



## REVISED AGENDA - SPECIAL COMMITTEE OF THE WHOLE

Date: Monday, February 4, 2019, 8:00 A.M.  
Location: COUNCIL CHAMBERS, CITY HALL, 1  
CENTENNIAL SQUARE  
Located on the traditional territory of the Esquimalt  
and Songhees People

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	<i>A report advising Council of current investments in services for youth and describing a proposal that will enhance how these services are planned and delivered.</i>	
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## **Committee of the Whole Report**

### **For the Meeting of January 10, 2019**

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**To:** Committee of the Whole **Date:** December 5, 2018  
**From:** Thomas Soulliere, Director – Parks, Recreation and Facilities  
**Subject:** Youth Services Delivery Model

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### **RECOMMENDATION**

That Council approve the proposed improvement to the delivery of Youth Services, and refer consideration of funding a new full-time position as part of the 2019 Financial Planning process.

### **EXECUTIVE SUMMARY**

The purpose of this report is to advise Council of the current investments in services for youth as well as describe a proposal that will enhance how these services are planned and delivered.

The City's investment in youth-related programs and services now exceeds \$1 million per year. At present youth programs and services are delivered directly by staff in various departments, as well as through several community organizations with funding support from the City. While there are benefits flowing from the current range of services for residents, the lack of a lead entity to coordinate and provide leadership on behalf of the City for the overall investment in these services, results in missed opportunities for aligning efforts to maximize outcomes and offers limited awareness about program outcomes.

To improve on the current state, staff recommend a coordinated approach, led by a new full-time staff position who would represent the City team, from a "home base" within the Recreation division. This new staff member would act as the primary point of contact for the planning and implementation of the Youth Strategy, and will ensure an increased level of staff support for current plans and future proposals relating to this area.

In addition, the new role will fill a related need as the key contact for community centre operators who provide services from City-owned neighbourhood facilities. These organizations leverage City infrastructure and funding support to provide a wide range of programs and activities for residents of all ages. While the daily operational responsibilities for these facilities generally lie with the individual operators, there is a need for consistent support relating to the coordination of activities within the terms of the license arrangements with the City.

Staff request that Council consider funding of this new full-time position to improve the planning and implementation of youth related initiatives, as part of the upcoming financial planning process.

## PURPOSE

The purpose of this report is to follow-up with Council on the implementation of youth-related initiatives, as well as an opportunity to enhance how investments are planned and implemented.

## BACKGROUND

The City invests significantly in programs and services relating to citizens of all ages. Child and youth participation and opportunities range from 0-6 months to 25 years. In the past year, the total investment in this area has exceeded \$1 million, through a combination of programs delivered by City staff or other community stakeholders.

The City is involved in the direct delivery of youth recreation programs and services through the Recreation division. The team offers 1,400 programs for youth relating to sport, aquatics, fitness, social development and leadership. The Recreation group also administers an annual training program for residents, Youth Leadership in Training, which provides temporary employment experience for young citizens over a 2-month term.

In addition, the City supports programs and services provided through 11 community/seniors centre operators, in neighbourhoods throughout the city. The City supports the work of these non-profit organizations through a variety of funding sources, including a Community Centre Youth Grant which offers additional capacity to engage local youth.

In April 2005, Council approved the establishment of the City of Victoria Youth Council (CVYC). The Youth Council is a youth-driven, grassroots program that offers opportunities for civic engagement. In 2018, Quadra Village Community Centre (QVCC) became the new organizational host for the Youth Council. The City has approved a \$26,000 grant to administer the Victoria Youth Council, along with logistical support as needed from City staff.

In February 2017, Council approved a three-year Youth Strategy, developed in collaboration with youth, focused on opportunities to enhance openness and inclusivity, increase communication and education about the City, and provide opportunities and support for youth and advocate on youth issues. In 2017, a part-time Youth Strategy Coordinator role was established on a one-time basis to assist with implementation of the strategy.

## ISSUES & ANALYSIS

### *Current Delivery Model*

At present youth-related initiatives are delivered through multiple City departments with variable levels of resourcing and coordination. The Recreation division delivers youth programs and services at the Crystal Pool and Fitness Centre and collaborates with colleagues in local governments throughout the region on programs, events and initiatives. Currently there is limited interaction between City staff and the various community groups and agencies that receive funding from the City for community services.

The City's Engagement department is currently responsible for supporting the implementation of the Youth Strategy, and with the Neighbourhoods Team, the work of the Youth Council. The Youth Strategy identified more than 20 initiatives to be undertaken over a three-year period, including how the City can better support youth. To-date, while much has been accomplished, many of the long-



term implementation requirements have not been fully scoped and costed, although some initial funding has been allocated to progress certain actions.

City staff in the Finance department administer the annual grant funding programs to support youth focused initiatives, including the Community Centre Youth Grants. The table below offers a summary of 2018 investments in youth-related services:

Recreation Programs and Services	\$853,570	Direct program delivery
Community Centre Youth Grants	\$84,423	Annual allocation
Youth Strategy Coordinator	\$30,000	One-time allocation
Youth Council Annual Grant	\$26,000	Annual funding
YLIT Program	\$20,000	One-time funding
<b>Total City Investment in 2018</b>	<b>\$1,013,993</b>	

The present lack of a staff lead to provide oversight of the overall portfolio of City investment is resulting in missed opportunities to share resources and meet common objectives amongst the various stakeholders involved.

#### *Proposed Delivery Model*

Staff recommend a coordinated approach that will improve service delivery for youth and increase accountability. The proposed model would be led by a new full-time staff position who would represent the City team from a “home base” in Recreation. This new position would act as the primary point of contact for the planning and coordination of Youth Services including the implementation of the Youth Strategy, youth programs and services, the Youth Council and community centre youth grants. This position would be responsible coordinating, planning and reporting on the impact of City investments, and assist with aligning further City support that may be required to make further progress on strategic objectives.

In addition to direct coordination of Youth Services delivered by City staff, the position will serve as the key contact for community centre operators. These organizations provide a wide range of programs and activities for residents of all ages. This new role will provide consistent support to community centre operators to enhance the City’s effective relationships with these stakeholders, as well as service agencies, youth and others focused on removing barriers to access and inclusion.

## **OPTIONS & IMPACTS**

Staff recommend that Council support the proposed improvement to the delivery of Youth Services, including consideration of a new full-time position, within the 2019 Financial Plan.

This coordinated approach will improve the planning and implementation of youth related initiatives across the City, providing an increased level of staff support for current plans, future proposals and community partners.



### *Accessibility Impact Statement*

Respect and respond to the perspectives, values and needs of individuals, groups and communities, and address barriers to participation.

### *2015 – 2018 Strategic Plan*

The proposed model helps facilitate the following objectives in the City's Strategic Plan:

Objective 2: Engage and Empower the Community

Objective 7: Facilitate Social Inclusion and Community Wellness

### *Impacts to Financial Plan*

Upon Council approval the requested funding would be allocated as a part of the 2019 Financial Plan.

<b>Item:</b>	<b>Status:</b>	<b>Cost:</b>	<b>Benefit:</b>
Recreation Supervisor	On-going	\$105,000	Oversight of Youth Services portfolio and support for Community Centre operators
Program Implementation	One-time	\$15,000	Resources to support program implementation
		<b>\$120,000</b>	<b>Proposed new investments</b>

### *Official Community Plan Impact Statements*

9.12 Seek to maintain partnerships, policies and fee structures for parks and recreational facilities that encourage the participation of people of all ages, incomes, abilities, backgrounds and lifestyles.

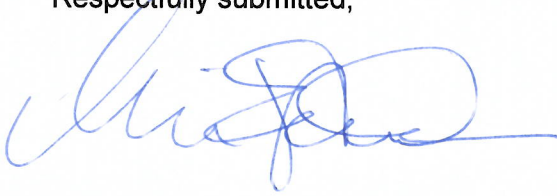
9.13 Work closely with community centres, senior centres, community organizations, the public library and residents to seek innovative opportunities to sustain and enhance community-based recreation services and programs.

9.14 Enhance child and youth-friendly parks and recreational facilities, services, and programs in the City, to promote a healthy community and to help attract and retain households with children.

## CONCLUSION

This updated model will provide a more coordinated and effective delivery of the City's investments in youth programs to meet the growing needs of the community.

Respectfully submitted,



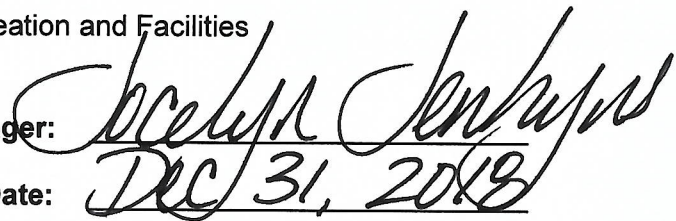
Bill Eisenhauer  
Head of Engagement



Thomas Soulliere  
Director  
Parks, Recreation and Facilities

Report accepted and recommended by the City Manager:

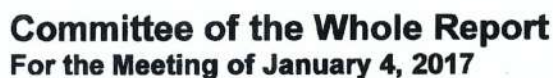
Date:

  
DEC 31, 2018

## List of Attachments

Appendix A – January 4, 2017 COTW Report (Youth Strategy Mid-Term Report)  
Appendix B – Youth Strategy (February 2017)





## RECOMMENDATION

## EXECUTIVE SUMMARY

Highlights of 2017 initiatives include:

- Projects identified in Year 2 of the Youth Strategy to be implemented in 2018 include:**

- December 27, 2017

- Work on a strategy to strengthen relationships with youth outreach workers and youth service providers to better understand the challenges and needs of marginalized youth

Year 3 budget items and on-going support for youth initiatives will be requested through the future budget process.

## **PURPOSE**

The purpose of this report is to provide an update on the implementation of the Victoria Youth Strategy.

## **BACKGROUND**

In February 2017, Council approved the Victoria Youth Strategy developed by a team of 10 youth over the course of seven months. The Strategy provides a roadmap for the City to better engage youth, focusing on organizational change to strengthen the City's culture and practices in relation to youth, such as hiring more youth at the City and involving youth in decision making. The Strategy identifies more than 20 initiatives to be undertaken over a three-year period, including how the City can better support youth with services, such as establishing a space for youth designed by youth, and creating a list of youth services and programming in the City.

### **Youth Strategy 2017 accomplishments**

- Youth Strategy assistant hired: June 2017
- Youth Hiring Strategy: A youth hiring strategy was created to increase the number of people working at the City under the age of 25 in order to create a more diverse and inclusive staff, train future leaders and integrate youth perspectives in City operations and initiatives. Most of the 10 initiatives in the hiring strategy focus on recruiting for summer jobs and career opportunities, including a "Getting Hired at the City" brochure series that promotes youth-friendly jobs at the City. The brochures will be distributed at schools and will be available at career fairs, the Crystal Pool and other locations frequented by youth.
- Needs Assessment: Youth space
  - 12 youth participated in a series of three workshops to determine what youth want to see in a meet up space in the City. The focus group identified services, as well as operational and location considerations. This feedback was used to create a survey to engage more broadly with youth throughout the City.
  - Youth survey: 96 youth responded to the online survey about the youth space. The surveys are being analyzed and the data will help inform next steps.
  - Research was also conducted on youth spaces provided by other municipalities.
- Partnership with School District 61: The City and School District have agreed to partner on a series of pilot programs to roll out in spring 2018. The purpose is to provide children and youth with a better understanding of what the City does and how they can participate in shaping the future of the City. The pilot programs are currently under development, but may include:
  - workshops on planning initiatives (such as charrettes or walkshops for neighbourhood planning)



- joint projects (such as a mural project with youth artists)
- model Council meetings
- Partnership with City of Victoria Youth Council: The City and the Youth Council are collaborating on the following initiatives
  - Neighbourhood planning: The City has provided training to the Youth Council on public participation principles and approaches. The Youth Council will support the City's efforts to engage more youth in neighbourhood planning
  - Youth Council is refreshing the youth services website (youthcore.ca) and assessing other tools needed for communicating youth services in the City
  - Youth Council hosted a 2018 Budget Viewing Party
- Engagement techniques piloted:
  - Neighbourhood planning engagement
    - Margaret Jenkins school workshop
    - Skate Park Pop-up
  - Ask a Youth Focus groups – bringing together groups of youth to have two-way dialogues on issues
  - Educational presentations and resources for teaching youth about the City of Victoria (5 presentations to more than 100 youth)
- Youth Arts and Culture strategies were drafted and have been integrated into the Create Victoria Arts and Culture Master Plan, including:
  - Increasing opportunities for all-ages concerts and events
  - Professional development opportunities for young artists
- Youth Engagement Checklist: A checklist has been developed has been developed for use by City staff to plan youth engagement

#### **2018 Priorities – Youth Strategy:**

- Complete youth space assessment on functional considerations: operations, insurance, explore potential locations.
- Ensure youth engagement activities are planned into all City engagement plans
- Train staff on planning for youth engagement, including outreach, techniques, budget considerations and measurement
- Continue implementation of the Youth Hiring Strategy.
- Work with staff to improve and increase fun, accessible programming for youth
- Identify opportunities for Council to engage with youth through the Ask a Youth model – bringing together a focus group of youth around particular matters.
- Implement School District pilot programs on a variety of initiatives which may include:
  - Neighbourhood planning
  - Intro to City Hall
  - Plastic bag reduction

- Climate change initiatives
- Arts and culture initiatives
- Explore opportunities to partner with Camosun College's social marketing class on a City initiative.
- Explore the development of youth volunteer opportunities at the City. This program would provide youth, middle and high school students with structured volunteer opportunities throughout the City. Upon completion of the program, youth would receive a certificate of completion and job reference. Volunteer hours could also count towards school credit where such programs exist.
- Co-operative education programs for youth: With the successful negotiation of the collective agreement, the City will now work on developing a structured program for co-operative education.
- The youth team felt it was very important that marginalized youth are supported and have the opportunity to engage in City initiatives and decision-making. Staff are working on a strategy to strengthen relationships with youth outreach workers and youth service providers in order to better understand the challenges and needs of marginalized youth.
- The Youth Strategy included an action to review City policies and bylaws to ensure they support and do not discriminate against youth. A complete review of all City bylaws is not possible within existing resources; however, Council's inclusivity motion and other policy reviews identified in the Create Victoria Arts and Culture Master Plan will also address some youth-related issues. Staff are exploring cost-effective alternatives to identify ways in which to implement a more comprehensive review of City policy as it relates to youth and will report back to Council with options.
- Refine metrics for youth engagement and evaluation of youth participation in a range of City initiatives.
- Conduct annual Youth Strategy evaluation and reporting.

#### **Update on Victoria Youth Council**

The City provides a \$26,000 annual grant to the BC Healthy Communities Society to administer the Victoria Youth Council. The group currently meets on a weekly basis at the Dock on Cormorant Street.

This year's City of Victoria Youth Council includes a diverse group of young people aged 14-24. The Council is committed to forming a group that represents the diversity of youth in Victoria and actively encourages applications from youth of colour, youth with disabilities, young mothers, Indigenous youth, LGBTQ2+ youth and youth from all socio-economic and ethnic backgrounds. The group includes new members who are currently in grade nine, as well as others who attend high school, post-secondary institutions and some who have finished school and work in their respective sectors.

This year, Youth Council has been tasked with carrying out some of the strategic objectives outlined in the City's Youth Engagement Strategy and has aligned some of their priorities with that of Council's Strategic Plan.



These are some of the current community action projects being explored:

1. Placemaking and temporary public installations
2. Addressing Victoria's shrinking tree canopy
3. Facilitating a heritage of displacement tour in the Greater Victoria region

The Youth Council is currently being administered by BC Healthy Communities until the end of June 2018. BC Healthy Communities has indicated that at the end of this year's program, they will no longer be involved in administering the Youth Council. Prior to this date, City staff will evaluate options and bring a recommendation forward for Council decision on how to proceed with administering the 2018-2019 Youth Council program.

#### ***Accessibility Impact Statement***

Youth identified accessibility as a priority. This will be factored into all Youth Strategy initiatives, particularly the design and operation of the future space for youth.

#### ***2015 – 2018 Strategic Plan***

Implementation of the Victoria Youth Strategy is an outcome of Council's strategic objective, "Engage and Empower the Community."

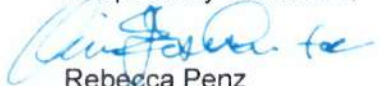
#### ***Impacts to Financial Plan***

Council is considering a supplementary budget request of \$30,000 as part of the 2018 Financial Plan process for implementation of Year 2 initiatives of the three-year Victoria Youth Strategy.

### **CONCLUSIONS**

The implementation of the Victoria Youth Strategy continues to progress on schedule with some potential exciting developments in the next few years including a youth space, an on-going partnership with the School District, co-op education opportunities and a structured volunteer program. As the City establishes services and programs for youth, on-going funding, staffing and resourcing will be required. This will be considered through a future budget process.

Respectfully submitted,

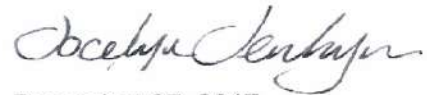


Rebecca Penz  
Engagement Advisor  
Engagement Department



Bill Eisenhauer  
Head  
Engagement Department

Report accepted and recommended by the City Manager:

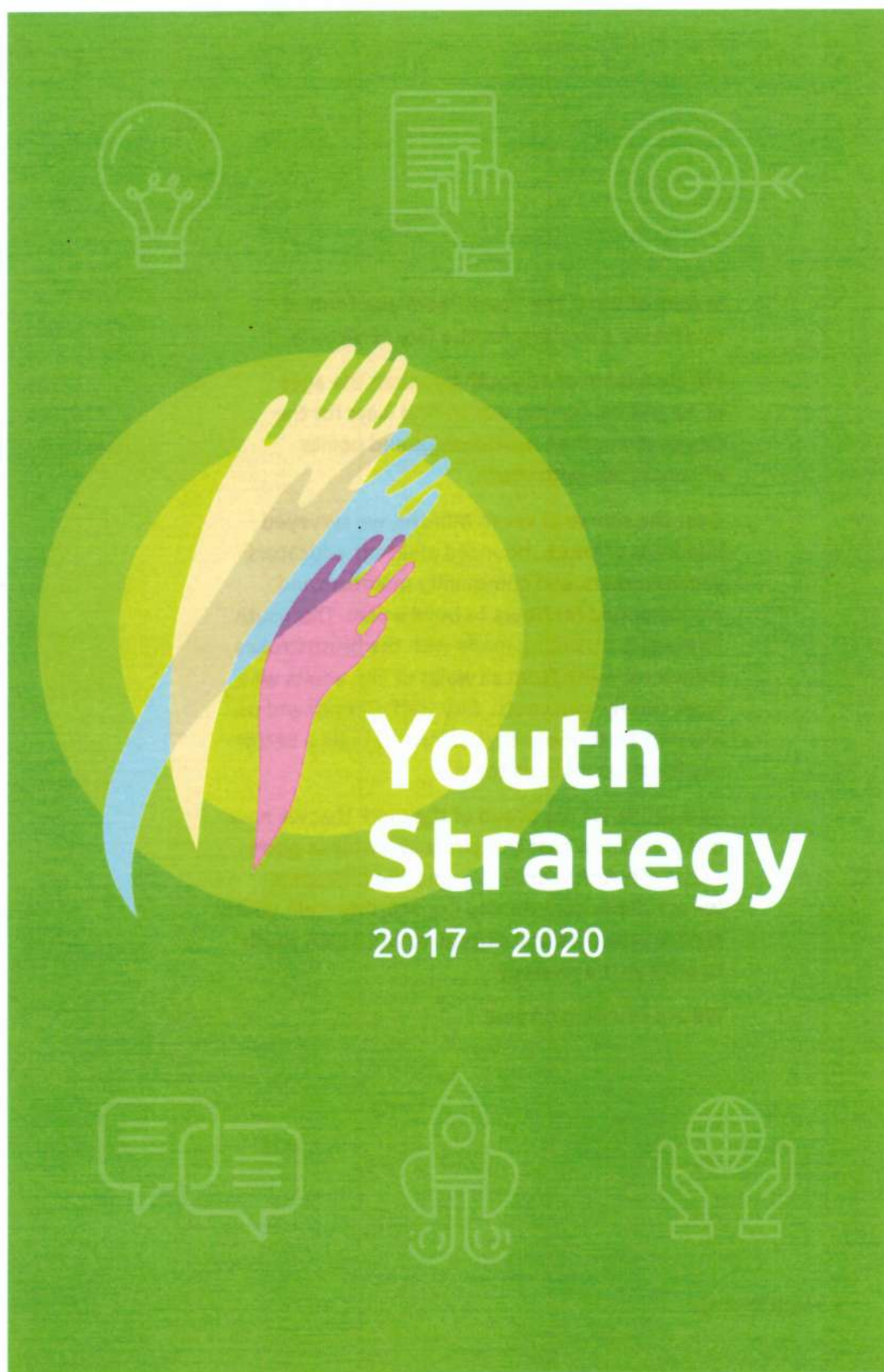


Date:

December 27, 2017

#### **List of Attachments**

- Attachment A: Victoria Youth Strategy





In April of 2016, the Youth Team was formed to develop a strategy for the City of Victoria.

We are a team of 10 youth between the ages of 12 and 25. Our job was to find ways for the City to strengthen relationships and points of connection with youth.

Over the course of seven months, we surveyed hundreds of youth, bounced ideas off educators, youth workers, and community members and workshopped for hours to build a plan. The Youth Strategy is a painting made with the brushstrokes from local youth from all walks of life, adults who work closely with youth, City staff, Council and us. It is the result of our best efforts to build a better city for all youth in Victoria!

As much as we are proud of the work that we have done, we know that this strategy is only as good as the effort that goes in to making it happen. We are dependent on City Council, City staff, youth service providers and citizens to work with youth to achieve the strategy.

We are counting on you!



**What is this  
document?**





## Vision

We envision a City that works together with  
all youth in order to build a welcoming,  
open-minded and lively City where  
all youth feel that they have a voice



## Mission

To get all local youth involved  
in the City of Victoria



# Focus Areas



Focus  
Area

1

# Openness and Inclusivity



### In order to do this, the City should

- Get youth involved in projects and initiatives by:
  - Targeting youth for engagement
  - Creating a checklist for “how to” connect with youth
  - Taking more time to connect with youth
  - Setting aside money for youth involvement
- Be open and non-selective when engaging youth
- Provide a list of youth support services and programming and connect youth with non-profits
- Ask a Youth: bring groups of youth together to have two-way dialogue with Council on issues
- Support the City of Victoria Youth Council through a review of its purpose
- Provide grants for youth-led projects
- Review City policies and bylaws to ensure they support and do not discriminate against youth
- Prioritize accessibility in building design

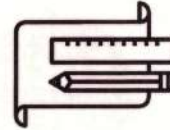
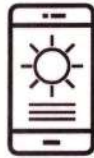




**Focus  
Area**

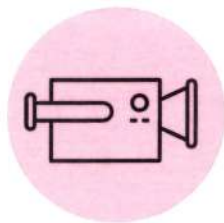
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# **Communication and Education**



### In order to do this, the City should

- Use youth-friendly language in Council reports and documents and other materials coming from the City
- Partner with schools and the school district to create a learning tool for children and youth that:
  - gets kids involved at a young age
  - is sensitive to different learning styles
  - gets kids to participate (not just sit in a classroom)
  - includes tours, informational videos, urban planning lessons, job shadowing
- Create a youth website/webpage
- Reach youth in youth places such as bus stops and on buses, schools and community centres to let them know about City events and initiatives





Focus  
Area

3

# Opportunities and Support



### In order to do this, the City should

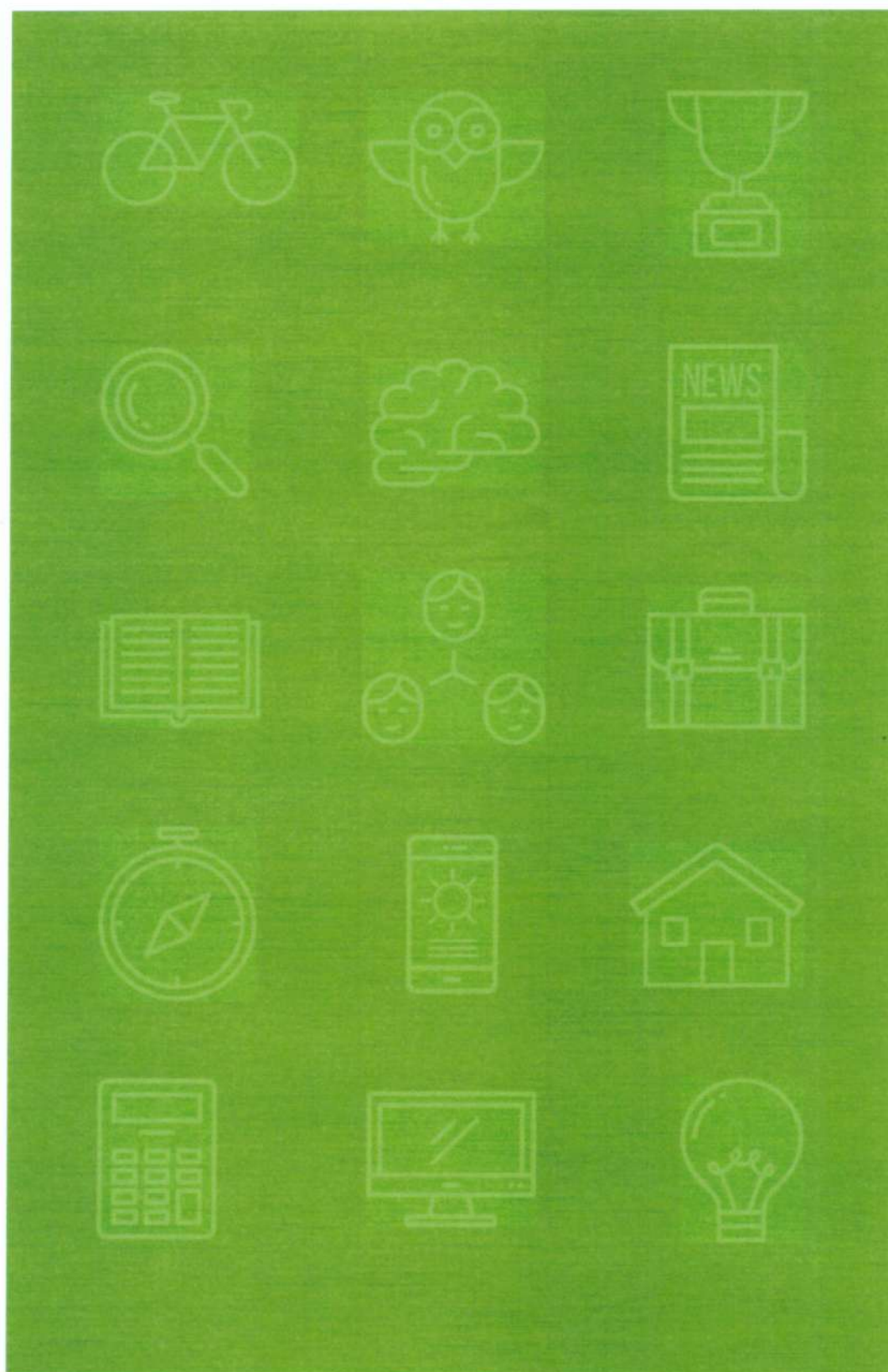
- Launch a Youth Hub in partnership with a youth-serving organization. The Youth Hub is a space that is for youth and run by youth. It is a hub for youth to:
  - get information about programs and activities
  - share ideas
  - find out about employment and volunteer positions
  - seek support and contacts for youth serving organizations
- Hire more youth
- Make entry-level job postings youth-friendly by:
  - Advertising through youth media
  - Using youth-friendly language
- Increase communication and provide better support for organizations responsible for youth outreach and addictions support
- Push for affordable housing for youth and families
- Push for affordable rates for youth bus passes
- Create City mentorship or job shadowing programs
- Program fun stuff for youth not just educational
- Ensure transportation aligns with programs



# Contact Information

[victoria.ca/youth](http://victoria.ca/youth)







## Youth Services Delivery Model

Committee of the Whole

January 10, 2019



## Purpose

- Review current City investments in services for youth
- Seek support for a new approach to enhance how youth services are planned, delivered, and communicated



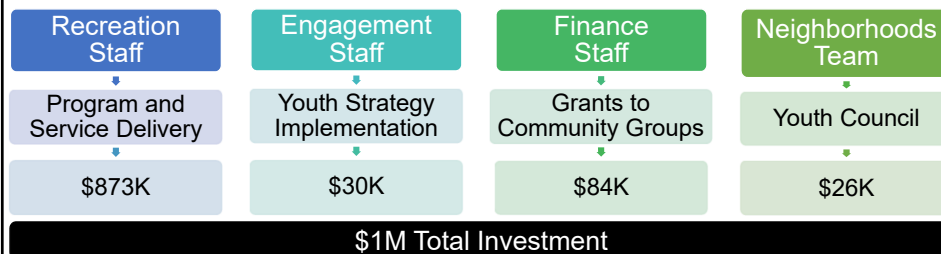
## Background

City investment and involvement in youth-related services:

- Program and service delivery
- Youth Strategy implementation
- Grants to community groups
- Youth Council



## Current Model



### Challenges

- Lack of staff lead to provide coordination, support, and reporting on outcomes
- Lack of coordination results in missed opportunities for aligning efforts to maximize impact





## Proposed Approach

City Lead:  
**Recreation**

**Lead**  
Program and  
Service Delivery

**Support**  
Youth Strategy  
Implementation

**Support**  
Youth Council

**Liaise with**  
Community  
Centre Operators

### Benefits

- Single primary contact for City investment in youth
- Increased staff support
- Improved planning, resource sharing, reporting on results
- Staff liaison for community centre operators



## Financial Impact

Recreation Supervisor (new position)	On-going	\$105,000	Dedicated leadership and support for youth services, as well as community centre operators
Program Implementation	One-time	\$15,000	Resources for program planning and implementation
<b>Total proposed investment (2019)</b>		<b>\$120,000</b>	



## Recommendation

That Council approve the proposed improvement to the delivery of Youth Services, and refer consideration of funding a new full-time position as part of the 2019 Financial Planning process.





## **Committee of the Whole Report**

### **For the Meeting of February 4, 2019**

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**To:** Committee of the Whole

**Date:** January 24, 2019

**From:** Bill Eisenhauer

**Subject:** Summary of Public Input on Draft 2019 Financial Plan

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### **RECOMMENDATION**

That Council receive the report for information.

### **EXECUTIVE SUMMARY**

Since 2014, a new public engagement strategy has been developed and implemented to increase public understanding and input on the financial planning and strategic planning processes. Efforts have focused on improving the presentation of financial information, increasing notice of public participation opportunities, an improved online survey, and new tools for the public to engage in the decision-making process.

The City began public consultation on the draft 2018 Financial Plan on December 17, 2018. Citizens were invited to provide input on the proposed budget through a variety of ways: including by completing an online survey, submitting correspondence, and through the Town Hall held on January 16.

The budgeting process continues to evolve and improve each year. Feedback on budget materials and the budget survey will inform next year's process.

### **PURPOSE**

To provide Council with feedback and correspondence received during the 2019 Financial Plan public consultation period.

### **BACKGROUND**

Projected budget impacts were communicated holistically, including impacts from utility increases in addition to municipal property tax increases and five-year forecasts for both residential and business properties. Information items developed for the public were provided online at [www.victoria.ca/budget](http://www.victoria.ca/budget), including a video to explain the nature and purpose of a City budget, the full Draft Financial Plan, the "Budget Summary" piece, a four page "Budget at a Glance", Town Hall details, and the online survey.



Consultation was promoted widely through social media, home-page placement on the City's website, print advertising, digital display boards at City Hall and the Save-on-Foods Memorial Centre, e-newsletter, stakeholder emails, posters and handbills. A focus on increasing youth and renter feedback continued, including working once again with the City of Victoria Youth Council, and creating renter-specific messaging to encourage participation.

### **Online Survey**

A total of 1,483 citizens responded to the online budget survey. The survey asked questions regarding priorities for strategic objectives, overall value for tax dollars, spending priorities for new revenue and prior year's surplus funds. It allowed participants the option to dive deeper into specific areas related to the operating budget, capital budget categories and supplementary budget requests for the City and VicPD.

It should be noted that the online budget survey is not a random, representative survey of Victoria residents, but rather only represents the views of those who became aware of the survey and decided to opt in.

Comments provided in the survey are enclosed as provided and their reproduction does not indicate any endorsement of them; they do not reflect the views of the City, its elected officials or employees. Some comments have been redacted to remove personal information, hate speech, or potential libel.

### **Budget Town Hall**

For the fifth consecutive year, the City hosted a budget Town Hall with an e-Town Hall component. The meeting was interactive and webcast live. Participants were able to attend and provide feedback in person at City Hall, or from the comfort of their own homes. Citizens were invited to submit questions and feedback in a variety of ways:

- in person
- through Twitter using the hashtag #victownhall
- using the website form
- by phone during the meeting

The meeting was well attended in person and had 56 online submissions. Comments and questions covered a wide variety of topics.

### **Correspondence**

Formal correspondence was welcomed as part of the budget feedback process. Several pieces of correspondence were received from groups and individuals.

## **ISSUES & ANALYSIS**

### **What We Heard**

1,483 people participated in the online survey over four weeks. Of those:

- 82.5% of respondents said they live in the City of Victoria, with the highest neighbourhood representation from Fairfield Gonzales and James Bay
- 52% indicated they own property in Victoria while 38% responded they rent in Victoria
- 21% of total respondents indicated they owned or operated a business in Victoria

In general, survey respondents noted that spending in operating categories was “just right”, with the exception of VicPD, where more respondents noted that spending was “too low” with many comments noting the desire to see school liaison officers reinstated.

Regarding capital budget categories, survey respondents noted that spending in capital categories was “just right”, with the exception of Active Transportation, where respondents felt spending was “too high.”

The majority of survey respondents (51.2%) stated they agreed with the proposed tax increase for City operations, with 33.7% saying they feel the increase should be reduced.

49.6% of respondents noted that they were moderately or very satisfied with programs and services received from the City for tax dollars.

When asked how Council should fund the Employer Health Tax, 62.6% responded with “use new tax revenue from new developments.”

When asked how the City should allocate 2018 surplus, the majority of respondents (50.3%) answered “combination of invest in new initiatives and save for future infrastructure investment” and 40.8% answered “save for future infrastructure investment.”

When asked how the City should allocate new assessed revenue the majority (52.4%) responded with “save for future infrastructure investment.”

#### *Strategic Objectives*

Survey respondents were asked how they would distribute \$100 among the proposed strategic objectives. The top three objectives where respondents noted they would allocate funds were:

- Affordable Housing
- Strong, Livable Neighbourhoods
- Good Governance

When asked to rank the strategic objectives from most to least important, the top three objectives were:

- Affordable Housing
- Good Governance
- Sustainable Transportation

## **OPTIONS & IMPACTS**

### *Impacts to Financial Plan*

The public input should inform the 2019 financial plan.

## **CONCLUSIONS**

The budgeting process continues to evolve and improve each year. Feedback from this year will inform next year’s budget process.

Respectfully submitted,



Bill Eisenhauer  
Head of Engagement



Susanne Thompson  
Deputy City Manager



Jo-Ann O'Connor  
Deputy Director of Finance



Heather Follis  
Customer Service Advisor

Report accepted and recommended by the City Manager:

  
Date: Feb 1, 2019

#### List of Attachments

- 2019 Financial Plan Engagement Summary



A dense collage of white icons on a blue background. The icons include: a speech bubble, a hand holding a wrench, a bicycle, two people talking, a question mark in a speech bubble, a piggy bank with a dollar sign, a car with two people inside, a bar chart with an upward arrow, raindrops, a handshake, a calculator, a police car, a dollar bill, a family of four, a crane, a building under construction, a person kayaking, a playground slide, a person swimming, a house, a tulip, a recycling symbol, two people walking, a leaf, and a city hall building.

Draft 2019 Financial Plan

# Engagement Summary

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## **2019 Budget Town Hall Online Submissions**

- An overlooked priority is the urban forest. Will council spend more money on trees to not only maintain our urban canopy but increase it? At 17% we are way behind other cities like Vancouver- 30%. The focus on development has come with a heavy price for our natural environment
- Will there be an increase in funding for community centre's to run their youth drop-in programs? As these are very underfunded but extremely important for the youth in our community.
- We motion for an increase in City of Victoria Youth Council funding to \$30,000/year. How much money will be allocated for Youth Programs in the Victoria on top of the participatory budget?
- How much money will be allocated for the Skate Park in Topaz park? – we motion for \$300,000.00 just for the Skate Park itself
- Why has council decided to not continue the Indigenous Artist Residency? I
- My first question would be how much did it cost to produce the glossy financial plan with its superfluous photos and overdone graphics? One can only imagine the hours wasted by highly paid people congratulating themselves on wasteful window dressing. Another example of city hall overkill, cost be damned.
- I am aware of two incidents involving a young adult being accosted at a bus stop when she was attempting to bus home from work in downtown Victoria. It was 6:30pm. I have experienced the same concerns when confronted with violent and abusive individuals during daylight hours. I never see police on bikes or patrol anymore. How will the new budget improve safety downtown?
- I would like to know why Ben Isitt was not transparent with the citizens of Victoria that he was leading a slate of candidates for the municipal election.
- Bike lanes - Pandora - will it be moved to the other side of the road? Douglas Street - bikes in Bus lane - cars can't be in bike lanes unless it is clear - why are bikes allowed to slow buses down when the bus lane was specifically created to speed bus transportation up!
- Will the budget contain funding for an Urban Forest Coordinator, with adequate resources, to implement the Urban Forest Master Plan, approved in 2013?
- Police on Pandora st is essential , please keep them at 941 and on the block .They do great work an keep it under control ,without them it would be a disaster on Pandora St, thank you



- I truly wonder how sincere this administration is when it comes to affordability? When 50% of the budget is salaries and benefits one might have thought the looking into amalgamation would a priority. One line item in the strategic plan is far from a priority. It is the only way we will ever address staffing and the associated cost. Why is there not more urgency
- I support the City's proposed budget and hope Council will support Urban food and ecosystems by: supporting increased funding for community garden volunteer coordinator grants in all neighbourhoods, by removing property taxes and supporting urban farms and by providing \$6,000 for the Urban Food Table to continue and expand their efforts to promote urban food production and education.
- The City strategic plan that supports urban food systems. Please support the food in development guidelines and explore how parks operations can support urban food systems/ecosystems. I would like to see the City expand the scope and increase the funding for the Community Garden Coordinator Grants, remove the mill rate on urban farms and provide \$6,000 of annual funding to the Urban Food Table.
- Why, when statistics demonstrate that crime rates and crime severity have been on a downward trend for years, has the VicPD received funding increases every year well over the rate of inflation, and given this why are they asking for a further 6% increase this year?
- Urban gardeners are a large part of the city's population. They garden for many reasons: land stewardship, growing food for their families, concern for insect populations, etc. In order to encourage this, could council look at how city sewer and water taxes are decided? Those of us with microdrip watering systems are not pouring water down the drains, so why are we being charged as if we were?
- Why does the Draft Financial Plan repeatedly mention policing and bylaw as a response to homelessness, when housing not law enforcement is what is needed to address homelessness?
- The Draft Financial Plan identifies these priorities: land use planning, supporting businesses, affordable housing, active transportation, climate change, and emergency preparedness. However the proposed budget doesn't align with these priorities, allocating 24% of the operating budget to policing and 0.15% to housing. Can you clarify how the City's budget aligns with political priorities?
- We need a larger budget to enable more parks Downtown, and also for planting more trees. Herald Street is an example where trees are needed and there are currently none between Douglas & Government.
- STVR enforcement needs a larger budget - a 2% increase over 2018 is not enough as this is a major problem.
- I am opposed to any reduction in the budget amount that VPD has requested. Property & violent crime is up. My neighbourhood is becoming less safe. VPD plays an important role in dealing with with the most marginalized & individuals with mental health/addiction issues
- We hear people say that the high cost of housing is our biggest personal expense. In general that is not true, taxes are the largest personal expense. How does continuing to spend more and more money on pet projects, therefore increasing taxes and leading to increases in rents, help affordability?

- As a citizen who would like to cycle around town to go to work and shop, I would like an education program for cyclists. I am terrified cycling in Victoria because many cyclists go so fast and yell at people to get out of the way, some speed by at 50 or more km/hr on motorized bikes. As such, it's been a year and a half since I took my bike out and I walk instead.:(
- Hello friends In City Hall! Are you going to be committing budget money to fulfill the Create Victoria Cultural Masterplan? I really hope so! You are doing great cultural things in this city. I hope you continue on this path by fulfilling the Create Victoria Cultural Masterplan. Thank you!
- How much in parking fine revenue last year that had to be written off, foregone because of the inability to collect ?
- I am a volunteer with the Greater Victoria Green Team and live in Victoria. I am not sure why the City of Victoria does not support GVGTT activities in Victoria, like many other municipalities do. I would love to see the City support the GVGTT who are doing so much to take care of local habitat through volunteer engagement. Are there plans for Victoria to connect with the GVGTT soon?
- Langford St directly east of Vic West School does not have a reduced speed limit; one could drive 50 km/h, while the parallel street, Craigflower/Skinner, has a 30 km/h limit. Can Council direct engineering to implement a 30 km/h limit leading up to the school and implement traffic calming measures on Langford St between Tyee Rd and Russell/Front?
- As a social worker with the ACT teams I would like to express my support for the ongoing collaboration w/ VicPD. Police support is helpful for both client's in crisis/risky situations- as well as for staff who put themselves at risk to support some of the most marginalized and vulnerable folks in our community. PO offer clients compassion, dignity & resp and do the opposite of criminalize them.
- we support the idea of Mayor and Council being full time positions and support at a minimum living wage!
- our youth run a food kart to learn employment skills. It would be awesome to be able to park on a city street with a small fee for the city of course! And of course with a non-profit rate! #yyj
- Speeding traffic is a problem in my neighbourhood of Hillside-Quadra and my family supports lowering the speed limit on residential streets to 30km/hr. When can the Hillside-Quadra start neighbourhood-led traffic calming process?
- UDI's members build the majority of housing & commercial/office/retail space in the city. If the city wants a variety of residents, including families, to live downtown - for our businesses and retail to thrive - our streets must be safe. UDI supports/encourages an increased budget to add more police and social workers to ensure that our streets are safe for people to work, live & visit Victoria
- The E&N trail is a great asset and I anticipate the improvements east of Esquimalt Rd planned for 2019. However, the most western E&N access point in Victoria at Hereward Green is poor for those on bikes; one needs to climb the sidewalk at a driveway, navigate around a large bush and climb a gravel/mud path. Do the Parks Department and the Engineering Department have plans to improve this access?
- youth for a variety of reasons need safe and affordable housing. We would like to see money in the budget for this!

- we are wondering about free transit for youth. Any chance that will happen - we are in full support of this!!!
- I want to highlight to council the excellent work done by the collaborative HART (housing access response) team carried out by BC housing, Vic pd, island health and msdsi. The work of this team has been very successful at the challenging work of finding appropriate housing for many of our cities homeless. Is the Vic of involvement in this initiative at risk with the new proposed budget?
- I would like to support the initiative for the Douglas to Dallas intersection alignment. Having worked with residents of James Bay on the Live on Douglas initiative I appreciate the value of integrating better pedestrian spaces and access to the Park, which includes improving the connection to Downtown and to the waterfront.
- I ask the mayor and this council to please grant the request of Vic PD for increased funding. In doing so, I ask this council to demonstrate true leadership in supporting the model of community policing which is so well demonstrated by the officers of this force. In particular, I ask the new councillors to turn away from adversarial methods of political leadership and towards collaboration.
- I would like to know how much money the VicPD spent in their efforts to organize this lobbying effort (e.g., staff time organizing speakers, funding from the police union for online ads etc.)
- If, as Mayor Helps states, "housing is not a municipal responsibility" why is it a City of Victoria strategic priority? Does this mean the city's approach will be lip service? Is that why housing action manifests as 0.15% of the 2019 proposed budget? #VicTownHall
- How much has the budget for bus shelters been increased in this budget?
- At a pre election forum about homelessness hosted by Our Place, Mayor Helps, referenced an initiative called Mayors for Modular Housing. BC housing has dedicated funds for the CRD to build modular housing to address the homelessness crisis and lack of low barrier housing for some of our most vulnerable citizens. Where is the Council at in regards to identifying a location for this housing?
- I still stand by my beliefs of not freezing police budget. Thank you to the person believing in police on ACT teams.
- Can we get any guarantees regarding the waste treatment project and a maximum amount it will go over budget? The blue bridge and bike lanes cost overruns make many taxpayers nervous.
- Victorians with inadequate pensions (self-employed or 35 yrs of service for a corporation that goes bust: Nortel, Sears...) must buy property for income in old age: a VITAL aspect of retirement planning requiring a significant amt to even approach a City pension to last 25+ yrs. Housing providers are not medieval landlords & need your help. Simplistic solutions threaten all-let's partner in this.
- Why is funding for the Affordable Housing Reserve not increasing in 2019 given the priority of affordable housing? Are there notional budget allocations for fee waivers for affordable housing developments and if so, are there plans to increase these fee waivers?
- can someone speak on what the hereditary chiefs of the Songhees and Esquimalt nations have asked of the city budget!

- How is council's declining of @VicPDCanada's budget request reflected in the current budget proposal? What impacts will that have to the overall budget? Where will the money needed to fund mental health & addiction response come from?
- Volunteer community groups may bring forward resources as part of testing ideas. How can City Hall embrace the LQC "Lighter Quicker Cheaper" approach to support community? That is, when ideas are floated & run up against "there's no budget" or "there is a process", how will Council recognise need to empower staff to collaborate on that level?
- the youth outside at the band shelter are hoping the city will fix the grass under the oak tree and would like you to consider safe sites to smoke that is in doors. As well as better health care for street youth.
- How does the budget reflect responses to the increasing traffic congestion in the city, working with BC Transit?
- Hello Mayor Helps and Council, Several years ago before you were elected as Mayor we had a conversation about the equitable distribution of amenities between neighbourhoods. An example amenity could be the scheduled build out of the bicycle lanes. How have you addressed equity between neighbourhoods?
- Why is so much money set aside for the public engagement department? Can the city of 85,000 residents justify this amount of money for 12 employees?
- A budget overage is anticipated in the blue bridge project due to such things as lawsuit costs and fendering costs. Has this been allowed for in the 2019 budget?
- What is city hall's plan to increase business and tourism downtown after 6h00 pm all year long? For example, Quebec City, a similar sized city and Parliement town, has vibrant business and tourism activity after 6h00 pm all year long even at -30 with wind and this is not a new innovative thing. Wake up Victoria! It can be done... How is it done? SAFETY AND LOTS OF FOOT PATROL
- There is no funding request in the draft 2019 Financial Plan for work to address accessibility of the planted environment. Is this because it can be handled within existing resources, or is no work planned? The problem to be addressed is that a large and growing number of children and adults with asthma and allergies cannot enjoy City parks and the outdoor environment to the same extent that other children can, especially while physically exerting themselves, due to triggers like pollen. Less allergenic species and female trees can be planted to correct the imbalance, without detracting from pollinator habitat. Failing to plant with the health risks in mind is contrary to the Parks and Open Spaces Master Plan objectives of making parks accessible to all yet the Urban Forest Master Plan does not include human health as a factor in planting decisions. Staff are under direction from Council to work with the Accessibility Working Group and Urban Food Table and to report back on options for balancing accessibility considerations with pollinator habitat, including in the vicinity of playgrounds, dating from November 2017. They provided an update as part of the Parks and Open Spaces annual update in July 2018 with a report of two actions they intended to take, but Staff have yet to work with these groups or the community to develop options for Council's decision. Thus, AWG made the following recommendation in October 2018 which has not been brought to the attention of Council:

"that Council direct staff to plan, scope, cost & look at options to resource a project for 2019 to consult, research, analyze & develop a long-term, phased plan and



policies for addressing accessibility of the planted environment, to remove barriers for people with environmental disabilities, consistent with the accessibility objectives of the Parks & Open Spaces Master Plan.”

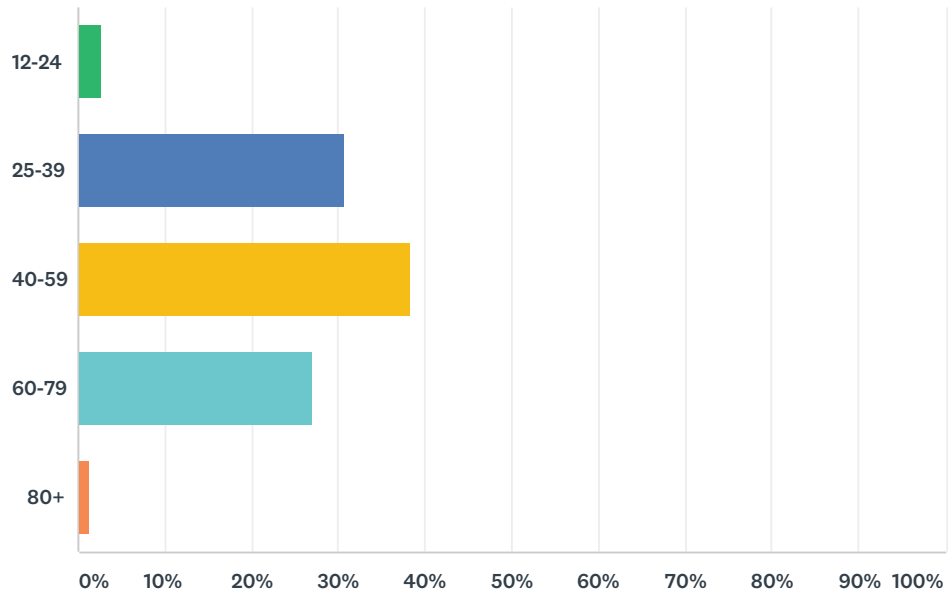
What steps will the City take in 2019 to lead by example and start on the multi-decade process of improving accessibility of the planted environment?

# Budget Survey Responses

*Comments provided in the survey are enclosed as provided and their reproduction does not indicate any endorsement of them; they do not reflect the views of the City, its elected officials or employees. Some comments have been redacted to remove personal information, hate speech, or potential libel.*

## Q1 Please indicate your age group

Answered: 1,464 Skipped: 19

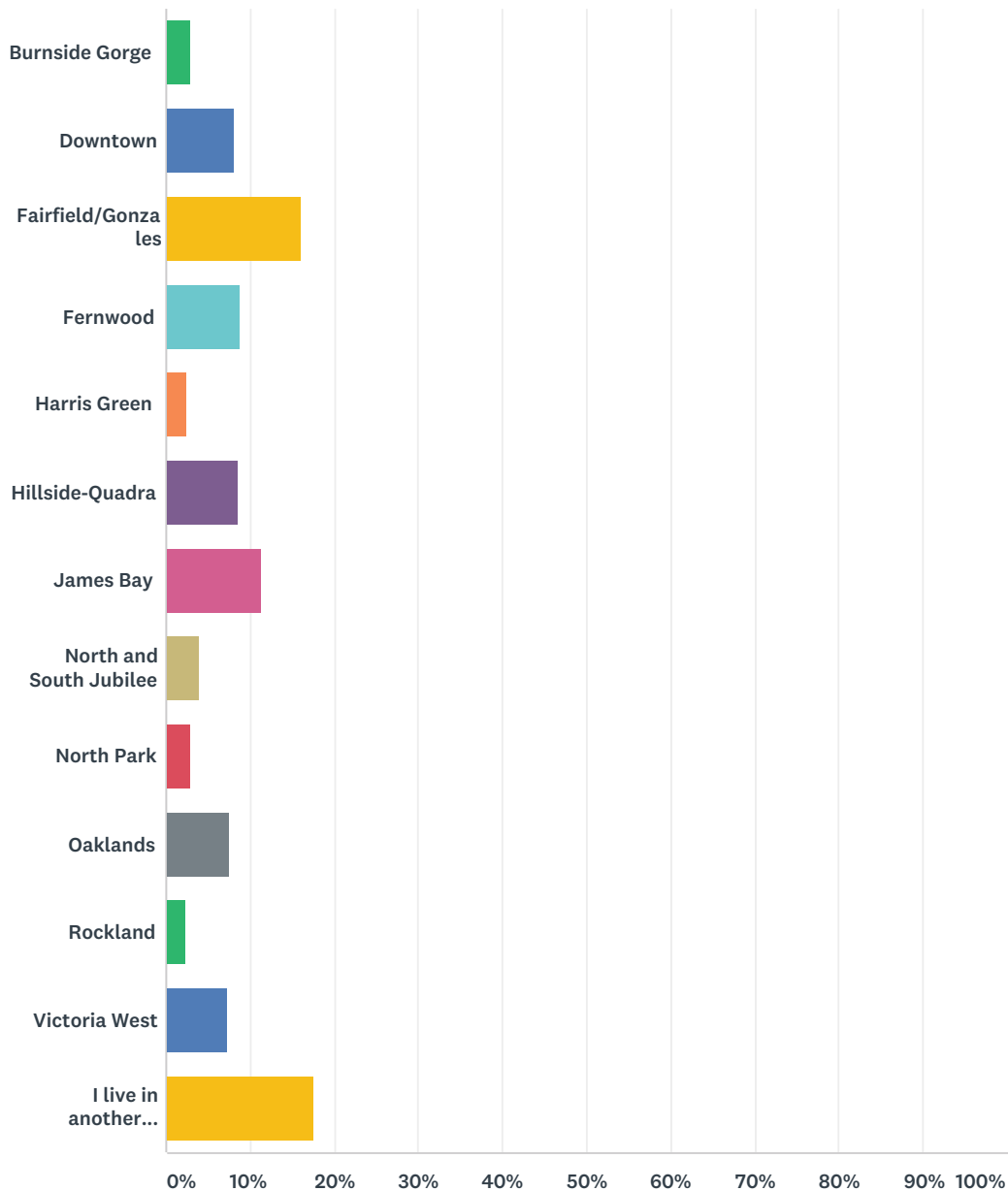


ANSWER CHOICES	RESPONSES	
12-24	2.73%	40
25-39	30.81%	451
40-59	38.39%	562
60-79	26.91%	394
80+	1.16%	17
TOTAL		1,464



## Q2 What neighbourhood do you live in? (check this map if you aren't sure)

Answered: 1,465 Skipped: 18



ANSWER CHOICES	RESPONSES	
Burnside Gorge	3.00%	44
Downtown	8.26%	121
Fairfield/Gonzales	16.04%	235
Fernwood	8.81%	129
Harris Green	2.53%	37

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Hillside-Quadra	8.60%	126
James Bay	11.19%	164
North and South Jubilee	3.96%	58
North Park	3.00%	44
Oaklands	7.51%	110
Rockland	2.39%	35
Victoria West	7.24%	106
I live in another municipality (please specify)	17.47%	256
<b>TOTAL</b>		<b>1,465</b>

#	I LIVE IN ANOTHER MUNICIPALITY (PLEASE SPECIFY)	DATE
1	Saanich	1/20/2019 9:06 AM
2	Esquimalt	1/20/2019 12:13 AM
3	Malahat	1/19/2019 10:10 PM
4	Langford	1/19/2019 6:21 PM
5	Saanich	1/19/2019 4:42 PM
6	Sidney	1/19/2019 1:56 PM
7	saanich	1/19/2019 11:18 AM
8	Burnside West	1/19/2019 9:35 AM
9	Saanich close to Oaklands	1/18/2019 8:39 PM
10	Saanich - near Uvic	1/18/2019 6:14 PM
11	Saanich	1/18/2019 5:59 PM
12	Langford	1/18/2019 5:38 PM
13	Saanich	1/18/2019 5:22 PM
14	saanich	1/18/2019 2:05 PM
15	Oak Bay, but I own 3 residential properties in Victoria	1/18/2019 1:30 PM
16	Langford	1/18/2019 12:47 PM
17	Saanich	1/18/2019 12:06 PM
18	Saanich Marigold	1/18/2019 12:00 PM
19	Saanich - Uptown/Swan Lake	1/18/2019 11:28 AM
20	Esquimalt	1/18/2019 9:34 AM
21	saanich	1/18/2019 9:34 AM
22	Saanich	1/18/2019 9:28 AM
23	My interest in the city budget is through my son's chosen school, and through my involvement with Beacon Hill Baseball	1/18/2019 8:49 AM
24	Central Saanich	1/18/2019 7:59 AM
25	Oak Bay	1/17/2019 10:56 PM
26	Esquimalt	1/17/2019 10:20 PM
27	Saanich Strawberry Vale	1/17/2019 10:15 PM
28	Saanich	1/17/2019 10:04 PM

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29	Saanich	1/17/2019 9:52 PM
30	Saanichton	1/17/2019 9:39 PM
31	Broadmead / Saanich	1/17/2019 9:15 PM
32	Cadboro bay	1/17/2019 6:46 PM
33	Oak Bay	1/17/2019 6:02 PM
34	Saanich - strawberry vale area	1/17/2019 5:06 PM
35	View royal	1/17/2019 4:56 PM
36	esquimalt, child attends school in victoria	1/17/2019 4:48 PM
37	Colwood	1/17/2019 4:45 PM
38	Saanich	1/17/2019 1:58 PM
39	Oak Bay	1/17/2019 11:22 AM
40	Westshore	1/17/2019 9:52 AM
41	Saanich	1/17/2019 8:26 AM
42	Saanich	1/16/2019 10:56 PM
43	saanich	1/16/2019 6:39 PM
44	Esquimalt	1/16/2019 6:15 PM
45	Saanich	1/16/2019 6:03 PM
46	Oak Bay	1/16/2019 4:50 PM
47	Langford	1/16/2019 4:49 PM
48	Brentwood Bay	1/16/2019 4:29 PM
49	Saanich close to oaklands	1/16/2019 4:20 PM
50	Saanich	1/16/2019 4:13 PM
51	Saanich	1/16/2019 2:38 PM
52	Sannich	1/16/2019 2:32 PM
53	Saanich, very near Victoria	1/16/2019 10:09 AM
54	oak bay	1/16/2019 10:07 AM
55	Saanich	1/16/2019 9:55 AM
56	View Royal	1/16/2019 8:52 AM
57	Sidney	1/15/2019 4:22 PM
58	Saanich	1/15/2019 2:53 PM
59	Oak Bay	1/15/2019 1:02 PM
60	Cadbaro bay	1/15/2019 11:18 AM
61	North Saanich	1/15/2019 10:53 AM
62	Esquimalt	1/15/2019 10:49 AM
63	Saanich	1/14/2019 7:32 PM
64	Esquimalt	1/14/2019 3:12 PM
65	Gulf Islands but previously lived in Victoria for 10 years	1/14/2019 11:45 AM
66	Colwood	1/14/2019 9:20 AM
67	Central Saanich	1/14/2019 8:43 AM
68	Langford	1/13/2019 3:13 PM
69	Saanich	1/13/2019 5:40 AM

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70	metchosin	1/12/2019 10:24 AM
71	Oak Bay	1/12/2019 8:21 AM
72	Saanich	1/12/2019 6:49 AM
73	I live on Salt Spring Island	1/11/2019 11:03 PM
74	Saanich	1/11/2019 8:01 PM
75	Esquimalt/view royal border	1/11/2019 4:59 PM
76	A	1/11/2019 2:27 PM
77	oak bay	1/11/2019 1:23 PM
78	Langford	1/11/2019 10:36 AM
79	Oak Bay	1/11/2019 10:23 AM
80	Langford	1/11/2019 10:13 AM
81	Oak Bay	1/11/2019 10:05 AM
82	Saanich	1/11/2019 9:54 AM
83	Oak Bay	1/11/2019 9:15 AM
84	Langford	1/11/2019 9:05 AM
85	Saanichton	1/11/2019 3:43 AM
86	Esquimalt	1/11/2019 1:34 AM
87	Oak Bay	1/10/2019 11:30 PM
88	Saanich	1/10/2019 10:34 PM
89	Saanich	1/10/2019 10:03 PM
90	Oak Bay	1/10/2019 8:45 PM
91	Esquimalt	1/10/2019 8:17 PM
92	Saanich	1/10/2019 8:15 PM
93	Saanich	1/10/2019 6:59 PM
94	Oak Bay	1/10/2019 6:55 PM
95	Saanich	1/10/2019 6:21 PM
96	Saanichton	1/10/2019 6:19 PM
97	View Royal, but grew up in James Bay.	1/10/2019 6:09 PM
98	Esquimalt	1/10/2019 6:00 PM
99	Oak bay	1/10/2019 5:36 PM
100	Sidney	1/10/2019 5:07 PM
101	Saanich	1/10/2019 5:06 PM
102	Saanichton	1/10/2019 4:19 PM
103	Oak Bay	1/10/2019 1:00 PM
104	saanich	1/10/2019 12:13 PM
105	Colwood	1/10/2019 11:48 AM
106	Central Saanich	1/10/2019 11:27 AM
107	Langford	1/10/2019 10:18 AM
108	Langford	1/10/2019 9:18 AM
109	Central Saanich	1/10/2019 8:50 AM
110	Langford	1/10/2019 7:20 AM



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111	Saanich	1/10/2019 7:14 AM
112	Saanich	1/10/2019 6:59 AM
113	saanich	1/10/2019 3:44 AM
114	Esquimalt	1/9/2019 8:58 PM
115	Oak Bay	1/9/2019 7:42 PM
116	Saanich	1/9/2019 7:12 PM
117	Metchosin	1/9/2019 5:55 PM
118	saanich	1/9/2019 2:38 PM
119	Can Victoria and Langford-Coolwood-Sooke work together	1/9/2019 2:32 PM
120	Langford	1/9/2019 12:50 PM
121	Saanich	1/9/2019 12:16 PM
122	Esquimalt	1/9/2019 9:39 AM
123	Saanich	1/9/2019 9:06 AM
124	Saanich	1/8/2019 8:28 PM
125	Sidney	1/8/2019 10:09 AM
126	oak bay close to RJH	1/8/2019 9:40 AM
127	Saanich	1/8/2019 9:16 AM
128	Royal Oak	1/8/2019 8:07 AM
129	Duncan	1/8/2019 5:47 AM
130	Saanich	1/7/2019 5:17 PM
131	North Saanich	1/7/2019 3:59 PM
132	Esquimalt	1/7/2019 2:20 PM
133	Saanich	1/7/2019 1:46 PM
134	westshore	1/7/2019 1:43 PM
135	Saanich	1/7/2019 12:18 PM
136	Esquimalt	1/7/2019 7:26 AM
137	Colwood	1/7/2019 6:50 AM
138	Wesbay marina	1/7/2019 1:32 AM
139	Esquimalt	1/6/2019 10:08 PM
140	View Royal	1/6/2019 6:23 PM
141	Crofton, but commute to Victoria daily for work.	1/6/2019 3:40 PM
142	Esquimalt	1/6/2019 12:17 PM
143	Saanich	1/6/2019 10:54 AM
144	sooke	1/6/2019 9:48 AM
145	Oak Bay	1/6/2019 9:34 AM
146	Sooke	1/6/2019 9:13 AM
147	central saanich	1/6/2019 8:39 AM
148	Saanich	1/6/2019 8:16 AM
149	North Saanich	1/6/2019 7:30 AM
150	Colwood	1/6/2019 6:51 AM
151	esquimalt	1/6/2019 3:29 AM

