTUAL	2016 CORE BUDGET	2016 Continuous Supplementary	2016 Single Supplementary	2016 TOTAL	2017 TOTAL	2018 TOTAL	2019 TOTAL	2020 TOTAL
<u>OPERATING COSTS:</u>										
Third Party Payments	294,250	291,450	281,765	-	-	281,765	281,765	281,765	281,765	281,765
Allocations	42,850	42,850	43,935	-	-	43,935	43,935	43,935	43,935	43,935
Operating Supplies	12,900	15,700	24,300	-	-	24,300	24,300	24,300	24,300	24,300
TOTAL OPERATING COSTS	350,000	350,000	350,000	-	-	350,000	350,000	350,000	350,000	350,000
*Percentage Increase	0.00%	0.00%	0.00%			0.00%	0.00%	0.00%	0.00%	0.00%
<u>CAPITAL / RESERVE</u>										
Capital Equipment Purchases	104,000	104,000	79,000	-	-	79,000	84,000	84,000	84,000	84,000
Transfer to Reserve Fund	332,803	332,803	357,803	-	-	357,803	352,803	352,803	352,803	352,803
TOTAL CAPITAL / RESERVES	436,803	436,803	436,803	-	-	436,803	436,803	436,803	436,803	436,803
TOTAL COSTS	786,803	786,803	786,803	-	-	786,803	786,803	786,803	786,803	786,803
<u>FUNDING SOURCES (REVENUE)</u>										
estimated balance C/F from current to Next year		-	-	-	-					
Balance C/F from Prior to Current year		-	-	-	-					
Grants In Lieu	(36,803)	(36,803)	(36,803)	-	-	(36,803)	(36,803)	(36,803)	(36,803)	(36,803)
TOTAL REVENUE	(36,803)	(36,803)	(36,803)	-	-	(36,803)	(36,803)	(36,803)	(36,803)	(36,803)
REQUISITION	(750,000)	(750,000)	(750,000)	-	-	(750,000)	(750,000)	(750,000)	(750,000)	(750,000)
*Percentage increase over prior year requisition		0.0%	0.00%			0.00%	0.00%	0.00%	0.00%	0.00%

BYLAW NO:

CAPITAL REGIONAL DISTRICT

SCHEDULE B

CAPITAL EXPENDITURE PLAN SUMMARY - 2016 to 2020

295 McPherson Theatre	2016	2017	2018	2019	2020	TOTAL
EXPENDITURE						
Buildings	210,000	100,000	250,000	1,000,000	500,000	2,060,000
Equipment	0	0	0	0	0	0
	210,000	100,000	250,000	1,000,000	500,000	2,060,000
SOURCE OF FUNDS						
Reserve Fund	210,000	100,000	250,000	1,000,000	500,000	2,060,000
	210,000	100,000	250,000	1,000,000	500,000	2,060,000

Service #:	1.295
Service Name:	McPherson Theatre

[illegible]

2,060,000

D = Debenture Debt (new debt only)
E = Equipment Replacement Fund
G = Grants (Federal, Provincial)
O = Donations / Third Party Funding

C = Capital Funds on Hand
R = Reserve Fund
S = Short Term Loans
L = Lands Sales

**1.295 McPherson Theatre
Asset and Reserve Summary
2016 - 2020 Financial Plan**

Asset Profile

McPherson Theatre

Assets held by the McPherson Theatre service consist of new McPherson Theatre built in 2014 as well as various equipment. The total historical value as of Dec 31, 2014 for all assets was \$4.7M.

Capital Reserve Fund Schedule

Reserve Fund: 1.295 McPherson Playhouse Capital Reserve Fund (Bylaw No. 3270)

1.295 McPherson Playhouse Capital Reserve Fund Cash Flow

Fund: 1072 Fund Center: 101899	Estimate	Budget Forecasting				
	2015	2016	2017	2018	2019	2020
Beginning Balance	595,499	664,302	812,105	1,064,908	1,167,711	520,514
Transfer to Cap Fund (Based on Capital Plan)	(270,000)	(210,000)	(100,000)	(250,000)	(1,000,000)	(500,000)
Transfer from Operating Budget	332,803	357,803	352,803	352,803	352,803	352,803
Interest Income*	6,000	-	-	-	-	-
Capital Fund Uncommitted (Available)						
Ending Balance \$	664,302	812,105	1,064,908	1,167,711	520,514	373,317

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.



