



REVISED AGENDA - COMMITTEE OF THE WHOLE

Thursday, November 15, 2018, 9:00 A.M.

COUNCIL CHAMBERS, CITY HALL, 1 CENTENNIAL SQUARE

Located on the traditional territory of the Esquimalt and Songhees People

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I. ADJOURNMENT OF COMMITTEE OF THE WHOLE



MINUTES - COMMITTEE OF THE WHOLE

June 14, 2018, 9:00 A.M.

COUNCIL CHAMBERS, CITY HALL, 1 CENTENNIAL SQUARE

Located on the traditional territory of the Esquimalt and Songhees People

PRESENT: Mayor Helps in the Chair, Councillor Alto, Councillor Isitt, Councillor Loveday, Councillor Lucas, Councillor Madoff, Councillor Thornton-Joe, Councillor Young

ABSENT FOR A PORTION OF THE MEETING: Councillor Isitt

ABSENT: Councillor Coleman

STAFF PRESENT: J. Jenkyns - City Manager, C. Coates - City Clerk, P. Bruce - Fire Chief, S. Thompson - Director of Finance, J. Tinney - Director of Sustainable Planning & Community Development, F. Work - Director of Engineering & Public Works, T. Soulliere - Director of Parks, Recreation & Facilities, B. Eisenhower - Head of Engagement, C. Havelka - Deputy City Clerk, A. Meyer - Assistant Director of Development Services, C. Mycroft - Manager of Executive Operations, AM Ferguson - Committee Secretary, T. Zworski - City Solicitor, L. Taylor - Senior Planner, M. Angrove - Planner, M. Betanzo - Senior Planner, R. Morhart - Manager, Permits & Inspections, N. Sidhu - Assistant Director of Parks, Recreation & Facilities

A. APPROVAL OF AGENDA

Moved By Councillor Thornton-Joe

Seconded By Councillor Alto

That the agenda be approved.

Amendment:

Moved By Councillor Thornton-Joe

Seconded By Councillor Alto

That the following items be included on the consent agenda:

C. 1 - Minutes from the meeting held March 15, 2018.

E. 1 - 1418 Lang Street - Rezoning Application No. 00630, Development Permit with Variances Application, and Development Variance Permit Application

F. 5 - Proclamation - "ALS Awareness Month" June 2018

CARRIED UNANIMOUSLY

Amendment:

Moved By Councillor Isitt

Seconded By Councillor Thornton-Joe

That item no. D. 1 be considered at the June 21, 2018 Committee of the Whole Meeting.

CARRIED UNANIMOUSLY

Main Motion as amended:

CARRIED UNANIMOUSLY

B. CONSENT AGENDA

Moved By Councillor Alto

Seconded By Councillor Loveday

That the following items be approved without further debate:

C.1 Minutes from the meeting held March 15, 2018

Moved By Councillor Alto

Seconded By Councillor Thornton-Joe

That the minutes from the March 15, 2018 Meeting be approved.

CARRIED UNANIMOUSLY

E.1 1418 Lang Street - Rezoning Application No. 00630, Development Permit with Variances Application, and Development Variance Permit Application (Oaklands)

Committee received a report dated May 31, 2018, from the Director of Sustainable Planning and Community Development regarding an application to subdivide the property and construct a new small lot house.

Moved By Councillor Alto

Seconded By Councillor Thornton-Joe

Rezoning Application No. 00630 for 1418 Lang Street

That Council instruct staff to prepare the necessary Zoning Regulation Bylaw Amendment that would authorize the proposed development outlined in Rezoning Application No. 00630 for 1418 Lang Street, that first and second reading of the Zoning Regulation Bylaw Amendment be considered by Council, and a Public Hearing date be set.

Development Permit with Variances and Development Variance Permit Application for 1418 Lang Street

That Council, after giving notice and allowing an opportunity for public comment at a meeting of Council, and after the Public Hearing for Rezoning Application No. 00630, if it is approved, consider the following motions:

1. "That Council authorize the issuance of a Development Permit with Variances Application for the north portion of 1418 Lang Street (new house), in accordance with:
 - a. Plans date stamped April 23, 2018.
 - b. Development meeting all *Zoning Regulation Bylaw* requirements, except for the following variances:
 - i. reduce the front yard setback from 6.0m to 1.98
 - ii. reduce the rear yard setback from 6.0m to 2.07m
 - iii. permit a roof deck
 - c. The Development Permit lapsing two years from the date of this resolution."
2. "That Council authorize the issuance of a Development Variance Permit Application for the south portion of 1418 Lang Street (existing house), in accordance with:
 - a. Plans date stamped April 23, 2018.
 - b. Development meeting all Zoning Regulation Bylaw requirements, except for the following variances:
 - i. reduce the rear yard setback from 6.0m to 2.51m
 - c. The Development Permit lapsing two years from the date of this resolution."

CARRIED UNANIMOUSLY

F.5 Proclamation - "ALS Awareness Month" June 2018

Committee received a report dated June 6, 2018, from the City Clerk regarding a proclamation for ALS Awareness Month.

Moved By Councillor Alto

Seconded By Councillor Thornton-Joe

That the *ALS Awareness Month Proclamation* be forwarded to the June 14, 2018 Council meeting for Council's consideration.

CARRIED UNANIMOUSLY

D. UNFINISHED BUSINESS

D.2 1199 Government Street - Application for a Permanent Change to Hours of Service for a Food Primary License(0302087) Earl's Restaurant (Downtown)

Committee received a report dated May 11, 2018, from the Director of Sustainable Planning and Community Development regarding an application by Earl's Restaurant to change their Food Primary License service hours.

Moved By Councillor Alto

Seconded By Councillor Loveday

That Council direct staff to provide the following response to the Liquor Licensing Agency:

1. Council, after conducting a review with respect to noise and community impacts, does support the application of Earl's Restaurant, located at 1199 Government Street to change hours from 9:00 am to 12:00 am, Sunday through Thursday and 9:00 am until 1:00 am, Friday and Saturday to 9:00 am to 1:00 am, Sunday through Thursday, and 9:00 am until 2:00 am Friday and Saturday.

Providing the following comments on the prescribed considerations:

- a. The impact of noise on the community in the vicinity of the establishment has been considered. Consideration of the application with respect to potential to generate noise related issues has not resulted in specific concerns associated to the operator or the change in hours.
- b. If the application is approved, the net impact on the community is expected to be positive economically as the approval supports the request of the business and presumably their long term viability as a local business and employer.
- c. The views of residents were solicited via a mail out to neighbouring property owners and occupiers within 100 metres of the licensed location and a notice posted at the property. The City received two letters in support of the application and one letter from the Downtown Victoria Residents Association expressing neutrality. No letters were received in opposition.
- d. Council recommends support for approval to change the hours of operation for the licensee.

Committee discussed:

- *Concerns about impacts to policing.*

CARRIED UNANIMOUSLY

E. LAND USE MATTERS

E.2 210 Gorge Road East - Rezoning and Development Permit with Variances Application No. 00076 (Burnside)

Committee received a report dated May 31, 2018, from the Director of Sustainable Planning and Community Development regarding an application to construction of a three storey multi-unit residential building.

Committee discussed:

- *Shadowing and privacy concerns.*
- *The onsite amenities and the Regional Housing First strategy.*

Moved By Councillor Alto

Seconded By Mayor Helps

Rezoning Application No. 00620 for 210 Gorge Road East

That Council instruct staff to prepare the necessary Zoning Regulation Bylaw Amendment that would authorize the proposed development outlined in Rezoning Application No. 00620 for 210 Gorge Road East, that first and second reading of the Zoning Regulation Bylaw Amendment be considered by Council and a Public Hearing date be set once the following conditions are met:

1. Preparation and execution of the following legal agreements to the satisfaction of City Staff:
 - a. Statutory Right-of-Way of 4.91m on Gorge Road East
 - b. Housing Agreement to ensure that the residential dwelling units would remain as rental and affordable for in perpetuity.
2. Following consideration of Rezoning Application No. 00620, and if approved that Council authorize staff to prepare and enter into an Encroachment Agreement for a fee of \$750 plus \$25 per m² of exposed shored face during construction, to the satisfaction of the City staff.
3. The applicant complete exploratory digging around the Horse Chestnut tree at the south west corner of the site to the satisfaction of City Staff in order to determine the location of the roots and potential impacts the construction of a proposed sidewalk may have on this tree.

Development Permit with Variances Application No. 00076 for 210 Gorge Road East

That Council, after giving notice and allowing an opportunity for public comment at a meeting of Council, and after the Public Hearing for Rezoning Application No. 00620, if it is approved, consider the following motion:

“That Council authorize the issuance of Development Permit Application No. 00076 for 210 Gorge Road East, in accordance with:

1. Plans date stamped February 14, 2018.

2. Development meeting all *Zoning Regulation Bylaw* requirements, except for the following variances:
 - i. reduce the required number of parking spaces from 90 to 24.
3. The Development Permit lapsing two years from the date of this resolution.
4. The applicant entering into an agreement with a local car share company to secure 20 car share memberships to the satisfaction of City Staff.
5. The applicant provide two bikes and bike share parking spaces onsite to the satisfaction of City Staff."

Committee discussed:

- *The changes to density and massing and a desire to hear from nearby residents on whether they support the proposal.*

Amendment:

Moved By Councillor Thornton-Joe

Seconded By Councillor Madoff

That the motion be amended to include the following as a condition of the development permit:

6. **A covenant to ensure that no more than 32 supportive housing units are within the project.**

CARRIED UNANIMOUSLY

Amendment:

Moved By Councillor Thornton-Joe

Seconded By Councillor Madoff

That the motion be amended to include the following as a condition of the rezoning:

6. **That a shadow study be provided as a condition of advancing the application to a public hearing.**

CARRIED UNANIMOUSLY

Main motion as amended:

Rezoning Application No. 00620 for 210 Gorge Road East

That Council instruct staff to prepare the necessary Zoning Regulation Bylaw Amendment that would authorize the proposed development outlined in Rezoning Application No. 00620 for 210 Gorge Road East, that first and second

reading of the Zoning Regulation Bylaw Amendment be considered by Council and a Public Hearing date be set once the following conditions are met:

1. Preparation and execution of the following legal agreements to the satisfaction of City Staff:
 - a. Statutory Right-of-Way of 4.91m on Gorge Road East
 - b. Housing Agreement to ensure that the residential dwelling units would remain as rental and affordable for in perpetuity.
 - c. Following consideration of Rezoning Application No. 00620, and if approved that Council authorize staff to prepare and enter into an Encroachment Agreement for a fee of \$750 plus \$25 per m2 of exposed shored face during construction, to the satisfaction of the City staff.
 - d. The applicant complete exploratory digging around the Horse chestnut tree at the south west corner of the site to the satisfaction of City Staff in order to determine the location of the roots and potential impacts the construction of a proposed sidewalk may have on this tree.
 - e. That a shadow study be provided as a condition of advancing the application to a public hearing.

Development Permit with Variances Application No. 00076 for 210 Gorge Road East

That Council, after giving notice and allowing an opportunity for public comment at a meeting of Council, and after the Public Hearing for Rezoning Application No. 00620, if it is approved, consider the following motion:

“That Council authorize the issuance of Development Permit Application No. 00076 for 210 Gorge Road East, in accordance with:

1. Plans date stamped February 14, 2018.
2. Development meeting all Zoning Regulation Bylaw requirements, except for the following variances:
 - i. reduce the required number of parking spaces from 90 to 24.
3. The Development Permit lapsing two years from the date of this resolution.
4. The applicant entering into an agreement with a local car share company to secure 20 car share memberships to the satisfaction of City Staff.
5. The applicant provide two bikes and bike share parking spaces onsite to the satisfaction of City Staff.
6. A covenant to ensure that no more than 32 supportive housing units are within the project.”

CARRIED UNANIMOUSLY

E.3 2732 Doncaster Drive - Rezoning Application No. 00635, Development Permit with Variances Application No. 00072, and Associated Official Community Plan Amendment (Oaklands)

Committee received a report dated May 31, 2018, from the Director of Sustainable Planning and Community Development regarding an application to construct a seven-storey residential building with ground-floor commercial.

Committee discussed:

- *The alignment with City policy and effects to the R1-B zone with urban place designation adjacent properties.*

Councillor Isitt left the meeting at 10:01 am.

Moved By Councillor Loveday

Seconded By Councillor Lucas

Rezoning Application No. 00635 for 2732 Doncaster Drive and associated Official Community Plan Amendment

That Council instruct staff to prepare the necessary Official Community Plan Amendment Bylaw in accordance with Section 475 of the Local Government Act and the necessary Zoning Regulation Bylaw Amendment that would authorize the proposed development outlined in Rezoning Application No. 00635 for 2732 Doncaster Drive, that first and second reading of the Zoning Regulation Bylaw Amendment be considered by Council and a Public Hearing date be set once the following conditions are met:

1. Preparation of a Housing Agreement to secure all units as rental housing for 25 years, executed by the applicant, to the satisfaction of City Staff.
2. That Council determine, pursuant to section 475(1) of the Local Government Act that the affected persons, organizations and authorities are those property owners and occupiers within a 200m radius of the subject properties; that the appropriate consultation measures would include a mailed notice of the proposed OCP Amendment to the affected persons; posting of a notice on the City's website inviting affected persons, organizations and authorities to ask questions of staff and provide written or verbal comments to Council for their consideration.
3. That Council, having provided the opportunity for consultation pursuant to Section 475(1) of the *Local Government Act* with persons, organizations and authorities it considers will be affected, specifically, the property owners and occupiers within a 200m radius of the subject properties, have been consulted at a Community Association Land Use Committee (CALUC) Community Meeting, consider whether the opportunity for consultation should be early and ongoing, and determine that no further consultation is required.
4. That Council, specifically consider whether consultation is required under Section 475(2)(b) of the *Local Government Act*, and determine that no referrals are necessary with the Capital Regional District Board, Councils of Oak Bay, Esquimalt and Saanich, the Songhees and Esquimalt First Nations, the School District Board and the provincial and federal governments and their agencies due to the nature of the proposed amendment.
5. That Council give first reading to the Official Community Plan Amendment Bylaw.
6. That Council consider the Official Community Plan Amendment Bylaw in conjunction with the City of Victoria 2017-2021 Financial Plan, the Capital Regional District Liquid Waste Management Plan and the Capital Regional District Solid Waste Management Plan pursuant to Section 477(3)(a) of the *Local Government Act*, and deem those Plans to be consistent with the proposed Official Community Plan Amendment Bylaw.

7. That Council give second reading to the Official Community Plan Amendment Bylaw.
8. That Council refer the Official Community Plan Amendment Bylaw for consideration at a Public Hearing.

Development Permit with Variances Application No. 00072 for 2732 Doncaster Drive

That Council, after giving notice and allowing an opportunity for public comment at a meeting of Council, and after the Public Hearing for Rezoning Application No. 00635, if it is approved, consider the following motion:

“That Council authorize the issuance of Development Permit with Variances Application No. 00072 for 2732 Doncaster Drive, in accordance with:

1. Plans date stamped May 17, 2018.
2. Development meeting all *Zoning Regulation Bylaw* requirements, except for the following variances:
 - a. reduce the site area from 920.0m² to 638.70m²
 - b. reduce the dwelling unit floor area from 33.0m² to 28.40m²
 - c. reduce the front yard setback from 7.50m to 4.50m
 - d. reduce the south side yard setback from 4.75m to 1.70m
 - e. reduce the north side yard setback from 4.75m to 4.0m
 - f. reduce the open site space from 30.0% to 22.22%
 - g. reduce the number of vehicle parking stalls from 12 to 8
3. The Development Permit lapsing two years from the date of this resolution.”

Committee discussed:

- *The location and proposed use of the building and the type of housing needed in the City.*
- *Neighbourhood support for the application.*
- *The rental price proposed and whether the applicant is willing to ensure the amount in a housing agreement.*

Committee recessed at 10:20 a.m. and reconvened at 10:27 a.m.

FOR (6): Mayor Helps, Councillor Alto, Councillor Loveday, Councillor Lucas, Councillor Madoff, and Councillor Thornton-Joe

OPPOSED (1): Councillor Young

CARRIED (6 to 1)

E.4 1622-1628 Store Street - Development Permit with Variances Application No. 00068 (Downtown)

Committee received a report dated May 24, 2018, from the Director of Sustainable Planning and Community Development regarding an application to construct a seven-storey residential building with ground-floor commercial.

Mayor Helps withdrew from the meeting at 10:44 a.m. to attend the opening of an employment program. Councillor Loveday assumed the Chair in her absence.

Moved By Councillor Lucas

Seconded By Councillor Young

That, subject to the preparation and execution of legal agreements to the satisfaction of the Director of Sustainable Planning and Community Development, that Council, after giving notice and allowing an opportunity for public comment at a meeting of Council, consider the following motion:

“That Council authorize the issuance of Development Permit Application No. 00068 for 1622-1628 Store Street in accordance with:

1. Plans date stamped March 29, 2018.
2. Development meeting all *Zoning Regulation Bylaw* requirements, except for the following variances:
 - i. increase the height from 15m to 18.00m
 - ii. increase the interior floor area access length from 4.5m to 6.5m
 - iii. allow residential uses below the second storey.
3. Registration of legal agreements on the property's title to secure a Statutory Right-of-Way over the Harbour Pathway, to the satisfaction of the Director of Sustainable Planning and Community Development.
4. The Development Permit lapsing two years from the date of this resolution.

Committee discussed:

- *The applicants' willingness to address the concerns of the immediate neighbours.*

Amendment:

Moved By Councillor Madoff

Seconded By Councillor Loveday

That the motion be amended to include the following point:

5. That notification be included in news ad.

Committee discussed:

- *Desire for an affordability element.*
- *Height articulation with the neighbouring building and the transition to the waterfront.*

CARRIED UNANIMOUSLY

Amendment:

Moved By Councillor Madoff

Seconded By Councillor Loveday

That the motion be amended to include the following point:

- 6. Reconsideration of the colour of the metal panels on the west side of the building.**

CARRIED UNANIMOUSLY

Amendment:

Moved By Councillor Madoff

Seconded By Councillor Loveday

That the motion be amended in the following point:

- 6. Reconsideration of the colour of the metal panels on the west side of the building to provide a more contextual response to the colour pallet of Old Town.**

CARRIED UNANIMOUSLY

Main motion as amended:

That, subject to the preparation and execution of legal agreements to the satisfaction of the Director of Sustainable Planning and Community Development, that Council, after giving notice and allowing an opportunity for public comment at a meeting of Council, consider the following motion:

“That Council authorize the issuance of Development Permit Application No. 00068 for 1622-1628 Store Street in accordance with:

1. Plans date stamped March 29, 2018.
2. Development meeting all *Zoning Regulation Bylaw* requirements, except for the following variances:
 - i. increase the height from 15m to 18.00m
 - ii. increase the interior floor area access length from 4.5m to 6.5m
 - iii. allow residential uses below the second storey.
3. Registration of legal agreements on the property's title to secure a Statutory Right-of-Way over the Harbour Pathway, to the satisfaction of the Director of Sustainable Planning and Community Development.
4. The Development Permit lapsing two years from the date of this resolution.
5. That notification be included in news ad.
6. Reconsideration of the colour of the metal panels on the west side of the building to provide a more contextual response to the colour pallet of old town.

CARRIED UNANIMOUSLY

F. STAFF REPORTS

F.1 Park Furnishings Dedication Program

Committee received a report dated June 4, 2018, from the Director of Parks, Recreation, and Facilities regarding proposed updates to the Park Furnishing Dedication Program.

Mayor Helps returned to the meeting at 11:26 a.m.

Councillor Loveday left the meeting at 11:28 a.m. and returned at 11:29 a.m.

Moved By Councillor Lucas

Seconded By Councillor Young

That Council:

1. Approve amendment of the Recreation Fee Bylaw to include the Park Furnishing Dedication Program and fee schedule;
2. Direct staff to bring forth amendment to the Reserve Fund Bylaw and the Reserve Fund Policy to create a new reserve fund for Park Furnishing Dedication; and,
3. Authorize the Mayor and City Clerk to execute an agreement with the Parks and Recreation Foundation of Victoria to administer the program with all terms to the satisfaction of the City Solicitor.

CARRIED UNANIMOUSLY

F.2 Capital City Station Bus Depot and BC Transit Downtown Terminal Pilot Project - Update

Committee received a report dated June 1, 2018, from the Director of Engineering and Public Works regarding an update on the performance of Capital City Station in the 700 block Douglas Street, and at BC Transit's turnaround/layover in the 600 block Government Street.

Councillor Thornton-Joe withdrew from the meeting at 11:28 a.m. due to a pecuniary conflict of interest as her husband is employed with BC Transit.

Moved By Mayor Helps

Seconded By Councillor Lucas

That Council:

1. Conclude the 18-month trial, maintain the current configuration of Capital City Station for the next four years beyond the current term ending September 30, 2018, and continue to monitor and assess performance, as appropriate.
2. Maintain the current BC Transit turnaround/layover configuration at Government/Superior, and continue to monitor and assess performance, as appropriate.

CARRIED UNANIMOUSLY

F.3 Ship Point Pier Repairs

Councillor Thornton-Joe returned to the meeting at 11:40 a.m.

Committee received a report dated June 4, 2018, from the Director of Engineering and Public Works regarding critical repairs to the Ship Point Pier structure.

Committee discussed:

- *Lifecycle costs and perpetual maintenance of the pier.*

Councillor Loveday left the meeting at 11:41 a.m. and returned at 11:42 a.m.

Moved By Councillor Lucas

Seconded By Councillor Thornton-Joe

That Council:

1. Direct staff to proceed with detailed design and construction of repairs required to re-open the closed portion of Ship Point Pier.
2. Reallocate \$1.21 million for the structural repairs at Ship Point Pier from the Belleville Street Complete Streets project.
3. Authorize the Mayor and City Clerk to execute, on behalf of the City, an agreement with the Greater Victoria Harbour Authority (GVHA), on the terms acceptable to the Director of Engineering and Public Works and in a form satisfactory to the City Solicitor, to allow joint tender and repair work of the City's portion of pier in conjunction with GVHA repairs of their portion of the pier.

Committee discussed:

- *Support of the Greater Victoria Harbour Authority.*

CARRIED UNANIMOUSLY

Committee recessed at 12:10 p.m. and returned at 12:42 p.m.

Councillor Lucas was not present at the time the meeting reconvened.

F.4 Amendments to the Animal Responsibility Bylaw

Committee received a report dated June 7, 2018, from the City Solicitor regarding amendments to the Animal Responsibility Bylaw.

Committee discussed:

- *The provision of undue hardship and examples.*

Councillor Lucas joined the meeting at 12:43 pm.

Moved By Councillor Young
Seconded By Mayor Helps

That Council give three readings to the *Animal Responsibility Bylaw Amendment Bylaw (No. 1) Bylaw No. 18-077*.

Committee discussed:

- *Providing clearer definitions in the bylaw.*
- *Concerns for current individuals with more than 15 chickens and how they will be affected.*

FOR (5): Mayor Helps, Councillor Lucas, Councillor Madoff, Councillor Thornton-Joe, and Councillor Young

OPPOSED (1): Councillor Loveday

CARRIED (5 to 1)

H. NEW BUSINESS

H.1 Fairfield Plaza

Committee received a Council member motion dated June 8, 2018, from Mayor Helps regarding consultation on the Fairfield Plaza.

Moved By Mayor Helps
Seconded By Councillor Loveday

1. That Council direct staff to work with the community to find a suitable compromise between the current proposed land use designation in the draft Fairfield Plan and the current proposal in the Fairfield Plaza Group Collaborative Community Plan and to develop site specific guidelines and a regulatory framework to achieve a form of development for this site that would:
 - a. Achieve the type of commercial development that is similar to the small scale shops and services that currently exist on the site.
 - b. Ensure transition from the site to the surrounding neighbourhood which is to retain largely the same look and feel as it currently does.
 - c. Take into consideration the site specific issues that exist relative to soil stability and seismic amplification potential.
2. That staff and the community participate in a session with a skilled, third party facilitator to have the conversations laid out in #1.

Committee discussed:

- *Concerns about the allowance of high density developments.*

FOR (5): Mayor Helps, Councillor Loveday, Councillor Lucas, Councillor Madoff, and Councillor Thornton-Joe

OPPOSED (1): Councillor Young

CARRIED UNANIMOUSLY (5 to 1)

H.2 Process Improvements for Development Process

Committee received a report dated June 8, 2018, from Mayor Helps and Councillors Lucas and Alto regarding process improvements for development processes.

Councillor Alto returned to the meeting at 1:22 pm.

Moved By Mayor Helps

Seconded By Councillor Alto

1. That Council direct staff to report back to Council with a proposed amendment to the CALUC process that requires an initial meeting between the developer, the community, and city staff. The meeting would be facilitated by a neutral, third party facilitator with experience in bringing together disparate and diverse points of view.
2. That staff report back to Council on the appropriate threshold for requiring such a meeting to ensure that this is not an added, unnecessary step for most developments. Criteria might include a rezoning that increases density a certain percentage over the existing zoning or changes to the OCP.
3. That staff report back to Council on the budget implications of this proposal and suggest potential funding mechanisms for the mailout costs to be covered by the city.

Committee discussed:

- *The benefits of using a third party facilitator.*
- *Ensuring alignment of proposals with City policy.*

Moved By Councillor Loveday

Seconded By Councillor Thornton-Joe

Amendment:

That the motion be amended as follows:

4. Forward this proposal to all CALUCs for their ideas and feedback

CARRIED UNANIMOUSLY

Moved By Mayor Helps

Seconded By Councillor Loveday

Amendment to Amendment:

That the amendment be amended to include the following:

4. ~~Engage with~~ Forward this proposal to all CALUCs for their ideas and feedback on this proposal.

CARRIED UNANIMOUSLY

On the amendment:

CARRIED UNANIMOUSLY

Main motion as amended:

1. That Council direct staff to report back to Council with a proposed amendment to the CALUC process that requires an initial meeting between the developer, the community, and city staff. The meeting would be facilitated by a neutral, third party facilitator with experience in bringing together disparate and diverse points of view.
2. That staff report back to Council on the appropriate threshold for requiring such a meeting to ensure that this is not an added, unnecessary step for most developments. Criteria might include a rezoning that increases density a certain percentage over the existing zoning or changes to the OCP.
3. That staff report back to Council on the budget implications of this proposal and suggest potential funding mechanisms for the mailout costs to be covered by the city.
4. Engage with CALUCs on this proposal.

FOR (7): Mayor Helps, Councillor Alto, Councillor Isitt, Councillor Loveday, Councillor Lucas, Councillor Madoff, and Councillor Thornton-Joe

OPPOSED (1): Councillor Young

CARRIED (7 to 1)

H.3 Affordable Housing Units Through Community Amenity Contribution Policy

Committee received a Council member motion dated June 11, 2018, from Mayor Helps and Councillor Loveday regarding affordable housing through the Amenity Contribution Policy.

Moved By Mayor Helps

Seconded By Councillor Loveday

That Council direct staff to ensure that the new CAC/Inclusionary Housing Policy is structured in such a way as to deliver, by 2026, at least 800 units of affordable housing that rent at between \$500 and \$875 per month and at least 450 units of

affordable rental housing for families that rent at between \$875 and \$1375 per month.

CARRIED UNANIMOUSLY

I. ADJOURNMENT OF COMMITTEE OF THE WHOLE

Moved By Councillor Loveday

Seconded By Councillor Lucas

That the Committee of the Whole Meeting be adjourned at 1:31 p.m.

CARRIED UNANIMOUSLY

CITY CLERK

MAYOR



MINUTES - COMMITTEE OF THE WHOLE

June 28, 2018, 9:00 A.M.

COUNCIL CHAMBERS, CITY HALL, 1 CENTENNIAL SQUARE

Located on the traditional territory of the Esquimalt and Songhees People

PRESENT: Mayor Helps in the Chair, Councillor Alto, Councillor Coleman, Councillor Isitt, Councillor Loveday, Councillor Lucas, Councillor Madoff, Councillor Thornton-Joe, Councillor Young

STAFF PRESENT: J. Jenkyns - City Manager, C. Coates - City Clerk, P. Bruce - Fire Chief, S. Thompson - Director of Finance, J. Tinney - Director of Sustainable Planning & Community Development, F. Work - Director of Engineering & Public Works, T. Soulliere - Director of Parks, Recreation & Facilities, B. Eisenhauer - Head of Engagement, C. Havelka - Deputy City Clerk, A. Meyer - Assistant Director of Development Services, C. Mycroft - Manager of Executive Operations, AM Ferguson - Committee Secretary, T. Zworski - City Solicitor, C. Medd - Planner, L. Taylor - Senior Planner, R. Bateman - Planner; C. Tunis - Planning Analyst

A. APPROVAL OF AGENDA

Moved By Councillor Coleman

Seconded By Councillor Alto

That the agenda be approved.

Moved By Councillor Coleman

Seconded By Councillor Alto

Amendment:

That the agenda be amended by adding the following items to the consent agenda:

Item No. C. 1 - Minutes from the Meeting held March 22, 2018

Item No. F. 1 - Bastion Square Market Licence Renewal

Item No. H. 1 - Funding for Extended Hours for Our Place

Item No. H. 2 - Protection of Ecologically and Culturally Significant Areas

On the amendment:

CARRIED UNANIMOUSLY

On the main motion as amended:

CARRIED UNANIMOUSLY

B. CONSENT AGENDA

Moved By Councillor Isitt

Seconded By Councillor Coleman

That the following items be approved without further debate:

CARRIED UNANIMOUSLY

B.1 Minutes from the meeting held March 22, 2018

Moved By Councillor Isitt

Seconded By Councillor Coleman

That the minutes of the March 22, 2018, meeting be approved.

CARRIED UNANIMOUSLY

B.2 Bastion Square Market Licence Renewal

Committee received a report dated May 2, 2018, from the City Manager regarding the renewal of the operating agreement for the Bastion Square Public Market.

Moved By Councillor Isitt

Seconded By Councillor Coleman

That Council authorize the Mayor and Corporate Administrator to sign a three year agreement between the City and the Bastion Square Revitalization Association for the operation of the Bastion Square Public Market.

CARRIED UNANIMOUSLY

B.3 Funding for Extended Hours for Our Place

Committee received a report dated June 22, 2018, from Councillors Thornton-Joe, Alto, and Lucas regarding funding for extended hours for our Place.

Moved By Councillor Isitt

Seconded By Councillor Coleman

That Council allocate \$25,000 from contingency to partner with BC Housing and Island Health to increase the hours and services for Our Place to match winter hours until March 31st, 2019 and that a meeting be held between the City, BC Housing and Island Health and others to determine long term solutions.

CARRIED UNANIMOUSLY

B.4 Protection of Ecologically and Culturally Significant Areas

Committee received a report dated June 25, 2018, from Councillors Isitt, Loveday, and Alto regarding protection of ecologically and culturally significant areas.

That Council direct staff to:

1. Prepare an amendment to the Parks Regulation Bylaw to add Coffin Island to the areas covered in section 16A of the bylaw;
2. Work with the Esquimalt and Songhees First Nations on potential signage relating to ecologically and culturally significant areas within the municipal parks and greenspace system in the City of Victoria: and
3. Report back to Council following the receipt of advice from the City Family on potential additional tools to increase protection for ecologically and culturally significant areas within the municipal parks and greenspace system.

CARRIED UNANIMOUSLY

D. UNFINISHED BUSINESS

D.1 Letter from the President of the Union of BC Municipalities

Committee received a letter dated March 9, 2018, from the President of UBCM regarding the provincial response to the 2017 resolutions.

Moved By Councillor Isitt
Seconded By Mayor Helps

That Council request that the Mayor write, on behalf of Council, to the federal Minister of Finance, requesting that consideration be given to the resolution "A2 Encouraging the Use of Residential Property for Housing" adopted by delegates at the 2017 Union of BC Municipalities convention, and requesting that particular attention be given to the option of a phased-in Capital Gains Tax exemption for primary residences that increases over time to encourage residential occupancy and discourage speculation.

That the text of the resolution "Encouraging the Use of Residential Property for Housing" be included in the letter to the Minister;

And that the letter to the Minister be copied to the federal Minister of Infrastructure and Communities, the provincial Minister of Finance, the President of the Union of BC Municipalities, the Executive Director of the Union of BC Municipalities, and Members of Parliament representing constituencies on Vancouver Island.

Moved By Councillor Young
Seconded By Councillor Isitt

Amendment:

That the motion be amended in the following point:

That Council request that the Mayor write, on behalf of Council, to the federal Minister of Finance, requesting that consideration be given to the resolution "A2 Encouraging the Use of Residential Property for Housing" adopted by delegates at the 2017 Union of BC Municipalities convention, and requesting that particular attention be given to the option ~~of a phased~~ **phasing** in the Capital Gains Tax exemption for primary residences that increases over time to encourage residential occupancy and discourage speculation.

On the amendment:

CARRIED UNANIMOUSLY

Moved By Councillor Coleman

Seconded By Councillor Isitt

Amendment:

That the motion be amended in the following point:

That Council request that the Mayor write, on behalf of Council, to the federal Minister of Finance **and Minister Duclos**, requesting that consideration be given to the resolution "A2 Encouraging the Use of Residential Property for Housing" adopted by delegates at the 2017 Union of BC Municipalities convention, and requesting that particular attention be given to the option phasing in the Capital Gains Tax exemption for primary residences that increases over time to encourage residential occupancy and discourage speculation.

On the amendment:

CARRIED UNANIMOUSLY

Main motion as amended:

That Council request that the Mayor write, on behalf of Council, to the federal Minister of Finance and Minister Duclos, requesting that consideration be given to the resolution "A2 Encouraging the Use of Residential Property for Housing" adopted by delegates at the 2017 Union of BC Municipalities convention, and requesting that particular attention be given to the option of phasing in the Capital Gains Tax for primary residences that increases over time to encourage residential occupancy and discourage speculation.

That the text of the resolution "Encouraging the Use of Residential Property for Housing" be included in the letter to the Minister;

And that the letter to the Minister be copied to the federal Minister of Infrastructure and Communities, the provincial Minister of Finance, the President of the Union of BC Municipalities, the Executive Director of the Union of BC Municipalities, and Members of Parliament representing constituencies on Vancouver Island.

On the main motion as amended:

CARRIED UNANIMOUSLY

Moved By Councillor Isitt
Seconded By Councillor Coleman

That Council request that the Mayor write, on behalf of Council, to the provincial Minister of Forests, Lands, Natural Resource Operations and Rural Development, expressing concern over the Ministry's response to UBCM Resolution "B36 Optimizing Community Benefits of Forest Resources", with particular attention to ongoing liquidation of the Old-Growth rainforests of Vancouver Island, which compromises the long-term integrity of ecological systems, detracts from recreational opportunities for residents of Victoria and other Vancouver Island communities, and undermines current and future economic development opportunities in the tourism sector;

That the letter to the Minister also express concern over the ongoing export of raw logs from Vancouver Island, which undermines opportunities for employment and revenues in the value-added wood products sector;

That the text of the resolution "Optimizing Community Benefits of Forest Resources" be included in the letter to the Minister;

And that the letter to the Minister be copied to Members of the Legislative Assembly representing constituencies on Vancouver Island.

Moved By Councillor Isitt
Seconded By Councillor Loveday

Amendment:

That the motion be amended in the following point:

And that the letter to the Minister be copied to Members of the Legislative Assembly representing constituencies on Vancouver Island.

On the amendment:

CARRIED UNANIMOUSLY

Main motion as amended:

That Council request that the Mayor write, on behalf of Council, to the provincial Minister of Forests, Lands, Natural Resource Operations and Rural Development, expressing concern over the Ministry's response to UBCM Resolution "B36 Optimizing Community Benefits of Forest Resources", with particular attention to ongoing liquidation of the Old-Growth rainforests of Vancouver Island, which compromises the long-term integrity of ecological systems, detracts from recreational opportunities for residents of Victoria and other Vancouver Island communities, and undermines current and future economic development opportunities in the tourism sector;

That the letter to the Minister also express concern over the ongoing export of raw logs from Vancouver Island, which undermines opportunities for employment and revenues in the value-added wood products sector;

That the text of the resolution "Optimizing Community Benefits of Forest Resources" be included in the letter to the Minister;

And that the letter to the Minister be copied to Members of the Legislative Assembly.

On the main motion as amended:

CARRIED UNANIMOUSLY

D.2 Advocacy for Adequate and Appropriate Support Services with Housing

Committee received a Council member motion dated June 14, 2018, from Councillor Isitt regarding advocacy for adequate and appropriate support services with housing.

Moved By Councillor Isitt

Seconded By Councillor Loveday

That Council endorse the following resolution and request that the Mayor forward a copy, on behalf of Council, to the Minister of Social Development and Poverty Reduction, copying the Premier of British Columbia, the Minister Responsible for Housing, the Minister of Health, the Minister of Mental Health and Addictions, and Members of the Legislative Assembly representing constituencies within the Capital Regional District.

Resolution: Provision of Adequate and Appropriate Support Services with Housing

WHEREAS the Housing First model combines the provision of appropriate support services with access to safe, secure housing;

AND WHEREAS inadequate support services are currently creating strains within the supportive housing system in the Capital Region and elsewhere in British Columbia, compromising the housing security, health and wellbeing of residents, while undermining the capacity of housing providers to provide safe, secure and respectful housing;

THEREFORE BE IT RESOLVED THAT the Province of British Columbia ensure the provision of adequate and appropriate support services in conjunction with housing, developed and delivered through meaningful and respectful engagement with residents, to advance housing security and improve health and wellbeing.

Moved By Councillor Alto

Seconded By Councillor Isitt

Amendment:

That the motion be amended in the following point:

THEREFORE BE IT RESOLVED THAT the Province of British Columbia ~~ensure the provision of~~ **provide** adequate and appropriate support services in

conjunction with housing, developed and delivered through meaningful and respectful engagement with residents, to advance housing security and improve health and wellbeing.

Councillor Isitt withdrew from the meeting at 9:16 a.m. to attend a conference with the Island Corridor Foundation.

On the amendment:

CARRIED UNANIMOUSLY

Main motion as amended:

That Council endorse the following resolution and request that the Mayor forward a copy, on behalf of Council, to the Minister of Social Development and Poverty Reduction, copying the Premier of British Columbia, the Minister Responsible for Housing, the Minister of Health, the Minister of Mental Health and Addictions, and Members of the Legislative Assembly representing constituencies within the Capital Regional District.

Resolution: Provision of Adequate and Appropriate Support Services with Housing

WHEREAS the Housing First model combines the provision of appropriate support services with access to safe, secure housing;

AND WHEREAS inadequate support services are currently creating strains within the supportive housing system in the Capital Region and elsewhere in British Columbia, compromising the housing security, health and wellbeing of residents, while undermining the capacity of housing providers to provide safe, secure and respectful housing;

THEREFORE BE IT RESOLVED THAT the Province of British Columbia provide adequate and appropriate support services in conjunction with housing, developed and delivered through meaningful and respectful engagement with residents, to advance housing security and improve health and wellbeing.

On the main motion as amended:

CARRIED UNANIMOUSLY

E. LAND USE MATTERS

E.1 930 Fort Street - Update Report: Rezoning Application No. 00593 & Development Permit Application No. 000502 (Downtown)

Committee received a report dated June 14, 2018, from the Director of Sustainable Planning and Community Development regarding an update on an application to construct a 13-storey, mixed-use building containing approximately 62 residential units and two ground-floor commercial units.

Moved By Councillor Thornton-Joe
Seconded By Councillor Lucas

That Council, after giving notice and allowing an opportunity for public comment at a meeting of Council, and after the Public Hearing for Rezoning Application No. 00593, if it is approved, consider the following motion:

Development Permit with Variance Application No. 000502

"That Council authorize the issuance of Development Permit with Variance Application No. 000502 for 930 Fort Street, in accordance with:

1. Plans date stamped June 8, 2018;
2. Development meeting all *Zoning Regulation Bylaw* requirements, except for the following variance:
 - i. reduce the number of parking stalls to 27.
3. Proof of a fully executed car share agreement that includes the purchase of 62 car share memberships and \$100 driving credit for each of the memberships to the satisfaction of the Director of Engineering and Public Works;
4. Registration of a covenant on the property's title to secure 62 car share memberships and \$100 of driving credit for each of the memberships, to the satisfaction, of the Director of Sustainable Planning and Community Development and in a form satisfactory to the City Solicitor
5. The Development Permit lapsing two years from the date of this resolution."

Rezoning Application No. 00593

That Council direct staff to:

1. Prepare the necessary Zoning Regulation Bylaw Amendments that would authorize the proposed development outlined in Rezoning Application No. 00593 for 930 Fort Street, that first and second reading of the Zoning Regulation Bylaw Amendments be considered by Council and a Public Hearing date be set.
2. Secure an amenity contribution in the new zone in accordance with the City of Victoria Density Bonus Policy in the amount \$270,675.74 allocated to the Downtown Core Area Public Realm Improvement Fund (75%) and the Downtown Heritage Buildings Seismic Upgrade Fund (25%).

Committee discussed:

- *Concerns relating to the parking variance.*
- *Setbacks, height, and the timing of the proposed crosswalk amenity.*

CARRIED UNANIMOUSLY

E.2 1663 Oakland Avenue - Rezoning Application No. 00594 & Development Permit No. 00594 (Oaklands)

Committee received a report dated June 28, 2018, from the Director of Sustainable Planning and Community Development regarding an application to create two small lots, retain the existing single-family dwelling and construct one new small lot house.

Committee discussed:

- *The type of proposal that could be built with no variances.*

- *Transition to neighbouring properties and the letters received from the neighbours.*
- *Potential design adjustments to soften the height appearance.*

Moved By Councillor Young

Seconded By Councillor Thornton-Joe

Rezoning Application No. 00594

That Council decline Rezoning Application No. 00594 for the property located at 1663 Oakland Avenue.

Development Permit with Variances Application No. 00594

That Council decline Development Permit with Variances Application No. 00594 for the property located at 1663 Oakland Avenue.

FOR (2): Councillor Madoff, and Councillor Young

OPPOSED (6): Mayor Helps, Councillor Alto, Councillor Coleman, Councillor Loveday, Councillor Lucas, and Councillor Thornton-Joe

DEFEATED (2 to 6)

Moved By Mayor Helps

Seconded By Councillor Alto

Direct staff to work with the applicant to create a design more in keeping with the small lot design guidelines and the form and character of the rest of the street.

CARRIED UNANIMOUSLY

E.3 1139 Chapman Street – Rezoning Application No. 00624 & Development Permit with Variance Application No. 00624 (Fairfield)

Committee received a report dated June 28, 2018, from the Director of Sustainable Planning and Community Development regarding an application to permit the construction of a duplex dwelling.

Moved By Councillor Madoff

Seconded By Councillor Thornton-Joe

Rezoning Application No. 00624

That Council instruct staff to prepare the necessary Zoning Regulation Bylaw Amendment that would authorize the proposed development outlined in Rezoning Application No. 00624 for 1139 Chapman Street, that first and second reading of the Zoning Regulation Bylaw Amendment be considered by Council and a Public Hearing date be set, subject to receipt of an executed Statutory Right-of-Way (SRW) of 1.17m along the lane, to the satisfaction of the Director of Engineering and Public Works.

Development Permit with Variance Application No. 00624

That Council, after giving notice and allowing an opportunity for public comment at a meeting of Council, and after the Public Hearing for Rezoning Application No. 00624, if it is approved, consider the following motion:

"That Council authorize the issuance of Development Permit Application No. 00624 for 1139 Chapman Street, in accordance with:

1. Plans date stamped May 28, 2018.
2. Development meeting all *Zoning Regulation Bylaw* requirements, except for the following variance:
 - i. increase the maximum floor area for the first and second storeys from 280.0m² to 362.13m².
3. The Development Permit lapsing two years from the date of this resolution."

CARRIED UNANIMOUSLY

E.4 1501-1503 Haultain Street - Development Permit with Variances Application No. 00066 (Fernwood)

Committee received a report dated June 14, 2018, from the Director of Sustainable Planning and Community Development regarding an application to expand and renovate the exterior of the building and construct a third residential storey.