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152	West shore	1/6/2019 12:33 AM
153	Central Saanich	1/5/2019 11:38 PM
154	Langford	1/5/2019 10:51 PM
155	View Royal	1/5/2019 10:11 PM
156	Saanich	1/5/2019 5:23 PM
157	Gordon Head	1/5/2019 3:12 PM
158	Langford	1/5/2019 11:01 AM
159	Langford	1/5/2019 9:02 AM
160	North Saanich	1/4/2019 10:32 PM
161	we live in Gordon Head, but I work downtown, lived in Vicwest, Fernwood, Fairfield, James Bay areas for over 20 years, and my daughter attends Esquimalt High School every day.	1/4/2019 7:49 PM
162	Langford	1/4/2019 5:42 PM
163	View Royal	1/4/2019 4:27 PM
164	Colwood	1/4/2019 3:04 PM
165	North saanich	1/4/2019 2:49 PM
166	Saanich	1/4/2019 2:05 PM
167	Esquimalt	1/4/2019 12:55 PM
168	North Saanich	1/4/2019 12:42 PM
169	north saanich	1/4/2019 10:57 AM
170	view Royal	1/4/2019 9:41 AM
171	North Saanich	1/4/2019 9:34 AM
172	Langford	1/4/2019 9:20 AM
173	saanich	1/4/2019 8:49 AM
174	Langford	1/4/2019 6:59 AM
175	Esquimalt	1/4/2019 6:17 AM
176	Oak Bay	1/4/2019 6:15 AM
177	Saanich	1/4/2019 5:24 AM
178	Saanich	1/3/2019 10:19 PM
179	Central Saanich	1/3/2019 10:18 PM
180	Esquimalt	1/3/2019 10:14 PM
181	Colwood	1/3/2019 8:28 PM
182	Langford	1/3/2019 6:51 PM
183	Central Saanich	1/3/2019 6:43 PM
184	Saanichton	1/3/2019 6:31 PM
185	North saanich but work in victoria	1/3/2019 6:25 PM
186	Central Saanich	1/3/2019 6:13 PM
187	North Saanich	1/3/2019 5:29 PM
188	View. Royal	1/3/2019 5:29 PM
189	SAANICH	1/3/2019 5:23 PM
190	Langford	1/3/2019 5:06 PM
191	Sooke	1/3/2019 4:54 PM

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192	Oak Bay	1/3/2019 4:53 PM
193	Central Saanich	1/3/2019 4:50 PM
194	North Saanich	1/3/2019 4:49 PM
195	Langford	1/3/2019 4:48 PM
196	Saanichton	1/3/2019 4:47 PM
197	Oak Bay	1/3/2019 4:38 PM
198	Esquimalt	1/3/2019 4:36 PM
199	Central Saanich	1/3/2019 4:34 PM
200	Saanich	1/3/2019 4:29 PM
201	Cowichan Regional District	1/3/2019 4:27 PM
202	Central Saanich	1/3/2019 4:27 PM
203	Esquimalt	1/3/2019 4:26 PM
204	view royal	1/3/2019 4:23 PM
205	Sidney	1/3/2019 4:19 PM
206	Colwood	1/3/2019 4:18 PM
207	Shawnigan Lake	1/3/2019 4:15 PM
208	Mill Bay	1/3/2019 4:14 PM
209	View Royal	1/3/2019 4:13 PM
210	Saanich	1/3/2019 4:12 PM
211	Saanich	1/3/2019 4:08 PM
212	Saanich	1/3/2019 4:07 PM
213	Esquimalt	1/3/2019 4:00 PM
214	oak bay	1/3/2019 4:00 PM
215	north saanich	1/3/2019 3:58 PM
216	Langford	1/3/2019 3:58 PM
217	Langford	1/3/2019 3:58 PM
218	Colwood	1/3/2019 3:58 PM
219	Oak Bay	1/3/2019 3:57 PM
220	Metchosin	1/3/2019 12:20 PM
221	Oak Bay	12/29/2018 10:46 PM
222	Langford, but own another property in Victoria	12/29/2018 12:25 AM
223	Saanich	12/28/2018 3:23 PM
224	Saanich	12/28/2018 12:51 PM
225	Esquimalt	12/28/2018 11:59 AM
226	Esquimalt	12/28/2018 7:14 AM
227	Esquimalt	12/27/2018 10:17 PM
228	Esquimalt	12/25/2018 9:24 PM
229	South Saanich (close to Burnside Gorge)	12/24/2018 1:13 PM
230	Saanich	12/24/2018 12:11 PM
231	Saanich	12/24/2018 7:28 AM
232	Saanich	12/23/2018 11:36 PM

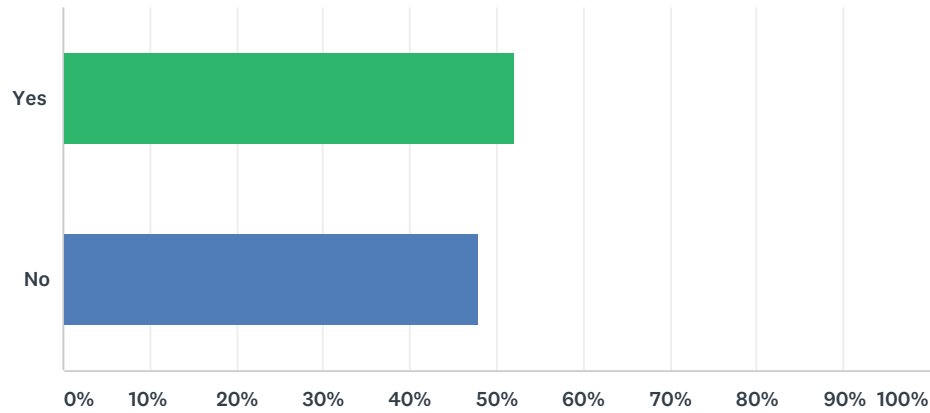
## 2019 Draft Financial Plan

233	Langford	12/23/2018 5:34 PM
234	Esquimalt	12/23/2018 1:10 PM
235	esquimalt	12/22/2018 1:46 PM
236	Saanich	12/21/2018 7:01 PM
237	Saainch	12/21/2018 5:08 PM
238	Saanich	12/21/2018 1:43 PM
239	Saanich	12/21/2018 11:23 AM
240	Saanich	12/21/2018 10:31 AM
241	Colwood	12/21/2018 6:38 AM
242	saanich	12/20/2018 10:14 PM
243	Saanich	12/20/2018 8:02 PM
244	Saanich	12/20/2018 6:57 PM
245	Saanich but have a business in Victoria	12/20/2018 4:15 PM
246	Saanich	12/20/2018 3:51 PM
247	Saanich	12/20/2018 3:34 PM
248	Saanich	12/20/2018 3:30 PM
249	Saanich	12/20/2018 3:24 PM
250	Saanich	12/20/2018 3:13 PM
251	Saanich	12/20/2018 3:12 PM
252	View Royal	12/20/2018 3:11 PM
253	Western Communities	12/20/2018 11:15 AM
254	View Royal	12/20/2018 9:17 AM
255	Langford	12/20/2018 8:42 AM
256	View Royal	12/20/2018 6:23 AM



### Q3 Do you own property in Victoria?

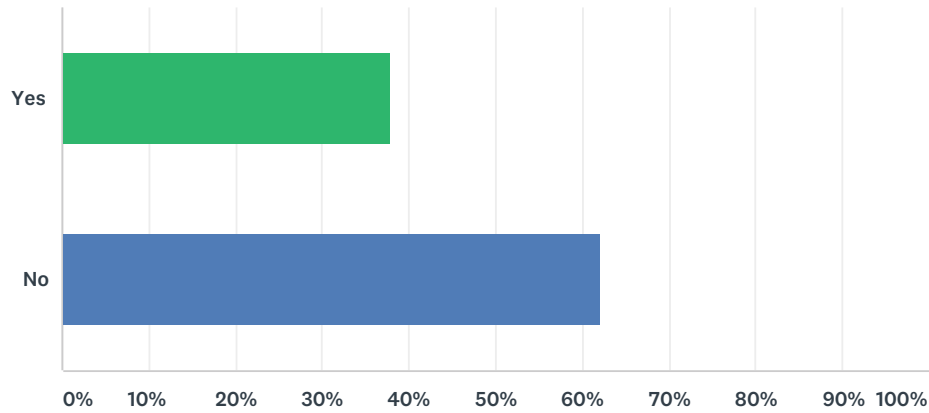
Answered: 1,462 Skipped: 21



ANSWER CHOICES	RESPONSES	
Yes	52.19%	763
No	47.81%	699
TOTAL		1,462

## Q4 Do you rent in Victoria?

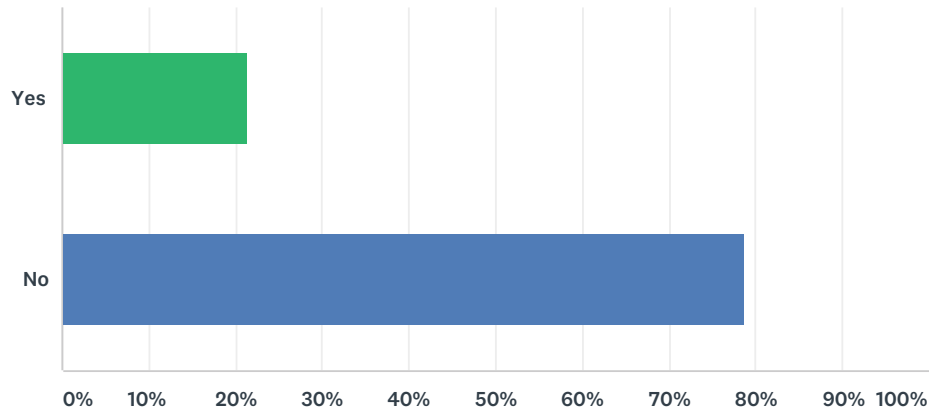
Answered: 1,425 Skipped: 58



ANSWER CHOICES	RESPONSES	
Yes	37.96%	541
No	62.04%	884
TOTAL		1,425

## Q5 Do you own or run a business in Victoria?

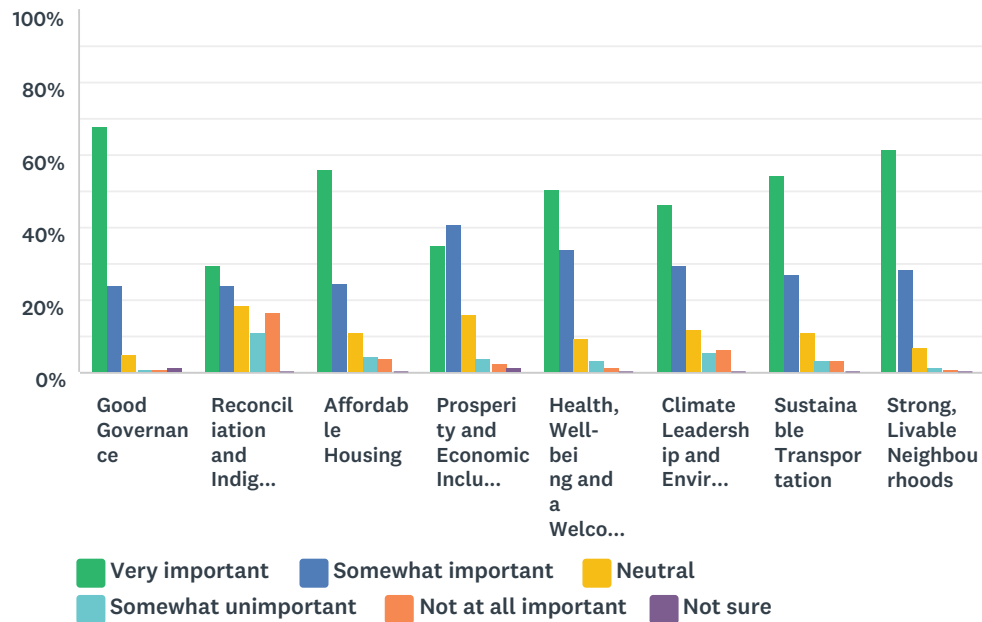
Answered: 1,460 Skipped: 23



ANSWER CHOICES	RESPONSES	
Yes	21.44%	313
No	78.56%	1,147
TOTAL		1,460

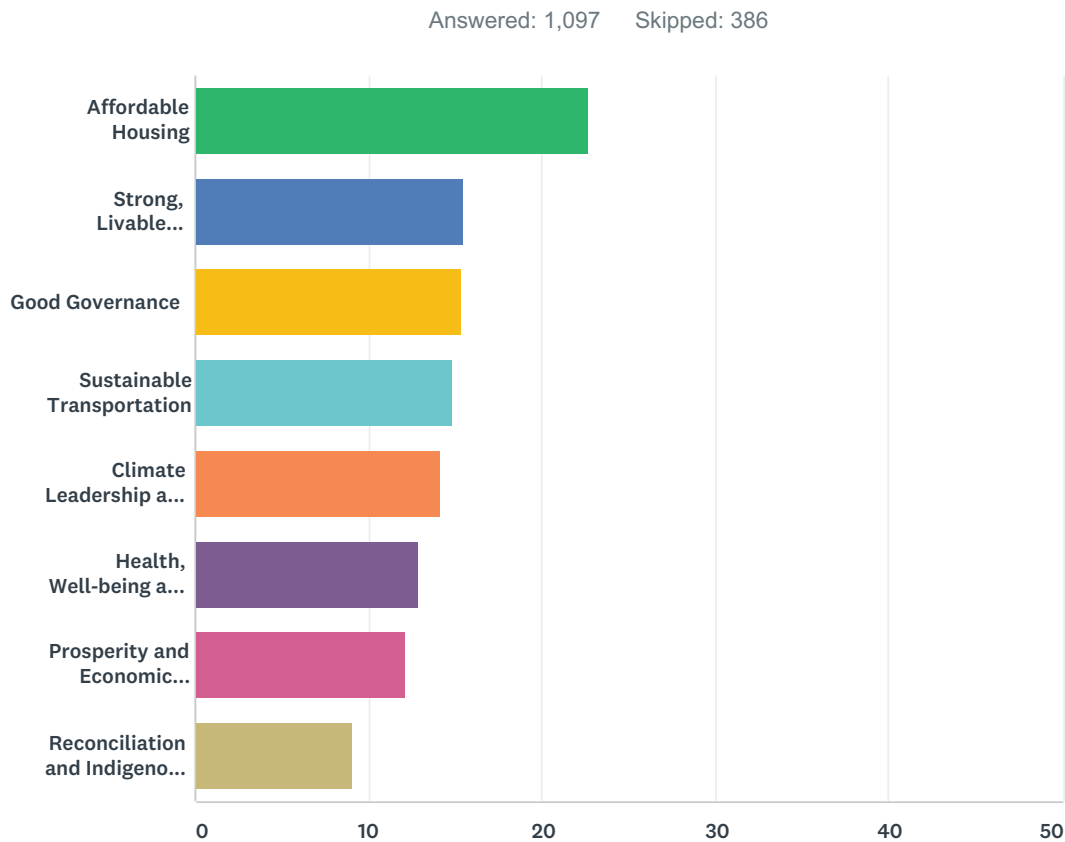
## Q6 In your view, how important is each Strategic Objective to making life better for you, your family, and your community?

Answered: 1,195 Skipped: 288



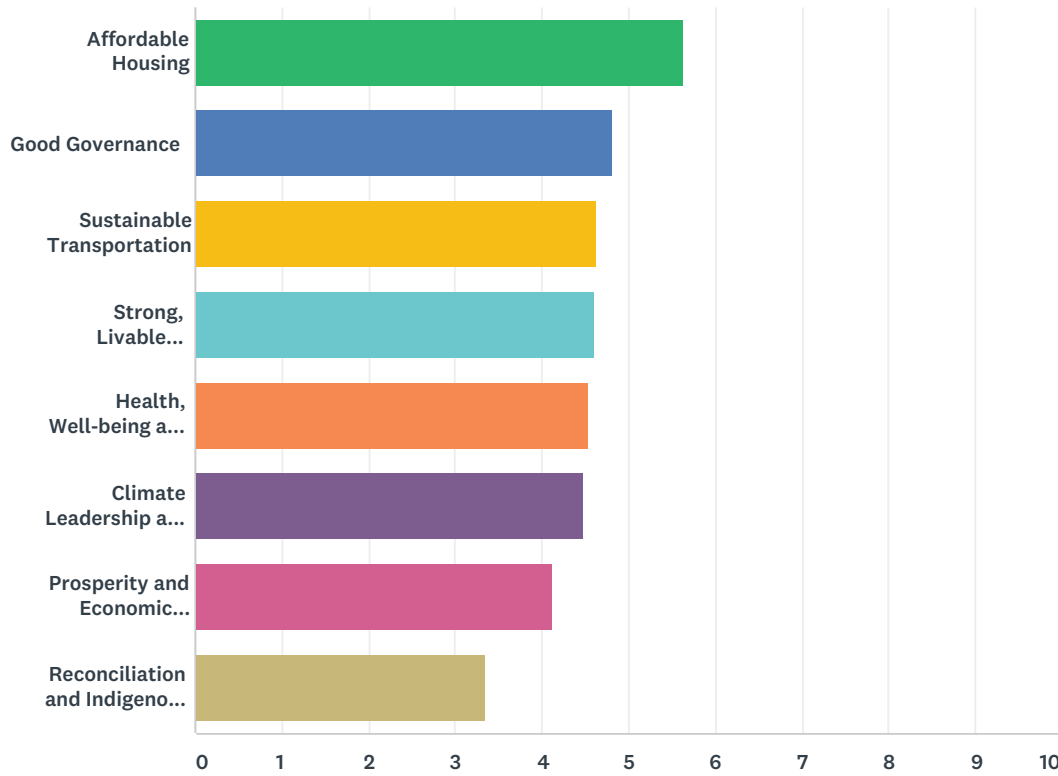


Q7 If you had \$100 to spend on the Strategic Objectives below, how would you allocate it? (graph shows total dollars in thousands of all respondents to this question)



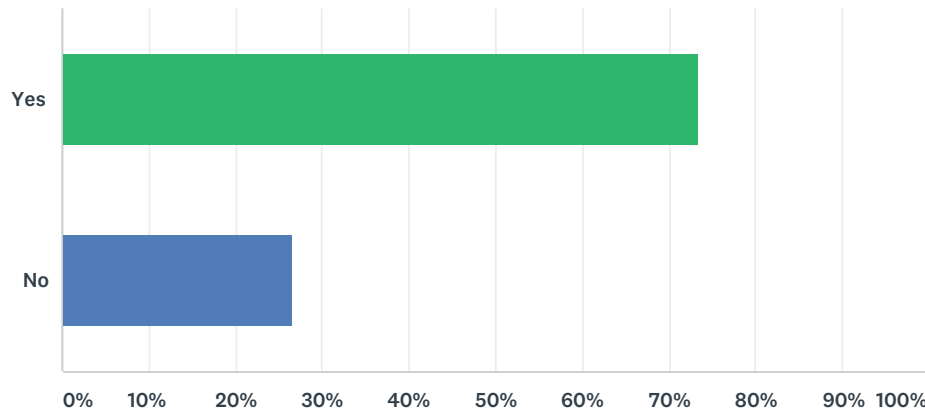
## Q8 Please rank the Strategic Objectives from most to least important.

Answered: 1,148 Skipped: 335



**Q9 Would you like to provide more input on specific areas of the City's operating budget, including City service areas, VicPD operating budget and the Greater Victoria Public Library? This section of the survey should take approximately 10-12 minutes to complete.**

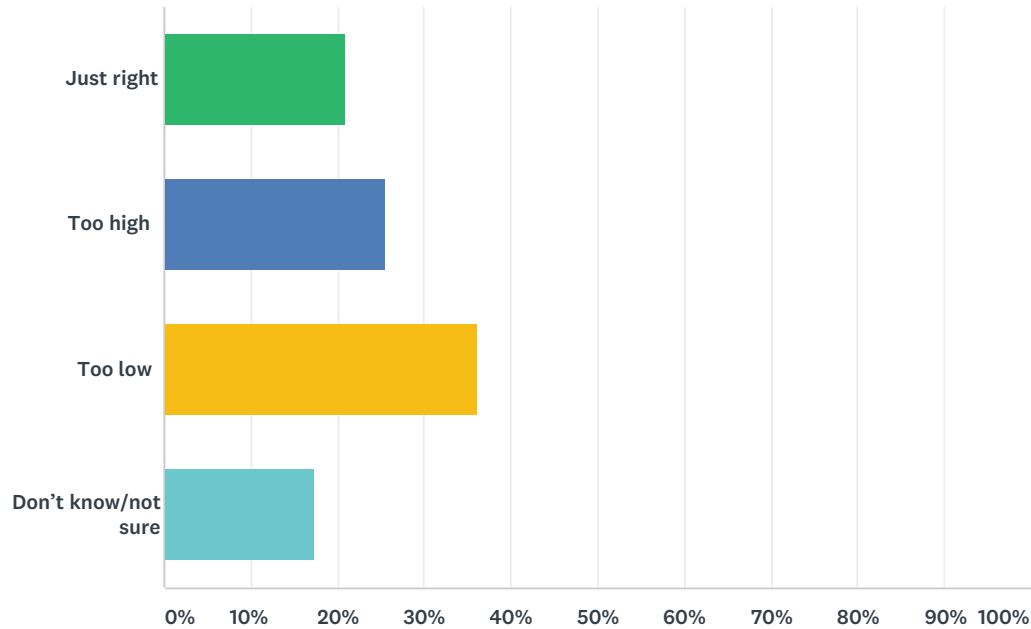
Answered: 1,140 Skipped: 343



ANSWER CHOICES	RESPONSES	
Yes	73.42%	837
No	26.58%	303
TOTAL		1,140

## Q10 When thinking about the services you receive from VicPD, do you feel that funding in this area is:

Answered: 809 Skipped: 674



ANSWER CHOICES	RESPONSES	
Just right	20.89%	169
Too high	25.59%	207
Too low	36.22%	293
Don't know/not sure	17.31%	140
TOTAL		809



## Q11 Do you have any additional comments on the proposed VicPD operating budget?

Answered: 451 Skipped: 1,032

#	RESPONSES	DATE
1	<p>● The proposed VicPD operating budget set out in the Draft Financial Plan as \$57,283,968 (23.4% of the proposed City operating budget), is far too high and contradicts two of the City's stated commitments in its 2019-2022 Draft Strategic Plan, "Exercise fiscal responsibility in policing expenditures" and "Keep cap on annual property taxes to no more than inflation plus one including police". ● The City should seek to divest from policing and invest in community-based solutions. In particular the City should divest from funding police as a response to health and social issues, which currently comprise a very significant portion of the police portfolio (in 2014 the VicPD Chief estimated 75-80% of calls related to homelessness, mental health, and/or addiction; an October 2017 memo from the VicPD to the Police Board identified that 19% of incidents responded to by VicPD have a mental health component). The City should use funds divested from police budget to invest in meeting real and urgent community needs. ● Police spending far exceeds other government spending and needs to be reined in. The VicPD is requesting an operating budget increase of \$3,240,949, which would be a 6.01% increase from the previous year. Over the past 10 years the VicPD has received a cumulative total of \$12,840,711 in new funding, with the City's portion being a cumulative 31.59% increase (compared to a 12.1% inflation increase in the same period). According to Statistics Canada between 1985 and 2013 police expenditures in Canada almost doubled, even accounting for inflation. After so many years of expanding police funding it is not appropriate that the police budget continue to expand again this year. ● To look at how to appropriately invest money that might otherwise go to policing, we can learn from what has been done in other regions particularly in areas where, like Canada, policing is tied to colonialism. For example in the Indigenous-led justice reinvestment movement in Australia, communities most impacted by criminalization have created investment plans diverting money away from policing and prisons into building material community infrastructure -- affordable housing, culturally relevant education programs, etc. -- as well as funding system changes to address racism and economic injustice. The Oakland Power Projects uses community-based action research to facilitate collective identification of reasons why people are coming into contact with police, and to identify and implement community-driven solutions. There are alternatives that have been implemented in other regions at all points of the spectrum, including non-police-based prevention initiatives, peer and mixed peer-professional intervention alternatives, and transformative justice programs that address repair and healing after harm has occurred. ● Alternatives to policing not only reduce the harms inherent in law enforcement but also are often much more cost-effective. For example the CAHOOTS team which has been running for 27 years in two cities in Oregon, and which was designed specifically to provide an alternative to police response to substance use, poverty, and mentalhealth crisis, runs a 24/7 response service for \$800,000 per year (responding to 15,000 calls, approximately 25% of all non-emergency calls). ● As part of budget planning and financial oversight for use of public funds, the City should require that the VicPD provide meaningful information to guide determination of operating budget. This includes providing information about calls for service to the police to help determine what infrastructure might best suit different community needs. For example, it is relevant to know not only how many calls are being made to police but also how many calls are about violence, how many are about property, how many are about public intoxication or other non-violent 'nuisance', etc as policing is not necessarily the right response to all types of calls that come to police. The VicPD should also have to provide more information about what funding is going to initiatives that are not responses to calls, such as 'pro-active policing' where the VicPD is prioritizing surveillance of specific populations -- for example locations where people with low incomes gather and live -- as police targeting of marginalized populations is not an appropriate use of public funds. The Police Board, not municipal government, has oversight of police operations. However the municipalities that fund the VicPD are responsible for ensuring that public funds are being spent appropriately. When the VicPD is in its budget request identifying that they plan to use municipal funds to operationalize in ways that are not consistent with the municipalities' strategic plan, policies, or other commitments, or commit to activities that have the potential to cause harm to the public, it is not appropriate that the City fund these activities. Of particular note: ● On page 626 of the Draft Financial Plan, the deliverables of the VicPD Community Engagement Division include "Fostering new, bold and innovative ways to connect with the citizens of Victoria and Esquimalt", "Building enduring partnerships with media</p>	1/21/2019 12:00 AM

## 2019 Draft Financial Plan

agencies by offering sustained and transparent access to VicPD people and stories”, facilitating “community engagement activities”, and employing “leading-edge social media practices and explor[ing] emerging technologies to connect more of our citizens in a meaningful, helpful and sustained way”. It is not appropriate that nearly \$2M per year is allocated to a division that has the mandate to propagandize for the VicPD, engaging in pro-policing communications in ways that profoundly shape media and public perceptions of policing, public safety, crime, and marginalized populations who are targets of police attention. Funds required for IT technicians who can ensure public access to police data and other transparency and accountability measures should be separated out from public relations and the remainder of this division’s funds cancelled. ● On page 628 of the Draft Financial Plan, the deliverables of the VicPD Patrol Division include “strive to increase the visibility and accessibility of our officers in the community”. In a society with laws and bylaws that criminalize homelessness and use of certain substances and where atypical behaviour is deemed ‘social disorder’, more patrol officers means more harm for individuals who are already highly criminalized. In its November 2018 presentation to the City the VicPD identified that four of the proposed 12 new officer positions will be used to create a new “Community Response Team” actively patrolling the downtown area with a mandate to “suppress criminal element preying on vulnerable populations”; the VicPD Q3 2018 report to the City states that the Patrol Division is focusing specifically on a presence “in the areas of Rock Bay, the 2900-block of Douglas Street, Centennial Square and the 800 and 900 blocks of Johnson Street and Pandora Avenue” -- locations of homeless shelters, low-income housing, street community survival services, and places where unhoused people congregate during the day. The portrayal of increased VicPD presence as providing enhanced safety and security for people who are highly criminalized is perverse given the harms law enforcement inflicts on the street community. Financially supporting intensification of such anti-poor initiatives is contrary to multiple stated commitments in the 2019-2022 Draft Strategic Plan regarding Health, Well-Being, and being a Welcoming City, including fostering a compassionate city and fostering a welcoming environment that treats all people with compassion and respect. ● On page 638 of the Draft Financial Plan, VicPD HR division deliverables include the following: “Identify new and more efficient ways to deliver services through an alternate response unit”. This deliverable has been in past year’s financial plans as well, and again this year there are no details on what an alternate response unit would have the mandate to do, how it would be structured, budget implications, etc. Detailed information should be made available, with opportunity for public input, prior to any approval of budget. ● On page 640 of the Draft Financial Plan, VicPD Community Services deliverables include the following: “proactively engage with various service providers to address issues and concerns of homelessness, mental health and addiction in order to assist in connecting people to services in order to prevent entrenchment of the most marginalized persons in one geographical area” (also a deliverable in the previous year’s Draft Financial Plan), “complete the review of the 2 year pilot for the expansion of our members in the ACT team to determine the most efficient way to utilize police resources”, and identification that a pilot project is underway to “centralize the VicPD’s response to mental health and addiction and to implement the new VicPD Mental Health Strategy Action Plan” (both were deliverables in the previous year’s Draft Financial Plan but this is the first mention of a pilot being underway). There are multiple concerns with this. In particular: ○ Policing is not the right response to homelessness, mental health or addiction concerns. These are not problems that can be solved by laws or law enforcement; on the contrary, police-based responses to homelessness, mental illness and substance use causes significant harm to people who are homeless, people with mental health concerns, and people who use drugs. Funding policing as a response to homelessness takes money away from actual solutions to homelessness (e.g., addressing the shortage of affordable high-quality housing), and similarly prioritizing budget for policing instead of affordable high-quality mental health and addiction services makes no sense. ○ The City should not fund police to be embedded in health services and public funds should not be used to continue expansion of police presence in ACT teams [noting that the salary line item for 2 of the 3 ACT officers is in ‘Supplemental Requests’ not operating budget]. The police mandate of law enforcement, which uses surveillance and information gathering to pursue arrest and criminal charges, is fundamentally incompatible with the delivery of health services and embedding police in health teams criminalizes people, bringing surveillance, control and coercion into everyday life and increasing the social control function of mental health services which is contrary to a disability justice approach to mental health care. Police are in health services to be a hammer, to force people into compliance. That function is predicated on the power that police have over people’s lives, the ever-present threat that if people do not comply the police have the power to detain, confine, arrest, and use force to subdue. In the very rare instances where there is immediate threat to life, health personnel, like any other individual, can call 911 for emergency response – there is no need to have police embedded in health services or otherwise routinely a part of care. ○ It is an ineffective use of public funds to have the VicPD facilitating referrals to health and social services that are already oversubscribed and have long waiting lists. VicPD’s October 27, 2018 memo to the Police Board regarding the expansion of ACT police acknowledges that of 30

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attempted referrals by VicPD to ACT and 713 Outreach teams, only 10 of those had been accepted as the teams already have full caseloads. We do not need more referral agents, we need more health and social services. ○ The VicPD Mental Health Strategy Action Plan is not available on the VicPD website and no details are provided on what is involved in implementing this action plan, budget implications, etc. Detailed information should be made available, with opportunity for public input, prior to any approval of budget. ● Page 646, Investigative Services Division deliverables include the following: "Investigative Services will continue to develop effective ways to gather and use intelligence to target crime and disorder. This includes:...Continued focus on the opioid crisis that is gripping the Province". ○ The War on Drugs has been in place for many years and is widely recognized as ineffective and harmful. Pouring even more money into trying to control the drug trade is throwing more money down the drain and creates more stigma, secrecy, and shame around substance use, which leads people to use alone and increases the risk of injury and death from overdose. Of particular concern, VicPD identified in their 2018 Q3 report to Victoriacouncil that they are focusing surveillance and visible police presence in the city blocks around three overdose prevention and supervised consumption sites on Johnson Street and Pandora Avenue, ignoring that increased police presence creates significant barriers to people accessing these services and accordingly increasing risks that people will use alone without immediate access to help in case of overdose. Financially supporting a law enforcement approach to the overdose crisis is contrary to the stated commitments in the City's 2019-2022 Draft Strategic Plan to advocate for destigmatization of mental health and addictions, expansion of harm reduction services, and provision of substances that are currently deemed illicit so people have access to safer drug supply. ○ Public funds should instead be used for community, grassroots responses such as the peer first responders who have been at the very frontlines of responding to the overdose crisis, and the peers, family members and loved ones who every day provide sophisticated mental health support and prevention care but whose work is completely ignored in favour of strategies rooted in surveillance, control, and management by police and health professionals. This orientation to a policing approach completely ignores the vast body of research evidence amassed by professionals and advocates working with peers, and the innovative,

2	creative programming and service delivery models adopted by other jurisdictions. A 6% increase seems a lot at a time where crime is declining.	1/20/2019 10:24 PM
3	The proposed VicPD operating budget set out in the Draft Financial Plan as \$57,283,968 (23.4% of the proposed City operating budget), is far too high and contradicts two of the City's stated commitments in its 2019-2022 Draft Strategic Plan, "Exercise fiscal responsibility in policing expenditures" and "Keep cap on annual property taxes to no more than inflation plus one including police". The City should seek to divest from policing and invest in community-based solutions. In particular the City should divest from funding police as a response to health and social issues, which currently comprise a very significant portion of the police portfolio (in 2014 the VicPD Chief estimated 75-80% of calls related to homelessness, mental health, and/or addiction; an October 2017 memo from the VicPD to the Police Board identified that 19% of incidents responded to by VicPD have a mental health component). The City should use funds divested from police budget to invest in meeting real and urgent community needs.	1/20/2019 9:05 PM
4	As long as Council has policies of imposing federal and provincial costs (both social and environmental) rather than ensuring that the appropriate responsibility centres fulfil their obligations, the police funding should be a key component of the budget. Late night great night also imposes more policing costs on residents and businesses. The police need more manpower to be able to respond to situations of unrest and crime which have been supported by the City.	1/20/2019 8:04 PM
5	If a large majority of the budget that goes to the VicPD went to affordable housing and social care, instead of relying on police to do a job they are not qualified for, it would benefit many marginalized people in this city. This is an absurd amount to give to the police, when there are so many large social and environmental issues facing this city and its people.	1/20/2019 8:03 PM
6	I do not know if Vic PD has any training on dealing with people with disabilities. They may need more money or no less, to deal with various disabilities including mental health issues	1/20/2019 6:52 PM
7	I think the VicPD do excellent work in our city. They have also used the school liaison scheme as a way to hold the city hostage over a budget increase, which is fucked up. Rewarding this behaviour would set a dangerous precedent.	1/20/2019 6:21 PM

## 2019 Draft Financial Plan

8	<p>The City should seek to divest from policing and invest in community-based solutions. In particular the City should divest from funding police as a response to health and social issues, which currently comprise a very significant portion of the police portfolio (in 2014 the VicPD Chief estimated 75-80% of calls related to homelessness, mental health, and/or addiction; an October 2017 memo from the VicPD to the Police Board identified that 19% of incidents responded to by VicPD have a mental health component). The City should use funds divested from police budget to invest in meeting real and urgent community needs. Police spending far exceeds other government spending and needs to be reined in. The VicPD is requesting an operating budget increase of \$3,240,949, which would be a 6.01% increase from the previous year. Over the past 10 years the VicPD has received a cumulative total of \$12,840,711 in new funding, with the City's portion being a cumulative 31.59% increase (compared to a 12.1% inflation increase in the same period). According to Statistics Canada between 1985 and 2013 police expenditures in Canada almost doubled, even accounting for inflation. After so many years of expanding police funding it is not appropriate that the police budget continue to expand again this year. To look at how to appropriately invest money that might otherwise go to policing, we can learn from what has been done in other regions particularly in areas where, like Canada, policing is tied to colonialism. For example in the Indigenous-led justice reinvestment movement in Australia, communities most impacted by criminalization have created investment plans diverting money away from policing and prisons into building material community infrastructure -- affordable housing, culturally relevant education programs, etc. -- as well as funding system changes to address racism and economic injustice. The Oakland Power Projects uses community-based action research to facilitate collective identification of reasons why people are coming into contact with police, and to identify and implement community-driven solutions. There are alternatives that have been implemented in other regions at all points of the spectrum, including non-police-based prevention initiatives, peer and mixed peer-professional intervention alternatives, and transformative justice programs that address repair and healing after harm has occurred. Alternatives to policing not only reduce the harms inherent in law enforcement but also are often much more cost-effective. For example the CAHOOTS team which has been running for 27 years in two cities in Oregon, and which was designed specifically to provide an alternative to police response to substance use, poverty, and mental health crisis, runs a 24/7 response service for \$800,000 per year (responding to 15,000 calls, approximately 25% of all non-emergency calls). As part of budget planning and financial oversight for use of public funds, the City should require that the VicPD provide meaningful information to guide determination of operating budget. This includes providing information about calls for service to the police to help determine what infrastructure might best suit different community needs. For example, it is relevant to know not only how many calls are being made to police but also how many calls are about violence, how many are about property, how many are about public intoxication or other non-violent 'nuisance', etc as policing is not necessarily the right response to all types of calls that come to police. The VicPD should also have to provide more information about what funding is going to initiatives that are not responses to calls, such as 'pro-active policing' where the VicPD is prioritizing surveillance of specific populations -- for example locations where people with low incomes gather and live -- as police targeting of marginalized populations is not an appropriate use of public funds.</p>	1/20/2019 5:01 PM
9	I believe that the funding Victoria taxpayers contribute is fair, but more should be done to seek extra funds from the province/neighbouring municipalities to furnish funds specific to the many extra policing costs VicPD handles from crowd/traffic control at protests to the many mental health call outs they have to deal with.	1/20/2019 4:46 PM
10	The City should seek to divest from policing and invest in community-based solutions. In particular the City should divest from funding police as a response to health and social issues.	1/20/2019 3:36 PM
11	Crime rates are dropping and yet police budgets spiral upwards.	1/20/2019 3:32 PM
12	More police presence in downtown area is vital to make people feel safe especially in evening and at night	1/20/2019 3:28 PM
13	More funding should go to outreach workers for addictions and mental health rather than policing.	1/20/2019 3:12 PM
14	I was surprised to see how expensive it is. But I do feel supported by the present level of service. I wish that VIHA and Provincial money could be directed to provide for the mental health, homelessness, and addiction fallout which our police end up dealing with.	1/20/2019 9:01 AM
15	I'm concerned that funds are going to policing when they should be used for social and health services.	1/20/2019 8:19 AM
16	Ensure some funding goes towards having a police officer on ACT teams on the weekends.	1/19/2019 9:15 PM
17	No.	1/19/2019 5:40 PM

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18	I am in favour of increasing the VicPD budget as requested by Chief Manak. The community liaison and school liaison officers do invaluable work and these positions should be supported. VicPD, rather than taking over the work of social workers etc. on teams such as VICOT, provide safety support to the members of the team. I have met some of these VicPD officers and they are compassionate and caring towards the people who need help.	1/19/2019 3:56 PM
19	Police in Victoria don't keep the people I love safe. Police disproportionately target people who they and their structures deem suspicious, which is rooted in racist, classist, disableist views.	1/19/2019 2:53 PM
20	Regional police service. I feel I pay too much as individual tax payer. Regional/provincial issues they deal with	1/19/2019 12:15 PM
21	The proportion of the City's operating budget that goes to policing is *far* too high, and it's unclear why they consistently ask for increases above and beyond the rate of inflation. I'm not sure how many other government bodies are doing that, but it seems to me that VicPD needs to reign in their spending considerably. I'm concerned about the amount of police resources that go into, essentially, policing poverty. I know, for instance, that police spend considerable resources moving folks along from parks, and are increasingly trying to position themselves as social service providers. This is, in my view, an inappropriate and unnecessary use of their time. I'd like to see the City freeze the VicPD budget, and redirect any funding increase to exploring alternative responses to social issues so that police can focus on dealing with violent crime and complex investigations.	1/19/2019 11:41 AM
22	<p>With crime rates at all-time lows, why does the Chief Constable for Victoria continue to advise the City that he needs ever more new officer positions? At approx 225 uniformed officers for a city of approx 80,000 ppl, Victoria's ratio of officers to citizens is amongst the highest in the whole country, including the RCMP's averages! It is time to unequivocally state to VicPD that the gravy train stops NOW. Unreasonably lucrative salaries for officers, too many uniforms for too few of the populace, and a weak mayor.</p> <p><b>Information Withheld</b></p> <p>are all indicators that the wheels have come off the bus in this regard. Consider replacing mayoral police board representation with specifically elected officials (take the budget for the new salary from the Victoria mayor's ludicrous suggestion that she needs a \$130K/year assistant). Moreover, VicPD's spending represents a disproportional number of ppl to police simply due to its geographical area. Esquimalt aside, the downtown core and the numerous systemic issues facing it - drug use, homelessness, crime, poverty, bike lane budgets (read: fiasco), seemingly endless condo construction, higher population densities, status quo infrastructure spending - are not city specific problems. The bigger issue here is the continued model of local governance where the 13 cities, towns, and municipalities act like fiefdoms where us serfs are to be lorded over by very expensive salaried staffs (elected and paid). Why do I have to pay for policing costs for a View Royal taxpayer who finds him/herself in trouble on a Saturday night in downtown Victoria? Amalgamation MUST be sought as the key mechanism by which a wedge can be driven between these self-interested parties. If Victoria leads by example, Saanich would follow, and Langford might too. Forget bike lanes, at least for now. Victoria needs to truly demonstrate leadership in the CRD, it needs to ramp up efforts in this regard until an economic solution is found. Even if it's simply a single police and fire service - political and geographical boundaries aside - this one step would be an indication to me that my city is serious about economic progressiveness (whether couched in financial, social, political, neighbourhoods, or health and wellness language such as the wording found in this survey). Think strategic as well as tactical. The VicPD question is low hanging fruit in a much, much larger picture.</p>	1/19/2019 11:23 AM
23	We need to get the other 11 municipalities to contribute. We provide much employment and services to them "for free".	1/19/2019 10:41 AM
24	Do not give them anymore \$\$\$\$\$	1/19/2019 9:25 AM
25	no	1/19/2019 8:46 AM
26	The interconnected issues of mental health, addictions, and homelessness continue to increase. This is putting increased pressure on the police. Additional budget should be provided to address this growing crisis.	1/19/2019 8:32 AM
27	I think they should do more enforcement of the traffic laws. Fines would help the budget and improve driving conditions in Victoria.	1/19/2019 8:12 AM
28	More population more police needed	1/19/2019 7:37 AM
29	Put feet on the ground on downtown streets and Harris Green (Our Place) area, not to harass or intimidate but just to keep it civil.	1/18/2019 10:58 PM



## 2019 Draft Financial Plan

30	Bring back school liaison officers. Such great benefits to schools and children.	1/18/2019 10:15 PM
31	There have been no increases in police officers for the past eight years--despite the population growth in this city, and despite the opioid crisis. Officers are needed to help Assertive Community Treatment Nurses safely administer medications to clients who are seriously mentally ill and substance-affected, and who also have histories of violence. We cannot do our job without their help.	1/18/2019 8:36 PM
32	No	1/18/2019 7:27 PM
33	It's important to maintain school liason officers.	1/18/2019 6:09 PM
34	AMALGAMATE THE REGIONS POLICE FORCES. It's ridiculous how duplicated policing services are across the CRD.	1/18/2019 6:02 PM
35	Police services should amalgamate to share the fiscal and service burdens.	1/18/2019 5:37 PM
36	Cut management	1/18/2019 5:29 PM
37	The police liaison program should not have been cut.	1/18/2019 5:13 PM
38	Amalgamating the police departments seem to make sense	1/18/2019 5:12 PM
39	Please maintain/reintroduce the School Liason Officer program ot help establish/maintain positive relationships between our youth and Vic PD	1/18/2019 5:01 PM
40	Cuttiing school liaison over \$40k disagreement was a very childish move and shows that VicPD can't be trusted to put community interests put. Council should insist on an organisational review and cost-cutting strategy before approving the budget: civilianisation and integrated services with other departments should be explored.	1/18/2019 4:05 PM
41	bring back police liaisons in schools	1/18/2019 2:59 PM
42	no	1/18/2019 1:35 PM
43	Funding in this area is too low. The City needs to reinstate/increase funding for Police Liason Officers in the schools. This is very important to keep our children safe and let them know who to go to for help!	1/18/2019 1:04 PM
44	Deal with the social issues and you will then not have to spend so much money on policing. Lack of social housing, drug addiction, poverty, the sense of despair that permeates our society is not healthy. It's a result of the neo-liberal agenda. More policing is not the answer. Deal with the disease. Provide people with hope for the future by giving them a purpose, one that makes the world a better place for all of us.	1/18/2019 12:57 PM
45	I think more money should be spent on social supports and holistic and preventative alternatives to policing.	1/18/2019 12:16 PM
46	A great deal of the necessity for policing is due to the failure of other part of the system - extreme economic disparity, working poverty, ultra violent "entertainment" media, fraying "social safety net" etc. Most are outside the purview of the city, but its most effective contribution in the area of public order is probably building stronger communities. Police are certainly necessary but it is important that they are seen to be acting in the interests of ordinary people, and that they not spend a large amount of their time compensating for failed social services.	1/18/2019 11:15 AM
47	Please continue to educate officers in the area of racial profiling.	1/18/2019 11:06 AM
48	No	1/18/2019 10:53 AM
49	School Liason offers are very important to grow and maintain positive relationships between the public and the police.	1/18/2019 10:23 AM
50	High compared to crime rate & more appropriately allocated to health and social services.	1/18/2019 10:16 AM
51	Please up the budget for VicPD to include the school liaison officers again.	1/18/2019 9:41 AM
52	I appreciated the VicPD's involvement with my kids' school at Christchuch Cathedral School - especially given it's location. My preference would be to ensure schools in areas that are more prone to crime or in closer proximity to housing that pose potential security risks, have more support from the VicPD and/or a constable on hand during school hours/events.	1/18/2019 9:41 AM
53	Increased demand on VicPD - programs cut such as the school Liason Officers, which was a really great program.	1/18/2019 9:40 AM

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54	Do Not Cut budget that would affect the police liaison program with youth through schools and parks. Youth are faced with decisions that will either derail their life or allow them to thrive, and a good relationship with police services and other services helps guide their moral compass.... or do you want a worse homeless problem with people making that one bad decision at a very critical moment in their life without a well established relationship with the law and knowing available services?	1/18/2019 8:57 AM
55	There should definitely be an increase. School outreach programs are being cut, and they are an incredibly valuable part of early intervention and positive community outreach that could help to prevent issues and actually save money in the long run. In addition, the city is being impacted by the overdose crisis, and there is a significant need for additional support services in all areas to make sure people get the help they need and so lifesaving actions can be taken when overdoses occur.	1/18/2019 8:45 AM
56	More funding for more traffic patrol. Too many drivers don't stop at stop signs or stop on red lights.	1/18/2019 8:15 AM
57	People are getting blinded by mis-guided 'stats'. The fact is, everyone in the CRD goes downtown to work, play, party. And all the social problems fester downtown - since Victoria is the only Municipality that has built any infrastructure or provided any services for the marginalized population. If you build it, they will come. Well Victoria council - you made your bed.	1/18/2019 8:06 AM
58	Focus on community safety, more foot patrol, more prevention rather than aggression. Less top heavy, more friendly.	1/18/2019 6:25 AM
59	If Police request more staff. They should get it.	1/18/2019 4:23 AM
60	I would emphasize the funding of community outreach, school outreach, and similar preventive programs in the allocation of funding. I would also support efforts to reduce total compensation to levels more compatible with non-government wages and benefits.	1/18/2019 3:58 AM
61	Ludicrous and ignorant	1/18/2019 1:04 AM
62	There has been an increased demand on Police to respond to mental health and drug overdoses in our city these past few years and consequently their resources have been stretched very thin - to the point, in fact, that the School Liaison Officer program last year was pulled out of schools. I believe this program helps develop positive relationships between our children and the Police organisation. Liaison Officers in the past have played soccer and basketball with students, visited the classrooms, helped us manage the WITS program, and shown up at school and community events, such as Terry Fox Run, Halloween Dances, and so on. This positive relationship helps children and youth feel they can approach our Liaison Officer, and by extension any police officer, when they or their friends are in trouble or on the edge of making poor or dangerous decisions. Children and youth are our community's future. They need role models. They need to feel safe. They need to be protected. The city needs to allocate more budget to VicPD to keep our community safe.	1/17/2019 11:04 PM
63	educational liaison are essential to proactive policing!	1/17/2019 11:01 PM
64	We'd like to see the School Liason Program continue.	1/17/2019 10:27 PM
65	The city has changed and an increase in police resource is desperately needed so they can take care of escalating problems but retain their community involvement as well. We NEED liaison officers in the schools and in the community to maintain accessibility and familiarity. We also rely on tourist dollars in Victoria and need the police to help maintain our city.	1/17/2019 10:26 PM
66	The School Liaison Officer program must be retained. The number of vulnerable children and youth make fostering strong, trusting relationships with police essential for wellbeing.	1/17/2019 9:31 PM
67	School liaison officers are a wise investment and money will spent. I want my school age children who attend school in Victoria to have this resource.	1/17/2019 9:18 PM
68	They should not be cut from schools. They should not be as heavily involved with mental health - that should be addressed through actual medical and housing issues.	1/17/2019 9:07 PM
69	We need to consider the health and well being of our police who are managing an increase in mental health challenges in our city. By putting pressure on police, we weaken ourselves.	1/17/2019 8:54 PM
70	I understand that the current administration has reduced the policing budget and redirected funds to other priorities that do not address social issues; I feel that the priorities should be directed to these issues.	1/17/2019 8:19 PM

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71	I feel the school liaisons need to be reinstated. The issues in schools require direct support from the police.	1/17/2019 7:16 PM
72	I would like to see room in the budget for the schools to have a signed constables as I feel this helps the youth of Victoria to build trusting relationships with VicPD	1/17/2019 6:55 PM
73	Should be increased to deal with the increase in violence downtown due to problems with drugs and mental health issues	1/17/2019 6:12 PM
74	Crime stats report that we are the 30th most crime ridden city. Given our population size that is very concerning. We need to increase the police budget so they can hire more officers. The city is dangerous and we need to crack down on aggressive panhandling, especially on the traffic medians. Too much valuable police time is being spent dealing with the residents at the PHS and Cool Aid facilities.	1/17/2019 6:01 PM
75	Police are being asked to act more and more as social workers to defuse situations before the danger escalates. They need adequate support and training to handle the stress appropriately	1/17/2019 5:52 PM
76	I appreciate that there may be financial pressures faced by VicPD but I do not think they have made a convincing case for addtl funds. I would like to see increased dollars attached to initiatives which require more attention or a specialized approach (community oriented work related to Indigenous populations, mental health, sexualized violence, and other areas identified as important by community. I am not sympathetic to increasing police presence in mental health services (ACT) or in the downtown core more generally. Police presence with regards to ACT and street based/homeless populations is already high in this region compared to other regions.	1/17/2019 5:45 PM
77	I recognize hard to balance all these pieces. Good police presence and forming proactive relationships with our communities benefits all.	1/17/2019 5:21 PM
78	Reinstate school liaison program	1/17/2019 5:20 PM
79	We need to keep school liaison officers and account for police needs regarding the opioid crisis, addiction, and shortfalls in resources for Mental Health and the consequences for marijuana legalization that are to come	1/17/2019 5:16 PM
80	I want a healthy safe city. I want VicPD to be well funded. They need more money to function well.	1/17/2019 5:00 PM
81	We lost our police liason officer at Christ Church Cathedral School... this is VERY, VERY upsetting!	1/17/2019 4:59 PM
82	Use the money wasted on bike lanes and indigenous relations ( a federal concern, not our ballywicke, Not part of our tax base. a social issue ) to better fund the police.	1/17/2019 4:57 PM
83	Bring back the officer presence at schools. it is SO important to build the relationship and trust with officers early on. we miss our liason terribly and feel this was such a loss for our school community.	1/17/2019 4:52 PM
84	yes bring back the school liason officers., these are critical for our healthy community today and tomorrow. and more police officers ensuring parks, schools and communities are safe and used appropriately	1/17/2019 4:51 PM
85	The proposed VicPD operating budget set out in the Draft Financial Plan is far too high and contradicts two of the City's stated commitments in its 2019-2022 Draft Strategic Plan, "Exercise fiscal responsibility in policing expenditures". I personally believe that the city should seek to divest from policing and invest in community-based solutions. In particular the City should divest from funding police as a response to health and social issues, which currently comprise a very significant portion of the police portfolio. As a researcher in the field of substance use and a community organizer who has worked with vulnerable populations (homeless people as well as people who use substances), I have witnessed the harms of increased policing in our communities, with police often harassing and criminalizing homeless people and substance users. Additionally, increased policing is not an appropriate response to the current overdose crisis, as people are often scared to call 911 when overdoses occur for fear of being further criminalized/stigmatized by law enforcement. The police has a function, but I don't believe they should be placed in outreach positions to respond to social issues such as homelessness, substance use and mental health crises. I strongly oppose ANY increased funding for the Victoria Police Department.	1/17/2019 2:31 PM
86	They are adequately budgeted and need to realign priorities. With Saanich and the RCMP, there is large enough force within the region.	1/17/2019 1:13 PM

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87	You must cease hiring personnel which were not born in Canada of parents who were born in Canada.	1/17/2019 12:57 PM
88	I know that VicPD tries to offer a wide range of services to the community, but I question the education and training that would qualify them to do this work. Largely, police work is used to enforce laws not provide long term and sustainable community services that result in harm reduction, emotional support for survivors of sexual assault, or educate the public about different forms of marginalization that members of the community experience. For these reasons, I believe that these funds are better distributed amongst other community service providers that provide professional and in depth services for marginalized populations such as the Victoria Sexual Assault Centre, and Our Place. By having a proactive approach to supporting vulnerable people, and active strategies to challenge toxic masculinity, racism and corporate crime, issues of crime should significantly decrease and neighborhoods will feel safer.	1/17/2019 12:31 PM
89	We need more foot patrols downtown	1/17/2019 11:31 AM
90	It is a problem when one municipality (Esquimalt) is not willing to provide their funding portion and an important VicPD function is lost, i.e. high school liaison officers. Can the municipality be mandated to provide the funding?	1/17/2019 8:56 AM
91	I'm not sure what we are getting for this price. I'd like to see more enforcement of traffic laws. Can issuing tickets be a way to do cost-recovery? As a cyclist I feel unsafe on the roads downtown because of drivers not paying attention, but the police have been less than helpful, suggesting that I just not bike downtown or on busy streets if I want to stay safe. I think their priorities need to change.	1/17/2019 7:33 AM
92	We should advocate for a single regional police	1/16/2019 10:01 PM
93	I'd like to see more money directed towards professions such as social workers and away from police for school liaison work and working with at-risk and street involved people.	1/16/2019 9:16 PM
94	The police department's argument that its budget relative to the operating budget has been "declining" is self-serving nonsense from a group that takes nearly a quarter of the city's funds. That money could be better spent literally anywhere else.	1/16/2019 7:46 PM
95	I cannot believe that police increase their own budget annually. They are a violent organization who consistently demonstrate racist behavior and exacerbate problems associated with poverty.	1/16/2019 7:36 PM
96	The role of Vic pd within and In Support of mental health andvaddictionsbservucesbis integral to the ability for theses programs/teams to continue to provide these services to Victoria's most complex individuals	1/16/2019 6:09 PM
97	More spending on mental health support and training	1/16/2019 5:56 PM
98	Need more street policing downtown	1/16/2019 5:55 PM
99	Just take a look downtown and you will clearly see that we need way more money for more officers and foot patrol. People are feeling unsafe by day and in danger starting 6pm. In the last few years things got worse. Victoria needs to put way more than 24% of the budget on police to make the city safer for it's citizens, which would increase well-being, business and economy.	1/16/2019 5:03 PM
100	Given the massive amount of paperwork required by Police Officers every time they have an interaction with the Public can some of this be handed of to civilian support staff. Which would allow Police Officers to spend more time on the "beat" It is important to recognize that Police have been stuck with dealing with Mentally Challenged Patients who should be treated in Facilities not abandoned on the street.	1/16/2019 5:01 PM
101	Crime is decreasing. We do not need more officers. Police should not be component of ACT. Social services such as housing, health care, outreach, safe consumption sites are all more significant contributors to the public good than increased policing.	1/16/2019 4:56 PM
102	Need more resources. They are stretched too thin and the people and places in need of policing are taking over the city. People are not safe downtown alone in certain areas. Victoria is becoming a slum	1/16/2019 4:52 PM

## 2019 Draft Financial Plan

103	Far to much is spent on "punishing criminal activity" rather than getting the resources to the roots of the issues that foster social/economic environments which set people up for failure. If living expenses weren't so breathtakingly high for a city so small perhaps there'd be less petty crime. Also. The police have such a high percentage of the budget and do virtually nothing about bike theft. Meanwhile the crdc is putting in tons of money to support bike transport... But when citizens buy in and invest in thier own bike transport and it gets stolen they have no recourse when the police do a very poor job to lower the terrible rate of theft. If they treated it as seeiously as car theft (if bikes are meant to be pushing to replace cars downtown) maybe then people could take this whole effort seriously and think about justifying that%. Also. I've personally called when hearing male on female violence occurring with drugs as an extemely loud argument subject in the middle of the night and the police DID NOT come. With a budget this size and a city our size that is a fundamental basic call to respond to.. To make matters worse I've had police men say to a group of friends that all people with disabilities, especially mental health issues are just "manipulating the system" when called to the scene of a theft. Generally unimpressed with my experience with vic and saanich pd. I don't know what they are spending the \$ on but in my experience more impressive tank-squad cars is not meeting the citizens actual needs.	1/16/2019 4:43 PM
104	I do feel the police budget is too low currently. As I am a business owner I do feel we need a larger police presence and more officers on the ground. However I do feel that we need to crack down on the open drug use, drug dealing and people committing crimes. I do not find it acceptable that because these people have mental health issues or they are homeless gives them a right to disobey the law or for the city and police department to turn a blind eye. It's not okay and it effects business in the downtown core majorly. People need to be accountable for their choices and life and allowing or turning a blind eye to disobeying the law is wrong. It's also saying to people that the city and police can pick and choose how they enforce the law which is not right. So yes I support more funds for the police department if they come up with an action plan and how downtown business have more officers on the street.	1/16/2019 4:08 PM
105	I think the previous decision to pay Chief Elsner was a huge disservice to the city and its tax payers. I realize this was in the past, but I would hope this type of mis-step would never happen again	1/16/2019 3:47 PM
106	VicPD is dealing with the serious problem this city faces in respect of drug addiction, mental health and homelessness. Their presence makes people such as myself and my children feel safer and I believe their budget should reflect the importance of the work they do and the positive impact they make in having our city become and remain a livable city.	1/16/2019 3:32 PM
107	Crime keeps dropping, it keeps growing. Nice trick	1/16/2019 3:26 PM
108	Move forward on amalgamating policing. Move forward on reducing policing costs by hiring social workers and mental health emergency response unit that are not police.	1/16/2019 3:16 PM
109	I think that it would be best if we could find better ways to share resources with other municipalities. We're paying too much for so much of the burden.	1/16/2019 3:07 PM
110	They need more officers on duty	1/16/2019 2:34 PM
111	If the city stopped being a destination for the homeless throughout Canada, I would imagine the police budget would be able to decrease	1/16/2019 2:29 PM
112	too high	1/16/2019 2:14 PM
113	VicPD is understaffed and a cut in operating budget, would cut services, put additional stress on the already overworked employees and show in services provided to the community.	1/16/2019 1:43 PM
114	My impression is that due to the failure of other govt departments to do so adequately, they are forced to provide social services rather than police services. I understand our current per capita expenditure on policing s higher than in many other similar jurisdictions.	1/16/2019 1:04 PM
115	Better management needed	1/16/2019 12:08 PM
116	We need to reinstate the School Liaison program, supply more officers for the abundance of drug/mental health calls...	1/16/2019 12:03 PM
117	The Victoria Police Department should have its budget cut. They spend too much time harassing poor people and zero time enforcing traffic laws. If they want more money they should try writing some tickets for the prolific red-light runners downtown. I have never seen police downtown unless they are hassling someone who is homeless.	1/16/2019 11:32 AM

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118	The City of Victoria should be taking money out of policing and putting it into community solutions. For years police have been trying to sell themselves as social service workers and they're doing so much harm out there. Please reign them in and stop diverting so much money away from the rest of the city and into this destructive, ineffective way-it's-always-been-done habit.	1/16/2019 11:31 AM
119	I think there needs to be a CRD wide police department rather than municipal police departments.	1/16/2019 10:17 AM
120	Policing is essential to a safe community for everyone including all residents, tourists, business owners, employees and customers and those who are vulnerable due to homelessness, addictions and mental illness. We don't have effective solutions for those on the streets and the police are often the only service available. Best way to make more efficient use of resources is a regional police force.	1/16/2019 9:39 AM
121	We have more police per capita than most cities in Canada. We use police to respond to issues that would better be dealt with by other organizations or professionals, such as mental health support services. While the police are important for the safety of the community, using up 24% of the operating budget is way too high.	1/16/2019 9:06 AM
122	IF you keep adding shelters then you are responsible for the additional policing they require. You seem to get this concept when it comes to casinos?	1/16/2019 8:22 AM
123	With all the building in the area there will be more and more people in the downtown and surrounding areas - we should have enough police officers to cover the rise in population which has occurred over the past while, and for what is expected as new housing is completed.	1/16/2019 7:46 AM