To: Victoria City Council

From: The Board of Directors of the Royal and McPherson Theatres Society

Date: November 12, 2015

RE: Operation and Management of the McPherson Playhouse: An Overview

Dear Councilors:

The Royal McPherson Theatre Society (RMTS) Board of Directors appreciates Councillor Geoff Young's interest in investigating and clarifying the funding mechanisms related to the operation of the McPherson Playhouse. We believe that the conclusion Councillor Young has drawn - that by having the City of Victoria assume control of the McPherson Playhouse that funds being allocated to the facility would be better spent - is incorrect. Proceeding with Councillor Young's plan would result in higher costs to the City of Victoria and less access to the facility for local performing groups and local audiences.

The RMTS has been independently undertaking its own strategic planning. As such, we are able to put the issue into perspective and provide context for any decision Victoria City Council chooses to take based on Councillor Young's suggestions. For this summary document, the RMTS Board of Directors has carefully reviewed a number of facts, figures and assertions that have been made regarding the RMTS and the two theatres under its stewardship, in particular regarding the McPherson Playhouse. In summary, we would share the following (supported by the detailed briefing documents that have been appended to this letter):

1. **Legal Basis for RMTS Management of the McPherson.** The original decision to have the Capital Regional District (CRD) operate the McPherson Playhouse, specifically the wording of Bylaw 2685 from 1999, reveals the rationale behind Victoria deciding to have the CRD operate the McPherson Playhouse through a management agreement with the RMTS: to more efficiently manage the allocated civic funds for the theatre. That remains true in 2015.
2. **Uniqueness of the RMTS Model.** The RMTS operates, maintains, and provides professional staffing and hosting services for two theatres: the Royal Theatre (owned by CRD and funded in part by Victoria, Saanich and Oak Bay) and the McPherson Playhouse (owned by Victoria but administered by the CRD and the RMTS). In addition RMTS staff also operate a successful box office operation that benefits both theatres and the performing groups who use the facilities. The McPherson Playhouse plays the role of a civic auditorium, serving many different genres and audiences in a given year.

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Operation and Management of the McPherson Playhouse: An Overview

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3. **Operational Efficiencies.** There are considerable operational efficiencies that accrue to the McPherson Playhouse due to economies of scale in managing two theaters that would not be present for such a small theatre as the McPherson Playhouse if it were operating independently.
4. **Cost Allocations.** Councilor Young has raised the point that certain cost allocations between the two theatres have been handled "arbitrarily". The RMTS Board instructed staff to re-analyze allocations and, to the extent possible, examine allocations of revenues and costs on a more direct or pro-rata approach. Higher net revenues derived from the Royal Theatre, general box office income, and a 50/50 allocation of administration and overhead costs disproportionately assist the McPherson Playhouse's bottom line. In the event that the McPherson Playhouse and the Royal Theatre were not able to share costs and benefit from significant synergies and cost-sharing, the independent costs of the McPherson Playhouse would only increase.
5. **The Future of Arts in the Victoria Region and the Role of the RMTS.** The Board and staff of the RMTS are acutely aware of the numerous efforts underway or planned to examine cultural and arts master planning for the Victoria region. We view this as an opportunity to examine a number of issues that have received little attention in past years, including the fair sharing of costs for each municipality in the region and the appropriate mix of theatre and rehearsal spaces in the region, as well as the composition of theatre and live performances. We look forward to playing a constructive role in these essential discussions about an industry that by the latest estimation contributes over \$50 million to the local economies annually.