Moved By Councillor Lucas
Seconded By Mayor Helps

That, subject to the preparation and execution of legal agreements to secure the car share memberships, to the satisfaction of the Director of Sustainable Planning and Community Development, that Council, after giving notice and allowing an opportunity for public comment at a meeting of Council, consider the following motion:

"That Council authorize the issuance of Development Permit with Variance Application No. 00066 for 1501 and 1503 Haultain Street in accordance with:

1. Plans date stamped May 22, 2018.
2. Development meeting all *Zoning Regulation Bylaw* requirements, except for the following variances:
 - i. Decrease the front yard setback from 6.00m to 0.22m to building and 0.00m to allow for a canopy projection.
 - ii. Decrease the south side setback from 3.00m to 1.06m for the staircase projection only.
 - iii. Decrease the flanking street setback from 2.40m to 1.67m to building and 0.53m to allow for a canopy projection.
 - iv. Decrease the required number of parking spaces from 14 to 3.
3. The applicant provide one electric bicycles for use by the residents in the building.
4. Label all materials on the elevation plans and provide plans for the proposed gate to be installed adjacent to the staircase on the north side of the building to the satisfaction of the Director of Sustainable Planning and Community Development.
5. The Development Permit lapsing two years from the date of this resolution.

Moved By Mayor Helps
Seconded By Councillor Alto

Amendment:

That the motion be amended to include the following:

Request that the applicant provide a car share vehicle in a nearby on street parking space.

Committee discussed:

- *The future of the area and parking concerns.*

On the amendment:

CARRIED UNANIMOUSLY

Main motion as amended:

That, subject to the preparation and execution of legal agreements to secure the car share memberships, to the satisfaction of the Director of Sustainable Planning and Community Development, that Council, after giving notice and allowing an opportunity for public comment at a meeting of Council, consider the following motion:

"That Council authorize the issuance of Development Permit with Variance Application No. 00066 for 1501 and 1503 Haultain Street in accordance with:

1. Plans date stamped May 22, 2018.
2. Development meeting all *Zoning Regulation Bylaw* requirements, except for the following variances:
 - i. Decrease the front yard setback from 6.00m to 0.22m to building and 0.00m to allow for a canopy projection.
 - ii. Decrease the south side setback from 3.00m to 1.06m for the staircase projection only.
 - iii. Decrease the flanking street setback from 2.40m to 1.67m to building and 0.53m to allow for a canopy projection.
 - iv. Decrease the required number of parking spaces from 14 to 3.
3. The applicant provide one electric bicycles for use by the residents in the building.
4. Label all materials on the elevation plans and provide plans for the proposed gate to be installed adjacent to the staircase on the north side of the building to the satisfaction of the Director of Sustainable Planning and Community Development.
5. The Development Permit lapsing two years from the date of this resolution.
6. Request that the applicant provide a car share vehicle in a nearby on street parking space.

FOR (6): Mayor Helps, Councillor Alto, Councillor Coleman, Councillor Loveday, Councillor Lucas, and Councillor Thornton-Joe

OPPOSED (2): Councillor Madoff, and Councillor Young

On the main motion as amended:

CARRIED (6 to 2)

E.5 Revised Zoning Bylaw 2018

Committee received a report dated June 13, 2018, from the Director of Sustainable Planning and Community Development regarding the draft Zoning Bylaw 2018.

Moved By Councillor Thornton-Joe

Seconded By Councillor Lucas

That Council give first and second reading of Zoning Bylaw 2018 (Bylaw No. 18-072) and schedule a public hearing.

CARRIED UNANIMOUSLY

Moved By Councillor Young

Seconded By Councillor Madoff

That Council direct staff to re-examine the issue of minimum unit sizes in the downtown.

Moved By Councillor Loveday

Seconded By Councillor Thornton-Joe

Amendment:

That the motion be amended as follows:

That Council direct staff to re-examine the issue of minimum unit sizes in the downtown **including the impact on liveability.**

On the amendment:

CARRIED UNANIMOUSLY

Main motion as amended:

That Council direct staff to re-examine the issue of minimum unit sizes in the downtown including the impact on liveability.

On the main motion as amended:

CARRIED UNANIMOUSLY

I. **ADJOURNMENT OF COMMITTEE OF THE WHOLE**

Moved By Councillor Alto

Seconded By Councillor Loveday

That the Committee of the Whole Meeting be adjourned at 11:48 a.m.

CARRIED UNANIMOUSLY

CITY CLERK

MAYOR

DRAFT

assessment of key factors relating to access, design and neighbourhood impacts led to the current planned location, an evaluation of costs and benefits comparing this site to other properties was not previously undertaken.

The analysis requested has been a subject of focus with the project managers in recent weeks, to consider the potential scope, timeframe and resourcing that may be involved. The representatives from Turnbull Construction Project Managers have advised that a comprehensive cost analysis, which provides the level of detail that might offer Council a basis through which to explore opportunities for siting the building, should include engineering, architectural, real estate, and financial resources and would likely take between six and eight months to complete. Within this report, staff offer Council a summary of the factors that were taken into account in the past year, leading to the proposed siting in the south-west corner of Central Park, as well as a high-level look at potential considerations relating to the new options approved by Council in October.

Over the past several months, the project team has been working through an intensive period of activity to accomplish milestones previously discussed with Council. Much of the recent effort has been on a review of funding options, including collection of information relating to the major federal/provincial infrastructure grant program. In order for the City to submit an application for the initial intake due in January, staff must ensure key questions and requirements are addressed with Council by the end of the year. If Council wishes to explore alternative siting options at this stage, it does not appear feasible to also meet the deliverables planned within the current project schedule. Therefore, staff wish to check-in with Council to ensure that desired objectives and priority activities are clear, in advance of updating the project plan.

PURPOSE

The purpose of this report is to advise Council of the outcome of an initial review of elements of the recently adopted motion concerning Central Park and the Crystal Pool and Wellness Centre project, and seek clarity on the preferred next steps.

BACKGROUND

In February 2017, following the presentation of a Feasibility Study on community needs and the future of Crystal Pool, Council decided on the replacement of the current recreation facility in a new location, rather than renovating or rebuilding on the existing site. At the time, councillors acknowledged the dire condition of the existing facility, and prioritized continuity of service for citizens who rely on the programs and services provided at the centre. In addition, Councillors noted the financial assessment (including Net Present Value calculation), which demonstrated that the new build option was likely the most cost effective investment over the long term amongst the three options under consideration. Council and staff also discussed the anticipated impacts to the park, particularly the disruption during construction, and highlighted the need to include residents in planning changes to the park following demolition of the current facility.

Throughout 2017 and 2018, the project team progressed through key deliverables including; development of a formal project plan, schedule, budget, and risk management framework; refinement of conceptual designs into more detailed plans for the facility and immediate surroundings; extensive public engagement (surveys, Open Houses, numerous stakeholder sessions); partnerships with funding agencies, and quarterly progress updates to Council.

Over the past year, the City has been conducting due diligence investigations on the proposed building site in the south-west corner of Central Park. This work has consisted of soil/environmental

studies, geotechnical analyses, a tree condition study, traffic assessments, public engagement and site design work. In addition, an initial evaluation of temporary options for addressing the impact to certain park amenities during the construction period was reviewed with residents this year.

At the October 4, 2018 Committee of the Whole meeting, Council approved a multi-point motion relating to the Crystal Pool and Wellness Centre Replacement Project and future renewal planning for Central Park. The motion directs staff to;

1. *Work in partnership with the community to co-develop a plan for a consultation process for Central Park including mitigation of the impacts of pool construction on park users, plans for the future of Central Park, and land use issues related to the new pool and that this consultation planning take place this fall as staff are out in the neighbourhood engaging on parking options.*
2. *Revive conversations with the community to co-design park disruption and park improvements planning and enter into a Community Benefit Agreement between the NPNA and the City of Victoria with the United Way or other third party acting as convener.*
3. *Report back to Council, within two months of this motion, with*
 - a. *An analysis comparing costs and benefits of siting the new facility:*
 - (1) *as proposed, in the south-west corner of Central Park;*
 - (2) *on the City-owned parking lot at 1952 Quadra St*
 - (3) *on the City-owned parking lot at 940 Caledonia Avenue;*
 - (4) *on the location of the current facility in the north-west corner of Central Park.*
 - b. *A proposal for how engagement and park improvement planning will be prioritized in the 2019 operating budget and workplans of relevant departments.*
4. *Amend the 20-year capital plan to commit the City to a minimum, timely capital investment for each of the a) temporary relocation of park assets, and b) reinstatement of the park's assets and/or other new park improvements at Central Park.*
5. *That the previously approved allocated up to 1% of the Crystal Pool project budget for public art and designate this public art funding to be incorporated into the Central Park improvement plan and its corresponding budget.*
6. *A minimum of one month prior to submitting the City's funding application for the Crystal Pool, direct staff to*
 - a. *disclose a detailed pool design budget and to work with the community to find opportunities for savings and "value engineering" in the Crystal Pool facility for which to fund the important community benefits being sought (underground parking, park improvements, community centre-like amenities).*
 - b. *report back to Council on the eligibility and feasibility of including capital costs for underground parking, park improvement, and community-centre like amenities as a component of the Crystal Pool application to the Province for Infrastructure Canada's Community Culture and Recreation grant funding.*

The primary focus of this report is regarding the direction outlined in point "3a)", and the associated options and implications.

ISSUES & ANALYSIS

As noted above, the proposed building site was identified as the preferred location by the project team, through a process of design exploration that considered a number of qualitative factors. These factors included prioritization of; the connection between the facility and park setting and

related amenities/assets; accessibility and availability of multiple modes of transportation for patrons; and integrating within the neighbourhood while limiting negative impacts.

The recent direction to complete an assessment of costs and benefits for multiple potential locations is an undertaking that will require an adjustment in terms of City resources and work plans. This information is provided in the following section for Council's consideration. In advance of a more comprehensive analysis, a high-level review of key variables relative to the four locations is shown in the table below.

Table 1.0
High-Level Comparison of Sites

Location	Encumbrance(s)	Potential Benefits	Potential Risks
1) SW Corner of Central Park (proposed)	Central Park Bylaw, restricts to use for "recreational purposes"	Connection to park space and related amenities; Access to multiple modes of transportation; Analysis complete on underground, environmental conditions; Desirable setting within treed area	Impacts to existing park assets during construction; Replacement of park amenities (~3 years)
2) NW Corner of Central Park (existing Crystal Pool site)	Central Park Bylaw, restricts to use for "recreational purposes"	Connection to park space and related amenities; Access to multiple modes of transportation	Disruption of service due to closure for 2.5-3 years;
3) 940 Caledonia Ave (Royal Athletic Park parking lot)	Preliminary review indicates potential accommodation requirement related to HarbourCats agreement/RAP agreement	Level site with few trees or other existing assets; Adjacent to stadium/field	Impacts to existing lot users (temporary, long-term); Unknown geotechnical conditions; Unknown environmental condition; Potential future development site for other City priority investments; Parking would be required under the facility (high cost/poor experience)
4) 1952 Quadra St (Save-on-Foods Memorial Centre parking lot)	Long-term contract with arena operator in place; Space insufficient to accommodate existing program (unless curling club removed)	Connection to arena, curling club; Access to multiple modes of transportation	Contractual obligations; Impacts to arena visitors and other parking lot users during construction

Any of the four locations may be technically viable for the new facility. However, if Council were seeking a more informed perspective for the sake of reconsidering the proposed site, then a comprehensive analysis of the relevant costs and opportunities associated with each would be necessary.

OPTIONS & IMPLICATIONS

The following are presented for Council consideration.

Option 1 – Prioritize the completion of a comprehensive analysis comparing the costs and benefits of siting the new facility in one of the four locations, and amend the project plan and funding accordingly

The completion of a fulsome analysis of potential costs and benefits associated with four potential locations will require appropriate resources and time to ensure a quality outcome. Based on initial estimates with members of the project team, this work is expected to require input of engineering, architectural, environmental, real estate, and financial professionals, and may take up to eight months to complete. This exercise would result in a thorough comparative evaluation of the four locations as potential locations to meet the program plan for the new facility.

To carry out the analysis, staff recommends Council approve up to \$200,000 from the Buildings and Infrastructure Reserve, for the necessary professional expertise. The project budget did not contemplate this work and it is in addition to the scope already approved. If Council wishes to proceed with this Option, staff will revise the project schedule accordingly, to focus immediately and exclusively on the cost-benefit analysis.

Option 2 – Prioritize the completion of current project work plans associated with the proposed site (south-west corner of Central Park)

If Council would like to proceed with this Option and forego further analysis of siting options, staff will progress with the original work plan, as well as process other approved directives.

The project team is planning to present a progress report to Council in December. This report will include the results of recent design refinement exercises, analysis of new parking options, and an updated funding strategy, which considers the Investing in Canada grant program timelines and requirements.

Financial Impacts

As discussed previously with Council, the project schedule contemplated funding confirmation by the end of 2018, and the commencement of construction in early 2019. Previously, the City identified the bi-lateral Investing in Canada grant program, announced last year, as a high-value funding opportunity for the project. The Province of B.C. opened the intake for applications to the Community Recreation Infrastructure program stream in September 2018, with a deadline of January 23, 2019. While decisions for this grant are expected later in 2019, the application requires identification of the new facility site, amongst other mandatory criteria for submission.

Staff are presently preparing information based on the assumption that Council desires to proceed with an application for the initial intake. However, if Council wishes to allow additional time to complete further analysis, such as described in Option 1, staff may be directed to apply for a future intake for the ten-year funding program.

The City will have invested approximately \$2 million on the replacement project by the end of 2018. Based on the outcome of this report, staff will prepare recommendations for Council consideration concerning future investment requirements and deliverables for this project.

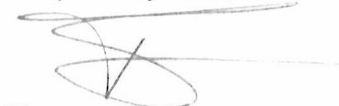
Accessibility Considerations

The new facility is being designed as a leading example for accessibility and inclusivity. All features of the building interior and exterior are considered through a lens that prioritizes access for patrons of all ages and abilities. The project team will continue to rely on the expertise of project partners and key stakeholders to ensure potential barriers are identified and addressed through the assessment of design options.

CONCLUSIONS


Staff and members of the project team have undertaken an ambitious and structured approach in pursuit of the City's desire for a replacement facility for Crystal Pool. This infrastructure project is one of the City's largest, and clarifying Council direction on the key points above will allow staff to ensure action plans are aligned to mitigate risks and achieve successful outcomes.

Respectfully submitted,



Thomas Soullière
Director
Parks, Recreation and Facilities

Report accepted and recommended by the City Manager:


Date: Nov 7, 2018

Christine Havelka

Subject: FW: NPNA and DRA letter and supporting addendum re Crystal Pool Siting

From: "allisonashcroft">

To: "Victoria Mayor and Council" <mayorandcouncil@victoria.ca>

Cc: "Colleen Mycroft" <cmycroft@victoria.ca>, "'board'" <board@npna.ca>, "Paul Gallagher VCAN rep DRA" <president@victoriadra.ca>

Subject: NPNA and DRA letter and supporting addendum re Crystal Pool Siting

Mayor and Council,

Please find attached a letter from the North Park Neighbourhood Association and Downtown Residents Association containing our analysis, rationale, and recommendation regarding the preferred site for the new Crystal Pool. An addendum with more detailed rationale and maps to accompany this letter is also attached.

We request that this letter and its addendum be added to the Committee of the Whole agenda for November 15th alongside staff's report. The report from the Director of Parks, Recreation and Facilities provides an interim update Council on the progress of their work towards delivering on a direction from Council contained within a motion approved unanimously at the Oct4th, 2018 Committee of the Whole meeting. The details of this approved motion are contained below for the benefit of new council members.

Colleen - Please reply with confirmation that this letter and addendum will be included in the agenda package which will become a matter of public record this afternoon.

Regards,

Allison Ashcroft

(NPNA board member sending on behalf of NPNA and DRA).



November 7, 2018

To: Mayor and Council

Issue: Crystal Pool Redevelopment Project – Optimal Site and Project Scope

Further to the Council Resolution of October 4, 2018 directing staff to conduct cost benefit analyses of the proposed site and three alternative sites for the Crystal Pool Redevelopment Project, the Downtown Residents Association and North Park Neighbourhood Association wish to state unequivocally that our preferred site is 1952 Quadra Street – aka the Memorial Arena parking lot and Victoria Curling Club.

The 1952 Quadra Street (“Arena”) site is of comparable size to the current and proposed Crystal Pool sites (as well as to the Royal Athletic Park parking lot site). The Arena site would allow for the facility to be retained along a major arterial and bus route and nearby cycling network, and would avoid interruption of pool use while eliminating the proposed disruption to park users during multi-year construction. Disruption to curling club users could be mitigated by reactivating one of the two recently decommissioned regional rinks during construction, a solution offered by curling club management who are eager to explore a viable, long term solution for retaining curling amenities in Victoria.

Utilities are the second highest operating cost for the Crystal Pool facility after staff wages; the Crystal Pool is the most energy-intensive facility of all city facilities and accounts for approximately 20% of the carbon footprint from all municipal operations. The Arena site makes the most financial sense, as it allows for on-site heat recovery and renewable energy generation from both the pool and ice rinks of the arena and curling club (and possibly nearby Island Farms and the Hudson properties), which will provide the greatest long-term energy savings and greenhouse gas reductions.

The Arena site would also allow for more and much-needed community services and facilities, including housing, childcare, underground parking, and seniors and welcome centres. The sale or provision of air rights to a local non-profit housing society, such as the Greater Victoria Housing Society, in the form of a 60-year lease would also attract funding and financing from BC Housing. Further capital and operating cost savings are achievable through consolidation and partnership with the Victoria Curling Club, Silver Threads, the Intercultural Association, and/or the YW/YMCA. All of these potential partners are supportive of this expanded scope and integrated concept for the Arena site.

The Official Community Plan identifies Harris Green and North Park as park deficient, and proposes parkland be acquired in these two neighbourhoods. Moving the new Crystal Pool to the Arena site provides the city with the only plausible opportunity for ‘park acquisition’ in North Park by reinstating all of Central Park to greenspace, including retention and preservation of the trees at risk of removal by the site and design currently proposed. Moreover, relocation of the pool to the Arena site would eliminate one of the many unsightly parking lots in this area while providing replacement parking under the new multipurpose facility.

Finally, we appreciate how critical it is that the City be successful in obtaining financial support from the federal and provincial governments through the *Investing in Canada Plan*’s Community, Culture and Recreation funding stream (“CCR funding”). However, when combined with the \$17M already earmarked for this project, and assuming award of the maximum eligible CCR funding, there is still a significant shortfall under the proposed budget. It is prudent to

measure the cost of these recreation amenities, to evaluate the different site options and partnership opportunities, and to assess the implication of these amenities and options on capital costs, long term operating costs, and opportunity costs. This valuation must also factor in the one-time opportunity to 'acquire' park for the fast growing neighbourhoods of Downtown and North Park which are already deemed park-deficient on a per capita basis, and for Hillside Quadra which is losing significant green space as a result of the CRD Housing project, Summit at Quadra Village. In completing this evaluation, Council can be confident that this significant investment of public dollars will deliver the highest value facility and amenities on the optimal site, and will maximize the amount of green space available in perpetuity in these densifying neighbourhoods.

We understand that applications for this senior government funding are not required to have shovel-ready projects, but they do require that a site be identified and that other sources of funding be secured at the time of application. We hope that with a redirection of staff efforts and a commitment to effective collaboration with community and partners, that this cost benefit analysis and site selection could be completed in time to meet the funding application deadline of January 23, 2019.

We do not want to miss out on receiving federal and provincial government funding, but the CCR funding is a 10-year funding program with January 23, 2019 only being the first intake of many. We believe the confidence earned from performing this cost benefit analysis, along with the additional community amenities and long-term operating cost savings afforded by the Arena site will only strengthen the City's appeal for funding. This will be important if the city is to be competitive in its application for CCR funding. In order to secure additional sources of funding for the project shortfall, this level of analysis and evaluation will also be necessary.

We request that you reinforce the direction Council provided to staff of October 4, 2018 and ask that the project team prioritize their work accordingly. We ask that our preferred site and expanded project scope contained within this letter be incorporated into City staff's analysis. Finally, we ask that this letter be added to the public record for the Committee of the Whole meeting of November 15, 2018 for consideration alongside staff's report on this topic.

Please see addendum:

As an addendum to this letter we provide supporting maps which we believe reinforce visually and statistically the rationale for why Central Park should be returned to greenspace and the Arena site maximized for optimal community benefit.

With thanks,



Jenny Farkas, President
North Park Neighbourhood Association



Paul Gandall, President
Downtown Residents Association

cc: Thomas Soulliere, Colleen Mycroft, Ministry of Municipal Affairs and Housing, BC Housing, CRD Housing, Greater Victoria Housing Society, Pacifica Housing, Intercultural Association, Silver Threads, Victoria Curling Club, YM/YWCA Victoria.

ADDENDUM TO LETTER FROM NORTH PARK NEIGHBOURHOOD ASSOCIATION AND DOWNTOWN RESIDENTS ASSOCIATION IN SUPPORT OF REDEVELOPING CRYSTAL POOL ON THE ARENA SITE ANND REINSTATING CENTRAL PARK TO GREEN SPACE

Four Site Options for Crystal Pool Redevelopment

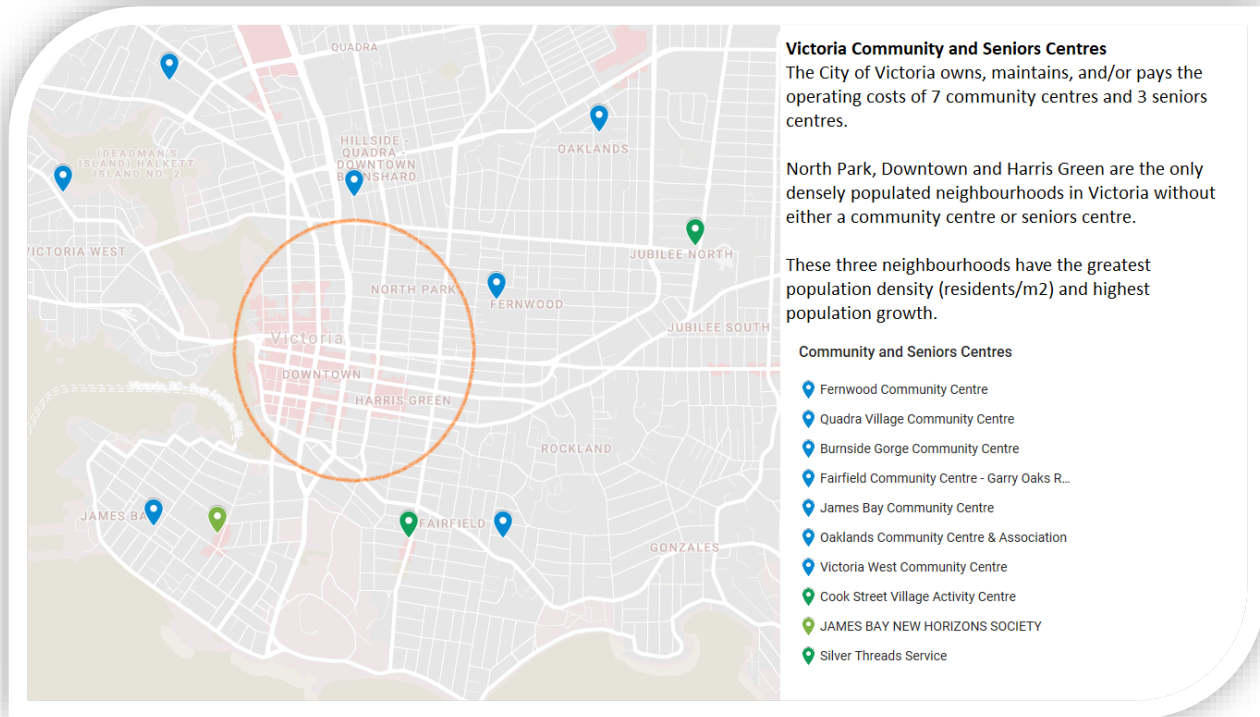


The three potential new sites for the Crystal Pool redevelopment are of comparable size. The footprint of the existing pool with parking appears to be larger than the currently proposed site based on the current treelines that staff have indicated will be preserved.

The City owns all of the four sites under analysis. All sites have current uses that will be disrupted during construction. NPNA has prepared an evaluation of all four sites and has concluded that the Arena parking lot site is the preferred site for the new Crystal Pool Recreation and Wellness Centre. The rationale for this site preference is outlined in the NPNA's letter to Mayor and Council.

The parcel of land upon which the Save-On Arena and parking lot, police department, and Victoria Curling Club reside is assessed at \$96M. The entire lot is exempt of property taxes. More community benefit needs to come from this prime downtown site particularly given that that is not contributing by way of generating any property tax revenue. See Victoria Property Report generated from VicMap on the final two pages to this addendum.

Community Centres and Community Building Resources

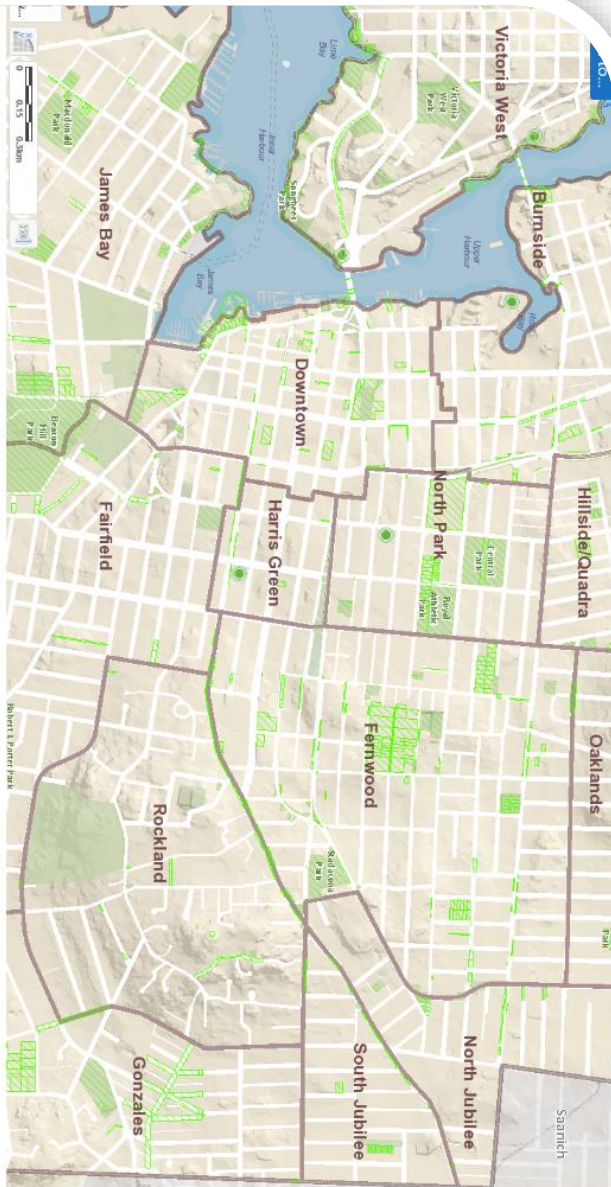


North Park, Downtown and Harris Green are the only densely populated neighbourhoods in Victoria without either a community centre or seniors centre. These three neighbourhoods have the greatest population density (residents/m²) and highest population growth. North Park and downtown/Harris Green also have some of the highest rates of rental tenureship, lowest income seniors and single parent household and children living in poverty. These neighbourhoods, along with Hillside Quadra, enjoy being one of the most culturally diverse communities with a high number of new Canadians and urban indigenous residents (based on census numbers re indigenous status, languages spoken at home, country of origin, and immigration).

The City of Victoria currently owns, maintains, and/or pays the operating costs of 7 community centres and 3 seniors centres. The 10 City-supported community and seniors centres provide critical social infrastructure with childcare, community kitchens, and other space and programming for seniors, youth, non-profit orgs and social enterprises. The table below discloses City grants made in 2017 by neighbourhood to community centres and neighbourhood associations. Please note: Other facility costs incurred by the City on behalf of the centre (utilities, building maintenance, and cleaning) may not be reflected in amounts below.

Neighbourhood	Community Centres and Seniors Centre Facilities	City grant in 2017 for Community Centre Facilities	Total City of Victoria 2017 Financial Contributions to Community Services by Neighbourhood	NOTE: There are no community centre or seniors centre supported by City operating budget located in North Park, Downtown, Harris Green, South Jubilee or Rockland. Source: City of Victoria 2017 Annual Report Statistics page82
James Bay	James Bay Community School Centre	\$65,000	\$ 143,000	
	James Bay New Horizons Society	\$78,000		
Fairfield/Gonzales	Fairfield Gonzales Community Centre	\$143,000	\$ 199,000	
	Cook Street Village Activity Centre/New Horizons	56,000		
Hillside/Quadra	Quadra Village Community Centre	\$72,000	\$ 72,000	
Fernwood	Fernwood NRG	\$73,000		
Oaklands	Oaklands Community Centre	\$87,000	\$ 87,000	
North Jubilee	Silver Threads Seniors Services	\$183,000	\$ 183,000	
Burnside Gorge	Burnside Gorge Community Centre	\$113,000	\$ 113,000	
Victoria West	Victoria West Community Centre	\$115,000	\$ 115,000	

Parks and Parking Lots in North Park, Harris Green and Downtown



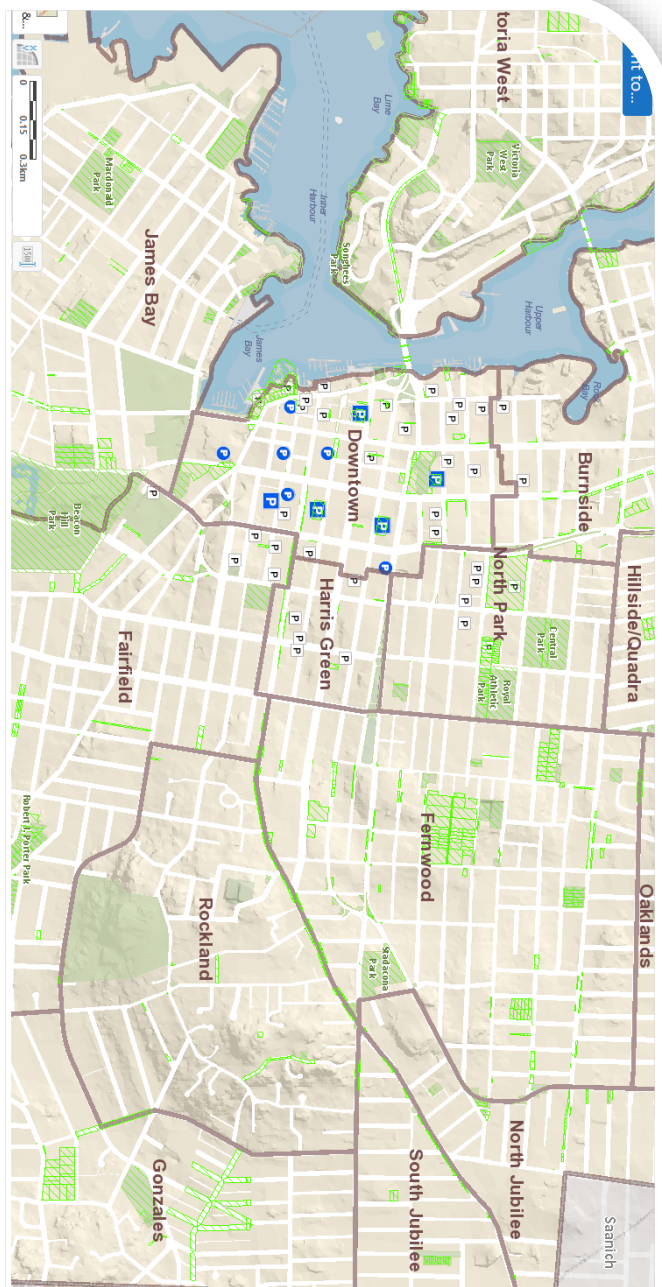
City Parks and Proposed Parks

North Park, Downtown and Harris Green share one city park, Central Park. (Note: Royal Athletic Park is not accessible for use by the public).

The Official Community Plan, in recognition of the parkland deficiency for these three neighbourhoods, proposes that two parks be placed in North Park and Harris Green. (Note: OCP proposes 6 new parks total).

Green hatchings on this map represent City-owned property. Proposed parks are not situated on city-owned property thus property acquisition would be required to create these new parks.

Central Park provides valuable and scarce parkland for residents living in high-density housing without access to green space. It must be preserved for park purposes, not used for parking.



Victoria Parking Lots

Most every public parking lot and parkade are located in one of North Park, Downtown, or Harris Green

- Neighbourhood Boundaries
- P City Parkade
- P Private Lots
- P Private Parkades

Source: VicMap May 12, 20

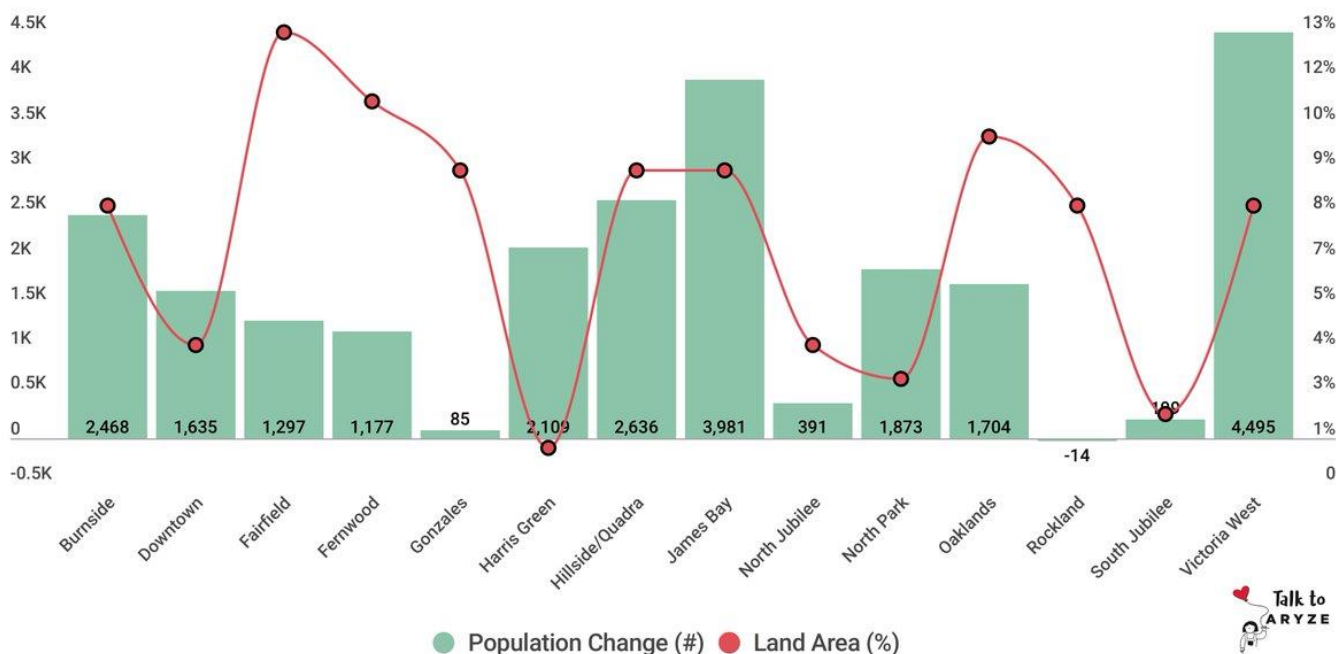
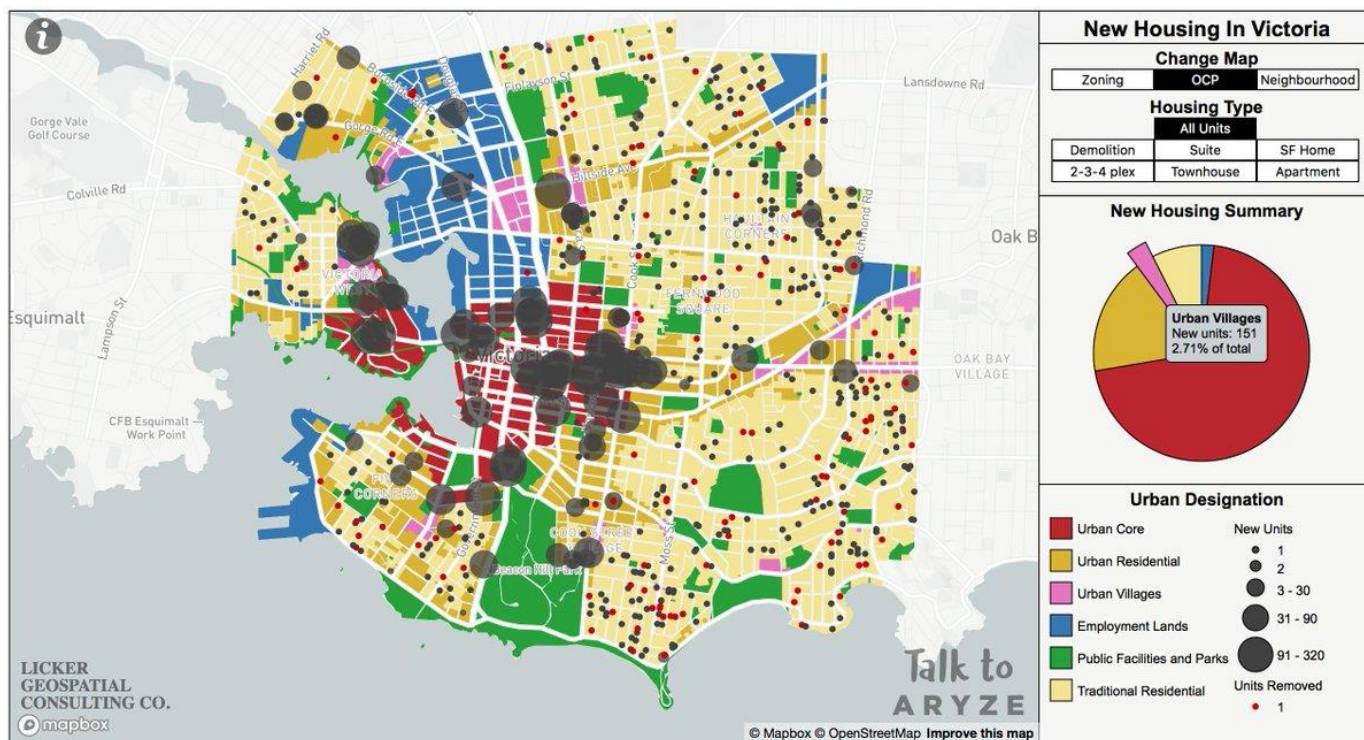
The following maps are courtesy of Talk to Aryze (Aryze Developments) and Licker GeoSpatial:

Urban Densification and Access to Green Space

The following maps demonstrate the high growth and densification that is occurring in downtown, North Park and Harris Green. Increasingly residents are living in high rise apartments without private access to green space.

New Housing Units, Population Change and Land Base by Area/Neighbourhood

- Nearly three quarters of new housing units since 2011 are in the Urban Core designation – the designation pertaining to downtown, Harris Green and the majority of North Park
- These neighbourhood comprised in the urban core designation are growing rapidly, despite having some of the lowest percentages of the city's land area base (second graphic). The Urban Core designated neighbourhoods require more support by way of community centres and access to more greenspace.



Park zoned land per person (m2 per capita)

- The OCP identifies North Park and Harris Green as park deficient (slated for park acquisition) based on having park space within 400m walking distance
- Another way of looking at adequacy of greenspace is to look at it on a per capita basis as the graphic from Aryze has done below.
- Findings:
 - o Harris Green and Downtown have two of the three lowest per capita park metrics at 4.7/m2 and 7.5/m2, respectively. North Park is also one of the lower performing in this category.
 - o Hillside Quadra's park space is skewed at 38.64m2/person because of Topaz Park however Topaz is primarily ball fields that are rented out regionally.
 - o It is worth noting that all neighbourhoods on the north end of town have low amounts of green space per capita and that Central Park is, or could be, the defacto 'neighbourhood' park for residents of Burnside Gorge, Oaklands, Fernwood and the Jubilee neighbourhoods also

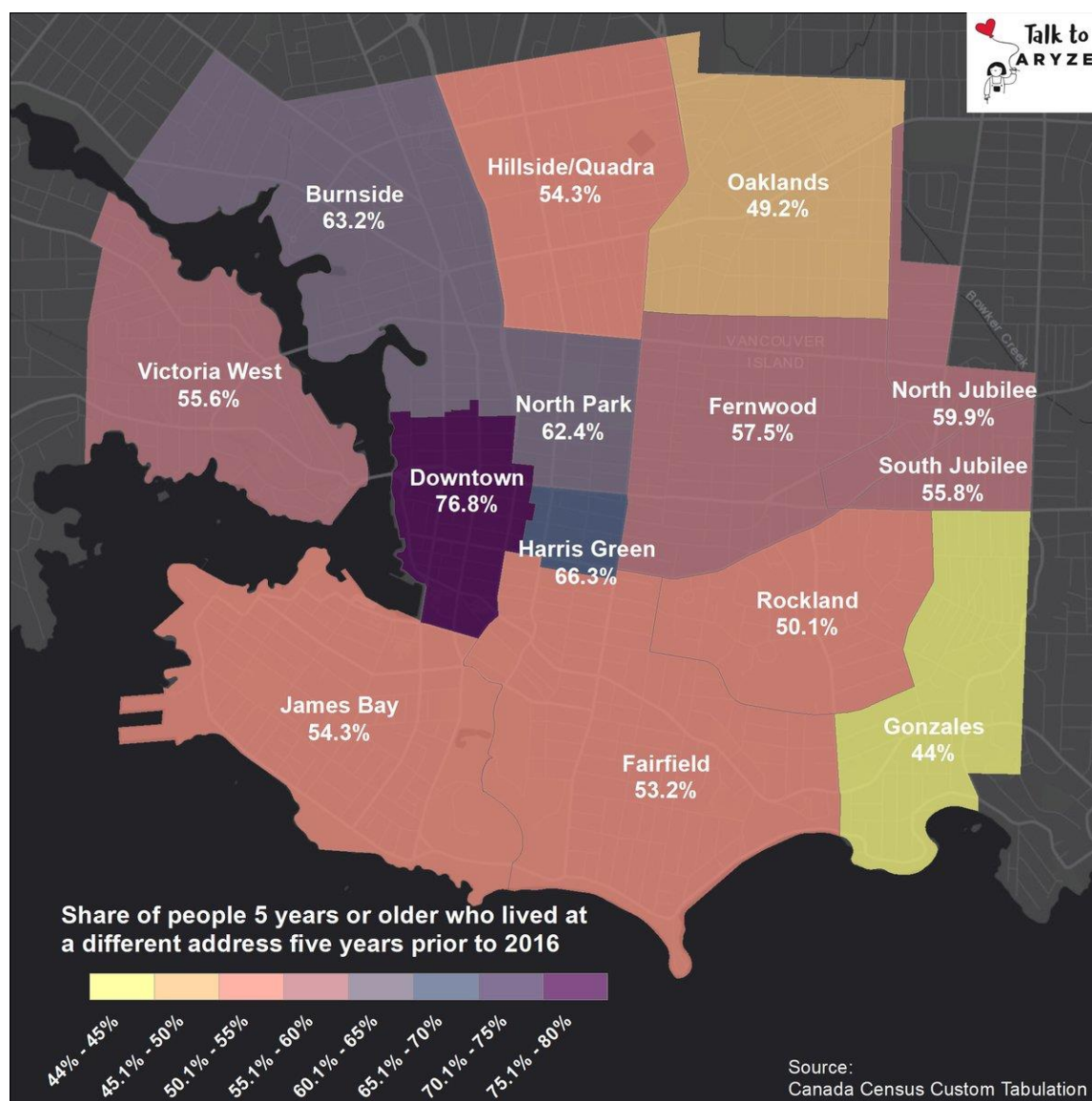
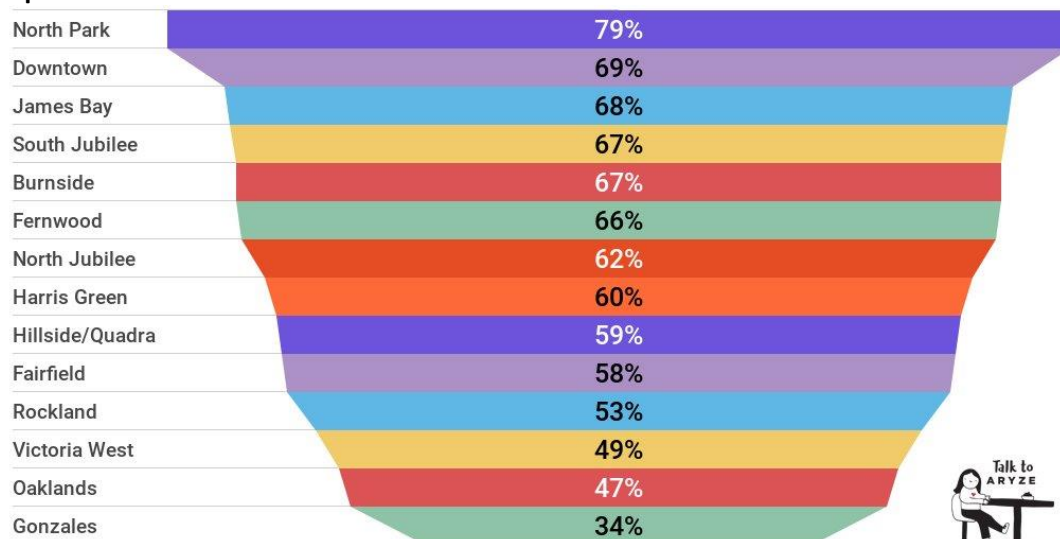
James Bay 62.21	Rockland 44.18	North Park 22.48	Gonzales 22.43
	Hillside/Quadra 38.64	Burnside 15.64	Fernwood 10.29
Fairfield 60.58			Downtown 7.50
	Victoria West 30.39	Oaklands 15.01	South Jubilee 6.33
			Harris Green 4.71
			North Jubilee 3.78

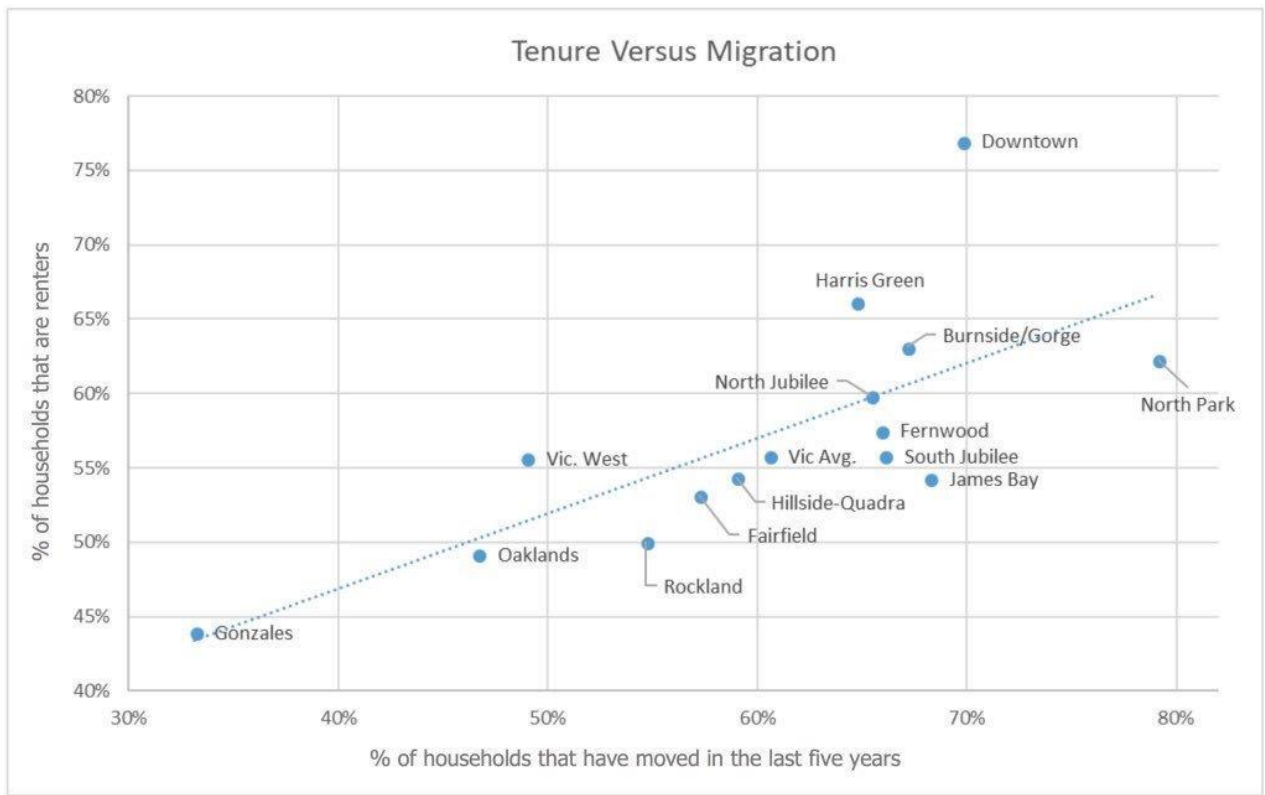
Community Building

The following maps from Aryze demonstrate the frequency of movement of residents in different neighbourhoods, along with the housing type and tenureship (rent vs. own).