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124	<p>The proposed VicPD operating budget set out in the Draft Financial Plan as \$57,283,968 (23.4% of the proposed City operating budget), is far too high and contradicts two of the City's stated commitments in its 2019-2022 Draft Strategic Plan, "Exercise fiscal responsibility in policing expenditures" and "Keep cap on annual property taxes to no more than inflation plus one including police". The Vic PD budget should not continue to increase as crime rates are plummeting (down 39% in the last 10 years in Greater Victoria). How can the City justify an increase in the police budget when it has the most police per capita than any other Canadian city? The City of Vancouver spends 19.5% of their operating budget on police and has 15% less police per capita than Victoria. The City should seek to divest from policing and invest in community-based solutions. In particular the City should divest from funding police as a response to health and social issues, which currently comprise a very significant portion of the police portfolio (in 2014 the VicPD Chief estimated 75-80% of calls related to homelessness, mental health, and/or addiction; an October 2017 memo from the VicPD to the Police Board identified that 19% of incidents responded to by VicPD have a mental health component). The City should use funds divested from police budget to invest in meeting real and urgent community needs. Police spending far exceeds other government spending and needs to be reined in. The VicPD is requesting an operating budget increase of \$3,240,949, which would be a 6.01% increase from the previous year. Over the past 10 years the VicPD has received a cumulative total of \$12,840,711 in new funding, with the City's portion being a cumulative 31.59% increase (compared to a 12.1% inflation increase in the same period). According to Statistics Canada between 1985 and 2013 police expenditures in Canada almost doubled, even accounting for inflation. After so many years of expanding police funding it is not appropriate that the police budget continue to expand again this year. To look at how to appropriately invest money that might otherwise go to policing, we can learn from what has been done in other regions particularly in areas where, like Canada, policing is tied to colonialism. For example in the Indigenous-led justice reinvestment movement in Australia, communities most impacted by criminalization have created investment plans diverting money away from policing and prisons into building material community infrastructure -- affordable housing, culturally relevant education programs, etc. -- as well as funding system changes to address racism and economic injustice. The Oakland Power Projects uses community-based action research to facilitate collective identification of reasons why people are coming into contact with police, and to identify and implement community-driven solutions. There are alternatives that have been implemented in other regions at all points of the spectrum, including non-police-based prevention initiatives, peer and mixed peer-professional intervention alternatives, and transformative justice programs that address repair and healing after harm has occurred. Alternatives to policing not only reduce the harms inherent in law enforcement but also are often much more cost-effective. For example the CAHOOTS team which has been running for 27 years in two cities in Oregon, and which was designed specifically to provide an alternative to police response to substance use, poverty, and mental health crisis, runs a 24/7 response service for \$800,000 per year (responding to 15,000 calls, approximately 25% of all non-emergency calls). As part of budget planning and financial oversight for use of public funds, the City should require that the VicPD provide meaningful information to guide determination of operating budget. This includes providing information about calls for service to the police to help determine what infrastructure might best suit different community needs. For example, it is relevant to know not only how many calls are being made to police but also how many calls are about violence, how many are about property, how many are about public intoxication or other non-violent 'nuisance', etc as policing is not necessarily the right response to all types of calls that come to police. The VicPD should also have to provide more information about what funding is going to initiatives that are not responses to calls, such as 'pro-active policing' where the VicPD is prioritizing surveillance of specific populations -- for example locations where people with low incomes gather and live -- as police targeting of marginalized populations is not an appropriate use of public funds.</p>	1/15/2019 10:13 PM
125	<p>The police budget is currently misused. I see expensive use of police resources wasted every day. The budget should be greatly reduced via attrition. I see a great need for reforms, retraining and bold new strategic plan for bringing ethical, humane and dignified policing to our communities.</p>	1/15/2019 9:42 PM
126	<p>I appreciate the challenging work that VicPD perform - often acting as front line workers to street involved people and dealing with drunk a**holes on the weekends. I feel safe in this city.</p>	1/15/2019 7:31 PM
127	<p>Once again, stop the madness! The large annual increase to police as crime in the city is going down is nuts! and pure fear mongering by the police. Tell them every time they talk fear about the lack of increase in their budget that you will decrease their budget by 1%. They will shut up pretty quick! No to any increase in police funding. Yes to huge increases in street workers to work with the homeless and those in need.</p>	1/15/2019 5:15 PM
128	<p>fine with me... despite the sharp pencil backlash from one spoiled councillor</p>	1/15/2019 5:05 PM

## 2019 Draft Financial Plan

129	Too many pieces of fancy equipment, too many people driving around in vehicles, not enough emphasis on white collar crime. The poor and marginalized are picked on by the police.;	1/15/2019 5:04 PM
130	I think all of the municipal police forces in the CRD should be amalgamated.	1/15/2019 3:38 PM
131	The City should seek to divest from policing and invest in community-based solutions. In particular the City should divest from funding police as a response to health and social issues, which currently comprise a very significant portion of the police portfolio (in 2014 the VicPD Chief estimated 75-80% of calls related to homelessness, mental health, and/or addiction; an October 2017 memo from the VicPD to the Police Board identified that 19% of incidents responded to by VicPD have a mental health component). The City should use funds divested from police budget to invest in meeting real and urgent community needs. I have worked in various capacities with our city's most vulnerable citizens for the past decade, and I can honestly say that the police are the least impactful and effective service when responding to calls related to substance use. I have witnessed first-hand the violence that is often inflicted by police, or the damage that is done to relationships between professionals and community members when police are involved. I would love to see us move to a system where there is an alternate, better equipped, community based team that can respond in times of crisis. It's crucial however, that this alternate system or team is not implemented by Island Health and is not another system for monitoring and surveillance, but rather includes folks from the populations being served and provides critical analysis of its impact on folks. Examples of similar services include CAHOOTS in Oregon. Also, investing in affordable housing will reduce the need for ongoing police calls, as would investment in mental health services.	1/15/2019 3:19 PM
132	The City desperately needs increased policing as crime and disorder are too visible and are destroying the social fabric of downtown.	1/15/2019 3:06 PM
133	The VicPD is so severely under resourced and it is imperative the more funding is allocated for more police officers and greater police presence in view of the very serious safety issues that exist in downtown Victoria - primarily in the 800 and 900 blocks of Johnson and Pandora St.	1/15/2019 2:37 PM
134	It would be reasonable if more of it went towards Indigenous relations and reconciliation.	1/15/2019 2:35 PM
135	Wonder if the budget could be lower if more money was allocated to local social services and projects, including mental health, addiction and appropriate housing for more vulnerable citizens.	1/15/2019 2:10 PM

## 2019 Draft Financial Plan

136	<p>1. Police spending far exceeds other government spending and needs to be reined in. The VicPD is requesting an operating budget increase of \$3,240,949, which would be a 6.01% increase from the previous year. Over the past 10 years the VicPD has received a cumulative total of \$12,840,711 in new funding, with the City's portion being a cumulative 31.59% increase (compared to a 12.1% inflation increase in the same period). According to Statistics Canada between 1985 and 2013 police expenditures in Canada almost doubled, even accounting for inflation. After so many years of expanding police funding it is not appropriate that the police budget continue to expand again this year. 2.The City should seek to divest from policing and invest in community-based solutions. In particular the City should divest from funding police as a response to health and social issues, which currently comprise a very significant portion of the police portfolio (in 2014 the VicPD Chief estimated 75-80% of calls related to homelessness, mental health, and/or addiction; an October 2017 memo from the VicPD to the Police Board identified that 19% of incidents responded to by VicPD have a mental health component). The City should use funds divested from police budget to invest in meeting real and urgent community needs. 3.To look at how to appropriately invest money that might otherwise go to policing, we can learn from what has been done in other regions particularly in areas where, like Canada, policing is tied to colonialism. For example in the Indigenous-led justice reinvestment movement in Australia, communities most impacted by criminalization have created investment plans diverting money away from policing and prisons into building material community infrastructure -- affordable housing, culturally relevant education programs, etc. -- as well as funding system changes to address racism and economic injustice. The Oakland Power Projects uses community-based action research to facilitate collective identification of reasons why people are coming into contact with police, and to identify and implement community-driven solutions. There are alternatives that have been implemented in other regions at all points of the spectrum, including non-police-based prevention initiatives, peer and mixed peer-professional intervention alternatives, and transformative justice programs that address repair and healing after harm has occurred. 4.As part of budget planning and financial oversight for use of public funds, the City should require that the VicPD provide meaningful information to guide determination of operating budget. This includes providing information about calls for service to the police to help determine what infrastructure might best suit different community needs. For example, it is relevant to know not only how many calls are being made to police but also how many calls are about violence, how many are about property, how many are about public intoxication or other non-violent 'nuisance', etc as policing is not necessarily the right response to all types of calls that come to police. The VicPD should also have to provide more information about what funding is going to initiatives that are not responses to calls, such as 'pro-active policing' where the VicPD is prioritizing surveillance of specific populations -- for example locations where people with low incomes gather and live -- as police targeting of marginalized populations is not an appropriate use of public funds. 5.Alternatives to policing not only reduce the harms inherent in law enforcement but also are often much more cost-effective. For example the CAHOOTS team which has been running for 27 years in two cities in Oregon, and which was designed specifically to provide an alternative to police response to substance use, poverty, and mental health crisis, runs a 24/7 response service for \$800,000 per year (responding to 15,000 calls, approximately 25% of all non-emergency calls).</p>	1/15/2019 1:48 PM
137	My main interest is in people-centred policing.	1/15/2019 1:46 PM
138	More on community policing e.g.schools	1/15/2019 1:18 PM
139	The lower the better. It's good to see the amount of interaction between police and homeless, so things are managed. My hunch would be just right, but obviously lower is better.	1/15/2019 1:15 PM
140	Demilitarize. Shift the focus from fear and intimidation-based policing to genuine service.	1/15/2019 9:54 AM
141	VicPD budget is increasing at an alarming rate, even as crime is going down. To continually increase their budget is inappropriate. Police are law enforcement, they are not social workers or outreach workers yet, according to a former police chief, they spend 80% of their time doing social work.This is silly. Let folks trained to do social work, do that. They are better equipped and considerably less expensive than police officers.	1/15/2019 9:35 AM
142	VicPD front-line Officers should have a significant input into how the department resources are deployed not based on politics.	1/15/2019 6:45 AM
143	I am extremely disappointed that the City of Victoria Council rejected VicPD's budget request. It is especially ironic since multiple councillors ran on pro-union platforms and then went and voted against creating 2 new union positions. Victoria police are totally overworked and need more funding. I would be happy to pay a little bit extra to fund that. I work at a local homeless shelter and sometimes it takes HOURS for police to get to our calls, we need their support, we are burning out one by one.	1/15/2019 6:37 AM

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144	A strong police force is very important. I think they need to be funded adequately to serve their needs but I don't know what that amounts to in dollars.	1/14/2019 10:40 PM
145	The role of police has expanded over the years to provide more and more community liaison services. Police are a very expensive way to liaise with communities. Other staff, with potentially more effective dispute resolution, mediation, social work, and/or mental health and addictions training and experience could provide a comparable service for a much lower cost. Police are inherently threatening to many communities (especially poor, homeless and racialized communities) due to the possibility of the legal use of force, in comparison to other potential service providers.	1/14/2019 9:17 PM
146	We need to find a way to reduce the policing budget. What work can be done by other staff? They are used too much to deal with people sleeping in parks.	1/14/2019 8:37 PM
147	The police budget needs to be increased to improve public safety downtown especially after dark.	1/14/2019 4:18 PM
148	Need the police liaisons back in the schools	1/14/2019 1:09 PM
149	Police are being asked to deal with a community that has higher needs, but are not being provided the wo/manpower or resources necessary to address the needs and risks associated with Victoria.	1/14/2019 11:32 AM
150	Increases are required to keep up with the increasing demand for services.	1/14/2019 11:12 AM
151	Too much management - not enough for patrols. Why would patrols be cut when every manager has an assistant. BC Financial services could cover off so much and take that money spent to cover patrols and community	1/14/2019 10:07 AM
152	reinstate school liaison officers	1/14/2019 9:49 AM
153	I believe their proposed budget is fair and we need more officers for School Resource Officers and other community programs	1/14/2019 9:46 AM
154	We need to allow enough funding for the VicPD to reinstate the School Resource Officers	1/14/2019 9:22 AM
155	Downtown is a mess. Open drug dealing might be stopped if there were more police on the ground.	1/13/2019 7:32 PM
156	Downtown I wat has police spend so much time with REPEAT drugged persons, as well as in our emergency dept. They are so patient, I commend them. I feel though that there could be a better efficiencies in our policing and health services if there were ENOUGH dedicated residential beds for those wanting help to get off drugs and the street. Don't know how to tackle the drug problem, but feel it is a major health problem that needs to be dealt with at the source and not just throw more housing at it.	1/13/2019 7:30 PM
157	Safety is paramount, and police need to be seen 24/7. Drug dealing downtown needs to stop. And like New York the streets need to be cleaned up. City Hall needs to let the police do their job.	1/13/2019 6:50 PM
158	The city should divest from policing and invest in community-based solutions!	1/13/2019 5:13 PM
159	More community policing	1/13/2019 4:55 PM
160	The budget document doesn't explain why the patrol budget is suddenly increased by more than 400%. In the absence of more detailed information I oppose this increase.	1/13/2019 4:52 PM

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161	The police budget, at its current proportion of the operating budget, is alarmingly high. The proposed increase to the police budget is concerning as the crime rate has not increased. The city is in desperate need of more mental health and social service supports (*housing*) and to increase this already inflated category is a misuse of public funds. The inclusion of police officers on mental health teams, again, is a misallocation of resources. It seems ridiculous this given the City's stated commitments in its 2019-2022 Draft Strategic Plan, to "Exercise fiscal responsibility in policing expenditures" and "Keep cap on annual property taxes to no more than inflation plus one including police". The City should seek to divest from policing and invest in community-based solutions. In particular the City should divest from funding police as a response to health and social issues, which currently comprise a very significant portion of the police portfolio (in 2014 the VicPD Chief estimated 75-80% of calls related to homelessness, mental health, and/or addiction; an October 2017 memo from the VicPD to the Police Board identified that 19% of incidents responded to by VicPD have a mental health component). The City should use funds divested from police budget to invest in meeting real and urgent community needs. As a mental health and addictions worker, I experience the strain of trying to support people with such limited resources and then witnessing the discrimination and trauma that people continue to experience in an environment of such scarcity. Police are not outreach workers. If they want to be outreach workers they should do that, but not as police officers.	1/13/2019 4:24 PM
162	i strongly oppose any increase to the police operating budget. i think that funding in this area is far too high and i do not support the 'services' the vicpd provide and do not appreciate how they have been inserting themselves into outreach teams/mental health services/social. i do not believe this is appropriate and i feel they are trying to find new ways to employ themselves as police calls and crime rates are dropping and the need for them to intervene in instances of dangerous/violent crime is actually going down (and has been for some time). i would like to see divestment from policing and investment in community based alternatives.	1/13/2019 4:19 PM
163	VicPD is overfunded and Victoria is one of the most heavily policed areas in Canada. There is wasteful spending on things like community outreach, which could be done more economically and effectively by individuals who are not police.	1/13/2019 4:11 PM
164	Given that the population is growing and vagrants are allowed to panhandle, VicPD needs all the support they can get. I find the budget does not cut expenses where they can, i.e. frivolous items that are unnecessary, and there are lots of those. I thought we were going to face the last budget that was over the cost of living. With the growth of the city there should be lots of new revenue. This what I am referring to as good governance.	1/13/2019 3:54 PM
165	combine all the police force into one. too costly to have all different police forces	1/13/2019 7:28 AM
166	It seems quite high compared to the percentages of the other operating costs (24% vs. the next highest percentage of 12%), but I don't know enough about their activities to say for sure.	1/12/2019 9:30 PM
167	I do not know how many police we have. Who pays the civilians who work at the police station?	1/12/2019 7:26 PM
168	re-instate school liaison officers, increase neighbourhood patrols to discourage petty theft from vehicles/residential properties and ensure street safety for women walking alone.	1/12/2019 3:30 PM
169	Friendlier Police would be nice - how about training officers to be nice to the homeless, First Nations, as well as white middle and upper classes - some of the biggest crooks wear suits.	1/12/2019 11:12 AM
170	Continue with integration a regionalization of specialized services where it makes sense.	1/12/2019 11:02 AM
171	No	1/12/2019 10:40 AM
172	I think that all municipalities need to join together and have only one police force. It is time. Alternatively other municipalities should contribute to policing especially the downtown core.	1/12/2019 9:15 AM
173	Additional responsibilities placed on our city requires ie, social issues, has created additional cost to services in our city.	1/12/2019 8:13 AM
174	Just make sure police have decent pay and there are enough so they don't get overworked since their job is so stressful.	1/11/2019 11:02 PM
175	I feel that the priorities in policing are wrong. For example their cars are immaculate and chosen to be intimidating and impressive rather than useful. Management of the force seems to have been extremely expensive.	1/11/2019 10:09 PM



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176	Way too high. Deep cuts needed. Something is profoundly wrong when the police get more than any other department. Fund only the salaries and wages for currently unionized employees and maintenance for the infrastructure they currently have. No new infrastructure. No new hires. Let attrition reduce street constables and needed employee staff until the police department is 50% smaller. See Dr. Angela Davis talking about the safe society: <a href="https://www.democracynow.org/2018/12/24/angela_davis_we_owe_it_to">https://www.democracynow.org/2018/12/24/angela_davis_we_owe_it_to</a> Thanks!	1/11/2019 8:12 PM
177	Too much spent on policing homeless. Not enough on follow up to basic crimes	1/11/2019 3:44 PM
178	Cops are not mental health outreach workers I do not want to see increases to their funding that would be better allocated to support community services	1/11/2019 3:43 PM
179	Policing costs of policing the urban core should be shared.	1/11/2019 3:20 PM
180	A large portion of the policing budget would be better spent on providing health services to low-income or unhoused residents. e.g. dental coverage, grocery vouchers for pregnant mothers.	1/11/2019 3:15 PM
181	this is a very difficult question. Police perform a vital and difficult duty on which we depend. We are also hostage to the sole source when labour negotiations are undertaken. Pensions and benefits add a huge burden to the taxpayer that is largely unrecognized. Public sector employers are more often the 'haves' than the 'have-nots' now	1/11/2019 2:49 PM
182	The increased police presence in Victoria is frightening. Based on reports from the VicPD there is no need to continue to balloon their budget. Victoria has very low crime overall, their over-visibility and nuisance speaks volumes to the type of city we are sadly turning into (one that is only serving the wealthy). I love this city but the fact that I see a cop patrolling every time I leave the house saddens me. This is not progressive, we can do so much better than dishing out money to survey and suppress people who are lower income.	1/11/2019 2:28 PM
183	It eats up too much of the budget. I've spoken to front line officers (note: plural) who tell me that 70-80% of what they do is social work, or the result of inadequate social work. We should be funding changes that will make our City need less policing. Prevent offences, rather than reacting to them.	1/11/2019 2:06 PM
184	We need add'l funding in order to ensure our streets and neighbourhood are safe. In order to do that we need to budget for this	1/11/2019 1:29 PM
185	More money for crime prevention, specialized officers to deal with homeless, drug addicts, and mentally challenged individuals, more school liaison officers and involvement with middle and secondary students. Initiate help before real crime behaviours start which takes manpower. More communication between the various forces.	1/11/2019 1:13 PM
186	working together more with the homeless, addictions challenged, and mentally challenged would help to ease policing needs and possibly reduce the need for higher policing budgets	1/11/2019 1:00 PM
187	Increase patrol budget.	1/11/2019 12:43 PM
188	Too much of what they do is related to mental health services, due to heavy mismanagement in provincial health care programs. Priorities are misaligned.	1/11/2019 12:35 PM
189	Some local organizations and businesses abuse the services of VICPD - calling 911 and police services for assistance resolving common interpersonal conflicts that would be better managed by staff within the organization. I've personally witnessed police removing people from facilities - when the police presence was totally unnecessary, resulting in unnecessary use of taxpayers money. The money spent on this type of unnecessary increased use of police force would be much better spent on training management and key staff on basic human respect, and use of healthier, less damaging conflict resolution procedures - most especially with increased awareness and training on the nature of bullying and how that can manifest as conflict with the bullied victim (innocent party) APPEARING to be the perpetrator, when in actual fact they are the VICTIM. I am APPALLED by this abdication of responsibility to the use of police causing unnecessary inflation of policing expenses.	1/11/2019 12:24 PM
190	Vancouver police budget is under 20% of municipal budget and they face serious organized crime issues that are not present here. Spending nearly a 1/4 of the budget on policing seems grossly excessive for a city like Victoria that is heavily dependent on civil servants and other highly educated citizens. If we're paying disproportionately to cover costs incurred due to Saanich, Langford or other neighbouring municipalities then we need to implement cost recovery measures of some kind to equalize payments.	1/11/2019 12:16 PM



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191	If there were more funds spent on proactive, preventative programming and services for at risk populations, there would be less crime, less need for policing, less systemic oppression that leads to the criminalization of the most marginalized people. In turn, we'd need less funds for the VicPD. I don't directly feel that I am safer in a policed community, and I don't receive direct benefits from the VicPD. Perhaps there is safety I am unconscious to, but overall, I feel very uncomfortable in a police officer's presence, and am well aware of the ways in which police often abuse their power.	1/11/2019 12:11 PM
192	Put money to social housing, overdose prevention and social services rather than policing.	1/11/2019 12:05 PM
193	I am an outreach worker for people experiencing homelessness and police involvement with the street community is increasing costs in the long run for the City. Police create an additional aspect of life to deal with that costs individuals their time, health, and often relationships. Investing in community supports would create opportunity for conflict resolution rather than punishment. Police are called in because there is no one else to call. Let's give the community some one else to call!	1/11/2019 11:56 AM
194	traffic enforcement is the least glamorous work to a police officer but traffic offences are the most violated things the public does and has a huge economic cost every year. I have witnessed how police work at stop checks and frequently ignore mechanical defects, burned out lights and other things that are clear violation of the Motor vehicle act. They ask the driver if they have been drinking and then let the car go with only 1 headlight or no tail lights. In my mind cops don't like traffic enforcement regardless of the impact deficiencies might impact other drivers later. Traffic stops give the police a higher profile and when a person thinks they can't get around with a burned out taillight then maybe the cops will notice other bad things. I see people wearing helmets that clearly belong to the local bike share programs and a cop even speaking to them does not see it too? All cops are traffic cops and when they are not responding to a complaint should still be enforcing the simplest rules too. the other minor thing is at shift change all the cops are at the police station. What about a stagger in shifts to ensure that not every cop changes shift at the same time.	1/11/2019 11:13 AM
195	A portion of the funding allocated for the police budget should be spent on preventative services for marginalized and vulnerable groups, such as housing, mental house support, and transportation services.	1/11/2019 11:00 AM
196	Services do not meet needs of residential neighbourhoods but un-affordable to increase police budget	1/11/2019 10:40 AM
197	It seems they don't have enough staff to respond to the community. Either on the policing side, or the administrative side. Are we failing our own services?	1/11/2019 10:06 AM
198	More money should be put towards preventative and non-police solutions to issues related to mental health and addiction.	1/11/2019 9:35 AM
199	VicPD members and civilians work very hard and are struggling to maintain a great service to the communities of Victoria & Esquimalt. They NEED this budget to maintain and improve this services. There are so many issues that have come up recently that need special attention from VicPD members and civilian staff. The City must look at VicPD's budget as actually their own budget because VicPD serves Victoria and Esquimalt citizens and they are doing a really good job so far. But in order to maintain and improve on this service they would need the support of the City as it seems like it's become a battle every year for the budget. I believe that if the City gives the budget asked by VicPD the service is going to be improving. I know members of VicPD strive for excellence in serving these communities.	1/11/2019 9:28 AM
200	VicPD deals with downtown issues - Mental Health issues, homelessness - social issues that there is simply no avoiding. They can't just walk away from those issues - there is no one else to pick them up.	1/11/2019 9:26 AM
201	get back to basics no specialized expensive programs taking officers away from policing	1/11/2019 9:19 AM
202	Get rid of middle management more boots on the ground	1/11/2019 8:47 AM
203	Instead of using the police force, we need more trained personnel providing mental health supports and addiction supports.	1/11/2019 8:45 AM
204	While I agree that police should not be the sole primary responders to calls for those in mental health crisis, we need to not succumb to the same follies of the de-institutionalization process that happened in Canada in the late 1970s. We need to increase the police budget and resources while we increase our local support of mental health support teams. Then, once the teams are in place and working well, we can then reduce the police budget to reflect the new service delivery needs.	1/11/2019 8:40 AM

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205	With the challenges VicPD is facing, not just with legal matters, but with mental health, drug addiction, and the like, the Council's budget and expectations of the services they provide, is grossly inadequate. You're expecting them to properly police the city, using a large chunk of the operating budget, with peanuts. If they account for 24% of the budget, they should reasonably receive 24% of the total monies provided.	1/11/2019 8:34 AM
206	There may be savings in the VicPD budget by addressing some of the high frequency calls with alternative resources that work towards long term solutions to the root causes of those high frequency calls	1/11/2019 7:54 AM
207	If we want a safe and welcoming city, we must provide our policing agencies with funding to do their jobs. If the police budget is not approved I would like to see council cut all activities that effect the police budget including Canada Day Celebrations and all public events that require policing services.	1/11/2019 7:52 AM
208	Someone else should be dealing with mental health	1/11/2019 7:49 AM
209	Allow VICPD to keep our community safe and support them by increasing their budget as required. It is a reality of a booming city that we will need to increase our police budget to appropriately deal with the rise in population our city is experiencing and the increased strain on policing that come along with that population increase.	1/11/2019 6:21 AM
210	Need to fund planning for regional policing.	1/11/2019 5:58 AM
211	We need our School Resource Officers back!	1/11/2019 1:36 AM
212	Instead of funding the police to have officers providing social and health related support, transfer funding to social and health community services.	1/11/2019 12:28 AM
213	When you have to wait days to speak with a police officer over a criminal event due to short staffing and higher priority calls there is an issue here.	1/10/2019 11:40 PM
214	Due to the very complex issues facing the down town core especially ... I do not feel VicPD has adequate manpower. They are stretched far too thin given the high # of 911 calls received related to addiction/ homelessness/ mental health issues due to lack of MH supports/ Crime ... I worry about this as an ER nurse who gets to see many of the victims/ individuals affected by these issues	1/10/2019 11:37 PM
215	The crime situation is out of control in Victoria, thanks to the city letting tent-city hemorrhage. The amount of unchecked criminal activity is getting ludicrous. I'd like more patrols around town. There are darker nooks around downtown where criminals hide and commit crimes. After dark I've encountered several homeless people attempting to case-out businesses in the downtown core. As well as residential properties.	1/10/2019 11:22 PM
216	I would like to know why more money is being spent on policing mental health than on providing housing and supportive services	1/10/2019 10:45 PM
217	We need to find more progressive, community-based forms of policing... at a lower cost – while also noting the disproportionate need to police our street populations, for which some funding from higher levels of government is justified.	1/10/2019 10:39 PM
218	Supporting the arts, youth programs, community wellness etc. is an important part of reducing crime and creating a healthy city and a greater investment in these will help reduce crime...	1/10/2019 9:40 PM
219	With the turn toward using police as front line mental health responders I believe they need more budge	1/10/2019 9:21 PM
220	I think that there has been significant shift since I moved here 8 years ago, in "community policing", there are only 3 resource/community officers for Victoria, no more school liaison officers. There is a significant amount of homeless/at risk youth and adults in our community, the city has cut police resources that worked to build relationship with people rather than to just enforce the rule of law. Youth and maringalized people experience a high level of harrassment, brutality and judgement, racism by police, more needs to be done to educate and train police to interact differently with marginalized people/people with mental health or addictions, or youth. Police should be a positive influence in our community, (there are excellent police officers) however no consistency, and many perpetuate more trauma and violence. Police do not make me feel safe (a while privileged woman) there is a significant lack of trust in police. Police liaison officers need to be back in the schools so that youth and children can have positive interactions with police when they are young, and so that they feel like they have someone they can go to for help.	1/10/2019 9:10 PM

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221	It seems that if there were better and more integrated services to people who are homeless and suffering from mental health or drug/alcohol dependency, the police would have an easier job. I have called police a number of times over the years to come to assist people on the streets. I have observed people taken to hospital and then released. It seems there should be more street accessible health and well being services for people, so that police can do their job of keeping our city safe for all.	1/10/2019 9:02 PM
222	I really question the need for a larger police budget - aren't crime rates falling in Victoria?	1/10/2019 8:58 PM
223	The police resources are stretched too thinly due to the opioid crisis. Anything we can do to address that is important.	1/10/2019 8:56 PM
224	Current and present councils appear to hugely underestimate the extent to which crime impacts citizens. Statistics show that Victoria is one of the most crime-ridden cities in Canada, and is at or near the top of the list in some categories of violent crime. Crime impacts all citizens, not just direct victims, because we all become fearful and less trusting of others, and reluctant to visit some parts of the city. Even property crimes like break and enters have a huge negative effect on our feeling of security and well-being. We need a highly professional, evolving police force that is sufficiently well staffed that calls regarding violent or property crime can be responding to promptly 99% of the time. I urge the city to work with the Vic PD to achieve staffing levels that enable a much greater response capability than exists presently.	1/10/2019 8:46 PM
225	I think it is very important to continue to have police involved in the integrated teams addressing mental health, homelessness and community engagement.	1/10/2019 8:26 PM
226	Amalgamation of municipalities would help with this issue	1/10/2019 8:20 PM
227	be friendly, not aggressive. You do not win any points coming on strong. Of course there are instances when aggression is the correct way.	1/10/2019 8:00 PM
228	It simply is not economic to have so many police forces in the region	1/10/2019 7:40 PM
229	You have not increased the allocation to the Royal / McPherson Theatres for 20 years, I hear. I think that local arts organizations such as Pacific Opera Victoria, the Symphony and Dance Victoria etc deserve support through the provision of reasonably priced access to the best theatre facilities in the City. The Royal is increasing its prices this year to meet its budget	1/10/2019 7:19 PM
230	Police should not be the only respondents funded by the city to help deal with individuals with mental health issues or drug additions. The treatment of homeless by the VicPD is also questionable. I would rather see more money spent on support providers for these vulnerable individuals than relying on the police	1/10/2019 6:43 PM
231	Fund them well enough so they can deal with the downtown issues. Downtown Victoria is a mess with the drug/mental issues. In just the past couple of years, I am seeing the downtown area becoming more and more seedier. Not a great impression for tourists/visitors.	1/10/2019 6:34 PM
232	I think Vic PD. Does an extraordinary job; I believe the city and area has become a magnet for lots of petty criminals, due to the high number of social services agencies that indiscriminately give out free food, items, grocery store cards, bus tickets etc etc. The criminals often with non returnable warrants from other provinces prey on the drug addicted vulnerable. Downtown has become a mess of those causing mischief, mayhem and crime, all alongside the mentally ill and the addicted vulnerable. My respect goes to Vic pd officers who are the interface between the above and the citizens and residents. That said, while police have the authority to deal with threatened suicide and mental health apprehension, I believe Health Authority has to play a better role in identifying, assessing, and treating - rather than just placing people back out on the street the next day. I would really like to see the downtown and surrounding areas "cleaned up" of the theft, assaults, bike thefts, car break ins, property disappearing out of yards - having the low barrier shelters has just increased the problem. While the budget in my mind is adequate, I would hope that police could deploy their resources in a way that gained ground for a more welcoming downtown, and city - however with all the non profits scrambling to give out free resources and goods without any case management, consultation with similar agencies doing the same thing, there is always going to be a big Welcome sign out for those looking to make a living out of petty crime, and being on the outside of being contributing members of a city. Vic PD. seems to be just up against it, having to deliver policing in a time when so called homeless camps , addiction crisis, and untreated mental illness are played out on city streets, all with a backdrop of petty criminals taking advantage of such an "inclusive" city.	1/10/2019 6:23 PM
233	More resources should be devoted to traffic violation enforcement.	1/10/2019 6:18 PM
234	Needs zero & evidence based based budgeting.	1/10/2019 5:54 PM

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235	The Vic PD have no presence on our streets. Running red lights and stop signs has gone from being rare to being common over the last 10 years. I never see a cop! Yet they keep asking for more money. They need to start performing better first.	1/10/2019 5:31 PM
236	The VicPD's request for higher funding is a priority to make our downtown safe again and tourist friendly. Support them in hiring more police officers.	1/10/2019 5:20 PM
237	feeling safe on the street and in our home is crucial and every dollar allocated to the VicPD is important	1/10/2019 5:15 PM
238	The police department plays a very important role in the City but the the City should continually and carefully analyze how officers spend their time and how investment in prevention can lower policing costs	1/10/2019 5:13 PM
239	Cut the police budget	1/10/2019 5:05 PM
240	Try and save costs by amalgamation with other municipalities - especially reduce number of chiefs.	1/10/2019 3:32 PM
241	Don't give them any more money! Decrease their funding and allocate it instead to social services and affordable housing initiatives.	1/10/2019 2:43 PM
242	we need to have more and better low cost and supportive housing which will lessen the burden on the police force by alleviating the poverty which contributes to crime.	1/10/2019 1:40 PM
243	We absolutely need an increase in this area. I have lived and own 3 properties in town and have had to wait excessively for a Police response due to their being too busy.	1/10/2019 1:05 PM
244	More social setvices and a lot more low cost and supportive housing would decrease current police work	1/10/2019 12:05 PM
245	Having a safe, welcoming city which focuses on environmental stewardship and leadership will ensure other items on the budget will be addressed as they coexist together.	1/10/2019 11:34 AM
246	1. I resent your framing of the VicPD here, as working to 'foster healthy communities' and 'service excellence'. This automatically biases this survey question, and is irresponsible and non-representative. 2. Crime rates and crime severity in Victoria have dropped more or less consistently for well over a decade. It is therefore outrageous and unacceptable that the VicPD have conversely asked for budget increases well over inflation every year. 3. The VicPD are in the midst of a highly transparent public relation effort to portray themselves as mental health workers and outreach workers. Again, this is unacceptable. Police are not, and should never, replace social workers or play any role in outreach services, and I find it an extremely dangerous trend that they are being placed in these roles eg. on the ACT teams, and the proposed new downtown response team which is in their current budget request. Yes, there are many people who are visibly experiencing homelessness, poverty, and substance addiction in Downtown Victoria. I know that this has an impact on many businesses and folks who live downtown (although let's be clear here that the impact is much more significant on those people living the reality of homelessness every day than the business that needs to sweep up needles from their doorway every morning). The answer to these issues is not more policing. It is: more affordable housing; reconciliation; better and more compassionate mental health care and reduced wait times; more detox beds and non-oppressive recovery centres; more peer-run social services with a harm reduction and non-judgmental approach. It is compassion, creativity, and community. 4. That the budget represents a full quarter of the City of Victoria's operating budget is outrageous. We do not need more policing. We need stronger communities. Defund the police.	1/10/2019 11:30 AM
247	Stop the Mayors influence on police matters	1/10/2019 11:19 AM
248	It's important to have safe streets, and we need a strong presence on the streets to help keep the peace especially downtown and Pandora St.	1/10/2019 11:17 AM
249	Justice isn't well served by the increase in police budgets, imho. Other Social Services should be more engaged in public safety and crime prevention.	1/10/2019 11:09 AM
250	most of Victoria's issues stem from lack of adequate resources for the struggling population- 100 drug arrests will do less good than 1 safe injection site. Considering how impossible it is for so much of the population to afford rent/health care/etc., too much money is being spent on policing.	1/10/2019 10:56 AM
251	I think a stronger focus on VicPD being part of community relations and a team approach to helping the most vulnerable citizens is important - in addition to being crime stoppers and arresters	1/10/2019 10:17 AM

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252	The city is inundated with disorder and needs more police. Policing has become more complex, investigation are more complex and require more resources to be completed successful. Amalgamation!!!	1/10/2019 8:09 AM
253	Put officers back in schools. It does not cost that much money and makes a huge difference in the lives of children.	1/10/2019 7:37 AM
254	There needs to be funding for the front line officers in order to maintain proper service levels. School Liaison Officers were eliminated in order to increase the front line patrol numbers. That is not acceptable and council should ensure there is enough funding to support proper staffing levels in patrol and the front line.	1/10/2019 7:34 AM
255	Increased budget on mental health and addictions assistance so there is less crime to combat.	1/10/2019 2:18 AM
256	Positions like school police officers and community liaison officers are very important positions, as well as linkages with mental health, since the police interact with such a high frequency with mental health clients, and police officers in schools can deter delinquent behaviour from starting, and possibly save money in the future.	1/9/2019 9:51 PM
257	More marijuana enforcement	1/9/2019 9:44 PM
258	VicPD is a bloated, over funded corrupt boys club with deep systemic problems, corrupt leadership. While many officers carry themselves in a respectable, honest and capable way. I believe there is a deep problem within their organization. They massively waste resources on chasing low level drug addicts dealers and fail on focusing on a community based policing strategy. Many officers carry themselves in an entitled and arrogant way which shames us as a city.	1/9/2019 7:03 PM
259	We should be upping the budget for police and should have dedicated foot patrols in the downtown areas at all times.	1/9/2019 5:36 PM
260	VicPD requires additionally funding to help police an exploding population that seems to be coming from outside of B.C. which is dangerous due to outside cultures not understanding the local rules, laws, and bylaws.	1/9/2019 5:31 PM
261	We need to provide a safe and welcoming environment to our family, visitors and staff. Right now police are over burdened with dealing with mental health issues in this community which isn't being considered when reviewing their budget and needs. Do not cut back on policing. This is one of the most important budget areas for the city and needs to be strongly considered when reviewing. With decreased policing you will feel the effects of fewer residents, businesses and visitors and we can't afford to loose any of these tax paying customers. This force is burdened with the entire regions social issues and needs to be taken into account. Reviewing their budget to other smaller communities isn't reality. It needs to be compared to like type communities in the 400K region.	1/9/2019 5:09 PM
262	More to tackle the drug addicts / homeless people in DT.	1/9/2019 5:04 PM
263	Continue to Invest in working alongside community mental health. Bring more officers in line with mental health/social justice knowledge. Spend less time and effort on ticketing, and roadside checks looking for issues.	1/9/2019 4:48 PM
264	VicPD provides an invaluable service to Victorians and should have the resources they say they need to continue do their work.	1/9/2019 3:38 PM
265	My understanding is that VicPD's budget for policing is already higher per capita than other regions with independent municipal police or RCMP. I understand the core city phenomenon but there is discrepancy between our police budget and other core cities.	1/9/2019 3:18 PM
266	The city could spend less money on police by further decriminalizing injectable drug use in supported facilities. Safe injection sites are one of many solutions that could prevent police from unnecessarily holding lower income citizens in custody. In my opinion, cities should be aiming to reduce their police budgets every year through criminal justice reform and looking at outcomes other than "number of tickets" "number of arrests" and other metrics that go against the ideas of community health and wellbeing. I would like to see the budget percentage going to police services closer to 20-22% by 2025. \$4.5-8 million (2-4%) is a starting point to provide more essential services to the over-criminalized residents of Victoria.	1/9/2019 3:13 PM



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267	The Police Chief asked for a budget increase. I can't blame him. There are so many difficult issues that the police deal with. I think they're spread really thin. It should have been a wake up call when the School officers were pulled out of the schools and put on the street as regular cops. Obviously they need more people. I know a lot of folks who feel fearful walking around downtown - we'd like to see more police present. But they're too busy dealing with the homeless shelters. Can we have a balance please. Victoria needs to turn itself around, or the downtown will slip into a state of disorder. If you haven't noticed, it's a small city with big city problems. Fund the police department appropriately.	1/9/2019 2:50 PM
268	The enforcement of "legalized" cannabis will not cost anywhere near what vicpd projects it to be, they're scamming us; city hall continuing to allow them to write their own check year after year will eventually lead to more militarization and oppression with an unusable downtown core. Better use of funding would be to partner police officers with civilian social workers or have front-line opcc observers.	1/9/2019 2:26 PM
269	Too much spent on overtime.	1/9/2019 2:17 PM
270	VicPD is operating in a deficit in man power and morale. It is a matter of time before the ambivalence to police concerns will result in someone being seriously injured.	1/9/2019 12:54 PM
271	Hasn't had an increase in man power in the previous 10 years. Population is growing and the number of people visiting Victoria is growing.	1/9/2019 12:21 PM
272	Crime is lower and police are now being paid to address social issues like poverty and mental health that are not appropriate to their skillset. This work could be done better and more cost-effectively by community based models such as the cahoots model running out of Oregon.	1/9/2019 12:11 PM
273	The VicPD budget has been increasing for years and years while many other parts of the City's budget shrinks. This fits a frustrating neoliberal pattern where military and police budgets increase, while social services decline. I want this trend reversed.	1/9/2019 9:43 AM
274	I read that our level of violent crime is higher than Vancouver by 2x... not good	1/9/2019 8:25 AM
275	The collective health and safety of its residents is a foundational pillar of a strong community. This should always be a governing body's number one priority.	1/8/2019 6:16 PM
276	I would prefer if 17% of the funds currently dispersed to the VicPD was reallocated to address the systemic issues that create the "need" for police presence in our communities.	1/8/2019 3:45 PM
277	This city consistently spends way too much on policing, and too large of a percentage of the budget. This is a gross misuse of resources that could be better spent on affordable housing, which we are greatly in need of and which has been consistently identified as a priority by voters.	1/8/2019 10:16 AM
278	police can be more present on street walks or cycle and smaller blue cruiser lights similar to Hawaii and Mexico while being low profile in yet part of public real. Seen and communicative instead instead of bully bunker mentality. Big change but better policing approach by getting out of car but cruising with only blue lights until serious event occurs. Civil and professional.	1/8/2019 10:02 AM
279	The police budget should be frozen or reduced to make room for other more pressing priorities.	1/7/2019 8:00 PM
280	Not enough is done to save on expenses - do more with less. Entire Elsner fiasco an eye opener on how mayor and council embarrassingly hoodwinked by police.	1/7/2019 5:14 PM
281	I understand that council has decided to send VicPD's budget request back to the Victoria and Esquimalt Police Board with directions which will likely result in significant shortfall and reductions in services. Without strategies and programs in place this move will only serve to deepen the marginalization of the most vulnerable in Victoria.	1/7/2019 3:20 PM
282	policing/policing costs should be regional	1/7/2019 2:27 PM
283	Reallocate money to housing homeless, then costs to Vic PD will automatically go down.	1/7/2019 2:03 PM
284	I believe funding for Vic PD would be better spent on social services that mitigate mental health and addictions related challenges. Police are being inappropriately used to manage health care issues. Funds should go to mental health and substance related supports.	1/7/2019 1:49 PM
285	We are a harbour city, I believe that budget should be set aside for the Victoria Police to have boats, for both a police presence in the harbour and for emergencies	1/7/2019 1:36 PM



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286	It's time to get community policing back on the streets on foot! Police should be part of the community, not giving the appearance of a military force. I understand the need for protection, but surely a division of foot patrol with a softer presentation would be of great benefit to the downtown communities.	1/7/2019 1:15 PM
287	There is a visible police presence in the downtown area. I often observe police responding to drug and alcohol related calls. Perhaps money could be better spent on prevention? Or perhaps liquor stores could be informed of individuals with substance abuse to prevent them from over consuming? There has to be a better way to deal with substance abuse rather than sending the police when someone is being intolerant.	1/7/2019 12:37 PM
288	More \$\$\$ and staff for traffic enforcement.	1/7/2019 12:12 PM
289	They need more police officers and more supports. These people work hard and stretching them too thin does no one any good	1/7/2019 12:09 PM
290	I'm not a big law and order advocate, however there is not enough police presence in the downtown core. The streets often feel unsafe and more police -- actually on foot -- would help tremendously.	1/7/2019 11:44 AM
291	we really ought to be planning how we can move from policing social problems to piloting programs that do not use coercion. spend less on cops and more on non-violent interventions. Further, we are out of step with how much we spend on policing compared to other municipal governments. lastly, the projects of reconciliation and policing are not compatible. if you really mean reconciliation with indigenous peoples, you must begin to divest	1/7/2019 10:59 AM
292	I'm not sure if the funding level is too high or just right . But I am leaning on the side that the "last resort" is being over utilized and we need to find resources to make calling them less necessary.	1/7/2019 9:00 AM
293	More foot and bike patrols. More officers working with schools.	1/7/2019 1:56 AM
294	Increase funding to VicPD as crime is increasing and response/service targets are rapidly declining.	1/7/2019 1:11 AM
295	They need budget to eliminate cell phones in cars. Red light cameras.	1/6/2019 10:13 PM
296	Three are a lot of dangerous and unstable people wandering the streets of downtown. More police resources are needed. Return in school programming. There is little traffic enforcement in the city and no enforcement of bikes on sidewalks or elsewhere.	1/6/2019 9:49 PM
297	Amalgamation with other Greater Victoria police forces in order to save duplication of expenses.	1/6/2019 9:13 PM
298	They are being asked to do too much. They are officers of the Court, not social workers or mental health workers.	1/6/2019 8:59 PM
299	More front line officers and support staff are needed!	1/6/2019 8:03 PM
300	One of my chief areas of concern is traffic enforcement. My this area should have a higher priority. The current state of enforcement appears inadequate to insure safety for all road users and undermines overall quality of life in the city.	1/6/2019 6:36 PM
301	Put more money into crime prevention and mental health services	1/6/2019 6:30 PM
302	They claimed to need more money post legalization, but should in fact have reduced funding going forward now that there is a ridiculously lowered need for policing it.	1/6/2019 6:10 PM
303	The Victoria taxpayer is not a bottomless money pit for the VicPD; more civilian oversight needed in budgetary matters as well as the structure and direction of operations.	1/6/2019 6:00 PM
304	I would like school liaisons to be brought back to the schools. There have been a significant number of violent incidents in many of our schools this year, including the one I work at, and I think one contributing factor is the lack of positive police presence in the schools.	1/6/2019 5:46 PM
305	Restate school liaisons	1/6/2019 3:30 PM
306	Not enough of the budget is allocated to Patrol. Patrol is increasing by only about 4% while the Office of the Chief Constable and the Administrative sections of the budget, among others have 12% or more increases. While it does take administrative effort to oversee an increase in patrol, one wonders why the discrepancy. We don't necessarily need a 3x difference in administrative vs on the street presence economically. Is cost sharing for major downtown events happening? Outlying municipalities should be contributing when downtown events draw their citizens to the core. NO operating funds should be spent using patrol time in securing street closures for the ever ridiculous "pop up street closures".	1/6/2019 3:29 PM

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307	More money for patrol and enforcing laws (ie open drug use and trade)	1/6/2019 2:24 PM
308	The city needs more beat cops.	1/6/2019 2:07 PM
309	Use budget to strictly enforce drug laws. Make Victoria a less welcome place for illegal drug users and dealers.	1/6/2019 1:16 PM
310	VicPD needs funding for more officers. The tax payers of Victoria don't get any service because the police are constantly responding to street disorder caused by non-tax payers. If you are going to have all the shelters you need to fund the police accordingly.	1/6/2019 12:54 PM
311	Why is the police budget so much higher than all other services?	1/6/2019 12:41 PM
312	We need more police officers and definitely more than one assigned per community.	1/6/2019 12:03 PM
313	Please keep mental health and addictions services completely independent of the police.	1/6/2019 11:02 AM
314	Amalgamate	1/6/2019 10:55 AM
315	Need more cops on the street.	1/6/2019 10:04 AM
316	Being safe comes with a cost.	1/6/2019 8:42 AM
317	Police Officers in this city work very hard, get paid too little and take too much crap from the media and especially the mayor and council	1/6/2019 7:35 AM
318	Stop wasting money on stupid.	1/6/2019 6:52 AM
319	Maybe some training in handling victims of sexual abuse.	1/6/2019 2:17 AM
320	More money for more officers	1/5/2019 11:41 PM
321	While I feel the budget is adequate, I wouldn't be opposed to a bit more going their way to update existing or purchase new equipment.	1/5/2019 11:31 PM
322	It's not a need that we have, their presence does not prevent crime and it is often over the top as it is. If anything the funds should be allocated directly to those in supportive services for mental health and addictions and rehabilitation shelters.	1/5/2019 10:51 PM
323	I am in favour of amalgamating VicPD and Saanich PD to provide better coordinated service and reduce overhead.	1/5/2019 9:25 PM
324	15% decrease in staff and budget. A bloated department with constant corruption.	1/5/2019 7:47 PM
325	With a growing Victoria population the police need to be given greater resources to meet the demands of policing	1/5/2019 5:33 PM
326	We need more officers on the streets	1/5/2019 4:31 PM
327	More community based policing E.g Portland funding social workers on the street and providing care.	1/5/2019 2:57 PM
328	VicPD should press for amalgamation of the other three neighbouring police departments.	1/5/2019 2:02 PM
329	More downtown presence	1/5/2019 1:53 PM
330	Additional regional disruptive strategies have to be conceived and developed in addition to increase manpower. Manpower alone is not the answer.	1/5/2019 6:41 AM
331	Ensuring officers on the street, working in the community.	1/5/2019 4:09 AM
332	Council wants to take on responsibility for social programs from senior governments so we may as well agree to pay for them.	1/4/2019 9:17 PM
333	There's a need for more traffic enforcement and community connections	1/4/2019 8:46 PM
334	Crime is a major problem in the city. Downtown is a mess. Any money that can go to policing is welcome.	1/4/2019 8:35 PM
335	More patrol members and school liaison officers	1/4/2019 5:45 PM
336	VicPD seems significantly underfunded. I want to live in Victoria but I do not believe it is a safe place to live. We should be giving them a bigger budget and additional resources.	1/4/2019 4:32 PM
337	They need more money for front line officers and school's officers. The City is increasingly more violent and the homeless population scares people.	1/4/2019 2:53 PM

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338	With a growing city police resources need to be increased to deliver adequate service.	1/4/2019 1:01 PM
339	Underfunded to deal with all with all the new shelters and clients	1/4/2019 10:38 AM
340	no	1/4/2019 10:04 AM
341	Policing costs directly reflect quality of a city if cops are not paid well the services they provide are not of high quality.	1/4/2019 9:54 AM
342	Most people have no idea what social issues the police deal with. Especially after office hours.	1/4/2019 9:23 AM
343	Give the police what they need to properly achieve the very challenging task of policing the City. There are so many levels of safety and security that tasked with. Council does not seem to appreciate the nature of challenges to policing a major city. Without safety and public order, none of the other pet projects of Council mean anything. Do not sacrifice public safety for the sake of pouring money into non-essential projects.	1/4/2019 9:12 AM
344	More money should be given to patrol members of the VicPD. It looks like too much money is in the Administration and Financial Services and Information Management Division. If more police are on patrol, the streets will be safer and I have been unhappy with police response time due to what seems like a shortage of patrol members.	1/4/2019 7:48 AM
345	There needs to be more front line officers. And the fact that officers in schools disappeared this year is shocking.	1/4/2019 6:22 AM
346	Force Esquimalt to pay their share. Give the police the tools to do their job efficiently and effectively.	1/4/2019 6:22 AM
347	If you under fund our police department the fall out will include cancelling of important sections within the organization that currently allows the department to be more proactive. You do not want a strictly reactive police force. Policing is expensive yet properly done, the money spent on policing will come back to the City through tourism and business. The city has increased shelters in the city 10 fold over the past 10 years will little consideration of increasing the police departments strength. Just look at the sheer number of calls to 844 Johnston Street alone. This is a complete shit hole of a building that is riddled with criminality resulting in a huge drain on our cities policing resources.	1/3/2019 10:56 PM
348	If there were services VicPD delivers that could instead be offloaded to more specialized programs, that may be preferable. I hope VicPD is not delivering too many services for which it is not best suited. Maybe we could reduce the burden on VicPD by instead funding specialized poverty reduction and harm reduction service providers instead, for example.	1/3/2019 10:48 PM
349	Police are overwhelmed by their caseload and need more resources. We need more than a reactionary force. The relationship with Esquimalt is untenable as well. Steps should be taken to divest from police service to Esquimalt. It may take time but it's better than current environment of distrust and paranoia which Esquimalt is incapable of moving past.	1/3/2019 10:29 PM
350	People tell me the City feels unsafe- need to support policing	1/3/2019 10:24 PM
351	The foundation of a strong community is a fully functional police department. Feeling safe in the city we live in is highly dependant on a visible, responsive police service.	1/3/2019 9:08 PM
352	Find examples of effective police departments in North America that operate well on a shoe string budget and aspire to copy them. Though this is important and more police are needed, it seems the department should be doing more with less. Making cuts to community engagement and services but increasing HR seems silly as it takes away from front line services where it is needed. I would far rather see community engagement and services funding stay flat, see HR with no new money, and see the city save the difference.	1/3/2019 8:42 PM
353	Need officers back in schools. Overworked cops need more support, backup, and breaks. Also the fact that our police dept doesn't have a boat anymore is ridiculous (we are surrounded by water) and has cost lives.	1/3/2019 7:36 PM
354	Vic PD is over worked and under resourced. We are a core city policing everyone	1/3/2019 6:13 PM
355	Our city is statistically unsafe & police face a call volume per officer higher than anywhere in the province. Ridiculous that public safety is second to anything.	1/3/2019 5:55 PM
356	A safe city will only bring opportunity for everybody. If the police can't keep the city safe nobody will want to live or visit.	1/3/2019 5:35 PM

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357	Our police are overpaid. The contract pays huge overtime for short court appearances on days off and call outs.	1/3/2019 5:13 PM
358	The police department provides the safety net for the city, residents, businesses and visitors. Establishing continued growth for the police department with appropriate funding will ensure their continued presence, bringing continued respect and public order throughout the city. The role of the police department has been broadened throughout the past decade to include an exhausting list of additional duties and responsibilities. They are in dire need of more resources yet their funding is continually held with such scrutiny that it threatens to diminish the morale of the department and their overall ability to effectively conduct business as is expected/demanded from them.	1/3/2019 5:11 PM
359	Greater Victoria come downtown, there needs to be a larger police presence. Amalgamation is the only way to go.	1/3/2019 5:10 PM
360	Crime may not e increasing but calls for service and demands on police are. Policing is much more complex than it was even 10 years ago and requires more resources. The citizens of Victoria deserve efficient and effective police response and service and this can only happen if resources are increased.	1/3/2019 4:58 PM
361	citizens should expect a dramatically lower level of service without an increase in their operational budget.	1/3/2019 4:52 PM
362	Delivery of operational policing needs are paramount for effective policing and public safety. Without effective and actual public safety many studies have shown that urban decay begins to take hold. Increasing the police budget to deal with creating actual public safety is money very well spent.	1/3/2019 4:34 PM
363	The City should support the police department more strongly. The police department is entirely overworked, extremely understaffed and underfunded. This is an extremely busy City that desperately needs a well run and properly funded police department!	1/3/2019 4:31 PM
364	a reallocation of VicPD funding should be directed away from cars and vans and go to shoe leather and bicycles. Having worked d/t for 26 years it was a very rare day that i saw beat patrols walking d/t streets. Get them out of their cars and make sidewalks and d/t safe from panhandlers and sidewalk cyclists	1/3/2019 4:28 PM
365	The wait times for police assistance are constantly increasing. There appear to be more and more mental health related and opioid related issues being tasked onto the police with no increases for more officers to help with this issue. We are no longer a small city, we are growing, and with that our problems will grow. Let us now let our issues get out of control.	1/3/2019 4:26 PM
366	Hire more officers as we deal with the lions share of the CRD issues. Consider amalgamation with Saanich PD. Bring back the marine unit so we don't have anymore people drowning off our little bridges.	1/3/2019 4:26 PM
367	Need to fund police more.	1/3/2019 4:22 PM
368	We need more police officers to proactively police, more traffic police, more police on weekend nights and ore police overall to serve the community properly and without delay.	1/3/2019 4:16 PM
369	if you want a safe city then you need to pay for it	1/3/2019 4:11 PM
370	More bodies on the street, less on the administrative side	1/3/2019 4:08 PM
371	You can only underfund and underman the VicPD for so long before its officers, who are already run ragged, begin to burn out and become an unhealthy organization.	1/3/2019 4:08 PM
372	VicPD is a community partner which contributes to the health, safety and wellbeing of the City. The costs of policing are rising as are the pressures placed on police. Increases to the budged must keep pace with both the growth of the City and with increased expectations placed on police. This is not happening now. VicPD is underfunded and officers are expected to take on too much. Officers are overtaxed.	1/3/2019 4:08 PM
373	Police should have the money they require to do their jobs effectively. If they need more money then the city should provide it.	1/3/2019 4:06 PM
374	why don't we have a boat anymore?	1/3/2019 4:03 PM
375	The police are extremely important to our community. Let's give them the tools the need to do their job effectively.	1/3/2019 4:03 PM

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376	More money to fund front line officers	1/3/2019 4:01 PM
377	Housing, environment, health and inclusion can reduce policing needs.	1/3/2019 1:43 PM
378	They must stop bullying for more money. They criminalise stalk harass homeless and poor and only listen to power like Rich Coleman the Neo Liberal.	1/3/2019 1:15 PM
379	Some council members have a mindset that less police is desired. Give your head a shake. There is horrific crime going on in Victoria that is far more damaging than someone sleeping in a doorway. Failure to pay for the most cost effective part of the City budget will lead to disastrous outcomes. You won't approve the first of many new positions that are really required.	1/3/2019 12:29 PM
380	I think continually increasing Vic PD's operating budget is like shooting ourselves in the foot. the reality is that we are increasing their funding on a continual basis so that they can do work that is not theirs to do. Their job is to enforce laws (I have my own opinions about this, but regardless) their job is not to be social workers. the reality is they continually move themselves into new sectors to stay relevant will pushing out funding and money for people who are actually trained in those things, people who understand nuance in a way that the police are not going to do because they're continually operating from a police mindset. I believe their budget should actually be significantly cut and that money should be put back into the community rather than to the people who are policing the community if we find housing if we fund services we don't need as much policing dot-dot. By choosing to fund police instead of these other more pertinent and tangible things- we are just going in a cycle where will always be funding the police to do work that they are not equipped to do nor are they mandated to do. It feels like they are stealing from our community to avoid being redundant... And this is not okay.	1/3/2019 11:51 AM
381	In the budget I noticed a huge increase for patrol costs....why?	1/3/2019 8:13 AM
382	The cost of policing is escalating and doesn't seem to be driven by outcomes.	1/2/2019 8:36 PM
383	Prevention is always cheaper.	1/2/2019 12:28 PM
384	In my estimation, the police do an excellent job	1/2/2019 12:10 PM
385	Please increase proposed budget to facilitate additional policing, timely and reliable communication with the public and community outreach supports including school, senior facility visits etc. High visibility, regular, reliable communication and community involvement provide a much-needed sense of safety, security and well-being. A visible, involved, compassionate policing service assures us that we are safe and valued in our community and that we will be heard, cared for and protected should the need arise.	1/2/2019 12:08 PM
386	It's unclear why the increase outstrips inflation and includes a decrease to community engagement services.	1/1/2019 7:36 PM
387	This city is a cesspool of drugs, homelessness, and depravity because the city thinks undersized and unsafe bike lanes are more important than infrastructure and services! \$50 for dog licences? How about \$20? Bike lanes? How about \$30m for housing? Refab the pool? How about \$1b for the hungry and poor? Selfish self serving mayor and her team are KILLING Victoria, one bike lane at a time, and their heads are in the clouds with horse blinders on! In a city where the vast majority of people are physically disabled, homeless, poor, or elderly, the bike lane embarrassment is drowning the city at the cost of the destitute!!!	1/1/2019 3:40 PM
388	Work harder to find efficiencies by merging Oak Bay and Saanich police forces. Hire more social workers to address poverty and homelessness.	1/1/2019 12:55 PM
389	I'm not sure more money will help. I think the police need more power to control criminal activity. I would like to see more police presence downtown helping to maintain law and order.	1/1/2019 10:43 AM
390	VicPD not sufficiently accountable for spending	1/1/2019 8:22 AM
391	I do not know if it includes anything for training for dealing with people with differences such as disabilities or developmental issues who are often and overlooked Marginalized group. It should because when such people do not respond in the way they are ordered due to their inability, their lives can be at risk	12/31/2018 8:11 PM
392	Maybe 20% would do it. always had great response from Vic PD. But are they moving into mental health response when we need more street nurses, more long term detox, more social service personnel on the street?	12/31/2018 6:37 PM



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393	More police officers on foot in the downtown core would be helpful particularly if they were teamed up with social workers and other support workers (ie. medical, harm reduction, helping agencies). Also, increased use of cameras downtown would stop a great deal of crime and unwanted antisocial behaviour.	12/31/2018 3:05 PM
394	I believe trauma informed training needs to be invested in and be ongoing. Prioritizing budget for this purpose would be beneficial to ALL in Vic.	12/31/2018 2:33 PM
395	More traffic, more vehicles, more speeders! Vic PD do not enforce speed limits in this city. That authority must be handed off to someone else such as parking commissionaires. Someone who spends more time ensuring speed limits are respected instead of spending time on Victoria's downtown east side.	12/31/2018 11:11 AM
396	I have not seen a police officer downtown on foot other than major events in two years	12/31/2018 10:00 AM
397	We need to have police officers doing police work not spending their time dealing with individuals suffering with mental illness or drug overdoses.	12/31/2018 7:30 AM
398	Reintroduce police officers in the schools to address issues early. Maintain higher police presence downtown as criminal incidents i.e. drug related, thefts and physical violence continue to grow.	12/31/2018 6:50 AM
399	Esquimalt has to start paying more into the budget. The Mayor seems to want policing for free.	12/31/2018 6:42 AM
400	Community police needed again	12/31/2018 3:57 AM
401	Amalgamate police forces in Greater Victoria for cost savings	12/29/2018 3:49 PM
402	Crime and public drug use is out of control downtown with the police not having enough to combat it	12/29/2018 3:23 PM
403	I am in favor of reducing civil servant budgets as first they have don't nothing to repent for acts of racism... Second they continue to allow underage alcohol consumption in public places after hours. Third they are taught nothing but racial profiling!	12/28/2018 7:21 AM
404	perhaps more members on patrol not behind desks	12/27/2018 8:26 PM
405	It's not the amount of money that's being spent, it's the effectiveness of how it is being spent. As a resident of Victoria I would question that effectiveness given the anti-social behaviours (that make me and my family feel unsafe) that I see on the street every day.	12/27/2018 9:35 AM
406	The City needs to divest from policing and invest in healthcare, non-profit community organizations, and social services. It is not the job of police to provide outreach to students, treat psychiatric patients, "engage" or "foster healthy communities." Policing is founded on hierarchies, power, and oppression. It is time for the City to invest in long-term, community-based alternatives to policing.	12/26/2018 4:55 PM
407	Freeze police budget and allocate new dollars for frontline health services providers	12/25/2018 11:17 PM
408	The proposed VicPD operating budget set out in the Draft Financial Plan as \$57,283,968 (23.4% of the proposed City operating budget), is far too high and contradicts two of the City's stated commitments in its 2019-2022 Draft Strategic Plan, "Exercise fiscal responsibility in policing expenditures" and "Keep cap on annual property taxes to no more than inflation plus one including police". The City should seek to divest from policing and invest in community-based solutions. In particular the City should divest from funding police as a response to health and social issues, which currently comprise a very significant portion of the police portfolio (in 2014 the VicPD Chief estimated 75-80% of calls related to homelessness, mental health, and/or addiction; an October 2017 memo from the VicPD to the Police Board identified that 19% of incidents responded to by VicPD have a mental health component). The City should use funds divested from police budget to invest in meeting real and urgent community needs. Police spending far exceeds other government spending and needs to be reined in. The VicPD is requesting an operating budget increase of \$3,240,949, which would be a 6.01% increase from the previous year. Over the past 10 years the VicPD has received a cumulative total of \$12,840,711 in new funding, with the City's portion being a cumulative 31.59% increase (compared to a 12.1% inflation increase in the same period). According to Statistics Canada between 1985 and 2013 police expenditures in Canada almost doubled, even accounting for inflation. After so many years of expanding police funding it is not appropriate that the police budget continue to expand again this year. The City should not agree to VicPD's request for funding 12 new officers over 3 years and 1 new civilian position, as there is no evidence suggesting need for additional VicPD staffing. According to Statistics Canada and the VicPD's own data, the most recent available data show that from 2014-2018 calls for service to the VicPD decreased, and in the past 3 years crime rates and the crime severity index have also dropped (with consistent longitudinal trending downward over the past 10 years). This is	12/25/2018 3:44 PM