The RMTS has been undertaking its own strategic planning which includes determining the best way to administer and manage each of the McPherson Playhouse and Royal Theatre for the benefit and enjoyment of all citizens of the City and the wider region. We look forward to working with Victoria City Council to examine these issues thoroughly and respectfully. We would be happy to engage with representatives from the City of Victoria directly to discuss areas where the RMTS, the City of Victoria and other municipalities can work more collaboratively for the betterment of all Victorians.

We urge caution however in setting the parameters of such a review in the terms suggested by Councilor Young. If operating and managing two historic theatres in the heart of Victoria were solely about cost efficiencies, there would be many more dates assigned to Broadway musicals and other best-selling acts, to the detriment of emerging artists and established cultural groups such as Ballet Victoria, TedX and the Victoria Operatic Society.

Striking the right balance between commercial success and artistic and cultural support is at the heart of what the RMTS does. This has been reflected in our new mission statement, which is

Operation and Management of the McPherson Playhouse: An Overview

Page 3 of 3

...to enrich the cultural life of the region, by operating and maintaining the civic theatres of the CRD, by supporting local performing arts groups and by delivering a diverse range of entertainment to audiences and communicating the importance and value of live arts performances to the residents of the region.

Our vision is to *maintain, develop and enhance the quality of life in the CRD*. The RMTS is one of the CRD's key cultural institutions (along with libraries, museums, galleries, archives and national historic monuments), providing leadership, information and education as well as opportunities for local arts groups and quality entertainment to the community at large.

We look forward to working with Victoria City Council to examine these issues thoroughly and respectfully.

Signed,

A handwritten signature in black ink, appearing to read 'Byron Smith', with a long horizontal line extending to the right.

Byron Smith

Chair of the RMTS Board on behalf of the Board of Directors

Addendums:

- Briefing Notes on Points Raised Above
- Bylaw 2685 (1999)



To: Victoria City Council

From: The Board of Directors of the Royal and McPherson Theatres Society

Date: November 12, 2015

RE: Operation and Management of the McPherson Playhouse: Detailed Briefing Notes

1. Legal Examination of the Original Terms of Reference for the RMTS

As a review of Bylaw 2685 will indicate, the original intention of transferring ownership of the McPherson Playhouse to the CRD from Victoria (and then having the RMTS manage the facility along with the Royal Theatre and the Box Office for both theatres) was to ensure efficient allocation of City of Victoria funds. The original purpose of having the McPherson Playhouse administered by the CRD was to recognize the role it plays in providing a historic well-maintained arts and cultural performance space for the residents of the region. See the files attached referencing the original bylaw in 1999.

2. Uniqueness of the RMTS Model

The RMTS is a very different organization than the Belfry Theatre in terms of scope, mandate and operations. First, the Belfry Theatre operates its own theatre where it also produces its performances, serving roughly 4,000 people per year. The RMTS on the other hand has a much more extensive reach and serves a much wider audience across the entire Capital Region, serving roughly 25,000 people and employing up to 150 on a full and part time basis. The RMTS seeks to enhance the quality of life in the Capital Regional District by providing a wide range of entertainment to the community through cost effectively and efficiently managing its performance spaces and supporting accessibility for local not-for-profit arts organizations.

Our medium is theatre, our product is community. This is the recently adopted branding proposition of the Royal and McPherson Theatres Society, reflecting the reality of what the Society provides to the community.

Hotels versus Apartments: an Analogy

The Belfry Theatre is an excellent organization doing an exemplary job serving its audiences, but the Belfry Theatre is to the McPherson Playhouse as an apartment building is to a hotel.

The Belfry Theatre has eight productions a year. Their Artistic Staff pick them well in advance and they have an entire year to deal with the unique issues of eight productions. Like an apartment building with eight apartments.

The McPherson Playhouse will host 50 productions from 50 different producers in 2015. The McPherson Playhouse staff normally get six weeks to deal with the unique issues of each show. Like a hotel with 50 rooms.