- North Park (79%) and Downtown (69%) have the highest proportion of renters in the city. Burnside Gorge, Hillside Quadra and Fernwood, the neighbourhoods adjacent to Downtown and North Park, are also among the highest proportion of renters
- Downtown (77%), Harris Green (66%) and North Park (62%) have the highest number of residents new to the neighbourhood in the last 5 years, a trend demonstrating the number of new units in these areas, but also perhaps indicative of higher transience due to renter displacement from other neighbourhoods, or relative affordability of these neighbourhoods.
- That the majority of residents in these three neighbourhood are new also demonstrates a need for community building and for growing connections in the neighbourhood. This is particularly important given that the majority of residents are renters in higher rise apartments with fewer natural 'bumping' opportunities for meeting their neighbours and getting 'deep' into the neighbourhood at the ground level.

Proportion of Residents that are Renters





Crystal Pool and Central Park Redevelopment

A valuable and unique opportunity that should not be missed

The City of Victoria owns relatively little land, with most of it being park land (see map below).

Other than Beacon Hill Park, which contains land covenants in perpetuity, the most significant publicly-owned sites are clustered in the North Park area. These properties are Crystal Pool/Central Park, Save-On Memorial Arena, and Royal Athletic Park; the latter two having long term commercial operating agreements.

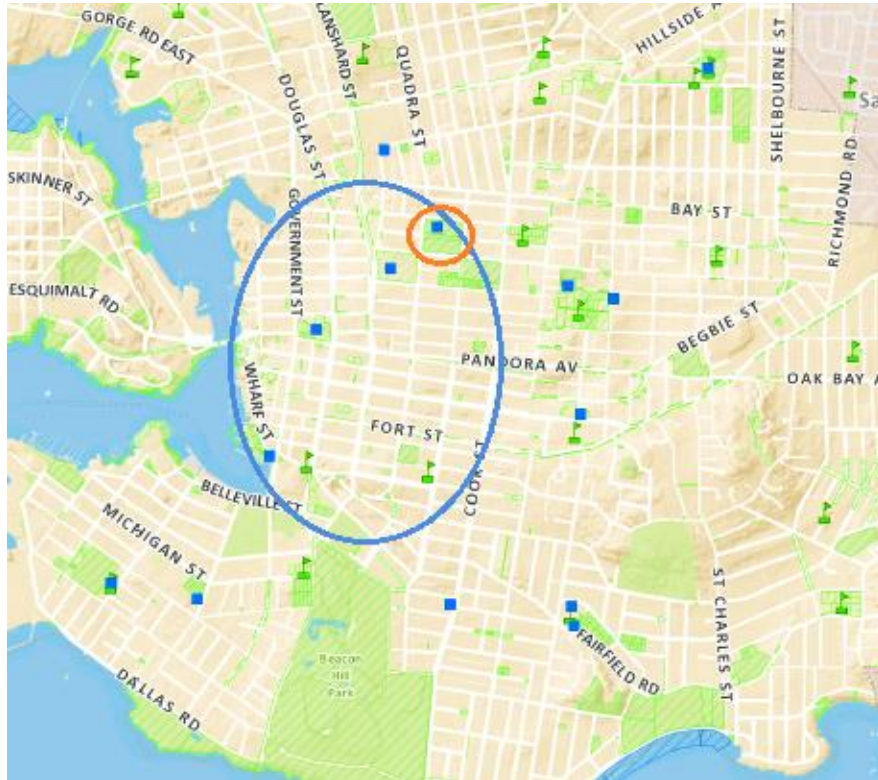


Figure 1 City-owned Parcels (green hatching) and Facilities (blue squares) [Source: Vicmap April 2018]

The Crystal Pool Fitness Centre, is the largest community facility in, and operated by, the City of Victoria. In December 2016, the two options of either refurbishing or replacing the Crystal Pool were considered by City Council. Based on a staff report, (see text box below) the decision was taken, to replace the 50 year old facility, at an estimated budget cost of \$68.4M.

From December 1, 2016 staff report:

<http://www.victoria.ca/assets/Departments/Parks~Rec~Culture/Recreation/Documents/Council%20Report,%20Dec%202016.pdf>

RECOMMENDATION

That Council:

1. Consider selecting one option as outlined in this report and direct staff to develop an implementation plan; a. Retrofit of the existing facility (\$40 million); or b. Renovation and expansion of the existing facility (\$56 million); or c. New facility (\$68.4 million).

The outcome from this decision in late 2016, is the current conceptual design for a beautiful, replacement facility. However, the near direct replacement of the existing facility, excludes potentially more diverse recreation options, and needed complementary community infrastructure.

An alternate planning strategy could be the evaluation of the potential best and highest use for this significantly-sized public property, adjacent to the downtown core. Given the short supply of public land in the Core Area, (the blue outline on the map), simply replacing the existing single use facility (the aquatic centre) falls far short of the civic potential for this valuable public property.

There is a pressing need for government to provide affordable housing and child care, and other critical community services for youth, seniors, families, etc. These community needs require the investment, effort, cooperation and innovation of all levels of government. Moreover, to provide these critical services starts with the need for land upon which to place these facilities.

Comprehensive Development Planning

In the private sector, a prospective property owner/developer evaluates the best and highest use development options that will deliver the greatest yield. For private sector developers, 'yield' generally refers to maximizing the financial return.

For public facilities slated for replacement, a similar evaluation of the entire site is appropriate. In the case of public investment in social infrastructure the desired 'yield' to be maximized are public services, and social infrastructure.

The condition of the Crystal Pool facility has precipitated the current project and investment; however, our community's options are not limited to replacing it with a comparable asset of that built in 1971. Our community's needs have changed and become more complex; our population has and will continue to increase, particularly in the downtown core and adjacent neighbourhoods. The aquatic centre of 1971 represents a suburban model for recreation (ground-oriented, single purpose, surface parking, etc.). The recreation and community centre for the Victoria of today and tomorrow needs to reflect the value of public land in an urban area, and the competing demands on it to serve its residents and businesses.

Although expedient, it is the considered opinion of many, that it would be a missed opportunity to simply build a direct replacement of the Crystal Pool at Central Park. To do so without considering a more urban building typology that may include the vertical integration of critical community services would be seen as wasteful. Such a project puts the remaining land in Central Park, and other parks owned by the City, at risk of future appropriation to accommodate the unabating needs for community infrastructure and services. Affordable housing, childcare, and program facilities for youth, are three priorities identified by City Council through its recent task forces and strategic plan initiatives and resulting reports. Importantly, these priorities are also shared by the current provincial and federal governments with significant and dedicated funding in their 2017/18 budgets.

It is recognized that the Crystal Pool Replacement Project has employed a risk management framework to ensure its budget and timelines are controlled and federal funding opportunities are realized. This risk framework is a direct response to Council and staff's experience and learnings from the Johnson Street Bridge project (see excerpt of Vic News article below). It is commendable that regular updates to Council show this project as being on-time and within budget; however, these positive ends are being accomplishing by limiting the scope of the project and precluding potentially significant public value. In the example of the Johnson Street Bridge project, the window of financial opportunity was a factor in a number of missed opportunities, the most significant of which was the loss of a rail link to downtown. By limiting the Central Park project to a legacy replacement of a spent asset, there is a real and avoidable risk of undervaluing this scarce public resource and coming up short on the long-term delivery of public services in our community.

[Bridging the Gap - Mayor vows to learn from Johnson Street Bridge project](#)

VicNews March 30, 2018

Mayor Lisa Helps voted no on the decision that set the Johnson Street Bridge Replacement Project in motion in 2012. Relatively new on council, she felt the project was being rushed and that proper due diligence was not performed to evaluate the project. Council, she recently told the *Victoria News*, was being urged to make a quick decision. People at the political level and in the City's administration were sounding alarm bells that, should Victoria not move expeditiously with the project, federal funding contributions might be lost.

"As a result, we went forward with a plan that was only 30 per cent designed and where the proposal's risk matrix seriously looked as if it had been cut and pasted from other projects," Helps recalled.



Property Information

Address: 1925 BLANSHARD ST

Unit: N/A

PID: 025-495-178

Folio: 01514004

Legal Information: LOT 1 PLAN VIP74315 VICTORIA OF SUBURBAN LOTS 1, 2 & C .

Planning

Zoning: C-1

Development Permit Area: DPA 3 (HC)

Land Use Contract: N/A

Councillor Liaison: JEREMY LOVEDAY (250) 361-0218

Heritage Status: N/A

Area Planner: LEANNE TAYLOR 250.361.0561

Special Restrictions: N/A

Sign Zone Planning: Refer to map.

Neighbourhood: NORTH PARK

Current Applications

Development Applications: N/A

Assessment & Tax Summary Information

Year	Assessment Type	Land Value	Improvement Value	Total Value	Exempt Amount	Tax Amount
2018	GENERAL	\$34,181,000	\$62,248,000	\$96,429,000	\$96,429,000	\$0
2018	SCHOOL	\$34,181,000	\$62,248,000	\$96,429,000	\$96,429,000	\$0
2017	GENERAL	\$32,500,000	\$62,498,000	\$94,998,000	\$94,998,000	\$0
2017	SCHOOL	\$32,500,000	\$62,498,000	\$94,998,000	\$94,998,000	\$0
2016	GENERAL	\$28,017,000	\$61,969,000	\$89,986,000	\$89,986,000	\$0
2016	SCHOOL	\$28,017,000	\$61,969,000	\$89,986,000	\$89,986,000	\$0
2015	GENERAL	\$26,476,000	\$61,808,000	\$88,284,000	\$88,284,000	\$0
2015	SCHOOL	\$26,476,000	\$61,808,000	\$88,284,000	\$88,284,000	\$0
2014	GENERAL	\$26,476,000	\$59,502,000	\$85,978,000	\$85,978,000	\$0
2014	SCHOOL	\$26,476,000	\$59,502,000	\$85,978,000	\$85,978,000	\$0
2014	GENERAL	\$26,476,000	\$59,502,000	\$85,978,000	\$85,978,000	\$0
2014	SCHOOL	\$26,476,000	\$59,502,000	\$85,978,000	\$85,978,000	\$0

Services

Water Service Size (inches): 6

Water Meter Reader Notes: 47.55M S/NPL OPP SPRINKLER ROOM DOOR

Garbage Collection Zone: [N/A](#)

These data are derived from a variety of sources, historic and current. Accuracy, completeness, correctness, and currency are not guaranteed. Distribution of these data is for information purposes and should not be considered authoritative for construction, geotechnical, engineering, navigational, legal or other site-specific uses. Consulting the map service should not be considered a replacement for on-site inspections and appropriate investigations. Please see the full disclaimer for more details, at http://www.victoria.ca/map_disclaimer.

Crystal Pool Redevelopment Project Site Rationale Opportunities/Challenges Matrix

SITE OPTION	OPPORTUNITIES	CHALLENGES
Victoria Curling Club building and parking lot (1952 Quadra)	<ul style="list-style-type: none"> No disruption to existing pool and park users during construction. Minimal disruption to curling club users. Greatest long term cost savings through on-site or district waste heat recovery and renewable energy generation. (Also benefits RG Properties.) Allows Central Park to become 100% greenspace, essentially facilitating a much-needed park acquisition. No trees are cut down in Central Park. Retains facility on Quadra Street – a major vehicle arterial and bus route Replaces single purpose building with multi-use facility. Eliminates one of the many unsightly parking lots in this area while providing replacement parking under the new multipurpose facility. (Also benefits RG Properties.) Expands opportunities for cost- sharing partnerships including BC Housing, YMCA/YWCA, childcare, and ICA. No extra budget required for the "revitalization" of park amenities after the existing pool has been demolished. Again, faster because we don't need to do all the park consultation. Less controversy as well. Less land use issues to navigate than building in a park means the 2010 'shovel in ground' timeline may still be achievable. Leverage more community benefit from a site valued at \$96 million that is tax exempt. (Also involves RG Properties.) 	<ul style="list-style-type: none"> Mitigated disruption to curling club users Haven't started collaboration conversation with RG.

SITE OPTION	OPPORTUNITIES	CHALLENGES
Existing pool location (North West corner of Central Park)	<ul style="list-style-type: none"> Reduced land use issues. Minimal impact on park users, no trees cut. Disrupted users are those that will benefit from the new pool. May be some cost savings? Will please those that think the current building is beautiful. 	<ul style="list-style-type: none"> Interrupted service Longer disruption period Existing building will constrain design choices No additional parking on-site. May make underground parking less feasible.

Crystal Pool Redevelopment Project Site Rationale Opportunities/Challenges Matrix (Con't)

SITE OPTION	OPPORTUNITIES	CHALLENGES
Currently proposed pool location (South West corner of Central Park)	<ul style="list-style-type: none"> • Already has momentum • No downtime for pool users • Potential for underground parking 	<ul style="list-style-type: none"> • More land use issues, longer process. • Requires cutting down trees. • Major disruption for park users, residents. • Requires remediation of park: more decisions, more money. • Puts remediated park in building shadow. • More energy intensive without heat recovery of rink.

SITE OPTION	OPPORTUNITIES	CHALLENGES
Royal Athletic Park parking lot	<ul style="list-style-type: none"> • No disruption of pool or park users. • Potential for underground parking. • Already owned/run by city. • No extra budget for the "revitalization" of the park amenities after it has been demolished. • Faster start-up because doesn't trigger park consultation. 	<ul style="list-style-type: none"> • Traffic issues. • Fewer adjacent parking spots. • More physically imposing in the location. • More energy intensive without heat recovery of rink.

November 8, 2018

To: Mayor and Council, City of Victoria

Re: Crystal Pool and Recreation Centre

Hillside-Quadra is very close to Crystal Pool and as such we believe the outcome of the Crystal Pool and Recreation redevelopment is of critical importance to our residents. Recently, Hillside-Quadra has lost significant green space as a result of the CRHD Housing project, Summit at Quadra Village. This creates significant quality of life challenges in our densifying neighbourhood and magnifies the importance of an improved Central Park with increased green space.

The Board of Directors of the Downtown Blanshard Advisory Committee and Quadra Village Community Centre have discussed the details of the above proposed Crystal Pool and Recreation Centre replacement and the Hillside-Quadra Neighbourhood Action Committee have reflected on the October 4, 2018 motion from Council regarding cost benefit analyses of multiple sites and the November 7, 2018 letter from North Park Neighbourhood Association titled Issue: Crystal Pool Redevelopment Project – Optimal Site and Project Scope .

As the neighbourhood association for Hillside-Quadra we would like Council to adopt the following:

1. For environmental purposes and community sustainability, the plan needs to maximize greenspace and include underground parking. The benefit of this can be realized by assessing and ultimately adopting locations outside of Central Park but close by such as the Save On Foods Memorial Centre parking lot.
2. The new facility needs to incorporate low income housing within the facility.
3. The planners need to negotiate with neighbours such as the mosque, local residents and community associations concerning shared parking, community use and building design/frontage etc.
4. Consultation needs to include development of an extensive cost/benefit analysis (including an analysis of similarly located park acquisition options in north Victoria) of non Central Park sites and a comparison to the current proposed project within Central Park. Subsequently, residents need to have the opportunity to select their preferred option. This

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consultation process should have multiple opportunities for in-person input that take place at multiple locations within walking distance of Central Park. Due to the tight timeframe of the January 2019 proposal deadline for federal infrastructure projects, this deadline should be abandoned with more time allocated to a cost/benefit analysis of multiple sites and follow up consultation as outlined above.

Thank you for considering the views of the neighbourhoods closest to Central Park and Crystal Pool.

Yours sincerely,

A handwritten signature in green ink, appearing to read 'KAGM'.

Kelly Greenwell, Executive Director
250.388.7696 ext.221
kelly@quadravillagecc.com

Christine Havelka

Subject: FW: Pls Read: Letter of Support: North Park Neighbourhood Association Proposal to Include Affordable Housing in Crystal Pool Redevelopment Plans

From: Kaye Melliship

Sent: November 8, 2018 4:35 PM

To: Victoria Mayor and Council

Subject: Letter of Support: North Park Neighbourhood Association Proposal to Include Affordable Housing in Crystal Pool Redevelopment Plans

Dear Mayor Helps and Council:

The North Park Neighbourhood Association has asked Greater Victoria Housing Society if we would like to be part of a proposal to increase the amount of affordable housing in the community as part of the redevelopment of the Crystal Pool recreation facility.

They have identified a site that they feel would be excellent for a new affordable housing project in addition to many other community and recreational uses and we certainly agree: in fact we have a 66 unit property very close by.

I have indicated to a representative of the Association that we are extremely interested in being part of a multi-use development in the North Park neighbourhood, and look forward to hearing how this project proceeds.

Yours truly,

Kaye Melliship

Executive Director



2326 Government Street

Victoria, BC, V8T 5G5

Tel: 250.384.3434 ex. 32

Fax: 250 386.3434

www.greatervichousing.org



For the Committee of the Whole Meeting November 15, 2018

Date: November 14, 2018

From: Mayor Helps

Subject: Middle Ground, Path Forward on Crystal Pool

Background

This short report proposes a middle ground and a path forward for Crystal Pool and Wellness Centre replacement project that will keep the pool open during construction, will provide an option for keeping Central Park intact during construction, and will give residents an opportunity to weigh in through referendum on which option to proceed with and seeking the accompanying borrowing authority.

As the staff report outlines, a great deal of work has been put into the current proposal to reconstruct the Crystal Pool in Central Park with a Council approved budget of \$69.4 million. The City has received \$7 million in grants towards this project, \$6 million in gas tax funding and \$1 million from the Canadian Tire Jumpstart Foundation. The City has also done a great deal of relationship building work with the Provincial and Federal governments in anticipation of the Federal-Provincial infrastructure funding, applications for which are due January 23 2019.

In the past six months the North Park Neighbourhood Association and others have shared in more detail the impact that building the pool in the proposed location would have on their use and enjoyment of the park and their sense of connection and community. They have also suggested that the City could achieve more in that area of town than simply replacing the pool, including, but not limited to, housing, a Welcome Centre for refugees and newcomers, a community centre, a heat recovery option as well as a swimming pool and recreation centre. This would fill a gap in services in the Downtown/Harris Green, North Park and Quadra Hillside Neighbourhoods.

More recently, we have heard again from users of the pool, particularly people with disabilities and people who work with various low-income and marginalized pool users. They stress the importance of the pool to their well-being and quality of life. They strongly support any option that keeps the current facility open during the construction of a new one.

Risks

There are risks to proceeding with the current project as proposed as well as risks of changing course at this time.

The key risk of proceeding with the proposed project is that there is not social licence in the neighbourhood for the City to proceed. In addition to battling with the neighbourhood for the next couple of years – which is a social cost and does not build community - this could be a great financial risk to the project. If we don't secure enough funding from senior levels of government, we would need to hold a referendum. We could risk some neighbourhood residents or the Neighbourhood Association organizing for the "no" side.

The risks to changing course at this time are that we could lose the \$7 million in funding currently proposed for this project. We will also miss the first intake of infrastructure funding from the federal and provincial governments and it is not clear when a second intake would be or how much funding would be allocated for social infrastructure. There is also the reality that construction costs will continue to escalate for every month of delay.

Recommendations

Balancing the risks, the social costs, the financial costs, and the potential of achieving a more comprehensive use of city-owned land in the North Park Neighbourhood, I proposed the following recommendations which are meant to be taken as a set:

That Council directs staff to:

1. Wrap up work on the current proposed project. (Project A)
2. a.) Ask staff to report back with a scope and budget to develop a plan and budget for citing the facility on the arena parking lot including the amenity and partnership opportunities roughly outlined in the North Park Neighbourhood Association submission. (Project B)
b.) Report to Council quarterly on this process.
3. Hold a referendum no later than the second quarter of 2020 presenting the two options to electors and requesting that electors answers two questions:
- Do you support proceeding with the redevelopment of the Crystal Pool and Wellness Centre Replacement Project? Yes or No.
- If yes, do you support borrowing up to \$X for Project A (current project with cost escalation at date of referendum factored in) or up to \$Y for Project B.
4. Write to the \$1 and \$6 million funders, respectively, and pursue opportunities for extending the timeline for funding applicability.
5. Continue to work with the federal and provincial governments to pursue options for funding for Project A and Project B (once more clearly defined) including the wider range of funding options that may be available for a facility or complex with more amenities than only a swimming pool and recreation centre.

Respectfully Submitted,



Mayor Helps



Committee of the Whole Report For the Meeting of November 15, 2018

To: Committee of the Whole **Date:** November 2, 2018
From: Andrea Hudson, Acting Director, Sustainable Planning and Community Development
Subject: Rezoning Application No. 00653 for 205 Simcoe Street

RECOMMENDATION

That Council instruct staff to prepare the necessary Zoning Regulation Bylaw Amendment that would authorize the proposed development outlined in Rezoning Application No. 00653 for 205 Simcoe Street, that first and second reading of the Zoning Regulation Bylaw Amendment be considered by Council, and a Public Hearing date be set subject to an amendment of the existing restrictive covenant to add daycare as one of the permitted uses on the property, executed by the applicant to the satisfaction of City staff.

LEGISLATIVE AUTHORITY

In accordance with Section 479 of the *Local Government Act*, Council may regulate within a zone the use of land, buildings and other structures; the density of the use of the land, building and other structures; the siting, size and dimensions of buildings and other structures; as well as, the uses that are permitted on the land, and the location of uses on the land and within buildings and other structures.

EXECUTIVE SUMMARY

The purpose of this report is to present Council with information, analysis and recommendations for a Rezoning Application for the property located at 205 Simcoe Street. The proposal is to rezone from the C1-C Zone, Club District, to a new zone to allow for a preschool daycare.

The following points were considered in assessing this application:

- the proposal is generally consistent with the Traditional Residential Urban Place Designation as described in the *Official Community Plan, 2012* (OCP). The proposed use represents a "community service" use which is considered an appropriate use in all Urban Place Designations
- the proposal is generally consistent with the *James Bay Neighbourhood Plan, 1993*, which identifies as a goal the creation of easily accessible community-oriented services for residents.

BACKGROUND

Description of Proposal

This Rezoning Application is to allow for a 16-child preschool childcare program on the main storey of an existing athletic club building. The applicant intends to use the nearby playground at Ernest Todd Park as a play area. There would be no changes to the exterior of the building and the basement would continue to be used as an athletic club.

In addition to the zoning that applies to this site, there is also a restrictive covenant registered on title which limits the uses on the property to an athletic club or a dwelling unit with an accessory building. As part of this proposal, this restrictive covenant would need to be amended to add daycare as a permitted use. This would include any childcare permitted under the Provincial *Community Care and Assisted Living Act*, including a preschool.

Sustainability Features

The applicant has not identified any sustainability features associated with this proposal.

Active Transportation Impacts

The applicant has not identified any active transportation impacts associated with this proposal.

Accessibility Impact Statement

The British Columbia Building Code regulates accessibility as it pertains to buildings.

Land Use Context

The application site is flanked on the south-east and west by McDonald Park and community garden plots. Across the street are single-family houses and duplexes, with several multi-family apartments further along Simcoe Street. Also nearby are James Bay Community School along Oswego Street and a purpose built daycare along Montreal Street.

Existing Site Development and Development Potential

The site is presently an athletic club, owned and operated by the James Bay Athletic Association. Under the current C1-C Zone, Club District, the property is limited to the existing athletic club use.

Relevant History

In 1966, the City of Victoria sold the subject property to the James Bay Athletic Association (JBAA) for use as an athletic club. As a part of this, the property was rezoned to a commercial zone, which allowed for a 'club' use. The restrictive covenant was added to ensure that other commercial uses inappropriate for the area would not be permitted should the land be sold.

In 1985, the JBAA applied to Council to expand the building. As a part of this application, the property was rezoned to limit the uses on the property. As a result, both the covenant and the zone must be changed to allow for a use to that is not permitted in both documents.

Community Consultation

Consistent with the *Community Association Land Use Committee (CALUC) Procedures for Processing Rezoning and Variance Applications*, the applicant has consulted the James Bay CALUC at a Community Meeting held on June 13, 2018. A letter dated October 23, 2018 is attached to this report.

ANALYSIS

Official Community Plan

The proposal is generally consistent with the Traditional Residential Urban Place Designation as described in the *Official Community Plan, 2012 (OCP)*, and the proposed use represents a “community service” use which is considered an appropriate use in all Urban Place Designations. The OCP further encourages multigenerational neighbourhoods and the creation of “quality, accessible and affordable daycare” spaces in order to foster community wellbeing.

Local Area Plans

The proposal is generally consistent with the *James Bay Neighbourhood Plan, 1993*, which supports the creation of community-oriented services, including childcare services, that are accessible to residents of the community.

The neighbourhood plan also identifies James Bay Community School and the McDonald Park site as a major service node in James Bay, contemplating the opportunity for integrated childcare services on these sites. As the proposal is located directly adjacent to these sites, it is consistent with supporting this area as a community service node.

Tree Preservation Bylaw and Urban Forest Master Plan

There are no Tree Preservation Bylaw impacts with this proposal.

Other Considerations

As outlined in the Relevant History of this report, in addition to the Rezoning, an amendment of the restrictive covenant is required. The proposed amendment would add daycare as a permitted use, which encompasses all childcare activities falling under the *Community Care and Assistance Act*.

The City's intention in the original sale of the property and the associated covenant was to help secure a community service by way of an athletic club. Amending the covenant to allow for daycare use without removing the existing restrictions keeps within the spirit of the property acting as a community service, while adapting to the changing needs of the community. Therefore, rather than removing the covenant from the title, an amendment to the covenant is recommended.

CONCLUSIONS

The proposed application to add a daycare use within the existing athletic club building is consistent with City policies. The proposal to amend the restrictive covenant on title to allow for daycare use would facilitate the use of the space as a community service, and meets the needs of the community without removing past restrictions on the property that were originally imposed

through the City sale of the land. Staff recommend that Council consider approving this application

ALTERNATE MOTION

That Council decline Rezoning Application No. 00653 for the property located at 205 Simcoe Street.

Respectfully submitted,



Chloe Tunis
Planning Analyst
Development Services Division



Andrea Hudson, Acting Director
Sustainable Planning and Community
Development Department

Report accepted and recommended by the City Manager



Date:

Nov 7, 2018

List of Attachments:

- Attachment A: Subject Map
- Attachment B: Aerial Map
- Attachment C: Plans date stamped October 11, 2018
- Attachment D: Letter from applicant to Mayor and Council dated October 11, 2018
- Attachment E: Community Association Land Use Committee comments dated October 23, 2018



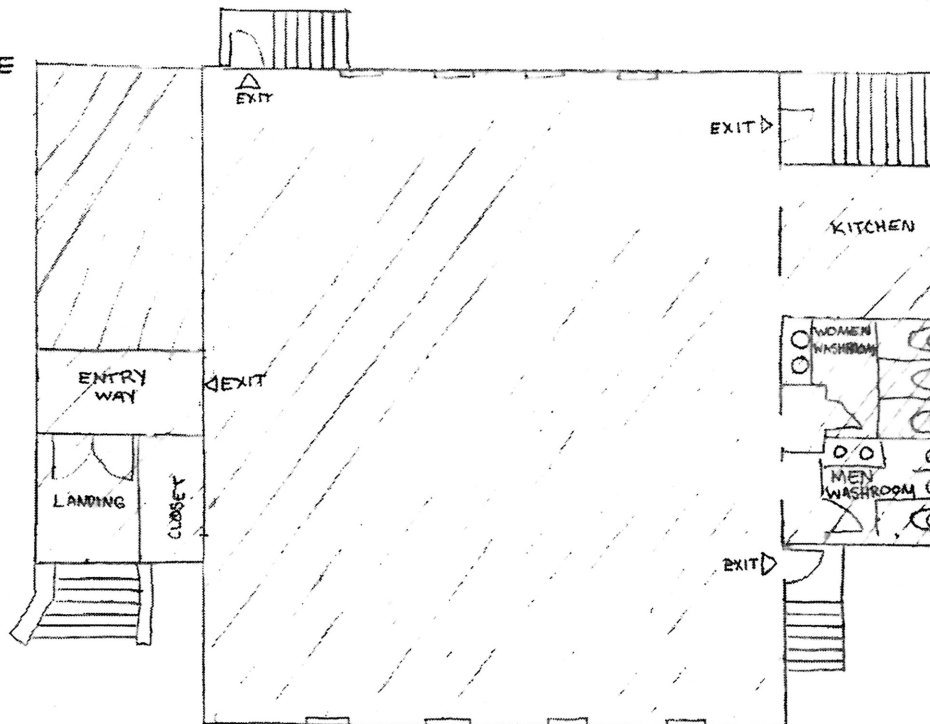
205 Simcoe Street
Rezoning No.00653





MAIN FLOOR PLAN
SCALE 1:100
205 SIMCOE

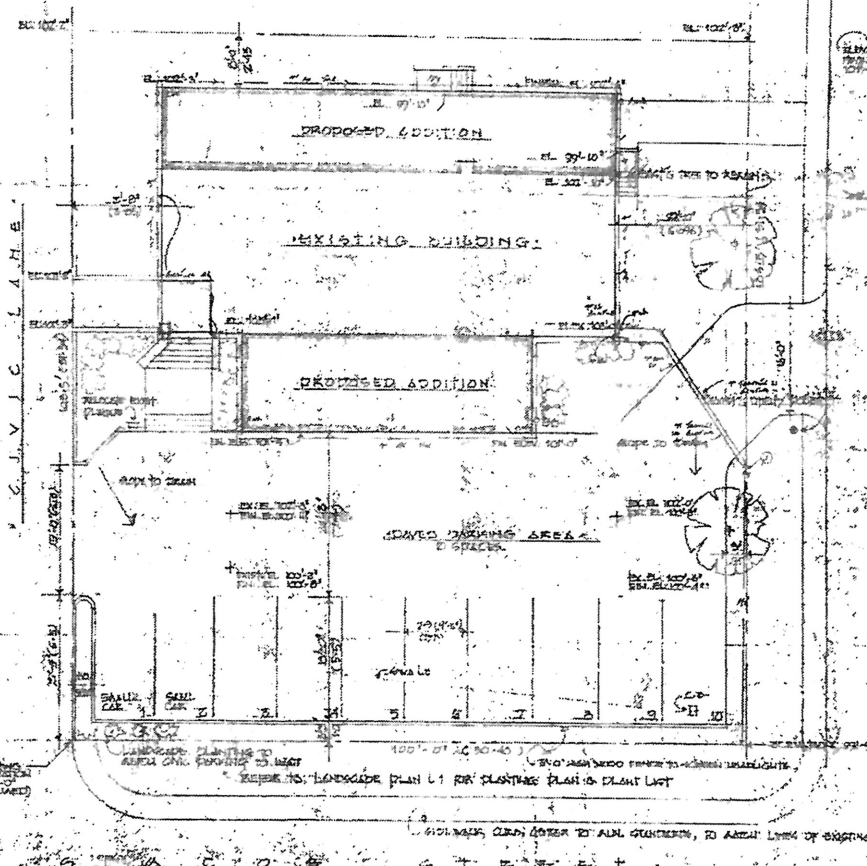
USED FOR DAYCARE
278.14 m²



OCT 11 2018

F41
ONLY
FIRST BP
PLANS

• AUNICIPAL PARKING
• 16 SPACES



PROPOSED CLADDING EXTENSION

16000 SQ. METERS (171,000 SQ. FT.)

PROJECT DATA

SITE DEVELOPMENT:
EXISTING SITE COVERAGE: 1625 SQ. METERS (174,240 SQ. FT.)
PROPOSED SITE COVERAGE: 2045 SQ. METERS (220,560 SQ. FT.)
SITE AREA: 10,150 SQ. METERS (109,150 SQ. FT.)
EXISTING BLDG. AREA: 4,156 SQ. METERS (44,650 SQ. FT.)
PROPOSED BLDG. AREA: 5,272 SQ. METERS (56,950 SQ. FT.)
TOTAL BLDG. AREA: 9,428 SQ. METERS (101,600 SQ. FT.)
TOTAL LOT AREA: 10,150 SQ. METERS (109,150 SQ. FT.)

VEHICLE PARKING FOR CL. USE:
PROPOSED: 16 SPACES
TOTAL: 16 SPACES
AREA OF PARKING (TOTAL): 2700 SQ. METERS (29,000 SQ. FT.)

BUILDING DEVELOPMENT:

BASEMENT:
EXISTING: 1940 SQ. METERS (21,000 SQ. FT.)
ADDITION: 510 SQ. METERS (5,450 SQ. FT.)
TOTAL: 2450 SQ. METERS (26,450 SQ. FT.)
ADDEDLY: 1140 SQ. METERS (12,200 SQ. FT.)
FIRST FLR:
EXISTING: 1560 SQ. METERS (16,800 SQ. FT.)
ADDITION: 1428 SQ. METERS (15,300 SQ. FT.)
TOTAL: 2988 SQ. METERS (32,100 SQ. FT.)
ADDEDLY: 1708 SQ. METERS (18,300 SQ. FT.)

OVERALL VOLUME (AS DEFINED): 211,600 CU. M.

TO CALIFORNIA LOADS:

BASEMENT: EXISTING: 2.0 PSF, PROPOSED: 2.0 PSF
FIRST FLOOR: EXISTING: 2.0 PSF, PROPOSED: 2.0 PSF

EXISTING ZONED R-1.2

UNZONED HIGH DENSITY RESIDENTIAL

Received
City of Victoria

OCT 11 2018

Planning & Development Department
Development Services Division

PRE-APPROVED PARKING PLANS WILL BE COMPLETED

DESIGNED BY: JAMES RAY
DRAWN BY: JAMES RAY
CHECKED BY: JAMES RAY
DATE: 10/11/2018

PROPOSED CENTRAL EXTENSION
JAMES RAY ARCHITECTS
1000 10th St
VICTORIA BC V8T 2C1



October 11, 2018

Dear Mayor and Council,

This letter is to request a “text amendment” to the pre-existing zoning that applies to **205 Simcoe St. (C1-C)**, also known as James Bay Athletic Association. Blue Heron Montessori Preschool would like the text amendment to be made under the “uses” section, to include “daycare for 16 children.” We will have children ages 2.5-5 years old. This means that there will not be any changes to the density, type of tenure, number of dwellings, or housing features. There will be NO physical changes made to the building. The daycare will use only the top floor of the building, and the JBAA will continue to use the ground floor for athletic use. During the week (Monday-Friday) the top floor is solely used by the daycare. On weekends, the JBAA will continue to rent out the top floor for other events.

The proposal conforms to the Official Community Plan. *“15.8 Encourage the development of quality, accessible, affordable daycare, including preschool, out-of-school care and elder daycare spaces, to support families and employers by: 15.8.1 Considering the provision of non-profit daycare space as an amenity in new residential, mixed-use and commercial developments to be secured through agreement; and, 15.8.2 Encouraging new childcare and elder daycare spaces throughout the city.”* (City Of Victoria Official Community Plan, pg. 113)

The need for childcare in BC is critical right now. The public schools must meet new class size standards. Facilities on school grounds that have been used for childcare are now being reclaimed by the schools. This puts many families on the search for stable childcare. We can help fulfil this need by opening a quality child care center in the James Bay area. Our demographic includes the James Bay community as well as commuters coming from all over Victoria.

Montessori education is unique and sought-after. These specialty schools are in high demand. There are wait lists for many of the well-known Montessori childcare facilities in Victoria:

Selkirk Montessori (Preschool to Grade 8)- 50 children

Maria Montessori Academy (Preschool to Grade 12)- confirmed waitlist, 1 year

Victoria Montessori (Preschool)- confirmed waitlist, 1 year

St. Christopher’s Montessori (Preschool)- confirmed waitlist, 1 year

Island Montessori (Preschool)- 10 children

Westmont Montessori (Preschool to Grade 8)- over 100 children for entire school

This is a rough estimate as the wait lists are continually fluctuating.

Since meeting informally with some of the neighbours and sharing our plans with them, we have received interest in enrollment and are actively communicating with local parents. The other members of the community we spoke with were happy to welcome us.

This particular building is exactly what we need to provide an excellent child care program. The building is located right next to a playground, community garden, and within walking distance to the beach which provides a beautiful natural learning environment. This area is safe, and has an active community that works to keep it this way.

At James Bay Elementary School, there are 224 students currently enrolled. Of these students, many of them have younger siblings that will need care. Because of proximity, many of our students will filter directly into the James Bay kindergarten program. As long as the school continues to run and enrolls 224 students each year, the need for this care will always exist. The area surrounding the school, within a 1 km radius, currently offers 48 spaces. The need is higher than the available spaces.

In the past, the JBAA has rented out their facilities to parties which have hosted events in the evening. The community has responded with feedback that these events did not adhere to the recommended neighborhood quiet times. JBAA has informed us that during the week, they will not rent out the top floor space to any other parties. This will eliminate any noise complaints during weekday evenings. Montessori environments are traditionally calm and peaceful places of learning, therefore during our school day there should not be any noises that are above the acceptable levels.

We are very interested in becoming active members of the community. We believe this is an important value to model for the children. We would like to join the community gardens, lead walking field trips and connect with others in our neighbourhood. These skills are an integral part of the Practical Life learning that we support through the Montessori philosophy.

The JBAA has 10 parking spaces allocated to the building. Blue Heron Montessori has permission to use all 10 spaces. These 10 spaces for families to park should be able to completely fill the need. The school opens at 8am. Morning drop off usually lasts about 10-15 minutes. Pick-up time is anywhere between 3-5 p.m. This creates a staggered pick-up, therefore minimal parking spaces will be used. Also, some of our clientele could have siblings at JBAA creating a "1 stop shop."

Thank you for considering our application. We look forward to opening our doors and helping to fulfill the childcare need in Victoria.

Marley Cummings

Kayla McBride

Blue Heron Montessori Preschool LTD.
Marley Cummings (250-667-2277)
Kayla McBride (250-857-1965)
Email: blueheronmontessoripreschool@gmail.com
205 Simcoe St
Victoria, BC
V8V 1K6



James Bay Neighbourhood Association

jbna@vcn.bc.ca
Victoria, B.C., Canada

www.jbna.org

October 23, 2018

Mayor and Council
City of Victoria

Dear Mr. Mayor and Council:

Re: 205 Simcoe Street zoning amendment for new purpose

On June 13, 2018 the JBNA held a CALUC community meeting to consider the proposal to operate a Montessori pre-school on the second floor of the James Bay Athletic Club building located at 205 Simcoe Street. As the existing zoning does not contemplate pre-school or daycare, a zoning amendment for a new purpose is required. There was considerable support for this proposal. Attached please find questions and comments from residents about the proposal.

COMMUNITY MEETING PRESENTATION:

Marley Cummings and Kayla McBride, co-owners of Blue Heron Montessori Pre-School introduced the proposal noting that there will not be any changes to the building. The plan is to open in September 2018 with 8 children. Once Vancouver Island Health Authority issues a license the pre-school will provide spaces for a maximum of 16 children. The pre-school will have use of 11 parking spaces on site. Pickup and drop off times will be staggered. The proponents showed a brief video that describes the Montessori philosophy of pre-school education. Blue Heron Montessori Pre-school hopes to fill the shortage of daycare and pre-school spaces in the community.

In summary, the pre-school will operate with a 10 month lease with option to renew. There will be a maximum of 16 children from 2 ½ to 5 years and 2 full time staff. The pre-school has exclusive use of 11 on-site parking spaces during the weekdays. Drop off will be from 8:00 to 9:00 a.m. and pick up from 3:00 to 5:00 pm. The pre-school will be an incorporated for-profit, licensed pre-school.

For your consideration,

Sincerely,

Linda Carlson,
Vice-President, JBNA
jbna@vcn.bc.ca

205 Simcoe Street CALUC
Questions & Comments

Q/A first opportunity given to those who live within 100m of 205 Simcoe. Seeing none, open to residents of James Bay.

Q: Fisherman's Wharf resident asked if the pre-school has contacted the Montreal Street Community Garden so that the children can have benefit of the adjacent garden?