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consistent with broader societal trends of declining crime rates across Canada for the past 20+ years. Additionally, since 2009 Victoria has been the most heavily policed major city in all of Canada and there is no rationale for why Victoria in particular should have this intensive a level of policing (e.g., no evidence has been provided that Victoria has more calls for service per capita than other major Canadian cities; Victoria has lower crime rate and crime severity than many other Canadian cities). To look at how to appropriately invest money that might otherwise go to policing, we can learn from what has been done in other regions particularly in areas where, like Canada, policing is tied to colonialism. For example in the Indigenous-led justice reinvestment movement in Australia, communities most impacted by criminalization have created investment plans diverting money away from policing and prisons into building material community infrastructure -- affordable housing, culturally relevant education programs, etc. -- as well as funding system changes to address racism and economic injustice. The Oakland Power Projects uses community-based action research to facilitate collective identification of reasons why people are coming into contact with police, and to identify and implement community-driven solutions. There are alternatives that have been implemented in other regions at all points of the spectrum, including non-police-based prevention initiatives, peer and mixed peer-professional intervention alternatives, and transformative justice programs that address repair and healing after harm has occurred. Alternatives to policing not only reduce the harms inherent in law enforcement but also are often much more cost-effective. For example the CAHOOTS team which has been running for 27 years in two cities in Oregon, and which was designed specifically to provide an alternative to police response to substance use, poverty, and mental health crisis, runs a 24/7 response service for \$800,000 per year (responding to 15,000 calls, approximately 25% of all non-emergency calls). As part of budget planning and financial oversight for use of public funds, the City should require that the VicPD provide meaningful information to guide determination of operating budget. This includes providing information about calls for service to the police to help determine what infrastructure might best suit different community needs. For example, it is relevant to know not only how many calls are being made to police but also how many calls are about violence, how many are about property, how many are about public intoxication or other non-violent 'nuisance', etc as policing is not necessarily the right response to all types of calls that come to police. The VicPD should also have to provide more information about what funding is going to initiatives that are not responses to calls, such as 'pro-active policing' where the VicPD is prioritizing surveillance of specific populations -- for example locations where people with low incomes gather and live -- as police targeting of marginalized populations is not an appropriate use of public funds. I also want to comment here on specific VicPD deliverables set out in the Draft Financial Plan. Although the Police Board and not Victoria/Esquimalt Council has oversight of police operations, the municipalities that fund the VicPD are responsible for ensuring that public funds are being spent appropriately. When the VicPD is in its budget request identifying that they plan to use municipal funds to operationalize in ways that are not consistent with the municipalities' strategic plan, policies, or other commitments, or commit to activities that have the potential to cause harm to the public, it is not appropriate that the City fund these activities. I have particular concerns about the deliverables identified in the Draft Financial Plan below. On page 626 of the Draft Financial Plan, the deliverables of the VicPD Community Engagement Division include "Fostering new, bold and innovative ways to connect with the citizens of Victoria and Esquimalt", "Building enduring partnerships with media agencies by offering sustained and transparent access to VicPD people and stories", facilitating "community engagement activities", and employing "leading-edge social media practices and explor[ing] emerging technologies to connect more of our citizens in a meaningful, helpful and sustained way". It is not appropriate that nearly \$2M per year is allocated to a division that has the mandate to propagandize for the VicPD, engaging in pro-policing communications in ways that profoundly shape media and public perceptions of policing, public safety, crime, and marginalized populations who are targets of police attention. Funds required for IT technicians who can ensure public access to police data and other transparency and accountability measures should be separated out from public relations and the remainder of this division's funds cancelled. On page 628 of the Draft Financial Plan, the deliverables of the VicPD Patrol Division include "strive to increase the visibility and accessibility of our officers in the community". In a society with laws and bylaws that criminalize homelessness and use of certain substances and where atypical behaviour is deemed 'social disorder', more patrol officers means more harm for individuals who are already highly criminalized. In its November 2018 presentation to the City the VicPD identified that four of the proposed 12 new officer positions will be used to create a new "Community Response Team" actively patrolling the downtown area with a mandate to "suppress criminal element preying on vulnerable populations"; the VicPD Q3 2018 report to the City states that the Patrol Division is focusing specifically on a presence "in the areas of Rock Bay, the 2900-block of Douglas Street, Centennial Square and the 800 and 900 blocks of Johnson Street and Pandora Avenue" -- locations of homeless shelters, low-income housing, street community survival services, and places where unhoused people congregate during the day. The portrayal of increased VicPD presence as providing enhanced safety and security for

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people who are highly criminalized is perverse given the harms law enforcement inflicts on the street community. Financially supporting intensification of such anti-poor initiatives is contrary to multiple stated commitments in the 2019-2022 Draft Strategic Plan regarding Health, Well-Being, and being a Welcoming City, including fostering a compassionate city and fostering a welcoming environment that treats all people with compassion and respect. On page 638 of the Draft Financial Plan, VicPD HR division deliverables include the following: "Identify new and more efficient ways to deliver services through an alternate response unit". This deliverable has been in past year's financial plans as well, and again this year there are no details on what an alternate response unit would have the mandate to do, how it would be structured, budget implications, etc. Detailed information should be made available, with opportunity for public input, prior to any approval of budget for these activities so it is clear what would actually be funded. On page 640 of the Draft Financial Plan, VicPD Community Services deliverables include the following: "proactively engage with various service providers to address issues and concerns of homelessness, mental health and addiction in order to assist in connecting people to services in order to prevent entrenchment of the most marginalized persons in one geographical area" (also a deliverable in the previous year's Draft Financial Plan), "complete the review of the 2 year pilot for the expansion of our members in the ACT team to determine the most efficient way to utilize police resources", and identification that a pilot project is underway to "centralize the VicPD's response to mental health and addiction and to implement the new VicPD Mental Health Strategy Action Plan" (both were deliverables in the previous year's Draft Financial Plan but this is the first mention of a pilot being underway). There are multiple concerns with this. In particular, policing is not the right response to homelessness, mental health or addiction concerns. These are not problems that can be solved by laws or law enforcement; on the contrary, police-based responses to homelessness, mental illness and substance use causes significant harm to people who are homeless, people with mental health concerns, and people who use drugs. Funding policing as a response to homelessness takes money away from actual solutions to homelessness (e.g., addressing the shortage of affordable high-quality housing), and similarly prioritizing budget for policing instead of affordable high-quality mental health and addiction services makes no sense. The City should not fund police to be embedded in health services and public funds should not be used to continue expansion of police presence in ACT teams. The police mandate of law enforcement, which uses surveillance and information gathering to pursue arrest and criminal charges, is fundamentally incompatible with the delivery of health services and embedding police in health teams criminalizes people, bringing surveillance, control and coercion into everyday life and increasing the social control function of mental health services which is contrary to a disability justice approach to mental health care. Police are in health services to be a hammer, to force people into compliance. That function is predicated on the power that police have over people's lives, the ever-present threat that if people do not comply the police have the power to detain, confine, arrest, and use force to subdue. In the very rare instances where there is immediate threat to life, health personnel, like any other individual, can call 911 for emergency response – there is no need to have police embedded in health services or otherwise routinely a part of care. It is an ineffective use of public funds to have the VicPD facilitating referrals to health and social services that are already oversubscribed and have long waiting lists. VicPD's October 27, 2018 memo to the Police Board regarding the expansion of ACT police acknowledges that of 30 attempted referrals by VicPD to ACT and 713 Outreach teams, only 10 of those had been accepted as the teams already have full caseloads. We do not need more referral agents, we need more health and social services. The VicPD Mental Health Strategy Action Plan is not available on the VicPD website and no details are provided on what is involved in implementing this action plan, budget implications, etc. Detailed information should be made available, with opportunity for public input, prior to any approval of budget. Moving on to the next issue regarding deliverables, on page 646, the Investigative Services Division deliverables include the following: "Investigative Services will continue to develop effective ways to gather and use intelligence to target crime and disorder. This includes:...Continued focus on the opioid crisis that is gripping the Province". The War on Drugs has been in place for many years and is widely recognized as ineffective and harmful. Pouring even more money into trying to control the drug trade is throwing more money down the drain and creates more stigma, secrecy, and shame around substance use, which leads people to use alone and increases the risk of injury and death from overdose. Of particular concern, VicPD identified in their 2018 Q3 report to Victoria council that they are focusing surveillance and visible police presence in the city blocks around three overdose prevention and supervised consumption sites on Johnson Street and Pandora Avenue, ignoring that increased police presence creates significant barriers to people accessing these services and accordingly increasing risks that people will use alone without immediate access to help in case of overdose. Financially supporting a law enforcement approach to the overdose crisis is contrary to the stated commitments in the City's 2019-2022 Draft Strategic Plan to advocate for destigmatization of mental health and addictions, expansion of harm reduction services, and provision of substances that are currently deemed illicit so people have access to safer drug supply. Public funds should instead be used for community,

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grassroots responses such as the peer first responders who have been at the very frontlines of responding to the overdose crisis, and the peers, family members and loved ones who every day provide sophisticated mental health support and prevention care but whose work is completely ignored in favour of strategies rooted in surveillance, control, and management by police and health professionals. This orientation to a policing approach completely ignores the vast body of research evidence amassed by professionals and advocates working with peers, and the innovative, creative programming and service delivery models adopted by other jurisdictions. They do a great job, give them their own officers.

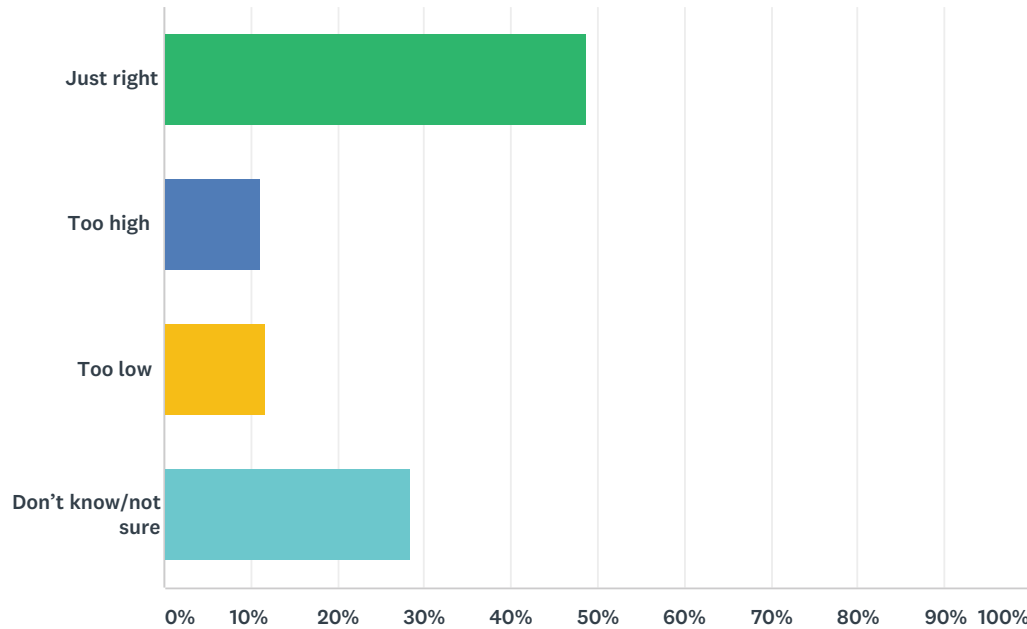
409	They do a great job, give them their own officers.	12/25/2018 10:19 AM
410	I think the Vic PD do a wonderful job, however, I think the money would be better spent on proving on street services and more social workers. I do not think Cool Aid needs more \$, get real people on the street to deal with those people that have issues. Bandaidding the problem is not helping, these people need real help. Long term care, rehab, for a year in a proper facility with real staff, education on how to live day to day and take care of themselves, how to interview for a job, aids to daily living.	12/24/2018 8:50 AM
411	No tolerance on tent cities or camping outside allotted hours; being less enabling when it comes to the parasitic population that requires a higher police budget	12/24/2018 7:46 AM
412	Liasson officers in schools	12/23/2018 11:50 PM
413	Why do we need a Victoria/esquimalt police. Time for a regional police or rcmp. Stupid to have 5 police forces in a city of 330,000 or anywhere for that matter.	12/23/2018 8:14 PM
414	fund more officers on foot and bike	12/23/2018 4:02 PM
415	You can spend all the money the money on policing but if you choose to turn a blind eye to certain activities more money thrown at the problem is not going to work.	12/23/2018 3:43 PM
416	more officers needed plus better training	12/23/2018 11:26 AM
417	They do a great job for the right amount of money. No change.	12/23/2018 10:11 AM
418	How about remove people from the street that pee in the day on trees, shoot up in storefronts and yell at each other and everyday people who pay taxes.	12/23/2018 8:56 AM
419	I think that the amount we paid last year on our tax bill \$600 - is astronomical and Vic Pd needs.better organization.	12/23/2018 8:27 AM
420	Get Esquimalt to pay their fair share	12/22/2018 7:33 PM
421	The chief needs more resources to handle what is Victoria's issues as a regional hub.	12/22/2018 5:07 PM
422	Cut back on "paper work" and reports. Thus allowing officers to concentrate on important work.	12/22/2018 3:32 PM
423	Need more officers.	12/22/2018 2:22 PM
424	Increased funding for more officers and better training to deal with mental health and addiction issues.	12/22/2018 2:07 PM
425	A separate street force of medics needs to take over babysitting drug addicts so the police can police!	12/22/2018 2:15 AM
426	No	12/21/2018 5:33 PM
427	Why is Esquimalt allowed to hold you hostage on this?	12/21/2018 3:12 PM
428	Increase officers on foot / bike patrol.	12/21/2018 3:06 PM
429	If our streets weren't littered by transients, overdosing, selling drugs and committing petty crimes etc we would actually be able to reduce the VicPD budget.	12/21/2018 2:57 PM
430	Please - give us a new central library. Appreciate the new James Bay branch, but the Central Branch is an embarrassment. As a property tax payer I would prioritize this over most other initiatives including affordable housing and bike lanes.	12/21/2018 2:26 PM
431	Downtown needs a much stronger and more consistent visible police presence	12/21/2018 2:11 PM
432	need more police on the beat, walking and cycling	12/21/2018 1:16 PM
433	need more police WALKING or boking downtown--no need for school liaison	12/21/2018 11:50 AM
434	Get into the streets and present more of a presence	12/21/2018 11:29 AM
435	Need the community police officers back. They saved money by preventing bad behaviour	12/21/2018 10:51 AM

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436	Would like full disclosure of how much was spent on the Elsner affair, and also an explanation of why so much money was wasted.	12/21/2018 10:43 AM
437	The proposed budget is not based on actual data but, rather, far too heavily on "survey perceptions". Pathetic. Moreover, the number of D/Chiefs and Inspectors has increased within a fixed or declining budget. That money can only come from the front line. This MUST be reversed. Before asking for 6+% budget increases, Chief Manak needs to take a reality pill and take action within his department.	12/21/2018 8:34 AM
438	Vicpd deals with homeless, mental health and addicts(mostly). If these people got the help they needed, perhaps the workload would be reduced. It would eliminate the calls especially stole property, behavioral issues and drug deals.	12/20/2018 8:28 PM
439	More visible presence to make visitors and residents feel safe.	12/20/2018 8:18 PM
440	My experience the police officers by and large do a good job.	12/20/2018 7:09 PM
441	Let businesses not just survive, but work to have them thrive -- that stokes the engine, not socialist agendas, they only choke off the economy, socialism has NEVER worked anywhere as a sustainable model! Tell Ben to stop worshiping Moscow and hijacking the council!	12/20/2018 6:20 PM
442	VicPD does a great job and they need more presence.	12/20/2018 6:20 PM
443	I don't have enough information to compare. this number seems high but would need to review comparables	12/20/2018 3:51 PM
444	The City of Victoria spends too much money on policing. The additional funds proposed by VicPD should go towards mental health serving organizations that are always understaffed and overworked. Police Officers are not mental health workers.	12/20/2018 3:06 PM
445	Ridiculous amount of money being paid to the middle and top management!!! Helps is 100% at fault for this as she has absolutely no concept of fiscal management!! The citizens of Victoria CANNOT afford these salaries that are being paid out!!	12/20/2018 2:44 PM
446	There seems to be sworn officers doing tasks that others could take on.	12/20/2018 1:21 PM
447	They clearly need a boost in funding as their numbers haven't increased in a number of years yet the City is rapidly expanding	12/20/2018 11:19 AM
448	Increase the complement of sworn peace officers.	12/20/2018 9:16 AM
449	Highest per capital number of police per 100,000 people in Canada, enough said. Review entire with a view to saving tax dollars.	12/20/2018 8:33 AM
450	The police do a good job. I feel safe in the city.	12/20/2018 6:48 AM
451	Avoid circular logic of raising wages based on what other police forces are paying.	12/19/2018 1:48 PM

## Q12 When thinking about the services you receive from the Victoria Fire Department, do you feel that funding in this area is:

Answered: 803 Skipped: 680



ANSWER CHOICES	RESPONSES	
Just right	48.82%	392
Too high	11.08%	89
Too low	11.71%	94
Don't know/not sure	28.39%	228
TOTAL		803

## Q13 Do you have any additional comments on the proposed Victoria Fire Department operating budget?

Answered: 163 Skipped: 1,320

#	RESPONSES	DATE
1	Most of the Fire Department's work is appropriate to their highly specialized technical expertise. However, it should not be the role of the Fire Department to use its expertise to criminalize and support displacement of people who are sheltering outside. Fire inspectors bringing police with them to homeless camps furthers this criminalization. Budget would be better spent on fire officials learning to work in cooperatively with people sheltering outside.	1/20/2019 9:11 PM
2	I have heard that residents of apartments and condos get good service by way of inspections. I know of nothing apart from fire fighting they do for single family home owners.	1/20/2019 6:53 PM
3	Most of the Fire Department's work is appropriate to their highly specialized technical expertise. The Fire Department sometimes uses its expertise and authority to support criminalization and displacement of people sheltering outside. Taking away people's heat sources without providing any alternatives is not helpful in promoting safety, it just worsens people's living conditions and drives people into more secluded locations which increases the risk of harm should there be a fire. Fire officials bringing in police to accompany them during fire inspections of homeless camps furthers criminalization and a combative approach to working with people who are sheltering outside. It would be more appropriate for the Fire Department to move to a collaborative, cooperative approach to this issue that emphasizes working with, not against, people who are sheltering outside to help them figure out how best to stay warm and cook food. I also note with concern that this year the Draft Financial Plan identifies that the VFD has had a 10% increase in calls to act generally as first responders and that this is explicitly stated as being connected to the overdose crisis including administration of naloxone and "providing pre-hospital care". While prompt first aid in case of overdose is life-saving and it is vital that this be available, it doesn't make sense to me that fire staff are the best choice for immediate response on an issue that has nothing to do with fire safety. I would like the City to dedicate resources to consulting with people who use drugs; loved ones and frontline service providers who have also been first responders; and medical professionals to determine which resources should be increased (e.g., bike paramedics, specialized peer-professional response team) to ensure that overdose can be responded to in a comprehensive and effective way particularly as most opiate overdoses do not require transport to hospital, hospitalization is often a traumatic experience, and does not address psychological impacts of overdose.	1/20/2019 5:02 PM
4	How often is the Fire Department used for issues dealing with homelessness? We should concentrate on solving our housing, social and health issues.	1/20/2019 8:22 AM
5	As long as 7% is enough funding for the department to operate and is capable of serving the purpose for which it was created.	1/19/2019 6:29 PM
6	According to the Draft Financial Plan, it looks like the VFD is responding to an increased number of calls connected to the overdose crisis. While I appreciate that emergency services are just trying to send the closest people possible, I do wonder if this is the most effective response. I'd like to see the City work with drug users & their communities, frontline workers and medical professionals to develop effective, compassionate and long-term supportive responses. While VFD responding has certainly saved lives and I'm grateful for that, it is a stopgap solution. I'm also concerned with the way that the VFD has been using it's authority to displace homeless people and tent cities based on stated fire safety concerns. Dispersing groups like these pushes people into hard-to-reach areas and isolation, which can increase the risk of fire if one should develop. I'd like to see them take a more collaborative approach to ensuring the safety of people who are without housing, so they can stay warm and cook food in a way that is safe for them too.	1/19/2019 11:53 AM
7	See previous comments.	1/19/2019 11:23 AM
8	no	1/19/2019 8:46 AM



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9	The pressures on Fire Fighters is enormous due to the opioid crisis. As front line workers, they have been taken away from their original calling to help keep people from dying of overdoses. I see them out front of my workplace every single day. Until the opioid crisis is contained, we need more funding for Fire Fighters in our city.	1/18/2019 8:38 PM
10	No	1/18/2019 7:27 PM
11	Also consider amalgamating the CRD's fire service.	1/18/2019 6:03 PM
12	Fire Dept. budgets (including new Fire Hall) are to large, given the steep decline in fire risks that has taken place, due to fire/smoke alarms, Building Code changes, sprinklers etc. A new council could begin to take a new look.	1/18/2019 4:06 PM
13	no	1/18/2019 1:36 PM
14	I think the Victoria Fire Department does a good job. I feel we have very good standards when it comes to fire safety.	1/18/2019 12:59 PM
15	No	1/18/2019 10:53 AM
16	Make their work/life balance better, pay them more. These guys/gals are heroes.	1/18/2019 6:26 AM
17	I don't know whether the FD is able to provide the service necessary - no comment.	1/18/2019 3:59 AM
18	Employees are underpaid	1/18/2019 1:04 AM
19	We need to support VicPD to do their job properly and in a way that sustains the health and well being of our police. The better they are, the stronger we are.	1/17/2019 8:55 PM
20	I assume the city will conduct responsible analysis to ensure that the citizens are protected as the city promotes higher density housing... Perhaps the permitting process can include support for these services since they are linked.	1/17/2019 8:21 PM
21	#1 firehall needs to be replaced. Why have you waited so long.	1/17/2019 6:03 PM
22	I am a bit concerned when I see fire trucks showing up at medical emergencies along with other first responders. They should stay focussed on fire fighting and prevention.	1/17/2019 5:22 PM
23	No	1/17/2019 5:02 PM
24	Our fire fighters and their families deserve better financial treatment if/when hurt or killed in the line of duty.	1/17/2019 12:59 PM
25	I'm sure they're doing a great job.	1/17/2019 7:33 AM
26	We should advocate for a regional fire department	1/16/2019 10:02 PM
27	Is there a process where the regions fire departments can jointly purchase equipment and supplies and get a discount.	1/16/2019 5:03 PM
28	They spend too much time and money on the same people and places every day. They aren't available for other citizens when there is an emergency.	1/16/2019 4:54 PM
29	These guys do as much heavy lifting in response to health crises as ambulances and certainly more than cops... Why is their percentage so low comparatively?	1/16/2019 4:44 PM
30	be nice if you could think of something to do with them when they're just waiting	1/16/2019 3:27 PM
31	I have no idea about how fire departments operate or whether any municipal fire department in the CRD is operating as well and as cost-effectively as it could. I would like to see all fire departments provide better public education about what people need to do in emergencies: fallen trees, downed power lines, and a potential major earthquake. It's not enough to be told to have water and food on hand. What do we do with our propane tanks, gas caused fires, medical emergencies, safety in rubble? If we "might" have a major earthquake, what do we do about the most devastating aspects of that event?	1/16/2019 10:20 AM
32	Need to amalgamate into a regional fire service and with ambulance so we don't have multiple first responders showing up at every emergency duplicating services and costs.	1/16/2019 9:39 AM
33	First responders are over taxed with all the opioid overdoses - we should ensure that there is enough personnel to cover the increased responses and enough funding for stress related incidents.	1/16/2019 7:48 AM

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34	I recognize the role of firefighters as first responders to emergencies and appreciate their role in responding to the overdose epidemic, though I do think that more money should go into community-based solutions to the opioid epidemic, including dedicating funding to consulting with people who use drugs. I also disagree with the Fire Department sometimes using their authority to support the criminalization and the displacement of homeless people living encampments. I would like to see the Fire Department take a more collaborative approach to working with unsheltered folks to determine their needs and ensure they can keep warm in the elements.	1/15/2019 10:19 PM
35	I need to learn more about the fire department.	1/15/2019 9:44 PM
36	Why are our \$100,000 a year fire fighters first responders at accidents? Isn't that a paramedics job? I am sure they don't make \$100,000 a year and they don't get to sleep on the job! Do not add to the fire dept budget. More paramedics please!	1/15/2019 5:19 PM
37	when we need them they are there... like VIC PD it is a thankless job well done...	1/15/2019 5:06 PM
38	I have concerns that it is noted in the Draft Financial Plan that the fire department has been responding to overdose calls and providing what is termed 'pre hospital services.' I strongly encourage the city to work directly with people who use/d substances as well as front line service providers to craft solutions to response to overdose that don't see fire staff responding to these kinds of calls - fire departments have a very specific role and I worry about them being placed in a position to provide this type of health care. I am also concerned with the fire department's ongoing role in criminalizing those who choose to shelter outside, by claiming that attempts to keep warm in dire conditions are a 'fire hazard.' I reject the notion that all those who shelter outside are inherently unsafe or unable to keep themselves safe. Again, re-investing in affordable housing and working directly with people impacted by poverty would go a long way in alleviating the need for the fire department to participate in the ongoing displacement of low income residents of 'victoria'	1/15/2019 3:24 PM
39	Potentially too high considering there are other fire departments in other municipalities... is the 7% just the Vic one or includes Oak Bay, Saanich, etc.? Perhaps overkill to have to many operating individually if that's the case.	1/15/2019 2:36 PM
40	Obviously, we need an efficient and effective fire department. I would like to see energy put into safety and prevention programming.	1/15/2019 1:47 PM
41	The do a great job and I wish we could afford more	1/15/2019 1:19 PM
42	I have no insight into this.	1/15/2019 1:15 PM
43	Never received service from them. Thankfully.	1/15/2019 6:47 AM
44	Once again, I don't know what their needs are. Of course the fire department needs to be adequately funded!	1/14/2019 10:41 PM
45	The Vic Fire Department received significantly more calls (~3x) for overdose response than fire service. Funding should be re-allocated from the Fire Department Budget to overdose response.	1/14/2019 9:19 PM
46	Looking forward to the new fire hall in a mixed use development!	1/14/2019 8:37 PM
47	Happy to hear Station #1 and EMS are combining into the new station on Yates.Should reduce some costs related to the units being separate operations right now!	1/14/2019 10:31 AM
48	I am happy with the service	1/14/2019 9:47 AM
49	If the VFD are OK with it. great. If they think it is too low, then reconsider it.	1/13/2019 7:33 PM
50	no	1/13/2019 4:55 PM
51	While I feel the fire department is adequately funded, I do feel that some of their expertise is being misplaced. For folks without more permanent housing who are camping/sleeping rough outside, the fire marshall has been used to deem camps "unsafe" or fire department workers have taken away people's heat sources and cooking devices. Instead of responding punitively, the fire department could be working with people to learn safer ways to cook/heat their spaces, or making safer spaces when people build housing communities (i.e. tent cities) in the absence of appropriate and affordable housing.	1/13/2019 4:34 PM

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52	i am unhappy with how the fire department has been used to dismantle tent cities. a supportive, safety-oriented response where basic supplies could be provided to the residents and the safety of those tent city residents protected in that place seems like a much more appropriate way to engage rather than using the fire codes as a way to break up the tent cities. i do not believe that dismantling the tent cities actually created greater fire safety and i believe the fire department was simply used as a means to move marginalized people along to satisfy the comfort and concerns of more privileged (housed) people.	1/13/2019 4:29 PM
53	Same as for the police. Would need more information as to what duties the jobs include.	1/12/2019 7:30 PM
54	Victoria fire is a closed shop. They need check the ego and stop trying to empire build. Numerous shared service and efficiency opportunities exist and are being ignored with the immediate neighboring fire services. The core municipal fire services can do much more together vs. Victoria fire trying to go it alone and seek unnecessary funding when they can save the cost burden on the tax payer and work more closely with their neighbors.	1/12/2019 11:06 AM
55	No	1/12/2019 10:41 AM
56	Need more rationalization across municipalities it is such an expensive system especially when you add the duplication of BC Ambulance and fire service paramedics.	1/12/2019 9:15 AM
57	The vast majority of fire deaths are preventable with infrastructure investment. Fire departments lend false comfort to and subsidize pathologically profit-driven "developers" and multi-dwelling unit landlords. This must end by investing not in shiny new fire engines, but in ultimately public ownership, renovation and maintenance of commercial and residential property. The greenest and safest building is the one not built.	1/11/2019 8:19 PM
58	Get on with building the new firehall	1/11/2019 3:21 PM
59	Is it necessary for several fire trucks to show up at a car accident? I think not. It seems that the Fire Dpmt is over-servicing the community to justify the percentage of the budget they take.	1/11/2019 3:17 PM
60	Technology and building practises have evolved. Fire fighting requirements are less now than they were historically yet we still maintain fire-fighting forces the way we always have	1/11/2019 2:50 PM
61	As first responders more trucks and officers are required due to their presence at ambulance calls. If there's a fire at the same time we are short fire fighters during that period. Also we need to keep a continuing stream of trained firefighters including females to ensure a continued high standard of response.	1/11/2019 1:17 PM
62	When we have no fires we think budget is too high and when we get a lot of emergency calls it is too small. Paying guys to polish the trucks can be hard to justify but essential to living in cities	1/11/2019 11:15 AM
63	I would bump up to 10%	1/11/2019 10:01 AM
64	no	1/11/2019 9:28 AM
65	Stop runaway union settlements and demands	1/11/2019 8:48 AM
66	The provide excellent service in my experience. I would like to see more capital spending to support their buildings to be upgraded.	1/11/2019 8:46 AM
67	They provide a wonderful service	1/11/2019 8:45 AM
68	Allow our first responders to do their jobs well.	1/11/2019 7:53 AM
69	The fire department can be better prepared to address social, environmental and health emergencies. Transfer funding from the police budget.	1/11/2019 12:29 AM
70	Victoria Fire appears to work side by side with the Ambulance Service. Rather than sending both services to medical calls send just one?	1/10/2019 11:41 PM
71	I have concerns that our fire departments are kept increasing busy with the frequent first responder calls they get due to drug overdose and mental health crises .. particularly in the down town core	1/10/2019 11:38 PM
72	more money might be spent on supporting burn victims	1/10/2019 10:46 PM
73	While we need to build fire stations for the 21st Century, I do not think we need to build to the degree that we are seeing out there.	1/10/2019 10:39 PM
74	I observe that there are overlap of services within the CRD of both police and fire departments. We should aim to amalgamate and streamline these services with other municipalities.	1/10/2019 9:02 PM

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75	Amalgamation of municipalities would help this issue	1/10/2019 8:21 PM
76	absolutely a MASSIVE waste of taxpayers money. Driving firetrucks to ambulance calls is a joke. Workers sitting in Halls waiting for a call. With cell phones and pagers these employees need to be doing something productive. All thwarted with a military type hierarchy. I could go on all day long. Singularly the largest waste of tax payers money bar none.	1/10/2019 8:08 PM
77	Should be one fire service for the region	1/10/2019 7:41 PM
78	As with Vic PD. , fire services act as first responders to all the distress and mayhem that goes on in the city. A professional highly trained fire service can make all the difference in how safe a city feels, and how safe residents feel in their neighbourhoods and homes. Structure fires and illegal burns can be very costly and life changing events. As with the Vic Pd I think we are very fortunate to have such professional services in our communities.	1/10/2019 6:28 PM
79	Scope of services and delivery models need major overhaul to reflect both existing and new urban living realities.	1/10/2019 5:58 PM
80	The Chief Fire Inspector for Victoria is fantastic.	1/10/2019 11:47 AM
81	no	1/10/2019 11:34 AM
82	Yes. It is outrageous that the Vic Fire Department, which actually is often the first on the scene of medical emergencies and provides genuine community safety, is funded at less than a third of the rate of the Vic PD.	1/10/2019 11:31 AM
83	I'm not well educated enough on the role of the fire department to have any opinions on its budget	1/10/2019 10:57 AM
84	Cost per call ratio for fire services is exponentially high. They are great when u need them but just don't need them very often. BC Ambulance Service response times are comparable to Fire for first responder response. They make a lot of money to sleep all night. Amalgamation!!!	1/10/2019 8:09 AM
85	I am not sure about the funding for the Fire Department but when looking at the number of calls to police at all hours of the day/night, there needs to be sufficient funding for police resources. As yourself, If you needed to call police for assistance, would you want an officer to respond right away or as soon as one can be freed up?	1/10/2019 7:36 AM
86	Great service and support.	1/9/2019 5:10 PM
87	THEY ARE HEROS	1/9/2019 5:05 PM
88	no	1/9/2019 3:19 PM
89	I don't have much expertise on what funding for the Vic FD should look like.	1/9/2019 3:14 PM
90	I support increased funding for prevention and awareness, as well as better support services for the firefighters and for those they attend to	1/9/2019 2:27 PM
91	VicFire could certainly find other jobs to justify their current pay scale.	1/9/2019 12:54 PM
92	Smaller vehicles for minor calls with backup waiting for assessment. More modern fire suppression technology. It i8s a waste of money sending large fire trucks out entirely manned as first responders.	1/8/2019 10:03 AM
93	Is it true that fire engines respond to emergency calls as well as an ambulance? Is the ambulance service a provincial cost - do they reimburse the city for their attendance? How are fires in other municipalities being attended by Victoria reimbursed or are they?	1/7/2019 5:17 PM
94	full time firefighters are over-paid	1/7/2019 2:27 PM
95	Firefighters do not need to attend every emergency.... (ie when I call 911 when there is an issue around my workplace entrance, if it is on OD, or someone needs an ambulance, there is no point in sending them...just stand there).this is a misuse of resources and very expensive.	1/7/2019 2:05 PM
96	although more money should be made available for future expansion and consideration of specialized equipment for the larger buildings and density downtown	1/7/2019 1:38 PM
97	Response time seems good. Usually see fire department responding to first responder calls with an ambulance on their heels within a minute or two.	1/7/2019 12:39 PM
98	Na	1/7/2019 9:00 AM
99	Amalgamation of Victoria and Saanich fire departments in order to save costs and pool resources	1/6/2019 9:15 PM

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100	I note a difference in the administrative increase (little if any) between Fire and Policing. However, I do feel that Emergency Management Pilot Programs which have very little budget seems low given that we are a city located in an Earthquake and Tsunami zone. What is the downtown Hotel Associations plan for management of thousands of visitors in the midst of a Tsunami or Earthquake. I bet there isn't one. What is the inter-hotel agreement for housing and feeding guests should a large hotel like the Empress go down while another is standing? I bet there isn't one. Pilot programs like the development of such agreements should be funded in the budget.	1/6/2019 3:34 PM
101	Fire Departments are an outdated branch of municipal government. This is a great place to save money. If the fire department is doing the same work as paramedics, social workers or the police then we should budget more to those areas. Also, these are such coveted positions you could probably pay them 30% less and still have waiting lists for good candidates.	1/6/2019 1:18 PM
102	Amalgamate	1/6/2019 10:56 AM
103	They already have amazing new fire halls and get paid a lot for the minimal amount of work they do	1/6/2019 7:36 AM
104	Stop building overpriced fire stations. Get what you need not what you demand.	1/5/2019 7:48 PM
105	Don't know never had to use them	1/5/2019 5:31 PM
106	They need more support in this city as well	1/5/2019 4:32 PM
107	How do their wages compare to Nurses (shift work)?	1/5/2019 2:58 PM
108	I want to see the three neighbouring district fire departments merged. At present, up to three districts can respond to a fire/emergency, which is a fool's way to function efficiently.	1/5/2019 6:42 AM
109	Two things: Why are civic taxpayers funding a fire department to respond to medical emergencies? Why does the fire department require expensive response plans be provided for apartment buildings? Would have thought the fire department didn't have to be told where hydrants are located. Downloading or featherbedding. Not sure.	1/4/2019 9:26 PM
110	I haven't heard complaints about the budget bein*too low for this department. However, I am sure they could do with a boost as well	1/4/2019 8:47 PM
111	Too many deputies/chiefs Too many oversized vehicles doing medical calls	1/4/2019 7:58 PM
112	We don't have too many serious car accidents or fires. They seem adequately funded.	1/4/2019 4:34 PM
113	Policing pay reflects the quality of service police provide if they are not getting well paid city will turn for worse.	1/4/2019 10:26 AM
114	The police budget going up substantially every year. Fire dept seem to be left out. Just look at their main hall.	1/4/2019 10:08 AM
115	4 BBQ's, 2 car washes, 2 sleeps. What a joke.	1/4/2019 9:25 AM
116	See previous comments on policing issues. Public safety is paramount. Give them what they need to do the job safely and properly!	1/4/2019 9:13 AM
117	Considering the amount of calls police get vs number of calls fire get, I think Fire already has a high percentage of the operating budget.	1/4/2019 7:51 AM
118	Don't let them sleep at night. put them to work!	1/4/2019 6:23 AM
119	Do not underfund our emergency services. Give them what they need to keep us all safe.	1/3/2019 10:57 PM
120	I feel very fortunate to be part of Victoria Fire Department's service area.	1/3/2019 10:49 PM
121	New headquarters is a priority.	1/3/2019 10:30 PM
122	Find examples of effective fire departments in North America that operate well on a shoe string budget and aspire to copy them. I don't understand why the First Responder Program is set to increase so much. Same with the emergency management line item.	1/3/2019 8:42 PM
123	Excellent service	1/3/2019 6:14 PM
124	The fire department also deserves to be provided resources as is necessary to help them function in their expanded roles.	1/3/2019 5:12 PM
125	Amalgamation to save costs.	1/3/2019 4:53 PM
126	All emergency services within Victoria need proper funding.	1/3/2019 4:32 PM

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127	why does it take 3 - 5 firefighters to gt groceries at Thrifty Foods using a large fuel guzzling truck? We all shop for groceries on our time - they can do the same AND in their own cars	1/3/2019 4:29 PM
128	Reallocate some fire budget to increase police budget	1/3/2019 4:17 PM
129	As the Victoria Fire Departments responsibilities have not changed over the years, they should be able to continue to do their job effectively with the money allocated.	1/3/2019 4:08 PM
130	why don't VFD work well with any of the other regional departments?	1/3/2019 4:05 PM
131	Consolidate fire stations down to a more manageable level.	1/3/2019 1:20 PM
132	Decriminalise and give Overdose money to peers who keep each other alive. Too much time with VICPD on OD's is waste of taxpayers money. Deal with fires not the poor fire department.	1/3/2019 1:17 PM
133	These guys (and I still don't think there is a women firefighter) get paid to sit on their ass for most of the day. While they have a dangerous job when it is required the cost effectiveness is horrible.	1/3/2019 12:30 PM
134	Fire department from the budget overview seems to manage their budget better then the police why?	1/3/2019 8:19 AM
135	Greater attention needs to be given to emergency management and preparation for response to and recovery from catastrophic natural disasters such as earthquakes.	1/2/2019 8:37 PM
136	I do not think that sufficient funding is being provided to emergency preparedness	1/2/2019 3:50 PM
137	Firemen save lives and a lot of people are volunteering. Give them the money they deserve!	1/1/2019 3:40 PM
138	More calendars	1/1/2019 12:56 PM
139	I appreciate the fire services very much but I don't know if they need more money to help make the city a better place to live.	1/1/2019 10:44 AM
140	I often wonder when there is a medical emergency why I see two fire trucks and an ambulance. I very much support proactive measures to a dent a fied fire hazards and educate the public about fire prevention	12/31/2018 8:12 PM
141	Seems low compared to Vic PD.	12/31/2018 6:38 PM
142	Very impressed with our fire department. The location of the James Bay station is great. I can't say so much for the location of the other stations. Or maybe it's what surrounds those stations.	12/31/2018 11:13 AM
143	The frie department ranks right up there as an essential service. They need more equipment and staff to assist in their life saving duties.	12/31/2018 7:31 AM
144	There should be a shared dispatch for all emergency services in Greater Victoria	12/29/2018 3:51 PM
145	Most of the Fire Department's work is appropriate to their highly specialized technical expertise. The Fire Department sometimes uses its expertise and authority to support criminalization and displacement of people sheltering outside. Taking away people's heat sources without providing any alternatives is not helpful in promoting safety, it just worsens people's living conditions and drives people into more secluded locations which increases the risk of harm should there be a fire. Fire officials bringing in police to accompany them during fire inspections of homeless camps furthers criminalization and a combative approach to working with people who are sheltering outside. It would be more appropriate for the Fire Department to move to a collaborative, cooperative approach to this issue that emphasizes working with, not against, people who are sheltering outside to help them figure out how best to stay warm and cook food. I also note with concern that this year the Draft Financial Plan identifies that the VFD has had a 10% increase in calls to act generally as first responders and that this is explicitly stated as being connected to the overdose crisis including administration of naloxone and "providing pre-hospital care". While prompt first aid in case of overdose is life-saving and it is vital that this be available, it doesn't make sense to me that fire staff are the best choice for immediate response on an issue that has nothing to do with fire safety. I would like the City to dedicate resources to consulting with people who use drugs; loved ones and frontline service providers who have also been first responders; and medical professionals to determine which resources should be increased (e.g., bike paramedics, specialized peer-professional response team) to ensure that overdose can be responded to in a comprehensive and effective way particularly as most opiate overdoses do not require transport to hospital, hospitalization is often a traumatic experience, and does not address psychological impacts of overdose.	12/25/2018 4:12 PM
146	Another great department.	12/25/2018 10:20 AM

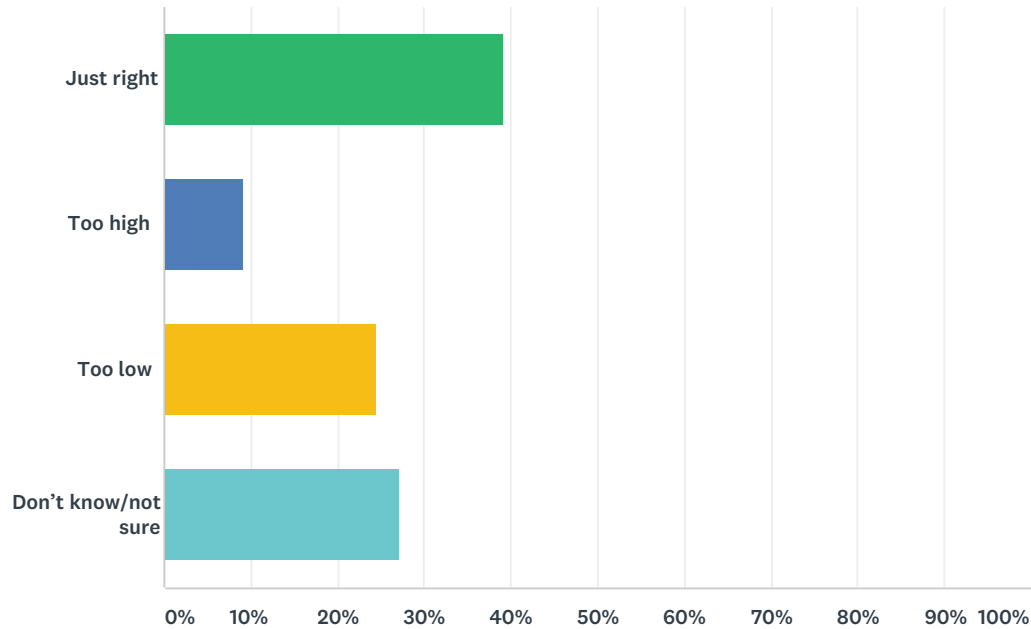


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147	Police and fire fighters are first responders, with police providing significant "catch-all" social services, and fire fighters requiring significant cross-training to address medical emergencies in addition to fighting fires. The differential between % of budget for policing and fire-fighting seems disproportionate.	12/24/2018 11:27 AM
148	I agree that they need a new firehouse and I appreciate that they are first responders to accidents and 911 emergency calls, not just fire. But they are paid well, yes I understand that they put their lives on the line when they go out on calls but really what is the % of calls that are fire related?	12/24/2018 8:53 AM
149	No	12/23/2018 11:51 PM
150	A 5-8% haircut is in order.	12/23/2018 10:12 AM
151	They saved my house but i also don,t live too far away from the fire station so I can't really evaluate it properly	12/22/2018 7:34 PM
152	See #11	12/22/2018 3:32 PM
153	Too many old teardown firetrap shacks called houses in Victoria ... stricter building codes need to be instigated and many houses need to be removed and replaced. Monies saved could be allocated for higher wages, training programs , scholarships for the FD	12/22/2018 2:18 AM
154	No	12/21/2018 5:34 PM
155	they should stop responding to ODs	12/21/2018 11:51 AM
156	They seem to have time on their hands to do a lot of busy work which costs property owners money savings from new buildings?	12/21/2018 10:54 AM
157	Over 93% of Vic Fire calls result in no action being taken by Vlc Fire. Many of these are health calls where BC Ambulance arrives first and/or takes over. Yet the department rolls out in highly expensive equipment with a full truck-load of fire-fighters. Find a better, less-expensive way!	12/21/2018 8:37 AM
158	What is their workload? Are you getting good value for our money?	12/20/2018 8:31 PM
159	Fire services are often redundant emergency services that are only really required when there is a fire. They do help as first responders, but they are often rendered less useful than the ambulance services which I believe are unfunded. I would divert funds from the fire to the ambulance as they are better trained to deal with drug related issues which are becoming a serious problem.	12/20/2018 8:24 PM
160	Why do VicFD attend ambulance calls? Can't one agency handle the calls? Is it really necessary to have both?	12/20/2018 6:21 PM
161	Always see a firetruck at traffic accidents. Is this really necessary?	12/20/2018 1:22 PM
162	Hold the line on union wages and bring them more in line with the real world	12/20/2018 8:33 AM
163	The fire department does a good job.	12/20/2018 6:48 AM

## Q14 When thinking about the services you receive from Engineering and Public Works, do you feel that funding in this area is:

Answered: 786 Skipped: 697



ANSWER CHOICES	RESPONSES	
Just right	39.06%	307
Too high	9.29%	73
Too low	24.55%	193
Don't know/not sure	27.10%	213
TOTAL		786

## Q15 Do you have any additional comments on the proposed Engineering and Public Works operating budget?

Answered: 230 Skipped: 1,253

#	RESPONSES	DATE
1	I really would strongly encourage more funding for AAA active transportation networks and traffic calming measures that enhance the safety of our communities. I note that the City gets much of the funding for this kind of work from gas taxes.	1/20/2019 10:54 PM
2	Enough with the defensive architecture, already. What a waste of money.	1/20/2019 9:11 PM
3	Too many large projects. Need to focus on small things that make a big difference like crosswalks and efficiency.	1/20/2019 8:50 PM
4	Engineering is not enough	1/20/2019 8:49 PM
5	Infrastructure is the main responsibility of the city. If \$2million were moved from Engagement to Engineering, there might be enough funding to put in all of the needed cross-walks.	1/20/2019 8:06 PM
6	Need more, to deal with decades of under-funding and to deal with backlog of accessibility improvements including uneven sidewalks, safe signalized crossings, etc.	1/20/2019 6:54 PM
7	I am concerned that engineering is not planning for trees as a vital part of the city scape. In 2015 I attended an Urban Forestry conference at UVIC that highlighted the need for Urban Forestry expertise at the city level. Mature trees and the Garry Oak Ecosystem appear to be getting a distinct lack of attention by this city despite being stressed as important in the OCP. Where new infrastructure initiatives compromise existing mature trees creative solutions should be explored within the context of increasing our tree canopy down town and throughout the city.	1/20/2019 5:55 PM
8	The Draft Financial Plan states that Engineering & Public Works (EPW) is responsible for construction and maintenance of City infrastructure including benches, bus shelters, and street furniture. I am concerned that hostile architecture and exclusionary design is being widely used to discourage and prevent unhoused people from accessing public spaces, with particular impacts on people with disabilities. Examples of hostile architecture include removing benches from neighbourhood spaces where low-income people congregate, inserting armrests in the middle of benches to prevent someone from lying down, implementing spikes or concrete planters to prevent people from sitting or lying on pathways, using surveillance cameras and bright lights to dissuade people from gathering, and gating alleys or other thoroughfares. These types of measures are encouraged by VicPD through their Crime Prevention Through Environmental Design program which is based on the widely debunked 'Broken Windows Theory'. According to this theory, which has now been proven to be ineffective and harmful, policing low-level offenses maintains social order thereby preventing more serious crimes -- a tactic that has been shown to increase racial and social profiling, increasing rather than decreasing harm. People with mobility disabilities are especially impacted by these measures as removal of benches, putting in armrests, etc. prevents people from being able to sit and get rest. I would like to see the city allocate funds to consulting with people who have been targeted and impacted by hostile architecture to identify priorities for removal of barriers, restoration of infrastructure removed by the City in past years, and other measures consistent with the City's stated commitments in the 2019-2022 Draft Strategic Plan to foster a compassionate city, foster a welcoming environment that treats all people with compassion and respect, and identify and remove barriers. I also note that EPW is responsible for ensuring resident access to essential infrastructure and services, including water, drainage, wastewater collection, garbage collection, and access to public amenities. I am concerned that unhoused people sheltering outside do not have equitable access to these essential services and would like the City to consult with people sheltering outside (on a regular basis as this is a changing population) to identify infrastructure priorities so that everyone has access to such basic survival necessities as clean potable water (for drinking, bathing, cooking, and fire suppression), hygiene infrastructure such as showers and bathrooms, garbage collection, access to safe food storage and preparation facilities, storage of belongings, and places of refuge from weather. It is imperative that the City recognize that there is not going to be a one-size-fits-all solution and assess diversity of needs for infrastructure, including diverse locations so people do not have to walk long distances to access survival basics.	1/20/2019 5:03 PM

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9	This department has the most to contribute to climate solutions	1/20/2019 3:33 PM
10	I would like to see money budgeted specifically to find ways to work around and retain established trees, such as torpedo or 'trenchless tunneling. Also, to budget to learn about phytoremediation or bioremediation -- using trees and plants to remove toxins from soil. This could save a lot of money in digging up and trucking away polluted soil, and disrupting the neighbourhood. More training, such as CANUF's NEW - Online registration for E-Lectures now available! The next eLecture is Wednesday, January 23, 2019 at 1:30 pm (ET) / 10:30am (PT) E-LECTURE SERIES The Canadian Forest Service - Forest Science Providing Real Solutions "Implementation of Fast-Growing Trees for Municipal Wastewater Treatment - Municipalities find Waste Management Solutions and Wood Biomass Production Opportunities"	1/20/2019 9:52 AM
11	Keeping up and maintaining aging infrastructure is so important . Accessibility is important to me.	1/20/2019 9:03 AM
12	Public Works has been very busy within the past several years on major projects to maintain/upgrade Victoria's aging infrastructure. More of this work remains to be done and all of it represents considerable cost.	1/19/2019 3:59 PM
13	Plant and protect more trees	1/19/2019 2:02 PM
14	Neighbourhood roads need updating. Public infrastructure should be priority	1/19/2019 12:15 PM
15	Generally, I think the City is kept in good condition. I'd just like to raise a few concerns in terms of our City's infrastructure. It seems there's been an increase in the use of hostile architecture, designed to prevent people from accessing or using public spaces to rest by sitting or lying down, or to gather. Public spaces are for all members of the public, including those who are unhoused and need somewhere to lie down, and those with disabilities who need to access public spaces. I very strongly support Victoria being a welcoming city for people of all abilities and income levels. Vibrant public spaces allow folks from *all* walks of life to use them, especially those who might not have access to comfortable private spaces like homes or hotels. I would also love to see the City work with this department and in consultation with unhoused people to find ways to provide essential services to those members of our community who are sheltering outside. Providing access to clean water, bathroom facilities, storage, garbage disposal could substantially alleviate some of the health concerns these people disproportionately face.	1/19/2019 12:07 PM
16	Look to Saanich for the way ahead for Victoria's collection of garden waste. Too few hours on a single day doesn't cut it.	1/19/2019 11:25 AM
17	We need to get the other 11 municipalities to contribute. We provide much employment and services to them "for free".	1/19/2019 10:42 AM
18	no	1/19/2019 8:47 AM
19	Our streets are falling apart	1/18/2019 10:04 PM
20	Garbage collection is silly. Residents should be responsible to bring thier own cans to the curb. Leaf collect is a massive waste if resources. The limited hours for garden was drop off discourages gardening (include food production). All residents should have larger green waste bins that can include garden waste. The District of North Vancouver is a great example to follow.	1/18/2019 7:41 PM
21	Look to reduce the size of work-crews (check Oak Bay for a comparison); check the vehicle budget; begin to use social media to report potholes, clogged drains, etc.	1/18/2019 4:08 PM
22	no	1/18/2019 1:36 PM
23	Well, I hope engineering and public works begins to work smarter. The Blue Bridge Fiasco must not be repeated! Keep it Simple Stupid was not followed. Now we have an expensive fuck up that is already falling apart, and it will not withstand a minor earthquake, nor a bump from a boat. And let's stop building all these expensive bike highways when a simpler method will work better and cost less. Taking out trees to build bike lanes is counter productive. Sort of like poking holes in an already leaky life raft. And lets stop building non permeable sidewalks. We are going to need all that run off to recharge our water tables.	1/18/2019 1:04 PM
24	I am still upset about the failure to maintain the Blue Bridge and the decision to replace it, which I believe was mostly due to this department. I am equally upset about the decision to replace rather than maintain and if necessary upgrade the very nice Crystal Pool. It's always more glamorous to build than to maintain, but usually more expensive and often degrading as well.	1/18/2019 11:24 AM
25	No	1/18/2019 10:54 AM
26	Too many sidewalks needing attention. Too many trees being destroyed for public works.	1/18/2019 8:17 AM

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27	A growing and aging city - means we need to maintain/upgrade/invest in the city infrastructure.	1/18/2019 8:08 AM
28	LRT from Vic to Sooke to Sidney to Shawnigan. If we build it, all communities will prosper as will the job market and tourism.	1/18/2019 6:27 AM
29	Some main roads in city are in shocking condition. Not enough is spend on road repairs	1/18/2019 4:26 AM
30	Same.	1/18/2019 4:00 AM
31	Should be cut in light of past blunders	1/18/2019 1:04 AM
32	Priorities should be in line with needed infrastructure and based on performance to date governance and good capital projects management. There is a history of following politically driven mandates rather than hard science and analysis.	1/17/2019 8:24 PM
33	More capital investment is required for pedestrian safety and traffic calming in neighborhoods	1/17/2019 7:23 PM
34	Good job maintaining the city!!	1/17/2019 5:23 PM
35	The surface of my street is falling apart and the curb has been broken for months. I do not know if more money is required or better organisation.	1/17/2019 5:04 PM
36	The city is growing...	1/17/2019 12:59 PM
37	I am assuming that the public works is in charge of the flower baskets hanging downtown They came down to early this year. They still had lots of colour and flowers left	1/17/2019 11:34 AM
38	More contracting out will reduce the cost.	1/17/2019 9:09 AM
39	I'm really happy with the help I got this week - I called in about a blocked sidewalk at a construction site and they looked into it the same day and called me back with an update of how they were taking action.	1/17/2019 7:36 AM
40	Broadened emphasis on active transportation	1/16/2019 10:02 PM
41	I think it's a bit too low considering the increase in Victoria's population and aging infrastructures (roads, sidewalks, etc...). I also believe that more money (human and material resources) should be allocated, let's say up to 10 % of the 2019 budget. A particular area of concern is the lack of cleanliness (parks, around garbage cans, lack of soap/sanitizer in public washrooms).	1/16/2019 8:54 PM
42	Lot of work should be done and is being deferred	1/16/2019 5:56 PM
43	I would think that savings could be made by contracting out a lot of these services	1/16/2019 5:06 PM
44	Victoria is dirty and dark and unwelcoming because of too many people with no respect. Garbage, drug paraphernalia, human feces and urine everywhere. The dvba green team is amazing and keeps it clean the best they can	1/16/2019 4:59 PM
45	only that new systems for public build contracts need to go in place to prevent overpromise under deliver overbudget like the bridge again. In some cities if you do a public contract and miss calculate the service fees the provider is on the hook to complete not the public coffer.. Perhaps something more along those lines woyld prevent wasted capitol and taking advantage of the system	1/16/2019 4:46 PM
46	Seem to do a reasonable job	1/16/2019 3:27 PM
47	I would be happy to see Public Works spend more to protect established trees that may be in conflict with the cheapest solution. Also, if public works is responsible for leaf collection, please continue this service. All the leaves we put out are from public trees. If the program is cancelled or curtailed, people will see the trees on private and public property as a nuisance. I will put the same comment in Parks, in case it belongs there.	1/16/2019 2:08 PM
48	I've seen some roads in Victoria that are in terrible disrepair.	1/16/2019 1:44 PM
49	Many streets are a mess. Lane markings on many roadways almost invisible, especially at night. This needs major improvement.	1/16/2019 1:05 PM
50	Better management	1/16/2019 12:08 PM
51	Less money should be spent on infrastructure that primarily benefits people in single occupancy vehicles.	1/16/2019 11:33 AM
52	this budget item should be much more important than the police budget	1/16/2019 10:58 AM

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53	The entire CRD needs to prioritize Active Transportation. Speed limits need to be lower on streets. We need more crosswalks, much improved sidewalks and less emphasis on services for the private automobile.	1/16/2019 10:22 AM
54	I am concerned that unhoused people sheltering outside do not have equitable access to services from Engineering and Public Works and would like the City to consult with people sheltering outside (on a regular basis as this is a changing population) to identify infrastructure priorities so that everyone has access to such basic survival necessities as clean potable water (for drinking, bathing, cooking, and fire suppression), hygiene infrastructure such as showers and bathrooms, garbage collection, access to safe food storage and preparation facilities, storage of belongings, and places of refuge from weather. It is imperative that the City recognize that there is not going to be a one-size-fits-all solution and assess diversity of needs for infrastructure, including diverse locations so people do not have to walk long distances to access survival basics.	1/15/2019 10:23 PM
55	The other municipalities should contribute more by having their citizens using the facilities.	1/15/2019 9:32 PM
56	Great job!	1/15/2019 5:19 PM
57	ask me after the "blue" bridge fails seems to take a long time to start / finish large projects in Victoria	1/15/2019 5:08 PM
58	Service is going down as taxes go up.	1/15/2019 5:05 PM
59	No bike path on Dallas road	1/15/2019 4:05 PM
60	I think more effort should be devoted to sharing assets and expenditures between municipalities for infrastructure costs	1/15/2019 3:39 PM
61	The Draft Financial Plan states that Engineering & Public Works (EPW) is responsible for construction and maintenance of City infrastructure including benches, bus shelters, and street furniture. I am concerned that this department often participates in the creation of 'hostile architecture' - placing spikes on fences, barriers on park benches, bright lights where folks congregate. This issue is two fold - one, it makes our city less accessible to people with disabilities and mobility concerns, and second, it is but yet another pillar in the ongoing criminalization and displacement of our most vulnerable citizens, those who shelter outside. I would like to see the city invest both financial resources and time into consulting with folks who are impacted by this kind of design - not only low-income folks who find it difficult to shelter outside, but folks with mobility concerns and disabilities who find our city hard to navigate as there is rarely anywhere comfortable to sit, and there are almost no public washrooms downtown. As someone with chronic illness who is often tired and fatigued, and someone living with chronic digestive illness, the lack of public washroom facilities in the downtown core, and the fact that there are very few places I can sit down or rest without being shuffled along by security forces or police, means that downtown is not a welcoming place for me. These structural barriers make it difficult for me to enjoy my time downtown or feel that it is a place that I can enjoy.	1/15/2019 3:29 PM
62	Some of the roads are deteriorating significantly (such as Dallas Road) and it's getting ridiculous but no priority seems to be on repaving and repairing - considering how many visitors/tourists our city relies on, the roads need major improvement.	1/15/2019 2:38 PM
63	The Climate Action, Sustainable and Asset Management and Sustainable Transportation are vitally important to our collective wellbeing in Victoria. We must pay whatever it costs to make necessary changes, as the environmental and monetary costs if we don't are much, much greater.	1/15/2019 2:17 PM
64	I would like to see more energy put into greening Victoria, i.e. incentives for residents to get rid of any driveway they don't use and to plant shrubs and trees to increase our failing canopy.	1/15/2019 1:49 PM
65	We need more to be spent in this area or contractors need to fix roads etc etc with their funds	1/15/2019 1:20 PM
66	I would say more infrastructure investment is always important. The water treatment plant is a good example. In terms of more budget for garbage collection or street cleaning, those seem fine.	1/15/2019 1:18 PM
67	Too many projects started and left unfinished for long periods of time. The appearance is one of inefficiency. For example, there is a tree on Waterfront Crescent that has taken a year to have its surrounding grate replaced. A city Public Works light has been there the entire time.	1/15/2019 9:56 AM
68	This is an area where process improvement in service delivery will allow reallocation of human and financial resources more effectively.	1/15/2019 6:54 AM
69	Build the bike lanes fast and high quality to get more people out of their cars	1/14/2019 8:38 PM