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Operation and Management of the McPherson Playhouse: Detailed Briefing**Notes**

Page 2 of 6

The Belfry Theatre has a subscription audience. Nine out of ten people (89%) who attend a Belfry Theatre production have a subscription for all the Belfry Theatre shows in that season, as stated in the Belfry Theatre's 2013, 2014 funding report. Like an apartment building where 89% of the visitors are there frequently. The Belfry Theatre audience is made up of approximately 3,500 unique individuals, who come to the same theatre regularly.

The McPherson Playhouse has no subscriptions. Less than 15% of the attendees will attend the McPherson Playhouse more than once in a year. Like a hotel where most of the people arriving through the front door are new every day. Approximately 25,000 unique individuals will attend the McPherson Playhouse in 2015.

The type of productions the Belfry Theatre produces are in the same genre. They intend to please the same audience eight times a year. Like an apartment building where the tenants all have some things in common.

The performances at the McPherson Playhouse are diverse, they represent multiple genres, a wide ticket price range from \$0.00 to well over \$100. Each production is unique, as are the audience members who attend the performances. McPherson Playhouse performances range from, The Massey Lecture Series to alternative Rock, to Canadian Citizenship Ceremonies, to John Cleese, and grade three students presenting opera. Like a hotel where the tenants have only one commonality, they are all in Victoria for the evening.

Besides the fact that they both have bedrooms, apartment buildings are not hotels.

This potential for diversity places the McPherson Playhouse in the position to offer a range of performances that have the combined ability to appeal to a broader audience. This breadth spans not only the region but also demographics of age, culture, interest, and economic strata. The McPherson Playhouse audience is made up of a great number of single individuals, indicating that the theatre has a wide community impact and appeal.

The economic impact of the McPherson Playhouse becomes exciting when one considers the effect of 50 different companies building shows, marketing those shows, shipping them to Victoria. The economic implications for downtown Victoria begin to become clear when one considers that the 25,000 unique individuals who attend the performances are enjoying a "special night out" with their families and friends, which often includes restaurant meals, cab rides and shopping downtown. These benefits ripple out into the Region as a whole. Businesses downtown employ people from all over the Region and many of these business owners live in those other municipalities themselves. As recently said at a community meeting on regional economic development, attended by Mayors, Councilors and business people from across the CRD: "A rising tide lifts all boats."

Operation and Management of the McPherson Playhouse: Detailed Briefing Notes

Page 3 of 6

The McPherson Playhouse adds vibrancy to downtown Victoria, and the wide variety of productions means there is something for everyone. The reach and depth of the McPherson Playhouse are reflective of what to expect of a civic-funded theatre.

3. Operations and Mandate of the Royal McPherson Theatre Society

Currently there is very little understanding among regional Councils about how the RMTS is structured, how it undertakes the stewardship of the McPherson Playhouse and Royal Theatre, and how the professional services are integrated. To clarify some misconceptions:

a. Professional and Efficient Operation of the RMTS.

In Councillor Young's assessment of the RMTS forwarded October 16, he concluded:

"It appears that performing companies with owned facilities are more successful than is the RMTS at attracting capital funding from governments and donations from private individuals. They may also operate more efficiently."

This is inconsistent with the facts on several fronts:

- The McPherson Playhouse and the Royal Theatre serve audiences throughout the Capital Regional District. They are managed together as a civic theatre complex with resulting operational efficiencies. The McPherson Playhouse is established as a Local Service by the CRD, the participating funder of which is limited to the City of Victoria, while the Royal Theatre is financially supported by three municipalities (Saanich, Victoria and Oak Bay). It is unlikely that funding for the McPherson Playhouse will be broadened to include other municipalities (as the CRD Arts Committee hopes) if the City of Victoria were to assume full control of running the theatre. Potential supporting municipalities will likely require some form of ownership of the theatres among the interested jurisdictions that are served.
- The RMTS professionally manages, operates and—very importantly--conserves two unique historic theatres with funding from the City of Victoria that has not increased in over 15 years. Based on inflation, the funding allotted by the City of Victoria to operate the McPherson Playhouse has declined by 35% since 2001, yet the RMTS has undertaken major capital renovations totalling \$7,000,000 to assure the long-term viability of the theatres for future generations, without having to request additional capital and maintenance funding from City Council.