A: We have not but we definitely intend to contact them. Garden space is an experience we hope to provide for the children. (*Chair to link proponent and JBNA Garden liaison*).

Q: Do you think the building is suitable for small children?

A: There was pre-school in past and VIHA has approved the environment. The interior is light and bright. There are enough bathrooms for children. The location is excellent.

Q: Do you know how many children will be from James Bay?

A: We have not advertised yet, but we have gone door to door in the vicinity and had real enthusiasm. Also there is an infant daycare next door and we would hope to enhance that so that there is a seamless service for infants to school age children.

C: Resident from Montreal Street. With schools needing more space, many daycare and pre-school spaces have been lost. There is a need. I think this is an excellent service and heartily support it.

Q: Why is lease only 10 months?

A: Because we close for the summer. Our lease goes Sept to June and is renewable.

Q: What is the zoning you are applying for? Will there be changes to property?

A: We are not seeking rezoning, but only change of use as the current zoning does not identify pre-school as an approved use. We are not changing any zoning, simply adding "childcare for 16 children" to the current zoning text.

Questions from resident who is not able to attend (read by Chair):

Q: If the pre-school is allowed, will there also be all of the other events taking place on the weekend and evening in the same space?

A: Once Blue Heron Montessori pre-school takes the lease, we will have use 24hours a day from Monday to Friday. There will not be weekday events at the building. James Bay Athletic Association will still use facility on weekends.

Q: Will the pre-school be limited to 16 children or will they eventually want to exceed that number?

A: We are applying for a license for up to 16 children. We do not have plans to exceed that.

Rezoning Application for 205 Simcoe



View from Simcoe Street



Neighbourhood Context- Montreal Street



Simcoe and Montreal Streets

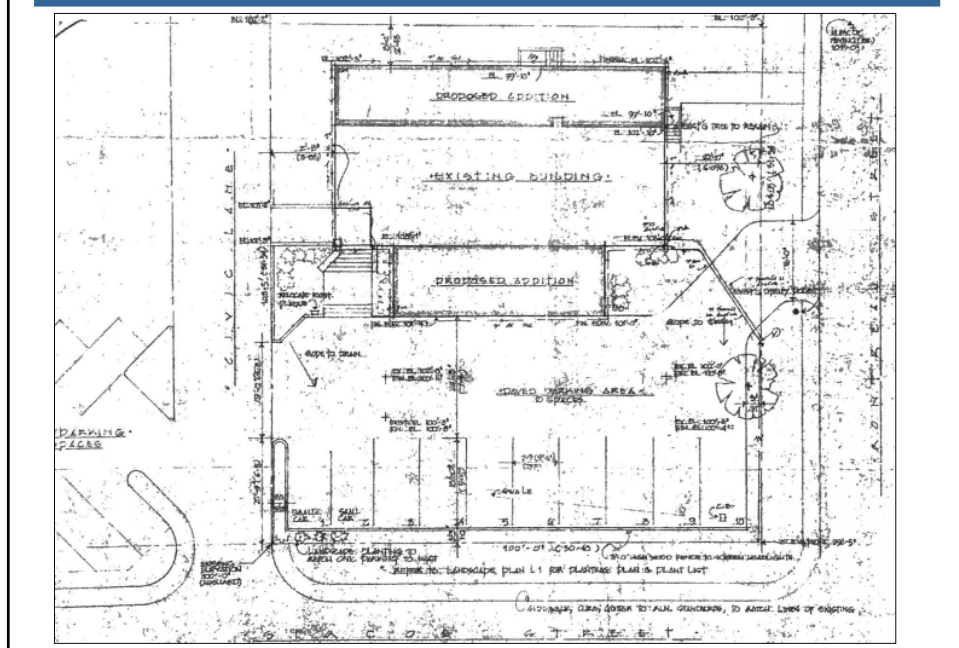


Simcoe Street





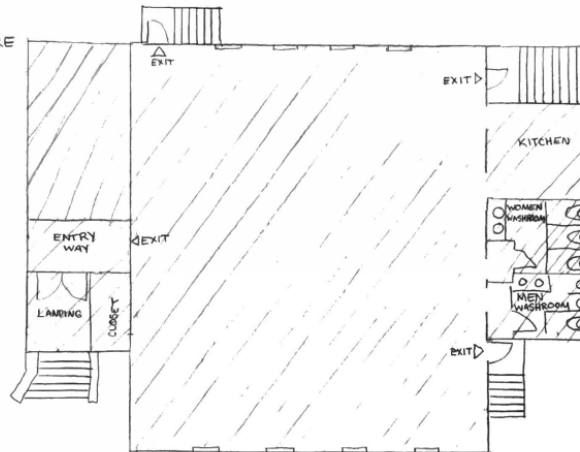
Existing Site Plan

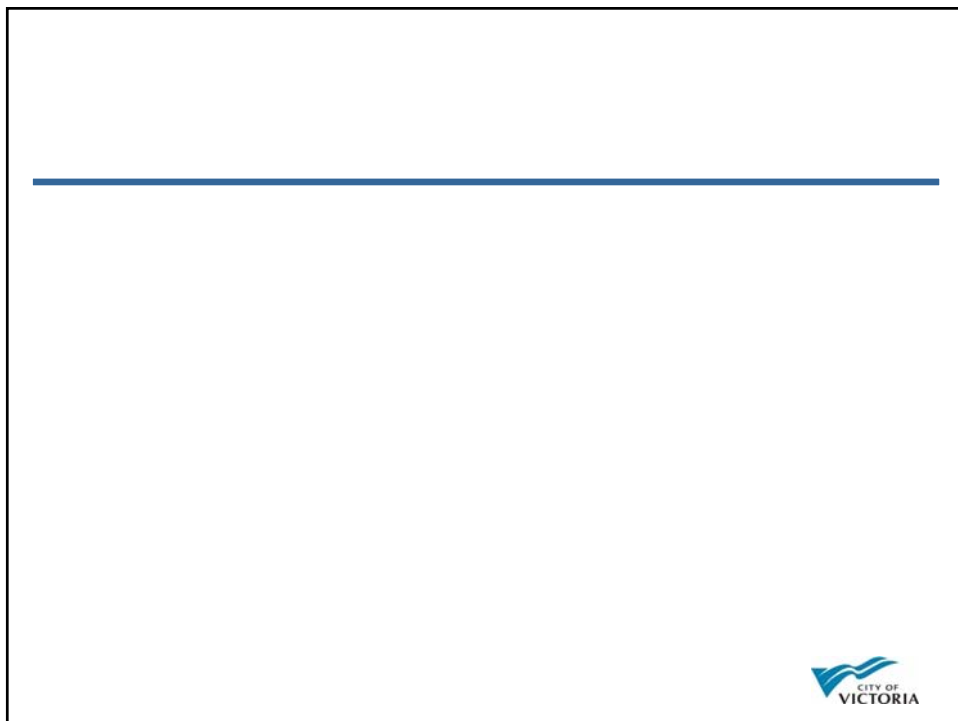


Main Floor Plan

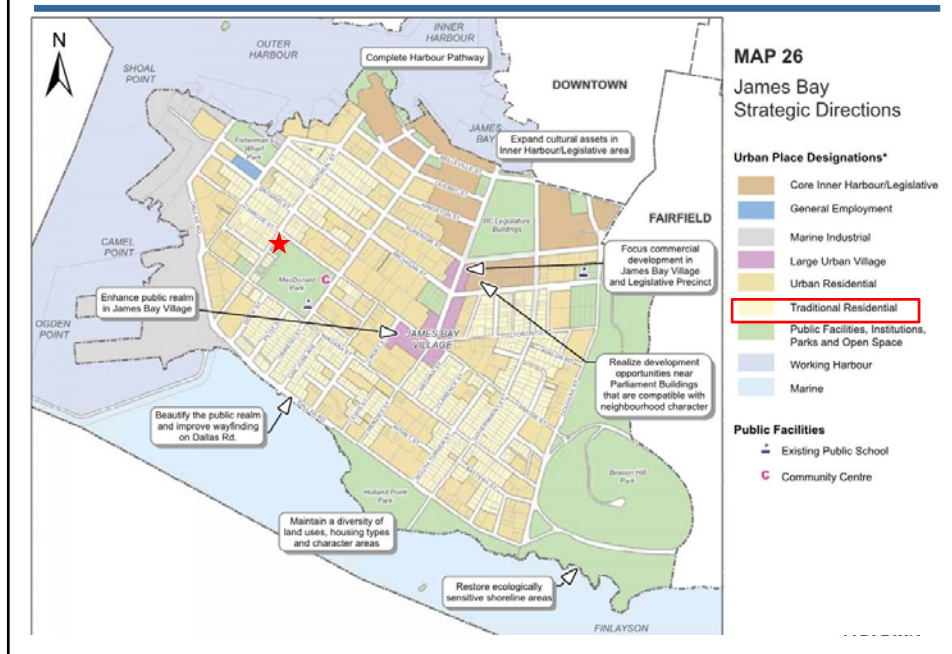
MAIN FLOOR PLAN
SCALE 1:100
205 SIMCOE

USED FOR DAYCARE
278.14 m²





Official Community Plan





Committee of the Whole Report

For the Meeting of November 15, 2018

To: Committee of the Whole **Date:** October 25, 2018

From: Andrea Hudson, Acting Director, Sustainable Planning and Community Development

Subject: Application for a Permanent Change to increase licensed capacity (116081), The Churchill – Bedford Regency Hotel (The Churchill), 1140 Government Street.

RECOMMENDATION

That Council direct staff to provide the following response to the Liquor Licensing Agency:

1. Council, after conducting a review with respect to noise and community impacts, does support the application of The Churchill, located at 1140 Government Street, to increase licenced capacity from 90 to 127 patrons and staff within existing hours of operation, 11:00 am to 1:00 am Monday through Saturday and 11:00 am to 12:00 am Sunday.

Providing the following comments on the prescribed considerations:

- a. The impact of noise on the community in the vicinity of the establishment has been considered in relation to the request is not expected be a significant issue.
- b. If the application is approved, the net impact on the community is expected to be positive economically as the approval supports the request of the business and presumably their long term viability as a local business and employer.
- c. The views of residents were solicited via a mail-out to neighbouring property owners and occupiers within 100 metres of the licensed location and a notice posted at the property. The City received no letters opposed to, or in support of the application, and also did not receive correspondence from the Downtown Residents Association.
- d. Council recommends the issuance of the license.

EXECUTIVE SUMMARY

The purpose of this report is to seek a Council resolution, in accordance with the requirements of the *Liquor Control and Licensing Act*, regarding an application by The Churchill to increase their licensed capacity at 1140 Government Street. Review of the application, as directed by applicable Liquor Licence Policy, includes review and comments by City staff from the Bylaw, Planning, Engineering, and Police departments. In addition, a public notification process is conducted, which is also guided by the Liquor Licence Policy and allows individuals and the community to share comments through written correspondence. The application has been reviewed against technical policy and inputs by City staff, individuals, and the community have been considered; each is reflected in this report and the resulting recommendation.

The recommendation provided regarding The Churchill's application to increase the occupant load of their liquor primary license from 90 to 127 persons is not in conflict with the City's current Liquor License Policy. No concerns regarding this application were brought forward by city staff, with the exception of the Police Department's ongoing concerns, noting that increases to licenced capacities will incrementally add pressures to resources. No correspondence was brought forward by individuals or the community. Staff have recommended for Council's consideration that a resolution be made regarding the application, and that Council support the application to change the hours for the Liquor Primary License of The Churchill.

PURPOSE

The purpose of this report is to seek a Council resolution, in accordance with the requirements of the *Liquor Control and Licensing Act*, regarding an application by The Churchill to increase their licensed capacity at 1140 Government Street. The existing licenced patron capacity is 90 and the intent is to obtain approvals to increase that to 127 patrons which would include patrons and staff. No adjustments are proposed to the hours of the existing licence and those hours are 11:00 am to 1:00 am Monday through Saturday and 11:00 am to 12:00 am Sunday.

BACKGROUND

The Liquor Control and Licensing Branch (LCLB) issues liquor licences under the authority of the *Liquor Control and Licensing Act* and regulations. Local governments are asked to provide comments and recommendations to the LCLB on all liquor-primary licence applications regarding:

1. The potential for noise.
2. Impact on the community if the application is approved.

LCLB applications for a structural change to increase occupant loads for Liquor Primaries do not require the applicant to submit a separate, corresponding letter of intent; however, the applicant indicated the request is to increase capacity through increased floor area, which provides more comfort for patrons as the space is less congested.

A map of the subject property and the immediate area is attached to this report (Appendix A).

As noted above, this application is for a structural change to increase licensed patron capacity for the Liquor Primary License. The Liquor Control and Licensing Branch is requesting a resolution from the City of Victoria regarding the application and the review criteria noted above.

ISSUES & ANALYSIS

The following sections will identify the key issues and provide analysis for Council's consideration.

City Liquor Licensing Policy

The City's Liquor Licensing Policy directs staff to consider applications for Liquor Primaries having hours of operation not later than 2:00 am. The applicable Council Policy is attached to this report (Appendix B).

The application to increase the licensed capacity is within the parameters of the policy.

City Referrals

An inter-departmental review of the project has been undertaken by City staff. The inter-departmental review includes circulation to Bylaw, Planning, Engineering and Police Departments. That review has resulted in the following feedback:

- Planning and Engineering staff have no objections to the application, and note plan details that show seating for twelve on the public right-of-way (sidewalk). A resolution in support of this application would not exempt the owners from responsibility to obtain approvals for sidewalk occupancy, or any other approvals such as building permits. Bylaw Services has not indicated concern for the application
- Police have made the following comments regarding the application.

"In reviewing the application for the Churchill, we don't have any specific concerns related to this application or the Churchill specifically. Our concerns lie in the incremental effect that such applications are having on the call-load in the Downtown core in the late night and early morning hours. VicPD resources are spread thinly during the peak times for licensed establishments. The City and VicPD are constantly assessing the Late Night Task Force (LNTF) and the special/supplemental duty for VicPD officers deployed downtown. Even with the LNTF funding, these positions are becoming increasingly difficult to fill, as policing demands continue to increase – particularly at night on the weekends. The impacts on the community, are related to public safety in the downtown core at night – VicPD's ability to respond to, and deal with calls for service in a timely manner. As the number of liquor seats increase, this leads to increased demands on VicPD resources."

Community Consultation

In accordance with the City's Liquor Licensing Fee Bylaw and Liquor Licensing Policy, all property owners and occupiers within 100 metres of the establishment were solicited by a mailed notice to provide input regarding this application. In addition, The Churchill displayed a notice poster at its entrance for 30 days which invited people to provide input to the City with respect to this application.

No letters were received in support of or in objection to the application and no correspondence was received from the Downtown Residents Association.

Applicant Response

As is standard practice as part of the liquor licence process, after City staff give input, the applicant has a chance to review the information (and this report) and respond prior to the report being forwarded to Council. The applicant has declined opportunity to respond to this report and the application generally.

In summary, after conducting a review with respect to noise and community impacts, and soliciting community views regarding The Churchill's application to increase licensed occupant capacity from 90 to 127 persons at 1140 Government Street, it is considered that the proposal is consistent with current City policy. Therefore, staff recommend that Council consider directing staff to notify the Liquor Licensing Agency that Council supports the change to increase occupant load for the Liquor Primary License.

IMPACTS

Accessibility Impact Statement

None

Strategic Plan 2015 – 2018

The recommendation to support the application is likely to increase the business viability of the pub, which is consistent with Strategic Plan Objective #5 - *Create Prosperity Through Economic Development*.

Impacts to Financial Plan

None

Official Community Plan

The existing and proposed uses of the liquor primary license are consistent with the *Official Community Plan* objectives for this neighbourhood.

CONCLUSIONS

The application regarding the Liquor Primary License for The Churchill to increase the occupant load from 90 to 127 persons is not in conflict with the City's current liquor licensing policy; therefore, staff recommend for Council's consideration that a resolution be made regarding the application, and that Council support the application to change the hours for the Liquor Primary License of The Churchill.

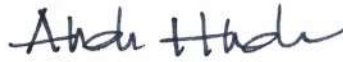
ALTERNATE MOTION (No Support)

That Council, after conducting a review with respect to noise and community impacts regarding the application to increase the patron capacity for a Liquor Primary License (116081), The Churchill, 1140 Government Street, does not support the request for the amendment.

Respectfully submitted,

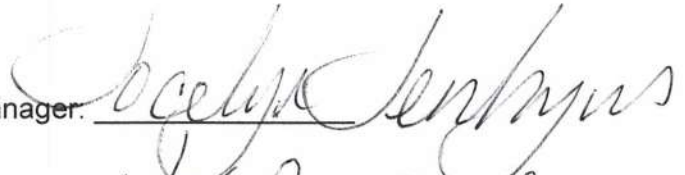


Ryan Morhart
Manager
Permits & Inspections



Andrea Hudson
Acting Director
Sustainable Planning & Community Dev.

Report accepted and recommended by the City Manager.



Date: Nov 9, 2018

List of Attachments:

- Appendix A: Aerial photograph (map) of the establishment and surrounding area.
- Appendix B: Liquor Licencing Policy
- Appendix C: Provincial Liquor License Types
- Appendix D: Police Comments



Legend

 Victoria Parcels

THIS MAP IS NOT TO BE USED FOR NAVIGATION

1: 3,345




Notes

170 0 85 170 Meters

NAD_1983_CSRS_UTM_Zone_10N

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

This map is a user generated static output from an Internet mapping site and is for reference only. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable. This plan should be field confirmed by the user prior to beginning construction. BC Hydro, Fortis Gas, Telus, and Fibre Optics locations must be confirmed with the appropriate utility. For internal use only. Do not distribute.

	Liquor Licencing Policy	
	Page 1 of 2	
SUBJECT:	Liquor Licencing Policy	
PREPARED BY:	Sustainable Planning and Community Development	
AUTHORIZED BY:	City Council	
EFFECTIVE DATE:	October 12, 2017	
REVIEW FREQUENCY:	Every three years	REVISION DATE:

A. PURPOSE

The purpose of the City of Victoria's Liquor Licensing Policy is to provide direction to the following parties:

1. Liquor licence applicants on the process and fees associated with City of Victoria review of applications;
2. Liquor Control and Licencing Board (LCBC) on the types of applications that the City will opt-out of providing comment on; and
3. City staff on application review and public notification criteria for those types of liquor licence applications that require review by Council and opportunity for the public to comment.

B. POLICY STATEMENTS

1. This policy applies to liquor license applications in the City of Victoria.:
2. The city will opt out of the review and comment requirements for the following types of applications;
 - a. Liquor Primary with licensed service up to 10:00 pm and having an occupant load less than 31 persons.
 - b. Manufacturer with Lounge Endorsement, Special Event Area, or Picnic Area with licensed service up to 10:00 pm and having an occupant load less than 31 persons.
 - c. A temporary extension to hours of licensed service for all licence types up to 3:00 am on New Year's Eve.
 - d. The addition of an Entertainment Endorsement to any Food Primary with licensed service up to 12:00 am.
3. The City of Victoria generally does not approve the extension of liquor service past 2:00 am, with the exception of New Year's Eve, which allows for service up to 3:00 am. In extraordinary cases, the City may consider short term or one time provisions for allowing liquor service between 2:00 am and 9:00 am to accommodate international sporting or significant cultural events.

C. PROCEDURES

A business engaging in the manufacture, sale or service of liquor must have a City of Victoria Business License to lawfully conduct its businesses.

The provincial government, through the Liquor Control and Licencing Branch, is the first and last point of contact for businesses interested in applying for a liquor licence.

The application process and related fees will be made available to any business or member of the public through the internet or by request.

For any liquor applications where the City of Victoria has not opted out of providing comment, the following provisions apply:

1. Public notification for comment will be placed at the site for a period no less than 30 days.
2. The City will provide public notification through mailed notice to all residents and businesses within a 100 metre radius.
3. The City will provide notification to the applicable community association.
4. When providing comment on an application, the City will include comments on those aspects within the parameters set by LCLB which currently include:
 - a. Noise impacts in the immediate vicinity of the establishment;
 - b. Impact on the community if approved (including the location of the establishment and person capacity and hour of liquor service of the establishment)
 - c. Confirm that the establishment is being operated in a manner that is consistent with its primary purpose (only for food primary)

D. ENFORCEMENT POLICY

Businesses that have a history of non-compliance with local and provincial government bylaws and legislation or re-occurring nuisance issues may be subject to a Good Neighbour Agreement that will be reviewed along with the annual renewal of a business licence. Lack of adherence to this agreement may result in a business licence being revoked. This will be assessed by staff on a case by case basis.

E. REFERENCES

Business License Bylaw (89-071)
Land Use Procedures Bylaw (16-028)
Noise Bylaw (03-012)
Liquor Licensing Fee Bylaw (01-06)

F. REVISION HISTORY

None

Types of Liquor Licences Issued in the Province of British Columbia

Last updated: October 5, 2017

The Liquor Control and Licensing Branch (LCLB) supervises over 10,200 licensed establishments and over 25,000 temporary special events per year in B.C.

The purpose of this document is to give a broad understanding of the types of liquor licences issued in B.C. Visit the LCLB's website at www.gov.bc.ca/liquorregulationandlicensing and the hyperlinks below for the most up to date information.

Licences:

Agent – for independent liquor agents who market products from liquor manufacturers outside of B.C.

Catering – for catering companies who wish to serve liquor in addition to food, with food service as the primary purpose.

Food Primary – for businesses where the primary purpose is to serve food (such as restaurants).

A Patron Participation Endorsement is an additional term and condition on a food primary licence that permits the active involvement of patrons in entertainment or results in patrons leaving their seats, such as dancing or karaoke. An application for this endorsement requires additional considerations beyond the routine assessment of an initial application. To ensure that community concerns about noise, nuisance and other impacts are considered, input from local government or First Nation authorities is required before patron participation entertainment will be approved for a food primary establishment.

Liquor Primary – for businesses where the primary purpose is to sell liquor (such as bars, pubs, and nightclubs, as well as stadiums, theatres, aircraft, etc.). Liquor primary licences are also for businesses that wish to serve liquor as an additional service to their primary business (such as spas, salons, art galleries, etc.)

Liquor Primary Club – a sub-class of the liquor primary licence for private clubs. To be eligible to apply, the club must be a society registered under the provincial Societies Act or a non-profit or veterans organization incorporated by special act of parliament. LP Clubs must have at least 50 members who pay annual fees. The service area of an LP Club is restricted to members and guests only.

Manufacturer – for businesses making wine, cider, beer (this includes brew pubs), or spirits (known as wineries, breweries, and distilleries). Manufacturers can also apply to add a lounge, special event area, and/or picnic area endorsement to their manufacturer licence.

UBrew/UVin (Ferment-on-Premises) – for businesses that sell ingredients, equipment and provide advice for customers to make their own beer, wine, cider or coolers.

Licensee Retail Store* – for selling liquor by the bottle at retail stores (often called private liquor stores).

[Wine Store*](#) – for wine stores including winery-operated stores, independent wine stores, VQA stores and tourist wine stores.

[Special Wine Store](#) – available to eligible grocery stores only, the special wine store licence permits the sale of 100% BC wine on grocery store shelves.

**No new licences are available at this time.*

Permits:

[Special Event Permit](#) – for individuals and groups holding special events (such as community celebrations, weddings or banquets).

[Ethyl Alcohol Purchase Permit](#) – for purchasing ethyl alcohol for commercial and industrial use.

[Charitable Auction Permit](#) – for registered charities and non-profit organizations that wish to hold liquor auctions to raise funds for a charitable purpose.

What is the difference between a food primary and a liquor primary licence?

A food primary licence is issued when the primary purpose of the business is the service of food (such as restaurants and cafes). A liquor primary licence is issued when the primary purpose of the business is the service of liquor, hospitality or entertainment (such as bars, pubs, spas, and art galleries).

The approval process is different for both types of licences, with the process for liquor primaries being more involved. Minors are generally prohibited from liquor primary establishments, unless the licence specifically allows them.

Additional Resources:

[Forms](#) – access to all LCLB forms, including application forms and licence change forms.

[Frequently Asked Questions](#) – answers to common liquor-related questions.

[Licensed Establishment Locations](#) – a list of all licensed establishments in B.C.

[Publications & Resources](#) – access to the licensee terms and conditions handbooks, public consultations, and the Local Government/First Nations Guide page and more.

Ryan Morhart

From: Watson, Cliff [REDACTED]
Sent: Tuesday, September 11, 2018 8:35 AM
To: Ryan Morhart
Cc: Whiskin, Jamie
Subject: RE: LL000271 The Churchill Liquor Primary Structural Change

Good Morning Ryan,

In reviewing the application for the Churchill, we don't have any specific concerns related to this application or the Churchill specifically. Our concerns lie in the incremental effect that such applications are having on the call-load in the Downtown core in the late night and early morning hours. VicPD resources are spread thinly during the peak times for licensed establishments. The City and VicPD are constantly assessing the Late Night Task Force (LNTF) and the special/supplemental duty for VicPD officers deployed downtown. Even with the LNTF funding, these positions are becoming increasingly difficult to fill, as policing demands continue to increase – particularly at night on the weekends. The impacts on the community, are related to public safety in the downtown core at night – VicPD's ability to respond to, and deal with calls for service in a timely manner. As the number of liquor seats increase, this leads to increased demands on VicPD resources.

Let me know if you have any questions,
Cliff



Sgt Cliff Watson
Operational Planning
Victoria Police Department
850 Caledonia Ave
Victoria BC, V8T 5J8
Office. 250-995-7218
Mobile. [REDACTED]
[REDACTED]

LCLB Application

Change to Increase Licensed Capacity

The Churchill – Bedford Regency Hotel, 1140 Government



Liquor Control and Licensing Branch (LCLB)

- Restaurants
- Bars
- Pubs Retailers
- Manufacturers and
- Special Events.



LCLB Approvals

- Criminal Background Checks
- Local Government

Municipal Input	: potential for noise
Public Input	: potential for impact on the community, and
- Occupant Load Approvals



Local Government

Staff Review:

- Police, Bylaw, Planning, Community Development and Engineering
- Zoning regulation, liquor policy and the Liquor Licencing Fee Bylaw

Public Notification and Comment:

- Notice Posted at entrance to establishment
- Mailed Notice to within 100m of establishment
- 30 days to provide comment

Local Government provides a resolution with comment on:

- Potential for Noise
- Potential for Impact on the Community, and



LCLB Application

OCCUPANT LOAD

EXISTING	90 PERSONS
PROPOSED	127 PERSONS

LICENSED HOURS OF OPERATION

EXISTING	11:00 am to 1:00 am MONDAY THROUGH SATURDAY AND 11:00 am to 12:00 am SUNDAY
PROPOSED	NO CHANGES ARE PROPOSED



Staff Review and Public Comment

Staff Review:

- Staff have no concerns and Police note the potential for an incremental impact on late night resources.

Public Comment:

- No letters were received in support or opposition to the application and the Downtown Resident's Association did not provide correspondence.



Recommendation

That Council direct staff to notify the Liquor Licensing Agency that Council supports the application for an increased occupant load.





Committee of the Whole Report

For the Meeting of November 15, 2018

To: Committee of the Whole **Date:** November 5, 2018
From: Susanne Thompson, Deputy City Manager and Chief Financial Officer
Subject: 2019-2023 Draft Financial Plan

RECOMMENDATION

That Council receive this report for information and further consideration on December 7, 2018.

EXECUTIVE SUMMARY

Each year, Council sets services levels and allocates funding for the City's approximately 200 services and numerous capital projects through the financial planning process. Staff bring forward for Council's consideration and deliberation, a draft financial plan based on previous Council direction that maintains current services at current service levels. In the spirit of continuous improvement, staff incorporate efficiencies achieved as a matter of course; examples are outlined starting on page 4 of this report. Council has the opportunity to make changes to the draft financial plan during this process. Three sessions have been scheduled (November 26, 27 and December 7) where staff will provide detailed budget presentations and answer any questions Council may have. On December 7, 2018, Council direction will be sought on new property tax revenue from new development, 2018 surplus, utility rate increases, supplementary requests, and direct-award grants.

Staff recognize that strategic planning for this term of Council has just begun and acknowledge that additional initiatives are likely to be identified through that process. Once direction from the strategic planning process has been given, staff can assess the resource implications for the various initiatives and report back on implementation options, including timelines and any additional resource requirements.

Council's direction for the 2019 financial plan was provided in May 2018 to maintain existing services and service levels. In addition, due to the introduction of the Provincial Government's employer health tax, Council directed staff to bring forward two options for Council's consideration as follows:

1. A draft budget with a maximum tax increase of inflation plus 1%, plus the impact of the employer health tax
2. A draft budget with a maximum tax increase of inflation plus 1% with options for how to address the employer health tax within this maximum

The most recently published Consumer Price Index for Victoria (September) is 2.4% resulting in a maximum tax increase of 3.4%. The draft financial plan introduced today totals approximately

\$242.7 million for operating and \$118 million for capital. The proposed budget would result in a tax increase of 2.85% (0.80% for operating, 0.75% for capital, 0.08% for the Greater Victoria Public Library, and 1.22% for VicPD) plus the impact of the employer health tax of 1.45% (inclusive of the City's share of VicPD) for a total tax increase of 4.3%, which fits within Council's first requested option, but exceeds the second. The impact of the employer health tax is significant and the largest cost driver overall for 2019. However, since the draft plan excluding the new tax is lower than the maximum target set by Council, there is room to fund approximately half of this new tax while remaining within Council's maximum tax increase target. Absorbing the additional cost would not be possible without reducing service levels or planned capital investment unless Council considers using new tax revenue from new development. The very early estimate of new tax revenue from new construction is \$2.5 million. This revenue can also be used to fund Strategic Plan initiatives, supplementary requests and initiatives related to previous Council motions. Staff recommend increasing taxes by 4.3% to accommodate the new employer health tax.

Although Council direction relates to tax increases only, the draft financial plan also outlines user fee increases and clearly shows the impact to households and businesses for both utility fees and property taxes. Including utility user fees, the proposed total increase is 2.57% for the average residential property and 2.72% for the typical business, excluding the employer health tax.

In addition to the overarching Council direction, a number of resolutions were passed directing staff to bring forward items for consideration during this year's process. Those are outlined in Appendix A and staff will report back with further details upon completion of public consultation. Staff are also bringing forward supplementary request in support of corporate-wide initiatives intended to improve efficiency and effectiveness in a number of areas. These are outlined in Appendix B.

New this year, staff engaged with neighbourhoods ahead of the development of the draft plan. The focus of this pre-budget engagement intended to increase public understanding of the City's financial planning process, and reviewed transportation capital projects to gather local insights and emerging needs. A summary report is included in Appendix C.

Following Council deliberation and adjustments, first reading of the Financial Plan Bylaw is tentatively scheduled to take place on December 13. This first reading signals that Council is satisfied that the plan is ready to receive public input. The consultation period will launch immediately thereafter, ending with a Town Hall/e-Town Hall meeting proposed to be scheduled in the latter part of January 2019. Subject to Council direction, and in alignment with the process four years ago, the Strategic Plan could also be part of this consultation should Council wish. Upon completion of the public consultation, Council will have an opportunity to consider the feedback and make changes to the financial plan before giving final approval prior to May 15 as required by legislation. A summary of the public input will be included in the final financial plan itself. Tax notices will be sent out once the financial plan and tax rate bylaws have been adopted by Council.

After the detailed presentations have concluded on December 7, 2018, staff will recommend that Council:

1. Direct staff to include the employer health tax with funding from a tax increase (1.45%)
2. Direct staff to bring forward the Five-year Financial Plan Bylaw, 2019 to the December 13, 2018 Council meeting for consideration of first reading prior to commencing public consultation.
3. Direct staff to bring forward bylaws outlining solid waste, sewer utility, water utility and stormwater utility user fee increases to a December 7, 2018 Special Council meeting for consideration of first, second and third readings and subsequently to the December 13, 2018 Council meeting for adoption to authorize implementation of new rates on January 1, 2019.

4. Approve the following allocations of new property tax revenue from new development:
 - a. \$500,000 to the Buildings and Infrastructure Reserve as per the Financial Sustainability Policy
 - b. Direct staff to bring forward options for the use of the remainder upon completion of public consultation
5. Direct staff to bring forward options for the use of 2018 surplus upon completion of public consultation.
6. Direct staff to bring forward options for funding items Council previously referred to the 2019 financial planning process outlined in Appendix A upon completion of public consultation.
7. Direct staff to bring forward options for funding supplementary budget requests upon completion of public consultation.
8. Approve the direct-award grants as outlined in this report.
9. Direct staff to bring forward options for funding increased grant requests upon completion of public consultation.
10. Approve adding 0.5 FTE utility position to address new regulations funded through existing budgets.

PURPOSE

The purpose of this report is to introduce the draft 2019-2023 Financial Plan for Council's review and discussion prior to consideration of first reading of the 2019 Five Year Financial Plan Bylaw to initiate public consultation.

BACKGROUND

Section 165 of the *Community Charter* requires that a financial plan be approved annually following public consultation as required by section 166. The financial plan must be approved before the tax rate bylaw is approved, and before May 15 as required by section 197.

Three policies guide the financial planning process: Financial Sustainability Policy; Reserve Fund Policy; and Revenue and Tax Policy.

On May 17, 2018 Council provided direction for the 2019 financial planning process as follows:

That Council direct staff to:

1. Prepare a draft 2019 Financial Plan for Council's consideration that:
 - a. maintains existing services and service levels
 - b. continues the in-progress initiatives within the 2015-2018 Strategic Plan
 - c. factors in \$200,000 in savings from the reduction in 2018 Medical Services Plan premiums to fund a portion of the premiums in 2019
2. Develop two options:
 - a. One that keeps the tax increase to no more than inflation plus 1% including police
 - b. A second that keeps the tax increase to no more than inflation plus 1% including police plus an additional tax increase to accommodate the impact of the new health tax increase which at this point is planned to be imposed by the Province
3. Bring forward the draft 2019 Financial Plan in the late fall 2018 to accommodate Council's orientation and strategic planning sessions

This is the fifth year of the implementation of a new financial planning process moving from an expense based budget that focused primarily on the dollars allocated to each department toward one with an emphasis on priorities and outcomes, outlining services and capital projects including costs, revenues and benefits of each. The new format enables the City to better demonstrate the value tax and rate payers receive for their dollars. Greater emphasis is also being placed on staff and community involvement in the planning process. Approximately 70 staff from across the organization continued to be involved in compiling the information for the financial plan and detailed reviews of all departmental budget submissions have been completed by staff.

Continuous Improvement and Streamlining

The City's budget process is one of continuous improvement and requires departments to explore efficiencies to provide better value and service to the community. Each year staff are asked to engage in open dialogue to encourage a "better is possible" mindset, question current processes and seek ways to make improvements, including exploring reallocation of resources and collaboration with other departments to maximize efficiencies. The following table outlines a number of streamlining and cost savings initiatives:

LED Streetlights	Replacement of over 6500 streetlights with efficient LEDs has reduced power consumption by over 50%, and greatly reduced maintenance frequency and overall replacement costs.
Diagnostic Tools	Purchase and use of sewer and drain diagnostic tool has improved the time to examining mains condition and requirements for flushing & cleaning, based on a simple, inexpensive scan. This condition based maintenance routine will ensure resources are only deployed in those areas that require it most.
Electric Vehicles	Investment in electric vehicles (EVs) is reducing the City's cost and reliance on fossil fuels, creating less air pollutants, and are far less costly to maintain.
Asphalt Paver	Leasing a small asphalt paver in 2018 has increased productivity and the quality of asphalt repairs.
Water Main Rehabilitation	Implementation of a new project delivery method for water main rehabilitation works enables the City to act as both contract administrator and prime contractor, which has significantly decreased overall contracted project costs.
Street Cleaning	Introduction of new street cleaning vehicles to enable a higher volume and quality of street and sidewalk cleaning per each unit of manpower.
Water and Sewer Main Lining	Continuation of water and sewer main synthetic lining installations to extend the life and improve the structural integrity of the older pipes, while removing the requirement for extensive excavations and disruption to the public, at an overall cost savings.
Pavement Condition Analysis	Piloting of a rapid pavement condition analysis tool in late 2018 will help the City to save resources and time to ascertain accurate and detailed condition assessments and priority repair planning.
Fleet Purchasing Process	Standardization of Requests for Proposal (RFP) for vehicles has eliminated the need for multiple RFPs saving staff time and shortening lead time for purchases.
Job Applications	Completed the transition to paperless on-line Applicant Tracking System for all job postings in June 2018, which streamlined recruitment processes and significantly reduced paper use.

Document Management System	In 2018 Legal Services, with the assistance of IT, implemented a new document management system for Legal Services. This system stores and manages all documents created or received by Legal Services allowing for quick and easy access to all file related documents. More importantly, it allows for easy access to precedents and templates, as well as previous opinions and advice, greatly improving efficiency of Legal Services staff in preparing new documents or providing advice to Council or City staff. The document management systems also provides better version control and other tools that allow for more efficient and effective collaboration by the in-house legal team. These efficiencies are expected to increase as more documents are created or transferred from the previous data storage.												
Process Improvements	Increasing efficiency in Permits and Inspections through process improvements, digital plan review and e-Apply implementation.												
Cross Training	Combining and cross-training plumbing and building inspection to support greater flexibility and staffing efficiency.												
Resource Reallocation	Shifting staffing from Permits and Inspections (through attrition) to Development Services to address staffing shortages there.												
On-line Recreation System	<p>The City launched a new web-based registration and reservation program in Q4 2017. The improved interface is easier to navigate and offers increased convenience, as customers now have the ability to review and register for programs at any time from any device. In addition, the increased volume of on-line service is anticipated to decrease customer wait times at the Crystal Pool and Fitness Centre. Staff are projecting a shift of 50% of registrations to the new web-based system, by 2020.</p> <table><tr><td></td><td>2016</td><td>2017</td><td>2018 (Projected)</td></tr><tr><td>% Of Registration Revenue On-line</td><td>17%</td><td>19%</td><td>32%</td></tr><tr><td>% Of Participants Registering On-line</td><td>16%</td><td>19%</td><td>26%</td></tr></table>		2016	2017	2018 (Projected)	% Of Registration Revenue On-line	17%	19%	32%	% Of Participants Registering On-line	16%	19%	26%
	2016	2017	2018 (Projected)										
% Of Registration Revenue On-line	17%	19%	32%										
% Of Participants Registering On-line	16%	19%	26%										
Fire Underwriter's Survey	The City's Public Fire Protection Classification (PFPC) was upgraded to a three from a four, which contributes to reduction in commercial insurance for the community.												
Technical High Angle Rope Rescue Program (THARRP)	Funding for training and equipment, Confined Space Rescue Service Agreement - Annual Fee, CRD Regional Hazmat Training Reimbursement.												
Fire Mechanical Division	Regional "Fee for Service" Fleet Maintenance Centre for specialized fire apparatus - service, pump testing, repair and Commercial Vehicle Inspections for other fire departments.												
Cost Recovery	Fire Prevention and Regulation Bylaw, False Alarm Bylaw, and Fuel Equipment and Storage Bylaw - Recovery for fire investigations over 90 minutes in duration, post incident fire watch, equipment standby, contamination turnout gear cleaning, 3rd party billing for City Staff to secure												

	buildings, property search fees, Fire Safety Plan Reviews, false alarm fees for 4th and subsequent false alarm, Oil Tank and Burner Permits.
Scott Self Contained Breathing Apparatus (SCBA)	In-house Testing and Repair Center - Use internal staff for repairs and annual testing of Department and Crystal Pool SCBA - reduces costs related to external contractors.
Fit Testing	Fire Department Techs provide annual Fit Testing for Fire, Engineering and Public Works, Crystal Pool and other staff required to wear respiratory protection reducing costs for annual testing through a third party contracts.
Canadian Red Cross ESS Pilot	A service agreement with the Canadian Red Cross to provide emergency social services response for the City of Victoria from the onset of the emergency through to the recovery phase. Partnering with the Red Cross in this "pilot" project allows staff to maintain a close working relationship from the beginning of the emergency right through to the recovery process, helping to ensure people have access to seamless care and necessities such as food, shelter, clothing, emotional support, and family reunification. This agreement will enable EM Staff to re-allocate this time to City Emergency Management programming.
Flex-firefighters	Flex-firefighters for vacancies and "on-duty" officers to conduct minor fire investigations. Flex-fire fighters are floaters that are used to cover shift shortages with no requirement of notice and do not incur overtime costs, just rescheduling of their hours within a defined timeframe. Increased training of "on-duty" officers to conduct minor fire investigations reducing the need to call in "off-duty" fire investigator.
FDM Software	Enhancing staff knowledge related to FDM Software. Fire Department staff attended FDM Administrator training to increase efficiencies for in-house maintenance, updates and improvements to the program.

All efficiencies are incorporated into the draft financial plan.

ISSUES & ANALYSIS

Operating Budget

Overview

The draft 2019 operating budget totals \$242.7 million, excluding the impact of the Provincial employer health tax, which represents a proposed overall increase in property taxes of \$3.73 million or 2.85%. Including utility user fees, the proposed increase is 2.57% for residential and 2.72% for business.

As outlined in the draft Financial Plan, the City delivers approximately 200 services, and over 200 capital projects are included.

Highlights of City Services



For 2019, Council directed staff to bring forward two options for the tax increase: 1) maximum inflation plus 1% plus the provincial employer health tax and 2) maximum inflation plus 1%. The most recently posted inflation is 2.4% for Victoria (September).

The draft financial plan maintains services at current services levels. The main cost drivers are salary increases, capital investment, fuel and hydro costs, and software maintenance agreements. These increases have been offset in part by increased revenues from the Victoria Conference Centre, building and electrical permit revenue, and lease revenue.

The following table summarizes the budget cost drivers and proposed property tax increase for 2019:

Property Tax Impact	Tax Increase	
	Dollars \$	Percentage %
City		
<u>Cost Drivers</u>		
Salaries and Benefits	1,594,000	1.22%
Fuel	165,000	0.13%
BC Hydro	101,000	0.08%
Software Licencing	65,000	0.05%
Council Benefits	34,000	0.03%
Insurance	24,000	0.02%
Grants - Inflation Growth	19,000	0.01%
<u>Expense Savings</u>		
Elections	(211,000)	-0.16%
VCC Marketing	(83,000)	-0.06%
VCC Technology Transfer to In House	(54,000)	-0.04%
EFAP Program	(20,000)	-0.02%
<u>Revenue Increase</u>		
Building and Electrical Permits	(150,000)	-0.11%
Rezoning Applications	(30,000)	-0.02%
VCC Parking	(179,000)	-0.14%
VCC Revenue	(108,000)	-0.08%
Lease Rentals	(45,000)	-0.03%
PILT Revenue	(20,000)	-0.02%
<u>Revenue Decrease</u>		
Fortis Franchise Fee	124,000	0.09%
<u>Operating Impacts from Capital Projects</u>		
Cecilia Ravine and DFHP JSB Underpass	54,000	0.04%
<u>Capital Investment</u>		
Street Upgrades	975,000	0.75%
Building and Infrastructure	739,000	0.57%
New Property Tax Revenue due to NMC	(739,000)	(0.57%)
Other Changes	(231,368)	(0.18%)
City Total	2,023,632	1.55%
Police	1,699,493	1.30%
Police - Traffic Fine Revenue	(100,000)	(0.08%)
Police Total	1,599,493	1.22%
Greater Victoria Library	106,900	0.08%
Employer Health Tax	1,900,000	1.45%
Total Property Tax	5,630,025	4.30%

The following table outlines the full-time equivalent (FTE) position count:

	2017 FTE	2018 FTE	Draft 2019 FTE	2018 to 2019 Change
Business and Community Relations				
Arts, Culture and Events	7.29	7.29	7.29	0.00
Economic Development	2.00	2.00	2.00	0.00
Neighbourhoods	3.00	3.00	3.00	0.00
Victoria Conference Centre	13.62	13.62	13.62	0.00
Bylaw Services	9.00	10.00	10.00	0.00
City Manager's Office	5.00	7.00	7.00	0.00
Deputy City Manager	1.00	1.00	1.00	0.00
Engagement	12.00	12.00	12.00	0.00
Engineering and Public Works	273.72	279.72	279.72	0.00
Finance	102.26	102.26	102.26	0.00
Human Resources	11.00	11.00	11.00	0.00
Legal Services	4.00	4.00	4.00	0.00
Legislative Services	12.88	12.88	12.88	0.00
Parks, Recreation and Facilities	176.81	179.74	179.74	0.00
Real Estate	3.00	3.00	3.00	0.00
Sustainable Planning and Community Development	43.43	43.43	43.43	0.00
Victoria Fire Department	123.09	124.09	124.09	0.00
Total	803.10	816.03	816.03	0.00

In 2018, Council approved adding a bylaw officer, a correspondence coordinator, a graphic designer, two staff for the concrete section, a transportation planner, a sustainable waste management engineer, a street occupancy permit inspector, staff to support parks natural areas, a building project administrator, a parks planner, a fire prevention officer, and one carpenter position.