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70	need more options for garbage and recycling. you closed the city Saturday dump for excess garbage, while reducing frequency of pick up and increasing taxes.	1/14/2019 1:10 PM
71	Savings to be had by contracting out certain aspects	1/14/2019 11:48 AM
72	Work needs to be done	1/14/2019 10:33 AM
73	I have concerns about the amount being spent on bike lanes. There is no data to justify the spending for safety or other traffic issues. I happily ride my bike sharing the roadways as it does not justify the expense.	1/14/2019 9:54 AM
74	Sustainable public infrastructure is what I'd like the city to focus on the most.	1/13/2019 10:31 PM
75	How is spent on street/sidewalk cleaning? The sidewalks are disgusting.	1/13/2019 7:34 PM
76	City of Victoria does not need to water and maintain boulevards, out in neighbourhoods so often. Parks require continued attention.	1/13/2019 6:57 PM
77	i am strongly opposed to the use of exclusionary/hostile design which as a long term resident of victoria i have seen growing with the increasing gentrification of the city. i oppose the increased surveilence, bright lights, benches with 'arm rests' to prevent lying down, spikes, concrete planters and 'defensive landscaping'. I am concerned that unhoused people sheltering outside do not have equitable access to service and i would like the City to consult with people sheltering outside (on a regular basis as this is a changing population) to identify their infrastructure priorities so that everyone has access to such basic survival necessities as clean potable water (for drinking, bathing, cooking, and fire suppression), hygiene infrastructure such as showers and bathrooms, garbage collection, access to safe food storage and preparation facilities, storage of belongings, and places of refuge from weather. It is imperative that the City recognize that there is not going to be a one-size-fits-all solution and assess diversity of needs for infrastructure, including diverse locations so people do not have to walk long distances to access survival basics.	1/13/2019 5:24 PM
78	Please don't prioritize hostile architecture in urban design. The city should prioritize making the city hospitable to unhoused people.	1/13/2019 5:21 PM
79	I am concerned by the exclusionary architecture in our city. For people who are using wheels (ie. chairs, walkers), our sidewalks and streets are inaccessible. This is unacceptable. At many crosswalks the lips of the sidewalk are not flush with the road making it incredibly difficult, and in many cases impossible, to use the sidewalk. Furthermore, city benches continue to be removed in areas where people congregate, particularly in downtown areas. It is not a coincidence as gentrification and "beautification" projects overtake downtown areas and low income people are moved out not only by a lack of affordable housing but also by hostile design infrastructure (ie. benches with "arm rests" in the middle that prevent people from lying down, spikes on medians/garden walls that prevent people sitting down, high pitched sounds in doorways so that people do not stand in the sheltered spaces, etc.). We should be making our public spaces MORE accessible for all members of our community.	1/13/2019 5:04 PM
80	No more bike lanes they are dangerous to the elderly	1/13/2019 4:56 PM
81	Just that I would welcome a more aggressive plan to shift homeowners to permeable surfaces and capture of rainwater and stormwater. This will reduce the amount of maintenance on aging pipes.	1/13/2019 4:56 PM
82	Road/sidewalk maintenance/repair, and infrastructure needs much more attention. Potholes & disintegrating road surfaces in many residential neighbourhoods; uneven & broken sidewalks hazardous to pedestrians & users of walkers, strollers, and wheelchairs need repair; aging clay sewers at capacity and crumbling in older parts of City; downtown streets are filthy; many crosswalks are dangerous and need pedestrian activated traffic signals & lighting; accessibility improvements to public spaces, buildings, and businesses are needed.	1/12/2019 3:30 PM
83	Better recycling and composting Friendlier rubbish/recycling collectors - they can be quite rude sometimes A decent sewage treatment plant - stop poisoning the oceans and waterways Solar panel installation - mandatory for ALL new buildings Rainwater harvesting - mandatory for ALL new buildings Green space/green roofs - mandatory for all new buildings More electric car assistance and an end to dirty fossil fuel cars in Victoria Subsidies for homeowners for help with Solar, Wind, and rainwater harvesting A Guaranteed Liveable Income for All and an end to corporate capitalism	1/12/2019 11:18 AM
84	No	1/12/2019 10:41 AM
85	Need to reduce the constant traffic blockages that engineering works can cause by staggering work schedules	1/12/2019 9:15 AM

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86	Bike lanes!	1/12/2019 8:29 AM
87	Costs are increasing and we need to maintain and improve on areas. Bike lanes are not essential.	1/12/2019 8:14 AM
88	Too high for current infrastructure. Too low for zero-carbon/sustainable infrastructure. E&PW must emphatically and urgently move Victoria away from auto-dependency and toward a car-free urban environment: Pedestrian- and bike-friendly, free buses and only the vehicles needed to deliver functionally necessary consumables. E&PW must transform to deliver the Green New Deal ( <a href="https://www.democracynow.org/2018/12/3/interview_bernie_sanders_on_ending_yemen#transcript">https://www.democracynow.org/2018/12/3/interview_bernie_sanders_on_ending_yemen#transcript</a> ).	1/11/2019 8:29 PM
89	Integrate work plans. Roads need done work	1/11/2019 3:45 PM
90	why does the 1000 block of Pandora get ripped up and redone several times over during a construction project? Why does the city add to the intolerable noise pollution with leaf blowers?	1/11/2019 3:19 PM
91	I paid \$10k for a storm service connection that took a half day to complete. In the private sector that would have cost less than half. This example is repeated over and over when private sector forces complete work that the City is unable to schedule.	1/11/2019 2:52 PM
92	We need to spend less on upgrading and re-paving of roads, and more upgrading of pedestrian and cycling infrastructure.	1/11/2019 2:08 PM
93	It is no coincidence that there is a stereotype of 7 public workers on a job, with 5 standing around doing nothing, while 2 work. The inefficiencies in the public sector would never be tolerated in private enterprises.	1/11/2019 12:40 PM
94	Ongoing emphasis on replacing aged infrastructure, especially water and sewer needs to remain a priority.	1/11/2019 12:23 PM
95	While I am in full support of many of the services offered by the Eng and Public Works department, I am disillusioned by the continual development of new, or expanded roads. Perhaps some of that money can be re-distributed to the sustainable transportation objective of the strat plan. Build more reliable alternative transportation networks, so that less people are in cars, and less roads are in need of creation/repair.	1/11/2019 12:14 PM
96	Put more funds to becoming zero waste! Less plastic! Less water use!	1/11/2019 12:06 PM
97	We have a fairly good engineering department except when it is my street with too many pot holes.	1/11/2019 11:16 AM
98	May residential neighbourhood problems including but not limited to: Cannot get a crosswalk in our neighbourhood for children to walk to school safely. Can no longer park outside our house due to lack of off street rental unit parking. Increasing traffic on residential streets due to traffic congestion on major streets. Need some kind of cheap disposal option for home owners/residents to reduce mess left on boulevards.	1/11/2019 10:43 AM
99	Build a bicycle lane on Hillside ave starting from Douglas st ending at Hillside mall	1/11/2019 10:39 AM
100	No more spending on bike lanes!	1/11/2019 10:07 AM
101	Again, bump up to 10%	1/11/2019 10:01 AM
102	too many people standing around work sites	1/11/2019 9:20 AM
103	Get rid of parks workers	1/11/2019 8:49 AM
104	With the coming challenges of aging infrastructure and maintaining what we already have, we need to expand Engineering and Public Works both to support the move to address mental health crisis and homelessness while building the Victoria of tomorrow that we want to have.	1/11/2019 8:42 AM
105	There appears to be waste and redundancy in this area. I would like to see an audit of procedures in order to eliminate duplicate or unnecessary waste.	1/11/2019 7:54 AM
106	Vic west could use some improvements	1/11/2019 7:51 AM
107	Spend less money on bike lanes and fix existing roads which are full of pot holes. Redfern Street is terrible.	1/11/2019 6:26 AM
108	Surface infrastructure is abysmal - roads, sidewalks and parking all need to be repaired or upgraded. Using them has become unsafe. Stop spending money on the horribly expensive bicycle lanes that only serve about 7% of the population.	1/11/2019 6:02 AM
109	If the department actually knew how to maintain roads rather than shoddy patchwork there wouldn't be so many road issues. Other areas get it right.	1/10/2019 11:42 PM

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110	We need more garbage cans in this city	1/10/2019 10:46 PM
111	I would like to see "cats eyes" on more roads, especially along dashed lines between lanes in the same direction. On rainy nights it is often difficult to see where the edge of the lane is. Some other issues also compound the problem: many roads have asphalt patches which make it hard to distinguish painted lines (in the dark) and intersections where lanes don't align from one side to the other add to the confusion.	1/10/2019 10:12 PM
112	still paying for bridge costs for construction mismanagement p. 191 + 468.90 % - what is this? WO overtime?	1/10/2019 9:08 PM
113	Amalgamation of municipalities would help with this issue.	1/10/2019 8:21 PM
114	all is good	1/10/2019 8:09 PM
115	The Victoria engineering dept is terrible in most things they do so it is hard to see value in the department.	1/10/2019 7:42 PM
116	Please source things from Canada	1/10/2019 6:29 PM
117	Many services need to be privatized. Policy, planning and operating functions need major 'cultural' review.	1/10/2019 6:02 PM
118	aging infrastructure needs to be addressed prior to problems	1/10/2019 5:16 PM
119	Improving Victoria's green, sustainable infrastructure is a crucial investment in our future. More should be spent now to ensure the City is robust and resilient.	1/10/2019 5:15 PM
120	More funding for bike lanes and crosswalks, less for cars	1/10/2019 5:06 PM
121	No more bike lanes stenciled cross walks More parking for businesses and fix the roads and pothole we have. The paving is inadequate.	1/10/2019 4:57 PM
122	Need a massive short term boost to build out bike lanes fast enough for the system to reach a functional critical mass.	1/10/2019 11:48 AM
123	I understand that the City is being pulled in many directions, however on my route to work I have to avoid 12 massive pot holes and my commute is literally less than 10 minutes. Would love to see our roads improve.	1/10/2019 11:44 AM
124	Stop wasting public works money on pet projects	1/10/2019 11:20 AM
125	I understand there are still lead pipes in our water system. Please address this health hazard.	1/10/2019 11:11 AM
126	THE CITY SHOULDN'T DEVELOP INFRASTRUCTURE TO ACCOMODATE FOR A GROWING POPULATION WHEN PEOPLE CAN'T AFFORD TO LIVE IN THE CITY. Infrastructure is important, but we have so many more issues than paving.	1/10/2019 10:59 AM
127	I think street parking matters, especially residential on-street parking management, needs great improvement. As well, complete streets developments are a much appreciated addition to life in Victoria.	1/10/2019 10:19 AM
128	Can \$ bd reallocated for here to accomdate high prior public safety demands in the city	1/10/2019 8:11 AM
129	It's unclear what they are doing and not well advertised. Does this include chabeing construction on roads and how intersections work? If so then something needs to change	1/10/2019 7:38 AM
130	Too many workers standing around doing very little, smoking, and or playing on their phones during dangerous times. Slow to act and the money being spent on contracting to shady and poor businesses is very ill-advised and sloppy.	1/9/2019 5:32 PM
131	Areas to consider to cut back on is garbage collection. Maybe this should become a third party contractor and billed direct to homeowners. People that use it pay for it just like businesses. This is common in other municipalities as well.	1/9/2019 5:11 PM
132	Horrible management, too many constructions at the same time.	1/9/2019 5:05 PM
133	no	1/9/2019 3:19 PM
134	Victoria requires major upgrades in roads	1/9/2019 12:22 PM

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135	spend money building and repairing roads in Victoria. Potholes and uneven pavement is caused not by rain or vehicle weight but by incorrect engineering procedures for new road base construction and road patching after subsurface repairs. This is easy to prove by comparing road build engineering specs from Vancouver to Victoria. Another area of dire safety requirement is properly night reflective lines required in all areas which is a real risk factor in rainy weather. Anyone who drives in Victoria and surrounding CRD sees the entire lack of nighttime reflective lines and also the lack of lane connective lines on out of alignment streets. We have some of the worst street work in Canada except for maybe Winnipeg and other areas where frost heave is an issue	1/8/2019 10:11 AM
136	The budget for public works is fine but misallocated.	1/8/2019 5:51 AM
137	Not enough line by line scrutiny - lights on our side street have gone out and lights much dimmer - street cleaning worse, and lines on the streets very hard to see (new cheaper paint? or not being upkept?). With proposed natural plants expect cost to go way down!	1/7/2019 5:19 PM
138	storm water tax is a money grab. should be rolled back into operating budget	1/7/2019 2:28 PM
139	Need more funding to manage transportation and parking downtown. As an employer, we lose staff regularly to businesses outside the downtown core due to commuting times and lack of parking and expense of parking.	1/7/2019 1:51 PM
140	Unsung heroes of the City.	1/7/2019 12:13 PM
141	As a resident, my sense is that city seems to be functioning well.	1/7/2019 11:44 AM
142	Street cleaning and the care of the boulevard have almost stopped on my street.	1/7/2019 11:11 AM
143	Infrastructure is categorically an underfunded sector nation-wide. And it is important. But I also think that Victoria has leaned in a lot into their infrastructure and has underdeveloped their housing. Substantially. The market is cooling, but the prices remain unaffordable. And affordable housing shouldn't be 60% of someone's income.	1/7/2019 9:03 AM
144	Much of the infrastructure in older areas of town in aging with little attention to replacement. This must be a priority for city spending.	1/6/2019 9:50 PM
145	I note that it appears as though jobs are not planned well and that the same spots in a given street are dug up multiple times within a 12-month period. Maybe better planning so jobs are done properly once, instead of having to be done multiple times.	1/6/2019 9:18 PM
146	The roads in Victoria are in terrible condition. They need repairing before any bike lanes are considered.	1/6/2019 9:01 PM
147	I feel that resources should be prioritized for non-automobile transportation. Space used for automobile use and parking should be reduced/eliminated and space used for transit, walking and cycling increased.	1/6/2019 6:42 PM
148	Put more money into building up city infrastructure for transportation and traffic	1/6/2019 6:31 PM
149	Far too many wrecked roads and potholes that have been there for years, it's like no one is paying attention to neighbourhood streets any more. Either they need more money or a forced change in leadership and accountability, not sure which.	1/6/2019 6:12 PM
150	Too many cutbacks have occurred in these areas already and our crumbly infrastructure, many shoddy street pavements and neglected urban forest are but a few areas that need attention.	1/6/2019 6:02 PM
151	Where is the cost breakdown for the Bicycle Master Plan? The construction of these little used and ill conceived Bicycle Highways must be limited to those constructs already in place. NO increase in these cost inefficient structures should be planned. Maintenance only, too late to take them out. It is hard to comment on a budget line item called "Transportation" without being able to track it...	1/6/2019 3:39 PM
152	We need more in the way of pedestrian controlled lights in neighborhoods. And better management of sidewalk construction in older well established neighborhoods. Walking on the sidewalk in James Bay feels like a roller coaster with all the ups and downs and a pedestrian controlled light needs to be added to the corner of Toronto and Government	1/6/2019 3:17 PM
153	Privatize some building permit processes. Allow developers to use certified private individuals to complete building inspections and review permits to speed the processes along. The city is not equipped for the current construction boom and the long term employment of additional inspectors etc. is a bad plan considering that the construction boom may slow and the city would be stuck with expensive long term salary obligations. This plan could reduce the backlog and allow for housing to be built more quickly.	1/6/2019 1:22 PM

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154	More funding for maintenance everything to do with public works.	1/6/2019 12:04 PM
155	Amalgamate	1/6/2019 10:56 AM
156	I support an increased budget for Engineering and Public Works, to ensure that existing infrastructure is maintained now at moderate expense, rather than allowing it to decay and require extensive and expensive repairs in the future.	1/6/2019 10:17 AM
157	Seems to be a lot of holes dug in streets, then just left the for weeks before anything else is done. Next year, lol and behold, the same street is dug up again. For example, the corner of Government and Belleville by the Cenotaph is a major case in point.	1/6/2019 10:09 AM
158	Seems low compared with policing	1/6/2019 9:37 AM
159	After the new bridge cost overruns, it seems to me this department is lacking good project management engineers	1/6/2019 9:08 AM
160	ridiculous amounts of money are being spent on bike lanes that are and always will be under utilized.	1/6/2019 3:54 AM
161	Switch to LED street lights for long term reduction in energy costs. Switch to solar cross walk lights. Eliminate backyard pick up of garbage pails and reduce garbage pickup schedule to bi-weekly to save money and encourage people to be more cognizant of their garbage output. Remove city servicing of boulevards - home owners should be responsible for maintaining boulevard plantings. Bring back school year bus passes for students at a low yearly rate. Do NOT switch all public gardens to native plantings. Further restrict and enforce rules against cutting down mature trees. Provide incentives for planting new trees and having food producing gardens.	1/5/2019 9:32 PM
162	More funding to repair streets ie pot holes, sidewalks	1/5/2019 4:33 PM
163	I think a small/modest increase to improve the cleanliness of downtown Victoria, especially during the high-traffic season would be good.	1/5/2019 11:56 AM
164	more money needs to be spent on bus rest stops for the elderly and disabled in our community.	1/5/2019 11:35 AM
165	Upgrading our infrastructure is necessary, and also keeps people working.	1/5/2019 6:42 AM
166	Sidewalk repair budgets need to be increased.	1/5/2019 6:37 AM
167	I know too many stories from one who works for public works....huge money wasters!	1/5/2019 3:56 AM
168	You need to be more efficient with your Boulevard maintenace. It took you 3 visits over many months and calls to remove a stump, plant a new tree and seed the area. LEAN processes.	1/4/2019 11:01 PM
169	Double the budget, still not enough. Only department actually delivering for taxpayers. (OK, also parks.)	1/4/2019 9:28 PM
170	As with departments do they actually have what they need to do their jobs well and effectively?	1/4/2019 8:48 PM
171	A major role of local government is making sure the local infrastructure is adequate (pot holes filled, swear is working etc.). The city spends too much on extras and not enough on core services such a public works.	1/4/2019 8:36 PM
172	Sidewalks need attention. Too much tar, bird feces.	1/4/2019 8:35 PM
173	It would always be nice to have upgraded lights, bridges, streets, sidewalks, etc, but the current funding levels seem adequate.	1/4/2019 4:35 PM
174	I often hear how the employees "hide from work" they need to be better supervised.	1/4/2019 10:28 AM
175	Less time building bike lanes or minority, more time fixing aging infrastructure.	1/4/2019 6:25 AM
176	The city is growing and as such, it is in need of more repair on a more frequent basis.	1/4/2019 6:23 AM
177	I say it's too low because certain areas of this city seem to get all of the attention. Vic West is incredibly ignored by our public works department compared to other areas of the city. We are treated like second class citizens. Maybe it's because there aren't enough staff to get across the bridge?	1/3/2019 9:11 PM
178	I see the revenues from items like solid waste / recycling... storm water utility... water utility... sewer utility match exactly expenditures for these line items directly. Is there a way that these divisions could reduce expenditure and then that saving could be applied to other line items - like transportation - where there are significant and understandable mismatches between revenues and expenses?	1/3/2019 8:42 PM



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179	No	1/3/2019 6:14 PM
180	Infrastructure is so important to continued usage and growth	1/3/2019 5:11 PM
181	I suspect that funding in this area is low as it seems that projects are never finished on time due to a lack of funding and manpower.	1/3/2019 4:33 PM
182	I am continually shocked at the lack of output of outside city workers on jobs related to sewer, water and concrete. Why does 1 block of Higgins Road have a timeline of 5 months? These types of larger jobs are best left to private businesses who work efficiently, effectively and give a full days work for a full days pay. No late starts, early finishes and 45 minute coffee breaks. Go out and watch your crews...you will be embarrassed and shocked	1/3/2019 4:32 PM
183	Get rid of the bike lanes - one of the reasons I do not come downtown Victoria anymore - they have taken up so many of the parking spaces. Such a terrible waste of money until they are charged insurance to be on the city roads. No reason those 18 and up can not pay for insurance - save us paying our insurance from when they hit us! It is a disaster down there!	1/3/2019 4:31 PM
184	Street have potholes, street markings are hard to see in the rain. Increase their budget to save lives	1/3/2019 4:18 PM
185	aside from the ridiculous bike lanes it's unknown what they actually spend the money on as the roads of downtown Victoria are in an appalling state	1/3/2019 4:13 PM
186	Organizations profiting from holding events in Victoria should be paying more infrastructure services!	1/3/2019 4:11 PM
187	Wages and efficiencies can likely be found.	1/3/2019 4:09 PM
188	Stormwater management uses time and money. Trees can reduce this effort and cost, by cleaning water and intake through roots. Climate Change!	1/3/2019 1:47 PM
189	No	1/3/2019 1:18 PM
190	Seven men around a shovel some times is embarrassing.	1/3/2019 12:31 PM
191	Focus needs to be put on an accelerated program of asset management including upgrading and replacement of infrastructure to get ahead of the City's huge infrastructure deficit.	1/2/2019 8:38 PM
192	Public involvement in park stewardship could help reduce the burden on the staff	1/2/2019 12:30 PM
193	Our roads are horrible and frankly dangerous	1/1/2019 3:41 PM
194	Thank you for removing furniture off of our street so quickly!	1/1/2019 12:56 PM
195	Clearly public works is not operating efficiently. Will more money help? Perhaps better training and efficiencies would help. I see a lot of waste in these services. e.g. workers standing around doing nothing, projects taking way longer than they should, some contact that I've had with these departments have been unpleasant. I'm not sure why they don't seem to care sometimes.	1/1/2019 10:48 AM
196	Infrastructure is crumbling. There is not enough accessible parking and work on pedestrian sidewalk and crosswalk safety Needs to be escalated	12/31/2018 8:14 PM
197	Had good response to neighbourhood safety issues relating to sidewalks.	12/31/2018 6:39 PM
198	The roads around Victoria are in terrible condition. Get on a bike around town and you'll see what I mean. Some greater priority should be placed on improving road surfaces in general. That said, improving the road will lead to people driving faster. I believe traffic speed reduction measures (speed bumps, cobble stones, etc.) should be employed particularly in high pedestrian areas to slow traffic down. This would significantly improve the general feeling and safety in the downtown core.	12/31/2018 3:09 PM
199	No more bike lanes. Spending on this has been out of control to date. Especially identifying as someone that can't use them, but sure could use more accessible and inclusive parking downtown.	12/31/2018 2:36 PM
200	Spend less on street cleaning and more on environmental impact measures such as solid waste reduction. The plastic bag ban was a fantastic idea and we need more initiatives like that. The City should be heading towards zero waste. City needs to get people to reduce consumption, reuse items and to only recycle as a final option. Only problem is that garbage and recycling is big money for industry so trying to get to zero waste will be an uphill battle. But the City must go in that direction.	12/31/2018 11:22 AM



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201	The condition of the roads and sidewalks in Victoria is deplorable - much work needs to be done so it is safer to walk and drive. The constant swerving in and out traffic to avoid potholes is dangerous.	12/31/2018 7:34 AM
202	Repair infrastructure. Old pipes, cracked sidewalks and roads ignored. Need to fix.	12/31/2018 6:51 AM
203	I think there are always ways to improve streets, lighting, and transportation.	12/29/2018 10:53 PM
204	not enough attention paid to aging basic infrastructure	12/27/2018 12:42 PM
205	Seems disproportionately low given that the age of some of our infrastructure.	12/27/2018 9:36 AM
206	The Draft Financial Plan states that Engineering & Public Works (EPW) is responsible for construction and maintenance of City infrastructure including benches, bus shelters, and street furniture. I am concerned that hostile architecture and exclusionary design is being widely used to discourage and prevent unhoused people from accessing public spaces, with particular impacts on people with disabilities. Examples of hostile architecture include removing benches from neighbourhood spaces where low-income people congregate, inserting armrests in the middle of benches to prevent someone from lying down, implementing spikes or concrete planters to prevent people from sitting or lying on pathways, using surveillance cameras and bright lights to dissuade people from gathering, and gating alleys or other thoroughfares. These types of measures are encouraged by VicPD through their Crime Prevention Through Environmental Design program which is based on the widely debunked 'Broken Windows Theory'. According to this theory, which has now been proven to be ineffective and harmful, policing low-level offenses maintains social order thereby preventing more serious crimes -- a tactic that has been shown to increase racial and social profiling, increasing rather than decreasing harm. People with mobility disabilities are especially impacted by these measures as removal of benches, putting in armrests, etc. prevents people from being able to sit and get rest. I would like to see the city allocate funds to consulting with people who have been targeted and impacted by hostile architecture to identify priorities for removal of barriers, restoration of infrastructure removed by the City in past years, and other measures consistent with the City's stated commitments in the 2019-2022 Draft Strategic Plan to foster a compassionate city, foster a welcoming environment that treats all people with compassion and respect, and identify and remove barriers. I also note that EPW is responsible for ensuring resident access to essential infrastructure and services, including water, drainage, wastewater collection, garbage collection, and access to public amenities. I am concerned that unhoused people sheltering outside do not have equitable access to these essential services and would like the City to consult with people sheltering outside (on a regular basis as this is a changing population) to identify infrastructure priorities so that everyone has access to such basic survival necessities as clean potable water (for drinking, bathing, cooking, and fire suppression), hygiene infrastructure such as showers and bathrooms, garbage collection, access to safe food storage and preparation facilities, storage of belongings, and places of refuge from weather. It is imperative that the City recognize that there is not going to be a one-size-fits-all solution and assess diversity of needs for infrastructure, including diverse locations so people do not have to walk long distances to access survival basics.	12/25/2018 4:50 PM
207	Need more in the budget for roads, sidewalks etc. Road upgrades and repairs. Need more light controlled crosswalks. Need way more left hand turn signals installed. This would help the flow of traffic immensely. Example: Bay & Government heading east on Bay street. Most times only one car make a left hand turn per light change. Another one that comes to mine is, Cook & Finlayson heading north on Cook street. Since the upgrading of Cook street from Quadra to Maplewood street, the traffic has increased two fold. Again, trying to make a left hand turn onto Finlayson street only one car at a time gets through the light . WE NEED MORE LEFT TURN LANES AND ADVANCED LIGHTS!!!	12/25/2018 10:31 AM
208	Probably needs higher spending to cope with increased demand from extreme weather events due to climate change	12/24/2018 3:31 PM
209	Road upkeep is of course very important but the sidewalks should be maintained in a better condition, especially the old cut-aways at the corners. The condition of the sidewalks are in a bad condition throughout downtown Victoria, but especially in James Bay.	12/24/2018 1:31 PM

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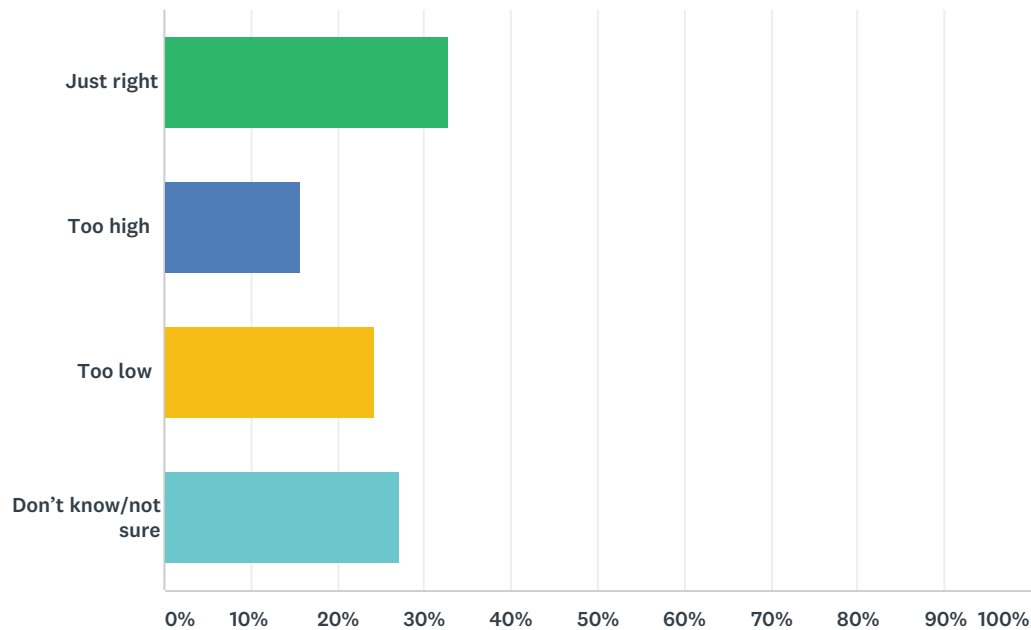
210	The reason I'm not sure about the proportion of the budget for Engineering and Public Works being (or not being) enough is that the most visible transportation-related use of that money seems to be accommodating bicycles. All modes of transportation need equitable consideration. While the City seems to recognize the increasing proportion of senior citizens, it does not seem to recognize that as seniors' modes of transportation shift away from driving their own cars, they are most likely to walk, use walkers on city streets, operate mobility scooters, take buses, and hire taxis. Seniors represent nearly 20% of Victoria's population – headed for 30+% by 2030, so the time for addressing the transportation structure in ways that meet their needs is NOW.	12/24/2018 11:48 AM
211	No	12/23/2018 11:51 PM
212	Take from FD and give to this area.	12/23/2018 10:12 AM
213	Stop spending on any additional bike lanes. Renew more roads and ease congestion. Do not spend a dollar on decreasing speed limits (a worthless initiative).	12/23/2018 9:00 AM
214	We need roads repaired in a timely manner	12/22/2018 5:08 PM
215	Efficiency should be increased. You do not need two supervisors for one worker.	12/22/2018 3:34 PM
216	Roads need work	12/22/2018 2:23 PM
217	There are many roads that need paving and areas where lighting is poor. Grass boulevards in James Bay need seeding as they turn into slippery mud patches in the fall and winter which is dangerous when getting out on the curb side of a vehicle. I try to stay off it for fear of slipping and falling so I hang onto the car and walk along the narrow concrete edge and walk on the street until I can get to the sidewalk without walking through the muddy grass boulevard. Regarding transportation, please look into a guided busway solution such as the one in Adelaide, Australia. Regular buses have small wheels attached for connecting to a track where they can travel high speed. They can then come off the track and function as a normal bus. Could be the perfect solution for our size of city. If this solution as been explored but rejected for whatever reason, it would be appreciated if that was communicated. Please complete the cycling network. We bought new ebikes as I now feel more safe to cycle around town and m <span style="color: red;">Personal info</span> husband is cycling daily. Thank you!	12/22/2018 2:19 PM
218	Many of Victoria's side streets are car wreckers! Many streets need re-topping!	12/22/2018 2:19 AM
219	No	12/21/2018 5:34 PM
220	Our infrastructure is waning all the time, streets remain unpaved and full of potholes, traffic signs are old and insufficient, road signage desperately needs updating, street cleaning needs improvement.	12/21/2018 3:00 PM
221	Other than emergency services the rest should be contracted out to the private sector or have the city bid on their own jobs	12/21/2018 10:55 AM
222	City needs to provide more funding for infrastructure support.	12/21/2018 10:44 AM
223	Roads are pathetic. Too many lumps and bumps. Tried of the patch work. I should have sued when I walk into a pothole and sprained my ankle. I should have sent the City my car suspension repair bill, New designs are not well thought out. ie. Cook St. and Caledonia. The left turn lane onto Caledonia northbound is odd and too short which ends up blocking straight through traffic. Curbs have lost their yellow paint especially in the neighborhoods so cars park wherever they choose. Saturday garden waste dumping is not good enough during the spring and summer. Waiting 20 mins. in line is a joke. The city feels like dirty laundry. I'm a cyclist and the bike lanes suck. As a pedestrian, cyclist and driver, too much time is wasted waiting for the light. It's too short for as a pedestrian going north/south. Too long going east/west because cyclist have to go through first, then the left turn light for cars to turn. If there are no cars turning left, why does the light still activate? If there is a row of cars waiting to turn left, why does it only let two or three cars go through? Where are the sensors? My street is very well traveled by pedestrians, cyclist and cars. There are no sidewalks. Traffic on Cook st. is congested during rush hour between Cook and Pandora because of the short lights on Pandora and the left turn lane as mentioned above. Cars now cut through the side streets to get to Johnson St via Chambers. Thanks so much! Because it is awkward to turn left onto North Park heading southbound, cars cut through my street. Thanks again! The painted road lines are not visible at night. When it's dark and raining you can't seem them at all.	12/20/2018 9:20 PM

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224	The garbage disposal is extremely inefficient and cumbersome. Saanich has a much more efficient home pick up system that costs much less and requires far less labor. Also, excessive funds have been delegated to creating bike lanes. Motorists make up a large majority of transport vehicles. To reduce greenhouse gases, wait time at traffic lights should be reduced by increasing traffic flow. It seems silly that bikes have been given such a strong presence allowance on the road when they barely comprise 10% of the transportation vehicles.	12/20/2018 8:31 PM
225	I do know a lot of time, thus money seems to be spent on getting various projects done.	12/20/2018 7:11 PM
226	E&P Works is getting enough funding, but isn't being spent wisely. The bike lane projects are great, but were not launched well and did not take into consideration disabled people who now have a harder time accessing Public Transportation or crossing safely. We also need more street lights so pedestrians can cross safely along busier roads like Fort St.	12/20/2018 3:51 PM
227	Ridiculous amount of money being paid to the middle and top management!!! Helps is 100% at fault for this as she has absolutely no concept of fiscal management!! The citizens of Victoria CANNOT afford these salaries that are being paid out!!	12/20/2018 2:45 PM
228	City looks clean and well taken care of.	12/20/2018 1:22 PM
229	Improve the standard of roads and sidewalks. Stop spending on bike lanes.	12/20/2018 9:16 AM
230	Could you review the timing of the traffic lights on the Cook corridor, through North Park and into Fairfield? The congestion is getting worse in both directions.	12/20/2018 6:51 AM

## Q16 When thinking about the services you receive from Sustainable Planning and Community Development, do you feel that funding in this area is:

Answered: 778 Skipped: 705



ANSWER CHOICES	RESPONSES	
Just right	32.90%	256
Too high	15.68%	122
Too low	24.29%	189
Don't know/not sure	27.12%	211
TOTAL		778

## Q17 Do you have any additional comments on the proposed Sustainable Planning and Community Development operating budget?

Answered: 167    Skipped: 1,316

#	RESPONSES	DATE
1	CALUC members should be compensated	1/20/2019 11:18 PM
2	The City has great planners who have great ideas about making Victoria more livable and more sustainable. I encourage the new Council to stand up to those who would say no to new development. I would also encourage the City to follow in the footsteps of Minneapolis with their abolition of single-family zoning. I particularly liked the slogan used, "Neighbours for More Neighbours" and would count myself in that category. I think that the planning staff would largely concur.	1/20/2019 10:57 PM
3	Sustainable planning is not enough	1/20/2019 8:49 PM
4	The funding is right, but the objectives aren't being met. CAC funding over the past 4-6 years should have been 5-10 fold what was obtained. Planning department (and Council) also does not respect neighbourhood plans,	1/20/2019 8:07 PM
5	I think that they should have responsibility for inclusion and accessibility. It's a social problem to which, to date, only engineering solutions have been applied. They need to do more on accessibility standards. It's more important to provide housing choice to people with disabilities than STEP standards. Accessible parking in private developments a high priority.	1/20/2019 6:56 PM
6	Permits and inspections personnel are very professional and efficient;however, the existing sustainable planning is defective in the area of tree preservation as the main focus is on Development. The existing tree bylaws do not effectively protect trees or the Garry Oak ecosystem on private land. Significant CAC and land tax provisions used by other cities need to be established or increased as part of sustainability planning. Lastly, existing teardown permits allow houses to be built on enlarged or different footprints within the lot and there is a lack of regulation in the new house design window placement etc with regard to neighbouring houses or protected tree removal. In comparison, garden suites have better design/placement regulations, yet both seem to allow tree removal if in the new footprint.	1/20/2019 5:55 PM

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7	<p>The current orientation of funds towards planning and community development is insufficient to engage in the significant transformation needed to dismantle the colonial relationships and power structures that are the current foundation of the City of Victoria. Currently, planning and development is oriented towards a vision that emphasizes expanded economic prosperity for some, at the expense of people with low incomes. The rapid gentrification and expansion high-end luxury housing currently happening downtown is increasing criminalization of people who are marginalized, stigmatized, and considered 'undesirable' in this glossy vision of Victoria as a rich person's playground. Improving sustainable planning and community development requires both additional resources to be invested in this area and also a political reorientation so the work is to further building communities of care, respect, and consent, rather than to advance a profit-oriented agenda of what matters and who is important. Sustainable planning and community development is not about cashing in to make money as quickly as possible, it's about ensuring that infrastructure meets real social needs in ways that are environmentally sustainable and respectful. There is huge momentum behind current settler abusive, violent relationships to Lekwungen people and their territories and it will take very significant investment to change that, to actually enact decolonization, reconciliation, and reparations for harms done. The Victoria Housing Strategy has not made significant headway on increasing the supply of affordable and appropriate housing. Strategies identified in the Draft Financial Plan in this subsection assume housing and land will remain commodities (e.g., emphasizing private development by settler property owners and institutions) instead of exploring models to return stolen lands and enter into agreements with Lekwungen people about how to create and manage housing on their lands in ways that respect their authority over their territories and prioritize ensuring that Indigenous people on these territories have safe, culturally respectful, and affordable places to live. This colonial and capitalist approach to lands and housing are not the right direction for sustainable planning and community development. Official community planning and local area planning processes must be broadly inclusive both in how they are conducted and their aims. The people most marginalized and socially excluded from communities need to have priority with planning processes conducted in inclusionary ways that do not require high computer literacy, access to computer equipment, being able to speak in person at public meetings, or otherwise highly selective processes. All community and local area planning processes must start from a foundation of recognizing that settlers on stolen lands do not have entitlement to determine the future of these territories and emphasize decolonization and other transformative measures.</p>	1/20/2019 5:04 PM
8	I really valued the role of the Social PLanning and Community Development unit at the City in the 1990s and miss their role in addressing community issues today.	1/20/2019 3:38 PM
9	It would make a big difference to Victoria's sustainability if the Planning department really committed itself to retaining our mature trees, and if the City took a stand that Victoria is a city where trees matter -- in every department. Planning could streamline a process to make it easier to make changes that would retain more trees.	1/20/2019 9:55 AM
10	I appreciate the changes the council has made to streamline the paperwork for rental housing.	1/20/2019 9:04 AM
11	More attention should be paid to heritage preservation, as well as neighbourhood liveability. There is a risk, by the current apparent focus on large developments with density above and beyond the OCP standards, requiring variances and/or community amenities, that Victoria could become just another unattractive city filled with highrise towers. Thank you for changing the rules to allow carriage houses, tiny houses etc. to be built in back yards. CALUCs could use more City staff guidance in dealing with land use issues. CALUC members are community volunteers who may not have a background in land use and development issues.	1/19/2019 4:11 PM
12	Don't let developers call the shots, give back to the community	1/19/2019 2:03 PM
13	I think there needs to be more done to emphasize creating real sustainability (not green-washed condos with garden boxes on the roof) and making sure that when we talk about communities, we are including communities that are often marginalized. Despite it's name, I believe the Planning and Development department does not do enough to balance development so it serves poor, marginalized and stigmatized communities. I do not see a place for myself in the glossy images of Downtown Victoria as a wealthy person's playground full of expensive condos and rental units that nobody in my community can afford. I invest a lot of time in building relationships, running a profitable small business that serves my community, and engaging in shaping the politics of this City. I'm a valuable community member, despite the fact that I don't make more than \$30,000 in a year. Increasingly I find it difficult to imagine a future for myself in this city. We need to invest in public transportation, continue the good work started on bike lanes. and create mandatory guidelines for affordable units, green spaces, and allotment gardens.	1/19/2019 12:28 PM
14	Where's teh ROI on this money? I haven't ben able to see it anywhere.	1/19/2019 11:27 AM



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15	no	1/19/2019 8:51 AM
16	This department isn't working for the citizens of our neighbourhood. Not enough consultation about development. Over building without affordability. Not following the bylaws Clearcutting the mature trees	1/18/2019 10:12 PM
17	Sustainability should be our number one priority to create a resilient city in these unpredictable times.	1/18/2019 6:11 PM
18	With the priority given to Affordable Housing, Council should direct that more of the department's efforts go to facilitating this, and less to expediting approvals of expensive condos.	1/18/2019 4:09 PM
19	Permitting processes are not fast enough and additional resources should be made available to speed those timelines	1/18/2019 3:32 PM
20	One needs to plan first and act later. If the plan is good one has a solid foundation.	1/18/2019 2:00 PM
21	How is increasing density downtown with all that underground parking sustainable? All those cars coming out of those underground parking lots will be clogging up every street. It is already happening. None of the planning I've seen so far seems very sustainable to me. The city needs to be protecting urban green space. The city needs to stop the slaughter of our urban forests. The city needs to plant more drought tolerant trees, and under story plants. This will require a complete rethink on how we do things. It will require educating the public on rethinking what they buy, what they throw away. Garbage is going to become a HUGE problem. It already is.	1/18/2019 1:13 PM
22	Heritage once lost is gone forever. Small things like heritage houses are often more important as well as being less expensive than things like preserving the hideous facade of the erstwhile building at Douglas and Wharf. Much of Victoria is being overrun with much too big condo building which I feel must be largely owned by people who do not live in them. Also true of quite a few houses, including a big newish one on our street which is almost always empty, owned by Americans rumored to have several houses in different places. Does this department have anything to do with developing communities, or is it just about buildings?	1/18/2019 11:34 AM
23	City planning has been very poor. There is far too much catering to developers. Developers need to be held accountable. Always.	1/18/2019 10:55 AM
24	Seems to be alot of money for tearing down trees.	1/18/2019 8:19 AM
25	More communal vegetable and herb plots available for free, encourage stewardship of thr community, inclusiveness.	1/18/2019 6:29 AM
26	Should be 0% with income coming from permit fees and enforcement. This is a no brainer	1/18/2019 1:06 AM
27	More emphasis is needed on emergency response and natural disaster planning at the municipal level	1/17/2019 9:32 PM
28	Need to invest in sustainable food systems.	1/17/2019 8:23 PM
29	More aggressive heritage planning!	1/17/2019 7:24 PM
30	I would like to see additional community development efforts in the Gorge/Burnside area.	1/17/2019 2:32 PM
31	I am 100% against immigration - especially with trueborn Canadians sleeping on the streets. Real Canadians suffer much financial distress at the pharmacy, etc. while newcomers get everything handed to them. Its wrong to do so.	1/17/2019 1:03 PM
32	With the rapid growth in Victoria more funding should be available for sustainable planning and community development.	1/17/2019 1:02 PM
33	Hire consultants when necessary don't devote valuable salary/benefit resources to ideology	1/17/2019 9:11 AM
34	The budget needs to be adjusted due to increased development in the city, i.e. more for staffing and engagement.	1/17/2019 8:58 AM
35	More work on facilitating complete communities; the nexus of sustainable transportation, low-carbon livable communities and affordable housing.	1/16/2019 10:03 PM
36	Chloe Tunis deserves a promotion.	1/16/2019 7:42 PM
37	Planning scope has expanded too much. They are hurting business	1/16/2019 5:57 PM
38	I notice the housing strategy has no increase and yet this is an identified area of concern.	1/16/2019 5:04 PM
39	Too much money spent on bike lanes and not enough fixing the problems.	1/16/2019 4:59 PM

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40	Its these policies that dictate the minutia of quality of life and I'd like to see them have more resources.	1/16/2019 4:48 PM
41	I would love to see more land downtown dedicated to off-leash dog parks!	1/16/2019 2:35 PM
42	what a waste of money	1/16/2019 2:15 PM
43	Just what does this mean?	1/16/2019 1:06 PM
44	Better management needed	1/16/2019 1:03 PM
45	More needs to be spent here. Spending here will save in the long term.	1/16/2019 11:34 AM
46	I'm really glad at all the ways Victoria has a lively downtown, and for the supports for that to happen, but so many people are excluded from prosperity in this region that I can't believe this department is really doing the best job they could.	1/16/2019 11:33 AM
47	I have major concerns that all density not be built in downtown, and I do not like buildings that are beyond the height of "human scale" or about 5 or 6 stories. Many people (Councillors) in all municipalities who are making decisions about density do not live in multi-unit housing: they live in single family homes. We need more parks, more green space downtown. We need Safe Routes to Parks! We need to end single family zoning and built duplexes, tri-plexus, four-plexus and small 3 story apartments in all neighbourhoods within a 6 to 8 km radius of downtown, and we then need to service all these neighbourhoods with frequent public transit. We need to end sprawl, but not over-rely on highrises. We need to preserve character in neighbourhoods and assure that we aren't creating have/have not housing density.	1/16/2019 10:27 AM
48	The Victoria Housing Strategy has not made significant headway on increasing the supply of affordable and appropriate housing. Strategies identified in the Draft Financial Plan in this subsection assume the best ways to deal with the housing crisis are through the use of the market. The housing crisis will not go away if the city doesn't take bold action. I wholeheartedly support the action to create a municipal housing service to acquire land to build affordable non-market housing and would like to see this reflected in the budget. Developers will not fix this mess; it's time for government intervention. Now is the time as the provincial government continues to make gains on the housing front.	1/15/2019 10:28 PM
49	A well designed city is an investment. Paying more upfront can save us down the road. There is competition for smart and effective urban planners and we should be willing to pay for top talent.	1/15/2019 7:33 PM
50	I have lived in Victoria for the last 10 years and to be perfectly honest, as a young professional this city is no longer affordable for me. I can't afford to rent here, and the ongoing gentrification of not only downtown, but formerly affordable areas, like my neighbourhood, Quadra Hillside, have forced me to question if I will be able to stay in Victoria long-term. I am saddened to see that this city is investing so many resources in attracting new development and shiny things for rich people (expensive condos, high end luxury housing, malls) and putting so little effort into supporting both our city's most vulnerable and the class of working poor professionals. Many of my peers in their 30s are feeling the same pinch, we love this city, but the arts community is dying due to unaffordability and our wages aren't enough to cover the exorbitant cost of living here. The city seems to be primarily focused on building condos and not providing any rent relief.	1/15/2019 3:32 PM
51	i think the city has done a great job of tackling the issues of sustainable planning and community development with the funding that currently exists	1/15/2019 2:38 PM
52	I'd like to see the Sustainable Planning and Community Development budget doubled from 2% to 4%.	1/15/2019 1:58 PM
53	Continue and increase grants for neighbourhoods to create projects that increase neighbourhood cohesion and creativity.	1/15/2019 1:50 PM
54	While I find this an important category, perhaps there are better uses for this money to achieve the same goals, like incentives for increasing density and housing supply.	1/15/2019 1:18 PM
55	Supposedly, Gorge-Burnside is a priority, but the neighborhood has only gotten worse. The only "improvements" appear to be for the benefit of Cool-Aid Society and its beneficiaries. Geoff Young was delinquent in his representation of this neighborhood.	1/15/2019 9:57 AM
56	Sustainability needs to be a higher priority. Costs will continue to rise in all areas however, if we can't make services sustainable, then it is all money down the drain.	1/15/2019 9:36 AM

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57	Given the importance of affordable housing as a strategic priority, the budget for this area should be expanded to support the numerous initiatives the City plans to implement related to affordable housing. As well, additional funding to this area could support fast tracking affordable housing and non-market housing developments.	1/14/2019 9:23 PM
58	The planning department needs additional funding to improve its project approval turnaround time.	1/14/2019 4:20 PM
59	It is time to put neighbors/ home owners rights ahead of developers. People pour their life savings into homes and struggle to keep the neighbours they bought into, and are not assisted or listened to by council. This not not necessarily about funding amounts but a systemic cultural change at council.	1/14/2019 1:12 PM
60	Could be contacted out and sings realized	1/14/2019 11:49 AM
61	yes we need sustainable planning and community development to keep this city vibrant - don't spend more on bike lanes this year spend on the maintenance of the city	1/14/2019 10:34 AM
62	I have seen a lot of wasted monies in this area. For example the project at Yates and Douglas with the puzzle cross walk, etc. Total waste and its ugly too.	1/14/2019 9:55 AM
63	The planning department has a lot of great ideas - eg the first draft of the Vic West Neighbourhood Plan was very well done. This was a good climate action document at the outset and was sadly watered down to be business as usual in a time of need for radical action. I would like to see Council be as bold as staff, and support their ideas for making Victoria everything your Strategic Actions say.	1/13/2019 10:34 PM
64	the current amount of funds is insufficient to adequately address the transformation needed to dismantle to colonial relationships and power structures that are the current foundation of the city of victoria. current planning and development is oriented towards the expanded economic prosperity for some at the expense of people with low incomes. Official community planning and local area planning processes must be broadly inclusive both in how they are conducted and their aims. The people most marginalized and socially excluded from communities need to have priority with planning processes conducted in inclusionary ways that do not require high computer literacy, access to computer equipment, being able to speak in person at public meetings, or otherwise highly selective processes. All community and local area planning processes must start from a foundation of recognizing that settlers on stolen lands do not have entitlement to determine the future of these territories and emphasize decolonization and other transformative measures. having grown up in victoria i feel sad about the direction i see it moving in. more and more i experience that the comfort and desires of the affluent are taking precedent over the needs of less privileged people and i see people getting pushed out of the city to make way for the rich.	1/13/2019 5:34 PM
65	The current direction of "community development" is oriented towards for some, at the expense of people with low incomes. The gentrification is occurring at a rapid pace, with increasing development of high-end and luxury housing. In neighborhoods where this trend occurs, poor and low-income people are pushed out and often criminalized. We need to invest in projects that have a longterm return that support a more equitable and caring community. We need to invest in longterm solutions that disperse wealth, access to health care, and social services across the community that are environmentally sustainable and socially responsible and empowering. We should not just be investing in quick capital gain. At the foundation of sustainable planning and community development should be sincere efforts to build respectful relationships with the indigenous peoples whose territory the city occupies through reconciliation and decolonization.	1/13/2019 5:23 PM
66	More housing less bike lanes	1/13/2019 4:56 PM
67	More funding for community gardens and other local initiatives.	1/13/2019 4:12 PM
68	I feel that the Victoria Housing Strategy Implementation is very important, and would like it to have a larger budget to accomplish more action and complete more deliverables.	1/12/2019 9:34 PM
69	The city is changing the face of Victoria and not in a good way. Not enough thought about the heritage aspect. We don't need anymore 500k to 3 million \$ condo's. You can still have progress without tearing down what you have.	1/12/2019 7:38 PM
70	More emphasis on the environment and an end to corporate capitalist exploitation No high rise buildings - appalling things which create ghettos Assistance/subsidies to help with solar, wind, rainwater harvesting and electric cars All new buildings to have green roofs, solar, and rainwater harvesting Climate change is here now!!!	1/12/2019 11:22 AM
71	No	1/12/2019 10:42 AM
72	Not effective use of funds programs need evaluation	1/12/2019 9:15 AM

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73	More gardens spaces, greenhouses, hydroponics for growing produce. I like the plastic bag ban, but I think promoting bring your own reuseable container for grocery stores and take-out food would be awesome.	1/12/2019 8:31 AM
74	Either there's a climate catastrophe or there's not. The greenest building is the one not built. Put homeless in nice existing structures. Every new high rise of glass, steel and cement requires a hole somewhere else on the Planet 10 times as large, and fossil-based carbon to transport and transform the input material. Unsustainable. SP&CD must urgently transform to prevent this in our built urban environment. There is no such thing as "triple bottom line". It's either ecological and social values that are planned for or profit which is not a value. Profit by definition always precludes other values (See "profit" definition at Dictionary.com: <a href="https://www.dictionary.com/browse/profit">https://www.dictionary.com/browse/profit</a> ).	1/11/2019 8:45 PM
75	Let's develop the City for its residents and less for tourists, it looks very phoney in the inner harbour, the "facade" of democracy taken to new heights.	1/11/2019 3:30 PM
76	I think we could be doing this a lot better and I am glad to see that part of 2019 is to deliver on updated community plans and work on zoning. There is far too much development going on without proper long term planning or consultation. If there is no recent community plan, large scale projects should not be moving through. I think there should be more rigid zoning regulations to halt this over construction of condos that are shockingly high and are completely changing the look and feel of Victoria (and many of which remain vacant for numerous reasons). I also believe that more should be done to preserve Victoria rather than trying to turn an island city into something you would see on the mainland. I also think that more needs to be done in terms of transportation and encouraging alternative transportation to vehicles. Creating a bike lane along Vancouver st would utilize the mostly quiet street for protected transportation. Ideally, I would like to see Vancouver street be mostly pedestrian and bike as it already has deterrents set up for traffic. Ultimately, for me, I would like to see council take a hard turn towards increasing social housing (not "affordable" housing), halting the development of condo and these stupid looking modern houses and ensuring that what is being built will serve the community and future generations, and working really hard to plan out more sustainable transportation options and putting in place deterrents for drivers and supports for people who chose alternative transportation.	1/11/2019 3:16 PM
77	More planners to process applications faster. More community planning to properly develop real, workable affordable housing policy would be a huge benefit rather than operating from assumptions about who has the money to pay for affordable housing	1/11/2019 2:53 PM
78	More funding for volunteer engagement, environmental stewardship, habitat conservation and ecological restoration!	1/11/2019 1:39 PM
79	Get with the Langford approach.	1/11/2019 12:48 PM
80	No comments on the budget. Too much to say about the inadequacies of the department in general, for this forum.	1/11/2019 12:44 PM
81	Could be a higher budget allotment, developing the City of Victoria in a sustainable manner will help accomplish some of the other Strat Plan objectives e.g. sustainable transportation, climate change, affordable housing.	1/11/2019 12:19 PM
82	More focus on climate change!	1/11/2019 12:06 PM
83	Planning is just a mystery to me as too much is totally subjective both to political climate and often the personality of the planner. Ultimately clear and non subjective criteria are hard to write or interpret. The clients are no better since too much around planning is subjective.	1/11/2019 11:19 AM
84	stop promoting high density expensive properties be built	1/11/2019 9:21 AM
85	Cut in half	1/11/2019 8:50 AM
86	The housing market is putting pressure on land and we need to consider the future (not developer profits) when approving zoning and development.	1/11/2019 8:48 AM
87	This is important work. It takes a back seat to first responders. A budget in this area should not be allocated until our first responders have adequate funding.	1/11/2019 7:57 AM
88	Whoever came up with the bus/bike lane on Douglas and whoever supported them are idiots.	1/11/2019 7:52 AM
89	City bureaucracy needs streamlining. Far too complicated processes for approvals, especially building - it takes months instead of days of weeks to get answers.	1/11/2019 6:05 AM
90	more focus on sustainable public transportation and green spaces for the public to use	1/10/2019 11:40 PM

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91	My hope for the city is that future construction projects will be designed to compliment and enhance the city's existing historic charm, especially near to residential neighbourhoods and community villages. We have many wonderful old houses and buildings, but when new condo and apartment buildings with ultra-modern styles are built near to the historic buildings, we end of with an unappealing hodge-podge of styles. Let's aim to make Victoria more beautiful than most cities, and let's do that by restricting the architectural styles and exterior building materials to compliment the older buildings. Let's also encourage preservation of upgrades to existing older buildings. These steps would be consistent with the old English theme that Victoria's tourism industry likes to project (a theme which is becoming increasingly divergent with reality). I suggest the city form a committee to oversee this vision and its implementation. It would be useful if the city agreed to and then documented specific guidelines to help developers during their planning stages, including examples of acceptable and unacceptable architectures and building materials. It would be good if neighbourhood development plans aligned with the guidelines. A vision of Victoria as a beautiful, historic city will be good for tourism, and it will be good for those of us who live and work in Victoria.	1/10/2019 10:47 PM
92	I feel that there is a terrible lack in gathering information from the public, I'm not sure if that is related to lack of budget to do so	1/10/2019 9:50 PM
93	The city needs to rethink to design the city for people. More money should go into community development	1/10/2019 9:27 PM
94	Putting more emphasis on community development should, although slowly, reduce the need for services to deal with the impacts of lack of attention to the social determinants of health.	1/10/2019 8:33 PM
95	Amalgamation of municipalities would help with this issue.	1/10/2019 8:21 PM
96	Wether it is too low or not really depends on the allocations within the category, more should be applied to economic prospertiy which in turn will generate a greater tax base for the other things we need and desire.	1/10/2019 7:44 PM
97	I'm not sure that I receive any services from the sustainable planning and community development budget. More community gardens, Parks and festivals, please!	1/10/2019 6:46 PM
98	Health and wellness through community facilities such as Parks and Recreation is a bench mark of liveable cities. I think city of Victoria needs to emphasize these areas more than they do, and less using municipal and city resources for social issues such as homelessness, child care, poverty reduction etc etc. The province and feds have nicely downloaded these to the local taxpayers, which I think is wrong- would hope that city council would have better boundaries on how they see their role.	1/10/2019 6:34 PM
99	Ounce of prevention...	1/10/2019 5:17 PM
100	Make the developers pay	1/10/2019 5:06 PM
101	More tasteful architecture for downtown!	1/10/2019 4:58 PM
102	Way too low. Let's have some courage and imagination, and invest in our communities this year.	1/10/2019 11:31 AM
103	I'm not sure how an increase or decrease in budget would affect community development	1/10/2019 11:00 AM
104	No more bike lanes!!! They don't ease traffic congestion as the roads are to narrow in the city to support them. When trying to promote economic develoment it make no sense to take parking away. Peopme can't transport purchases made on their handle bars!	1/10/2019 8:18 AM
105	Also not well advertised and decisions are often made without seriots regard for residents. Example:parking on Humboldt. Went from 2 city blocks of parking to 1. Good luck if you live there evercoming home to somewhere to park	1/10/2019 7:39 AM
106	We have no sustainable planning, I can't afford my own house now!	1/9/2019 5:06 PM
107	no	1/9/2019 3:19 PM
108	Too many ineffective staff - and continuing to grow!	1/7/2019 5:20 PM
109	An affordable, healthy, livable Victoria requires investment in quality development and smart approaches to our challenges.	1/7/2019 3:22 PM
110	too many planners creating too many plans that continually have to be updated	1/7/2019 2:28 PM
111	I believe with a lack of background with the current council related to "land use", "heritage" and "urban planning" additional positions and consultation should be a priority	1/7/2019 1:40 PM



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112	I am not a supporter of the types of bike lanes this government has spent hoards of money on. They are badly designed and over engineered. Far too costly. Painted lines are sufficient! No more!!!!	1/7/2019 1:18 PM
113	Seems like a big jump in contracted services, esp. for Downtown Core area Plan. Must be some staff who can work on this.	1/7/2019 12:22 PM
114	I honestly don't feel that the services we get are of a quality that warrants this much investment. Roads are constantly blocked by construction, there is no coordination to allow for clear roads to allow people to move about the city without getting stuck forever in traffic. I would be fine with investing in this part of the budget if I thought it was running efficiently. Right now it feels like a huge waste of my money	1/7/2019 12:13 PM
115	this is a critical area	1/7/2019 10:59 AM
116	Delays in approving construction are entirely at unacceptable levels adding to the cost of housing in Victoria and making affordable housing much more difficult to achieve.	1/6/2019 9:52 PM
117	The ongoing predation on downtown parking is out of control, make more spots to accomodate those not being made under green buildings or lost to the bike lanes. You are driving workers out, and pressuring customers to go to outlying malls where there is not only ample parking but it doesnt cost \$16 (!) per day.	1/6/2019 6:14 PM
118	A forgotten corner of the bureaucracy that influences the texture of our city. The plethora of mediocre architecture and fuzzy planning is witness to this.	1/6/2019 6:04 PM
119	Don't change the tree bylaw. If you want to exacerbate the housing crisis then make it harder to cut down trees. Don't be stupid on this one.	1/6/2019 1:24 PM
120	Seems low unless it's just about planning and not about implementation	1/6/2019 9:39 AM
121	Too much politics involved in this area.	1/6/2019 9:09 AM
122	Take additional steps to cut red tape and make it easier to get zoning changes and building plans approved. Move ahead more swiftly with changes to rules about suites and garden houses to facilitate infill housing. e.g. allow duplex houses to have suites, change rules concerning size of suite relative to size of residence and minimum size of residence required to have a suite. Allow multiple suites in large buildings etc...	1/5/2019 9:38 PM
123	Hire a project manager for once.	1/5/2019 7:49 PM
124	Improvements in turn-around time need to be made in permitting so as to ease red tape. While I am a fan of density, I further believe that building a city of highrises is not the vision of Victoria that I want to see. Models us after Washington DC, where builds can only expand upwards to a designated 5-6 floor. This provides for better resident engagement.	1/5/2019 6:46 AM
125	Thankless task. Serving taxpayers and councillors, not possible.	1/4/2019 9:30 PM
126	Community and seniors centres need a significant boost in funding as they do the majority of the recreation services for the city and are a very small part of the budget	1/4/2019 8:50 PM
127	Cut the red tape/expedite approvals	1/4/2019 7:59 PM
128	More money could probably go toward other departments such as policing or public safety.	1/4/2019 4:36 PM
129	"...urban design, heritage and planning applications". I'm saying that funding is too low for this department because a home like the one recently built in our neighbourhood looks like a morgue!!! How was this approved? The duplex addition on the corner of Russell and Dundas should never have been allowed to be built as designed. It looks like a morgue. Not to mention they also built an Air B and B that they told the city was going to be a shed. Parking in this area is already bad enough.	1/3/2019 9:17 PM
130	I like what Community Planning includes, but does this line item need to increase 275%? If this line item was flat or increased at even half of 140% or so this division cost significantly less.	1/3/2019 8:42 PM
131	No	1/3/2019 6:14 PM
132	community development can mean a number of things. a review on this budget may mean things like poets and artists get kicked to the curb in favour of pothole repair and lawn cutting	1/3/2019 4:33 PM