Operation and Management of the McPherson Playhouse: Detailed Briefing**Notes**

Page 4 of 6

- The RMTS organizes and delivers facility licensing, provides state-of-the-art box office services independent of the facility, (which helps us finance and subsidize local non-profit productions) and offers advisory theatre services.
- Capital funding obtained by the RMTS for major renovations and maintenance work on the McPherson Playhouse has been secured from several sources. BC Millennium Fund, McPherson Playhouse Building Improvement Fund, The City of Victoria, totalling \$8,000,000 over the past 15 years.

b. Assessing RMTS Operational Efficiency

A Strategic Business Planning Study conducted in 2014 by an independent theatre consultant with experience examining hundreds of markets in North America pointed to the efficiency of the RMTS operations. The report concluded that despite the organization receiving smaller operating grants than comparable arts organizations across Canada, grants that have remained unchanged for almost two decades, *"it is a remarkable testament to the RMTS that they have continued to operate with modest surpluses and undertake capital improvements."*

If the City of Victoria wishes to undertake an additional study examining the feasibility of the City taking operation of the Playhouse back and instituting a different organizational model, the RMTS would not object to such an endeavour. We would happily provide any assistance required as we believe such a study will confirm the excellent value Victoria City Council currently receives for its contribution to the McPherson Playhouse based on some facts:

- There are sizeable efficiencies and economies of scale having an organization such as the RMTS run both theatres, one (the Royal Theatre) much larger than the other (the McPherson Playhouse).
- The Box Office and Royal Theatre revenues account for the bulk of earned revenue currently flowing to the RMTS; splitting them up would inevitably cause costs to rise at the McPherson Playhouse and net revenues to decline.
- The City of Victoria, if it were to proceed to resume direct control of the McPherson Playhouse, would also assume the existing contractual relationship with IATSE local 168.

4. Cost Allocation

With respect to cost allocations arising from managing the two theatres with three local government funding partners, we agree with Councillor Young's statement that,

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"The RMTS board manages the two theatres together, but losses are financed differently. Decisions about the allocation of common costs between the two theatres affect the financial demands on the three owners."

The RMTS however refutes Councillor Young's contention that *"If these costs and expenses were allocated on the basis of activity level, for example, the net deficit of the theatres, and the demands on Victoria taxpayers, would be reallocated in favour of the McPherson"*. This erroneous conclusion does not line up with the following facts:

- Removing the McPherson Playhouse from the RMTS mix would leave the City of Victoria liable for significant expenses in terms of maintenance, staffing and assisting with productions, without the benefits that accrue due to the box office and economies of scale that are currently in place.
- One of the biggest challenges the Board of the RMTS is examining is how to continue to provide an excellent well-maintained and professionally staffed venue at preferred and subsidized rates for non-profit arts organizations in Victoria. Specifically, some of the issues the RMTS Board is addressing include:
 - Determining what the appropriate mix of non-profit and commercial dates are in each theatre
 - The desire expressed by some groups to remain at the larger Royal Theatre despite declining attendance, which may make the McPherson Playhouse a more appropriately sized venue.
 - By ensuring there are enough dates to host commercial performances, more revenue can be produced to keep rental rates as low as possible and thereby support smaller local productions and theatre companies.

5. The Future of Theatre and Supporting the Arts Community in Victoria

The RMTS is poised to make an invaluable contribution to the cultural master planning that will be undertaken by each of the City of Victoria and the CRD during the next year. Finding a fair and balanced way to share the costs of running the McPherson Playhouse should be one of the many issues regional councils will need to address. In the meantime, it is essential to maintain and operate the McPherson Playhouse in as efficient and professional manner as possible for the benefit of the residents of the Region and the performing groups who use the facility.