The current full-time employee equivalent count, excluding VicPD, is 816.03. The City has numerous part-time and casual employees in addition to those who are full-time, resulting in a headcount of approximately 1,000.

For 2019, due to increased regulations, it is proposed that 0.5 FTE utility technician position be added with funding from existing budgets. Should Council approve any supplementary requests, additional FTEs would be added.

It is anticipated that future years will require additional resources as a result of additional inventory related to capital projects, developer amenity contributions, as well as expected growth. Through the improved quarterly reporting process to Council, staff will be able to regularly provide better metrics to highlight resource needs in a structured way, which will inform Council's decision-making in regards to resource allocation.

Utilities

The major cost driver for the City's utilities is salaries, savings in reserves, CRD bulk water, tipping fees and the provincial employer health tax. Staff are proposing to bring forward bylaws for rate increases to a December 7 Special Council meeting for consideration of first, second and third readings followed by adoption at the December 13 Council meeting. Bringing the bylaws forward in this manner will authorize the increases to come into effect on January 1, 2019. Further details for each utility is provided below.

The proposed Water Utility budget results in a user fee revenue increase of \$344,528 or 1.73% as outlined in the following table:

Water Cost Driver	Dollars \$	Percentage %
CRD Bulk Water	\$ 179,677	0.90%
Salaries, materials & equipment	127,498	0.64%
Provincial Health Tax	37,353	0.19%
Total	\$ 344,528	1.73%

For the sewer utility, no revenue increase is proposed for 2019 other than as a result of the employer health tax. Additional capital projects are proposed for 2019 with funding from the sewer utility reserve, which has been accumulating funding for these projects pending the CRD decision for the sewage treatment facility. Having transferred funding into reserve has enabled smoothing out the impact of these projects. The proposed Sewer Utility budget results in a user fee revenue increase of 37,353 or 0.47% as outlined in the following table:

Sewer Cost Driver	Dollars \$	Percentage %
Salaries, materials & equipment	\$ 122,157	1.55%
Transfer to Reserve	(122,157)	-1.55%
Provincial Health Tax	37,353	0.47%
Total	\$ 37,353	0.47%

The Solid Waste program proposes a user fee revenue increase of \$101,223 or 3.22% as outlined in the following table:

Solid Waste Cost Driver	Dollars \$	Percentage %
Tipping Fees - garbage/organics	\$ 27,750	0.88%
Salaries, materials & equipment	52,551	1.67%
Provincial Health Tax	20,922	0.67%
Total	\$ 101,223	3.22%

The proposed Stormwater Utility budget results in a revenue increase of \$267,249 or 4.04% as outlined in the following table:

Stormwater Cost Driver	Dollars \$	Percentage %
Salaries, materials & equipment	\$ 129,896	1.96%
Transfer to Reserve	100,000	1.51%
Provincial Health Tax	37,353	0.56%
Total	\$ 267,249	4.04%

Greater Victoria Public Library (GVPL)

The City's share of the GVPL's operating and facility maintenance budget request, is \$5.45 million, which is an increase of approximately \$107,000. The operating costs for the new branch in James Bay are incorporated into the budget. The capital costs were borrowed from the Buildings and Infrastructure Reserve, to be paid back over time using the new tax revenue from this development. The draft 2019 budget includes \$239,000 to be repaid to the reserve from the new tax revenue. The Library Board approved the 2019 budget on October 16, 2018.

New Property Tax Revenue from New Development (Non-Market Change)

As per the Financial Sustainability Policy, the first \$500,000 of new property tax revenue resulting from new construction is transferred to reserve and as directed by Council, funding has been allocated to pay back the Buildings and Infrastructure Reserve for funds borrowed for the new library branch in James Bay (\$239,000.)

Any additional new property tax revenue from new development has not been factored into the draft 2019 Financial Plan. A conservative early estimate for total new property tax revenue from new development, based on information provided by BC Assessment, is \$2.5 million. However, this is based on incomplete information this early in the year and this amount will likely change before it is finalized in March 2019. BC Assessment will be providing a revised estimate before Council makes funding allocation decisions in late January/early February.

Over the last decade, Council has used the majority of the new tax revenue for capital investment (savings in reserves) and reducing the annual tax increase. Only a portion of this new revenue has been used to fund new services as illustrated in the graph below:



For 2019, Council could consider using this revenue to fund strategic plan items, fund supplementary requests, fund additional capital projects, address feedback from public consultation, transfer additional funds to reserve, or reduce taxes. The current reserve contribution to the Buildings and Infrastructure Reserve is \$6.7 million plus the proposed addition of \$500,000 for a total of \$7.2 million in 2019; the estimated unallocated balance at the end of 2018 is \$19 million taking the allocation for the Crystal Pool project into account.

The following table outlines the uses of assessment growth revenue for the last five years:

2014		2015		2016		2017		2018	
Reduce Property Tax Increase	\$868,845	Reduce Property Tax Increase	\$1,000,000	Real Estate Function	\$60,000	Police Budget	\$277,000	Buildings and Infrastructure Reserve	\$885,286
Buildings and Infrastructure Reserve	\$500,000	Buildings and Infrastructure Reserve	\$500,000	Buildings and Infrastructure Reserve	\$365,000	Buildings and Infrastructure Reserve	\$250,000	James Bay Library Operating	\$345,000
Total	\$1,368,845	Community Garden Volunteer Grants	\$36,000			Accessibility Reserve	\$250,000	James Bay Library Capital	\$198,000
		Interdisciplinary Team	\$300,000			Real Estate Function	\$135,000	Property Tax Decrease	\$197,234
		Downtown Community Centre Funding	\$50,000			Tree Care	\$128,000	Fire Prevention Officer	\$121,000
		Increase Community Centre Funding	\$100,000			Greening of Fleet	\$61,722	Police Civilians	\$114,814
		Solid Waste Garbage Collection and Waste Separation	\$55,000			New Gymnasium - 950 Kings Rd	\$49,000	Transportation Planner	\$104,000
		Village Centre Beautification (Banners)	\$10,000			Arts and Culture Support	\$25,000	Park Planner	\$103,000
		Traffic Calming	\$100,000			Community Garden Volunteer Coordinator	\$6,000	Building Project Administrator	\$99,000
		Sidewalk Maintenance Upgrades	\$80,000			Distribution of Mulch to Community Garden Operators	\$6,000	Sustainability Waste Management Engineer	\$99,000
		Real Estate Function	\$101,000			Victoria Heritage Foundation Grant	\$5,125	Correspondence Coordinator	\$87,000
						Victoria Civic Heritage Trust Grant	\$2,153	Graphic Design Support	\$81,000
						Medallion Challenge Trophy	\$500	Parks Natural Areas Support	\$63,000
						Total	\$1,195,500	Festival Investment Grant	\$50,000
								Community Garden Program	\$15,000
								Victoria Heritage Foundation	\$10,716
								Food Systems North Park Neighbourhood Association	\$6,000
								Victoria Heritage Trust	\$2,186
								Victoria Community Association Network Grant	\$900
								Community Garden Volunteer Coordinator Grants Inflation	\$864
								Total	\$ 2,583,000
		Total	\$2,332,000	Total	\$425,000				

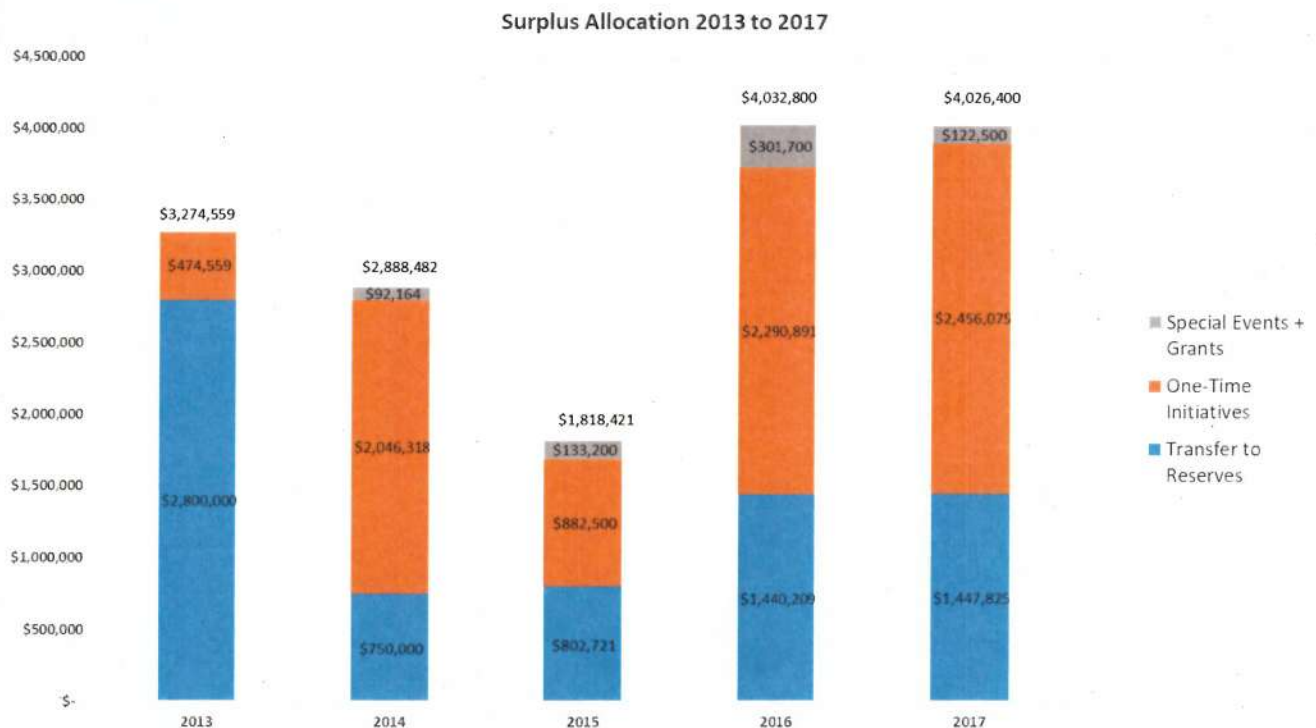
2018 Surplus

Per the Financial Sustainability Policy, prior year surplus can be used for one-time expenditures and/or be transferred to infrastructure reserves. Since the 2018 year is not yet complete and the amount of the 2018 surplus is not finalized, no surplus has been included in the draft Financial Plan. However, Council has provided previous direction for the use of the surplus as follows:

1. \$50,000 for Victoria 2020 Francophone Games
2. \$55,000 for 55+ Games BC 2021
3. \$220,000 South Island Prosperity Project
4. \$200,000 Medical Services Plan Premiums

It is proposed that a decision on the use of the remaining 2018 surplus be made once the consultation on the draft Financial Plan is complete.

The following graph and table outline the surplus allocation for the past five years:



2013		2014		2015		2016		2017	
Buildings and Infrastructure Reserve	\$ 2,800,000	Victoria Housing Reserve	\$ 750,000	Buildings and Infrastructure Reserve	\$ 552,721	Buildings and Infrastructure Reserve	\$ 1,440,209	Buildings and Infrastructure Reserve	\$ 482,609
Additional staffing to expedite planning applications	\$ 350,000	Buildings and Infrastructure Reserve	\$ 500,000	Parks Overnight Sheltering Support and Clean-Up	\$ 313,000	Accelerated Local Area Planning (2018-2019)	\$ 500,000	Vehicles and Heavy Equipment Reserve	\$ 482,608
Active Transportation Projects	\$ 124,559	Accessibility Capital Fund	\$ 250,000	Accessibility Capital Fund	\$ 250,000	South Island Prosperity Project (SIPP)	\$ 220,000	Greenways Acquisition Fund Reserve	\$ 482,608
Total	\$ 3,274,559	Emergency Management	\$ 250,000	Crosswalk Projects	\$ 200,000	Vulnerable Population Pilot Project	\$ 204,891	Victoria Housing Strategy Implementation	\$ 250,000
		Parks Master Plan	\$ 250,000	Arboriculture (Urban Forest Mgmt Plan Implementation)	\$ 128,500	Parks Overnight Sheltering	\$ 200,000	South Island Prosperity Project	\$ 220,000
		Expedite Local Area Plans	\$ 200,000	Cultural Plan	\$ 116,000	Parks Infrastructure	\$ 158,000	Mental Health Integration	\$ 216,575
		UBCM Conference	\$ 155,000	Senior Parks Planner	\$ 103,000	High Risk Tree Removal	\$ 150,000	Overnight Sheltering – Support & Clean Up	\$ 200,000
		Centennial Square Washroom Upgrades	\$ 125,000	Real Estate Function Consulting	\$ 100,000	Canada 150 Festivities	\$ 150,000	Neighbourhood Transportation Management	\$ 180,000
		Dallas Road Split Rail fence	\$ 125,000	Broad Street Mail Repairs	\$ 15,000	Songhees and Esquimalt First Nations Long House	\$ 110,000	High Risk Tree Removal	\$ 150,000
		Strategic Objectives Account (unallocated)	\$ 109,318	Sidewalk Power-Washing	\$ 15,000	Parks Planning Temporary Support	\$ 103,000	Heritage Planner (2 year term)	\$ 120,000
		Storage-Homeless Persons' Belongings	\$ 45,000	India Mela and Dragon Boat Society 80% FIG Grants	\$ 11,200	Victoria Housing Strategy Implementation	\$ 100,000	Engagement Advisor	\$ 109,000
		Concrete and Brick Pavers Intersection Maintenance	\$ 37,000	Traffic and Parking Improvements	\$ 8,000	Correspondence Coordinator	\$ 87,000	Downtown Public Realm Plan Implementation	\$ 105,000
		Strategic Plan Grants - additional funding	\$ 36,164	City of Victoria Youth Council Additional Request	\$ 6,000	Install Symbol of Lekwungen People	\$ 75,000	Community Benefit Hub (2 year)	\$ 100,000
		Western Canada Music Awards Grant	\$ 25,000	Total	\$ 1,818,421	Adaptive Management Framework	\$ 55,000	Downtown sidewalk cleaning & snow removal	\$ 99,500
		Strategic Plan Grants (unspent 2014 Greenways)	\$ 25,000			Temporary Moveable Child Friendly Play Feature in Centennial Square	\$ 50,000	Parks Arboriculture	\$ 97,000
		Island Transformations Railway Crossing Study	\$ 4,000			City Studio (2018-2019)	\$ 50,000	Speed Reader Boards	\$ 85,000
		VCAN Support	\$ 1,100			Public Works Master Plan	\$ 50,000	International Ice Hockey Federation World Junior Hockey Championship	\$ 70,000
		VCAN Support 2016 - First 6 Months	\$ 900			Seasonal Special Events Traffic Control Support	\$ 50,000	Secretary Planning	\$ 67,000
		Total	\$ 2,888,482			Solid Waste Management Strategy	\$ 50,000	Condition Assessment Pilot Project	\$ 60,000
						City's Truth and Reconciliation Commission Calls to Action Task Force	\$ 50,000	Inclusion Policy and Program	\$ 60,000
						Car Free Day (2018-2020)	\$ 45,000	Environmental Performance Audit	\$ 50,000
						Development Services Temporary Support	\$ 42,000	Professional Certification/Project Management	\$ 50,000
						Zoning Updates	\$ 30,000	Witness Reconciliation Program	\$ 50,000
						Youth Strategy	\$ 30,000	Accessibility Framework	\$ 40,000
						2017 Canadian Capital Cities Organization Annual Conference	\$ 20,000	Traffic Signal Timing Update Study	\$ 40,000
						Temporary installation of table tennis and chess tables in Centennial Square	\$ 11,000	Pioneer Square Archaeological Reporting	\$ 37,000
						Victoria Community Association Network	\$ 1,200	Extra Bridge Coverage	\$ 30,000
						Fairfield Community Centre Insurance Administration	\$ 500	Single-Use Checkout Bag Regulation	\$ 30,000
						Total	\$ 4,032,800	Youth Strategy Liaison	\$ 30,000
								Youth Leaders in Training Program	\$ 20,000
								Step Code Implementation	\$ 10,000
								Ending Violence Association of BC	\$ 2,500
								Total	\$ 4,026,400

A conservative early estimate of the 2018 surplus is \$2 million. The final number is likely to be different than this estimate.

Five-Year Operating Budget

To develop the future years of the five-year operating budget a number of assumptions have been incorporated including: no changes to services or service levels; collective agreement increases; known cost increases, such as hydro, at already announced rates; and unknown cost increases (the majority) at an inflationary factor of 2%.

The following table outlines the estimated impact to tax and rate payers. The numbers assume Council approves a 4.3% tax increase to fund the new employer health tax and distributes the tax

increase evenly between residential and commercial taxpayers. These estimates were calculated based on 2018 assessed property values and 2018 estimated water usage and actuals will differ as assessed values will change in 2019. Also, these numbers reflect average increases and individual properties will see different increases depending on individual property assessed value changes.

Estimated Average Residential	2019	2020	2021	2022	2023
Property Taxes (\$743,000 assessed value)	\$69	55	54	54	56
Employer Health Tax	\$36				
Total Property Tax	\$105	\$55	\$54	\$54	\$56
Water Utility - 80 units	11	10	11	11	16
Employer Health Tax	1				
Total Water Utility	12	10	11	11	16
Sewer Utility - 80 units	-	5	5	10	6
Employer Health Tax	1				
Total Sewer Utility	1	5	5	10	6
Solid Waste - 120 litre bin	3	4	4	5	5
Employer Health Tax	1				
Total Solid Waste Utility	4	4	4	5	5
Stormwater Utility	4	5	7	5	5
Employer Health Tax	1				
Total Stormwater Waste Utility	5	5	7	5	5
Estimated Increase in \$	\$127	\$79	\$81	\$85	\$88
Estimated Increase in %	3.76%	2.26%	2.27%	2.32%	2.35%
Estimated Typical Small Business	2019	2020	2021	2022	2023
Property Taxes (\$585,000 assessed value)	\$194	256	258	263	275
Employer Health Tax	99				
Total Property Tax	\$293	\$256	\$258	\$263	\$275
Water Utility - 80 units	11	10	11	11	16
Employer Health Tax	1				
Total Water Utility	12	10	11	11	16
Sewer Utility - 80 units	-	5	5	10	6
Employer Health Tax	1				
Total Sewer Utility	1	5	5	10	6
Stormwater Utility	7	10	16	11	12
Employer Health Tax	3	-	-	-	-
Total Stormwater Utility	10	10	16	11	12
Business Licence	-	-	-	-	-
Estimated Increase in \$	\$315	\$281	\$290	\$295	\$309
Estimated Increase in %	4.06%	3.47%	3.47%	3.41%	3.45%

Supplementary Operating Budget Requests

Before any requests for increased funding is brought to Council for consideration, staff first evaluate each need and possible ways to meet those needs without requesting additional funding from Council; this includes process improvements that create efficiencies and free up existing staff time, shifting resources between areas, or exploring funding opportunities. To ensure only those requests that are the highest priority are brought forward, a corporate-wide prioritization process is undertaken. The highest priority areas for 2019 focus is for organizational resources to support efficiency initiatives and effective delivery of City projects and initiatives, staff recruitment and retention, improved asset management, continued management of growth and new development, managing green spaces and support to youth.

The following table outlines this year's requests:

Supplemental Description	2019 On-Going	2019 One-Time
Asset Management		
GIS Technician	\$85,500	
Business Analyst	\$102,000	
Work Order Administrator	\$92,500	
Managing Growth and New Development		
Secretary - Planning		\$72,500
Secretary – Legislative Services		\$72,500
Planner – Development Services		\$107,250
Planner – Parks		\$107,250
Service Improvements and Corporate Initiatives		
Service reviews, business and project planning, budgeting and performance measures, and corporate projects – three positions.	\$380,000	
Managing Public Green Spaces		
Overnight Sheltering – Support & Clean Up	\$362,000	
Recruitment and Retention		
Disability Coordinator	\$128,500	
Talent Specialist	\$96,500	
Youth Initiatives		
Youth Leaders in Training Program	\$20,000	
Youth Strategy Coordinator		\$30,000
Total	\$1,267,000	\$389,500

Additional details on each are attached as Appendix B.

VicPD has also put forward supplementary budget requests as outlined in their submission.

The public consultation process may result in additional funding needs. Possible funding sources are 2018 surplus, new property tax revenue from new development, or an additional property tax increase. It is recommended that Council consider these requests along with feedback from public consultation on the draft Financial Plan.

Capital Budget

Overview

The draft capital budget for 2019 totals \$118 million, which is larger than the typical \$30-35 million primarily due to the Crystal Pool Replacement and Bicycle Master Plan Implementation.

The following chart outlines the proposed capital investment:

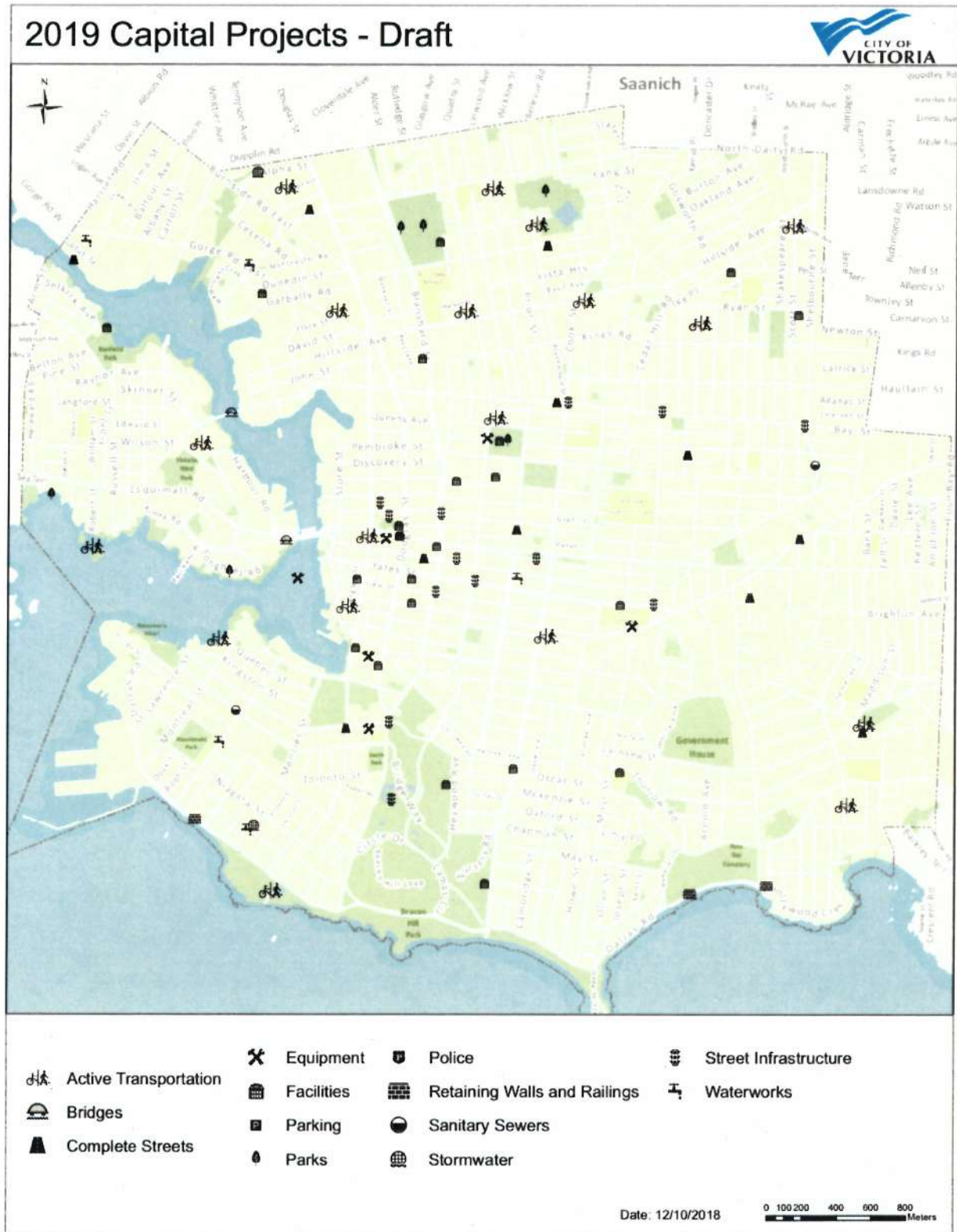
Capital Expenditures by Category

2019 Budgeted Category Expenditures (\$118 million)



64%	Facilities
11%	Active Transportation
5%	Sanitary Sewers
4%	Parks
4%	Waterworks
3%	Equipment
3%	Complete Streets
3%	Stormwater
2%	Police
1%	Street Infrastructure
<1%	Contingency, Retaining Walls and Railings

Each project has also been mapped to provide a geographic picture of where the planned capital investment is proposed to take place.



Each budget request includes both the capital cost and the ongoing additional operating costs and FTE requirements. The ongoing operating costs have been incorporated into the appropriate future years in the operating budget.

The capital budget was developed based on the principle that all asset groups are allocated some funding. In addition, the annual capital investment needs are determined through asset master plans and condition assessments. Asset master plans outline the level of funding that is considered sustainable to maintain current service levels and the priorities for infrastructure investment.

The capital budget funding levels have reached sustainable levels for some assets (water), some are close to sustainable levels (storm drains and sewers), some projects are shaped through consultation with the community (park upgrades), some require additional analysis to determine the required funding levels (equipment and surface infrastructure such as street and traffic lights) and some fall short of recommended levels (facilities, roads and fleet).

A facilities condition assessment was completed in 2015. This was the first step in the process to determine future investment needs. Further work is required to develop tactical plans for significant cost items; one of those, a roofing plan, was completed in 2017. For 2019, a Facilities Master Plan is proposed that will inform future financial plan and long-term funding strategies.

The sewer master plan update was completed earlier this year. Results of this planning work have determined that current levels of funding are sufficient for the next five years (excluding inflationary cost increases) and potential increases may be required beyond that term.

The pavement management plan indicates that additional funding is needed to maintain existing service levels. Staff continue to investigate alternative rehabilitation strategies, such as thin asphalt overlays, and mill and fill replacements, to achieve more upgrades within available funding. This year's draft financial plan is proposing increasing the funding in this area by \$975,000 to avoid widening the existing gap in funding.

The City is in process of developing a fleet management master plan that will define the long-term strategy to optimize future fleet utilization. In 2015, the City undertook an industry benchmark review and condition assessment, the result of which confirmed that there is a significant backlog- need for fleet replacement. Work is underway to right-size the fleet, as well as exploring "modular" vehicles where the chassis is the same but the back-end can be changed depending on need, and exploring the used market viability for heavy duty low utilisation vehicles. This multi-pronged approach is part of the strategy to reduce the current funding gap.

Capital plan funding levels are determined through policy decisions, taking into account the City's risk tolerance. Historically, Council has increased property taxes for capital projects that address deferred maintenance for roads, facilities and storm drains. Since 1999, Council has increased annual capital budget funding through property taxes from \$2.5 million to \$10.2 million. As per the Financial Sustainability Policy, additional funding decisions through an increase in property taxes, will be considered by Council based on proposed projects identified by staff. For 2018, based on the investment needs identified above, it is recommended that \$975,000 of increased funding be provided to roads and this has been factored into draft financial plan. Each year from 2013 to 2015 a 1.25% property tax increases was levied for the capital budget. This level of increase takes a conservative approach in reaching sustainable funding levels; an alternate option for Council's consideration would be to spread the increases over a longer time-period to balance taxpayer affordability while being aware of the risk.

Historically, the City's capital plan has been funded by a combination of property taxes, utility user fees, grants, debt and reserves. Approximately one third of the City's typical \$30-\$35 million capital

budget is funded from reserves for investments such as vehicle and equipment replacements, remediation of City properties, and some building upgrades. Larger projects, such as a bridge replacement or construction of an arena, have primarily been funded through debt and grants which is consistent with the City's policy on debt.

The proposed capital budget includes projects that are underway but will not be completed before year-end. The funding for these projects must be carried forward from 2018. The budgets for these projects will be updated to reflect remaining amounts once year-end has been completed.

Reserves and Debt

The City's Reserve Fund Policy was updated in 2015, including a methodology for determining target balances. The minimum target balances have already been achieved for all reserves except the stormwater utility reserve which was created in 2016. However, the minimum balances are only one part of the equation and recommended capital budget spend levels also need to be taken into account as outlined in the section above in this report. The following table outlines the estimated uncommitted year-end reserve fund balances based on the assumption that all planned work for 2018 will be completed:

Description	Balance Dec 31, 2018	2019 Budget Transfers In	2019 Budget Transfers out	Projected Balance Dec 31, 2019
Capital Reserves				
Equipment & Infrastructure				
Police				
Police Vehicles, Equipment & Infrastructure	1,085,969	1,297,000	1,957,000	425,969
Police Emergency Response Team	120,562			120,562
City				
VCC Equipment and Infrastructure	932			932
City Equipment	9,481,144	1,602,500	2,084,000	8,999,644
City Vehicles & Heavy Equipment	3,325,058	1,623,104	1,350,000	3,598,162
City Buildings & Infrastructure	19,475,357	8,380,754		27,856,110
Accessibility Capital	696,762	250,000		946,762
Parking Services Equipment and Infrastructure	6,826,185	2,325,976	810,000	8,342,161
Multipurpose Equipment and Infrastructure	999,224	142,000	425,000	716,224
Recreation Facilities Equipment and Infrastructure	1,102,264	28,300		1,130,564
Archives Equipment	37,372			37,372
Artificial Turf Field	1,079,063	95,000		1,174,063
Gas Tax	0	3,591,000		3,591,000
Water Utility Equipment and Infrastructure	18,893,219	1,850,000		20,743,219
Sewer Utility Equipment and Infrastructure	25,770,937	657,407	1,344,000	25,084,344
Stormwater Utility Equipment and Infrastructure	1,938,879	100,000		2,038,879
Tax Sale Lands Fund	1,541,588	50,000		1,591,588
Parks and Greenways Acquisition Fund	2,106,903			2,106,903
Local Amenities Reserve	609,149		145,290	463,859
Development Cost Charges	15,302,761		5,489,000	9,813,761
Downtown Core Area Public Realm Improvements	153,451			153,451
Total Capital Reserves	110,546,778	21,993,041	13,604,290	118,935,529
Operating Reserves				
Financial Stability Reserves				
City	7,001,539	100,000	332,422	6,769,117
Police	1,164,738		750,000	414,738
Debt Reduction	37,527,181	3,097,967		40,625,148
Insurance Claims	3,916,744			3,916,744
Water Utility	693,229			693,229
Sewer Utility	796,649			796,649
Stormwater Utility	419,814			419,814
Victoria Housing Reserve	2,200,332	250,000		2,450,332
Climate Action Reserve	604,652	313,961		918,613
Art in Public Places	307,680	150,000	235,000	222,680
Heritage Buildings Seismic Upgrades	89,112			89,112
Total Operating Reserves	54,721,669	3,911,928	1,317,422	57,316,175
Total City Reserves	165,268,447	25,904,969	14,921,712	176,251,704

The City currently has \$73.2 million in outstanding debt, with additional authorized but yet to be issued debt of approximately \$700,000 for the Johnson Street Bridge replacement. According to the Financial Sustainability Policy, debt servicing charges should be kept at a maximum of 7% of the prior year's property tax levy. Currently, there is approximately \$3 million of budget room for debt servicing, which is transferred to the Debt Reduction Reserve. This is the funding that Council has set aside for the replacement of Fire Department Headquarters. There are some smaller debt issues falling off in 2022; however, the next significant debt issue to retire is in 2031. The following table outlines the current debt issues, year of retirement and the annual debt servicing costs.

Final Year	Issue	MFA Issue - Purpose	2019 Total
2022	102	Burnside Gorge Community Centre	163,644
2022	102	City Hall Accessibility	162,992
2023	103	Parkades	137,594
2023	105	Parkades	178,094
2024	105	Crystal Gardens	340,359
2025	110	Parkades	493,694
2031	115	Johnson Street Bridge Replacement (CMHC)	743,242
2033	79	Multipurpose Arena	375,514
2033	80	Multipurpose Arena	390,514
2034	81	Multipurpose Arena	390,514
2034	130	Johnson Street Bridge Replacement	1,475,097
2036	139	Johnson Street Bridge Replacement	320,186
2037	142	Johnson Street Bridge Replacement	659,671

Allocation of Annual Gas Tax Funding

The City receives annual funding from the Federal Government through their gas tax program. The expected amount for 2019 is \$3.59 million. Each year, amounts received are transferred to the City's Gas Tax Reserve which Council approves allocations from through the annual capital plan. The majority of the projects funded through the gas tax reserve to-date have been storm drain infrastructure projects. For 2015 to 2018, Council allocated funding for the David Foster Harbour Pathway implementation, storm drain brick main replacement, LED streetlight replacement, and new bike lanes in priority areas. With the expected amount for 2019, the gas tax funding available is \$3.59 million.

The City is required to report annually through the Union of BC Municipalities on which projects have been funded using gas tax and the agreement outlines which types of projects are eligible. There are a number of capital projects that would qualify for this funding including storm drain projects, recreation projects such as the Crystal Pool Replacement and bike lanes. Staff are not proposing any allocation from this reserve in 2019.

20-Year Capital Plan

For many capital investments, such as water, stormwater, sidewalks and complete streets projects, longer-term asset master plans identify the priority order of renewals for a number of years. Those plans also indicate the estimated funding for those renewals. For these investments, ongoing budgets have been included in the 20-year capital plan.

For facilities, the future years show as "TBD" (to be determined) because a long-term plan that accounts for the strategic opportunities and functional requirements relating to City-owned buildings does not yet exist. This plan is proposed for 2019 and upon completion will inform future capital plans. A condition assessment of all parks assets was undertaken in 2018. Together with the goals within the Parks and Open Space Master Plan, this will inform future priority setting for parks projects. Therefore, budgets for future year park projects are labeled "TBD". For others, such as Gate of Harmonious Interest, condition assessments and design work underway will determine the extent of the work required and budgets for the renewal investments can be developed once the condition assessments have been completed and will be incorporated into the capital plan at that point.

It can be difficult to determine the exact funding needs far into the future; therefore all future year amounts are best estimates only.

Outstanding Council Motions

Council passed the following motion in relation to Vic High School sports facility refurbishment:

Matching grant of up to \$250,000 subject to:

- a. Community consultation for the project by School District 61 or its designate
- b. Council approval of the final design of the project
- c. Entering into a joint use agreement between the City and School District 61

This grant has not yet been factored into the draft 2019-2023 Financial Plan. As per Council direction, the funding for this project will be considered once all terms of the Council motion have been addressed.

Council also passed a motion to set aside \$110,000 in funding for a future longhouse in Beacon Hill Park. The funding is set aside in reserve until the First Nations are ready to proceed.

Grants

As directed by Council, grants have been grouped into five categories: direct-award grants, festival investment grants, community garden volunteer coordinator grants, My Great Neighbourhood grants, and Strategic Plan grants, which include micro-grants.

Starting in 2016, Council directed staff to include inflationary increases for community and seniors centres operating and youth programming grants, as well as the festival investment grant budget.

In addition to operating and youth programming grants, the City also provides support to community and seniors centres for facility-related costs such as janitorial and strata fees. These budgets have been increased to reflect expected inflationary increases.

One direct award grant organization has requested additional funding. The Victoria Civic Heritage Trust has requested a 2% or \$2,250 increase in funding.

The proposed funding for the direct-award grants is as follows. The last column indicates the additional request.

Organization	Type of Grant	2018 Final Budget	2019 Budget	Change	Additional Requests
Victoria Civic Heritage Trust	Building Incentive	420,000	420,000	0	
Victoria Civic Heritage Trust	Operating	112,000	112,000	0	2,250
Victoria Heritage Foundation	Operating	220,841	220,841	0	
Recreation Integration Victoria	Operating	32,684	33,213	529	
Victoria Youth Council	Operating	26,000	26,000	0	
Quadra Village Community Centre	Operating	52,644	53,697	1,053	
Quadra Village Community Centre	Youth Programming	8,489	8,659	170	
Quadra Village Community Centre	Lease Grant	43,200	43,200	0	
Fernwood Community Centre	Operating	52,644	53,697	1,053	
Fernwood Community Centre	Youth Programming	8,489	8,659	170	
Vic West Community Association	Operating	52,644	53,697	1,053	
Vic West Community Association	Youth Programming	8,489	8,659	170	
Vic West Community Association	Facility (janitorial)	34,869	35,566	697	
Fairfield Community Place	Operating	52,644	53,697	1,053	
Fairfield Community Place	Youth Programming	8,489	8,659	170	
Fairfield Community Place	Facility (janitorial, recycling)	46,308	47,234	926	
Fairfield Community Place	Liability Insurance	5,500	5,500	0	
Fairfield Community Place	Youth Outreach	15,000	15,000	0	
Cook Street Village Activity Centre	Operating	52,644	53,697	1,053	
Cook Street Village Activity Centre	Facility (strata fees)	17,708	18,062	354	
Victoria Silver Threads	Operating	52,644	53,697	1,053	
Victoria Silver Threads	Facility (lease)	122,389	122,389	0	
Burnside Gorge Community Centre	Operating	52,644	53,697	1,053	
Burnside Gorge Community Centre	Youth Programming	8,489	8,659	170	
Burnside Gorge Community Centre	Youth Outreach	10,000	10,000	0	
James Bay Community School Centre	Operating	52,644	53,697	1,053	
James Bay Community School Centre	Youth Programming	8,489	8,659	170	
James Bay Community School Centre	Facility (janitorial, recycling)	54,153	55,236	1,083	
James Bay New Horizons	Operating	52,644	53,697	1,053	
James Bay New Horizons	Facility (janitorial)	27,413	27,961	548	
Oaklands Community Centre	Operating	52,644	53,697	1,053	
Oaklands Community Centre	Youth Programming	8,489	8,659	170	
Oaklands Community Centre	Facility (janitorial)	16,927	17,265	338	
Cool Aid Downtown Community Centre	Operating	52,644	53,697	1,053	
Seniors Outreach	Operating	30,000	30,000	0	
Victoria Community Association Network	Operating	900	918	18	
Blanshard (Hillside Quadra)	Per capita base (0.75 times population)	5,684	5,684	0	
Burnside/Gorge	Per capita base (0.75 times population)	5,105	5,105	0	
Downtown (incl Harris Green)	Per capita base (0.75 times population)	4,129	4,129	0	
Fairfield Gonzales	Per capita base (0.75 times population)	12,343	12,343	0	
Fernwood	Per capita base (0.75 times population)	7,358	7,358	0	
James Bay	Per capita base (0.75 times population)	9,032	9,032	0	
North Jubilee	Per capita base (0.75 times population)	2,418	2,418	0	
South Jubilee	Per capita base (0.75 times population)	1,734	1,734	0	
North Park	Per capita base (0.75 times population)	2,680	2,680	0	
Oaklands	Per capita base (0.75 times population)	5,346	5,346	0	
Rockland	Per capita base (0.75 times population)	2,755	2,755	0	
Vic West	Per capita base (0.75 times population)	5,758	5,758	0	
		1,938,743	1,956,007	17,264	2,250

Note the City provides janitorial services to Quadra Village Community Centre and Fernwood Community Centre and Cook Street Village Activity Centre; no support is provided to Burnside Gorge Community Centre

It is recommended that Council approve the direct-award grants as outlined in the second column of the table above, and consider any funding increase requests upon completion of the public consultation.

Public Information and Consultation

Public participation in the development of the City of Victoria's budget has continued to increase in recent years due to a number of measures introduced to improve the budget information and the tools used to solicit greater input and involvement. Prior to the 2015 process, the City would hear from less than 30 people during the budget process. Since 2015, these numbers have increased exponentially, with the highest engagement occurring in 2015. The initial rise in 2015 was largely

attributed to the alignment with the strategic planning process and the opportunity for the public to inform the investment of unallocated surplus and new assessment revenue.

Efforts that continue to increase engagement and the diversity of input will continue. Budget information and input mechanisms have become more accessible than in years past. Through an improved budget document, summary materials in print and online, the introduction of a budget simulator and the E-Town Hall format, more people are participating than ever before, and greater dialogue is occurring about the budget.

In 2017 and 2018, a budget simulator tool was utilized and will be promoted widely during the 2019 budget process to assist in educating taxpayers of the trade-offs of different budget decisions. The budget simulator provides the taxpayer greater ability to assess how changes to the budget have different impacts.

In 2019, we propose to once again align the engagement processes for strategic priorities with the Financial Plan.

Although the City has increased participation broadly over the past four years, we continue to work on reaching traditionally under-represented groups. We will focus on creating a greater sense of ownership over the budget process in those who rent in Victoria, as they represent 59% of the population, but have participated less than those who own a home, likely due to a misconception that the budget is only connected to property taxes. We will continue to work with the City of Victoria Youth Council to inspire youth to participate in this important engagement process. We will also continue to reach out to the business community, which pays nearly 50% of taxes in Victoria.

Following first reading of the financial plan bylaw tentatively scheduled for December 13, it is planned that the budget materials and engagement process will commence on December 14. The draft budget and materials will be made available for public review and comment on that date, with the Town Hall session tentatively scheduled later January, 2019. This will allow sufficient time for citizens to review and digest information contained in both the draft Financial Plan as well as proposed strategic priorities. Input is proposed to be collected until late January 2019, allowing sufficient time for full consultation, with the awareness that a portion of that time falls over Christmas holidays. City Council will consider the draft financial plan in conjunction with the input at a late January/early February Committee of the Whole meeting.

Timeline

The following table outlines the proposed timeline for this year's process.

Tentative Dates	Task
November 26, 27 and December 7, 2018	Detailed presentations of draft Financial Plan
December 13, 2018 Council	First reading of Financial Plan bylaw
December 2018 and January 2019	Public consultation
Latter half of January 2019	Town Hall / e-Town Hall meeting
Late January/early February 2019 Committee of the Whole	Present consultation results and seek direction on changes to Financial Plan and Strategic Plan
April 2019 Committee of the Whole	Final report on Financial Plan including incorporated changes; report on 2019 tax rates
April 2019 Council	Second and third reading of Financial Plan bylaw; first, second and third reading of tax bylaw
April 2019 Council	Adoption of Financial Plan bylaw and tax bylaw

OPTIONS & IMPACTS

Accessibility Impact Statement

Initiatives within the Financial Plan support accessibility improvements.

Strategic Plan

The draft Financial Plan will be aligned with the Strategic Plan once the Strategic Plan has been finalized.

Impacts to Financial Plan

The 2019-2023 Financial Plan will replace the current year's plan.

Official Community Plan Consistency Statement

The many initiatives included within the financial plan are consistent with many policies within the Official Community Plan including support for infrastructure asset management objectives, in particular, policy 11.4 to maintain and enhance the allocation of resources for civic infrastructure repairs, upgrades and replacement.

CONCLUSIONS

The 2019-2023 balances many competing priorities and supports the many services and programs provided throughout the city. Council's review, and feedback from the public will further shape the financial plan

Respectfully submitted,



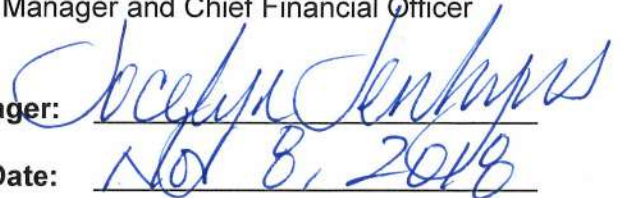
Jo-Ann O'Connor
Deputy Director of Finance



Susanne Thompson
Deputy City Manager and Chief Financial Officer

Report accepted and recommended by the City Manager:

Date:


Nov 8, 2018

List of Attachments

- Appendix A – Council Resolutions Referred to the 2019 Financial Planning Process
- Appendix B – Supplementary Requests
- Appendix C – Neighbourhood Engagement Summary

Appendix A – Council Resolutions Referred to the 2019 Financial Planning Process

Late Night Advisory Committee Referral	That the City give consideration to a new sidewalk washroom in the 900 block of Douglas Street area in the 2019 budget.
Beepers in the Downtown	That Council direct that this item be considered as part of the 2019 budget process. See attached details on page 2 of this appendix.
Art in Public Places	As part of the 2019 financial planning process, consider allocating an additional \$75,000 into the Culture operating budget for the Artist in Residence Program starting in 2019.
Fair Trade Policy	That Council direct that this item be considered as part of the 2019 budget process. See attached details on page 4 of this appendix.
Accessibility Working Group Recommendations	That Council forward this report with the recommendations from the Accessibility Working Group to the 2019 budget process to receive the financial implications of all of the un-actioned recommendations. See attached details on page 6 of this appendix.
Vancouver Island South Film & Media Commission	Direct staff to consider alternative future funding options during the 2019 City budget process and request a business plan from the Film Commission to assist staff with this work.
Urban Food Table	That Council refer to the City's 2019 budget process consideration of an annual allocation of \$6,000 for the Urban Food Table.
Victoria Housing Reserve	That Council refer consideration of potentially increasing the funding allocation to the Housing Reserve Fund to the 2019 financial planning process.