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133	The City makes development very difficult right now. Open the City for business and support small, medium and large scale business interests. Hold them accountable to the community, but do not stifle growth (as is happening now). Businesses are leaving the core. Parking is difficult and consumers are not frequenting the core like they used to. Open the City for business and many of the revenue issues and social issues will improve.	1/3/2019 4:11 PM
134	Sustainability means a healthy, green city. This is an area getting insufficient attention. The city needs to collect more in amenities from developers. Small can be very good. Saying no to poor ideas from developers is important. Communities must have a bigger say in decisions, not just 5 min. at the mike.	1/3/2019 1:51 PM
135	Victoria is known for lack of action - mostly wasting time when it comes to moving forward with projects.	1/3/2019 12:32 PM
136	The city needs to spend less time and money on initiating new plans and more on implementing the award winning plans (OCP, DCAP) it already has adopted. As well, Development Services needs to work to implement City development policy through the development process, rather than attempt to be some kind of neutral arbiter of proposals.	1/2/2019 8:39 PM
137	This area impacts Victoria's citizens tremendously and will do so in the future. Many important issues begin here.	1/2/2019 12:13 PM
138	Social housing is disgusting! We live in BC Housing and it is deplorable! There was ASBESTOS outside our front door and they merely ripped it out! They even stated that it was medium risk and to stay clear! Our door was not taped off and we were given no warning at all! We have two young kids!! Our property manager also has 3 pending human rights trials, what does that tell you about BC Housing?	1/1/2019 3:44 PM
139	Better review of development projects. I'd like the City to take responsibility for directly causing/contributing to the downtown parking problem with the removal of street parking and parking lots for development.	1/1/2019 12:58 PM
140	Too much meddling and interference, therefore money, is being spent by SPCD. I'm not happy with their political agenda. There should not be any politics and associated rhetoric when planning neighborhoods and our city. (not to mention corruption and insider information trading that benefits some people over others)	1/1/2019 10:51 AM
141	More real engagement needed (not publicity designed to get residents to approve planners' suggestions)	1/1/2019 8:25 AM
142	I don't see anything in there to ensure that Private premises in the city are accessible to everyone. There's nothing to improve access to Heritage business premises. There are no projects to create accessibility standards in addition to the minimal levels in the building code. There's nothing in there about economic inclusion for people with disabilities. They weren't able to get to the gender inclusion project last year and the department is not screening developments for their accessibility. The department needs more policies staff, Especially with all the new social initiatives in the strategic plan that are not yet funded	12/31/2018 8:18 PM
143	Need more funding? to do better public engagement re bike lanes, and more consultant - public engagement. Need more funding? something, to keep proposed / planned changes in the public eye.	12/31/2018 6:41 PM
144	Eliminate the 2% housing strategy.	12/31/2018 11:24 AM
145	Sustainable? What does that mean?	12/31/2018 10:03 AM
146	Acknowledge community input.	12/31/2018 6:52 AM
147	Department resources are stretched to it's limit. If Council want to see some of their strategic objectives fulfilled, particularly objectives around housing policy etc., they need to properly resource this department.	12/27/2018 9:37 AM
148	good neighbourhood grants are too meager - they lead to boring or small scale projects rather than significant ones	12/27/2018 8:42 AM
149	Better accountability to the residents. Use door to door surveys but outside firms.	12/27/2018 12:15 AM
150	Need better community planning and support for Neighbourhood Associations. Need serious overhaul of public engagement around these issues.	12/26/2018 10:36 AM

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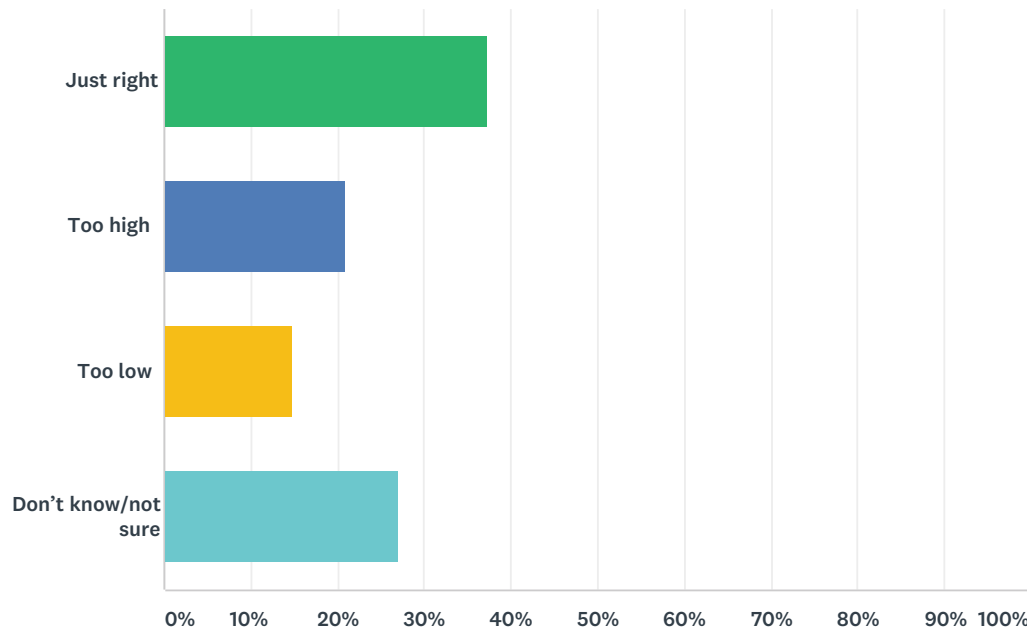
151	<p>The current orientation of funds towards planning and community development is insufficient to engage in the significant transformation needed to dismantle the colonial relationships and power structures that are the current foundation of the City of Victoria. Currently, planning and development is oriented towards a vision that emphasizes expanded economic prosperity for some, at the expense of people with low incomes. The rapid gentrification and expansion high-end luxury housing currently happening downtown is increasing criminalization of people who are marginalized, stigmatized, and considered 'undesirable' in this glossy vision of Victoria as a rich person's playground. Improving sustainable planning and community development requires both additional resources to be invested in this area and also a political reorientation so the work is to further building communities of care, respect, and consent, rather than to advance a profit-oriented agenda of what matters and who is important. Sustainable planning and community development is not about cashing in to make money as quickly as possible, it's about ensuring that infrastructure meets real social needs in ways that are environmentally sustainable and respectful. There is huge momentum behind current settler abusive, violent relationships to Lekwungen people and their territories and it will take very significant investment to change that, to actually enact decolonization, reconciliation, and reparations for harms done. The Victoria Housing Strategy has not made significant headway on increasing the supply of affordable and appropriate housing. Strategies identified in the Draft Financial Plan in this subsection assume housing and land will remain commodities (e.g., emphasizing private development by settler property owners and institutions) instead of exploring models to return stolen lands and enter into agreements with Lekwungen people about how to create and manage housing on their lands in ways that respect their authority over their territories and prioritize ensuring that Indigenous people on these territories have safe, culturally respectful, and affordable places to live. This colonial and capitalist approach to lands and housing are not the right direction for sustainable planning and community development. Official community planning and local area planning processes must be broadly inclusive both in how they are conducted and their aims. The people most marginalized and socially excluded from communities need to have priority with planning processes conducted in inclusionary ways that do not require high computer literacy, access to computer equipment, being able to speak in person at public meetings, or otherwise highly selective processes. All community and local area planning processes must start from a foundation of recognizing that settlers on stolen lands do not have entitlement to determine the future of these territories and emphasize decolonization and other transformative measures.</p>	12/25/2018 5:06 PM
152	Time to spend money turning grassy boulevards into permaculture sources of fresh food	12/24/2018 3:32 PM
153	more environmental initiatives are needed badly.	12/24/2018 1:32 PM
154	2% might be too much, since there seems to a lot of repetitive studying and planning based on the excuse of "wanting to get it right". That's why Victoria is about 50 years behind the times in terms of building a sewage treatment plant. Hard to reconcile with the notion of environmental sustainability.	12/24/2018 11:50 AM
155	Really? What do they do that is sustainable. There have been too many changes. We are never going to be a Vancouver, why can't we keep the charm of being Victoria, a little bit of the old mixed in with the new. I understand that we need to grow but really, why do we need high rise buildings out of character with the history of our City. I was born and raised here, and I am sad to see what the people before this council worked so hard to preserve, being tossed aside. It spoils the whole ambience of Victoria and why people like coming here.	12/24/2018 8:57 AM
156	Please stop messing up our city - the vast majority of working people need to drive.	12/24/2018 7:48 AM
157	It's too expensive to live and work in the city right now	12/23/2018 11:52 PM
158	Good work on reducing permit wait times	12/22/2018 7:35 PM
159	No	12/21/2018 5:35 PM
160	Eliminate this expense.	12/21/2018 3:06 PM
161	Projected increases per year of 2%...a waste of money. This department should be completely overhauled to reduce admin costs and to put more dollars into REAL economic prosperity, generated by reduced property taxes on local homeowners who can no longer afford the frivolous pursuits of city councillors and senior administrators.	12/21/2018 3:05 PM
162	we need to make development and permitting more efficient	12/21/2018 2:12 PM
163	seem to be a lot red tape in this program more funding just means more red tape	12/21/2018 10:59 AM

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164	I do not blame the department. The expectations placed on them by Council (who seek more and more information) and extraordinarily complex planning and approval processes result in high staff costs. Better that the City make REAL changes in the approval processes, reduce application costs AND reduce staff costs.	12/21/2018 8:39 AM
165	Don't waste money overdeveloping our green space. Topaz park (leave the ball and soccer fields alone), Crystal Pool are examples.	12/20/2018 9:25 PM
166	Find ways to encourage development, the reputation is terrible among developers!	12/20/2018 6:21 PM
167	Please consider your requirements more carefully, as I believe some of your decisions are making market housing less affordable.	12/20/2018 6:53 AM

# Q18 When thinking about the services you receive from Business and Community Relations, do you feel that funding in this area is:

Answered: 780 Skipped: 703



ANSWER CHOICES	RESPONSES	
Just right	37.18%	290
Too high	20.90%	163
Too low	14.87%	116
Don't know/not sure	27.05%	211
TOTAL		780

## Q19 Do you have any additional comments on the proposed Business and Community Relations operating budget?

Answered: 171 Skipped: 1,312

#	RESPONSES	DATE
1	More funding for arts, neighborhood, event and placemaking grants, as they provide exceptional value per dollar.	1/20/2019 11:19 PM
2	This looks to be largely self funded through VCC, so this is not a concern. What is not is money well spent.	1/20/2019 11:00 PM
3	I would like to see the public arts program completely reorient to supporting Lekwungen artists as the top priority, and work with Lekwungen people to identify what other public art priorities they might feel are appropriate to reflect the diversity of people living on their territories.	1/20/2019 9:13 PM
4	More resources are being spent administrating some grant programs than the funding provided - City needs an administrative house-cleaning. Eliminate "Neighbourhoods Team" and put funding into the neighbourhood needs rather than staff buffer positions. Relationships were better between the city and the community when there was more direct consultation with subject matter specialists than the current set-up.	1/20/2019 8:10 PM
5	I know of no services I receive from them. I am a business owner. The seminars and events they hold are not accessible, nor are they webcast.	1/20/2019 6:57 PM
6	Instead of putting more money into this department that makes it easier to start a business, make it easier to start a business by reducing or eliminating the costs of Victoria's onerous licensing requirements.	1/20/2019 6:23 PM
7	Arts are extremely important and are an integral component of many cultures. I support public funding for art and cultural expression. However there comes a point where spending money on more manifestations of what is already dominant in mainstream culture, such as the Christmas animation program, is harmful both in reinforcing a particular cultural norm (particularly in the context of colonialism) and also indulgent and wasteful given that some people, and some cultures, are struggling with basic survival. I would like to see the public arts program completely reorient to supporting Lekwungen artists as the top priority, and work with Lekwungen people to identify what other public art priorities they might feel are appropriate to reflect the diversity of people living on their territories. It may be that given the context of the profound cultural damage experienced as a result of colonialism, public funds allocated to art and culture should be 100% directed to local nations' cultural restoration and repair, including language revitalization, cultural practices (including those that may not be appropriate for non-Indigenous people to access), and or other measures to be determined by Lekwungen people. If there is openness to other funding for cultural supports, I hope that priority will go to funding numerical minority cultural groups that experience cultural discrimination, racism, and marginalization within the dominant culture so that white supremacy can be dismantled and there can be more respectful appreciation of the diversity of cultures and lifeways on these lands.	1/20/2019 5:05 PM
8	I appreciate the fact the city does fund arts.	1/20/2019 9:56 AM
9	So important, it builds community and makes Victoria livable. If rent is too high for the McPherson and Royal and the big groups leave for the Farquar, that is a problem though.	1/20/2019 9:07 AM
10	So much of this portion of the budget goes to temporary events and festivals--more should go to ongoing development of existing business areas and lasting infrastructure projects.	1/19/2019 5:03 PM
11	I hope the City can play a role in mediating with the Royal and McPherson Theatres Society, and the several arts groups who currently use their facilities. Losing the presence of these groups from the downtown area would have a very negative impact on Victoria's citizens and on tourists who visit our city. I hope a way can be found to retain the aboriginal artist-in-residence position.	1/19/2019 4:17 PM
12	I support investment in arts funding, especially from communities that typically face barriers accessing dominant media forms.	1/19/2019 12:29 PM

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13	Given the lack of meaningful consultation for businesses prior to the bike lanes being shoved down their throats - even as they were vociferously opposed - how does the 4% get spent without being embarrassed? Despite the Mayor constantly stating that the City will consult on a project, it doesn't seem to occur. The first time I've seen her actually heed her prior lack of community communication is the Crystal Pool. Where's my ROI on business and community relations when it's been hitherto been absent??!	1/19/2019 11:32 AM
14	We need to get the other 11 municipalities to contribute. We provide much employment and services to them "for free".	1/19/2019 10:43 AM
15	More support for the arts	1/19/2019 8:53 AM
16	Very worthwhile idea, but poor returns in terms of community awareness and involvement.	1/18/2019 11:07 PM
17	It's ridiculous to have both a poet laureate and an artist in residence in the same city.	1/18/2019 7:02 PM
18	It's great that this is included.	1/18/2019 6:12 PM
19	More \$\$ into cultural, First nations, and shift Festival Investment Grants to serve Neighbourhood and Welcoming priorities, and not just economic impact downtown.	1/18/2019 4:11 PM
20	no	1/18/2019 2:01 PM
21	Too much of community relations becomes political spin. Not sure how you get rid of it. I would have to admit this survey is political spin. It is just 'window dressing democracy'. Making me think you give a rat's ass about my opinion.	1/18/2019 1:17 PM
22	More needs to be done for culture and arts in the city	1/18/2019 12:01 PM
23	Conference Centre should be moved out of this envelope as it clearly dominates a department that should be much more focused on development of vibrant communities around the city.	1/18/2019 11:37 AM
24	No	1/18/2019 10:55 AM
25	Victoria should be more like Copenhagen, let's strive to make this the happiest city in Canada. Bring poverty out of the shadows by promoting public community events that include and support the city's less fortunate. Designate living spaces for the homeless instead of booting them off land with aggression. Shift police resources to prevention rather than prosecution of the disadvantaged.	1/18/2019 6:33 AM
26	Grow this and you grow the tax base; this needs to be a priority.	1/18/2019 4:06 AM
27	Stop wasting money on terribly conceived and poorly executed "improvements"	1/18/2019 1:07 AM
28	I think this is not well done and lacks depth and true representation	1/17/2019 7:59 PM
29	A healthy economy and strong activity with people investing in downtown is what makes home great!!	1/17/2019 5:24 PM
30	There must be something that draws in tourist and other investment dollars, to counteract the destruction to the attractiveness of Victoria over recent years	1/17/2019 5:19 PM
31	More funding for arts and culture as well as economic development work.	1/17/2019 2:16 PM
32	While I have some level of concern for the well-being of business owners, I am not in favour of exploitative business practices and would like to see the emphasis placed on employers to provide livable wages that increase with inflation, and better supports for workers and their rights. So if the funding in this area is going towards improving working conditions that I'm in favour of an increase.	1/17/2019 12:40 PM
33	How much were the downtown businesses consulted on how bike lanes would effect the shopping patterns and parking for customers. Were the businesses consulted on whether Pandora and Fort were the correct streets to use? I am assuming that would be in the agenda of the "community relations"	1/17/2019 11:39 AM
34	Don't see any value here. Any interaction results in the City's talking points.	1/17/2019 9:13 AM
35	Business is the basis of our vibrancy - we need to do all we can to retain and attract diversity and support competitiveness.	1/16/2019 10:04 PM
36	I think it should be a bit more, let's say 6 %, especially to allow higher grants to important cultural/artistic organizations such as South Island Film & Media Commission.	1/16/2019 8:59 PM



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37	An increase in economic development will mean very little in a coastal city when low lying areas flood due to climate change. That said I do think that support for arts and culture is a great idea. My low ranking of this line item reflects that I would like to see more community development and less business development.	1/16/2019 7:43 PM
38	More time and effort spent on encouraging the Business Community. Without a robust strong economy all of the lovely frivolous wishes are not possible.	1/16/2019 5:12 PM
39	What is the point of having festivals if it isn't safe to go due to crime and not enough police force. Make Victoria safer by boosting the police force, then people will feel safer to go to festivals and events.	1/16/2019 5:07 PM
40	Need more events publicized. Never hear about the small ones.	1/16/2019 5:00 PM
41	I thing small businesses could be more supported but over all the city seems to be economically running well ...	1/16/2019 4:48 PM
42	Have really no idea what they do.	1/16/2019 3:28 PM
43	Leave all arts funding in tact, repurpose the rest of budget (i.e. business hub) towards affordable housing.	1/16/2019 3:17 PM
44	Better management	1/16/2019 1:03 PM
45	We could use more inclusive arts events.	1/16/2019 11:34 AM
46	Business Hub is great!	1/16/2019 9:40 AM
47	I would like to see a greater emphasis on funding for Lekwungen artists. I would also like to see more murals around the city, i.e., less red tape for artists to use pubic space.	1/15/2019 10:32 PM
48	Have no idea what this is	1/15/2019 5:05 PM
49	I would like to see the public arts program completely reorient to supporting Lekwungen artists as the top priority, and work with Lekwungen people to identify what other public art priorities they might feel are appropriate to reflect the diversity of people living on their territories. It may be that given the context of the profound cultural damage experienced as a result of colonialism, public funds allocated to art and culture should be 100% directed to local nations' cultural restoration and repair, including language revitalization, cultural practices (including those that may not be appropriate for non-Indigenous people to access), and or other measures to be determined by Lekwungen people. If there is openness to other funding for cultural supports, I hope that priority will go to funding numerical minority cultural groups that experience cultural discrimination, racism, and marginalization within the dominant culture so that white supremacy can be dismantled and there can be more respectful appreciation of the diversity of cultures and lifeways on these lands.	1/15/2019 3:33 PM
50	The Participatory Budgeting is a silly waste of time and should be cut. It is minor dollars thrown away and takes too much effort to decide on it. This is not important and distracting.	1/15/2019 3:11 PM
51	More focus/use of this on decolonizing and Indigenous revitalization projects and representation initiatives.	1/15/2019 2:39 PM
52	As the city grows, there is more pressure on the city and neighbourhoods to welcome new people, development, and many other changes. We feel city staff and programs should grow to the same degree as our community to support neighbourhoods through this time of growth and change, and work to foster greater cohesion within the City of Victoria. Neighbourhoods and citizens need to have a say in how we are evolving to make sure changes respect preexisting communities as well as be in alignment with community values.	1/15/2019 2:24 PM
53	Mentoring for young people starting new businesses	1/15/2019 1:51 PM
54	But go after the adjacent municipalities to contribute thei4 fair share.	1/15/2019 1:22 PM
55	As a business owner in Victoria, I have seen none of the business relations budget. However I am very appreciative of the community events and feel it is yet another thing that makes Victoria great!	1/15/2019 1:19 PM
56	And not focused on getting community input on issues.	1/15/2019 6:55 AM
57	What do they do anyway?	1/14/2019 11:50 AM
58	A vibrant arts and community culture are required to maintain the Victoria vibrance that sets us apart from many other cities and encourages tourism.	1/14/2019 11:14 AM
59	I believe that while the city does a lot to promote arts and culture I feel that more could be done.	1/14/2019 10:36 AM

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60	that I need to get more information on	1/14/2019 10:35 AM
61	Cannot really comment on the level of funding without seeing a breakdown here, but we need a vibrant business community and the arts must be supported.	1/13/2019 7:36 PM
62	if there is not enough money to take care of the basics like housing and health care then i guess we should be spending less in this area. i believe that spending in this area should be going towards local indigenous projects that support their culture.	1/13/2019 5:58 PM
63	Investment in arts and culture is important and it should be informed by the communities. For example, Lekwungen artists should receive funding and prioritization of their projects. A lack of affordable rental spaces has impacted the ability of community creative efforts. Having spaces where people can create art, showcase it, and hold community events is important for a dynamic and engaged community.	1/13/2019 5:31 PM
64	no	1/13/2019 4:56 PM
65	As a business owner, I feel that my interests are already represented, and there are all kinds of efforts to support businesses in Victoria. Money could be better spent elsewhere, in places where there is less support.	1/13/2019 4:13 PM
66	If business taxes are part of this equation, I feel the business taxpayer is being squeezed. Downtown business needs to have the vagrants off the street, they need parking...put employee parking on top of the parkades so day users don't have to go round and round to find a spot. And yes there are too many cars in the downtown. People come from up island for business and need to park somewhere. It is a nightmare. Stop allowing new condo towers to have parking. If you live in the city you do not need a car. This category has too much frill.	1/13/2019 4:08 PM
67	When you talk to merchants on Fort Street and they tell you their business is down as much of 70% since bike lanes you realize that you are not being listened to so is this survey really going to be read? I'm not against bike lanes but when I see cars accidentally driving down them by mistake because they are so wide and cyclist using the street on Pandora so they don't have to stop at the red light it makes you wonder if they shouldn't have had a better design. And the city should have waited until the first was a proven success before doing more.	1/12/2019 7:48 PM
68	No	1/12/2019 11:46 AM
69	The building of a Film/TV studio to attract more productions I guess in part for the previous category as well - the greening of the film and TV industry as well as all business and housing and arts	1/12/2019 11:25 AM
70	I think poet laureates and public art are complete wastes of money. Usually public art is hideous and why are we paying so much money for ugly objects that no one understands. At least consult the public before spending money. If their art is so good they should be able to fund themselves.	1/11/2019 11:07 PM
71	It seems like a lot of money, particularly considering how infrequently I see or experience these services in action.	1/11/2019 10:15 PM
72	Too high for B&CR's current mandate. Using public resources to "attract" business is a theft from the community. Lop off the "Business" and leave just "Community Relations". Culture and arts are necessary - prostituting ourselves for profit ventures always compromises community needs. Unless one falls for the myth that profit reflects "the market".	1/11/2019 9:32 PM
73	I would like to see less spent on Canada Day and BC Day events	1/11/2019 3:50 PM
74	Down town is loosing business to surrounding communities. Soon only tourists will be down town. I live one block off cook street and shop mostly in Sannich	1/11/2019 3:47 PM
75	Judging by the number of empty storefronts, so far this bunch has been a roaring success.	1/11/2019 12:49 PM
76	This budget seems to contribute to a number of the Strat Plan objectives.	1/11/2019 12:29 PM
77	Another area which tends to be very subjective. Art is art to the beholder or it is not. An artist might place greater approval of one works over another yet leave JQ public scratching their heads. I am still not sure that sculpture in from of the arena is art or scrap metal.	1/11/2019 11:21 AM
78	While I think that the proposed budget for business and community relations seems appropriate, it shouldn't be double the budget of planning and development, which I think is a much higher priority.	1/11/2019 11:18 AM
79	Give more money to arts and culture, less to Canada Day	1/11/2019 10:03 AM
80	Useless phony job creation	1/11/2019 8:51 AM

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81	This is important work. It takes a back seat to first responders. A budget in this area should not be allocated until our first responders have adequate funding.	1/11/2019 7:57 AM
82	This is an area of investment with high potential for economic returns	1/11/2019 7:56 AM
83	I wouldn't start a business downtown right now	1/11/2019 7:53 AM
84	There is a lot of waste here with many special interest activities not really justified.	1/11/2019 6:07 AM
85	No	1/10/2019 11:40 PM
86	Downtown business is suffering, we need some sort of incentive plan to help new businesses. I'm seeing business after business shut down, or be bled out by outrageous lease/rental costs. What's the point of bike lanes if we have no businesses left to visit. There's too much vacant downtown space, lets fill that up.	1/10/2019 11:26 PM
87	I believe it is important to create vibrancy and participation through public events. Let's get Centennial Square renovated and create a more welcoming space for people to gather.	1/10/2019 9:02 PM
88	I think this work provides a lot of value	1/10/2019 8:59 PM
89	Am concerned that Victoria is becoming too successful at promoting economic development in the form of increased visitor numbers. I think we have already exceeded a comfortable carrying capacity, particularly given the growth in numbers of cruise ship visitors.	1/10/2019 8:51 PM
90	Let's develop a plan to encourage enterprises that create economic benefits and community strength, such as co-operatives.	1/10/2019 8:37 PM
91	The recent rent increases proposed by the Royal Theatre which effects local arts organizations Victoria Symphony, Pacific Opera Victoria and Ballet Victoria, needs to be addressed and the City needs to better fund Arts in this city. The Arts are the soul of our city and is of critical importance. Without a vibrant Arts scene our city will become more unattractive to business, tourism etc. This is of critical importance to address and fund.	1/10/2019 8:27 PM
92	Arts support is much too low. PVO, VSO,AGGV, and Theatres need strong capital and operating funding if Victotia is going to take itself seriously as a city	1/10/2019 8:01 PM
93	This shortfall is a huge gap in Victoria as the other communities in the region are eating our lunch in this category	1/10/2019 7:45 PM
94	I think for a limited time it would be a better idea to use some of the \$\$s to put into the police budget to try and create a safer feel to downtown- centennial square feels really unwelcoming and unsafe to be in - perhaps it's more security staff hired there- or is it police patrols? Lots of areas of Dow ntown feel like this - can't think of the number of times I have thought about going to a downtown event with visitors from out of town, and then decided not to, because of the incidents of mayhem that unfolds - people using bear spray, aggressive pan handlers, distressed folk walking into traffic,- tried recently a walk along the Goose with family from out of town and came across someone with no clothes from the waist down, and then within 5 minutes someone defecating beside the trail. A welcoming city?	1/10/2019 6:43 PM
95	No more handouts for business	1/10/2019 5:06 PM
96	Businesses need to contribute more.	1/10/2019 3:33 PM
97	More arts please!	1/10/2019 11:32 AM
98	part of what makes victoria great is the community events and artistry. We need to continue to support local artists (specifically indigenous artists) and businesses to keep Victoria as vibrant as it has been.	1/10/2019 11:03 AM
99	While it is hard to measure immediately I think that a strong and stronger focus on citizen engagement is the best way to keep decisions about Victoria and its future such that Victoria is always the place we want it to be. This is also the way to ensure that citizens are better able to consider and be open to change and diversity.	1/10/2019 10:21 AM
100	Some of these expenditures are frivolous in nature and add little value to the community. Neighbourhood communities and BIA have invested in these areas and this is appropriate. Some city support is necessary but areas that are more a pet project should be reviewed and cut back on. This is the work for non-profits to step up too.	1/9/2019 5:14 PM
101	no	1/9/2019 3:19 PM

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102	I do wish there were more free art and music events occurring in the city. There are many naysayers when it comes to public arts funding but providing subsidized arts programming is good for the city overall, and can always be improved. Eagerly waiting to see what becomes of the Bastion Square arts space.	1/9/2019 3:18 PM
103	This is a really important and often overlooked aspect to this City. I feel like it may be under funded.	1/9/2019 2:52 PM
104	This whole area of funding is done backwards. Bizarre, really. Makes one think that this is where the slush fund is.	1/9/2019 2:29 PM
105	The businesses in this town are vital to its sustainability and viability. The business owners have been completely ignored because most don't live in Victoria.	1/9/2019 12:55 PM
106	I would like to vote to increase public spending on cultural events like the First Nations Forum, the Poet Laureate Programs, Public Art, arts, music and film festivals and more generally more arts and cultural events. But I would not conflate these things with Canada Day celebrations, nor would I vote to put more money towards Canada Day celebrations.	1/8/2019 3:50 PM
107	Improve parking now because people are only switching to new efficient cars.. not so much bicycles. We ride bikes but as we get older we tend to ride cars.	1/8/2019 10:14 AM
108	Would be interesting to see a year to year growth on all these categories - when the public taxpayers are tightening their belts the city seems to spend more. Neighbourhood teams - if this is where the community plan comes from and then is disregarded when developers knock then 4% way out of ball park. Embarrassed over mayor being booed at recent Junior hockey game - what does that say?	1/7/2019 5:24 PM
109	community consultation is a fraud. instead of asking residents what they want first the city has a habit of making decisions and then asking residents what they think of those decisions and then calling that engagement.	1/7/2019 2:30 PM
110	Several line items for "Misc. (e.g. 4814 - \$12K) and lots of contracted services. Question impact/value of Neighbourhood Team. No new "public art" this year; repair existing. Yes, fund Christmas decorations - a major cultural (not only faith-based) event.	1/7/2019 12:48 PM
111	As a downtown resident, I'm a bit concerned about closing business and empty buildings. While I think there is more investment that could be made to bring more vibrancy to the city, I think more strategic thinking could help as well. Supporting pop-up or cultural activities in empty store fronts; encouraging business like coffee shops to be open later than 6pm; to think about how the streets can be more animated at night so people feel safer and more involved.	1/7/2019 11:47 AM
112	Need to increase support to major arts groups in Victoria - AGGV, POV, Symphony, and theatre groups. Contribute to the new AGGV gallery.	1/6/2019 9:56 PM
113	Increase to 5 or 6 percent. City needs more interesting festivals and celebrations	1/6/2019 6:34 PM
114	Too many closed businesses downtown, rents are sky high, not enough parking, far too many squatters and panhandlers. Who would want to go downtown to shop now?	1/6/2019 6:16 PM
115	Drop it 1.5%.	1/6/2019 6:05 PM
116	More incentives must be given to local businesses to prosper business	1/6/2019 5:57 PM
117	Too much allocated to cultural events. People won't go downtown anymore due to the street disorder.	1/6/2019 1:41 PM
118	This seems like stuff the private sector could do on its own of left to its own devices and if granted permission quickly and easily by the city.	1/6/2019 1:26 PM
119	More funding for arts	1/6/2019 12:45 PM
120	Living close to Hillside, I see no community relations with the businesses operating there. Garbage strewn down residential streets, huge transport trucks parking illegally and destroying the roads, pot store has brought smokers who smoke close to the store (which is also close to residents)	1/6/2019 12:08 PM

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121	NO funding for the DVBA's proposed Bastion Square arts hub. Consultation on the project has been incredibly poor, plans are very poorly thought out, and it is a significant amount of arts spending that will bypass the arts community entirely, instead going directly to a business organization. The project IS NOT supported by the arts community, and the DVBA's report on their initial exploration of the idea was grossly (if not intentionally) misleading, especially regarding the consultation process. Please do give such a significant amount of arts funding to an organization that has absolutely no arts programming.	1/6/2019 11:14 AM
122	Businesses deal with lack of parking, homeless dereliction with much help from the city.	1/6/2019 10:13 AM
123	Does this include money for Tourism Victoria?	1/6/2019 9:47 AM
124	Good initiatives	1/6/2019 9:40 AM
125	Businesses have too much influence	1/6/2019 6:54 AM
126	You're doing a good job with a tight budget. Keep up the good work.	1/5/2019 6:46 AM
127	Tricky, as I feel there is two opposing factors in arts... Economics and diversity. But overall promotion and support of local work should be the priority for the city, and leave national works to want to come into the vibrant arts scene.	1/5/2019 4:12 AM
128	I think if we have a prosperous and safe city, that businesses and communities will grow on their own. No need to fund them this much.	1/4/2019 4:37 PM
129	We don't need a poet laureate (or two) and there should be more pressure put on neighbouring municipalities to share the cost of events that are shared with the population of the region.	1/4/2019 9:16 AM
130	I support the business support, and vibrancy in the community, however there seems to be an increasing number of celebrations and festivals every year, and I wouldn't want as much of our city money going towards this. I would want more money going toward day to day activities.	1/4/2019 7:59 AM
131	With all the vacant buildings in town. Not sure if we are funding it adequately or those people are ineffective.	1/4/2019 6:26 AM
132	honestly we could probably do without two poet laureates in a city of 85,000	1/4/2019 12:04 AM
133	Our business community are the back bones of the funding for all of the less fortunate amongst us. You ignore this community and then downtown will quickly become a place for the homeless industry only. An industry that does not contribute to the overall well being of our city.	1/3/2019 10:58 PM
134	Our city needs to KEEP the Victoria Symphony. The fact that they now have to have their concerts at UVIC is SO wrong. Save our Symphony!!!	1/3/2019 9:18 PM
135	I suspect the increases in the arts/culture/events line item and economic development could be saved or better used elsewhere as these sorts of activities are implicitly supported in other budget line items.	1/3/2019 8:42 PM
136	While the arts are important, there are many social issues that require more attention. Focus efforts on social issues and arts will develop and thrive on their own.	1/3/2019 4:12 PM
137	Spend some in different ways. Make it easier for non profits to engage, give grants, green up the city with green energy and life.	1/3/2019 1:53 PM
138	All of these things should be regionally funded.	1/3/2019 12:33 PM
139	Victoria as the capital city lacks in providing a city wide New Years celebration	1/3/2019 8:37 AM
140	Put more money into the quality of downtown public space and to diversifying the suite of attractions. For a city that depends heavily on tourism, we take too much for granted and do not invest at the level we should to be competitive with other places.	1/2/2019 8:41 PM
141	I think that more resources ought to be provided to the arts for example higher support for the Royal and McPherson theatres	1/2/2019 3:53 PM
142	The amount of funding of arts and culture in this city is not unreasonable. However, the projects that are getting funded, such as painting sidewalks and tearing down monuments, is unconscionable.	1/1/2019 10:53 AM
143	The neighbourhood teams are not well regarded. Neighbourhoods want real infrastructure improvements not token social events	12/31/2018 8:19 PM
144	Do NOT get rid of the Christmas lights and decorations in downtown!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!	12/31/2018 11:27 AM



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145	Small local business struggling to survive downtown	12/31/2018 10:04 AM
146	While I'm not sure about this if we want Victoria to continue to grow and become a vibrant city we must encourage and make it easy for businesses to start up and long time businesses to continue. Easy person hired by an SME trickles down to six or seven other jobs in other businesses. Victoria is falling behind the rest of the region in economic growth.	12/31/2018 7:39 AM
147	Do more to support business owners. Businesses are closing on Fort Street. Recalculate the downtown vacancy rate, it has increased.	12/31/2018 6:55 AM
148	The free arts and culture events in Victoria are amazing. What a treasure and opportunity for all residents and visitors, but especially lower-income families.	12/29/2018 10:56 PM
149	Twice that of Sustainable Planning and Community Development?? - seems disproportionately high when compared to other core services.	12/27/2018 9:39 AM
150	Outside firms for conducting surveys.	12/27/2018 12:16 AM
151	Arts are extremely important and are an integral component of many cultures. I support public funding for art and cultural expression, and would like this increased for specific types of support (see comments below). However there comes a point where spending money on more manifestations of what is already dominant in mainstream culture, such as the Christmas animation program, is harmful both in reinforcing a particular cultural norm (particularly in the context of colonialism) and also indulgent and wasteful given that some people, and some cultures, are struggling with basic survival. I would like to see the public arts program completely reorient to supporting Lekwungen artists as the top priority, and work with Lekwungen people to identify what other public art priorities they might feel are appropriate to reflect the diversity of people living on their territories. It may be that given the context of the profound cultural damage experienced as a result of colonialism, public funds allocated to art and culture should be 100% directed to local nations' cultural restoration and repair, including language revitalization, cultural practices (including those that may not be appropriate for non-Indigenous people to access), and or other measures to be determined by Lekwungen people. If there is openness to other funding for cultural supports, I hope that priority will go to funding numerical minority cultural groups that experience cultural discrimination, racism, and marginalization within the dominant culture so that white supremacy can be dismantled and there can be more respectful appreciation of the diversity of cultures and lifeways on these lands.	12/26/2018 9:56 AM
152	The Victoria Symphony Orchestra should not be moved from its present concert hall.	12/24/2018 1:34 PM
153	I have a hard time reconciling this % of the budget for "fun stuff" as compared to what's being put into fire-fighters who not only put their lives on the lines fighting fires, but also provide urgent medical response.	12/24/2018 12:00 PM
154	We need more service to support the interest of businesses -- new events and festivals for the city, particularly during Christmas and New Year's. We should have fireworks every New Year. In addition, we need to address social problems that hurt business and improve beautification in Burnside Gorge, which is the light industrial hub.	12/24/2018 9:27 AM
155	No	12/23/2018 11:53 PM
156	I think we needs to attract more desirable businesses and events to the city to atimaulare economy in view of upcoming recession	12/23/2018 8:30 AM
157	Tell Jeremy Loveday that not everyone cares about poetry	12/22/2018 7:36 PM
158	They are obviously paid too much as there is no real outreach to the business community to ask for input to get things right.	12/22/2018 5:11 PM
159	It is indeed hard to cut anything, but when there are acute needs in the city, the arts are the ones we can cut.	12/21/2018 5:37 PM
160	Get rid of the poets, Centennial Square literary events (mostly watched by city hall staff on their breaks) no much public interest. Provide more funding for helping entrepreneurs to start and build their businesses with less paperwork and interference from bureaucrats.	12/21/2018 3:08 PM
161	more money for Royal theatre--get the other municipalities to chip in Better vigilance over publicly funded murals--graffiti is a menace	12/21/2018 11:53 AM
162	So a good managing the city and these things will take care of themselves Poets?	12/21/2018 11:05 AM

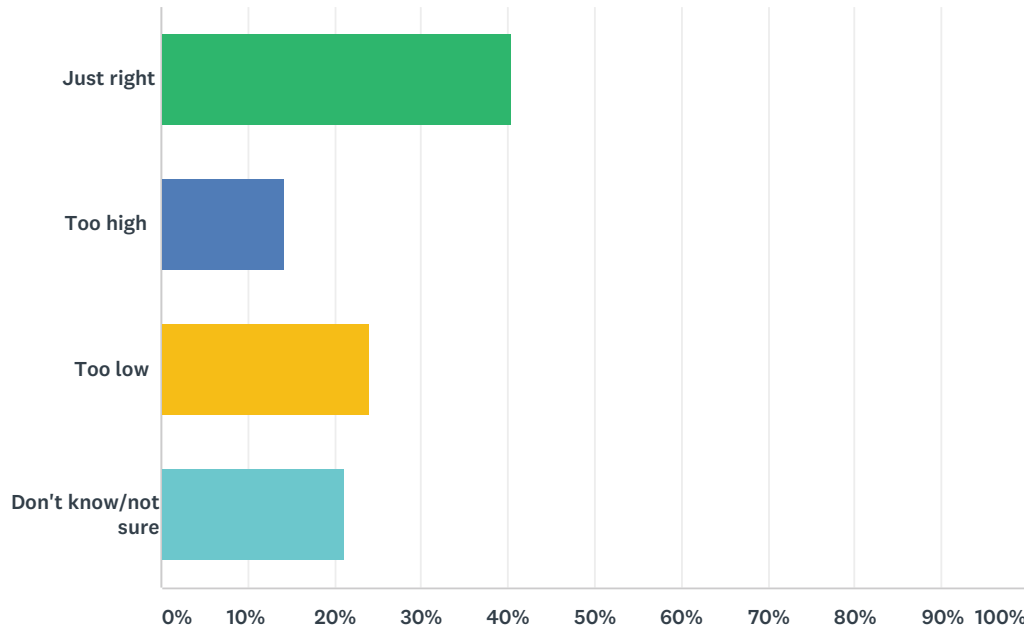


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163	I believe that this budget area broadly includes all of the Communications and consultations areas. I find it stunning how many people are employed in this overall area (for a city of 80,000) and the amount paid.	12/21/2018 8:41 AM
164	Two Poet Laureates and Artist in Residences. Why? Obviously this is over funded. Public art is crazy art. It's an eye to the public eye. The pedestrian puzzle crosswalk, the crosswalk on Blanshard and Fort, the proposed are on Wharf and Pandora (Johnson St. bridge), the Orca's in Centennial Square. It's filler art, not quality art. Potential closing of Government st. for pedestrians. What for? The sidewalk is wide enough unless there is a special event that requires it to be closed.	12/20/2018 9:34 PM
165	Landlords and developers pass their property taxes onto business owners, making the cost of doing business more expensive. To help small business, a tax credit would help business owners with these excessive costs. Funding to other areas of Victoria would also help. Cook Street Village seems seriously under funded and under promoted compared to downtown. Many businesses have shuttered in the last year due to less traffic and the high cost of rents.	12/20/2018 8:38 PM
166	Vacancies are concerning, and how Comrade Ben expects developers to give up some of their work to below-market pricing is simply ridiculous. Perhaps if he didn't embarrass us and BOO SANTA CLAUS the city would have a better shot at growth?	12/20/2018 6:22 PM
167	Time to button down the hatches so that our tax increase is zero!! Stop wasting my money!!	12/20/2018 2:48 PM
168	Cultural infrastructure is appalling. An argument in favour of amalgamation. The situation with the RMTS and major arts organizations is strained, a consequence of lack of a proper theatre and chronic under funding.	12/20/2018 1:25 PM
169	12 staff in public engagement is excessive, trim the budget !	12/20/2018 8:34 AM
170	I support funding for the arts and for community events (e.g. providing venues and supports). However, I don't think government needs to fund individuals (e.g. poet laureates).	12/20/2018 6:56 AM
171	Cultural development should have a foundation of business to keep it sustainable	12/19/2018 1:50 PM

## Q20 When thinking about the services you receive from Bylaw Services, do you feel that funding in this area is:

Answered: 769 Skipped: 714



ANSWER CHOICES	RESPONSES	
Just right	40.44%	311
Too high	14.30%	110
Too low	24.06%	185
Don't know/not sure	21.20%	163
TOTAL		769

## Q21 Do you have any additional comments on the proposed Bylaw and Licensing Services operating budget?

Answered: 175 Skipped: 1,308

#	RESPONSES	DATE
1	I'd be fine if this was more self-funded.	1/20/2019 11:02 PM
2	Bylaws should not be used to police and criminalize members of our community. When bylaws are enforced with this outcome, this is an example of the City of Victoria's laws being used to harm members of our community who are often the most stigmatized for the ways they take up public space. This is unacceptable.	1/20/2019 9:15 PM
3	I would have said that the bylaw budget should be higher if I believed that bylaw was doing a good job. They aren't,	1/20/2019 8:11 PM
4	Bylaw enforcement officers do not enforce off-leash bylaws along Dallas Rd. leash optional area and surrounding areas, where owners anticipate the off-leash and let dogs go amuck. Bylaw officers need to do more aggressive accessible parking enforcement. There is a gap in enforcement of rules saying you can't remove things from parks. People take truckloads of logs and stones from beaches. Police and Bylaw point at one another. No one enforces or responds to complaints. Parking enforcement is overly aggressive except for accessible parking. They also make mistakes they aren't accountable for.	1/20/2019 6:59 PM
5	We need more money to enforce the city's Airbnb bylaw	1/20/2019 6:24 PM
6	As per comment, 18 Bylaw Services and parks need to be able to have a tree bylaw worthy of enforcement, and have the time to check up on required replanting of protected trees. Fees and fines for protected tree removal are so low that they are not an incentive to tree preservation or future canopy enhancement.	1/20/2019 5:55 PM
7	The solutions to community problems will not come from having more laws and more officers to enforce those laws. Money should be divested from this model into grassroots community-based solutions to community problems. Public funds should particularly not be allocated to support enforcement of bylaws against sheltering outside or chattel bylaws that prevent homeless people from being able to safely leave their belongings in public spaces. This criminalizes and punishes people for being homeless. I note for example that one of the stated deliverables of the Bylaw Services business unit is "Illegal shelters found in City Parks and removed by City staff". The current bylaws have made it illegal to shelter from the elements during the day. This is a profoundly unjust bylaw that results in daily displacement with resulting physical, mental, and emotional harm to people who are sheltering outside. Daily displacement means the exhaustion of having to carry belongings for 11-12 hours per day, only being able to set up flimsy portable shelters that do not provide much protection from the elements, not being able to rest or get refuge from wind/rain/cold/heat during daytime hours, and constantly having belongings at risk of loss or damage due to having to pack up and move every day (often in windy, rainy, and cold conditions). It is unethical and contrary to elements of the Draft Strategic Plan to be putting public funds into moving unhoused people from place to place every day. All of the money currently allocated to this deliverable should instead be directed to working collaboratively with people who are sheltering outside to create infrastructure that meets their survival needs.	1/20/2019 5:06 PM
8	Graffiti is public art	1/20/2019 3:17 PM
9	I wonder whether bylaw enforcement for tree protection is receiving enough funding. Other cities like Oak Bay and Nanaimo have had highly publicized court cases against people who cut down or poisoned trees. It seems unlikely this never happens in Victoria. Are there enough bylaw officers to cover the tree beat properly?	1/20/2019 9:58 AM
10	Business licenses seem to take a long time to get. At least for some restaurants , breweries. But maybe that is liquor license problem?	1/20/2019 9:08 AM
11	BBylaw services has many, and I think growing, responsibilities. They help to take some pressure off VicPD with activities such as morning wake-ups of park campers. But Bylaw has no weekend coverage. I think even a skeleton staff on weekends would be very useful.	1/19/2019 4:20 PM

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12	I'm concerned about bylaws enforcement being used to displace people sheltering outside from safe, dry and warm places. It's unjust to displace people who don't have access to private spaces from public spaces. It's also ineffective as people will just settle elsewhere and be displaced from there by another bylaw officer. This places incredible stress on people already dealing with high stress situations, and is incredibly ineffective from an enforcement standpoint. I don't want bylaw officers wasting time in employing stopgap solutions to larger issues. Let's focus on addressing those larger issues and supporting people who are struggling.	1/19/2019 12:33 PM
13	Animal Control (a third party) enforcement for the City is much too low. Very few officers, no weekend enforcement, weak fine structures, and a disregard to non-dog ppl seems to (once again) favour the small, but overly loud, lobby groups. My backyard chickens were killed by an off leash dog pushing through my fence by an owner who didn't have positive control of her pet, while in an on leash area. Lucky for me, a good samaritan followed the delinquent dog owner to her home in Saanich and reported this to Animal Control. Ironically, the dog had already been declared "dangerous" in Saanich, Esquimalt, and View Royal, hence the reason for visiting Oswald Park in Victoria. The hodgepodge of local governments contributes to more than just inflated political salaries problems.	1/19/2019 11:40 AM
14	no	1/19/2019 8:53 AM
15	More work on graffiti removal	1/19/2019 8:18 AM
16	Tree protection and pesticide enforcement need more attention for liveable & healthy neighbourhoods.	1/18/2019 2:04 PM
17	Well, I would like to see more money given to education around the value of trees, and more money give to the protection of trees. I want HUGE fines for people who destroy trees. Trees are given far too little value for all the hard work they do.	1/18/2019 1:20 PM
18	No	1/18/2019 10:55 AM
19	More funding to enforce hands on Bylaw enforcement especially for smoking and noise violators	1/18/2019 8:24 AM
20	less laws, more focus.	1/18/2019 6:33 AM
21	As stated in planning section answer	1/18/2019 1:08 AM
22	There is too much focus on Bylaws that prohibit affordable housing and growth.	1/17/2019 8:56 PM
23	They need to start ticketing aggressive panhandlers. Clean up the square to make it more welcoming.	1/17/2019 6:05 PM
24	Animal control needs more money to ensure our playing fields are not weekend off-leash dog parks.	1/17/2019 5:06 PM
25	Bylaw--Parking? we need longer hours in the meters, as a lot of customers complain that their time downtown is cut short by a meter running out.	1/17/2019 11:40 AM
26	Funding for more officers to deal with issues stemming from homelessness and illegal businesses.	1/17/2019 8:59 AM
27	This is off topic, but I would like the noise bylaws downtown to change so that they reflect that lots of people live downtown now. The dumpsters emptying before 7am on my street are very noisy, and the shredder trucks are also very noisy.	1/17/2019 7:36 AM
28	Let's increase that to 2 % for the 2 following reasons : 1) The need for better control of AirBnB's 2) Setting up Bylaw Services specifically in regards to Standards of Maintenance for Rental Housing.	1/16/2019 9:05 PM
29	Bylaw officers are regularly used to police poverty. Defund that portion of their service.	1/16/2019 7:48 PM
30	Need more evening and weekend coverage	1/16/2019 6:11 PM
31	So many bylaws are not respected and there is not enough officers to enforce those bylaws. More bylaws officers, more fines. More fines, more money for the city. More money for the city, better services.	1/16/2019 5:09 PM
32	Too much time spent on parking tickets and not enough on educating people and bike riders.	1/16/2019 5:03 PM
33	There are FAR too many nimbys in this town with too much time on their hands and we don't need more budget for bylaw officers time to be wasted on privileged complaints...	1/16/2019 4:49 PM
34	I feel that the bylaw office again picks and chooses when they do their job. I don't think the city has a large problem with short term rentals. People need to stop feeling entitled to live here. Until the residential tenancy act supports landlords more we should not crack down on short term rentals.	1/16/2019 4:27 PM

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35	Again, I'd really love to have a green space downtown dedicated to an off-leash dog park. The closest is over the bridge in Esquimalt, and since there are now more dogs than children living in the downtown core, it's time to stop ignoring them.	1/16/2019 2:36 PM
36	I would support higher spending on enforcement of properties with hedges crowding out public walkways. If there is a repeat issue, maybe city staff could trim it and add the bill to their taxes.	1/16/2019 2:11 PM
37	Seems that we could use a few more bylaw enforcement officers seasonally - homeless, dogs on beaches, open consumption, etc.	1/16/2019 12:06 PM
38	Please actually start enforcing by-laws. Or just get rid of this department, because as it is it is useless. I complained about a loud irritating noise that went on ALL NIGHT and nothing was done, no one even investigated. The noise levels downtown are unacceptable and nothing is done.	1/16/2019 11:35 AM
39	Please get these officers and this department out of the business of harassing homeless people.	1/16/2019 11:35 AM
40	They are unable to do many bylaw related functions without police escort. Police may as well do it themselves	1/16/2019 8:24 AM
41	I would like to see the end of the practice of using bylaw officers to displace homeless people from city parks and other city space. Public funds should not be used to support the enforcement of bylaws against sheltering outside or chattel bylaws that prevent homeless people from being able to safely leave their belongings in public spaces. The solutions to community problems will not come from having more laws and more officers to enforce those laws. Money should be divested from this model into grassroots community-based solutions to community problems.	1/15/2019 10:35 PM
42	It seems to me they could be much more effective. Whether this means a bigger budget or a new way of doing things, I am not sure.	1/15/2019 9:49 PM
43	Keep streets and yards cleaner. Some properties have a lot of junk around and people don't pick up their dog poop.	1/15/2019 9:35 PM
44	ignore most bylaws... when rule of law is enforced in decent neighborhoods I might rethink this point...	1/15/2019 5:10 PM
45	Public funds should particularly not be allocated to support enforcement of bylaws against sheltering outside or chattel bylaws that prevent homeless people from being able to safely leave their belongings in public spaces. This criminalizes and punishes people for being homeless. I note for example that one of the stated deliverables of the Bylaw Services business unit is "Illegal shelters found in City Parks and removed by City staff". The current bylaws have made it illegal to shelter from the elements during the day. This is a profoundly unjust bylaw that results in daily displacement with resulting physical, mental, and emotional harm to people who are sheltering outside. Daily displacement means the exhaustion of having to carry belongings for 11-12 hours per day, only being able to set up flimsy portable shelters that do not provide much protection from the elements, not being able to rest or get refuge from wind/rain/cold/heat during daytime hours, and constantly having belongings at risk of loss or damage due to having to pack up and move every day (often in windy, rainy, and cold conditions). It is unethical and contrary to elements of the Draft Strategic Plan to be putting public funds into moving unhoused people from place to place every day. All of the money currently allocated to this deliverable should instead be directed to working collaboratively with people who are sheltering outside to create infrastructure that meets their survival needs.	1/15/2019 3:34 PM
46	Bylaw enforcement is suffering and if you cannot enforce the rules against ALL people then get rid of the Bylaw you don't want to enforce. We need heavier enforcement.	1/15/2019 3:12 PM
47	with all of the social service issues that exist and the impact these services have on our downtown neighborhoods, it is important that more funding is allocated to by-law enforcement	1/15/2019 2:40 PM
48	Parking in the Jutland area is unenforced - people double park and leave their back ends on the road. Commercial buildings' HVAC systems run at all hours, and bylaw insists that the noise must be tested during the day, with residents' windows closed. Funding does not appear to be spent in the Gorge-Burnside area.	1/15/2019 10:00 AM
49	And the more bylaws that get added, the more difficult their jobs become. Must find cheaper ways to do this. Bylaws go unenforced. If not enforceable, take them off the books.	1/15/2019 6:57 AM
50	At least they generate revenue.	1/14/2019 11:50 AM
51	do not have enough employees to handle bylaw and licensing services.	1/14/2019 10:35 AM

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52	I think this area should generate more income, perhaps by enforcing other bylaws in the community.	1/14/2019 9:56 AM
53	The City could save on the Vic PD budget by increasign the Bylaw budget.	1/14/2019 9:41 AM
54	They are capable of raising revenue for the City so support for their work is hopefully cost-neutral.	1/13/2019 10:36 PM
55	Bylaws like the chattel bylaw and the ones that prevent people from sheltering outside are discriminatory to poor and homeless people and out them in danger. Instead of criminalizing people for being poor and for not having housing, we should be investing in solutions that create a more equitable society. We need affordable housing. We need community based mental health and social services that are informed by the needs of the people that access them. We need meaningful reconciliation with Lekwungen peoples and other local nations but also, with the disproportionate number of indigenous people that are displaced from their own territories, living in poverty and homeless in Victoria.	1/13/2019 7:39 PM
56	Derelict buildings and excessive noise from concerts should be treated more seriously.	1/13/2019 7:38 PM
57	Too many bylaws, too many, even petty. Lot a waste of \$\$, human resources, and money could be better spent in other areas.	1/13/2019 7:02 PM
58	this is a very important issue to me and i have very strong objections to bylaw and licensing services. The solutions to community problems will not come from having more laws and more officers to enforce those laws. Money should be divested from this model into grassroots community-based solutions to community problems. Public funds should particularly not be allocated to support enforcement of bylaws against sheltering outside or chattel bylaws that prevent homeless people from being able to safely leave their belongings in public spaces. This criminalizes and punishes people for being homeless. I note for example that one of the stated deliverables of the Bylaw Services business unit is "Illegal shelters found in City Parks and removed by City staff". The current bylaws have made it illegal to shelter from the elements during the day. This is a profoundly unjust bylaw that results in daily displacement with resulting physical, mental, and emotional harm to people who are sheltering outside. Daily displacement means the exhaustion of having to carry belongings for 11-12 hours per day, only being able to set up flimsy portable shelters that do not provide much protection from the elements, not being able to rest or get refuge from wind/rain/cold/heat during daytime hours, and constantly having belongings at risk of loss or damage due to having to pack up and move every day (often in windy, rainy, and cold conditions). It is unethical and contrary to elements of the Draft Strategic Plan to be putting public funds into moving unhoused people from place to place every day. All of the money currently allocated to this deliverable should instead be directed to working collaboratively with people who are sheltering outside to create infrastructure that meets their survival needs.	1/13/2019 6:03 PM
59	Bylaw enforcement should be made more proactive rather than complaint-based. Increase bylaw enforcement budget to begin with, and then it will fund itself through cost recovery. For example, parking enforcement could be coupled with proactive no-idling bylaw enforcement, resulting in recovered revenue and better health outcomes.	1/13/2019 4:59 PM
60	no	1/13/2019 4:57 PM
61	Bylaw enforcement (specifically that which criminalizes poor and homeless people), in addition to making peoples' lives more difficult, is a colossal waste of time and money.	1/13/2019 4:14 PM
62	How much training do bylaw officers and staff get? I am not familiar with many of the bylaws and how they are or are not enforced.	1/12/2019 7:50 PM
63	Bylaws are not enforced and calls for bylaw enforcement are not acted upon nor is there followup to ensure that offending party has complied.	1/12/2019 2:47 PM
64	If you want people to take the bus more and thus avoid parking for too long and in the wrong place etc, a better bus service and LRT. Smoking quite rightly is not permitted within a certain distance of public buildings - make this applicable also to housing - the smell from neighbours filthy smoking of tobacco and pot is not only offensive but also cancer-causing.	1/12/2019 11:28 AM
65	Just ran into a bylaw officer yesterday who proudly forced the homeless to skedaddle from Beacon Hill Park after their allotted morning time. This is what we're paying for? Atrocious. Bylaw needs to transform into a social justice and zero-carbon objective-assisting department: That means pesticide abolition, no new construction until the built environment is zero-carbon, noisy fossil dependent machines are replaced including reliance on the false savior heat pump mania. Tree protection and property conditions are vastly underserved witnessing the canopy being removed and the large number of dingy and dilapidated multi-unit apartment complexes extant.	1/11/2019 9:45 PM



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66	Parking bylaws are a pain for residential areas. Provide passes for people who live in restricted parking areas to provide for guests. If people live in restricted parking areas they should Park in their private driveway. Limit number if cars per private residence	1/11/2019 3:50 PM
67	I would like to see more bylaw presence in natural and sensitive ecosystems (such as Summit Park) where individuals do not follow rules around keeping their dogs on leashes. Glad to see a commitment to managing short-term rentals. I am shocked by how many full apartment units are being used in this way when we are in a housing crisis.	1/11/2019 3:16 PM
68	They don't bother ticketing/investigating unlicensed animals owned by vagrants. Nor do they enforce bylaws about no camping in city parks with playground equipment. (Irwin park, for one.)	1/11/2019 12:52 PM
69	Too often used for petty complaints by disgruntled neighbours. We are seriously over regulated with trivial bylaws, which do not serve the interests of the majority of citizens.	1/11/2019 12:50 PM
70	I hope some of the bylaws can be renewed and updated, so that the laws that are being enforced are ones that do NOT exploit the most vulnerable. As an example, a friend nearly got her tiny home dragged off the land she had it parked on in the city of Victoria, even though it was on land legally and with a landlord receiving compensation as a form of land rent. Hopefully, with the affordable housing Strat Plan objective, bylaws such as this can be changed!	1/11/2019 12:32 PM
71	Glad to see the expansion of service hours and growth in staffing. More and more these are the few that ever get things solved	1/11/2019 11:22 AM
72	The bylaw services budget should be enhanced to better support the city's goal of making housing affordable (eg. monitoring the quality of rental housing stock, enforcing vacation rental bylaws)	1/11/2019 11:21 AM
73	Lots of parking issues in my residential neighbourhood.	1/11/2019 10:44 AM
74	Give them 1%	1/11/2019 10:03 AM
75	more bylaw officers would take nuisance calls away from police enforcing bylaws...	1/11/2019 9:22 AM
76	Reduce by 30%	1/11/2019 8:52 AM
77	I have seen many beautiful trees cut down and the fines are treated by people as the "cost of doing business" or worth the risk. We need to support the bylaw officers more and have higher fines or fines related to the perpetrators wealth, so that it actually has an impact.	1/11/2019 8:50 AM
78	Bylaw services need to be expanded as part of the overall team working to support addressing our local mental health and homelessness challenges. We need a full, integrated team of talented people working together. Bylaw is a key part of that team.	1/11/2019 8:43 AM
79	Once the first responders budget has been passed, this budget should be approved. This is also very important work and needs adequate funding.	1/11/2019 7:59 AM
80	Not having bylaw working outside banker's hours is pretty tough to confirm noise complaints	1/11/2019 7:54 AM
81	Another area that needs streamlining and faster response/processing times. Many by-laws need clarification and replacing/updating.	1/11/2019 6:08 AM
82	Why does bylaw officers go out with VicPD for hours daily to enforce the bylaws? If you can't do your own job you shouldn't have it. Bylaw officers earn more than a first year Constable yet can't do their own jobs? If the Victoria Police is doing the Bylaw Officer's job take some of their budget and give it to VicPD or allow VicPD to charge bylaw for the use of their services. Vehicle fuel/wear and tear & hourly rate.	1/10/2019 11:46 PM
83	No	1/10/2019 11:40 PM
84	I'm seeing a lot of by-laws being broken by the new transient population, why aren't they being ticketed?	1/10/2019 11:27 PM
85	Unhappy that a pre-existing yellow line protecting us pedestrians was worn out,(my digital photos proved it) both sides of parking lot exits. YOUR REPLY: We have to change a bylaw. grrrrrrrrrrrrrrrrrrrr. STILL waiting. Nobody dead yet.	1/10/2019 9:39 PM
86	Am very concerned about increases in homeless and non-homeless visitors choosing to use our parks and other public spaces as campsites - please, more by-law enforcement to help maintain our treasured parks and beaches that are under unprecedented pressure.	1/10/2019 8:55 PM
87	Need more bylaw enforcement.	1/10/2019 8:02 PM