The Board and staff of the RMTS are acutely aware of the numerous efforts underway or planned to examine cultural and arts master planning for the

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Victoria region. We view this as an opportunity to examine a number of issues that have received little attention in past years, including the fair sharing of costs for each municipality in the region and the appropriate mix of theater and rehearsal spaces in the region as well as the composition of theatre and live performances. We look forward to playing a constructive role in these essential discussions about the culture and arts of our region. This is an industry that, by the latest estimation, contributes over \$50 million to the local economies annually.

Striking the right balance between commercial success and artistic and cultural support is at the heart of what the RMTS does, *to enrich the cultural life for residents of the region*. We look forward to working with Victoria City Council to examine these issues thoroughly and respectfully. We would be happy to engage with representatives from the City of Victoria directly to discuss areas where the RMTS, the City of Victoria and other municipalities can work more collaboratively for the betterment of all Victorians.

CAPITAL REGIONAL DISTRICT

BYLAW NO. 2685

A BYLAW TO ESTABLISH THE OPERATION OF THE
MCPHERSON PLAYHOUSE AS A LOCAL SERVICE

WHEREAS:

- A. A Regional District may, by bylaw, establish a local service under Section 798 (1)(f) of the *Municipal Act* to provide services for pleasure, recreation and other community use;
- B. The Regional Board of the Capital Regional District wishes to establish a local service for the purpose of purchasing, maintaining, equipping and operating the McPherson Playhouse in Victoria, British Columbia;
- C. The approval of the Inspector of Municipalities is required under Section 807 (1)(a) of the *Municipal Act*;
- D. The Regional Board has obtained the consent of the Council of the City of Victoria as required under Sections 807(2)(a)(ii) and 810(1) and (2) of the *Municipal Act*;

NOW THEREFORE the Board of the Capital Regional District in open meeting assembled,
ENACTS AS FOLLOWS:

Local Service

- 1. The Capital Regional District hereby establishes a local service for pleasure, recreation and community use, and includes, without limitation, the McPherson Playhouse and all facilities and concessions associated with the McPherson Playhouse.

Boundaries

- 2. The boundaries of the local Service Area shall be coterminous with the boundaries of the City of Victoria.

CRD Bylaw No. 2685

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Participating Area

3. Only the City of Victoria is a participating area for this Local Service.

Cost Recovery

4. The annual costs for the local service, net of grants and other revenues shall be recovered by one or more of the following:
 - a) the requisition of money under section 822 of the *Municipal Act* to be collected by a property value tax to be levied and collected under section 824(1) of the *Municipal Act*,
 - b) the requisition of money under Section 822 of the *Municipal Act* to collected by the imposition of a parcel tax imposed under section 824(2) of the *Municipal Act*; and
 - c) the imposition of fees and other charges that may be fixed by separate bylaw

Maximum Requisition

5. The maximum amount that may be requisitioned under section 816(1) of the *Municipal Act* for the annual cost of the local service will be:
 - a) for capital expenditures including but not limited to, the renovation, reconstruction or rebuilding of a performing arts theatre, machinery and equipment, reserve fund transfers and annual debt servicing payments. The maximum amount will be Four Hundred Thousand (400,000) Dollars.
 - b) for annual operating expenditures which may also include expenditures of a nature referred to in a) above, the maximum amount will be Three Hundred Fifty Thousand (350,000) Dollars.

Apportionment

6. No apportionment of costs is necessary because there is only one participating area.

Committee and Operation

7. The Board of the Regional District will establish a committee for the purpose of managing the administration and operation of the McPherson Playhouse under Sections 798(9) and 616 of the *Municipal Act*.

CRD Bylaw No. 2685

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8. This bylaw may be cited as "McPherson Playhouse Local Service Area Establishment Bylaw No 1, 1999".

READ A FIRST TIME THIS 27th day of January 1999

READ A SECOND TIME THIS 27th day of January 1999

READ A THIRD TIME THIS 27th day of January 1999

APPROVED BY THE INSPECTOR
OF MUNICIPALITIES THIS 5th day of March 1999

ADOPTED THIS 10th day of March 1999.


CHAIR


SECRETARY

FILED WITH THE INSPECTOR OF MUNICIPALITIES THIS 15TH DAY OF MARCH 1999