BACK-UP BEEPERS IN THE DOWNTOWN

On April 19, 2018, City Council passed the following resolution on the resources needed to explore what other cities are doing in terms of replacing their fleets' back up beepers with new technologies due to noise concerns:

"... direct staff to report at the next quarterly update on the resources needed to explore what other cities are doing, whether there are policies that the City can implement and whether there are other costs needed to have this considered."

BACKGROUND:

Part 16 of the Occupational Health and Safety (OHS) Regulation requires that when operators of mobile equipment cannot directly or by a mirror or other effective device see immediately behind the mobile equipment, the mobile equipment must not be used unless the mobile equipment has an audio warning device that

- a. provides a signal to people in the vicinity that, if practicable, is audible above the ambient noise level in the workplace where the equipment is being used, and
- b. is activated automatically when the equipment controls are positioned to move the equipment in reverse.

In 2014, the University of Victoria (UVic) installed a broadband backup alarm on a compactor truck, in an attempt to address noise complaint issues during quiet hours, associated with traditional backup alarms. WorkSafe BC inspected the installation, to assess the appropriateness of the device with respect to compliance with the OHS regulations, subsequently confirming the installation met the regulation requirements.

In addition to UVic, Whistler and the City of Delta have installed broadband back up alarms on fleet vehicles. An initial / cursory review by staff suggests there does not appear to be widespread use of this technology by federal or provincial municipal agencies.

A review of documentation from various sources, including UVic and WorkSafe BC, offer the following feedback:

- Broadband alarms appear less intrusive to nearby public at distances greater than 300 meters from the vehicle
- Broadband alarms are most prominently heard in the hazard zone
- Broadband alarms reduce the risk of hearing damage to vehicle operators
- Broadband alarms provide a clearer indication of location of truck (directional sound for better hazard location) compared to traditional alarms, and meet WorkSafe BC requirements
- Location of alarm placement on trucks is vital to be effective
- Broadband alarms pose the risk of 'blending' into background noises.

The issue of broadband beeper being subjected to surrounding noise-cancelling poses questions as to its suitability for use during the vehicle's high-idle periods, and/or in areas with interfering background noise, masking the broadband alarm's discrete frequencies. In these circumstances, the broadband alarm may not meet ISO or OHS standards.

Approximately 100 of Victoria fleet vehicles have backup alarms installed comprise only a small percentage of the total number of urban vehicles with back-up alarms operating on City streets (including private waste collection, commercial delivery, and construction companies); converting the City's fleet to broadband alarms would have a small impact on overall noise associated with

vehicle backing movements. A number of City fleet vehicles (such as mini-sweepers and other street cleaning equipment) currently have manual over-ride capabilities, giving operators the option to suppress the backup alarm, once the ability to carry out a safe backing movement has been confirmed by the operator. As technology advances, other sensors (optical/ proximity) may relax the requirement for audible alarms, which would have to be studied further to better understand the timings and considerations and then endorsed by the relevant authorities. Municipal regulations for backup alarms may also prove ineffective, and be difficult to enforce – any requirement for the use of this type of technology should be mandated at a provincial or federal level.

In addition to the larger City of Victoria Fleet, the Fire Department's has researched available technology for an alternative to the current back up beepers installed on our fire apparatus. The department will be piloting broadband white sound reverse indicators on our apparatus which are instantly locatable, directional and self-adjusting to 5-10 decibels above background ambient sound levels.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

At this time there is not enough information to determine an appropriate capital equipment / sensor replacement program cost or timeline.

Further study and investment would be required to research and determine the most suitable equipment alternatives, review risks/benefits/considerations, implementation plans, policy review, etc. Such an exercise could cost between \$20-50k or more to complete with support from an external consultant to cover required resources. A pilot program would likely be required, which would add further costs.

This work is currently beyond the staff and financial capacity based on Council's approved commitments for the City's fleet management priorities.

For the Victoria Fire Department, the pilot will be undertaken on one Engine initially to investigate whether the installation is worthy of costs and value in noise reduction. The cost of this pilot is approximately \$200.

FAIR TRADE CITY

On August 8, 2018, Council approved the following motion:

"That the following item be referred to the next quarterly update for staff to provide information related to carrying out this work:

WHEREAS Fair Trade is a commercial partnership whose objective is to offer better trade conditions and equity in international trade while ensuring that producers and workers' right are protected and respected by paying a fair market price for their products;

WHEREAS Fair Trade is in line with the City of Victoria's vision because it encourages increased social equity while being economically feasible and promotes using methods deemed more environmentally friendly;

Be it resolved that:

- a. *The City of Victoria becomes a "Fair Trade Town";*
- b. *The City of Victoria amend its purchasing policy to require Fairtrade certification for all coffee, and tea served by municipal food services managed by municipal administration;*
- c. *The City of Victoria publish campaign/designation information on the municipality's website;*
- d. *The City of Victoria attract media attention and promotes its status as a Fair Trade Town;*
- e. *The City of Victoria commit to develop and promote ethical and sustainable consumption.*

That after the upcoming municipal election, Council appoints a representative to sit on the Victoria Fair Trade Steering Committee for a term of two years."

BACKGROUND:

A number of years ago, Council passed a motion directing staff to only purchase Fair Trade coffee when catering civic meetings and events at City Hall. This direction is outlined in the City's Dining and Catering Policy. However, it does not apply to any facilities other than City Hall.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

A simple amendment to the City's Purchasing Policy can be done within existing resources and a motion of Council providing that direction is all that is required for staff to action this. This would then be communicated to all staff who are involved in purchasing coffee and tea.

Staff time will be required to prepare and implement an engagement and communications plan to attract media attention and promote the City's status as a Fair Trade Town, and develop and promote ethical and sustainable consumption. Staff resources are already fully allocated to completing priorities previously approved by Council's as part of its 2018 Strategic Plan.

Financial costs to implement a public awareness campaign in support of ethical and sustainable consumption are not known at this time and would need to be scoped as part of the engagement and communications planning process. These costs would need to be brought forward as part of the 2019 Financial Plan.

TIMELINE:

If Council would like to pursue this initiative in Q4 2018, Engagement staff would need to shift current priorities to accommodate this new work within their current work plan. This would mean stopping Engagement staff work on the Centennial Square Action Plan project or the Climate Leadership Plan. These items have been selected not because they are lower priority, but because they account for approximately the same amount of staff time.

Following the development of an engagement and communications plan, an implementation budget would be brought forward as part of the 2019 financial planning process.

ACCESSIBILITY AND ACTIVE TRANSPORTATION ADVISORY COMMITTEES

On May 24, 2018, Council approved the following Motion:

"That staff be directed to include in the Quarterly Update a list of recommendations from the Accessibility Working Group and Active Transportation Advisory Committee, with comments from staff including the advisability of the recommendations and potential recourse implications, to inform Council's consideration of the recommendations.

And that recommendations from the Accessibility Working Group and Active Transportation Advisory Committee relating to time-sensitive matters (matters which will be considered by Council prior to the next Quarterly Update) may be brought forward in a Council member report by a Council Liaison directly to the Committee of the Whole, within two weeks of the advisory committee meeting where the recommendation was adopted."

BACKGROUND:

Since its inception in 2016, the Accessibility Working Group (AWG) has raised a number of issues. An update of on outstanding issues/recommendations are noted below:

1. Curb cuts & detectable warning for individuals who are blind when curb cut is "no lip" - December 2015 AWG motions:

- That truncated dome mats be installed on all new curb cuts, and that the City retrofit all existing 'no lip' curb cuts on an immediate basis.
- That funds from the Accessibility Reserve Fund be used to immediately retro-fit all no-lip curb cuts with truncated domes.
- That the City of Victoria Subdivision and Development Servicing Bylaw be updated to reflect a 10mm curb lip.

A truncated dome pilot, utilizing Accessibility Reserve funds, was approved by City Council – installations at 7 trial locations, including a trial of stainless-steel buttons/domes that replicate the preformed truncated dome mat pattern, are to be completed in 2018.

Any decision to make adjustments to existing no-lip curb cuts would be best determined upon completion of the trial period.

Staff have a series of amendments proposed for the City of Victoria Subdivision and Development Servicing Bylaw, including amending SD C9a and SD C9b to require a 10mm curb lip for all wheelchair ramp installations. In the interim, wheelchair ramps that are part of capital construction, maintenance, and development-related improvements, are being installed with a 10mm lip.

2. On-line accessibility survey

An on-line survey to collect comments/feedback on accessibility concerns in the City was completed in May 2017, with approximately 200 responses received. A preliminary report of the findings was presented to AWG in November 2017, however no further analysis has taken place.

Staff have shared the preliminary report with Parks and Recreation staff working on the Crystal Pool project, to assist them with their analysis, and are recommending the results of the survey be shared with the consultant recently retained to develop the City's Accessibility Framework.

3. **Accessibility of David Foster Harbour Pathway**

AWG has requested they be consulted when further development of the pathway is being planned.

Staff will include AWG members, in conjunction with other stakeholders, in the consultation process for the planning process, currently scheduled for 2019.

4. **Portable ramps at heritage building entrances**

AWG expressed interest in determining with actions the City can offer to businesses to promote accessibility, subsequently supporting a presentation by a youth accessibility advocate in April 2017 for similar improvements at downtown businesses.

While City assistance to individual businesses is not permitted, the recently-launched Rick Hansen Foundation Accessibility Certification (RHFAC) is a LEED-style rating system that evaluates the accessibility of commercial, institutional, and multi-unit residential buildings and sites. Once rated, these organizations can apply for funding of up to \$20,000 to complete an accessibility improvement project.

5. **Accessible Pedestrian Signals**

Accessible Pedestrian Signals are Audible Pedestrian Signals with enhanced features (locator tones/vibro-tactile pushbuttons) intended to provide improved accessibility for users. AWG recommended a review of an Accessible Pedestrian Signal position statement, including recommendations for implementation.

Staff recommended trial installations of Accessible Pedestrian Signals, which was subsequently approved by Council in January 2017. Installations at the locations, as well as additional installations directed by Council to complete all outstanding requests for pedestrian signal upgrades, are scheduled for completion by the end of 2018.

6. **Accessible public consultations**

AWG developed and approved a checklist in March 2017, to be used by staff for evaluating venues for public consultation events.

Engagement staff refer to the checklist when considering venues and select venues that meet as many of the criteria as possible when determining where to hold public engagement events. Engagement sessions continue to be held in locations not meeting all items noted on the checklist, as there are very few locations of a suitable size and location available that meet all the criteria. All City engagement projects include an opportunity to provide feedback in writing or online; however, it is recognized that online participation is not a complete substitute for in-person participation and interaction with other members of the public.

The checklist was used in July 2018 to help determine an accessible meeting space for AWG – while the meeting location at Save-On-Foods Memorial Centre was deemed to be an acceptable meeting location, issues arose with the location (room temperature, doors locked after hours, access issues given distance from downtown/transit).

7. **Timing of audible signals in downtown do not last as long as visual walk signal**

AWG expressed concerns that audible tones at some traffic signals do not last as long as the entire 'walk' phase.

Some early installations of audible pedestrian signals downtown had a short phase for the audible tone; however, the recommended practice is to have the audible phase match the entire walk phase - this was confirmed at all signals downtown, as part of regular signal controller maintenance.

8. **Accessibility of Royal Athletic Park**

In July 2016 frontage and plaza improvements were being considered for construction in 2018. At that time, staff provided a commitment to apply a disability lens to the upgrades; however, no improvements are currently proposed.

Recreation staff indicated an accessibility audit of Royal Athletic Park was being considered; however, this has yet to be scheduled, and is not currently contemplated as part of the 2019 workplan.

9. **City Hall is not accessible due to Environmental and allergy related concerns**

This item, following a July 26/18 Council motion, is being addressed separately in this Appendix.

10. **Children with Allergies and Crystal Pool activities**

Information regarding contacts and procedures for accommodating children with allergies in recreation programs, including online location of forms in all recreation guides, was originally recommended by AWG in 2016. While some improvements re: accommodation and reference to forms were incorporated into the 2018 Active Living Guide, concerns remain that children may not be accommodated in recreation programs. The Fall 2018 Active Living Guide does not contain a notice about special needs registration or help.

Recreation staff have planned improvements as part of the 2018 Q4 Work Plan that will address these items, and reference current processes and procedures.

11. **Cook Street Activity Centre entrance and washroom accessibility**

Front entrance modifications at the Cook Street Activity Centre were identified as an upcoming project in 2017 – while a grant application for support funding was unsuccessful, the improvements to the front entrance, as well as automatic door openers for the washroom entrances were made using Facilities capital funding.

Following an AWG meeting held at the Cook Street Activity Centre in April 2018, AWG members recommended the washroom stalls be made more accessible; however, this project has not been identified as a priority improvement for capital funding.

12. **Angle of bus ramps is a safety concern for wheelchair users**

AWG recommended sidewalks in front of Centennial Square and on the west side of Douglas Street adjacent the Bay Centre be improved for wheelchair access to BC Transit.

In April 2018, Council approved not to proceed with sidewalk modifications. Staff noted that upgrades to BC Transit's fleet over the next two years will reduce risks associated with the concern raised, with more buses equipped with adaptable ramps come on-stream. Accessibility improvements along the Douglas Street frontage could also be included in future redevelopment of Centennial Square.

13. **Vic West Dog Park**

AWG echoed a resident concern about inaccessibility to the fenced dog park and gravel pathway in Vic West Park.

While no physical changes are currently contemplated for this area, staff will evaluate and consider these items in future upgrades to the area.

14. **Accessibility of City website & documents**

AWG noted a number of accessibility-related issues with the City's website and documents. Staff had initial website consultation with AWG in May 2018, to identify user issues.

The consultant developing the Accessibility Framework will be providing guidance on best practices for this issue.

15. **Crossing over bike lane to bus stops on Pandora unsafe for blind pedestrians**

Nov 2017 Motion: That signage be painted on the bike lane surface on either side of the marked crosswalks to the bus stops on Pandora reminding cyclists they need to stop, and if required, that Accessibility Reserve funds be used for this project.

This work was completed in the last week of August 2018. Staff will continue to monitor, and consider further actions, if appropriate.

16. **Emergency planning for persons with disabilities**

AWG members participated in an Emergency Planning session in Feb 2017; however, persons with environmental barriers are unable to attend these City-sponsored sessions, as they have only been held either at City Hall or other venues which do not have a scent-reduction or pet-free policy.

This issue is part of the larger issue of access to City Hall, and other City-owned buildings, noted in item #9.

17. **Single point of contact at City Hall for accessibility concerns**

The Engineering and Public Works Department staff liaison to the Accessibility Working Group is currently identified as the contact for AWG members to raise accessibility issues. All accessibility concerns identified by AWG members are directed to this staff position, who re-directs issues as required.

The Accessibility Framework project will identify best administrative practices for addressing these types of issues, to improve customer service, and maximize efficiencies.

18. **Active Living Guide is not accessible to persons who use screen readers**

This item is included in the overall accessibility concern raised in #14.

19. **City list of requested audible signals**

Previously noted in #5. Council approved \$70,000 to install remaining 6 requested intersections – the work is to be completed in 2018.

20. **Balancing accessibility concerns with pollinator habitat**

In November 2017, Council directed staff to work with the Accessibility Working Group and Urban Food Table and to report back, in the context of the Parks and Open Spaces annual update, on options for balancing accessibility considerations with pollinator habitat, including in the vicinity of playgrounds. Staff met with the Accessibility Working Group (AWG) and Urban Food Table (UFT) in a joint meeting in March 2018.

In July 2019, Staff presented the 2017/2018 Parks and Open Spaces Annual Progress Report to Council. The report outlined actions that the City can take in an effort to balance accessibility considerations with the management of the City's natural habitats, including a focus on Public Education and Plant Selection. The AWG has proposed that the Public Education action may not be effective or considered a priority and has expressed a willingness to work further with the Parks staff on this issue.

In the upcoming quarter staff will continue to engage with both AWG and UFT on this important aspect of the City's stewardship of public spaces for the enjoyment of all citizens.

21. **Crystal Pool upgrade/rebuild**

The Crystal Pool project team attended AWG in March 2018 for input. Following the meeting, the Chair of AWG wrote a Consultation Report, requesting continued consultation, along with specific recommendations to improve accessibility. A second consultation meeting with AWG occurred in July 2018. At that meeting, the project team, including the Rick Hansen Foundation, provided an update on the schematic design of the facility, addressed the specific recommendations by the AWG and committed to sharing the RHF Professional Certification Handbook with the group.

The Project Team will continue to engage the AWG with another consultation before final designs are developed.

22. **Accessible City managed parking**

Following an April 2018 Victoria Disability Resource Centre (VDRC) Parking Committee presentation titled "Designated On-Street Parking for Persons with Disabilities", AWG passed the following motion:

- The AWG recommends to Council that it direct staff to prepare a 2019 budget submission for a one-time expense for a consultant to undertake a comprehensive study of accessible parkade and street parking in the City of Victoria to develop recommendations for bringing spaces up to CSA Standard B651 or another equivalent standard and ensuring that their numbers and locations are adequate to meet existing need, recognizing that all designated spaces are not available for use at all times, and include plans for expansion to meet future needs. Recommendations may be in the form of a multi-year plan and include other options for increasing the supply of accessible parking for people with accessible parking permits who do not need additional space to enter and exit their vehicles.

At the August 2018 AWG meeting, the VDRC Parking Committee presented additional recommendations re: accessible parking. The AWG passed a motion in support of these recommendations.

At the July 12, 2018 Council meeting, the following motion was approved:

- That Council direct staff to report back to Council with a scope of work, anticipated timelines and estimated costs associated with a review of barrier-free parking needs in the City of Victoria. This review shall provide recommendations for potential regulations and guidelines that could be adopted by the City.

At the August 2018 AWG meeting staff advised they will be reviewing the VDRC Parking Committee report in September, to identify any short-term actions that can be accommodated within existing work plans and budgets. Staff will bring forward any recommended changes in policy and/or major capital programs for Council's consideration, following completion of their review.

23. **Impact Statements in staff reports to Council**

A January 26, 2017 Council motion directed staff to include accessibility impacts on all reports to Council. AWG has raised the concerns that, since that direction was given, numerous staff reports have not contained any accessibility impact statement, incorrectly stated that there were no accessibility impacts, did not fully report the concerns/recommendations made by AWG, or neither contained the results of serious accessibility analysis nor concrete plans for conducting consultation and analysis of accessibility implications. AWG has recommended that the full breadth of disabilities be considered for all types of City decisions, including policies, services, information and technology, as well as those for infrastructure and facilities. For some projects, AWG provides written reports to departments on accessibility implications of their initiatives.

AWG members have indicated they are willing to assist in the development of policy and guideline materials to provide consistency in providing accessibility impact statements for staff reports, and have passed a motion that Council direct staff, in consultation with the AWG, to develop a policy and guidance material to implement Council's January 26, 2017 direction regarding Accessibility Impacts statements in staff reports to Council.

The consultant developing the Accessibility Framework will be providing guidance on best practices for this, and other policy issues.

24. **AWG governance and membership**

The original AWG Terms of Reference (TOR) were for one year only, expiring in the fall of 2016. No new Terms of Reference have been developed to date. AWG have also asked for new members to be appointed (current members are over burdened with AWG responsibilities) - a decision on this has been deferred pending reassessment of the TOR. The AWG has only 7 members (the original TOR allows up to 12 members). AWG has also offered to draft the revised TOR and provided feedback on the Clerk's proposed guidelines in 2017.

One of the tasks required of the consultant developing the Accessibility Framework is the review of / assessment of the Terms of Reference for the Accessibility Working Group.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

A number of these issues included in this report are provided for information, with no further action required at this time. All items identified, however, will be forwarded to the consultant developing the Accessibility Framework, for consideration in their work. Upon completion of the Accessibility Framework, financial and human resource implications associated with these items will be brought forward for Council's consideration. Timeline for completion of the Accessibility Framework is Q1 of 2019.

2019 Financial Plan

Supplementary Budget Requests

Asset Management

BACKGROUND:

- Victoria owns and manages over \$2 billion in physical assets (i.e. infrastructure) including water, sewage, drainage, transportation, parks, buildings and vehicles.
- The Community Charter states that one of the four purposes of a municipality is to “provide for stewardship of public assets of its community”.
- Asset Management is an integrated corporate-wide approach for stewarding existing and new assets in order to maximize their value, reduce risks and provide sustainable levels of service to the community.

ISSUE TO SOLVE:

- The City requires additional staff capacity to develop, implement, and support the corporate asset management program.

BENEFITS:

- Staff productivity, streamlined business processes, improved financial reporting and evidence-based decision making are expected to be realized. The ultimate goal of the City's asset management program is to realize sustainable service delivery.

2019 Supplemental Requests Ongoing:

- | | |
|-------------------------------|-----------|
| • Asset Management Technician | \$ 85,500 |
| • Business Analyst | \$102,000 |
| • Work Order Administrator | \$ 92,500 |



Managing Growth and New Development

BACKGROUND:

- There has been steady growth in development activity over the past few years.
- Since June 2017, there has been a 33% increase in the number of complex/large scale development proposals either currently being processed or that are in the preliminary planning phases.
- The change in City regulations regarding garden suites has resulted in one staff spending approximately 50% of their time on these files, compared to 80 hours/year was spent on this function in previous years.

ISSUE TO BE SOLVED:

- The strong development market and the introduction of new streamlined processes, such as the delegated garden suite approval process has increased the work loads for staff.

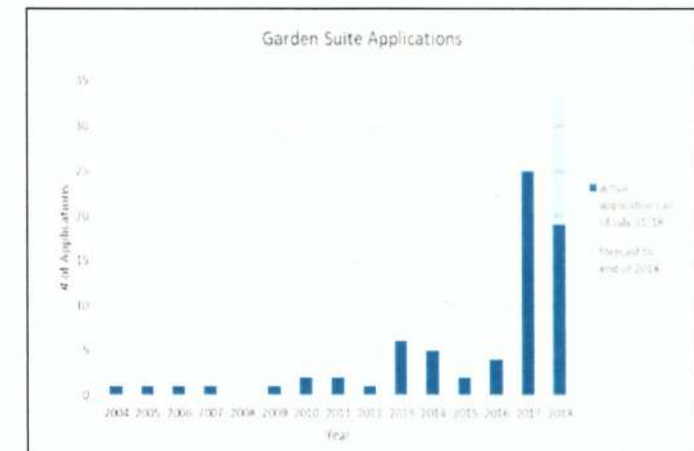
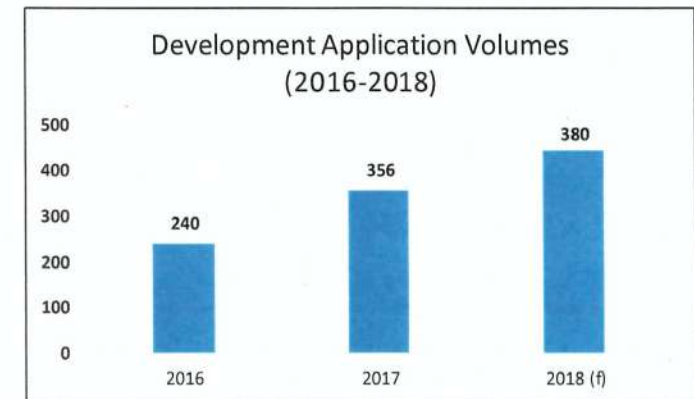
BENEFITS:

- Additional resources will help with maintaining current service levels.

2019 Supplemental Requests

One Time:

- | | |
|------------------------------------|-----------|
| • Secretary - Planning | \$ 72,500 |
| • Secretary - Legislative Services | \$ 72,500 |
| • Planner - Development Services | \$107,250 |
| • Planner - Parks | \$107,250 |



Service Improvement and Corporate Initiatives

BACKGROUND

- The City of Victoria has a Corporate Plan to address a number of organization-wide pinch points as well as establish more modern and efficient process to improve efficiency and increase customer service to citizens.

ISSUES TO BE SOLVED:

- There are currently multiple avenues for the public to contact the City, which sometimes results in duplicate requests being addressed by different staff or in some cases not at all (dropped calls).
- A lack of internal processes and staff training related to planning, budgeting, and reporting performance best practices is causing internal churn.

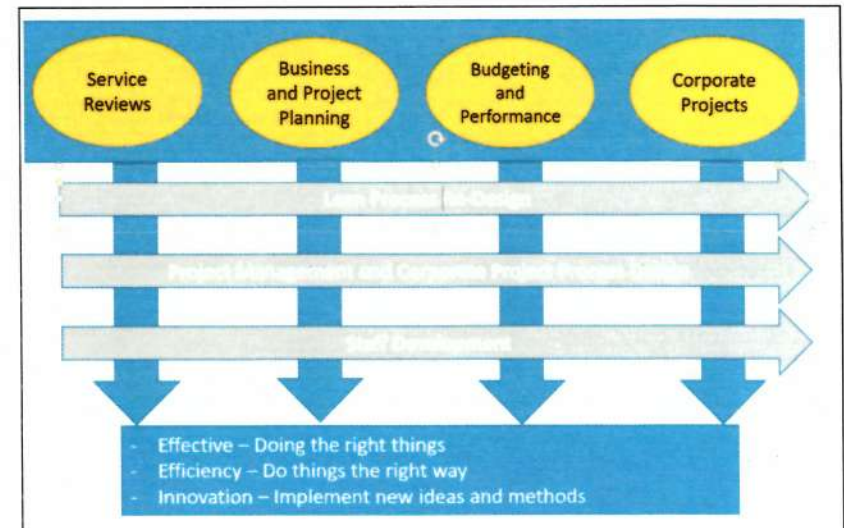
BENEFITS:

- A number of operational inefficiencies can be eliminated through the creation of positions focused on process improvements in internal operations and work flow, as well pro-active improvements as re-design of planning, budgeting and reporting functions.
- Focused resources on service improvements is intended to “free up” staff time to take on priority projects.

2019 Supplemental Requests

Ongoing:

- Service Improvement Staff (3) \$380,000



Managing Public Green Spaces - Sheltering

BACKGROUND:

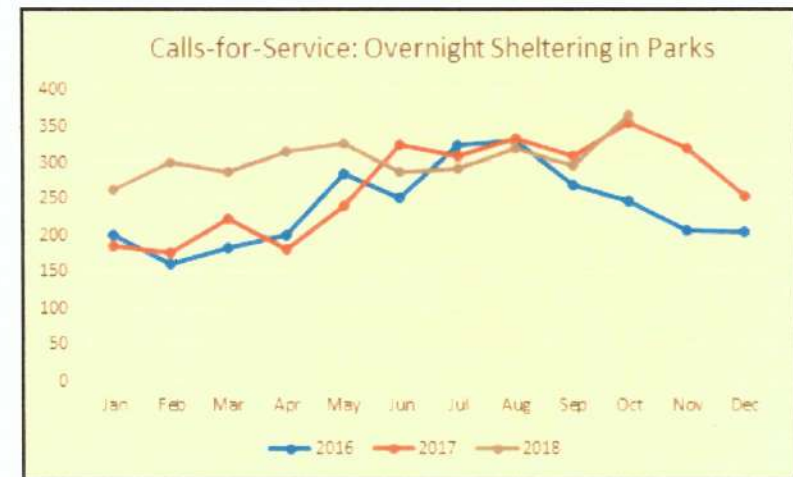
- The Overnight Sheltering Program responds to demands associated with outdoor sheltering in parks.
- Costs include extended hours at select washrooms, security patrols and cleaning support in parks.

ISSUE TO BE SOLVED:

- City staff and police have observed an increased level of sheltering activity in City parks over the past year. As of October 2018, the City is receiving an average of 304 calls-for-service per month, compared to 267 and 238 in 2017 and 2016 respectively.

BENEFITS:

- Funding for continuing the service associated with the will reduce risks to the health and safety of those sheltering, other park users and City staff, as well as reduce damage to vegetation and ecosystems.



2019 Supplemental Requests

On-Going

- Overnight Sheltering – Support & Clean Up \$362,000

Recruitment and Retention

BACKGROUND:

- The number of posted vacancies has steadily increased over the past few years and expected to continue due to retirements and internal movements.
- The City has experienced a 29% increase in sick leave hours since 2014. The number of Worksafe BC (WSBC) claims is declining, but the average duration of time loss claims is increasing.

ISSUE TO BE SOLVED:

- The increasingly tight labour market is resulting in multiple postings to fill vacant positions.
- Return ill and injured workers to work as soon as possible.

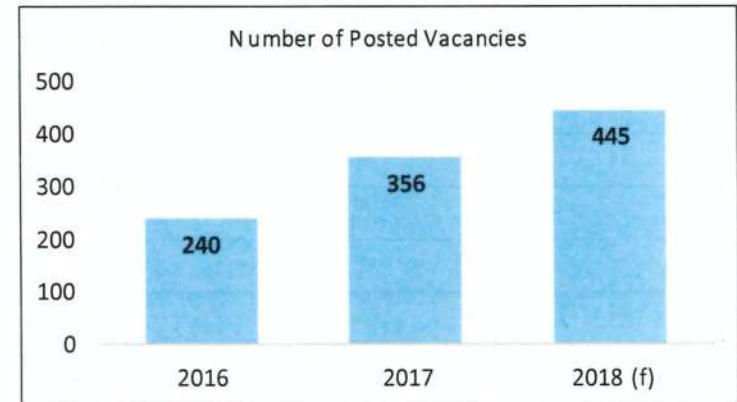
BENEFITS:

- Additional support for recruitment will maintain current service levels.
- The retention of a disability coordinator is expected to achieve significant cost savings both in terms of managing absenteeism and lower WCB premiums.

2019 Supplemental Requests

Ongoing:

- | | |
|--------------------------|-----------|
| • Disability Coordinator | \$128,500 |
| • Talent Specialist | \$ 96,500 |



Youth Initiatives

BACKGROUND:

- A Youth Strategy has been adopted to better engage and include youth in community and local government initiatives.
- The Youth Leaders in Training (YLIT) is an employment readiness program for youth that helps individuals gain skills in the fields of childcare, recreation and education.

ISSUE TO BE SOLVED:

- Implementation of the Council approved Youth Strategy, including a hiring strategy and recruitment brochure, as well as curriculum development to engage youth on what the City does, how decisions will impact them and how they can affect change in their community.
- External grant funding for the Youth Leaders in Training Program has been eliminated.

BENEFITS:

- Fulfill commitments in the Youth Strategy and continuation of the highly successful YLIT Program.

2019 Supplemental Requests

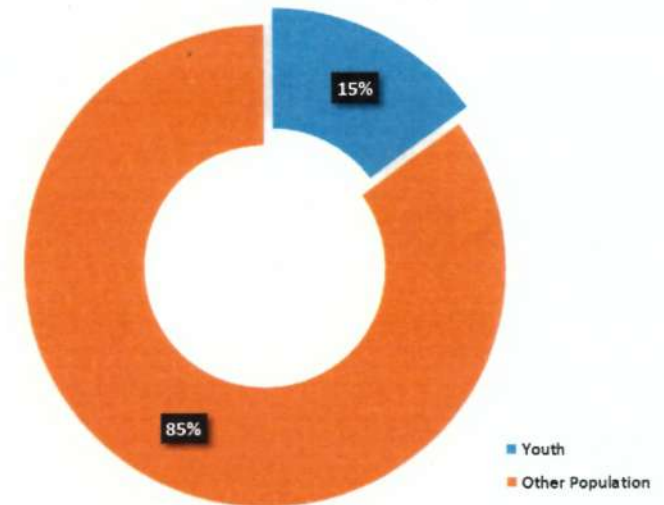
Ongoing:

- Youth Leaders in Training Program \$20,000

One Time:

- Youth Strategy Coordinator \$30,000

Percentage of Youth (Ages 12 - 24) in the City of Victoria



Appendix C

ENGAGEMENT SUMMARY

Pre-Budget Engagement with Neighbourhood Associations

April-May 2018

Introduction

Public consultation on the 2019 Financial Plan was expanded this year to include a new, early phase of engagement with neighbourhood associations, as directed by Council.

The focus of the pre-budget engagement was two-fold:

1. Increase public understanding of the City's financial planning process.
2. Review the Transportation Capital Plan and gather local insights and emerging needs in their local area, such as pedestrian signals, lights, local streets, major streets and crosswalks.

Transportation was selected by City staff as the topic area for this year's pre-budget consultation because the Transportation Capital Plan includes a detailed listing and schedule of planned transportation projects, by neighbourhood, for each of the next three years.

The priority and timing of these projects is determined by a comprehensive technical assessment process.

Early engagement to review these priorities and the tentative three-year implementation schedule provided a valuable opportunity to gain timely local insight on what residents are seeing on the ground right now in their neighbourhood, including such things as changes to local travel patterns, the condition of transport infrastructure and evolving community transport needs. This hyper-local input will add another layer of information to assist City transportation staff in their ongoing review, assessment and ranking of annual priority projects to include in the Transportation Capital Plan.

How We Engaged

During April and May 2018, City staff from the Neighbourhoods Team and the Transportation section of Engineering and Public Works presented to each of the 12 neighbourhood associations during their regularly scheduled monthly meetings:

Date	Organization
April 3	South Jubilee
April 4	North Park
April 9	Fairfield Gonzales
April 11	Fernwood
April 11	Rockland
April 11	James Bay
April 17	Downtown
April 23	Burnside Gorge
April 24	North Jubilee
April 24	Vic West
May 7	Hillside Quadra
May 14	Oaklands

The budget presentations covered the following topics:

- Difference between operational and capital budgets; sources of revenue.
- A review of the City's financial planning and budgeting lifecycle, including the opportunities for public input.
- A primer on the various City plans (e.g. Parks and Open Spaces Master Plan), assessments (e.g. crosswalk, facilities, and parks assets) and strategies (e.g. wayfinding) that inform the development of the annual budget and five year financial plan.
- A graphic summary of 2018 capital projects was shown, including those specific to the neighbourhood.
- The presentation then focused on 2019 transportation projects and sought input on any new information or emerging needs that the Engineering and Public Works Department should be aware of when planning the 2019 capital budget.
- The transportation themes discussed were: crosswalks, sidewalks, pedestrian signals, bus shelters and neighbourhood transportation management (e.g. traffic calming). An overview was provided for each category describing the amount of inventory, related processes and plans, and specific projects tentatively planned in each of the next 3 years.

What We Heard

Following are highlights of the key themes and information provided by each neighbourhood:

General Comments about the Budget Planning Process

Fernwood:

- How do we incorporate "aspirational ideas" into planning projects for our neighbourhood?
- The City needs to understand that volunteer capacity to support planning in the neighbourhood is limited.

Downtown Harris Green:

- The budget engagement was good and is helpful in identifying possible gaps in projects in future capital budgets
- The Downtown Residents Association (DRA) is interested in determining an approach for the neighbourhood association to best provide input into the budget process and will consider setting up an ad hoc committee of the DRA to discuss.

Fairfield Gonzales:

- Appreciate the engagement process and find it very valuable.
- Having staff available to answer specific questions about transportation planning and decision-making process is good.
- Need to devote an entire meeting in order to have a more fulsome discussion. There wasn't enough time for this as part of a regular meeting agenda.

North Park:

- It would be beneficial to have the online city map (VicMap) regularly updated with project information.
- Would be helpful to have monthly neighbourhood updates include regular budget updates and the current list of capital projects.
- Provide clear information on the ways residents can influence and provide input into the budget process.

Rockland:

- The budget explanation was helpful

South Jubilee:

- General feedback from residents was positive
- Presentation attendees were also interested in discussing the local area planning process and how transportation issues would be addressed in this

Vic West:

- The information session was very helpful in understanding the process and how we can provide input
- Interest in a greater proportion of projects going to neighbourhoods like Vic West, which is growing in density and increasing the tax base

James Bay:

- Appreciate City efforts in educating about budget and gathering resident feedback
- Like that they can create relationships with City staff who work directly on projects
- Future budget engagement sessions should have a dedicated meeting
- Need more time for discussion and questions/feedback

Comments about Transportation

Overall, the conversations with neighbourhood associations prompted identification of additional areas of concern in the community and the need for additional data to accurately quantify and qualify issues. Data collection is being coordinated with existing neighbourhood requests currently on file with Transportation staff. This detailed information will be used to inform the project assessment and prioritization process for the Transportation Capital Plan in 2019-2022.

Feedback also identified a number of initiatives that could be immediately incorporated into already planned 2018 transportation capital work, as well as moving forward the scheduling of other projects.

Following is a summary of Transportation input and how this feedback is being addressed as part of 2019 and ongoing planning:

TRANSPORTATION – WHAT WE HEARD	NEXT STEPS
FERNWOOD	
<p>We have a lot of streets in Fernwood where there are only sidewalks on one side or where there are no sidewalks at all, as well as many narrow sidewalks and/or sidewalks that are impeded by encroaching bushes, are badly cracked, or are routinely interrupted by sign posts and poles. These things combine to make the neighbourhood inaccessible to people with mobility issues.</p>	<p>The City's Pedestrian Master Plan (PMP) prioritizes new sidewalk installations, which would eliminate gaps in the pedestrian network. Parks staff will attend to vegetation encroachment complaints, upon receipt. As per City policy, Hydro poles upgrades/new installations are located to provide a minimum of 1.5m clear sidewalk space. A Sidewalk Condition Assessment study is currently underway to prioritize sidewalk replacement work.</p>
<p>There are no crosswalks that lead to the main entrance of Vic High across Fernwood Road. The one crosswalk at Fernwood and Gladstone is inadequate for a school of that size. There should also be pedestrian markers at the main entrance because that is where the foot traffic is going to go.</p>	<p>A new crosswalk at Fernwood/Grant, adjacent Vic High and a bus zone, was incorporated into a planned 2018 capital project.</p>
<p>There should be a pedestrian crossing on Fernwood from Gower Park (where there is a pedestrian walkway connecting the dead end of Pembroke to Fernwood. Currently, if you are walking, you pop out of the park and there is nowhere marked to get across the road. With a crosswalk people could conveniently continue the path.</p>	<p>This location has been added to the list of intersections to be evaluated for crosswalks. People can legally cross Fernwood Road at this location.</p>

In addition to current walking patterns, please consider where people would walk if conditions were better - specifically around George Jay and Vic High schools.	Pedestrian traffic generators, such as these schools, is one of the criteria considered when prioritizing sidewalk installations.
Beyond what's sufficient, please consider what will accommodate natural walking tendencies - diagonal crosswalks, etc.	Some flexibility in the alignment of crosswalk markings, while still complying with the Motor Vehicle Act regulations relative to legal crossing points, can be examined when installing new crosswalks.
The congestion in north/south vehicle corridors (Blanshard Street, Cook Street, Shelbourne Street) are pushing serious traffic volumes down Fernwood Road. As pedestrian infrastructure could affect the flow of traffic, now is the time to have a conversation about what an ever-busier Fernwood Square can and should expect in vehicle through-traffic.	Updated traffic data (volumes/speed) on Fernwood Road will be collected in advance of the Local Area Planning process.
The Vining Street and Fernwood Road intersection is very dangerous and needs to be addressed as a priority.	Fernwood/Vining intersection collision history does not indicate an ongoing collision pattern. Intersection sightlines were confirmed to be appropriate.
Transportation capital projects in one area are affecting traffic patterns in residential areas.	Short-term traffic diversion due to capital construction projects can occur on occasion but can be addressed through traffic management plan adjustments during the construction process. The planning stage for capital construction projects that impact capacity are reviewed to determine what impacts may result, and mitigation measures are incorporated into the overall project.
Historic number of street closures have put increased traffic pressure on side streets when cars are navigating from one side of the neighbourhood to the other. This has increased to unsafe levels on some residential streets in the neighbourhood (particularly Ridge and Centre Roads).	A discussion and quantification of existing traffic volume impacts can be part of the Local Area Planning process. Safety reviews of Ridge Street and Centre Road have not revealed correctable traffic collision issues, or chronic speeding.
As a result of the creation of the Pandora Avenue bike lane, we are now seeing more cars avoiding the light at Pandora Avenue and Cook Street by cutting across Chambers Street and turning left onto Caledonia Street. The intersection at Caledonia and Chambers, in particular, has restricted visibility creating unsafe conditions when cars are attempting to turn left from Caledonia onto Chambers, and also turning left from Chambers onto Caledonia.	Pandora/Cook signal timing adjustments are expected, following completion of the downtown signal timing review (2018 study, 2019 implementation)

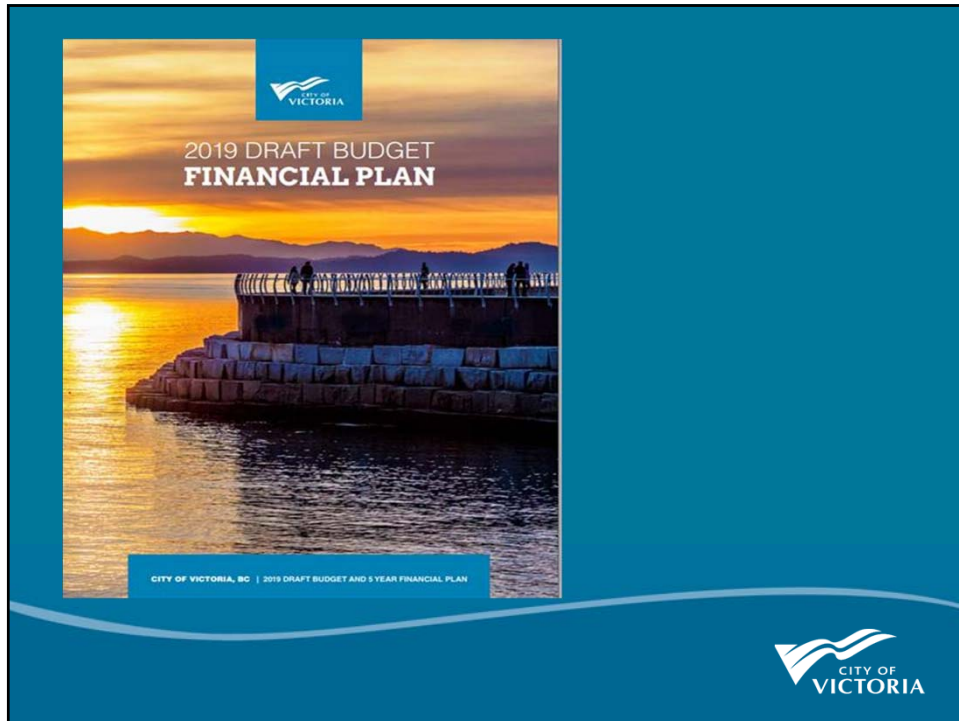
Fernwood Road is much busier. Deliberate steps need to be taken to calm traffic in the 30 km zone approaching Fernwood Road at Gladstone Avenue from both directions.	Requests for enforcement of the current 30kmh zone have been forwarded to VicPD. Aesthetic treatments at the Fernwood/Gladstone intersection can reinforce the location as a neighbourhood hub, and moderate vehicle speeds. Discussions should be incorporated into the Local Area Planning process.
Gladstone Avenue is also much busier with cars sometimes moving too quickly either leaving or entering Fernwood Village. Some sort of traffic calming at Stanley Avenue would help – either a roundabout, speed humps or a four way stop.	Updated traffic data (volumes/speed) on Gladstone Avenue will be collected in advance of the Local Area Planning process.
DOWNTOWN HARRIS GREEN	
The lack of a crosswalk crossing Government Street at Herald Street is a concern.	A new traffic signal is planned for Government/Herald (2021 or 2022)
Surprise that there are not crosswalks planned for 2019	It was noted by City staff at the meeting that several mid-block crosswalks have or will be installed in 2018-2019 with the bike lane system in the downtown core.
ROCKLAND	
Crosswalk in the 1 km stretch between Oak Bay Avenue and Richardson Street. At Richmond Avenue by Glenlyon Norfolk School there is currently nowhere to safely cross a busy Richmond Avenue.	A new crosswalk proposed in 2019 Capital Plan to be installed at Richmond/Brighton
A crosswalk should be added at Joan Crescent and Craigdarroch Road near the intersection with Fort Street. There is heavy vehicle traffic, especially in tourist months. Lots of pedestrians, tourists, children, cyclists move through this area.	This location has been added to the list of intersections to be evaluated for crosswalks. People are legally able to cross at this location.
Add a crosswalk at Richmond Road near Oak Shade Lane.	This location has been added to the list of intersections to be evaluated for crosswalks. People can legally cross Richmond Road at this location.
Sidewalk and traffic calming (speed hump) on Gonzales Avenue (the hilly part). This stretch of road is well used by vehicles, walkers and runners, but it is long, narrow, steep and poorly lit.	The City's Pedestrian Master Plan (PMP) prioritizes new sidewalk installations, which would eliminate gaps in the pedestrian network.
Sidewalk improvement at the intersection of Gonzales Avenue and Rockland Avenue is a priority. There are currently letdowns at each corner of that intersection, but they are narrow and actually face out onto Rockland as opposed to across Gonzales. The letdowns should be widened to solve the problem.	Updates to the pedestrian ramps at the Gonzales/Rockland intersection have been added to the list of maintenance upgrades throughout the City.