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88	We need to enforce more bylaws around illegal air B&Bs and therefore we need to put more money into bylaw services.	1/10/2019 6:57 PM
89	Bylaw enforcement is nearly non-existent in this city. Please increase funding so that bylaw enforcement officers can properly enforce city bylaws.	1/10/2019 6:21 PM
90	Loiterers and panhandling could be dealt with by bylaw officers and the police called in only if necessary. A strong street presence would help tourists, residents and businesses feel safe, attract more people to downtown and stop the constant request from for money donations. The police cannot keep up with all the calls.	1/10/2019 5:26 PM
91	Parks are not for rent cities	1/10/2019 4:59 PM
92	Additional Bylaw Officers are absolutely required to address the many problems that occur in the downtown core	1/10/2019 1:08 PM
93	We need a much bigger crackdown on illegal airbnb's and other similar things that are cutting into our rental housing market.	1/10/2019 11:49 AM
94	More bylaw officer s are needed to help with nuisance people	1/10/2019 11:36 AM
95	Many bylaws are quietly being broken in public spaces.	1/10/2019 11:18 AM
96	haven't seen any problema regarding these issues, and I acknowledge the importance of keeping communities safe and beautiful.	1/10/2019 11:04 AM
97	Should enforce no cycling on sidewalks	1/9/2019 9:50 PM
98	Could cut annual business licenses to every second year to cut costs.	1/9/2019 5:16 PM
99	Necessary service for the ongoing maintenance of the city, I'm unsure if the budget is adequate or not, but would love to see more work alongside the engineering department to increase the efficiency of buildings/building code for new buildings! If we could become national leaders in building efficiency in our building code, we could become climate leaders within the next 10 years.	1/9/2019 3:22 PM
100	no	1/9/2019 3:19 PM
101	There are a lot of problems in Victoria with parks and other open spaces. As well as graffiti and enforcement of business licenses. Such as the cannabis shops. But where are the by-law officers ? I never hear or see anything about them in the media. What, if anything, are they doing to assist the City? Please hire and train enough staff to be effective.	1/9/2019 2:55 PM
102	Bylaw seems to do very little, are paid a lot, and are rarely around.	1/9/2019 12:55 PM
103	Need an increase in man power so they are able to tackle all bylaw needs. Including the ever growing short term rental market	1/9/2019 12:22 PM
104	Bylaw inforcement is needed.	1/8/2019 7:09 AM
105	Bylaw enforcement seems to be a joke - reported parking problems are lightly treated by staff - laughing with violator who rips ticket up in front of them! Air B&Bs - how many operating without a license? Or guess you're waiting for public to rat on each other - like Nazi Germany?	1/7/2019 5:27 PM
106	Bylaw Services need greater support.	1/7/2019 3:29 PM
107	the city should spend more times enforcing existing bylaws against sleeping in parks, panhandling, lounging on sidewalks. building bylaw enforcement can add thousands to the cost of renovations. it should be streamlined and continuity of inspections in building projects should be maintained	1/7/2019 2:32 PM
108	I would like to see a safe downtown project; aimed at all downtown "participants" daily I see cyclists that are unaware or simply not interested in their actions, I see pedestrians making dangerous decisions about crossing roads while texting, and drivers that are gunning it to make it through lights on a daily basis	1/7/2019 1:44 PM
109	If there were proper bylaws in place I would support more funding	1/7/2019 1:20 PM
110	Maybe this is year to not just inform but enforce, esp. housing-related by-laws.	1/7/2019 12:50 PM
111	Again, things seem to run fine as far as I can judge. I'm shocked, year after year, how Rifflandia can go so late and blast music so loud but I assume they are operating within the bylaws.	1/7/2019 11:48 AM
112	They have been helpful to me in the past. But seem to need more staff	1/7/2019 11:12 AM

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113	There is very haphazard by-law enforcement, especially on property condition and bikes on sidewalks.	1/6/2019 9:57 PM
114	I believe that bylaw enforcement is an area that needs more support, particularly when it comes to the enforcement of bylaws that are put in place to protect people's health such as the no smoking bylaws that never seem to be enforced.	1/6/2019 6:28 PM
115	Probably too low over all, considering the relative invisibility of the Services in the areas that matter, e.g. the parks, etc.	1/6/2019 6:07 PM
116	Don't change the tree bylaw. If you make it even harder to cut down trees you are going to exacerbate the housing crisis. Don't change the fines either. If anything let people trim their own trees. It's SO expensive to hire an arborist, get a report, ect. that it is absurd. The trees belong to homeowners. This environmental legislation is on par with the EDPA land grab in Saanich.	1/6/2019 1:28 PM
117	Either have the bylaw officers actually do something to help community or get rid of the service all together. Right now they are just a sounding board with no action.	1/6/2019 12:10 PM
118	Enforcement application is irregular.	1/6/2019 10:14 AM
119	Don't waste money on cleaning graffiti when it's artistic—create spaces where graffiti is welcome	1/6/2019 9:41 AM
120	Bylaw gets paid more than -5 year constables. It makes no sense.	1/6/2019 7:37 AM
121	They don't enforce anything equally	1/6/2019 6:54 AM
122	More bylaw officers	1/5/2019 11:43 PM
123	Increase funding to actively enforce AirBnB restrictions.	1/5/2019 9:41 PM
124	Better enforcement of illegal camping bylaws is needed	1/5/2019 1:04 PM
125	Yes - achieving 19% of your revenue from parking tickets is an income strategy, not a public service. This is a ridiculously high price for visitors and residents to pay, given the impossible parking situation downtown. Also, upgrade the machines so they are always able to accept credit card payment is a must in today's parking environment. Charging parkers because of a failure in a city's malfunctioning equipment is unacceptable.	1/5/2019 6:50 AM
126	More enforcement leads to a better livable city. Or scrap the bye laws.	1/5/2019 4:13 AM
127	I regularly see by-law infractions downtown (people feeding birds, noise infractions, public drunkenness etc.)	1/4/2019 8:38 PM
128	Need to be proactive not reactive and work with public first and fine second. Current model doesn't get results.	1/4/2019 8:00 PM
129	We should be only funding this department enough to keep these issues in check, no prohibiting the growth of business owners.	1/4/2019 4:39 PM
130	Again, give the enforcement officers the budget they need to keep public order within the city. Without this essential piece of enforcement, the city will become more of a shambles than it already is and that will adversely impact our image and tourism.	1/4/2019 9:18 AM
131	More enforcement staffing. Seeing by-law officers walking past issues sends a signal that they accept it as alright.	1/4/2019 6:27 AM
132	Our by-law section needs an increase to allow for them to take on more responsibility rather than falling back on the police department to enforce by laws.	1/3/2019 10:59 PM
133	As mentioned in the earlier question, the follow up for new construction does not happen consistently. Check out the newly constructed black morgue and mini morgue (Air B and B) in our already over crowded neighbourhood! Bylaw services is understaffed.	1/3/2019 9:21 PM
134	I suspect bylaw expenses could be reduced if the number of bylaws were cut or streamlined in some way. A 3.8% increase in one year seems high and it is not clear why the cost of this division should increase, much less at a pace significantly higher than inflation.	1/3/2019 8:42 PM
135	Bylaw is continually being pressed with more responsibility. Their resources and training require consistent upgrading.	1/3/2019 5:15 PM
136	so many of the city nuisance problems are put onto the police, they should be handled by bylaw.	1/3/2019 4:55 PM
137	this office can be a revenue generator for the city. Fine opportunities abound if they worked more aggressively and weren't worried about optics of writing tickets	1/3/2019 4:34 PM

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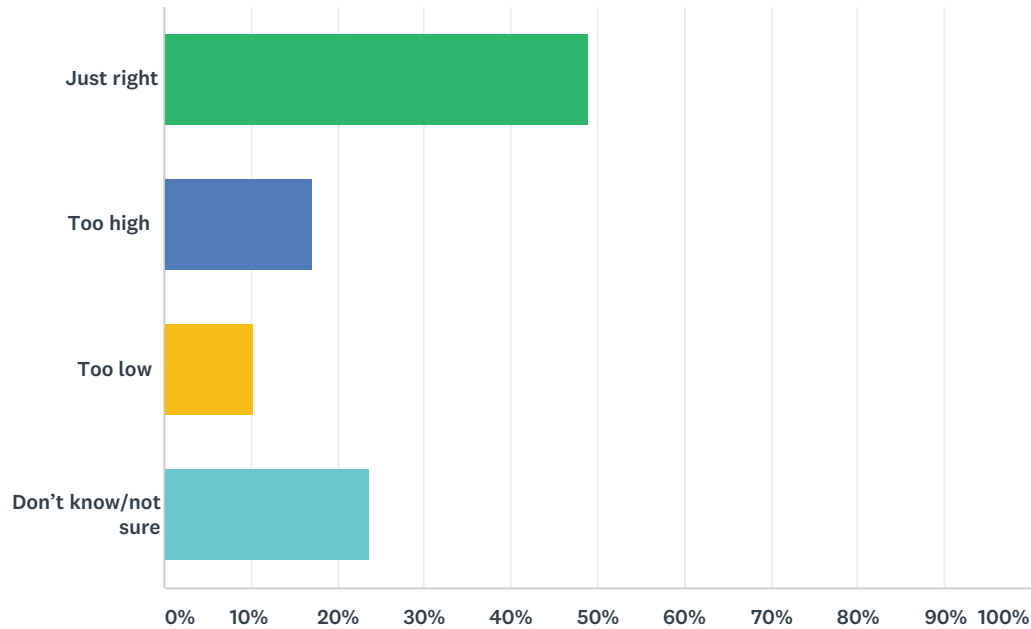
138	It would be helpful to have bylaw officers whom actually respond to calls in a timely manner which may prevent more calls to the already taxed police service.	1/3/2019 4:27 PM
139	Increase bylaw budget to allow police to fight crime instead of dealing with homeless bylaw issues	1/3/2019 4:19 PM
140	need an increase in funding to hire more officers in order to divert bylaw calls to actual bylaw officers as opposed to police	1/3/2019 4:14 PM
141	Until they start earning value, then the value would be just right!	1/3/2019 4:13 PM
142	Need more investment in low noise, 0 pesticides, and definitely tree protection - not permits to cut but real protection, and safety for workers.	1/3/2019 1:56 PM
143	By law needs to be NOT harrasing homeless alongside VICPD. We public witness bylaw being used against some homeless. Social stigma is at all time high and worsening in Victoria and VICPD are leading in that hate campaign. I am sure thy will be sued soon! Stop the war on the poor before its too late.	1/3/2019 1:23 PM
144	You should have by-law officers all over the city kicking out the sleepers - this is not a policing function.	1/3/2019 12:35 PM
145	Licenses are way too expensive for a hunk of metal that dangles on a dog and gets put into a computer. We have also been falsely reported THREE TIMES to bylaw for our dog and they have other crap to attend to. Meanwhile, there was spear grass nearby and this is a dog area and bylaw did NOTHING. What are they being paid for, to harass people and not do their job?	1/1/2019 3:47 PM
146	Focus on bad behaviour in Centennial Square, Also, please give positive incentives to landlords to provide long term housing over short term rentals. I would base it on the BC Home Owner Grant for Seniors Program. If the landlord provides long term rental (with proof of a signed lease), they would qualify for reduced property taxes. Give landlords incentives to provide long term housing.	1/1/2019 1:02 PM
147	Bylaw needs more money and power to enforce bylaws that help keep this city livable. Stop that panhandling in this city. Stop the loitering in this city. Stop high density slums. Stop businesses from putting up ugly hand-made signage. Stop skateboarders. Enforce the law to wear safety gear and helmets and follow the rules of the road by cyclists. etc...	1/1/2019 10:57 AM
148	There is no meaningful enforcement of the animal control bylaw and others. I see people using chainsaws on the beaches, taking huge buckets of beach rocks, gathering plants and fallen boughs from parks. Neither police nor bylaw officers will respond. Too much budget for short term rental enforcement. Enforce all equally. Step up enforcement of accessible parking infringements.	12/31/2018 8:23 PM
149	Always have had a good prompt courteous response from Bylaws.	12/31/2018 6:43 PM
150	Too many parking tickets are written per capita in this city for it to be considered open, friendly or accessible. If this is be cause of a lack in budget- give them more.	12/31/2018 2:40 PM
151	Thank you for cracking down on short term rentals. Some of these places are booked constantly, charging at least \$150 per night. I doubt if Revenue Canada knows. Please widen the net to capture more of these short term rentals in other parts of the city. Please give bylaw officers more authority - specifically, the authority to ticket drivers who do not obey the speed limits. If this is provincial jurisdiction, please see what legislation needs to be amended to allow for this. The police are NOT enforcing speed limits - particularly in Fairfield.	12/31/2018 12:55 PM
152	I get the cash grab but keep it in check and transparency of why it's needed	12/31/2018 10:05 AM
153	We need more officers to anti-social behaviour on city streets.	12/31/2018 7:40 AM
154	My experience with Bylaws has been positive. More should be done to stop camping in the Pioneer Cemetery next to Christ Church Cathedral, which may require assistance from the police. Also enforce cycling bylaws such as riding on the sidewalks.	12/31/2018 6:59 AM
155	Again no one of color works in the entry levels here. This whole government is racist. Higher some indigenous people you fucking twats..	12/28/2018 7:23 AM
156	Too much construction all at once has created a situation where not enough bylaw enforcement on developments is available and developers are getting away with way too many infringements on hours of operation, disruption to residents. See St. Andrew's Bosa site.	12/27/2018 12:44 PM
157	Bylaw infractions are not being adequately addressed due to lack of resources	12/27/2018 9:39 AM
158	For the amount of funding the by-law services receives you'd think they'd be open past 5 pm.	12/26/2018 11:15 AM

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159	Need to hold the City to a least the same standard as private developers regarding tree protection. There doesn't seem to be any effective checks and balances here.	12/26/2018 10:41 AM
160	The solutions to community problems will not come from having more laws and more officers to enforce those laws. Money should be divested from this model into grassroots community-based solutions to community problems. Public funds should particularly not be allocated to support enforcement of bylaws against sheltering outside or chattel bylaws that prevent homeless people from being able to safely leave their belongings in public spaces. This criminalizes and punishes people for being homeless. I note for example that one of the stated deliverables of the Bylaw Services business unit is "Illegal shelters found in City Parks and removed by City staff". The current bylaws have made it illegal to shelter from the elements during the day. This is a profoundly unjust bylaw that results in daily displacement with resulting physical, mental, and emotional harm to people who are sheltering outside. Daily displacement means the exhaustion of having to carry belongings for 11-12 hours per day, only being able to set up flimsy portable shelters that do not provide much protection from the elements, not being able to rest or get refuge from wind/rain/cold/heat during daytime hours, and constantly having belongings at risk of loss or damage due to having to pack up and move every day (often in windy, rainy, and cold conditions). It is unethical and contrary to elements of the Draft Strategic Plan to be putting public funds into moving unhoused people from place to place every day. All of the money currently allocated to this deliverable should instead be directed to working collaboratively with people who are sheltering outside to create infrastructure that meets their survival needs.	12/26/2018 10:17 AM
161	Need to stop people idling, wasting water, letting their pets foul wherever	12/24/2018 3:32 PM
162	Can the Bylaw officers really do their jobs? If so why do we have so many people hanging out in parks, why is it so stinky and dirty downtown? I'm tired of having people ask me for \$, tell me they deserve a better life, little the streets and not have pride in their community.	12/24/2018 8:59 AM
163	Increase and use it to protect renters	12/23/2018 11:54 PM
164	provide more funding for additional officers for noise infractions outside of 9 to 5 and on weekends/evenings when the noises occur	12/23/2018 4:07 PM
165	Bylaw services are underfunded. A 3-4% hike here is in order	12/23/2018 10:13 AM
166	The downtown core is a cesspool.	12/22/2018 2:21 AM
167	No	12/21/2018 5:37 PM
168	Need more enforcement of infractions that impact the sense of safety downtown	12/21/2018 2:13 PM
169	not enough enforcement re cycling on sidewalks, littering, homeless camping on sidewalks, noise	12/21/2018 1:18 PM
170	more action against graffiti and street people's debris	12/21/2018 11:53 AM
171	Short term rentals seem to be paying a very large amount of revenue, do they not attract tourists that pay into city business	12/21/2018 11:11 AM
172	We need more bylaw enforcement. Bylaws are created but there's no one to enforce them.	12/20/2018 9:36 PM
173	Reason needs to come to the application of some bylaws	12/20/2018 6:22 PM
174	Bylaw enforcement is a joke, it shouldn't be complaint driven. Up the fines and hire more enforcement laws. Enforcement would result in more civility in the city.	12/20/2018 8:35 AM
175	Automation	12/19/2018 1:51 PM

## Q22 When thinking about the services you receive from Parking Services, do you feel that funding in this area is:

Answered: 757 Skipped: 726



ANSWER CHOICES	RESPONSES	
Just right	48.88%	370
Too high	17.17%	130
Too low	10.30%	78
Don't know/not sure	23.65%	179
TOTAL		757



## Q23 Do you have any additional comments on the proposed Parking Services operating budget?

Answered: 228 Skipped: 1,255

#	RESPONSES	DATE
1	I support Council's move to charge for Sunday street parking and to extend hours for which parking is charged. I would encourage the same # of available stalls info at the Yates St parkade to be provided at all parkades and through the Park Victoria app.	1/20/2019 11:05 PM
2	Very difficult to park downtown, especially for residents. Do not cut the short-term parking in city parkades or the free hours currently in place. But do create better park-n-ride service with lots around the City core to the north, west and east with short shuttle buses taking workers into town for a modest fee that would be comparable or less than parking costs downtown.	1/20/2019 8:14 PM
3	Too many officers/ambassadors. Zero chance of getting away with an additional minute. Parkades too far from medical offices for elderly senior and can't always get back in time.	1/20/2019 7:01 PM
4	the availability and cost of parking in Victoria is excellent, in my opinion. Council's done a good job with it	1/20/2019 6:25 PM
5	increase penalties so user pays for violations and enforcement	1/20/2019 3:34 PM
6	More free parking please - include secure bicycle parking	1/20/2019 3:18 PM
7	We need more parking downtown! No matter the cost. All new builds should HAVE to put in at least one level of public parking	1/20/2019 2:34 PM
8	I am always bragging about how good the parking and parkade situation is in Victoria. Keep it up.	1/20/2019 9:09 AM
9	I feel that the downtown core should keep meters for revenue but lesser restrictions on the surrounding areas, specifically to promote prosperity for small business	1/19/2019 6:34 PM
10	Love the App; look forward to more electric charging stations; please don't remove any more parking spots!	1/19/2019 5:05 PM
11	Not everyone in Victoria is willing or able to use alternative forms of transportation, so many people still take their cars downtown. Downtown parking often is very hard to find. The ParkVictoria App is very helpful, but sometimes has technical problems that preclude its use. I would be willing to pay for Sunday street/parkade parking.	1/19/2019 4:27 PM
12	Charge more. Advocate for neighbor munis to start charging..maybe stop some.of the negativity.	1/19/2019 12:17 PM
13	Love the parking app!	1/19/2019 9:12 AM
14	no	1/19/2019 8:54 AM
15	Parking is crazy cheap. Missed opportunity to help get people off the road and encourage parking turn over.	1/18/2019 7:42 PM
16	Parking is an issue for struggling families in the community and those with disabilities. We support bike lanes but those with disabilities and challenged budgets need to be considered while also addressing trying to reduce vehicle use downtown.	1/18/2019 6:14 PM
17	New parkades downtown. Parking is not just for shoppers.	1/18/2019 5:30 PM
18	Parking is key to transportation, liveability, housing affordability and much more. Strong policies are necessary to put these ahead of revenue generation.	1/18/2019 4:13 PM
19	I am thankful for the one hour free at city parking lots-one of the only reasons I will willingly come downtown to do business mid day/mid week. Thankful for the post 6 pm free parking-one of the reasons I will even consider restaurants downtown in the evening. Thankful for the free Sunday parking, partly why we come to special events. Please stop taking out parking places to accommodate bike lanes.	1/18/2019 3:04 PM
20	no	1/18/2019 2:04 PM

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21	I don't have a car, so parking is not a huge issue for me. That does not mean it is not important. If you want people to come downtown, some will want to drive there. If they get frustrated due to lack of parking, they will go elsewhere. However, we really have to get creative to get people to find alternative ways to get downtown. And if people are living and working downtown they won't need cars. However, the living downtown thing has morphed into a big airBnB bonanza, and property speculation.	1/18/2019 1:27 PM
22	Do NOT reduce parking costs. We need to get people on the busses. Do NOT subsidize young people. Old people need help with bus costs if we are to be a sustainable city.	1/18/2019 11:13 AM
23	No	1/18/2019 10:55 AM
24	I don't own a car so parking is not an issue for me.	1/18/2019 10:35 AM
25	Parking is way too expensive. I get the need for turnover, but its more that people are just being greedy and selfish with not turning over their spots in reasonable time.	1/18/2019 8:55 AM
26	Increase revenues by adding more downtown parking not less!!!	1/18/2019 8:25 AM
27	We won't need any parking services soon - as the city keeps removing parking. No more bike lanes.	1/18/2019 8:09 AM
28	Create more free parking lots and free shuttle services for downtown workers to ease congestion and promote access to downtown.	1/18/2019 6:35 AM
29	Rarely go into the city. If I have to I chose my times so I know I will find a parking space	1/18/2019 4:35 AM
30	Great service.	1/18/2019 4:06 AM
31	We NEED more downtown parking so we don't lose everyone to newly expanded Mayfair Mall and Uptown. People would rather drive a little longer and park than circle getting frustrated not being able to park. If you want them to or not people will drive and by not anticipating the need you will kill downtown independent business and only big box corporations will win.	1/17/2019 10:32 PM
32	More budget for sustainable public transport rather that increased parking.	1/17/2019 8:57 PM
33	Some consideration should be given to lowering penalties if they are impacting lower income citizens.	1/17/2019 6:08 PM
34	Do not own a vehicle.	1/17/2019 1:04 PM
35	see previous comment on Bylaw. Those little meter ambassadors need to take a little longer to due their routes and give a little grace. If I have a customer purchasing in my store, and they get a ticket I pay it for them. Good will and keeps them coming downtown to my store, but you only have to get a couple of tickets to stop you from returning	1/17/2019 11:43 AM
36	Change the Bylaws around residential parking. I have residential parking around the corner from my property but I can't park there which is ridiculous. If you live in the neighbourhood (ie. the same block) you should be able to park in residential parking. The street parking by my house is 2 hr and it's not fair that my neighbours get residential parking but I don't. This should free up parking enforcement to focus on other parking related issues	1/17/2019 11:01 AM
37	A perfect candidate for outsourcing eliminating ridiculously high wages/benefits	1/17/2019 9:15 AM
38	I don't own a car, and I think drivers should pay more for parking to help cover other costs like safer crossings for pedestrians at intersections.	1/17/2019 7:37 AM
39	It's too much, particularly in the Parking Services Administration area (4.5 % too high). Keep in mind that this area is a major irritant for many Victoria residents. Keep it simple and low-fee to allow better collaboration from the public.	1/16/2019 9:10 PM
40	We should be eliminating parking spaces and replacing them with more bike lanes.	1/16/2019 7:45 PM
41	More electric chargers are needed at parkades.	1/16/2019 7:23 PM
42	The city should stop reducing parking spaces for underutilized expensive bike lanes.	1/16/2019 5:15 PM
43	If people are not satisfied by the "risks" and "challenges" of parking downtown implies, they just have to take the bus.	1/16/2019 5:11 PM
44	More accurate vehicle volume in parkades measurement needs to be installed. Often it. Says empty but is full - capitol expense?	1/16/2019 4:51 PM
45	I think the new parking ambassadors is a great program.	1/16/2019 4:30 PM

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46	Nobody loves a parking guy	1/16/2019 3:30 PM
47	Please increase the cost of parking and use the revenue generated to improve the city and lower property taxes. I am tired of subsidizing drivers with extremely cheap and free parking. That money could be used to benefit more people. Driving is a luxury and should be priced as one.	1/16/2019 11:37 AM
48	I think the parkades are great and I use them every time I come downtown. They're very convenient and definitely make me more likely to do my shopping downtown than going to a mall.	1/16/2019 11:36 AM
49	we definitely need more parkades downtown. I am frequently prevented from doing business downtown by the lack of parking. The city also needs to find a way to allow disabled people to access open disability spots in parkades when the parkade is otherwise "full".	1/16/2019 11:02 AM
50	I would like to see better bus shelters and covered bike parking. Any means to make Active Transportation more attractive and more equal to the comforts of being in a heated, private automobile is a good use of money in my opinion.	1/16/2019 10:30 AM
51	More parking in downtown is necessary as private parking lots are being built on and builders are not required to include adequate parking.	1/16/2019 9:41 AM
52	I think there should be more electric car parking. I think the city should look at ways to get people out of their cars. Maybe not making parking free on Sundays	1/16/2019 9:09 AM
53	Feel with all the bike lanes that have been put in that city has simply moved outwards with it's parking into areas where there was free parking - I'm not in agreement with this at all. The bicycle lanes were overdone and out of whack with reality and should have been done in a more simplified manner and leaving parking spaces where they were for businesses, etc.	1/16/2019 7:50 AM
54	Implement paid parking on Sundays to support a subsidized bus pass or free transit for youth under 18 years of age!	1/15/2019 10:35 PM
55	We need to have free parking on Sundays at least, so that low income people can do their downtown shopping. Those living under the poverty line should be given some wiggle room with parking fines if they are not racking up large quantities of tickets on a regular basis.	1/15/2019 9:53 PM
56	I think we should increase parking services - not to increase free parking but to eliminate free parking in the downtown core. Taxpayers subsidize free parking so have every lot a paid lot. I'll be willing to increase the budget for parking services to achieve this.	1/15/2019 7:35 PM
57	They are way to efficient for my liking! Just kidding. They are good!!	1/15/2019 5:20 PM
58	car users are last in line in this city under this mayor and council	1/15/2019 5:11 PM
59	very disappointed that the parking card is not being encouraged. not comfortable using phone/credit card. My card wore out after about 20 uses, and costs \$10 to replace. I didn't, carry change instead. but disappointed the app seems to be the only option services.	1/15/2019 4:17 PM
60	Too expensive without providing a convenient alternate. Better bus schedules and ride sharing or park & go needed	1/15/2019 4:06 PM
61	We need an additional City Parkade. The war on cars is hurting the desirability of Victoria.	1/15/2019 3:14 PM
62	Pay parking on Sundays is a good idea. We would like the Park Victoria app to not have such patchy reception around town.	1/15/2019 2:27 PM
63	I'm not sure how to address this but in owning an oversize van with a rear lift for my electric wheelchair; I find parking downtown extremely expensive and scarce.	1/15/2019 2:16 PM
64	More free parking not far from downtown to keep the downtown core vibrant without encouraging more cars downtown.	1/15/2019 1:52 PM
65	Tickets need to be issued for bad parking - not just over-stayed time.	1/15/2019 10:01 AM
66	As parking is eliminated downtown, these resources should be reallocated elsewhere.	1/15/2019 6:59 AM
67	Parking services are a necessary evil of city hall. They do a good job. I have no issue with charging for parking on Sundays. I can always find a spot on Saturdays. People need to stop whining.	1/14/2019 9:26 PM
68	The above question doesn't make sense for this section. I don't think we are making enough on renting prime real estate for the storage of metal boxes on our streets. Charge ,ark et rates or use the street space for better uses.	1/14/2019 8:40 PM

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69	1) you did not introduce free parking hours- those already existed before 2) you have removed too many parking spots & are killing the vibrancy of downtown 3) you have wasted money on musical staircases.	1/14/2019 1:13 PM
70	When I look at the hourly rate of these employees for what they provide, saving to be had contracting out!	1/14/2019 11:52 AM
71	The downtown parking enforcement officers are tenacious and ubiquitous.	1/14/2019 11:16 AM
72	Do Not start taking away free parking in downtown. The businesses will die away and you will have no business downtown- I have seen too many cities where there are only bars and restaurants downtown. They also do not survive. Free parking at night only and on Sundays still isn't enough. Mayfair and Uptown and Hillside offer free parking. Hillside being a prime example is still going strong even after Sears closed as people can park there free....	1/14/2019 10:39 AM
73	I think this area is being eroded with bike lanes. The city is losing revenue that will never be replaced and will bring less economic prosperity to the downtown.	1/14/2019 9:58 AM
74	Invest in more parkades for the people who work downtown and charge a monthly rate.	1/13/2019 7:39 PM
75	Parking in Victoria is too high and a business killer.	1/13/2019 7:04 PM
76	More parking leave out bike lanes	1/13/2019 4:57 PM
77	If it is meant to offset tax increases then it is not working.	1/13/2019 4:11 PM
78	No allocated funds shown. How much does it cost, how much does the city generate? Should be able to click link and have it bring up specific pages...rather than whole plan.	1/13/2019 11:14 AM
79	Victoria has allowed huge growth, but little/no increase in parking. It's becoming undesirable to drive downtown due to parking pressures.	1/12/2019 9:02 PM
80	I avoid town as too many parking spots are gone. If I go I find the free parking or go on Sunday.	1/12/2019 7:52 PM
81	Park Victoria app and electronic parking kiosk functionality have deteriorated over the past year. Often the app is not working because connectivity is spotty or unavailable, kiosks readers fail to accept credit cards after multiple attempts, or do not print parking receipts. Better maintenance/upgrades for paid on street parking.	1/12/2019 2:47 PM
82	Please do not eliminate the free parking options as above. If you want more people to take public transport then provide better public transport, such as LRT/Trains to/from the Western Communities, the airport, and the ferries. The service to these places is appalling	1/12/2019 11:31 AM
83	Parking has improved but there must be a revenue loss .	1/12/2019 9:16 AM
84	Shouldn't exist. Just an excuse for revenue buttressing when courage to heavily tax the rich and corporations is wanting.	1/11/2019 9:47 PM
85	A new parkade is needed! If the city is to build one it will need funds which I believe are justified	1/11/2019 7:59 PM
86	Parking is a big issue to attract people to come down town	1/11/2019 3:51 PM
87	Please add several dozen more bike racks.	1/11/2019 3:42 PM
88	I'd like to see parking rates as high as they can be without shifting shopping to outlying areas over the long term. Right now, parking spaces seem to be fully occupied, which means rates are not high enough. There should be a bit more vacancy. Take the increased revenue, and put it toward more bike parking infrastructure, and EV charging infrastructure. That's what we want more of; build it and they will come.	1/11/2019 2:12 PM
89	Find a way to take back the parking lots that Robbins operates. It's disgusting that a private company profits from that when the city could be using that money for the people. I don't know how Robbins was ever given the rights to operate their parking lots, especially in parks like Thetis Lake, but it would be great if that could be reversed.	1/11/2019 1:31 PM
90	People could pay more for parking, perhaps encouraging folks to use alternative forms of transportation, and making more revenue for the City.	1/11/2019 12:34 PM

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91	Parking services are definitely challenged and the idea of parking ambassadors is still funny to me. Meter overstays are often the only area an Ambassador is an appropriate term. else, ticket and runs quite appropriate. often areas outside of the DT core really lack regular enforcement. residential parking anywhere near the arena or RAP during events. We also need to stop eliminating municipal parking lots. a Specific example to build a pool replacement in one of the nearby surface lots will only push another equal number of cars onto local residential streets at every event. The loss of parking has been greatly affected by development and little is done to replace the lost spots especially downtown. I know that the city government has taken a lot of flack on this subject and that the public does not differentiate between private and public parking lots.	1/11/2019 11:30 AM
92	Make parking free everywhere all day downtown	1/11/2019 10:04 AM
93	City charges too much for city lot parking incl. monthly and meters are excessive cost to use!	1/11/2019 9:25 AM
94	Renegotiate commisionaire contract	1/11/2019 8:52 AM
95	I support the city increasing parking fees to support other services and to encourage other forms of transportation (bus, foot, bike)	1/11/2019 8:51 AM
96	Parking in Victoria is awesome. Keep up the good work.	1/11/2019 8:44 AM
97	This is important work. It takes a back seat to first responders. A budget in this area should not be allocated until our first responders have adequate funding.	1/11/2019 8:02 AM
98	Not enough parking. Yes alt transit, yes cycling, but still not enough parking	1/11/2019 7:55 AM
99	There is a great need for more auto parking if the downtown is to economically serve the city. Spaces lost due to development and bicycle lanes need to be replaced. You can carry much on a bike.	1/11/2019 6:12 AM
100	Keep on ticketing!	1/10/2019 11:47 PM
101	Free Sunday parking on streets in DT core should remain. Parking fees at meters and in parkades should be kept at a rate that those using DT services can afford ... otherwise DT businesses will not thrive and the core will become a ghost town on off seasons for tourists.	1/10/2019 11:42 PM
102	Please add more parking downtown. We keep removing parking lots for new condo buildings, but never replace the lost parking. The city should mandate that every condo building that removes a parking lot, at least provide some public parking in its place.	1/10/2019 11:30 PM
103	* REALLLLLY thankful that Free parking for under 15 minutes? or 1st hour?(usually need ride there,zip into GVPL & right out, unless have walker. Then it takes much longer.)	1/10/2019 9:41 PM
104	There is too much policing of parking. I have been given tickets for being too close to the curb and too close to another car, because in fact, I wasn't over the time limit in parking. I believe there should be less vigilance around parking and more concerted effort in public transit, bike lanes, and walkability. Speaking of bike lanes, fix the situation on the east side of the blue bridge!	1/10/2019 9:02 PM
105	Provide additional parking specifically for tiny vehicles such as Smart Cars, scooters and motorcycles. Encourage private and business owners of parking facilities to do the same.	1/10/2019 8:42 PM
106	I think the app to pay for parking is great!!	1/10/2019 8:39 PM
107	What has happened with parking in this city and the reduction of parking spots in lieu of bike lanes is appalling. Driving and parking downtown is worse than ever and a lot people are avoiding downtown as a result. No pay parking on the streets on Sundays!!	1/10/2019 8:30 PM
108	Need more parka des downtown.	1/10/2019 8:03 PM
109	Need to have free secure bike parking - with all the rampant bike theft, having a visit via bike to downtown or anywhere in the area is impossible. You have to take your bike into a business with you or always travel in twos so someone can watch the bikes while another shops- the city really has to solve this issue or else the bike lanes will be not be worth the \$\$ s invested in them.	1/10/2019 6:46 PM
110	City should be reducing its investment in parking, increasing the cost of parking in congested areas and investing in frequent public transit.	1/10/2019 5:18 PM
111	Get Uber I've traveled many cities and it seems yyj is behind!!!! Get Uber already	1/10/2019 5:00 PM
112	Need to improve residential parking zones operations. There is too much time needed to wave fines for guests. Residents should simply have a car pass for guests. The city would save a lot of money for all the time it takes to deal with cancellations.	1/10/2019 4:12 PM

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113	Sunday parking should not be free. Most spots are taken by employees early and occupied all day	1/10/2019 1:11 PM
114	Victoria BC's parking policies have been pretty good and progressive lately. It seems the city has finally figured out it can't constantly chase suburban demand for free/cheap parking and instead is correctly pricing parking based on a supply/demand system.	1/10/2019 11:50 AM
115	I support the Sunday parking fee in order to subsidize free transit for youth.	1/10/2019 11:33 AM
116	Enforce removing illegaly parked bikes.	1/10/2019 11:22 AM
117	I don't have a car, so I don't have personal experience with parking downtown and don't have much of an opinion.	1/10/2019 11:05 AM
118	Should enforce no cycling on sidewalks	1/9/2019 9:51 PM
119	Parking is a nightmare downtown.	1/9/2019 7:04 PM
120	Fundamentally using the funds from the parkade should go directly into parkade and not be general income. The budgeted collection of tickets is extreme and wonder if a program to educate customers would be better.	1/9/2019 5:52 PM
121	Parking enforcement in this city is over zealous. Feels like there is always someone camped out waiting for the clock to strike. Makes me wonder how much you're spending on wages for the parking police. Also I think it's ridiculous that Outreach workers employed by the health authority routinely get parking tickets which they must pay for out-of-pocket as individuals. These workers are supporting the health of our city and cannot always gauge the length of stay or interrupt their work to come out and plug the meter. Outreach workers should park for free. Especially on Pandora!! There isn't enough parking.	1/9/2019 5:27 PM
122	Its impossible to park downtown	1/9/2019 5:06 PM
123	Parking in downtown Victoria is not adequate, and getting worse. Whatever investment/adjustments required to improve the situation should be considered.	1/9/2019 4:40 PM
124	What percentage of the budget goes to this? 0% (all comes from payments)? I would love to see the building of good transit in the city so the idea of driving your car downtown is less appealing. One strategy is removing parking or pricing parking higher (I can hear the complaints already). I would love to see better, more secure bike parking downtown. I don't know exactly what that would look like but enticing more and more folks to leave their cars at home and bus or bike is the vision I have for the city over the next 2 decades.	1/9/2019 3:26 PM
125	no	1/9/2019 3:19 PM
126	Maybe you do need more funding in this area to study how other cities operate because what you've been doing hasn't been working. But throw good money after bad? No thanks. Fire all these clowns in parking services.	1/9/2019 2:31 PM
127	More parking required. The often empty bike lanes are causing traffic and parking difficulty.	1/8/2019 8:33 PM
128	build more parking for town public access off street secure parkades. Right now some parkades are hard to enter and exit due to pedestrian movements.	1/8/2019 10:17 AM
129	One of the few things city hall has done that I 100% agree with - 1 hr free parking (and hear you are looking to take that away). Are the numbers of spots available still correct with all the parking loss for bike lanes?	1/7/2019 5:30 PM
130	Parking services is excellent.	1/7/2019 3:29 PM
131	The city continuously runs a surplus in parking. The budgeting should be more realistic or the funds should be used to offset tax increases. inflation plus one per cent is not sustainable.	1/7/2019 2:33 PM
132	Good call to raise parking costs for all day parking in city parkades. It encourages people to take public transit. Likewise the bus lanes.	1/7/2019 2:08 PM
133	New innovations in parking are great for business, especially the app that allows you to remotely pay. There is a critical need for more parking spaces for employees and customers downtown.	1/7/2019 1:52 PM
134	I do like the "ambassadors" they have a lighter and pleasant approach, I hope that Sunday parking becomes metered, it will be easier to park downtown on Sundays and I think it will benefit the businesses, I imagine this may help the budget as well	1/7/2019 1:47 PM



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135	I am of the opinion that the city is currently waging war on downtown vehicle traffic. I am glad I am not a business owner in the downtown core. The current one way streets, multitude of crosswalks and bike lane priorities in the downtown core make driving dangerous for everyone. Very poor planning in my opinion.	1/7/2019 1:25 PM
136	I don't use the parking as I park in my underground and walk to local shops instead	1/7/2019 12:42 PM
137	We need more parking!!! And not parking that costs people half a days work! As a resident of down town I try as much as possible to leave the city when I can because I can't park my car. I don't have parking that came with the condo I OWN and I can't rent spots because there are none available. This is unrealistic We need more parking! Especially with the densification happening. It becomes unsafe when I get home late and have to park blocks away from my place and walk through the streets alone in the dark. Sorry but that is unacceptable	1/7/2019 12:20 PM
138	I don't own a car.	1/7/2019 11:48 AM
139	You removed too many surface parking lots	1/7/2019 11:04 AM
140	Need more parkades downtown to support local businesses and residents. #1 transportation issue/priority.	1/6/2019 9:59 PM
141	Centennial Square Parkade and Parking Ambassadors appear to cost a lot compared to the revenues earned - possible better use of resources in these two areas?	1/6/2019 9:24 PM
142	Priority should be to eliminate on-street parking, minimum parking requirements and free parking. All measures to reduce automobile use should be implemented.	1/6/2019 6:49 PM
143	Keep free evenings and first hour free. Rates should not be increased	1/6/2019 6:37 PM
144	\$16 per day to park at Broughton parkade, thats insane - you had to raise prices to offset the reduced revenue from spots lost to bike lanes, and not adding more spots to compensate. You then hit regular downtown parkers up for that lost revenue, and drive them to shop at outlying malls instead.	1/6/2019 6:18 PM
145	First hour free in the parkades; brilliant! Proposed charging fees for Sunday parking, stupid beyond belief!	1/6/2019 6:09 PM
146	Keep it like it is now	1/6/2019 5:57 PM
147	I really appreciate the ParkVictoria app, and would appreciate more secure bike parking downtown. This could be a pay by use service.	1/6/2019 5:50 PM
148	More parking. Bike Lanes are a pretend solution to real problems. Make developers pay for constructing new public parking as a part of every development.	1/6/2019 1:30 PM
149	I don't drive, More buses! - work with Duncan to decrease cost of bus 66	1/6/2019 12:47 PM
150	We should have parking commissioners patrolling neighbourhoods daily.	1/6/2019 12:10 PM
151	Fortunately, I can still walk to town.	1/6/2019 10:14 AM
152	This page doesn't list their funding percentage.	1/6/2019 9:10 AM
153	eliminate free parking on Sundays, extend the hours of pay parking to 8:00 pm and raise street parking prices, Parking is an excellent revenue stream opportunity for the city, and can help offset property tax increases.	1/6/2019 8:25 AM
154	Cost of parking needs to be increased to discourage driving/commuting. Money then needs to go directly into public transportation	1/5/2019 9:33 PM
155	Stop Mayor from giving away Pay Parking lots to developers so that they can build over priced Condos!	1/5/2019 5:33 PM
156	More parking	1/5/2019 4:34 PM
157	Pubic transit should be free, and if you want to drive, you have to pay. Robins parking is poor customer service.	1/5/2019 2:03 PM
158	More parking is needed downtown	1/5/2019 1:04 PM
159	As mentioned, 19% from parking tickets is too high. Another suggestion is to colour code parking meters. Green for 2 hours, yellow for 3 hours. I cannot read the small font when driving by to see if I can use that spot for meetings, etc. Unify all of the downtown and Saanich, and Oak Bay parking colours.	1/5/2019 6:52 AM

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160	Parking is inadequate. Results in difficulty to do business here which damages the city economically and socially	1/5/2019 6:40 AM
161	The city needs another parkade. Parking is much worse now, and street parking leads to more congestion. I'm all for bike lanes and transit, but many people want to or have to drive. Bad parking leads to the exodus to out of town malls, which breaks down all the other motivations... Good arts, economic development, vibrant communities.	1/5/2019 4:15 AM
162	Let's move to paid parking on sundays and get our children to school for free on public transit	1/5/2019 4:01 AM
163	First hour free is great as are parkade services. The app is great. Dont charge for Sunday parking. Busses are too expensive in this town. Keep up bike lanes.	1/4/2019 11:05 PM
164	We need more parking downtown and in our neighbourhoods. Pretending that we don't have a lot of cars that are used to move around the city	1/4/2019 8:52 PM
165	There needs to be more funding for creating parking downtown to replace what's been lost to development, bike lanes.	1/4/2019 8:37 PM
166	Need new public parkades in high fort and northern Douglas areas so more street parking can be removed for proper bus/bike lanes.	1/4/2019 8:02 PM
167	Stop losing parking spots in favor of bike lanes	1/4/2019 5:47 PM
168	The money is being spent on the wrong issues, we need more parking not less. And our parkades are not safe. No video cameras and not enough police to stop break ins.	1/4/2019 4:40 PM
169	We should be charging for parking later into the evening and on sundays	1/4/2019 10:54 AM
170	Don't take away free Sunday parking. It's bad enough that you've robbed the downtown of hundreds of parking spaces for the ridiculous bike highways!	1/4/2019 9:19 AM
171	With bike lanes taking up parking spaces there should be a funding surplus in this area.	1/4/2019 6:29 AM
172	The city needs to think about building another parkade given the fact that so many parking stalls disappeared.	1/4/2019 6:25 AM
173	Council should consider a new parkade north or northeast side of downtown. Charge for parking on Sunday but at a reduced rate if possible. Keep the free Sunday parkades	1/4/2019 12:07 AM
174	Stop with the bicycle lanes!!!! They are a pain in the neck and under utilized. This is a city of retirees. Why don't you cater to all of the demographics!	1/3/2019 9:24 PM
175	If the city's desire is to drive sustainability and increase bike / carshare / bus usage a good way to do this would be to increase the cost for parking. This could also be a revenue driver for the city and excess proceeds could be used to reduce debt / interest costs, and subsidize other city budget items. I don't understand why Parking Service Admin costs are set to increase 14%. Why not keep it flat, look for efficient ways to do business, and save the difference?	1/3/2019 8:42 PM
176	The funding percentage for this service was not noted. I expect they are sufficiently staffed so no increase is required as their expectations/roles don't change like police/fire.	1/3/2019 5:18 PM
177	stop reducing parking by building bike lanes and deterring people from coming downtown	1/3/2019 4:56 PM
178	not sure if this a responsibility of this group but the number of uninsured cars and permanently parked cars is high on our streets	1/3/2019 4:35 PM
179	Parking is a major issue in the core and the lack of parking is causing people from outlying communities to do their business elsewhere.	1/3/2019 4:23 PM
180	if parking downtown gets any more expensive I just wont come downtown in my free time.	1/3/2019 4:14 PM
181	See previous comment!	1/3/2019 4:14 PM
182	Homeless who live in vehicles are vulnerable and need passes to use these prking lots for safety. Hate is on rise eith it more attacks on poor. Again. Do ee really want to be sued?	1/3/2019 1:25 PM
183	I would think this section funds it's own budget and more.	1/3/2019 12:35 PM
184	With the redevelopment of many surface parking lots in downtown, and the corresponding increased demand on parkades, the City may need to consider building some new parkades or securing public parking through urban development; and put in place a modern automated spot finding system much as one finds in Europe.	1/2/2019 8:42 PM

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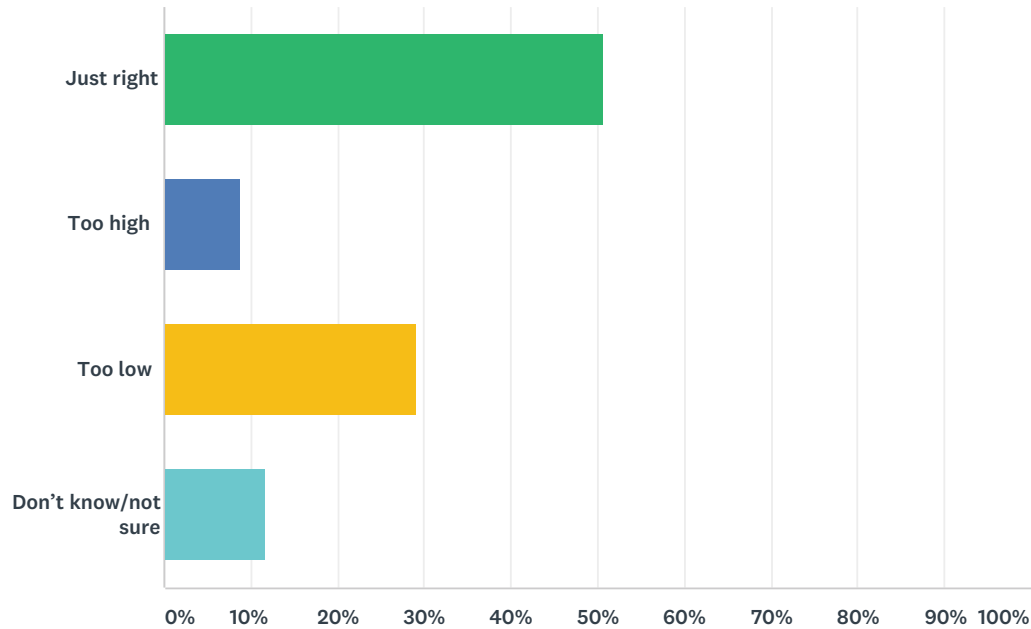
185	I think all parking rates should be increased which might ration the existing parking and encourage more active transportation	1/2/2019 3:56 PM
186	The wording on this is sketchy. Am I voting too high for fines? Funding? Fees? Those are three separate answers! Fines are adequate. Funding via way too low. Fees to park are astronomical. Disabled people have NO CHOICE to pay ridiculous extortion amounts to park be downtown for appointments (a huge percentage of medical services are on the core, as are financial, law, ect) and they don't get a choice! Now we're losing spots for too small too expensive ridiculous bike lanes next to no one want to use! License and insure and police the damn entitled cyclists!!	1/1/2019 3:50 PM
187	Again, the City had directly contributed to the parking shortage in the core. Not everyone can or will ride their bikes on over engineered bike lanes. Build more multi-level parking lots above or below ground.	1/1/2019 1:04 PM
188	Other than lack of parking the parking services are reasonable.	1/1/2019 10:58 AM
189	The parking app is helpful. Please don't build any more parkades like Yates St parkade in the lower end of Yates. It's a nightmare; the sightlines are awful.	12/31/2018 6:46 PM
190	Too many parking tickets are written per capita in this city for it to be considered open, friendly or accessible. If this is be cause of a lack in budget- give them more. Also accessible parking should be accessible.	12/31/2018 2:40 PM
191	Please do NOT introduce metered parking on Sunday. I'm sure you can find the additional few pennies elsewhere. For instance, stop installing "traffic calming" bulbs. They are extremely dangerous. And maybe stop wasting money on multi coloured and flowery cross walks? They are an irresponsible distraction and are dangerous. We need clarity and safety on our streets.	12/31/2018 12:59 PM
192	Maintain free & affordable parking downtown	12/31/2018 12:17 PM
193	More affordable parking downtown. More loading zones for !@#\$\$% sakes - be realistic!!!!	12/31/2018 10:06 AM
194	That being said the lack of parking in the downtown core is impacting businesses. We now drive to malls or to Langford and Sydney to do most of our shopping. We do a lot of our grocery shopping in Fairfield and James Bay as we can walk there although it is becoming more of a challenge as we get older.	12/31/2018 7:43 AM
195	Too few parking spaces downtown and it is difficult for people with mobility issues to access services. Many doctors and clinics have their offices downtown.	12/31/2018 7:02 AM
196	No people of color. The same meter maid is a racist... He should loose his job.. Second your parking metes rob people. Former rates were 6 min for 25 cents but you put in two quarters you get 10min... At what point do you stop robbing from the people.	12/28/2018 7:25 AM
197	No % provided? Information Withheld	12/27/2018 9:40 AM
198	ban cars from downtown and you can probably reduce the amount of funding parking services receives.	12/26/2018 11:16 AM
199	No	12/26/2018 10:18 AM
200	Privatize parking to get more parkades built	12/25/2018 11:21 PM
201	Maybe the city should consider changing the parking hours downtown from 9 to 6 to 8 to 6 or 7. City parkades from free for the first hour to half price for the first hour.	12/25/2018 10:35 AM
202	Parking services represent revenue generating opportunities.Paid vehicle parking spaces in Victoria on on the decline. Much is given for free, including bicycle parking, and "residential parking only". There are also lots of handicap parking cheaters (ie, not legitimately entitled to it) who use handicap passes for priority and/or all-day street parking.	12/24/2018 12:06 PM
203	I don't disagree with paid street parking on Sundays but the parkades should be FREE! Sunday bus service is not like the regular week and people have to get to work, so if they have to drive and are working minimum wage they should have at least one benefit. Keep Victoria vibrant. It is hard enough to find staff to work at minimum wage	12/24/2018 9:02 AM
204	Less parking enforcement	12/23/2018 11:54 PM
205	Time for the city to explore a site or sites for a 6th city parkade. I like the bikwtoria projects but agree it's time for additional parking downtown. Especially as the Hudson and further expands and more parking lots are converted to buildings another city owned parkade is long overdue.	12/23/2018 8:17 PM

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206	why so much when you keep killing parking spots for bike lanes and how are they making parking easier when again divided bike lanes take over AND you will be removing more private parking with the redevelopment of the lots below Wharf St	12/23/2018 4:11 PM
207	Don't charge for Sunday parking	12/23/2018 7:03 AM
208	Don't remove free sunday parking	12/22/2018 7:36 PM
209	Build one or two new parkades to replace the overall parking loss over the past ten years. Start charging for electric vehicle charging.	12/22/2018 5:12 PM
210	More parking less bike lanes	12/22/2018 2:24 PM
211	Really like the parking app. Please ensure staffing and funds for its maintenance are included in the IT budget. I'm OK with charging for parking downtown on Sundays.	12/22/2018 2:24 PM
212	Too many unnecessary frills, such as safe walk and parking apps	12/22/2018 2:13 PM
213	All Canadians are very attached to their cars and feel they cannot do without them. But, when the population grows, the parking places don't grow therefore EVERYONE complains. We absolutely need to charge for ALL road parking. NO more residential only free parking. Everyone should have equal right to public roads and everyone must pay to park on the road.	12/21/2018 5:45 PM
214	Parking is to expensive, screw bike lanes	12/21/2018 5:12 PM
215	Reduce parking fees to attract more people to shop in Victoria. Oh and stop with the bike lanes.	12/21/2018 3:08 PM
216	there is a lack of enforcement on evenings and weekends, not sure if this is a budget issue though	12/21/2018 1:19 PM
217	jack up parking fees AGAIN--way too low in parkade--get them on to buses!	12/21/2018 11:54 AM
218	The cost of parking and lack of it along with the patrols ensure I do not go downtown unless I have no choice Bike lanes are a pain.	12/21/2018 11:28 AM
219	Parking within the city is entirely inadequate.	12/21/2018 8:49 AM
220	Parking spots are a premium. The lack of parking spots is only going to get worse with development therefore the budget can be reduced.	12/20/2018 9:39 PM
221	Develop more parking. Cars are NOT going to reduce in number, downtown businesses and events are HURTING.	12/20/2018 6:23 PM
222	I am pro alternative transportation (i try to bike to work) but strongly believe the city still needs more parkades. by far the biggest complaint from residents of Victoria as well as general CRD is with respect to he lack of parking	12/20/2018 3:55 PM
223	Residential Parking only areas are not healthy for the city. If some residents want on street parking they need to pay for the privileged otherwise it should be open for all citizens.	12/20/2018 1:27 PM
224	I don't full understand the Parking Ambassador program.	12/20/2018 12:03 PM
225	Most services are now automated. Why have people walking around giving out tickets?	12/20/2018 11:21 AM
226	Keep parking free on Sundays.	12/20/2018 9:17 AM
227	The city needs more parking downtown. Not having enough parking is bad for business and bad for the environment (as people drive around and around to find a spot).	12/20/2018 6:58 AM
228	More public parking spaces downtown need to be included in new developments	12/19/2018 1:52 PM

## Q24 When thinking about the services you receive from Parks, Recreation and Facilities, do you feel that funding in this area is:

Answered: 757 Skipped: 726



ANSWER CHOICES	RESPONSES	
Just right	50.59%	383
Too high	8.72%	66
Too low	29.06%	220
Don't know/not sure	11.62%	88
TOTAL		757

## Q25 Do you have any additional comments on the proposed Parks, Recreation and Facilities operating budget?

Answered: 200 Skipped: 1,283

#	RESPONSES	DATE
1	The budget should be increased with the intention of creating more spaces and working cooperatively with homeless communities to determine what facilities are needed to those sheltering outside, and to provide these facilities when and where they are most needed. Municipally funded Parks and Rec centres are great opportunities to provide spaces and programming for youth, and I would like to see more done in this regard.	1/20/2019 9:18 PM
2	Victoria should have two swimming pools.	1/20/2019 9:03 PM
3	The city is catering too much to special interest groups. Too many off-leash areas in parks - dog parks in marginal land areas near but not in parks (as Vancouver often does) should be created. The City doesn't even provided a list of events for the neighbourhoods so that local groups can plan around them. Need more flower baskets - and do not delete flowers, driving into town, can really tell when leaving Saanich or Oak Bay and entering Victoria - which has much less appealing displays.	1/20/2019 8:17 PM
4	They don't modify offerings to make them accessible. They haven't been able to act on accessibility recommendations in two years. They can't even consistently publish notices about what to do if you need accommodation. Basically, these programs are not for me but I still pay for them.	1/20/2019 7:02 PM
5	As per comments 16, 18& 21, Parks/bylaws, once we actually have an effective Urban Forestry plan, need to have the personnel to be able to deal with concerns/enforcement without issues being lost between them. Despite our tax contributions Rockland lacks in all these areas.	1/20/2019 5:59 PM



6	<p>It is extremely important to have public spaces where people can gather, socialize, rest, enjoy nature, etc. And, for some people who do not have private spaces where these things can also happen, public spaces are, additionally, spaces of survival. When recreational wants of housed people conflict with unhoused people's survival needs, survival needs must take priority. The budget should be increased to work collaboratively with people sheltering outside to determine what amenities should be installed in parks to facilitate survival -- e.g., platforms to elevate tents above damp areas, storage lockers, 24/7 bathrooms, showers, food storage and preparation infrastructure, access to drinking water and electricity, etc. Maintenance of parks and other public spaces should not be used as a rationale to police and displace people who are sheltering outside, or seeking a safe place to use drugs. It is not appropriate to use public funds to "improve" parks by driving away people who are visibly low-income, whether by creating amenities like playgrounds or sports fields that whittle away the few spaces left where people can shelter, putting more pathways through sheltering spots to undermine privacy, creating terraced areas to make it more difficult for people to tent, or undertaking park redevelopment in areas currently used for sheltering. Given the dire housing crisis, budget should be prioritized not for amenities that are nice but not necessary, but rather for potentially repurposing buildings, parking lots, and other city-managed spaces to meet immediate human survival needs. (This would likely involve a mix of capital costs and operating budget.) The City currently has a hostile working relationship with people who shelter outside that is premised on the City using its power to displace people. This could shift to a respectful working relationship where the City works with people who are sheltering outside to find out what kind of spaces would improve safety, shelter, and access to necessities such as clean water, bathrooms, showers, and safe food storage/cooking facilities. City facilities could be readily adapted for these purposes and by engaging in this in a respectful, collaborative manner the City could also be well positioned to work on broader community initiatives such as reduction of discrimination against people who are living in poverty. The 'Leisure Involvement for Everyone' (LIFE) program currently discriminates against people with no fixed address by requiring that proof of address be provided to qualify for the program, contravening the 2019-2022 Draft Strategic Plan mandate to "make Victoria barrier-free". Additionally the application process requires a CRA notice of assessment to prove income and that BC Identification be provided -- requirements out of reach for many people living in extreme poverty. An alternative application process should be investigated in consultation with the street community and advocates, to determine a respectful way forward for people with very low incomes who cannot meet these criteria (e.g., a letter from someone who is able to vouch that the person meets program criteria). Recognizing that people who are unhoused experience significant systemic barriers to being able to safely secure their belongings, there should be no blanket requirement that lost/stolen passes can only be replaced once per year, a \$5 replacement fee will be charged and 4 visits per month will be deducted from the card; instead this should be determined on a case-by-case basis -- the number of people this applies to will be small so will have no economic impact on the program's viability but will make a difference for individuals who rely on the LIFE program to access showers and other basic necessities.</p>	1/20/2019 5:08 PM
7	Continue to expand public, not private, access to recreation.	1/20/2019 3:39 PM
8	More trees!	1/20/2019 3:34 PM
9	Victoria needs an outdoor pool	1/20/2019 3:20 PM
10	<p>I would like to see the budget increased to hire an Urban Forester who would coordinate tree concerns across all city departments. Mature trees are one of our most cost-effective tools against climate change -- we must stop squandering them. Also, the city needs to dramatically increase tree-planting in order to simply maintain the canopy we have now. We should be planning to increase it, to maximize carbon-storing and cooling. Mature trees store exponentially more carbon than saplings do -- so it is not remotely enough to plant two saplings to 'replace' a mature tree. We must budget to plan ways to save our mature trees, whatever it takes. They are that important. Please budget for a fund to buy well-treed properties, like 1201 Fort Street, that come on the market. These can be neighbourhood parkettes, or could also host community gardens and orchards. Funding from the provincial and federal governments for this should also be explored. Please budget to replace the outdated Tree Preservation bylaw at the earliest opportunity. Victoria is losing countless large trees at the whim of property owners, because they are not quite big enough to require tree removal permits.</p>	1/20/2019 10:11 AM
11	I really value the YMCA being downtown. Just saying.	1/20/2019 9:10 AM
12	Once an area is designed and in place like parks, playground etc then the funding should be re-evaluated	1/19/2019 6:36 PM
13	Protect trees and green space	1/19/2019 2:04 PM

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14	Parks could do a lot more to actively support food growing in our City, their approach to community engagement around this has been unnecessarily dismissive and/or combative. I'd like to see resources go into supporting Parks staff to shift towards a more collaborative approach with members of the public who want to engage in recreational activities that enhance public health, such as community gardens. I'd also like Parks to work more closely with local First Nations in the management of Parks, and focus on restoring local food, medicine and fibre systems that can be used for cultural purposes, or other purposes that First Nations communities identify. I'd also like Parks to work collaboratively with unhoused communities who access parks as a means of survival, to determine what facilities could be added or maintained in Parks in order to ensure their survival and address health issues that are preventable with basic sanitation. I'd like the LIFE program to be truly barrier free. Currently it discriminates against people who cannot provide an address or BC ID.	1/19/2019 12:40 PM
15	Unclear. What is happening with Crystal pool??	1/19/2019 12:17 PM
16	This service area requires a revisit to policy surrounding fences and the issue of maintenance and building, with respect to parks and the properties that back on to parks.	1/19/2019 11:44 AM
17	We need to get the other 11 municipalities to contribute. We provide much employment and services to them "for free".	1/19/2019 10:44 AM
18	no	1/19/2019 8:54 AM
19	More work needs to be done with trees. Maintaining street trees. Preserving mature bylaw protected trees and strengthening the bylaw. Working with property owners to preserve mature trees.	1/18/2019 10:19 PM
20	Park space is vital, including all services to keep it maintained	1/18/2019 10:18 PM
21	Grateful to use these services.	1/18/2019 6:15 PM
22	Park and recreation facilities need to be boosted to keep pace with population and density increases. This should also result in a shift to projects and programs that help fight climate change for the same reason.	1/18/2019 4:16 PM
23	keep up the good work	1/18/2019 3:05 PM
24	Quality of life requires more attention to these vital public resources. Please ensure dog off leash areas are not allowed in ecologically sensitive areas such as Garry Oak Meadows.	1/18/2019 2:07 PM
25	We need to protect, improve and enhance the parks we have. Climate change is going to impact these areas. We need to be proactive.	1/18/2019 1:28 PM
26	Our city parks are good but could have better maintenance and more parks	1/18/2019 12:03 PM
27	We need to better maintain the quality of Beacon Hill Park.	1/18/2019 11:13 AM
28	No	1/18/2019 10:56 AM
29	Trees are an essential part of our response to the climate-change emergency. We need to invest in them. - Trees store carbon. Mature trees store a lot more carbon than replacement saplings do. Let's keep the mature trees, and plant more. Victoria's street trees save the city nearly \$3 million a year in 'eco-services' like preventing flooding, cooling streets and buildings, and reducing wind, among other things.	1/18/2019 10:50 AM
30	Make public spaces beautiful at all times of year. Include programs to promote community stewardship and participation.	1/18/2019 6:36 AM
31	Excellent service.	1/18/2019 4:06 AM
32	Victoria used to be known as the retirement city. Not anymore. There are more young families and will continue to grow. There will be more children and teens. Allot additional budget to provide additional resources for families to enjoy. Create more outdoor splash pads, outdoor recreations, outdoor pool, improve parks and recreation centres. Offer affordable summer programs for children.	1/17/2019 11:05 PM
33	Invest more money in managing city trees	1/17/2019 10:39 PM
34	Topaz park needs a new soccer pitch badly!!!! It is an incredible community hub!	1/17/2019 5:25 PM
35	Free rec centre access for children	1/17/2019 5:22 PM
36	The parks have to be maintained so that they do not become overrun with vagrants and dogs.	1/17/2019 5:07 PM