Sidewalk improvements are needed at Rockland Avenue, between Manor Road and Moss Street. No sidewalk on NW side of road.	The City's Pedestrian Master Plan (PMP) prioritizes new sidewalk installations, which would eliminate gaps in the pedestrian network.
Sidewalk improvements needed on Manor Road between Rockland Street and Craigdarroch Avenue. Sidewalk does not extend for the whole of Manor.	The City's Pedestrian Master Plan (PMP) prioritizes new sidewalk installations, which would eliminate gaps in the pedestrian network.
Traffic calming measures should be implemented on Rockland Avenue. Vehicles speeding in area frequented by pedestrians, cyclists, tourists and wildlife. Implement a 30-km-wide zone.	A 30kmh zone exists on Rockland Avenue between Moss Street and Oak Bay Avenue. 2018 data indicates 85% of all traffic is travelling 40kmh or less.
Traffic calming (speed hump) on Joan Crescent by Castle View daycare. Heavy vehicle traffic, especially in tourist months. Lots of pedestrians, tourists, children, cyclists. Road narrows dangerously during this period due to illegal parking and increased tourist traffic.	The road geometry and presence of parking encourages slower vehicle speeds. Large vehicles/buses are currently not permitted to use Joan Crescent.
Traffic calming (speed hump, speed board, traffic island on Rockland Avenue between Joan Cres and Manor. There is only the sidewalk on the Government House side of Rockland Ave. This area has a lot of pedestrians, cyclists, tourists.	The City's Pedestrian Master Plan (PMP) prioritizes new sidewalk installations, which would eliminate gaps in the pedestrian network.
Traffic calming (traffic circle) at Craigdarroch and Joan Crescent. This intersection is uncontrolled in all directions. Joan Crescent is used as a shortcut between Rockland Avenue and Fort Street; speeding is an issue.	2015 speed data indicates 85% of all traffic is travelling 37kmh or less.
NORTH PARK	
General comments that motorists are not waiting for pedestrians to clear crosswalks.	While engineering plays a significant role in transportation, education, encouragement, enforcement and evaluation are also key components. Education and enforcement efforts are required to improve driver/pedestrian interactions.
Fisgard and Quadra Street intersection needs a pedestrian crossing button.	Pedestrian improvements were made in 2018 at the Fisgard/Quadra signal.
Leading Pedestrian Interval (LPI) lights give pedestrians lead time over motorists going the same direction – this would be useful to apply here.	Various traffic signal phasing configurations are considered when evaluating intersection upgrades.
Some pedestrian signals do not provide adequate time for seniors to cross – Hillside and Blanshard, in particular.	Proposed for 2019, clearance/'don't walk' times at traffic signals will be extended, in recognition of slower walking speeds.
Cook Street traffic is calmer following the street improvements in North Park Village; Quadra Street seems quicker.	Updated traffic data on Quadra Street corridor can be collected in 2019 to properly evaluate concerns.

SOUTH JUBILEE	
General consensus among attendees that a planned crosswalk on Bouchier Street at Redfern Park is not necessary.	Further neighbourhood consultation confirmed a marked crosswalk at this location was preferred – installed as a 2018 Capital project.
Oak Bay Avenue between Richmond Avenue and Foul Bay Road needs a crosswalk, suggestion at Redfern Street to Red Barn Market.	This location has been reviewed, and a marked crosswalk is not warranted/recommended at this time. The Local Area Planning process/Oak Bay Avenue corridor study may result in re-positioned crosswalks on Oak Bay Avenue between Richmond Road and Foul Bay Road.
Request for speed reader boards. Staff noted that speed reader boards are being deployed in each neighbourhood as close as possible to locations requested by neighbourhoods.	Speed reader boards are planned for 2019 for all neighbourhoods, adding to the 2018 acquisition.
VIC WEST	
The section of Wilson Road at Walker Street has a posted speed limit of 50 km/h, whereas the rest of Wilson is 30 km/h. As a result, motorists often dangerously accelerate through this area.	The existing 30kmh zone between Catherine Street and Dalton Street was installed to reflect the narrower, curvilinear road alignment. 2014 and 2018 data collected on Wilson Street near Walker Street indicates more than 85% of all traffic is travelling below the posted speed limit.
It was noted that many older curb cuts are difficult for wheelchairs to navigate.	An accessible construction standard for wheelchair ramps is used for all maintenance and capital construction work – over time, older-style ramps will be replaced with the new standard. Currently, curb returns on major streets and other high demand pedestrian areas are prioritized.

JAMES BAY	
Light shields on LED lights are needed at the corner of Marifield and St. Andrews. Apparently there are two street lights creating quite a bit of light pollution.	This concern has been forwarded to the Electrical Shop at Public Works for review/action as required. As street lighting is intended to illuminate public space, light shields on street light luminaires are considered where the lighting impacts private property.
Suggestion that more needs to be done for traffic calming on Dallas Road.	Proposed alignment changes implemented following installation of the sewage treatment forcemain on Dallas Road will have an impact on driver behaviour. Post-construction monitoring/data collection will be required to evaluate the impacts and will guide future Local Area Planning discussions for the James Bay neighbourhood.
It was noted that the amount of traffic in James Bay, especially in summer season with cruise ships, is having an impact on livability.	Data collection efforts in advance of James Bay Local Area Planning will inform discussions on this issue.
HILLSIDE QUADRA	
Topaz Avenue has become a major area of shortcutting. Suggestions for stop signs at some of the cross streets as an easy way to slow traffic.	Data collection efforts in advance of Hillside/Quadra Local Area Planning will inform discussions on this issue.
Add a crosswalk at Topaz Avenue and Fifth Street since this is the route many children walk to school.	This location has been added to the list of intersections to be evaluated for crosswalks. People can legally cross Topaz Avenue and Fifth Street at this location. A broader conversation on safe walking routes to Quadra School is recommended, following data collection efforts planned for the Hillside/Quadra Local Area Planning process.
Glasgow Avenue, between Finlayson and Tolmie: People are using it to avoid the light at Quadra and Finlayson Street and as a major connector to the Shelbourne Valley.	Data collection efforts in advance of Hillside/Quadra Local Area Planning will inform discussions on this issue.
A crosswalk in Quadra Village between Hillside Avenue and Kings Road should be added. There are many instances of pedestrians crossing between the lights. While the "planters" have refuge points, these may not be the safest options for people with limited mobility or strollers.	A mid-block marked crosswalk is not recommended at this location, given traffic volumes and speeds on this arterial street.

<p>The area between Finlayson Street and Tolmie Avenue, on the east and west sides of Quadra Street, is subject to large amounts of cut-through traffic at peak times of regular school and work days. With residential parking on both sides of the street, the streets become quite narrow and only allow a single vehicle to pass at any one time, causing bottlenecks. And if there happens to be no bottlenecking at a particular time, traffic then speeds through the area in order to skip the light at Quadra and Finlayson Streets. This is observed daily.</p>	<p>Data collection efforts in advance of Hillside/Quadra Local Area Planning will inform discussions on this issue. A review of signal operations at the Quadra/Finlayson traffic signal is on file with staff, to determine if further traffic efficiencies during peak periods can be achieved.</p>
<p>There were also concerns expressed about cut-through traffic (and speed) on Jackson Street, particularly near the park and daycare where there are no signs indicating "playground zone" or 30 km/h speed limit.</p>	<p>Data collection efforts in advance of Hillside/Quadra Local Area Planning will inform discussions on this issue.</p>
<p>It is difficult to exit onto Finlayson during times of peak traffic. There is a need for a crosswalk at Jackson/Finlayson and questions about the timing of the traffic light at the intersection of Finlayson and Quadra where west-bound traffic on Finlayson, turning left onto Quadra, cannot turn on a green light due to sequencing.</p>	<p>Data collection efforts in advance of Hillside/Quadra Local Area Planning will inform discussions on this issue.</p>
<p>Recommendation to add Topaz Avenue and Fifth Street to the list of streets without curbs and gutters. Topaz, in the block leading up to the Sikh Temple, does not have gutters and curbs on one southern portion of the block, and Fifth Street in the 2500 block is missing curbs and gutters from the east side of the street.</p>	<p>The City's Pedestrian Master Plan (PMP) prioritizes new sidewalk installations, which would eliminate gaps in the pedestrian network.</p>



Outline

- Budget Process and Proposed Timeline
- Financial Plan Document
- Direction for 2019
- Overview of Draft Financial Plan
- Next Steps



Budget Process



Draft 2019-2023 Financial Plan

Proposed Timeline

Tentative Dates	Task
November 15, 2018 Committee of the Whole	Introduce draft Financial Plan
November 26, 27 and December 7, 2018 Committee of the Whole	Detailed presentations of draft Financial Plan
December 13, 2018 Council	First reading of Financial Plan bylaw
December 2018 and January 2019	Public consultation
Latter half of January 2019	Town Hall / e-Town Hall meeting
Late January/early February 2019 Committee of the Whole	Present consultation results and seek direction on changes to Financial Plan and Strategic Plan
April 2019 Committee of the Whole	Final report on Financial Plan including incorporated changes; report on 2019 tax rates
April 2019 Council	Second and third reading of Financial Plan bylaw; first, second and third reading of tax bylaw
April 2019 Council	Adoption of Financial Plan bylaw and tax bylaw



Draft 2019-2023 Financial Plan

Financial Plan Document

- Community overview and highlights of City Services
- Strategic priorities (to be populated after public input and Council approval)
- Public input (to be populated after public input)
- Financial plan framework and policies
- Operating budget
- Capital budget



Draft 2019-2023 Financial Plan

Council Direction

In May 2018, Council directed staff to:

1. Prepare a draft 2019 Financial Plan for Council's consideration that:
 - a. maintains existing services and service levels
 - b. continues the in-progress initiatives within the 2015-2018 Strategic Plan
 - c. factors in \$200,000 in savings from the reduction in 2018 Medical Services Plan premiums to fund a portion of the premiums in 2019
2. Develop two options:
 - a. One that keeps the tax increase to no more than inflation plus 1% including police
 - b. A second that keeps the tax increase to no more than inflation plus 1% including police plus an additional tax increase to accommodate the impact of the new health tax increase which at this point is planned to be imposed by the Province
3. Bring forward the draft 2019 Financial Plan in the late fall 2018 to accommodate Council's orientation and strategic planning sessions



Draft 2019-2023 Financial Plan

Planning to Budgeting



Draft 2019-2023 Financial Plan

Overview

- Council sets service levels and allocates funding through the financial planning process.
- The draft Financial Plan outlines budgets for approximately two hundred services and over two hundred capital projects.
- The Financial Plan will be aligned with the new Strategic Plan upon completion.

Highlights of City Services



Draft 2019-2023 Financial Plan

Draft Financial Plan

Included in the draft Financial Plan:

- Five-year operating and a twenty-year capital plan
- The draft plan includes:
 - budgets for existing services at existing service levels
 - projects identified in master plans and condition assessments
 - projects underway
- Service reviews and efficiencies incorporated



Draft 2019-2023 Financial Plan

Draft Financial Plan

Additional to the draft Financial Plan:

- Supplementary requests from staff
- Previous Council motions:
 - some with direction to fund from surplus
 - some with direction to consider as part of the 2019 financial planning process
- Strategic Plan direction to come
- Anticipated additional Council motions arising from budget presentations and public feedback



Draft 2019-2023 Financial Plan

Draft Financial Plan

- Draft operating budget totals \$242.7 million excluding the Provincial employer health tax
- Draft capital budget totals \$118 million
- Most recent inflation is 2.4% (September)
- Proposed overall tax increase:
 - 2.85% excluding the Provincial employer health tax; including utilities 2.57% for average residential and 2.72% for typical business
 - 4.3% including the Provincial employer health tax; including utilities 3.76% for average residential and 4.06% for typical business



Draft 2019-2023 Financial Plan

Draft Financial Plan

The draft budget including Provincial employer health tax (4.3%)

- Is below Council's first requested tax increase option – inflation plus 1% plus employer health tax (4.85%)
- Is above Council's second requested tax increase option – inflation plus 1% (3.4%), but can absorb a portion of the health tax

Options to achieve the second target – reduction of approximately \$1.2 million:

- Reduce services
- Reduce capital investment
- Use new tax revenue from new development



Draft 2019-2023 Financial Plan

Next Steps

- November 26, 27 and December 7 - presentations from departments –
- December 13 - first reading of financial plan bylaw to commence public consultation
- January/February - report back on:
 - consultation results
 - responses to Council motions
 - recommendations for use of surplus, new tax revenue from new development





Committee of the Whole Report

For the Meeting of November 15, 2018

To: Committee of the Whole **Date:** October 3, 2018
From: Thomas Soulliere, Director, Parks, Recreation and Facilities
Subject: Community Garden Licenses of Occupation

RECOMMENDATION

That Council authorize the Mayor and City Clerk to execute new Licences of Occupation for the following existing community gardens, subject to the publication of notices as required by the Community Charter, and with all terms to the satisfaction of the City Solicitor and the Director of Parks, Recreation and Facilities Department:

1. Burnside Allotment Garden (Cecelia Ravine Park, near Napier Lane and Burnside Rd East)
2. Neighbourhood Garden of All Sorts (Macdonald Park, adjacent to Niagara St)

EXECUTIVE SUMMARY

The purpose of this report is to seek Council approval to enter into new Licences of Occupation for two existing community gardens.

The Licence of Occupation for the Burnside Allotment Garden expired in May 2018. The Licence of Occupation for the Neighbourhood Garden of All Sorts will expire in November 2018.

The Community Gardens Policy outlines the process for the creation and retention of community garden sites on City-owned lands. These gardens help facilitate positive community experiences, including educational and celebratory opportunities for citizens. Community associations play an active role in organizing events, providing signage and developing other place-making features.

PURPOSE

The purpose of this report is to seek Council approval to enter into new Licences of Occupation for two existing community gardens.

BACKGROUND

The City's Community Gardens Policy (Appendix A) outlines the process for the creation and retention of community garden sites on City-owned lands. When licence agreements with the City are renewed, community gardens are required to amend their operating agreements in alignment with the current policy.

A standard license agreement for a community garden is three (3) years. License agreements may be renewed for multiple terms providing the project continues to meet the criteria of this policy.

The location of each garden is shown in Appendix B.

ISSUES & ANALYSIS

Burnside Allotment Garden

The Burnside Gorge Community Association oversees the Burnside Allotment Garden. The garden was built in 2012 and covers approximately 450 square metres. The garden consists of 23 allotments, which operate at full capacity with a waitlist. There is also one plot for use by the Burnside Gorge Community Association, and two commons plots that are open for community harvest. Approximately 30 to 40 volunteers, including allotment gardeners, are responsible for the ongoing maintenance of the gardens.

Neighbourhood Garden of All Sorts

The LifeCycles Project Society oversees the Neighbourhood Garden of All Sorts. Built in 2015, this allotment garden has 17 individual plots and one commons plot in an area of 425 square metres. A volunteer pool of 15 committed gardeners help the garden thrive, and two work parties were held in 2018.

In 2017 and 2018, gardeners at the Neighbourhood Garden of All Sorts reported challenges with the current site, including the lack of light due to tree canopy, shoots stemming from tree roots, and strong winds and cool air coming from the ocean. City staff pruned the trees when the garden was built in 2015, with the understanding that no additional tree limbs would be removed. Recent discussions with the gardeners indicate no strong interest at this time in pursuing potential relocation.

Accessibility Impact Statement

The Burnside Allotment Garden and the Neighbourhood Garden of All Sorts each have three raised garden beds designed to accommodate individuals with limited mobility.

2015 – 2018 Strategic Plan

Community gardens support Objective 8 (Enhance and steward public spaces, green spaces and food systems).

Impacts to 2015 – 2018 Financial Plan

There are no additional financial costs to the City in renewing the licence agreements for the existing community gardens in Burnside Gorge and James Bay.

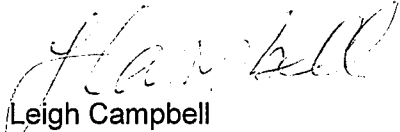
Official Community Plan Consistency Statement

Community gardens help support goals identified in the Food Systems section of the Official Community Plan, including specifically Objective 17.5: Encourage food production activities in visible and suitable public places to foster a connection between people and the process of growing, harvesting and eating fresh produce.

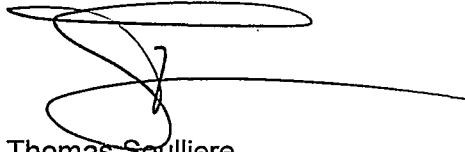
CONCLUSIONS

The community gardens described in this report align with the objectives identified by Council. Staff support the new Licences of Occupation for these two gardens, for three-year terms.

Respectfully submitted,



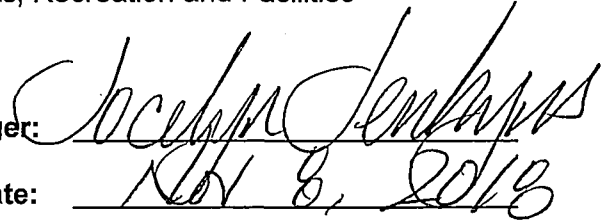
Leigh Campbell
Manager, Parks Planning and Design



Thomas Soulliere
Director, Parks, Recreation and Facilities

Report accepted and recommended by the City Manager:

Date:


Nov 8, 2018

List of Attachments

Appendix A: Community Gardens Policy

Appendix B: Location of Burnside Allotment Garden and Neighbourhood Garden of All Sorts



Community Gardens Policy (2016)

What is a Community Garden?

The City of Victoria recognizes community gardening as a valuable community recreation activity that contributes to health and well-being, positive social interaction, neighbourhood building, food production, environmental education, habitat development, and connection to nature.

For the purposes of this policy, a community garden is a piece of land gardened collectively by members of the community, in partnership with a non-profit society.

Community gardening includes, but is not limited to, the following types of activities:

- Growing annual and perennial food plants, medicinal plants, and flowers
- Growing Indigenous, cultural and native plants
- Pollinator gardens and hobby beekeeping
- Permaculture projects
- Fruit and nut trees
- Demonstration farming
- Edible landscaping

Types of Community Gardens

There are three main types of community gardens in Victoria:

1. **Commons Garden:** A commons garden is a communal garden area maintained and managed by community volunteers, where any harvest produced is available to the public.
2. **Allotment garden:** Allotment gardens consist of individual garden plots that are rented, maintained and harvested by individual member gardeners.
3. **Community Orchard:** A community orchard is a grove fruit or nut trees where a community organization is responsible for the care, maintenance and harvesting of trees, with food going to the community.

Community garden projects often include a mixture of these three types (for example, a garden may be a mixture of allotments and common garden areas.)

A community garden project may also have the following features:

- Compost bins, tool storage sheds, shared tools and other elements necessary for the operation of a community garden
- Educational opportunities to encourage the involvement of schools, youth groups, and citizens (who do not have assigned plots) in gardening activities
- Mechanisms for deer protection (tree fencing or perimeter fencing).

- Universal accessibility in garden design, to provide gardening opportunities to people with a variety of abilities.

City support for community gardens

The City of Victoria supports community gardens by working with non-profit societies and gardening organizations. Subject to available resources the City:

- Promotes community gardening and provide contact information to the public of existing community garden organizations (e.g. through the City of Victoria website).
- Provides a staff contact liaison for community garden projects.
- Provides access to information on the development and operation of community garden projects.
- Through City of Victoria grants, provides opportunities for funding to start, develop, and manage community gardens.
- Facilitates connections between project proponents and other potential partners.
- Assists interested groups in searching for suitable land for the development of community gardens.
- Where appropriate, assesses the suitability of City-owned land for food consumption and production through a Phase 1 Environmental Analysis (a historical search of the property to determine possible soil contamination from past land uses).
- Helps connect project proponents to appropriate landowner, if not the City of Victoria.
- Provides a municipal water hook-up and minimal fencing for new garden sites on City-owned land.
- Provides in-kind support where feasible (e.g. excess materials like compost and leaf mulch).

Finding an appropriate site

Appropriate sites for community gardens have the following features:

- Informed and supportive neighbours
- Year-round accessibility
- Good sun exposure (a minimum of 6 hours of sunlight per day)
- Easy access to municipal water
- Visible from surrounding uses to provide passive site surveillance
- Will not adversely impact other land uses

To assist with finding suitable land for community gardens, the City of Victoria has prepared an inventory of City-owned sites that may be suitable for future projects. This inventory can be viewed on the City's interactive mapping system 'VicMap', accessible from the City of Victoria website. Sites identified by the land inventory will still be subject to the public consultation requirements of this policy.

Community garden projects on City-owned land

The City of Victoria supports the creation of community gardens on City-owned land where neighbours have been consulted and are supportive, where a gardening group demonstrates an interest and commitment, and where the project meets the intent and objectives of this policy. Community garden projects on City-owned land will be subject to the following:

A. Criteria for community garden projects

Community garden projects on City-owned land will be operated by a non-profit society according to the following criteria:

1. Promotes urban agriculture, food production, education, and/or habitat enhancement.
2. Does not negatively impact surrounding land uses.
3. Is maintained to a minimum standard of aesthetics and orderliness. Year-round production is encouraged.
4. Expressions of art and creativity are welcomed and encouraged.
5. Operates at no cost to the City of Victoria, except through City of Victoria grants.
6. Provide public access to the garden at all times; locked gates are not permitted except through special approval from the City of Victoria.
7. The duration of a community garden is time-limited, according to the terms of the license agreement.
8. Groups are required to have liability insurance.
9. Produce grown on the site is not for private profit, unless through prior approval with the City of Victoria.
10. Contact information is posted on site for neighbours to support positive relationships.

B. Public Consultation Process

Community garden projects on City-owned sites are subject to a public consultation and approval process to ensure neighbours are informed and supported. Public consultation will be jointly facilitated by the City of Victoria and the proponent. Requirements for public consultation will be assessed on a case-by-case basis, determined by project size and anticipated project impact.

C. License for use

For community garden projects on lands owned by the City, a license of use agreement is required between the City of Victoria and the non-profit society for the purpose of developing and maintaining a community garden. Depending on site location, licenses may also be subject to Council approval.

License terms may vary based on project requirements. A standard license agreement for a community garden will be three (3) years. License agreements may be renewed for multiple terms providing the project continues to meet the criteria of this policy.

D. User agreement between Non-profit Society and Garden Members

The community garden organization and/or a neighbourhood association agrees to develop, manage and operate a community garden according to a user agreement with their members which specifies the terms of use, management responsibilities, user fees and access procedures which include the following:

- User agreement will not exceed three years, with an option to renew.
- Residents of the City of Victoria will be given priority for membership and the opportunity to garden.
- Participation must be made from a waiting list on a first-come, first-served basis.
- Membership in allotment gardens may not be restricted by neighbourhood.

- A list of regulations is developed for use of the site, and members are required to sign a contract indicating their compliance with regular maintenance and standards.
- Membership and use of the site can be revoked for non-compliance with the organization's bylaws and regulations.
- Pesticide use is not permitted on the site.
- Public access to the site is permitted and facilitated.

Community garden projects on Private Lands

The City of Victoria encourages the creation of community gardens on private lands where the project meets the intent and objectives of this policy and the vision of the Official Community Plan. The City of Victoria offers the following support for encouraging community gardens on private lands:

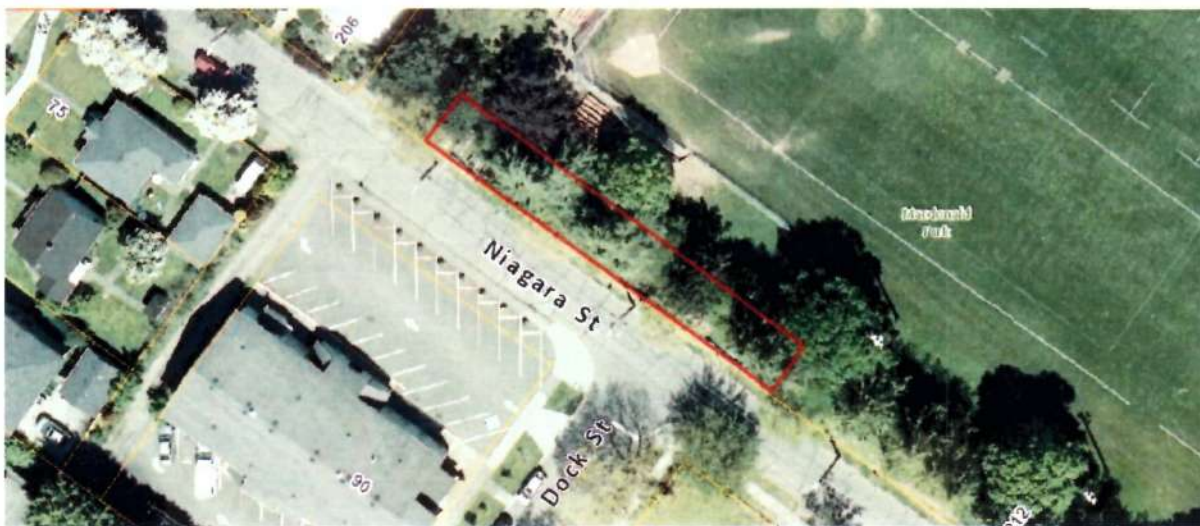
- Make connections between project proponents and potential funding partners.
- Help connect project proponents to appropriate landowners.
- Funding opportunities through City of Victoria grants.

Appendix B:

Location of Burnside Allotment Garden and Neighbourhood Garden of All Sorts



Burnside Allotment Garden



Neighbourhood Garden of All Sorts

Community Gardens

Licences of Occupation

Committee of the Whole

November 15, 2018



Purpose

To seek Council approval to enter into new licence agreements for two existing community gardens:

- 1) Burnside Allotment Garden (Cecelia Ravine Park)
- 2) Neighbourhood Garden of All Sorts (Macdonald Park)



November 15, 2018: Community Garden Licences

Community Garden Policy

- **Policy:** approved by Council in 2016
- **Definition:** a piece of city-owned land gardened collectively by members of the community, in partnership with a non-profit society
- **Garden Types:** allotment gardens, commons gardens and community orchards
- **Licence Agreements:** standard licence agreement for a community garden is three (3) years
- **Licence Renewals:** agreements may be renewed for multiple terms providing the project continues to meet the criteria of this policy



November 15, 2018: Community Garden Licences

Burnside Allotment Garden

- **Established:** 2012
- **Location:** Cecelia Ravine Park, near Napier Lane and Burnside Rd East
- **Garden Type:** Allotment Garden
- **Size:** 450 sq. meters (23 allotments, 1 BGCA plot and 2 commons gardens)
- **Licence holder:** Burnside Gorge Community Association



November 15, 2018: Community Garden Licences

Neighbourhood Garden of All Sorts

- **Established:** 2015
- **Location:** Macdonald Park, adjacent to Niagara St
- **Garden Type:** Allotment Garden
- **Size:** 425 sq. meters (17 allotments, 1 commons garden)
- **Licence holder:** LifeCycles Project Society



November 15, 2018: Community Garden Licences

Recommendation

That Council authorize the Mayor and City Clerk to execute new Licences of Occupation for the following existing community gardens, subject to the publication of notices as required by the Community Charter, and with all terms to the satisfaction of the City Solicitor and the Director of Parks, Recreation and Facilities Department:

- 1) Burnside Allotment Garden (Cecelia Ravine Park, near Napier Lane and Burnside Rd East)
- 2) Neighbourhood Garden of All Sorts (Macdonald Park, adjacent to Niagara St)



November 15, 2018: Community Garden Licences



Committee of the Whole Report For the Meeting of November 15, 2018

To: Committee of the Whole **Date:** November 6, 2018
From: Chris Coates, City Clerk
Subject: Alternate Directors to the CRD and CRHD Boards

RECOMMENDATION

That Council receive this report for information,

EXECUTIVE SUMMARY

At the November 1, 2018 Inaugural Council meeting Council confirmed appointments of Directors and two Alternates to the Capital Regional District and Regional Hospital District Boards.

In accordance with the Council Procedures Bylaw, Council must appoint the Mayor and the top three polling Councillors who ran for CRD Director, to the position of CRD Director for the City. In addition, up to four Alternate Directors may be appointed by first designation the next highest polling Councillors who ran for CRD Director. In the event there are none, which is the current situation, Council may appoint and the Bylaw provisions state "with preference given to the Councillor (s) who received the highest number of votes in the general election. Noted below is the order in terms of numbers of votes cast for those members not already appointed:

Councillor Potts
Councillor Thornton-Joe
Councillor Dubow

Council may wish to consider the direction articulated in the Council Procedures Bylaw and make additional appointments of Alternate Directors on the basis of vote totals in the election. Alternatively, Council may wish to make appoints on the basis of another consideration.

Respectfully submitted,


Chris Coates
City Clerk


Susanne Thompson
Deputy City Manager

Report accepted and recommended by the City Manager:


Date: Nov 7, 2018



Committee of the Whole Report For the Meeting of November 15, 2018

To: Committee of the Whole
From: Chris Coates, City Clerk
Subject: Council Appointments to Boards and Committees

Date: October 30, 2018

RECOMMENDATION

That Council consider and appoint Council members to the Board, Committees and Neighbourhood Associations attached as Appendix A.

BACKGROUND

Council members are appointed to many committees and boards with terms ranging in length from one to four years. A table of the Boards and Committees with a brief summary of each group has been attached for Council's consideration (Appendix A). Included in Appendix A for Council's consideration are appointments to the 12 Community Associations as well as the schedule for Acting Mayor.

In terms of Committees created by Council there are two active groups that are included for your consideration the Active Transportation Advisory Committee and Accessibility Working Group.

Council may wish to consider appointments to some or all of these Boards and Committees.

Respectfully submitted,

Christine Havelka
Deputy City Clerk

Chris Coates
City Clerk

Susanne Thompson
Deputy City Manager

Report accepted and recommended by the City Manager:

Date:

Nov 9, 2018

Appendix A – Table of Boards and Committees

Appendix B – Letter from the Greater Victoria Harbour Authority

Victoria City Council Appointments to Boards and Committees

A. External Committees / Boards

Capital Region Emergency Service Telecommunications (CREST)

Term (1 year)	Appointee (one)	Roles / Responsibilities / Information
		<ul style="list-style-type: none"> Governed by the <i>Emergency Communications Corporations Act</i> Provides emergency radio telecommunications for 50 emergency response agencies in BC's capital region

Canadian Capital Cities Organization Board

Term (1 year)	Appointees (two)	Roles / Responsibilities / Information
		<ul style="list-style-type: none"> Representatives from each capital city working together to promote the historic, cultural, economic and symbolic heritage of the capitals in Canada. Representatives from federal, provincial, territorial and municipal public sectors as well as the private sector.

Greater Victoria Harbour Authority - Board Member – Council nominates members for the Board which the GVHA reviews for possible appointment based on a set of criteria (see Appendix B). The GVHA requests 3 nominees for review.

Term (2 or 4 years)	Appointee (one)	Roles / Responsibilities / Information
		<ul style="list-style-type: none"> The purpose of the GVHA is to manage and develop the harbour assets and operations. To respond to and be reflective of community interests and work in cooperation with the members and other stakeholders. The Board of Directors is comprised of member agencies and their respective nominees.

Greater Victoria Harbour Authority - Member Representative

Term (2 years)	Appointee (one)	Term Expiry	Roles / Responsibilities / Information
			<ul style="list-style-type: none"> Each Member is represented by one individual who is chosen by the Member.

Greater Victoria Public Library Board

Term (1 year)	Appointee (one)	Roles / Responsibilities / Information
		<ul style="list-style-type: none">• Governed by a Board of Trustees established under the <i>Library Act</i>• Make policy within the legislation and regulations to support the GVPLB mission• Oversee the GVPLB finances

Tourism Victoria Board of Directors

Term (1 year)	Appointee (one)	Roles / Responsibilities / Information
		<ul style="list-style-type: none">• The not-for-profit destination marketing organization working in partnership with more than 900 business members and municipalities in Greater Victoria to promote tourism.

Municipal Insurance Association of British Columbia (MIABC)

Term (1 year)	Appointee (one)	Roles / Responsibilities / Information
		<ul style="list-style-type: none">• Provide broad liability insurance coverage needed for member's financial security, stabilize liability insurance costs and offer risk management education

Federation of Canadian Municipalities - Election to Board of Directors

Term (1 year)	Appointee (one)	Roles / Responsibilities / Information
		<ul style="list-style-type: none">• Represent the interests of municipalities on policy & program matters that fall within federal jurisdiction• There are 8 Directors of the Board representing BC• Elections are held at the Annual AGM• The Board meets 3 times annually (phone/or in person)

Board of Cemetery Trustees of Greater Victoria

Term (3 years)	Appointee (one)	Roles / Responsibilities / Information
		<ul style="list-style-type: none">• Established and governed under the <i>BC Cemetery and Funeral Service Act</i> and the <i>Community Charter</i>• Responsible for regulations for the use, operation and management of the property of the Board• Oversee the finance of the Board

Greater Victoria Airport Authority - Airport Consultative Committee

Term (2 years)	Appointee (one)	Roles / Responsibilities / Information
		<ul style="list-style-type: none">• The meetings provide an opportunity for the public to learn more and engage with the Victoria Airport Authority

Greater Victoria Family Court and Youth Justice Committee

Term (2 years)	Appointee (one)	Roles / Responsibilities / Information
		<ul style="list-style-type: none">• Established under the <i>Provincial Court Act</i>• Mandate is to protect youth in the justice system• 1 Councillor or public appointee from each 13 municipalities

University of Victoria Liaison

Term (1 year)	Appointee (one)	Roles / Responsibilities / Information
		<ul style="list-style-type: none">• Not clearly defined

Victoria Civic Heritage Trust

Term (2 years)	Appointees (two)	Roles / Responsibilities / Information
		<ul style="list-style-type: none">• Administers a grant program to assist homeowners with the upkeep and rehabilitation of older homes, on behalf of the City.

Victoria Heritage Foundation

Term (2 years)	Appointees (two)	Roles / Responsibilities / Information
		<ul style="list-style-type: none">• VHF administers the City of Victoria's grant program for heritage properties;• Helps support the conservation of the City's heritage houses through house grants, education and public awareness.

Victoria Parks and Recreation Foundation

Term (2 years)	Appointee (one)	Roles / Responsibilities / Information
		<ul style="list-style-type: none">• Its mission is to enhance the parks system, community leisure services, recreation services, public art and education within, but not restricted to, the City of Victoria;• To receive and solicit donations and bequests of land, money and in kind gifts and services for an endowment fund and/or special projects.• Administer donations and bequests.• Hold title to real property that is dedicated to the public.

Victoria Regional Transit Commission – Mayor is standing Member (4 years) / Council nominated candidate is appointed to the Commission by the Province (2 years)

Term (2 & 4 years)	Appointees (two)	Roles / Responsibilities / Information
		<ul style="list-style-type: none">• Many decisions regarding transit services and funding in the Victoria region are made by this Commission.• Commission members are appointed by the Lieutenant Governor in Council from persons holding elected office.• It is responsible for determining route configurations and transit service levels; setting fares, reviewing and making recommendations for the annual operating budget and capital spending and raising the local share of the annual cost of transit service in the region.

Community Action Plan on Discrimination

Term (2 years)	Appointees (two)	Roles / Responsibilities / Information
		<ul style="list-style-type: none">• The mandate is to address social and racial profiling in services in Victoria, in particular health and policing.

T'Mexw Treaty Advisory Committee

Term (4 years)	Appointee (one)	Roles / Responsibilities / Information
		<ul style="list-style-type: none">Coordinates and represents the interests of most Lower Vancouver Island local governments within the CRD representing their needs to the Te'Mexw Treaty negotiations

B. CRD Boards & Committees

Arts Commission – 4 year appointment if a CRD Director / 2 year appointment if not a CRD Director / Alternates may be nominated

Term (2 or 4 years)	Appointee (one)	Roles / Responsibilities / Information
		<ul style="list-style-type: none">Established as an independent community-based body to provide advice to the CRD on matters relating to the arts service that was established in 2001.Mandate to support arts in the community, public awareness and involvement, creation exhibition and performance of artistic works.The adjudicative body for arts funding programs

Regional Water Supply Commission – *appointment pending the completion of public input*

Term (4 years)	Appointees (four)	Roles / Responsibilities / Information
		<ul style="list-style-type: none">A commission to review any matter relating to the regional water supply service.

Regional Housing Trust Fund Commission

Term (2 years)	Appointee (one)	Roles / Responsibilities / Information
		<ul style="list-style-type: none">A fund that provides capital grants for the acquisition, development and retention of housing.Is a key function of the Regional Housing Affordability Strategy, that helps leverage additional funds from other sources.

Royal and McPherson Theatres Society

Term (1 year)	Appointee (one)	Roles / Responsibilities / Information
		<ul style="list-style-type: none">• Society founded in 1977 for the purpose of operating the two theatres.• Works to maintain, preserve and further develop the Royal Theatre and McPherson Playhouse by providing governance and management of the organizations' resources.

Royal and McPherson Theatres Society Advisory Committee

Term (1 year)	Appointees (two)	Roles / Responsibilities / Information
		<ul style="list-style-type: none">• An advisory role to provide advice to the above Board.

Climate Action Inter-Municipal Task Force

Term (4 years)	Appointee (one)	Roles / Responsibilities / Information
		<ul style="list-style-type: none">• Meets bi-annually• Share information, collaborate on projects, review current program deliverables and provide input on the direction of the CRD Climate Action Program

C. City Advisory Bodies

Art in Public Places Committee

Term (2 years)	Appointee (one)	Roles / Responsibilities / Information
		<ul style="list-style-type: none">• To advise the City on public art issues and trends relevant to public art initiatives in the City.• To advise and consult on specific issues, such as donations and commissions of work.• To nominate one of their members and other artists in the community to serve on the selection panel for specific art projects.

- To determine the type of competition to be held for a particular art project, and review the criteria for selection of the artist and/or artwork, the Call to Artists and the Competition Brief.

Renters' Advisory Committee

Term (2 years)

Appointees (two)

Roles / Responsibilities / Information

- To provide advise and recommendation on policies to increase rental housing stock;
- Improving conditions and wellbeing for renters;
- Strategic priorities relating to renters
- The impacts of provincial and federal legislation affecting tenants
- Enhancing access and inclusion for renters in developing municipal policy and civic life
- Other matters relevant to the interest of renters

South Island Prosperity Project

Term

Appointee (one)

Roles / Responsibilities / Information

- A collaboration of private business, local government and post-secondary institutions creating a vehicle for economic development and to diversify the regional economy;
- Advise on to best deliver an economic development function to support small businesses.

Urban Food Table

Term

Appointees (two)

Roles / Responsibilities / Information

- To bring together organizations, groups and individuals to work together to support increased urban food production as an important part of developing a healthy, ecological and sustainable food system in Victoria.

City of Victoria Youth Council

Term (2 years)

Appointee (one)

Roles / Responsibilities / Information

- A youth group that offers opportunities for civic engagement for youth on issues and initiatives in Victoria
- Take action and raise awareness about issues important to youth
- Work with Mayor, Council and staff to include youth perspectives in municipal processes and decisions.

Honorary Citizens Committee

Term (4 years)	Appointee (one)	Roles / Responsibilities / Information
		<ul style="list-style-type: none"> • Meet to ensure there are a suitable number of nominations to choose from • Evaluate nominations and makes recommendations to Council • To recognize citizens for their service or achievements and having made an exceptional contribution to the City, who must be living in, or former residents of Victoria

Active Transportation Advisory Committee

Term (2 years)	Appointees (two)	Roles / Responsibilities / Information
		<ul style="list-style-type: none"> • Provides advice on strategies for promoting mode shift to active transportation, including proposed transportation expenditures; transportation issues and priorities; crosswalk prioritization; the Pedestrian and Cycling Master Plan; Transit issues, priorities and projects and place-making initiative.

Downtown Victoria Business Association

Term (2 years)	Appointee (one)	Roles / Responsibilities / Information
		<ul style="list-style-type: none"> • To be a proactive champion for Victoria's downtown business community, promoting sustainable economic vitality through direct action and advocacy

Island Corridor Foundation Advisory Committee

Term (1 year)	Appointee (one)	Roles / Responsibilities / Information
----------------------	------------------------	-----------------------------------------------

- A collaboration between First Nations and Regional District to protect the Island rail corridor

Canada Day Liaison

Term (1 year)	Appointee (one)	Roles / Responsibilities / Information
		<ul style="list-style-type: none"> • A collaboration between various agencies and stakeholders to produce a Canada Day event downtown

Accessibility Working Group (Advisory Committee)

Term	Appointees (two)	Roles / Responsibilities / Information
		<ul style="list-style-type: none"> • A working group with a term mandate to identify barriers for persons with disabilities; establishing criteria and making recommendations as to how to remove these barriers; working to draft policies and procedures to prevent the creation of barriers in the future; • In January 2017 Council directed that the AWG become an advisory committee with Terms of Reference

City Family

Term	Appointees (three)	Roles / Responsibilities / Information
		<ul style="list-style-type: none"> • Made up of members of the Songhees and Esquimalt Nations, other urban Indigenous people, the Mayor and select City Council members.

Acting Mayor

Term	Appointees	Roles / Responsibilities / Information
		<ul style="list-style-type: none"> • Council must establish a schedule for the appointment of members to fill the office of acting mayor on a rotating basis; • Responsible for acting in the place of the mayor when the mayor is absent or otherwise unable to act, or the office of mayor is vacant;

- Has the same powers and duties as the mayor in relation of the applicable matter.

Councillor Neighbourhood Liaisons

Term	Appointees	Roles / Responsibilities / Information
		Burnside Gorge Community Association
		Hillside / Quadra Neighbourhood Action Group (downtown Blanshard Advisory Committee)
		Downtown Residents Association
		Fairfield Gonzales Community Association
		Fernwood Community Association
		James Bay Neighbourhood Association
		North Jubilee Neighbourhood Association
		North Park Neighbourhood Association
		Oakland Community Association
		Rockland Neighbourhood Association
		South Jubilee Neighbourhood Association
		Victoria West Community Association



100-1019 Wharf Street, Victoria, BC V8W 2Y9
p: 250.383.8300 | tf: 1-800-883-7079
e: gvha@gvha.ca | w: gvha.ca

October 11, 2018

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

Sent via email to mayorandcouncil@victoria.ca

RE: Request for Nominees to the Board of Directors

Greater Victoria Harbour Authority (GVHA) has established four-year director terms under its Bylaws, with approximately one-fourth of the terms expiring at the end of each calendar year to allow for a more orderly transition of directors' terms and support Board succession planning. As the current two-year term approved by Mayor and Council for Margaret Lucas is expiring December 31, 2018, GVHA is requesting nominees for Director with a term commencing January 1, 2019.

The GVHA's Nominations Task Force (NTF) is responsible for recruiting and recommending qualified candidates to the GVHA Board to fill four pending Director vacancies from the City of Victoria (CoV), Capital Regional District and two independent directors. Based on a detailed gap analysis of anticipated skills and experience requirements, the NTF is seeking nominees from Member Agencies who would bring significant strength in the following areas:

- Harbour Governance or Management
- Infrastructure Planning and Development
- Cruise Industry
- Destination Tourism
- Commercial real estate experience
- Accounting and Finance

A full list of skills and experience is provided in a Board Skills and Experience Requirements summary included on the GVHA website www.GVHA.ca/about-gvha/governance, under Notice of Board Vacancies (for independent directors). As a GVHA Member Agency, you are encouraged to nominate individuals who possess one or more of these identified areas of expertise. Recognizing the timelines and process around the 2018 municipal election, the Task Force kindly requests a letter of interest and resume from proposed nominees by November 20, if possible, to facilitate candidate interviews on or before November 30, 2018. To support GVHA skills and experience requirements, we encourage your Member Agency to put forward **three nominees**. As provided for in GVHA's constitution, Directors may be private citizens or elected officials, and will be required to provide a fiduciary responsibility to GVHA.

From this candidate pool, in accordance with GVHA Bylaws, one nominee will be recommended for Director, subject to Board approval.

Applications can be addressed to:

Starr McMichael,
Chair, Nominations Task Force,
Greater Victoria Harbour Authority
100-1019 Wharf Street, Victoria, BC V8W 2Y9

Sent via email to DirectorRecruitment@gvha.ca

The Nominations Task Force is targeting to provide recommended nominees for Director to the Board at its scheduled meeting on December 7, 2018. Terms for accepted nominees will commence January 1, 2019, ideally for a four-year appointment in accordance with GVHA Bylaws. Alternatively, in recognition of the City's director nomination process, a two-year appointment term would be acceptable.

Thank you in advance for your assistance and timely support for resourcing the GVHA Board of Directors with the required skills and experience to guide GVHA going forward.

Yours sincerely,



Starr McMichael
Chair, Nominations Task Force

pc: Charlayne Thornton-Joe,
GVHA Member Agency Representative for the City of Victoria

Chris Coates,
City Clerk, City of Victoria

Terms of Reference for Councillor Neighbourhood Liaisons

Council appoints a councillor to act as a liaison to each community or neighbourhood association. These appointments are made at the beginning of a new term of council and are for a two year-period. Council will review the appointments at the end of the two-year period with an option to renew the appointment or to adjust according to neighbourhood needs and council discretion.

The roles and responsibilities of a Councillor Liaison include:

Be Informed

1. Take the time to learn about the neighbourhood including its values and history and about the emerging issues, concerns and opportunities.
2. Be knowledgeable about neighbourhood priorities and the neighbourhood's relationship with City Hall.
3. Be informed and aware of trends and issues in other neighbourhoods that are relevant to the neighbourhood and of issues that border on two or more neighbourhoods.

Be Available

1. Attend Neighbourhood Association and Land Use Committee meetings at the request of the Neighbourhood Association and neighbourhood events as available and: - Take feedback from the Neighbourhood Association to Council - Find a replacement councillor when unable to attend.
2. Be open, available and responsive as the initial point of contact for neighbourhood residents and direct them to their staff Neighbourhood Team member to get the service they need.

Communicate

1. Communicate the interests and concerns of the Neighbourhood Association to Council.
2. Be proactive on issues that matter to the neighbourhood and on neighbourhood priorities.
3. Support the Neighbourhood Association in communicating their priorities to Council in order to help maximize the potential of Neighbourhood Associations and to help them be creative and proactive in addressing neighbourhood challenges and opportunities.
4. In coordination with the Neighbourhood Team member, close the loop on communication and action items with the neighbourhood.

Create Linkages

1. Promote the Neighbourhood Association to other potential partners, businesses and other community and industry organizations and make connections beneficial to the Neighbourhood Association where possible.



Committee of the Whole Report For the Meeting of November 15, 2018

To: Committee of the Whole
From: Chris Coates, City Clerk
Subject: Proclamation "Movember" November 2018

Date: November 7, 2018

RECOMMENDATION

That the *Movember* Proclamation be forwarded to the November 22, 2018 Council meeting for Council's consideration.


EXECUTIVE SUMMARY

Attached as Appendix A is the requested *Movember* Proclamation. Council has established a policy addressing Proclamation requests. The policy provides for:

- A staff report to Committee of the Whole.
- Each Proclamation request requiring a motion approved at Committee of the Whole prior to forwarding it to Council for their consideration.
- Staff providing Council with a list of Proclamations made in the previous year.
- Council voting on each Proclamation individually.
- Council's consideration of Proclamations is to fulfil a request rather than taking a position.

A list of 2018 Proclamations is provided as Appendix B in accordance with the new policy. Consistent with City Policy, Proclamations issued are established as fulfilling a request and does not represent an endorsement of the content of the Proclamation.

Respectfully submitted,



Chris Coates
City Clerk

LIST OF ATTACHMENTS

- Appendix A: Proclamation "Movember"
- Appendix B: List of Previously Approved Proclamations

“MOVEMBER”

WHEREAS *Our fathers, partners, brothers and friends are facing a health crisis that isn't being talked about. We want men to take action to live happier, healthier, longer lives. Globally, men are dying too young, men experience worse long-term health than women and die on average six years earlier; and*

- *1 in 7 men will be diagnosed with prostate cancer in their lifetime.*
- *Globally, testicular cancer is the most common cancer in young men*
- *3 out of 4 suicides are men (in the developed world)*

WHEREAS *Men deserve better when it comes to their health, but they need to take action now to make this change happen; and*

- *Since inception in 2003, Movember has created a men's health movement of over 5 million supporters across the world. Thanks to them, Movember has funded more than 1,200 innovative men's health projects across more than 20 countries.*
- *Global cumulative funds raised 924M*

WHEREAS *By 2030 we aim to:*

- *Reduce the number of men dying prematurely by 25%.*
- *Reduce the rate of male suicides by 25%.*
- *Halve the number of deaths from prostate cancer.*
- *Halve the number of men dying from testicular cancer.*
- *Halve the number of men experiencing serious mental and physical side effects from treatment for prostate cancer or testicular cancer.*

WHEREAS *We operate and receive donations year-round. During Movember, men grow a moustache for the month, getting friends, family and colleagues to donate to their effort. Men and Women can also choose to Move to promote physical activity or Host an event in support of men's health.*

NOW, THEREFORE *I do hereby proclaim the month of November 2018 as “MOVEMBER” on the*
TRADITIONAL TERRITORIES *of the* **ESQUIMALT AND SONGHEES FIRST NATIONS** *in the* **CITY OF VICTORIA, CAPITAL CITY** *of the* **PROVINCE of BRITISH COLUMBIA.**

IN WITNESS WHEREOF, *I hereunto set my hand this 22nd day of November, Two Thousand and Eighteen.*

LISA HELPS
MAYOR
CITY OF VICTORIA
BRITISH COLUMBIA

Sponsored By: Movember
Foundation

Appendix B

Council Meetings	Proclamations
11-Jan-18	none
25-Jan-18	Eating Disorder Awareness Week - February 1 to 7, 2018
08-Feb-18	Rare Disease Day - February 28, 2018 International Development Week - February 4 - 10, 2018 Chamber of Commerce Week - February 19 - 23, 2018
22-Feb-18	Victoria Co-op Day - March 10, 2018 Tibet Day - March 10, 2018
08-Mar-18	Revised World Water Day - March 22, 2018 Purple Day for Epilepsy Awareness - March 26, 2018
22-Mar-18	Parkinson's Awareness Month - April 2018 Barbershop Harmony Quartet Week - April 8-14, 2018 Autism Awareness Day - April 2, 2018
12-Apr-18	St. George Day - April 23, 2018 Human Values Day - April 24, 2018
26-Apr-18	Huntington Awareness Month - May 2018 Neighbour Day - May 8, 2018 Earth Day - April 22, 2018 International Internal Audit Awareness Month - May 2018 MS Awareness Month - May 2018 Highland Games Week - May 14-21, 2018 North American Occupational Safety and Health (NOASH) Week - May 7-13, 2018 Child Abuse Prevention Month - April 2018 Thank a Youth Worker Day - May 10, 2018 National Organ and Tissue Donation Awareness Week - April 22 - 28, 2018
10-May-18	Tap Dance Day - May 25, 2018
24-May-18	Victims and Survivors of Crime Week - May 27 - June 2, 2018 Orca Awareness Month - June 2018 Intergenerational Day - June 1, 2018

	Co-op Housing Day - June 9, 2018
	Planning Institute of BC 60th Anniversary Day - June 9, 2018
	Pollinator Week - June 18 - 24, 2018
	Independent Living Across Canada Day - June 4, 2018
	Built Green Day - June 6, 2018
	International Medical Cannabis Day - June 11, 2018
14-Jun-18	ALS Awareness Month - June 2018
28-Jun-18	Pride Week - July 1 to 8, 2018
12-Jul-18	None
26-Jul-18	A Day of Happiness - August 4, 2018
09-Aug-18	World Refugee Day - June 20, 2018
	Literacy Month - September 2018
06-Sep-18	Prostate Cancer Awareness Month - September 2018
	Performance and Learning Month - September 2018
	BC Thanksgiving Food Drive for the Food Bank Day - September 15, 2018
	United Way Day - September 19, 2018



Council Member Motion

For the Committee of the Whole meeting of November 15th 2018

Date: November 8, 2018 **From:** Mayor Helps and Councillor Alto
Subject: Bonus Density Above OCP and Affordable Housing

Background

At the Committee of the Whole meeting of November 8 2018, in the midst of a discussion of an immediate but interim approach to inclusionary housing, the Mayor gave notice of motion with regard to considering densities above the Official Community Plan in order to provide incentives and to secure more and/or deeper affordability.

Reviewing past decisions of Council it has become clear that the current policy says that "Projects in the Core Business and Core Residential areas which include on-site nonmarket housing may be considered for up to 10% additional density above the maximum indicated." (See attached Bonus Density Policy).

With respect to the development of a *new* policy, at a March 8 2018 Committee of the Whole meeting it was moved that Council direct staff, as part of a strategic approach to the creation of a new Inclusionary Housing and Density Bonus Policy, to "Develop a framework for consideration of higher densities above those envisioned in the Official Community Plan in support of affordable housing goals." This motion was defeated on a four-four tie. (See attached Committee minutes).

It appears that staff, the development community and council considered the March 8 2018 motion as a commentary on the existing policy and since that time negotiations with developers about densities above the OCP in exchange for affordable housing have not happened.

Given that we are in an interim period where Council is requesting affordability in all new strata projects while we work collaboratively to develop a balanced and effective policy, it is important that this interim period also provide incentives.

Recommendation

That as an interim measure until the final policy is adopted, Council directs staff to encourage proponents of strata projects to consider densities up to 10% in excess of OCP densities, in all areas of the city, in exchange for affordable units.

Respectfully Submitted,

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

Mayor Helps

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

Councillor Alto

City of Victoria Density Bonus Policy

Approved October 27, 2016

1. Areas Identified for Bonus Density Opportunities

With added residents and employees come impacts on the community. The Official Community Plan (OCP) envisions contributions to support public amenities which help offset the impacts of density. Some areas of the city have been identified by the OCP as areas where future growth and change would be focused. These areas include the Urban Core and the Town Centre, Urban Village, and Urban Residential Urban Place Designations. Within these areas, the OCP indicates a base density, and a maximum density which may be considered where a proposed project supports OCP objectives including the provision of amenities or affordable housing.

2. Amenity Contribution Schedule

The City has identified a fixed rate target which will be sought for certain rezonings which result in bonus density. For all other rezonings resulting in bonus density, the City will seek an amenity contribution equivalent to 75% of the additional land value created by the rezoning, based on an economic analysis.

OCP Urban Place Designation	FixedRate Target Eligibility*	Amenity Contribution Target for standard rezonings**	Negotiation for on-site affordable housing expected***
Urban Residential	✓	\$5/sq. ft. (\$53.82 per sq. m.) of bonus density	
Small Urban Village	✓	No amenity contribution for standard rezonings	
Large Urban Village	✓	\$5/sq. ft. (\$53.82 per sq. m.) of bonus density	
Core Residential and Core Business requesting less than 30,000 sq. ft. of bonus density	✓	\$12/square foot (\$129.17/sq. m.) of bonus density	
Town Centre		Based on economic analysis	✓
Core Residential and Core Business requesting 30,000 sq. ft. or more of bonus density		Based on economic analysis	✓
Core Historic		Based on economic analysis	
Core Inner Harbour Legislative		Based on economic analysis	
Core Songhees Area		Based on economic analysis	

* Proponents of a rezoning eligible for a fixed rate target may choose instead to propose amenity contributions based on an economic analysis of the individual project (see 5., below).

** A standard rezoning is defined as a project which:

1. Does not require an amendment to the Urban Place Designation in the OCP;
2. Does not require rezoning from industrial, general employment or institutional zoning to residential or residential mixed use zoning;
3. Does not require significant on-site circulation or public amenities specified in a City plan;
4. Is no larger than one city block;
5. Does not contain a building which is eligible for heritage designation, listed on the heritage register, or identified by a Local Area Plan as being of heritage merit;
6. Is not subject to a Master Development Agreement (MDA).

*** Affordable housing contributions offered by applicants may be considered in any Urban Place Designation on a case-by-case basis.

3. Base and Maximum Densities

- 3.1. Where the OCP indicates a range of densities (Core Business, Core Residential, Town Centre, Large and Small Urban Village, Urban Residential, but exempting Core Inner Harbour Legislative):
 - 3.1.1. The lower density is considered the "base" density which is generally supportable.
 - 3.1.2. The upper density is considered the maximum density which may be considered.
 - 3.1.3. Density above the base density is considered "bonus density".
 - 3.1.4. Where a property's starting zoning allows more density than the OCP base density, the zoned density should be considered as the base density.
 - 3.1.5. If added density provisions already apply to an existing zone district (for example, for features such as underground parking), then bonus density for purposes of this policy refers only to the density increment above what can be achieved under the property's existing zoning.
 - 3.1.6. Projects in the Core Business and Core Residential areas which include on-site non-market housing may be considered for up to 10% additional density above the maximum indicated.
 - 3.1.7. Refer to the Downtown Core Area Plan (DCAP) for further detail on base and maximum densities for residential or commercial use within the DCAP boundaries.
- 3.2. Where the OCP indicates only one density, outside of the Downtown Core Area (Industrial, General Employment):
 - 3.2.1. The indicated density is considered the maximum density for appropriate uses in this Urban Place Designation.
 - 3.2.2. The base density for residential uses is assumed to be zero as these Urban Place Designations do not support residential use.
- 3.3. Where the OCP indicates only one density within the Downtown Core Area (Core Historic, Core Songhees) or DCAP special density area (Core Inner Harbour Legislative):
 - 3.3.1. The base density should be considered as the existing zoned density.
 - 3.3.2. The maximum density shown in the OCP may or may not be achievable given individual site characteristics and objectives of the OCP as refined by the Downtown Core Area Plan.
- 3.4. Where a proposal request an amendment to the OCP Urban Place Designation, the base density shall be considered as the base density for the relevant use in the existing (starting) OCP Urban Place Designation.
- 3.5. The above notwithstanding, in an area subject to a Master Development Agreement (MDA) any change to the zoned density requires a renegotiation of the amenities provided for in the MDA.
- 3.6. Proposals for rezoning will be considered on their merits based on the policies of the Official Community Plan, informed by relevant neighbourhood plans, other adopted City plans, and unique characteristics of the site. It should not be assumed that a rezoning proposal will be approved simply because amenity contributions are proposed. (See OCP 6.3)

4. Projects Exempted from Amenity Contribution Requests

The following projects will be exempted from requests for amenity contributions:

- 4.1. **Non-market housing projects** which are rental housing, owned by a non-profit housing provider, in which at least half of the units are non-market housing secured by a housing agreement that provides for affordability for the life of the building.

- 4.2. **A standard rezoning for purpose-built rental housing in the Urban Residential or Urban Village place designations**, which is secured as rental housing for the life of the building by a housing agreement.
- 4.3. **Projects with no residential use included.**

5. Option for Standard Rezonings to Use Economic Analysis rather than Fixed Rate Contribution Target

The fixed rate target for amenity contributions is set to apply broadly to most redevelopment sites which meet the criteria of this policy. However, the applicant may choose to propose amenity contributions based on site-specific circumstances for the individual project. In these cases, the applicant may elect to conduct their own economic analysis as described in section 6., below.

6. Economic Analysis to Inform Amenity Contribution Requested

For applications which do not meet the criteria for a fixed rate amenity contribution target, an economic analysis should be undertaken to determine how much amenity contribution an approvable project can support. This analysis should be completed by an independent third party consultant, agreed upon by the developer and the City of Victoria, and engaged by the City. Following best practices, the City would seek a target of 75% of the increase in land value for the provision of community amenities. The cost of this analysis will be deducted from amenity contributions sought.

7. Securing Amenity Contributions

Monetary amenity contributions will be due prior to issuance of a building permit. In a phased project, the amenity contribution may be divided proportionately between different phases of the development. Amenity contributions may generally be secured in one of three ways:

- 7.1. Rezoning to a zone which specifies: a base density; one or more additional densities which may be achieved with the provision of community amenities; and the number, extent and kind of amenities;
- 7.2. A covenant that will detail the amenity contribution to be delivered, at which time the covenant will be removed; or,
- 7.3. Where the amenity includes affordable housing, a signed housing agreement.

Where the amenity is a monetary contribution, it will include an escalator equal to the annual change in construction cost for the Victoria Area as measured by a quantity surveyor selected jointly by the City and applicant.

8. Type of Amenities to be Funded by Contributions

The amenities needed to support growth consistent with the OCP are generally greater than the amenity contributions available for the foreseeable future. As a built-out city, future funding through Development Cost Charges is limited. General property tax revenue must be used largely for operations and for maintenance of capital infrastructure. Therefore, the City will seek Community Amenity Contributions as part of rezonings which result in additional density, in order to offset the impacts of that density on the community.

Desired amenities will be identified in Neighbourhood Plans and periodically updated. Monetary amenity contributions will be placed into a fund to be used for these amenities. For amenity contributions from development in an urban village or along a corridor that forms the boundary between two neighbourhoods, the amenity contribution should be dedicated to projects in that village/corridor, split between the two neighbourhoods, or dedicated to amenity contributions for specific improvements which improve livability for the area in question.

9. Consideration for On-Site Amenities

Most redevelopment sites in Victoria are smaller sites that do not support the types of amenities envisioned by neighbourhood planning. Therefore monetary contributions are sought in most instances. Other than affordable housing, an on-site amenity may be sought only in the following circumstances:

- 9.1. The amenity is identified in a neighbourhood plan or other approved City plan;
- 9.2. The amenity would not otherwise be a requirement of development (e.g. frontage improvements are not considered an amenity);
- 9.3. The amenity is of a public nature with secured public access or control;
- 9.4. The amenity is not subject to maintenance and control as common space by a strata council;
- 9.5. Any amenities on private land should be accompanied by granting of statutory right of way or similar legal agreement to maintain their public nature;
- 9.6. Conservation of heritage is considered a public amenity;
- 9.7. Where on-site amenities are provided, the total amenity contribution should be equivalent to 75% of the increased land value resulting from a rezoning.

Examples of on-site public amenities include parks, plazas, play lots, or community space for public use and public ownership within a building.

10. Consideration for Affordable or Special Needs Housing

The Victoria Housing Strategy provides further detail on target market and affordable rental unit demand for the City. The City may seek on-site affordable housing which:

- 10.1. Is secured by a Housing Agreement for the life of the building or for another time period meeting the City's affordable housing objectives;
- 10.2. Meets the objectives of the Victoria Housing Strategy;
- 10.3. Where the total value of the amenity and/or affordable housing contribution is equivalent to 75% of the increased land value resulting from a rezoning.

11. Implementation, Monitoring and Annual Reporting

- 11.1. The target has been set based on needed public amenities and the ability of typical projects to support contributions. The target will be adjusted as follows:
 - 11.1.1. Adjusted annually by the annual change in construction cost for the Victoria Area as measured by a quantity surveyor;
 - 11.1.2. Adjusted every 3-5 years or in response to major market changes, based on an economic analysis.
- 11.2. The City will report out annually to track contributions, identify contributors and identify the type and locations of constructed amenities.

Disclaimer on Land Speculation

The City of Victoria cautions against land speculation that attempts to pre-suppose Council's future decisions. The OCP does not create development rights, but sets out a long range vision which Council uses as a guide for development. It is only through a subsequent rezoning that land use and density for a property are determined.

**MINUTES OF THE
COMMITTEE OF THE WHOLE MEETING
HELD THURSDAY, MARCH 8, 2018, 9:00 A.M.**

1. THE CHAIR CALLED THE MEETING TO ORDER AT 9:00 A.M.

Committee Members Present: Mayor Helps (Chair), Councillors Alto, Isitt, Loveday, Lucas, Madoff, Thornton-Joe, and Young

Absent: Councillor Coleman

Staff Present: J. Jenkyns – Acting City Manager; C. Coates – City Clerk; C. Havelka – Deputy City Clerk; C. Royle – Assistant Fire Chief; S. Thompson – Director of Finance; J. Tinney – Director of Sustainable Planning & Community Development; T. Soulliere – Director of Parks, Recreation, & Facilities; F. Work – Director of Engineering and Public Works; B. Eisenhauer – Head of Engagement; T. Zworski – City Solicitor; C. Mycroft – Manager of Executive Operations; A. K. Ferguson – Recording Secretary

2. APPROVAL OF AGENDA

Motion: It was moved by Councillor Alto, seconded by Councillor Thornton-Joe, that the Agenda of the March 8, 2018, Committee of the Whole meeting be approved.

Amendment: It was moved by Councillor Isitt, seconded by Councillor Lucas, that the Agenda of the March 8, 2018, Committee of the Whole meeting be amended as follows:

Consent Agenda:

Item No. 1 – Minutes from the Meeting held January 11, 2018

Item No. 5 – Victoria Housing Fund Application for the North Park Manor at 875 North Park (North Park)

Item No. 8 – Attendance at the Federation of Canadian Municipalities Annual Conference May 31 – June 3, 2018

Item No. 9 – Attendance at the Association of Vancouver Island Coastal Communities 2018 Annual Convention and Annual General Meeting – April 13 – 15, 2018

Item No. 12 – Advocacy for Youth Program Funding for Quadra Village Community Centre

On the amendment:
CARRIED UNANIMOUSLY 18/COTW

Main motion as amended:

That the Agenda of the March 8, 2018, Committee of the Whole Meeting be approved with the following amendments:

Consent Agenda:

Item No. 1 – Minutes from the Meeting held January 11, 2018

Item No. 5 – Victoria Housing Fund Application for the North Park Manor at 875 North Park (North Park)

Item No. 8 – Attendance at the Federation of Canadian Municipalities Annual Conference May 31 – June 3, 2018

Item No. 9 – Attendance at the Association of Vancouver Island Coastal Communities 2018 Annual Convention and Annual General Meeting – April 13 – 15, 2018

Item No. 12 – Advocacy for Youth Program Funding for Quadra Village Community Centre

On the main motion as amended:
CARRIED UNANIMOUSLY 18/COTW

3. CONSENT AGENDA

Motion: It was moved by Councillor Isitt, seconded by Councillor Lucas, that the following items be approved without further debate:

3.1 Minutes from the meeting held January 11, 2018

Motion: It was moved by Councillor Isitt, seconded by Councillor Lucas, that the Minutes of the meeting held January 11, 2018, be adopted.

CARRIED UNANIMOUSLY 18/COTW

3.2 Victoria Housing Fund Application for the North Park Manor at 875 North Park Street

Committee received a report dated February 23, 2018, from the Director of Sustainable Planning and Community Development regarding recommendations for approval of a Victoria Housing Fund grant application from the North Park Manor Society to assist in the construction of three housing units for low and medium income seniors within the North Park Manor, located at 875 North Park Street.

Motion: It was moved by Councillor Isitt, seconded by Councillor Lucas, that Council approve a Victoria Housing Fund grant to the North Park Manor Society in the amount of \$30,000 to assist in the construction of three bachelor units of housing for low and medium income seniors at the North Park Manor, located at 875 North Park Street, subject to the following conditions:

1. The grant will be disbursed to the applicant once the Housing Fund Grant Agreement and Housing Agreement have been executed by the applicant.
2. The North Park Manor Society enters into a Housing Fund Grant Agreement to the satisfaction of the City Solicitor that includes the requirements that:
 - a) the North Park Manor Society will identify the City of Victoria as a contributor on publications, documents, and public events related to the development, completion and operation of the project;
 - b) upon project completion, North Park Manor Society will submit a final report to the Sustainable Planning and Community Development Department; and
 - c) the grant is to be repaid by the North Park Manor Society if the project does not proceed as proposed.
3. The North Park Manor Society enters into a Housing Agreement securing the housing units at rental levels consistent with the Victoria Housing Fund Guidelines in a form satisfactory to the City Solicitor and Director of Sustainable Planning and Community Development.

CARRIED UNANIMOUSLY 18/COTW

3.3 Attendance at the Federation of Canadian Municipalities Annual Conference, May 31 - June 3, 2018

Committee received a report dated February 28, 2018, from Councillor Alto seeking approval to attend the annual FCM conference to be held in Halifax, Nova Scotia, May 31 through June 3, 2018.

Motion: It was moved by Councillor Isitt, seconded by Councillor Lucas, that Council authorize the attendance and associated costs for Councillor Alto to attend the FCM Conference to be held in Halifax, NS, May 31 - June 3, 2018.

CARRIED UNANIMOUSLY 18/COTW

3.4 Attendance at the Association of Vancouver Island Coastal Communities 2018 Annual Convention and Annual General Meeting – April 13-15, 2018

Committee received a report dated March 1, 2018, from Mayor Helps seeking approval to attend the AVICC conference to be held in Victoria, April 13-15, 2018.

Motion: It was moved by Councillor Isitt, seconded by Councillor Lucas, that Council authorize the attendance and associated costs for Mayor Helps to attend the AVICC Conference to be held in Victoria, April 13-15, 2018.

CARRIED UNANIMOUSLY 18/COTW

3.5 Advocacy for Youth Programs Funding for Quadra Village Community Centre

Committee received a report dated March 6, 2018, from Councillors Isitt and Loveday regarding recommendations for the Advocacy for the importance of the funding for youth programs through the Quadra Village Community Centre.

Motion: It was moved by Councillor Isitt, seconded by Councillor Lucas, that Council request that the Mayor, on behalf of Council, write to the Member of the Legislative Assembly for Victoria-Swan Lake, copying the provincial Minister of Children and Family Development, requesting that funding be identified and allocated within provincial jurisdiction to ensure continuity and improvements over time for youth programs delivered by the Quadra Village Community Centre.

CARRIED UNANIMOUSLY 18/COTW

4. UNFINISHED BUSINESS

4.1 Potential Animal Control Bylaw Amendments

Committee received a report dated February 19, 2018, from Councillor Thornton-Joe regarding recommendations for amendment to the City's Animal Control Bylaw.

Motion: It was moved by Councillor Thornton-Joe, seconded by Councillor Loveday, that Council:
Amend our Animal Control Bylaw to prohibit the sale of cats, kittens, dogs, puppies, and rabbits in pet stores or other type of retail premises. The only exemption is if these animals are offered for adoption from a recognized animal rescue society or shelter organization at which time the current bylaw policy would still apply.

Committee discussed:

- Ensuring that consumers utilize rescue agencies to purchase pets instead of impulse buying in pet stores.

CARRIED 18/COTW

For: Mayor Helps, Councillors Alto, Isitt, Loveday, Lucas, Madoff, and Thornton-Joe

Against: Councillor Young

Motion: It was moved by Councillor Thornton-Joe, seconded by Councillor Lucas, that Council approve:
Each horse while transporting passengers must display an identification number which is visible and legible. This identification number must correspond with the name, description and health record of the horse and is to be provided to the licensing officer and SPCA at the beginning of the season.

Committee discussed:

- Whether there are regulations on the number of hours a horse can work in a day.
- Whether there are regulations on horses working in extreme weather.
- Concerns with operators washing horse feces and urine down a storm drain and how that is being addressed.

CARRIED UNANIMOUSLY 18/COTW

5. LAND USE MATTERS

5.1 Temporary Use Permit Application No. 00007 for 629 and 635 Chatham Street

Committee received a report dated February 22, 2018, from the Director of Sustainable Planning and Community Development regarding recommendations for the Temporary Use Permit Application for the property located at 629 and 635 Chatham Street to allow for surface parking for up to 38 stalls for up to three years.

Motion: It was moved by Councillor Isitt, that Council decline Temporary Use Permit Application No. 00007 for the property located at 629 and 635 Chatham Street.

Failed due to no seconder 18/COTW

Motion: It was moved by Councillor Thornton-Joe, seconded by Councillor Lucas, that Council after giving notice and allowing an opportunity for public comment at a meeting of Council, authorize the issuance of Temporary use Permit Application No. 00007 for 635 Chatham Street in accordance with:

1. Plans date stamped December 22, 2017
2. Development meeting all *Zoning Regulation Bylaw* requirements
3. The applicant providing a landscape cost estimate for the entire cost of the onsite landscaping in accordance with the Landscape Plan prepared by Murdoch de Greeff Landscape Architects dated December 22, 2017, and a landscape security deposit in the amount of 120% of the Landscape Cost Estimate payable to the City prior to the issuance of the building permit.
4. The Temporary use Permit lapsing three years from the date of this resolution.

Committee discussed:

- The need for the retention of parking in the downtown.

CARRIED 18/COTW

For: Mayor Helps, Councillor Alto, Loveday, Lucas, Madoff, Thornton-Joe, and Young

Against: Councillor Isitt

5.2 Strategic Direction: Inclusionary Housing and Density Bonus Policy

Committee received a report dated February 16, 2018, from the Director of Sustainable Planning and Community Development seeking direction on strategic approaches to the development of an Inclusionary Housing and Density Bonus Policy.

Committee discussed:

- Where tax incentives will come from.
- Ensuring that there is no loss of purpose built housing and rental housing.
- The type of criteria that will be used to determine appropriate zoning.
- The timeline to bring the policy back to Council.

- The impact on the current local area planning processes.

Motion:

It was moved by Mayor Helps seconded by Councillor Alto, that Council:

1. Consider the following strategic approaches in the development of a new Inclusionary Housing and Density Bonus Policy and direct staff to:
 - a) Establish affordable housing targets and levels of affordability to guide community amenity contribution negotiations;
 - b) Prioritize City objectives for community amenity contributions given limits on bonus density;
 - c) Develop a framework for consideration of higher densities above those envisioned in the Official Community Plan in support of affordable housing goals;
 - d) Develop a framework for the provision of bonus density in exchange for on-site affordable housing units, where feasible, within areas of the City through the zoning bylaw in a manner consistent with the Local Government Act;
 - e) Retain a consultant to update the economic analysis that informed the Density Bonus Policy (2016) to inform the above considerations, and;
2. Direct staff to consult with stakeholders and the Community Association Land Use Committees on a draft policy.

Amendment:

It was moved by Mayor Helps seconded by Councillor Isitt, that the motion be amended as follows:

That Council:

1. Consider the following strategic approaches in the development of a new Inclusionary Housing and Density Bonus Policy and direct staff to:
 - a) Establish affordable housing targets and levels of affordability to guide community amenity contribution negotiations;
 - b) Prioritize City objectives for community amenity contributions given limits on bonus density;
 - c) Develop a framework for consideration of higher densities above those envisioned in the Official Community Plan in support of affordable housing goals;
 - d) Develop a framework for the provision of bonus density in exchange for on-site affordable housing units, where feasible, within areas of the City through the zoning bylaw in a manner consistent with the Local Government Act;
 - e) Retain a consultant to update the economic analysis that informed the Density Bonus Policy (2016) to inform the above considerations,
 - f) Direct staff to negotiate approach to CACs**
 - g) Direct staff to establish more precise targets and levels of affordability and;**
 - h) Direct staff to consider pre-zoning areas of the City (using bonus density zoning) for affordable housing.**
2. Direct staff to consult with stakeholders and the Community Association Land Use Committees on a draft policy.

On the amendment:
CARRIED 18/COTW

For: Mayor Helps, Councillors Alto, Isitt, Loveday, Lucas, Madoff, and Thornton-Joe
Against: Councillor Young

Mayor Helps withdrew from the meeting at 10:25 a.m.

Councillor Thornton-Joe assumed the Chair.

Mayor Helps returned to the meeting at 10:27 a.m. and assumed the Chair.

Committee discussed:

- Densities above the OCP being looked at on a case by case basis.
- Concerns with the length of time the policy is taking to be implemented.

CARRIED UNANIMOUSLY 18/COTW

Committee requested that the motion be separated to consider Item C separately.

- Motion:** It was moved by Mayor Helps, seconded by Councillor Alto, that Council:
1. Consider the following strategic approaches in the development of a new Inclusionary Housing and Density Bonus Policy and direct staff to:
 - a) Establish affordable housing targets and levels of affordability to guide community amenity contribution negotiations;
 - b) Prioritize City objectives for community amenity contributions given limits on bonus density;
 - d) Develop a framework for the provision of bonus density in exchange for on-site affordable housing units, where feasible, within areas of the City through the zoning bylaw in a manner consistent with the Local Government Act;
 - e) Retain a consultant to update the economic analysis that informed the Density Bonus Policy (2016) to inform the above considerations;
 - f) Direct staff to negotiate approach to CACs
 - g) Direct staff to establish more precise targets and levels of affordability and;
 - h) Direct staff to consider pre-zoning areas of the City (using bonus density zoning) for affordable housing.
 2. Direct staff to consult with stakeholders and the Community Association Land Use Committees on a draft policy.

CARRIED 18/COTW

For: Mayor Helps, Councillor Alto, Isitt, Loveday, Lucas, Madoff, and Thornton-Joe
Against: Councillor Young

Committee discussed:

- Concerns with 'item c' not being needed at this time.
- Having an opportunity to see how 'item c' may assist communities

Motion: It was moved by Mayor Helps, seconded by Councillor Alto, that Council:

1. Consider the following strategic approaches in the development of a new Inclusionary Housing and Density Bonus Policy and direct staff to:
 - c) Develop a framework for consideration of higher densities above those envisioned in the Official Community Plan in support of affordable housing goals;

DEFEATED 18/COTW

For: Mayor Helps, Councillors Alto, Lucas, and Thornton-Joe
Against: Councillors Isitt, Loveday, Madoff and Young

6. NEW BUSINESS

6.1 Further Support for the 2020 North American Indigenous Games

Committee received a report dated March 4, 2018, from Councillor Alto and Mayor Helps regarding recommendations for consideration of the City's financial support for the 2020 North American Indigenous Games.

Motion: It was moved by Councillor Alto, seconded by Mayor Helps, that, should the Songhees Nation be awarded the 2020 North American Indigenous Games, the City of Victoria will:

1. Contribute to the 2020 NAIG up to \$225,000 in each of its 2019 and 2020 budget years, from 2018 and 2019 budget surpluses;
2. Encourage its municipal neighbours to contribute per capita amounts of the same range (approximately \$2.50/per person for two years);
3. Work with the 2020 NAIG organizing committee(s) to facilitate use of city sports facilities as needed.

Committee discussed:

- Concerns with the amount of money being requested.
- The economic impact of the Cowichan Region in 2007

Amendment: It was moved by Mayor Helps, seconded by Councillor Loveday that the motion be amended as follows:
That, should the Songhees Nation be awarded the 2020 North American Indigenous Games, the City of Victoria will:

1. Contribute to the 2020 NAIG up to \$225,000 in each of its 2019 and 2020 budget years, from 2018 and 2019 budget surpluses, **subject to receiving a detailed budget breakdown once that is possible and that the bid documents are no longer confidential.**
2. Encourage its municipal neighbours to contribute per capita amounts of the same range (approximately \$2.50/per person for two years);
3. Work with the 2020 NAIG organizing committee(s) to facilitate use of city sports facilities as needed.

On the amendment:
CARRIED UNANIMOUSLY 18/COTW

Main motion as amended:

That, should the Songhees Nation be awarded the 2020 North American Indigenous Games, the City of Victoria will:

1. contribute to the 2020 NAIG up to \$225,000 in each of its 2019 and 2020 budget years, from 2018 and 2019 budget surpluses, subject to receiving a detailed budget breakdown once that is possible and that the bid documents are no longer confidential.
2. Encourage its municipal neighbours to contribute per capita amounts of the same range (approximately \$2.50/per person for two years);
3. Work with the 2020 NAIG organizing committee(s) to facilitate use of city sports facilities as needed.

On the main motion as amended:
CARRIED UNANIMOUSLY 18/COTW

7. ADJOURNMENT

Motion: It was moved by Councillor Loveday, seconded by Councillor Alto, that the Committee of the Whole meeting of March 8, 2018, be adjourned at 11:29 a.m.

CARRIED UNANIMOUSLY 18/COTW

CERTIFIED CORRECT:

CITY CLERK

MAYOR



Council Member Motion
For the Committee of the Whole Meeting of November 15, 2018

Date: November 9, 2018

From: Councillor Isitt and Mayor Helps

Subject: Endorsement of the Community Benefits Coalition of BC

Background

Council has received an invitation to endorse the Community Benefits Coalition of BC (see attachment 1).

As noted in the information sheet (attachment 2), community benefits agreements prioritize “the hiring of qualified people who live within a 100-kilometre radius of the projects and includes terms to increase the participation of women, Indigenous workers and apprentices,” securing “work, skills training and fair wages.”

It is recommended that Council endorse the Community Benefits Coalition of BC, to encourage community reinvestment and the provision of fair wages and working conditions in capital projects.

Recommendation

That Council endorse the Community Benefits Coalition of BC and directs staff to write to the Coalition advising them of this endorsement and authorizing use of the City’s name and logo in the list of Coalition partners.

Respectfully submitted,

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

Councillor Isitt

A handwritten signature in blue ink, appearing to read "S. Helps".

Mayor Helps

Attachments:

1. Invitation from the Community Benefits Coalition of BC
2. Information Sheet on the Community Benefits Coalition of BC
3. Frequently Asked Questions regarding the Community Benefits Coalition of BC



September 21, 2018

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

Dear Mayor Helps and Council,

I'm writing you today on behalf of the Community Benefits Coalition of BC.

The CBCBC is a coalition of local companies, organizations and unions. Our goal is to support the expansion of community benefits in British Columbia through public infrastructure projects like roads, schools, dams and hospitals.

These benefits provide increased opportunities for qualified local workers, businesses, apprentices, Indigenous communities and women in trades and ensure wage predictability.

In July, the BC government took the first step by committing to build the Pattullo Bridge replacement and TransCanada Hwy 1 (Kamloops – Border) through a Community Benefits Agreement.

For more information on our campaign and our coalition partners, visit: www.letsbuildbc.ca. Dozens of organizations have already signed on.

The Community Benefits Coalition of BC invites your municipality to join us in our advocacy efforts to build B.C. better through community benefits agreements.

We will feature your municipality on our website and would welcome a dialogue on how these agreements can help put local people to work in your community.

We sincerely hope you will join this important campaign. If you have any questions, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "Tom Sigurdson", with a large, stylized loop at the end.

TOM SIGURDSON
Community Benefits Coalition of BC



What are Community Benefits?

In July 2018, the BC government announced it would use a Community Benefits Agreement on the Pattullo Bridge replacement and the four-lane expansion of the Trans-Canada Highway between Kamloops and Alberta.

This landmark agreement prioritizes the hiring of qualified people who live within a 100-kilometre radius of the projects and includes terms to increase the participation of women, Indigenous workers and apprentices.

Community Benefits Agreements (CBAs) secure work, skills training and fair wages.

How do Community Benefits Agreements work?

CBAs are agreements between government and contractors or councils that set out wage and hiring provisions on public projects.

Fairness, accountability & transparency

Union and non-union contractors bid on CBA projects.

Opportunities to build it better

Qualified local workers are given the opportunity to help build and invest in their own community. Workers earn union wages and benefits, pay taxes, and reinvest where they live.

Building a workforce for the future

B.C. is facing a major skilled trades shortage. CBAs that build in opportunities for hiring apprentices, women in trades and Indigenous workers will contribute to labour market stability and pave the way for a sustainable future.



COMMUNITY
BENEFITS
COALITION OF BC

Learn more at letsbuildbc.ca





About the Community Benefits Coalition of BC

The Community Benefits Coalition of BC was started by members of the labour movement and local companies who believe that projects paid for by B.C. taxpayers should provide tangible, long-lasting benefits to communities.



ADVENTURE PAVING
A Division of YCB Holdings Ltd.



Community Savings
the union's credit system



TVE INDUSTRIAL SERVICES



Join Us!

Community Benefits Coalition of BC

#207 - 88 Tenth Street
New Westminster, B.C.
V3M 6H8

☎ 778-397-2220

✉ info@letsbuildbc.ca

Facebook CommunityBenefitsforBC

Twitter BenefitsForBC





Frequently Asked Questions

What is a Community Benefits Agreement?

There are many different types of CBAs. Generally, a CBA is an agreement that sets out hiring provisions on publicly funded infrastructure projects. Typically, there will be provisions for hiring qualified local workers first as well as underrepresented groups, including Indigenous Peoples, apprentices and women in trades. In B.C., the CBA framework announced by the provincial government includes all these things as well as provisions for union wages, and assurances that there will be no work stoppages (strikes, lockouts) for the duration of construction.

Are CBAs a new concept?

No. CBAs have been used throughout North America for 20 years. The City of Los Angeles has seen a number of successful CBAs.

I heard CBAs shut out non-union contractors. Is that true?

No. Non-union and union contractors both bid on the project. The only requirement is adhering to the provisions of the CBA, which may include provisions to pay union wages for the duration of the project.

How can CBAs ensure projects are completed on time and on budget?

CBAs ensure wage predictability and eliminate the

risk of work stoppages. In addition, investments in worker safety and training are proven to increase productivity. CBAs also enjoy increased transparency and accountability because these provisions are known.

Why can't contractors hire whoever they want and pay whatever they want?

Unless provisions are made for local hiring and union wages, unscrupulous contractors could hire workers from outside of B.C. and perhaps even outside of Canada, as we saw with construction of the Canada Line. In that case, workers were brought in from Latin America and paid \$3.89 per hour. Even at Site C, 20 per cent of workers are not from B.C. Preference for hiring should be given to qualified local workers first, at a salary that allows them to support their families and invest in their own community.

Why should preference be given to Indigenous communities and women in trades? The qualified candidate should just get the job.

Only qualified workers would be hired. However, among those qualified workers, provisions would be written into a CBA that assign practical ratios to hiring women in trades and Indigenous workers, both

Learn more at letsbuildbc.ca



of whom are currently underrepresented in the trades. This will allow B.C. to meet its commitment to address the looming skilled trades shortage, while providing opportunities for groups who have traditionally not accessed these careers.

Why do we need hiring provisions for apprentices?

BC is facing a skilled trades shortage and will need to hire thousands of new apprentices in the next few years. CBAs that include worker apprenticeship ratios help meet that need, while leaving a legacy of workforce experience and employability.

Why does it matter if local workers are hired first?

Hiring locally means the investment in infrastructure stays in the community, which provides a community benefit to the local economy and revitalizes job creation. Local workers are proud to build their own community.

Why do workers have to join a Building Trades union?

Building Trades Union contracts ensure workers have fair and equal access to training and that workers doing the same job at the same level are paid the same. They also ensure there are no strikes and no lockouts for the duration of a project. In addition, any pension contributions are immediately vested. And because BTU collective agreements are publicly available, bids are more competitive.

Do CBAs cost more compared to non-CBA projects?

Every project is different. However, research indicates that CBAs are actually less expensive. They are subject to strict timelines and they prohibit work stoppages that might otherwise cause delays. In addition, when qualified local workers are given preference, tax revenue stays in the local community. Here is a snapshot of some high-profile infrastructure projects built without CBAs, which have never been used in B.C.

- The Vancouver Trade and Convention Centre, which was initially built under a public-private partnership (PPP) before it failed, went almost \$400 million over its original \$495 million budget.
- The Port Mann Bridge replacement cost \$2.974 billion, which was \$572 million more than the original estimate.
- The roof on BC Place Stadium was budgeted at \$100-\$150 million and came in at \$563 million.
- Site C was budgeted at \$8.335 billion and will cost in excess of \$10 billion.

I work hard for my money. Why would I support something that could cost more?

The B.C. government has stated that using a CBA could cost four to seven per cent more to allow for the increased employment of apprentices. However, even if they have a greater cost on the face, they abide community interests, such as opportunities for qualified local workers, Indigenous groups, women in trades and apprentices. In addition, hiring local workers means tax dollars stay in the community, and the community is richer through a legacy of education and experience.

Join Us!

Community Benefits Coalition of BC

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