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37	With increased density, more funding should be available for parks, recreation and facilities.	1/17/2019 1:04 PM
38	Improving ecosystems and protecting existing ones is very important.	1/17/2019 12:41 PM
39	The facilities in the city are old and in dire need of capital funding. James bay community centre and the other amazing community centres do what they can with outdated infrastructure, but more is needed	1/17/2019 11:02 AM
40	Green space, child-friendly communities contribute to vibrancy. Operations support park safety and resilience.	1/16/2019 10:08 PM
41	Dogs off leash area is a joke. So many dog owners all over the city have their dogs off leash everywhere, and of course no bylaw officers to give the owners fines. When people can do whatever they want knowing they won't get fined, they don't care. Once again, more officers, more fines, more money for the city to provides better services, and in this case, if people get fine, they will be more tempted to respect the bylaws.	1/16/2019 5:14 PM
42	This city is priviledgrd to have the facilities we do :)	1/16/2019 4:52 PM
43	To make our city livable and keep our citizens active physically and mentally we need to keep investing in parks, recreation and facilities.	1/16/2019 3:33 PM
44	Why do surrounding municipalities manage to have multiple and pretty wonderful recreational facilities? And we don't. I'm sure they don't spend a higher proportion of their budget. Guess they just spend it smarter.	1/16/2019 3:32 PM
45	More funding for recreation especially the new Crystal Pool	1/16/2019 2:48 PM
46	None of the off-leash dog parks are in the downtown core, and Dallas Rd is being threatened by a bike lane (I'm a cyclist!). PLEASE dedicate another park for dogs, somewhere a person can easily walk to in the downtown core.	1/16/2019 2:38 PM
47	Trees are an essential part of urban infrastructure. I support more spending on staff for tree protection, planting of drought-tolerant species and all the other recommendations in the 2015 UFMP. Tree-planting should not be framed as a voluntary activity - any more than road-building is. Also, if Parks & Rec is responsible for leaf collection, please continue this service. All the leaves we put out are from public boulevard trees. If the program is cancelled or curtailed, people will see the trees on private and public property as a nuisance and will not support the urban forest.	1/16/2019 2:17 PM
48	We need a higher budget here, there are not enough facilities, the facilities need to be upgraded and costs for families need to come down. Fund it by doubling the cost of parking.	1/16/2019 11:38 AM
49	I'm very glad to see Crystal Pool is getting an upgrade. Thank you to everyone who put work into making that happen. I also appreciate that Victoria remains such a dog friendly city with so much green space.	1/16/2019 11:37 AM
50	More park space downtown is necessary because many more people are living downtown. Unless we want everyone living downtown to drive out of town to get to a park, we need green space and places for people to congregate outdoors downtown. We need better, more welcoming space for low income people to enjoy being outdoors. I love Victoria's little neighbourhood playgrounds, and of course Beacon Hill Park. Landscaping as much as possible with indigenous plants and consulting with First Nations people about park planning would be a good idea.	1/16/2019 10:33 AM
51	The Crystal Pool complex is a well used facility. Any development should include underground parking to take the pressure of the neighbourhood, and there should be NO social housing component included. The green space with the ball park should remain as it is untouched - it too is well used in the community.	1/16/2019 7:52 AM
52	Parks are for everyone and are especially important to folks who don't have their own private green space to enjoy. Maintenance of parks and other public spaces should not be used as a rationale to police and displace people who are sheltering outside, or seeking a safe place to use drugs. Given the dire housing crisis, budget should be prioritized not for amenities that are nice but not necessary, but rather for potentially repurposing buildings, parking lots, and other city-managed spaces to meet immediate human survival needs. (This would likely involve a mix of capital costs and operating budget.) Finally, The 'Leisure Involvement for Everyone' (LIFE) program currently discriminates against people with no fixed address by requiring that proof of address be provided to qualify for the program, contravening the 2019-2022 Draft Strategic Plan mandate to "make Victoria barrier-free". An alternative application process should be investigated in consultation with the street community and advocates, to determine a respectful way forward for people with very low incomes who cannot meet these criteria.	1/15/2019 10:39 PM

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53	Ridiculous amounts of money have been spent on parks (Rudd for example) in the war against the homeless. Park staff should not be throwing out homeless people's belongings and adding to the landfill. Social workers should be working with the poor to clean up their own mess's and then reasonable amounts of money used to honestly clean and repair what needs doing. The police and parks budgets are inflated with homeless people being scapegoats for ridiculous expenditures.	1/15/2019 9:58 PM
54	Get more staff for cleaning and to oblige people to pick up their dog poop.	1/15/2019 9:37 PM
55	Thank you!	1/15/2019 5:20 PM
56	these I like... keep them affordable to family's, let children play..	1/15/2019 5:12 PM
57	seems to be the first sacrificed	1/15/2019 5:06 PM
58	need a park in Burnside Gorge - promised.....	1/15/2019 4:17 PM
59	There is a need for more off leash dog space throughout the downtown /Vic west area	1/15/2019 4:07 PM
60	I would love to see Victoria create and maintain public spaces where people can gather in the open without fear of being ticketed or harassed by police. Currently many green spaces are unwelcome because there are no benches, or defensive architecture has been implemented, as mentioned in my previous answer. While green spaces are valuable, given our current housing crisis, the city should focus on creating spaces where folks can gather in public and shelter outside without restrictions on day time occupation of parks. Too many resources are wasting ensuring that folks pack up their tents or belongings and move from place to place each day. The city should work directly with folks impacted by sheltering and park maintenance policies to find out what their needs are and what kinds of park spaces would be best suited to their needs.	1/15/2019 3:39 PM
61	I'd like to see the Parks, Recreation and Facilities operating budget increased significantly in order to increase the number of hectares of natural areas and parkland. I believe this should be the priority of Victoria, during this time of global environmental crisis,	1/15/2019 2:33 PM
62	We are so grateful for our natural urban landscapes. We love how well they are used.	1/15/2019 2:27 PM
63	More tree planting in parks that are losing trees and infill planting wherever possible.	1/15/2019 1:53 PM
64	There appears to be some amenity for everyone	1/15/2019 1:23 PM
65	I have noticed less service in our area and yet everything still looks good.	1/15/2019 7:00 AM
66	There's way too much money spent on conferences and travel. We're in a time when money is really tight and our city is facing way larger issues than sending people on non-essential conference trips, I don't really care what topic may be.	1/15/2019 6:41 AM
67	We need park space and plaza space downtown!!!! The only reason we have a decent playground downtown is because of tent city. We need more green spaces downtown, more playgrounds, more water parks and more trees. I am willing to pay for this.	1/14/2019 8:42 PM
68	Contract out!	1/14/2019 11:52 AM
69	Like arts and culture parks and recreation are essential for maintaining a healthy community.	1/14/2019 11:17 AM
70	Beacon Hill Park is my favorite and within walking distance.	1/14/2019 10:40 AM
71	Most of the infrastructure is old and failing. Its a shame it's not maintained better. Such parks, tennis courts, how about a water park at beacon hill - get with the time Victoria	1/14/2019 9:59 AM
72	I would like Parks to partner more with the sustainable transportation team. Parks can play a big role in making our community more cohesive in active transport. Specifically, I would like to see improvements in Hereward Green. I bike up a sidewalk and around a very difficult hedge and a 90 degree turn between two raised concrete blocks, to climb a dirt path that is alternatively overgrown with brambles and muddy and incomplete to the E&N. This can be improved through several strategic treatments to make this a more inviting and safer way to access a wonderful asset in our community.	1/13/2019 10:40 PM
73	public parks and recreation services are incredibly important to health and well being. they provide access to nature as well as physical and social health. this is important and should be invested in. these services are especially important to people who do not have property/backyards. it is important to recognize that many people use the parks as a safer space to sleep and use drugs. we should keep these people safe. we should not criminalize them. we should have needle boxes and proper garbage disposal/waste management, access to water, camping platforms, storage lockers. we should work to make people feel safe and cared for so that they do not have to hide and feel included in taking care of our parks.	1/13/2019 7:54 PM

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74	Keep construction costs under control.	1/13/2019 7:40 PM
75	Parks are for people, open them up and stop with such restrictions so more participation in events and family/public social gatherings. Open up Beacon Hill Park get rid of closures. Rec Fac. very important for all ages. Keep people healthy and in safe situations, kids off the street and malls.	1/13/2019 7:08 PM
76	<p>i am subitting my friend's words here because he expresses exactly what i would like to say (i don't want you to think that one person has submitted to this survey more than once): It is extremely important to have public spaces where people can gather, socialize, rest, enjoy nature, etc. And, for some people who do not have private spaces where these things can also happen, public spaces are, additionally, spaces of survival. When recreational wants of housed people conflict with unhoused people's survival needs, survival needs must take priority. The budget should be increased to work collaboratively with people sheltering outside to determine what amenities should be installed in parks to facilitate survival -- e.g., platforms to elevate tents above damp areas, storage lockers, 24/7 bathrooms, showers, food storage and preparation infrastructure, access to drinking water and electricity, etc. Maintenance of parks and other public spaces should not be used as a rationale to police and displace people who are sheltering outside, or seeking a safe place to use drugs. It is not appropriate to use public funds to "improve" parks by driving away people who are visibly low-income, whether by creating amenities like playgrounds or sports fields that whittle away the few spaces left where people can shelter, putting more pathways through sheltering spots to undermine privacy, creating terraced areas to make it more difficult for people to tent, or undertaking park redevelopment in areas currently used for sheltering. Given the dire housing crisis, budget should be prioritized not for amenities that are nice but not necessary, but rather for potentially repurposing buildings, parking lots, and other city-managed spaces to meet immediate human survival needs. (This would likely involve a mix of capital costs and operating budget.) The City currently has a hostile working relationship with people who shelter outside that is premised on the City using its power to displace people. This could shift to a respectful working relationship where the City works with people who are sheltering outside to find out what kind of spaces would improve safety, shelter, and access to necessities such as clean water, bathrooms, showers, and safe food storage/cooking facilities. City facilities could be readily adapted for these purposes and by engaging in this in a respectful, collaborative manner the City could also be well positioned to work on broader community initiatives such as reduction of discrimination against people who are living in poverty. The 'Leisure Involvement for Everyone' (LIFE) program currently discriminates against people with no fixed address by requiring that proof of address be provided to qualify for the program, contravening the 2019-2022 Draft Strategic Plan mandate to "make Victoria barrier-free". Additionally the application process requires a CRA notice of assessment to prove income and that BC Identification be provided -- requirements out of reach for many people living in extreme poverty. An alternative application process should be investigated in consultation with the street community and advocates, to determine a respectful way forward for people with very low incomes who cannot meet these criteria (e.g., a letter from someone who is able to vouch that the person meets program criteria). Recognizing that people who are unhoused experience significant systemic barriers to being able to safely secure their belongings, there should be no blanket requirement that lost/stolen passes can only be replaced once per year, a \$5 replacement fee will be charged and 4 visits per month will be deducted from the card; instead this should be determined on a case-by-case basis -- the number of people this applies to will be small so will have no economic impact on the program's viability but will make a difference for individuals who rely on the LIFE program to access showers and other basic necessities.</p>	1/13/2019 6:08 PM
77	The funding is right but could be better spent. Instead of wasting money and worker time on noisy leaf blowing around parks, just leave the leaves be. They belong in a park, which is after all supposed to be nature in the city. Instead, workers could be deployed to plant and maintain more trees.	1/13/2019 5:01 PM
78	More funding for pools	1/13/2019 4:57 PM
79	Way too high! Let the city catch its breath. Council wants it all right now.	1/13/2019 4:12 PM
80	Victoria should take a page from Oak Bay's book and have whole parks that are designated "natural" parks.	1/12/2019 9:03 PM
81	If you are taking away the flowers from the parks etc. then I think you should reduce your budgets and maybe your gardeners. I use rec centers in other Municipalities.	1/12/2019 7:56 PM
82	Boulevard trees are not replaced or are replaced with in adequate trees size and species.	1/12/2019 2:47 PM
83	No	1/12/2019 11:47 AM



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84	Stop using cancer-causing pesticides. Better rainwater harvesting and assistance for such as bowling clubs to help with rainwater management. I don't swim because of lack of privacy for changing. I'm sure I am not the only person who feels uncomfortable about the changing facilities around town An indoor bowling arena	1/12/2019 11:34 AM
85	Need to invest more in your recreation infrastructure, programs, and services.	1/12/2019 11:07 AM
86	Victoria's beautiful public parks need funding to ensure the continue to bloom. Leave our parks as they are or enhance them with public art . Recreation facilities also need more support .	1/12/2019 9:16 AM
87	If anything, even more natural spaces and parks would be great.	1/12/2019 8:33 AM
88	Many facilities look older than they are because there seems to be little cleaning and maintenance happening. I notice in particular at Crystal pool, but at other sites too. Surely it's cheaper to maintain than replace, but for many facilities it's too late to make that choice.	1/11/2019 10:23 PM
89	PR&F needs to integrate "RIP" or road ripping capacity into its mandate. Time to start removing the asphalt to let the Earth breath again.	1/11/2019 9:50 PM
90	Need more dog off leash areas. For example, the Harris Green area, particularly east of Cook, is totally underused and could easily be fenced to allow for much greater usage.	1/11/2019 4:19 PM
91	Glad to see an increase for the protection and restoration of natural areas. Environmental stewardship is fundamentally important. I do believe that more money should go toward providing programming for children and youth. I would like to see those numbers increase and the overall amount that is being allocated to recreation to allow for heavy subsidization so that programs are easily accessible for all families.	1/11/2019 3:16 PM
92	Funding should be allocated to volunteer groups engaging in invasive plant stewardship in Victoria parks!	1/11/2019 1:41 PM
93	I love and regularly use parks and rec spaces that are city supported!	1/11/2019 12:34 PM
94	We could probably shift money from Policing to Parks, Recreation and Facilities and in that department offer more *free* and/or *low cost* and/or *sliding-fee* recreational opportunities as well conflict-resolution training (spoken about in my comments re police)	1/11/2019 12:29 PM
95	Let's plant more trees! More community gardens!	1/11/2019 12:07 PM
96	We do have some great facilities but they are getting very old in many cases and are no longer adequate for todays uses the pool come first in my mind as a fine water tank in a very outdated facility	1/11/2019 11:31 AM
97	Bump up to 10%	1/11/2019 10:05 AM
98	There should be more opportunities for volunteer efforts in park and ecological management areas.	1/11/2019 9:36 AM
99	keep as many PARKS in the City as possible and this is good for both residents and visitors.	1/11/2019 9:26 AM
100	Get rid of management dead weight and council interference	1/11/2019 8:54 AM
101	I would like to see more money spent on fencing for playgrounds for the very young and more money spent installing food gardens, native gardens and natural play spaces. I would also like the city to reduce the amount of pavement, for water management and use compact gravel for park lots.	1/11/2019 8:53 AM
102	This is important work. It takes a back seat to first responders. A budget in this area should not be allocated until our first responders have adequate funding.	1/11/2019 8:02 AM
103	Second swimming dock at banfield park please	1/11/2019 7:55 AM
104	This is one area that is done well although there is a need for more enforcement of by-laws, especially related to animals.	1/11/2019 6:13 AM
105	Parks can be extended to help restore landscapes, heal land, and create a space for reconciliation between communities. Additionally, so many people in our communities can't afford programs for health and fun for them and their families. Decreasing fees and helping more people join in would be great.	1/11/2019 12:09 AM
106	Not sure we need another swimming pool of mammoth proportions given there are many in the area. Perhaps those funds could be put to better use.	1/10/2019 11:44 PM



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107	Every park has turned into a homeless shelter. There's feces all over the place, and my friend was chased by a delusional, screaming homeless man while she was trying to walk through the park one evening, at 5pm.	1/10/2019 11:31 PM
108	I'm almost 70,female. Moderate physical condition. Separate shower/change facility area is a must. NOT wide-open mash-pit. * You did NOT take into account the effect that your FORCED JOINT Areas have on generations who were required to do the opposite.	1/10/2019 9:46 PM
109	I'd like to see a great facility to replace the Crystal Pool so if some of the increase in the budget is for that I'm in favour	1/10/2019 9:20 PM
110	Parks and recreation facilities are critically important. I do think that more funding is needed, particularly for parks, in order to address impacts associated with increased numbers of visitors. Also support funding for a new Crystal pool.	1/10/2019 9:05 PM
111	I would like to see more litter clean up in our parks as I am a constant picker-upper of litter in our city. Also, there are too few picnic sites, especially along Dallas Rd and Beacon Hill Park,	1/10/2019 9:02 PM
112	Increase the off-leash dog areas. Dogs are an important factor in the well-being of singles, especially seniors.	1/10/2019 8:44 PM
113	I would like to see more camps in the park that are affordable for families and subsidies by the city. Look at the Saskatoon model that has numerous free camps in parks throughout the summer months	1/10/2019 6:58 PM
114	Lots of parks have become contaminated with human poop, and garbage left behind by overnighers. I would hate to see resources come from the budget in increased amounts to deal with these issues - a result of the city being a magnet for those looking for a free ride and handouts.	1/10/2019 6:48 PM
115	More consultation with neighbourhood associations on major projects. Real consultation....not just from user groups.	1/10/2019 6:38 PM
116	I would happily pay higher property taxes in return for access to more and better shared recreational facilities.	1/10/2019 5:19 PM
117	New parks and greenways, improved parks, better stewardship of natural areas	1/10/2019 5:07 PM
118	They do an excellent job but perhaps could be more cost/benefit aware.	1/10/2019 3:36 PM
119	I am against tearing down the Crystal pool; I am for refurbishing it. I think of all the environmental waste created by the destruction of the current structure, in addition to the environmental waste when a new structure is built.	1/10/2019 2:06 PM
120	Tennis courts need to be adequately maintained. High use at the courts by Crystal pool. Needs to be resurfaced	1/10/2019 1:12 PM
121	No need to do anything more at centennial square, its fine like it is	1/10/2019 12:07 PM
122	Our parks are just fine. There's always room for improvement, but there's so many more important priorities before gilding the petting zoo's goat enclosure in gold.	1/10/2019 11:51 AM
123	To much spent on pet projects	1/10/2019 11:22 AM
124	Parks are important to its citizens, they need to be clean, beautiful escapes from every day life.	1/10/2019 11:18 AM
125	victoria is known for its beautiful city and stunning wildlife- maintaining parks and playgrounds keeps the city beautiful, protests green spaces and encourages community.	1/10/2019 11:08 AM
126	Victoria's natural beauty - year round - is our greatest asset. We should always do everything possible to protect and enhance this asset!!!!	1/10/2019 10:23 AM
127	Can money be taken from here to off set public health and saftey demands	1/10/2019 8:23 AM
128	Build the Topaz Bike Park!	1/9/2019 9:45 PM
129	The downtown area is in dire need of park/green space. Lots of new highrises which is fine but where do people go to get some sun, visit with friends, take kids to run around outside? Look to the European model. There are small green spaces everywhere. Often enclosed and closed dusk to dawn. There are no green spaces for kids, seniors etc within walking distance of the Fort Cook Blanshard Pandora area. Beacon Hill Park is too far.	1/9/2019 5:42 PM

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130	We need way better rec centers. It's so difficult to find an affordable gym with good equipment, especially for women. The YMCA is overcrowded and dingy and their equipment is aged. Crystal pool has the worst workout space ever. I want to use a treadmill with a TV on it and have a space to do stretches and floor exercises. Also a good pool with a good hot tub . Vancouver Does it Better. I sure hope a new Crystal Pool becomes a reality and that it is as good as the rec centers in Vancouver	1/9/2019 5:36 PM
131	9% is a significant portion of the annual budget but I love living in a city known for it's outdoor/green space!	1/9/2019 3:27 PM
132	no	1/9/2019 3:19 PM
133	Beacon hill park is nice, and most of the boulevards, but what about the rest of the parks? The topaz reno sucks, and we won't get the use out of it city hall had hoped for	1/9/2019 2:34 PM
134	Oakland's needs a proper park. There are too many playing fields.	1/8/2019 7:10 AM
135	Does the revenue collected offset costs directly? Dog licenses (when will you be requiring cats be licensed - why only dogs?) Sport field rentals. Guessing way too high since we've being losing so much parking.	1/7/2019 5:33 PM
136	more efforts should be made to make camping in parks unattractive	1/7/2019 2:34 PM
137	costs to use the rec centre should be lower	1/7/2019 2:08 PM
138	I wish that the budget wasn't stressed by all the expense related to maintaining public spaces that are often trashed with drug use and homeless issues, I hope that future plans for accessible housing with support from the provincial government will help alleviate the financial pressure	1/7/2019 1:49 PM
139	City has good park, rec. infrastructure. needs to be maintained.	1/7/2019 12:51 PM
140	The amount spent seems reasonable, but the quality seems poor. Parks are often dirty and littered with a lot of cigarette butts. Perhaps provide more garage cans/recycling/ashtrays	1/7/2019 12:43 PM
141	The public spaces downtown are not really inviting to the general public as the homeless are -- very understandably -- using them. I assume if more shelter was made available, these spaces would start to feel more available to all.	1/7/2019 11:49 AM
142	Overall, suffering from cutbacks and the resulting benign neglect. Citizens having to clean up Beacon Hill Park due to lack of staff? Though much improved response in clearing campers out of the park, coupled with all their detritus.	1/6/2019 6:12 PM
143	It's obviously too high since the parks are a cesspool for the indigent. Parks are not a form of last resort housing. Take money from the parks department and give it to the police. Let them enforce the law or create new laws to be enforced. I'd rather pay to prevent damage to parks than pay to have them cleaned up after another tent City emerges. Just enforce laws very strictly and watch the tent cities disappear.	1/6/2019 1:33 PM
144	The City seems bound and determined to destroy our City of Gardens. Trees need water; we have lots. Use it.	1/6/2019 10:17 AM
145	Seems low—that's a lot to take care of	1/6/2019 9:43 AM
146	Give them more money to put in a disc golf course	1/6/2019 9:11 AM
147	Keep the crystal pool. It's crazy to get into a deal with RG property, don't you remember how they screwed us with that idiot arena?	1/6/2019 6:55 AM
148	Investment in public resources/facilities will enrich our community.	1/5/2019 2:59 PM
149	New Crystal Pool facility is ideal	1/5/2019 10:31 AM
150	get rid of so called helps !	1/5/2019 9:31 AM
151	Great job. Keep up the good work. My only suggestion would be to broadcast certain specials more widely, ie: when 10 passes go on for a discount. I would appreciate an email on this.	1/5/2019 6:53 AM
152	All that dog poop public works has to collect is an issue for me. Want to own a dog, you should pay a pop tax to cover for the garbage clean up.	1/5/2019 4:04 AM
153	Community and recreation centres need more funding. THeY do the majority of he recreation services for the services and are highly under appreciated	1/4/2019 8:54 PM

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154	The municipal parks are disgusting. Washroom facilities are a mess, needles and other refuse from homeless people is everywhere.	1/4/2019 8:39 PM
155	Move quickly on crystal pool, don't lose funding opportunities	1/4/2019 6:03 PM
156	Are parks our nice how they are. Seems like they are funded appropriately.	1/4/2019 4:41 PM
157	I am sure the influx of fair weather campers in our parks taxes this budget.	1/4/2019 6:30 AM
158	Love the skateboard park in Vic West. Thank you for constructing it so that graffiti doesn't stick.	1/3/2019 9:25 PM
159	Though I use the Crystal Pool regularly, I would not mind paying more if it meant reducing taxes for those who do not use the facility. I like the city's push to plant food producing and local plants to save on water, cost, time, etc. I hope this is successful as reducing the budget here would be fantastic. I don't understand why the budget for the Royal Athletic Park is going to increase 15.31%. This seems far too high. Same with the 7.91% increase in Recreation. Though admin is only going to increase 1.35%, it strikes me as a place the city could look for efficiencies and maybe cut the budget / save money.	1/3/2019 8:47 PM
160	fall leaf pick up is comical. A larger mess is left behind when they leave a street. How about having no parking signs when the street is being serviced followed by a street sweeper to get the last bits. Right now the job is 60% done	1/3/2019 4:37 PM
161	Places for public to use an enjoy are very important	1/3/2019 4:04 PM
162	We need to implement the Urban Forest Master Plan, revise the Tree Preservation Bylaw, hire a Coordinator to do this work, integrating Parks, Planning and Engineering. Planting trees requires a bigger budget. Vancouver planted thousands while we are cutting more trees than planting. Green spaces belong everywhere, to everyone, for a healthy and happy population.	1/3/2019 2:01 PM
163	Need more accesibility to poor.	1/3/2019 1:26 PM
164	Again regional cooperation is needed. Why does Victoria have to fund the main arena, etc.	1/3/2019 12:36 PM
165	Maintaining and expanding green spaces in a city is critical to overall health of a community....we already have too much development	1/3/2019 8:59 AM
166	There needs to be more attention and protection to parks and greenspaces. There needs to be more safe places for dogs to be off leash. I do not use public recreation facilities but I think those are important to the city and should be a priority.	1/2/2019 7:30 AM
167	Better management and patrolling with bylaw enf for campers.	1/1/2019 1:05 PM
168	The number of officers / staff to maintain native plants and keep invasive plants from taking over in Beacon Hill Park is inadequate. Same at Playfair - a volunteer does the work there. Probably the same issue in all our parks.	12/31/2018 6:47 PM
169	I think with the budget we have we should get a better stretch for the dollar.	12/31/2018 3:10 PM
170	Climate change requires that the city stop supporting the construction of more highrise development and start supporting nature by planting hundreds more trees and buying up vacant land to save for nature. Please spend more money on the purchase of land to be used not necessarily for parks but for wilderness and nature.	12/31/2018 1:04 PM
171	Downtown!?!? Lot's of building no green space added.	12/31/2018 10:08 AM
172	While not certain there certainly seems to be a need for more staff controlling exuberant dogs along Dallas road and better education for dog owners.	12/31/2018 7:45 AM
173	Make more of the parks non-camping so that all can enjoy. Gardening with native plants is ok in areas with low tourist traffic. However, they are generally not very pretty.	12/31/2018 7:04 AM
174	The city can always use more parks and recreation facilities. In addition to the proposed changes/additions coming (Topaz, Crystal pool), continued maintenance and safety checks to keep spaces safe for children and adults.	12/29/2018 11:55 PM
175	Contract more out	12/29/2018 3:53 PM

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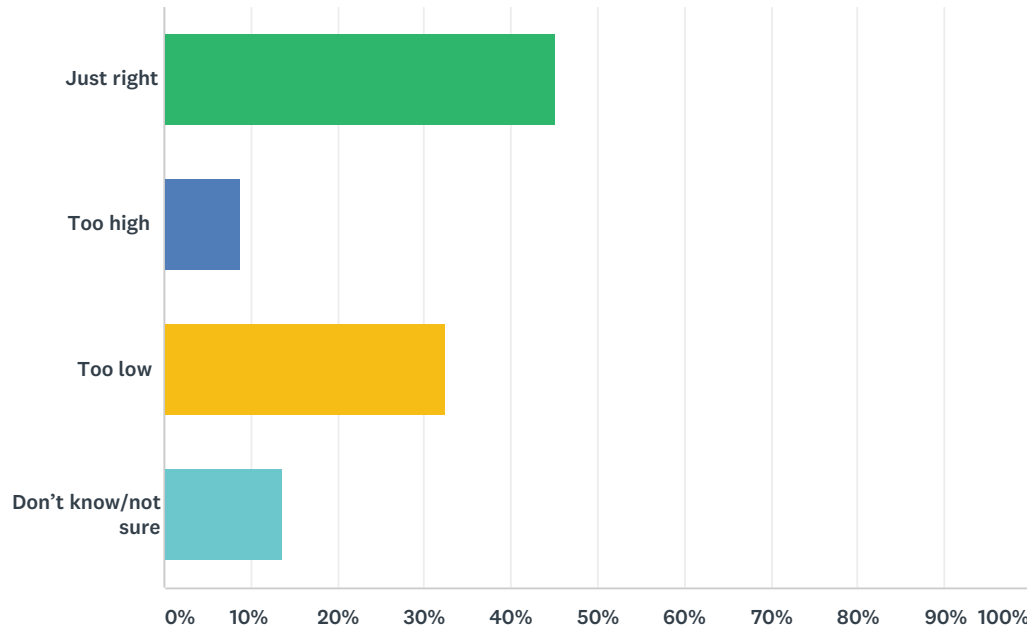
176	I am appalled by the lack of planning, foresight and good sense applied to the Crystal Pool renewal project. It has been a fiasco, with absurdly inadequate consultation, a plan to spend \$70 million without going to referendum, the travesty of a plan to build in an existing park when green space and parkland is at a premium and already inadequate in an ever denser city. I wonder why staff appears to run the show. They chose to ignore council's directives to investigate other sites until way too much money, time and effort had been spent. If this is how the Parks department operates in general, we are in big trouble.	12/27/2018 12:50 PM
177	Parks and rec services make living in the city more enjoyable and their budget for projects should be increased. but please ban leaf blowers, that shit is annoying, inefficient, and a waste of time.	12/26/2018 11:18 AM
178	Need better protection for greenspace in urban core. The plan to build a surface parking lot on Central Park is indicative of seriously misplaced priorities and lack of effective protections.	12/26/2018 10:46 AM
179	It is extremely important to have public spaces where people can gather, socialize, rest, enjoy nature, etc. And, for some people who do not have private spaces where these things can also happen, public spaces are, additionally, spaces of survival. When recreational wants of housed people conflict with unhoused people's survival needs, survival needs must take priority. The budget should be increased to work collaboratively with people sheltering outside to determine what amenities should be installed in parks to facilitate survival -- e.g., platforms to elevate tents above damp areas, storage lockers, 24/7 bathrooms, showers, food storage and preparation infrastructure, access to drinking water and electricity, etc. Maintenance of parks and other public spaces should not be used as a rationale to police and displace people who are sheltering outside, or seeking a safe place to use drugs. It is not appropriate to use public funds to "improve" parks by driving away people who are visibly low-income, whether by creating amenities like playgrounds or sports fields that whittle away the few spaces left where people can shelter, putting more pathways through sheltering spots to undermine privacy, creating terraced areas to make it more difficult for people to tent, or undertaking park redevelopment in areas currently used for sheltering. Given the dire housing crisis, budget should be prioritized not for amenities that are nice but not necessary, but rather for potentially repurposing buildings, parking lots, and other city-managed spaces to meet immediate human survival needs. (This would likely involve a mix of capital costs and operating budget.) The City currently has a hostile working relationship with people who shelter outside that is premised on the City using its power to displace people. This could shift to a respectful working relationship where the City works with people who are sheltering outside to find out what kind of spaces would improve safety, shelter, and access to necessities such as clean water, bathrooms, showers, and safe food storage/cooking facilities. City facilities could be readily adapted for these purposes and by engaging in this in a respectful, collaborative manner the City could also be well positioned to work on broader community initiatives such as reduction of discrimination against people who are living in poverty. The 'Leisure Involvement for Everyone' (LIFE) program currently discriminates against people with no fixed address by requiring that proof of address be provided to qualify for the program, contravening the 2019-2022 Draft Strategic Plan mandate to "make Victoria barrier-free". Additionally the application process requires a CRA notice of assessment to prove income and that BC Identification be provided -- requirements out of reach for many people living in extreme poverty. An alternative application process should be investigated in consultation with the street community and advocates, to determine a respectful way forward for people with very low incomes who cannot meet these criteria (e.g., a letter from someone who is able to vouch that the person meets program criteria). Recognizing that people who are unhoused experience significant systemic barriers to being able to safely secure their belongings, there should be no blanket requirement that lost/stolen passes can only be replaced once per year, a \$5 replacement fee will be charged and 4 visits per month will be deducted from the card; instead this should be determined on a case-by-case basis -- the number of people this applies to will be small so will have no economic impact on the program's viability but will make a difference for individuals who rely on the LIFE program to access showers and other basic necessities.	12/26/2018 10:45 AM
180	The city of gardens GREAT!!	12/25/2018 10:36 AM
181	It would be great to have the roads re-tarmacked in Beacon Hill park	12/24/2018 1:37 PM
182	There is inadequate tree trimming during the summer. Arbutus Park is overgrown, which draws in illicit activity. It also requires better lighting for safety. It needs significant investment to make it an attraction and of benefit to locals.	12/24/2018 9:30 AM
183	For the amount of work and support that is given at the community and senior centres they should have a much higher budget. I personally do not feel we need a new swimming pool. What is the % of the budget that goes towards management and staff wages in this department? Put it back into the community/senior centres.	12/24/2018 9:04 AM

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184	Increase cleaning and maintenance of parks	12/23/2018 11:56 PM
185	But I would like to see more parallel planning. Why can't planning/consultation start for the Laurel Pt. park/David Foster walkway even though a year of environmental monitoring will need to take place after all of the work is complete. 1 year of work + 1 year of monitoring + 1 year of planning/consultation and then 1/2 year of construction is dumber than a sack full of hammers. Why????	12/23/2018 4:17 PM
186	Half the parks in my area are dirty and unsightly.	12/23/2018 3:45 PM
187	I feel that Beacon Hill park uses up all funds and my local parks are no thrills, there is no street flowers and not enough lighting in the parks.	12/23/2018 8:33 AM
188	The budget doesn't look like it reflects the potential cost of building a new Crystal Pool or just remodeling it (unless that's a 2020 thing)	12/22/2018 7:38 PM
189	Please increase grass seeding, particularly at the dog park on Dallas. Areas next to the sidewalk get very muddy.	12/22/2018 2:25 PM
190	They are excellent.	12/21/2018 5:46 PM
191	We need more downtown parks	12/21/2018 1:19 PM
192	They need to find ways to build a new Crystal pool That's adequate for any person to use from to disability too young to old	12/21/2018 12:36 PM
193	don't waste a PENNY on re-naming beacon hill park!!!!!!	12/21/2018 11:54 AM
194	The pool seems to be a revenue hub, are there enough low cost options for kids and families to encourage fitness options?	12/21/2018 11:33 AM
195	Work with people who provide the events. Be reasonable and realistic. The city has scared away many great events and opportunities by being well-known for being unreasonable.	12/20/2018 6:24 PM
196	Having Facilities combined with Recreation/Parks makes it difficult to asses the percentage of funding. What percentage does each receive of that %9? Recreation probably gets less than %1....too low.	12/20/2018 4:13 PM
197	More funding is needed for facilities so low-income people can use them. The current low-income solutions are not actually useful as they are still too expensive.	12/20/2018 3:53 PM
198	All worker wages are too high!!	12/20/2018 2:50 PM
199	Increase funding for care of natural areas, particularly Cecelia Ravine Park	12/20/2018 12:05 PM
200	The city has great park space.	12/20/2018 6:58 AM

## Q26 When thinking about the services you receive from the Greater Victoria Public Library, do you feel that funding in this area is:

Answered: 760 Skipped: 723



ANSWER CHOICES	RESPONSES	
Just right	45.26%	344
Too high	8.68%	66
Too low	32.50%	247
Don't know/not sure	13.55%	103
TOTAL		760



## Q27 Do you have any additional comments on the proposed Greater Victoria Public Library operating budget?

Answered: 229 Skipped: 1,254

#	RESPONSES	DATE
1	We need a branch at the north end of the city, and a budget to cover its lease and operating costs.	1/20/2019 11:22 PM
2	It'd be nice to have more neighbourhood libraries in the plans for the future.	1/20/2019 11:20 PM
3	Libraries provide critical spaces for people to gather, learn, and even find day-time shelter and safety. I believe an increase in this budget would continue supporting this vital work, and could also be used to assess the possibility of opening a library in the Quadra-Hillside-Fernwood-Oaklands area.	1/20/2019 9:20 PM
4	The main branch should stay in it's current location and additional neighbourhood branches are needed.	1/20/2019 9:05 PM
5	Need to amalgamate so Saanich branches become part of the Victoria-Saanich system and residents in north of Victoria might perceive more access.	1/20/2019 8:18 PM
6	They do a good job. I can't take advantage, but appreciate what they do. They should maybe have more funds for cleaning and to enforce no food rules.	1/20/2019 7:03 PM
7	The James Bay library is a smashing success. Provide more money to facilitate the creation of a Hillside / Oaklands / North City library	1/20/2019 6:28 PM
8	I'm very impressed with the level of service in the library and with the improvements and additions to their services over the past 5-10 years.	1/20/2019 5:59 PM
9	Much longer opening hours are needed. They are almost the the only indoor public places available i.e. where someone can spend time indoors and not be forced to buy anything, and the only places some people like myself (a student) can access internet.	1/20/2019 5:12 PM
10	Improved and expanded locations and hours	1/20/2019 3:39 PM
11	The library is indispensable. The Jame Bay Branch is an absolute plus.	1/20/2019 3:20 PM
12	I have been shocked sometimes to find the library no longer stocks things I would consider either classic, or classic Canadian. Magazine subscriptions were reduced at my library to some that were considered not as well used. Is it more important to serve popular tastes at the expense of the arts?	1/20/2019 10:14 AM
13	A local Ibarra is important to me. I am glad that you have included a library in the north end of Victoria in your strategic planning. Oaklands really needs a library.	1/20/2019 9:53 AM
14	Thank you for putting money forward for a library branch in the north end of the city! It is needed.	1/19/2019 10:10 PM
15	It depends if the library struggles for funds. If not it's fine, if yes then they need more money	1/19/2019 6:37 PM
16	Would be great to have a new branch of the library in the Oaklands area	1/19/2019 6:09 PM
17	The Library is a real community hub--provides valuable services like internet access for low income communities, plus events and readings.	1/19/2019 5:07 PM
18	We need a Hillside library!	1/19/2019 4:33 PM
19	The Central Library is bursting at the seams and needs additional space. I would support a proposal to add a GVPL branch in the northern part of the city. I think that need was greater than that for the James Bay branch.	1/19/2019 4:32 PM
20	Build a public library in the Oakland's area	1/19/2019 4:15 PM
21	I love the library services. The only area where they could improve is to incorporate a branch in the Hillside region as I feel this area is under serviced.	1/19/2019 3:57 PM

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22	Libraries are invaluable public resources. I am strongly in support their work in providing public places to gather and learn that are free and relatively accessible. The GVPL is an incredible community resource and I'm so grateful it exists.	1/19/2019 12:42 PM
23	Hillside Quadra is a definite deadzone	1/19/2019 12:18 PM
24	When will there be action on a library in Quadra Village? I understand there was a commitment to this in principle some years ago.	1/19/2019 12:01 PM
25	The downtown branch needs to move out of the current location and become much more visible. Recommend the old library location on Yates at Blanshard, with digs into the building that back on to it. A full branch in the Oaklands area is LONG overdue. This area is oft forgotten due to its relative equidistant proximity to the other branches (i.e. Oak Bay, Nellie McClung, downtown, Uptown). There are many unserved citizens of Victoria within this geographical area. Refer the to recently organized citizen petition for metrics.	1/19/2019 11:50 AM
26	We need to get the other 11 municipalities to contribute. We provide much employment and services to them "for free".	1/19/2019 10:44 AM
27	We need a library in the Hillside area	1/19/2019 10:18 AM
28	I'm really disappointed that the emily carr library has been moved into the clusterfuck known as uptown mall. This has made that branch less accessible, please open a library branch in quadra hillside area	1/19/2019 9:31 AM
29	Very much support a library at the north end of the city... at Hillside/Quadra there is nothing nearby and especially not in any reasonable walking distance. Would like budget to explore and also set aside capital funds towards this	1/19/2019 9:14 AM
30	There is a large gap in library coverage — the Hillside-Quadra area needs a library.	1/19/2019 8:56 AM
31	We need a closer library. I live in Oaklands.	1/19/2019 8:20 AM
32	Library in Quadra village vicinity is necessary and will allow easier access for those who live with less prosperity in the neighbourhood	1/19/2019 7:43 AM
33	We have been pushing for an additional GVPL location in the Hillside/Quadra area. I am very pleased that further expansion seems like it will be considered in the near future.	1/18/2019 11:35 PM
34	Consider opening a new branch in the Quadra/Hillside neighbourhood.	1/18/2019 11:10 PM
35	Oaklands/Hillside poorly served.	1/18/2019 11:09 PM
36	I feel the budget should be increased in order to build and operate a library in the Hillside area. I am the mother of a one year old and do not have a car, I walk where I need to go. There is ample vacant space in the Hillside mall and that would be an ideal location for a new library. The closest libraries to me are the Nellie McLung and Oak zany libraries, both of which are too small and outdated and with too small of a selection to warrant me taking a trip on the bus	1/18/2019 8:09 PM
37	Hillside/Oaklands desperately needs a library. This should be a top priority.	1/18/2019 7:42 PM
38	Please open a GVPL branch in Oaklands. Also please provide a greater variety of accessible print materials (Braille).	1/18/2019 7:04 PM
39	Please add a community library in the Hillside Quadra area!	1/18/2019 7:03 PM
40	Please a branch in Oaklands	1/18/2019 6:58 PM
41	I would love to see more funding go to libraries to provide diverse community services. I lived in Halifax, and I think that they demonstrated what a vibrant and well-planned library could bring to a city. The central library in Halifax provides an amazing amount of community space and services and caters to the entire population of the city. In Victoria, I would like to see a new or renovated central library that provides spaces such as: group workrooms, children's programming space and diverse programs, young adult programming space and programs, recording studios, comfortable places to spend time of work at various noise levels, etc. I would also like to see a new library branch that is more easily accessible from Oaklands.	1/18/2019 6:45 PM
42	Very much would like to see a GVPL branch in the Fernwood/Oaklands/Hillside area.	1/18/2019 6:37 PM
43	We need more libraries, specifically in the Hillside area, something between downtown and Saanich. As a preteen I'm not always comfortable in the downtown core on my own getting to the library, especially at night.	1/18/2019 6:16 PM

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44	I am excited that the possibility of a Hillside Library branch will be examined in the coming year!	1/18/2019 6:15 PM
45	We really need libraries in parts of the city underserved by libraries, including the Hillside Quadra area, possibly over by hillside mall.	1/18/2019 6:05 PM
46	I would love a library in the north end of the city, in the Oaklands/Hillside mall area.	1/18/2019 5:50 PM
47	A Hillside area library within Oaklands would be fantastic.	1/18/2019 5:40 PM
48	Library is needed in hillside-quadra	1/18/2019 5:31 PM
49	Please open a small neighbourhood GVPL branch in Hillside Quadra	1/18/2019 5:15 PM
50	Oaklands / Fernwood area needs a library.	1/18/2019 5:12 PM
51	We need a library in Oaklands.	1/18/2019 5:08 PM
52	The library is a fantastic free resource for everyone in the community, which needs a budget boost to maintain/increase hours of opening, fund programs for kids -- part of a welcoming city. Planning (and building) branches to serve Hillside area and downtown are needed to match population growth and foster strong neighbourhoods.	1/18/2019 4:19 PM
53	I think money should be allocated to create a Hillside branch, as there is not one in walking distance and there are many families with young children in this area of town who would benefit from having a library closer. As well, I am supportive of upgrades to the Central branch.	1/18/2019 3:39 PM
54	Consideration should be given to funding a new library for the underserved Oaklands, Fernwood, Jubilee neighborhoods	1/18/2019 3:35 PM
55	The Oaklands community is not well served by the GVPL with regards to the lack of a location central to the Hillside/Oaklands area. Our time is spent at Saanich branches.	1/18/2019 3:07 PM
56	no	1/18/2019 2:07 PM
57	Love my library. Would be lost without it.Can't afford to buy books. I'm actually filling out this survey using a library computer because my computer's operating system is too old for me to do the survey. Library staff are always friendly and helpful. There is a great selection of magazines and books here. Something for everyone. Great meeting rooms, great events held here. They are definitely doing a super job. Yeah for libraries, yeah for knowledge, knowledge is power.	1/18/2019 1:34 PM
58	The Library is a very important part of the city	1/18/2019 12:04 PM
59	I use libraries more than any other city service and judging by how many people are always there I think they are one of the most valuable public services. I'm worried about the almost bookless library behind the leg.	1/18/2019 11:45 AM
60	Expanded service hours and new staff hires of high qualification individuals is necessary.	1/18/2019 10:37 AM
61	Not all schools have the funding to provide adequate library services on site. Having a comprehensive and well-funded community library means access to employable skills, education, community togetherness and more. It is one of the best investments that a municipal government can make for the overall wellbeing of residents.	1/18/2019 8:47 AM
62	Who uses a library anymore anyways?	1/18/2019 8:10 AM
63	Public education, access and knowledge equals inclusion and mindfulness. Support access to information and resources.	1/18/2019 6:37 AM
64	Excellent service	1/18/2019 4:07 AM
65	Educated citizens lower crime. Say no to policing budget increases and redistribution within social service networks which direly need it	1/18/2019 1:10 AM
66	Downtown library needs a good cleaning and much needed renovation. Offer more programs for teens and children. Add more computers. More books. Provide Better space for the community.	1/17/2019 11:05 PM
67	Such a valuable resource	1/17/2019 9:33 PM
68	The libraries in Victoria and Saanich are 'tired'. We need better selection and a facility that rivals Vancouver's	1/17/2019 9:19 PM
69	More books. Less technology	1/17/2019 5:22 PM
70	Victoria library is great.	1/17/2019 5:08 PM

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71	Libraries as So important!!!!	1/17/2019 5:00 PM
72	I hate what progress has done to our public libraries...	1/17/2019 1:04 PM
73	We need our libraries, keep them operational	1/17/2019 11:44 AM
74	Eventually a new central library will be required.	1/17/2019 9:00 AM
75	Broadened hours needed for working people.	1/16/2019 10:08 PM
76	Libraries are fantastic community organizations that deserve more resources	1/16/2019 7:46 PM
77	Because of the Internet and Computers is the relevance of Libraries other than for the storage of Historic documents, more of a museum, becoming a thing of the past?	1/16/2019 5:18 PM
78	Need a better budget to increase French language books and medias.	1/16/2019 5:15 PM
79	So grateful the city values equal access to knowledge!	1/16/2019 4:53 PM
80	If you increased it as much as you've increased the police budgets over the last couple of decades you would probably have half as much crime. Underfunded.	1/16/2019 3:34 PM
81	We need a library in Hillside!	1/16/2019 1:03 PM
82	Our public library is sad. The library I had in my hometown of less than 20,000 people was twice as good. It's an embarrassment, fund it better. Would like to see services expanded like we see with VPL - makerspace and other innovations that open up opportunities for people without a lot of money in the community.	1/16/2019 11:39 AM
83	New libraries are costly but can add immeasurably to a city's inclusiveness and culture. Winnipeg's main branch has a paid full time social worker assisting those who need social services. Calgary's new library is awesome, as is Seattle's and Salt Lake City's. A library can be central to a city's culture and reflect its values. BTW, the decision to move a branch library to UPTOWN was, and is, very unpopular.	1/16/2019 10:37 AM
84	Hillside needs a library! Please consider expanding to the north part of the city.	1/15/2019 10:40 PM
85	I have never used the library, however I am willing to pay more to enable more access for more people.	1/15/2019 7:36 PM
86	Fabulous. Any additional funding would be great!	1/15/2019 5:21 PM
87	holding pen for the homeless hard to house misfits in bad weather... other than that they are valued	1/15/2019 5:14 PM
88	want the Library system to be well supported.	1/15/2019 4:18 PM
89	Quadra Hillside needs a library! Libraries need to continued to be resourced as they are often places that provide a wide spectrum of services to low-income folks, including job searching, literacy programs, and computer access. QUADRA HILLSIDE NEEDS A LIBRARY!!!!	1/15/2019 3:40 PM
90	Appropriate but maybe consider and Indigenous library/historical archives in partnership with local Indigenous communities. Could help increase accessibility of Indigenous knowledge/history materials to urban Indigenous residents (living off-reserve) and increase awareness of Canada's true history for the general public.	1/15/2019 2:42 PM
91	The GVPL is in great need of a new home and more space to meet the needs of the community. A new library is the responsibility of the city of Victoria and it's day has come!	1/15/2019 2:41 PM
92	As a family, libraries are fundamental to the intellectual, social and creative wellbeing of our community. Thank you for continuing to support libraries and those who use them.	1/15/2019 2:29 PM
93	I use the library constantly. More support for the GVPL is always a plus.	1/15/2019 1:54 PM
94	But another community library is needed in quadra Village	1/15/2019 1:23 PM
95	It is further alienating that mayor and council have shown their preference for high-voting turnout areas by the construction of a library in James Bay as opposed to Gorge-Burnside. The latter is purported to be a priority neighborhood, and the need in the former was significantly less.	1/15/2019 10:02 AM
96	The GVPL budget needs to be increased. Though a couple of new branches have opened, I think the library is central as a place of learning and a gathering place for all citizens. More computers would be so helpful!	1/15/2019 9:47 AM
97	Joint partnerships with other libraries to deliver on-line services to more people.	1/15/2019 7:05 AM

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98	Why is the city paying to lease a space for a library? It makes more sense to better use the spaces the city owns. 2% seems like a lot when compared to some of the other budget items here, and I say that as a somewhat frequent user of the library and its services.	1/14/2019 10:19 PM
99	The library is a fantastic service that provides incredible value for money for all it does.	1/14/2019 8:43 PM
100	A public library is an essential for providing essential services to all the community at a cost that all can afford. This is one of the essentials of a thriving community.	1/14/2019 11:19 AM
101	with e-books and tablets and mobile phones - I know people are not using the libraries as much. But they still serve so many in the community - please let's keep them alive	1/14/2019 10:41 AM
102	Would love to see more neighbourhood branches.	1/13/2019 10:41 PM
103	Libraries are an incredibly important institution in our community. They allow equitable access to information, and resources and are a community meeting space. We should be investing in services like this rather than the overinflated police budget. The downtown library is one of the few spaces in the downtown area where some of the most marginalized people in our community are welcomed and treated with respect. Other services should look to the library as an example. Upgrades around basic amenities like water fountains and washrooms as well as more public meeting rooms, and accessible classes and workshops.	1/13/2019 8:02 PM
104	We have a great library system, but it would be nice if Sunday hours were more available all year round. Also, does this amount consider the replacement of the Central branch?	1/13/2019 7:44 PM
105	Our Libraries are wonderful.	1/13/2019 7:08 PM
106	what a shame to see so little allocated to libraries while police get so much! i think that the libraries are among the most important public spaces in our community and would like to see them receive more funding than the police! (i'm serious)	1/13/2019 6:09 PM
107	I can't tell from the budget whether salaries of library staff will be increased and remain the same. I use the library a lot (disclosure: no relatives or friends employed at GVPL!) and am always impressed with the skills and dedication of the staff. Yet GVPL library staff have been underpaid for years. I remember a really acrimonious dispute with the union a few years ago. The city should be not only a fair, but a generous employer.	1/13/2019 5:05 PM
108	More money for community libraries	1/13/2019 4:57 PM
109	Libraries could be and do so much more if they were better funded and had more space. Libraries in other cities host more community events, have more multimedia and technology equipment, and better selection of books and other materials.	1/13/2019 4:18 PM
110	Good service but pretty rich.	1/13/2019 4:12 PM
111	Libraries are extremely important to the community, as they provide education and a place to access information and do important tasks for people who may not be able to do this elsewhere (for example, people who do not have a computer). They offer so much more than simply books. I believe that the library's budget should be higher in order for it to more effectively serve all members of the community and meet their needs. Every dollar will help it improve and be safer, more accessible, and more integral to the people of Victoria.	1/12/2019 9:40 PM
112	I use the libraries extensively and think the service is good.	1/12/2019 7:57 PM
113	GVPL services have been excellent. The only exception is use of the library where large sections are given over to children. teen zones, open area meetings, computer clusters etc (which are all valid and required) but at the expense of quiet space for users who like to focus on reading undisturbed	1/12/2019 2:47 PM
114	No	1/12/2019 11:47 AM
115	A library is needed in the Hillside Mall area. There are a lot of elderly and disabled who are unable to get downtown or to another branch on the appalling transport system.	1/12/2019 11:36 AM
116	Operating budget is fine but needs capital investment to increase the public facilities available What is the s wenjxwentanax branch. My computer does not use syllabics so how can I not read this. This is not about reconciliation. This is a local government with a win /lose approach on indigenous issues outside out of their its jurisdiction	1/12/2019 9:16 AM
117	I borrow books from the libraries all the time, and feel the libraries are well stocked and organized.	1/12/2019 8:34 AM

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118	Many municipalities across Canada and in other countries have libraries joined to other services like art galleries. I would love to see collaboration and co-use of spaces with other services/budgets.	1/11/2019 10:27 PM
119	When Indigo Chapters no longer exists, books are made with zero fossil carbon from fully recycled material, and all library CUPE employees get 10 weeks fully paid vacation, we'll know the library has enough money..	1/11/2019 9:53 PM
120	Would like to see expanded programming and hours	1/11/2019 3:54 PM
121	This is Victoria and environs biggest treasure	1/11/2019 3:51 PM
122	Strongly disagree with the proposal to replace the Central Library with a new facility.	1/11/2019 3:43 PM
123	The James Bay library is a major fail, as far as I'm concerned. Aside from the amazing decision to label it in an alphabet that no normal person can read (and therefore can't pronounce) its an incredibly bad design, (a whole story worth of wasted space overhead) horrifically PC selection of reading materials, indifferent and not particularly knowledgeable staff. Carelessly labeled sections (mystery, sci-fi, teens but all non-fiction gets is "Adult Non-Fiction" in the amazingly small area devoted to it. Why bother with labelling "History, Science, Biographies" sections. Someone might get interested in them. Throwing more money at this one isn't going to help.	1/11/2019 1:03 PM
124	I understand the funding of the downtown branch, as it is the major branch in the city core. However, what is the rationale behind the preferential treatment of the James Bay branch? Is that fair and equitable to the other municipalities?	1/11/2019 12:56 PM
125	Libraries are fantastic meeting, learning, spaces. Funding is important to keep them offering such great services.	1/11/2019 12:35 PM
126	Library services are another area where some of the police budget could go to offer more opportunities for conflict-resolution training, as well as inclusiveness training - and what does *inclusive* mean when the people being excluded are NOT a visible minority or visibly disabled.	1/11/2019 12:30 PM
127	Extend operating hours.	1/11/2019 12:07 PM
128	Not much of a user myself.	1/11/2019 11:32 AM
129	Give them more money for BOOKS	1/11/2019 10:05 AM
130	Digitize books and fire staff sell buildings	1/11/2019 8:55 AM
131	I would like to see a library serving the Oaklands neighbourhood. Or the central library shifted north, to better serve that end of town, with the James Bay branch now serving the south end.	1/11/2019 8:54 AM
132	This is an essential educational service, that needs and should have the appropriate amount of funding, so they can continue to provide this free, useful, and all-inclusive, educational support to the community. The library is in my humble opinion, one of the most important services in our community. It's often the very first foundation for children's learning and development, and it should have the right funding in place to ensure that continues. Educating our children is extremely important, they're the future Stewards of this world.	1/11/2019 8:37 AM
133	This is important work. It takes a back seat to first responders. A budget in this area should not be allocated until our first responders have adequate funding. Our libraries should be receiving adequate funding in order to provide services the public wants.	1/11/2019 8:03 AM
134	Haven't been in a long time but I support	1/11/2019 7:56 AM
135	The best service the city provides, and well used. Could use a friendlier group of librarians is the James Bay Unpronounceable Branch.	1/11/2019 6:16 AM
136	The role of the public libraries in community development and wellbeing should receive more support (events, community space, educational and cultural activities, etc)	1/11/2019 12:44 AM
137	The GVPL is one of the best things about this city. Their free and welcoming spaces have been a boon to me and my family through tough financial times. I love how they bring people of all ages and backgrounds together, and know that with more funding they will be able to offer more programs that will change people's lives. Libraries are a gathering place, a solace where knowledge is shared and our city can only be better with more of that.	1/11/2019 12:12 AM
138	Literacy is a necessity to ensure our community remains healthy and vibrant. It begins in very early childhood and should be accessible to all ...	1/10/2019 11:45 PM
139	They could always use more, we have the highest library use in the country	1/10/2019 9:51 PM



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140	Continued support for libraries is important!	1/10/2019 9:21 PM
141	It would be great to have our main library renovated to be accessible on the street side.	1/10/2019 9:03 PM
142	The downtown library needs a new location or a complete makeover.	1/10/2019 9:01 PM
143	Excellent services.	1/10/2019 8:44 PM
144	My opinion changes if the City decides to pursue a new monument in the form of a new public library	1/10/2019 7:46 PM
145	Would like to see planning for a Hillside/Oaklands library - this area is underserved.	1/10/2019 7:23 PM
146	The gvpl is amazing - more money to our library means more kids & teen reading programs!	1/10/2019 6:59 PM
147	The library system is fantastic. Cannot say enough good things about it.	1/10/2019 5:20 PM
148	Literacy and access to newly published material are also important issues to me	1/10/2019 5:18 PM
149	New Quadra Village library	1/10/2019 5:08 PM
150	Would like more but difficult to justify.	1/10/2019 3:37 PM
151	I don't have any use for the libraries but I appreciate they exist. The free meeting rooms can be a great resource though, more of that would be nice.	1/10/2019 11:52 AM
152	The downtown library is way overdue for a retrofit. And let's have a Hillside/Quadra library.	1/10/2019 11:34 AM
153	Our library is cherished by many, and needs to be adequately funded.	1/10/2019 11:19 AM
154	I dont use the public library (I go to uvic) but I recognize the importance of the resources the library offers and the value of accessible knowledge/entertainment and encouraging literacy.	1/10/2019 11:10 AM
155	The GVPL is a wonderful service and such an important component of a caring and nurturing community.	1/10/2019 10:24 AM
156	I have not used the Public library in years so I cannot comment on the public use and or amount of funding required for the current demand.	1/10/2019 7:39 AM
157	The Library provides phenomenal services for young families. Their programming and staff are creative, and it is an excellent service to have. At the same time I think funding level is good, as there are other service areas that are likely in greater need of an increase.	1/9/2019 10:01 PM
158	Please don't move the location	1/9/2019 9:52 PM
159	I have little kids and we love the library.	1/9/2019 9:46 PM
160	Gvpl does not include everybody. People without proof of address are limited in their use. Public Services should be inclusive.	1/9/2019 5:40 PM
161	I avoid the downtown library and the surrounding libraries in James bay due to noisiness and uncleanness.	1/9/2019 5:34 PM
162	GVPL provides excellent value and is accessible to all. 2% of the overall budget seems low, compared to percentages cited for other City of Victoria supported services.	1/9/2019 4:41 PM
163	no	1/9/2019 3:19 PM
164	The gvpl system is very impressive, and although many still use it, just isn't as relative as it was in the last century. Most of us have our own libraries.	1/9/2019 2:36 PM
165	Libraries are vital.	1/9/2019 12:56 PM
166	I love our library system and feel strongly it is time to develop a new central library that can anchor a downtown vision of Victoria as an accessible, inclusive and culturally diverse space.	1/9/2019 9:46 AM
167	Libraries are the backbone of thriving communities.	1/8/2019 3:52 PM
168	Oaklands needs a library. Even a small one.	1/8/2019 7:11 AM
169	Waaaayyyy too low. We need both more capital investment and more operating funds for our library. Many locations need longer hours and waaaayyyy more programming.	1/7/2019 8:01 PM
170	2% seems like a lot from my visits. And with the most expensive properties in Greater Victoria I'm guessing we pay way more than we use. You want the city core to be all young renters - pretty sure they are not library users!	1/7/2019 5:37 PM

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171	The new branch is fantastic. Keep up the good work.	1/7/2019 3:30 PM
172	I think having small libraries/branches is a great way to ensure access and encourage reading for everyone	1/7/2019 1:50 PM
173	We do not need a new library building just renovate the existing building	1/7/2019 1:13 PM
174	The library is a great asset to the city	1/7/2019 12:44 PM
175	I think it's a great service. I feel sorry for staff working in the downtown library because of the impact from homelessness and those suffering from mental health issue. For this reason, I'd like to see increased money. My partner is reluctant to go to that branch because she feels unsafe.	1/7/2019 11:51 AM
176	what a great community endeavour. its a safe place for everyone and should receive more funding	1/7/2019 11:00 AM
177	Arts funding is generally increasingly underfunded. But I would prefer these public services and services of necessity to be funded more	1/7/2019 9:06 AM
178	do not use the library	1/7/2019 1:12 AM
179	They are doing too much. They are expected to be mental health workers and social workers, not just librarians.	1/6/2019 9:03 PM
180	Increased resources should be directed for an enlarged central library.	1/6/2019 6:52 PM
181	Desperately need a new central library, something iconic that draws in locals and visitors. The current space is terrible, unsuited for use as a library (it was built to house many small shops initially). The look is severely dated, the equipment is old. The flagship branch in a tourist city should be a positive not a negative image.	1/6/2019 6:20 PM
182	Increase by at least 1.5%; move more quickly to a new central library.	1/6/2019 6:13 PM
183	Our central branch is way overdue for an upgrade. Bringing in more services will offer a more vibrant and accessible community space. I believe we should be modeling it on the central Vancouver branch, with their rentable recording rooms etc.	1/6/2019 5:52 PM
184	Way too high. It's being used by the homeless to such a degree that I don't feel comfortable bringing my children there. Make an annual, modest admission fee or an application process that excludes the homeless population. Libraries are not public toilets and day time shelters.	1/6/2019 1:34 PM
185	Not happy about name of James Bay branch	1/6/2019 10:59 AM
186	A great library system.	1/6/2019 10:18 AM
187	I think big downtown libries are not useful. Too many books that are never checked out, taking physical space that needs to be cared for. Small libraries with children's, teen's and adult award winning and popular fiction would be more useful. Computer access a must for non fiction study and inquiries.	1/6/2019 9:58 AM
188	Our libraries are wonderful	1/6/2019 9:43 AM
189	More books!	1/6/2019 6:55 AM
190	Don't use these library	1/5/2019 4:34 PM
191	GVPL needs a new central library. The library does not compare to other city libraries in the country (Halifax). It's old and a new library has such potential to offer the public (e.g children and families). The library in Nanaimo (VIRL) invest in new libraries. We need to invest in our public infrastructure.	1/5/2019 3:02 PM
192	Would like to have the libraries open later on weekends. Some aren't even open on weekends.	1/5/2019 2:05 PM
193	The central branch could use substantial upgrades (or better yet, a brand new space). The location is convenient, but the space isn't very nice, especially for a capital city, and (to be honest) smells dirty ...	1/5/2019 12:02 PM
194	get rid of moonbeam !	1/5/2019 9:31 AM
195	Great work everyone!!	1/5/2019 6:54 AM
196	Since the James Bay location opened my 13yr old spends more time there. I'm sure other neighborhoods and their children could benefit from more locations	1/5/2019 4:06 AM
197	Needs to increase budget to build new world class downtown library and hillside area micro branch.	1/4/2019 8:03 PM

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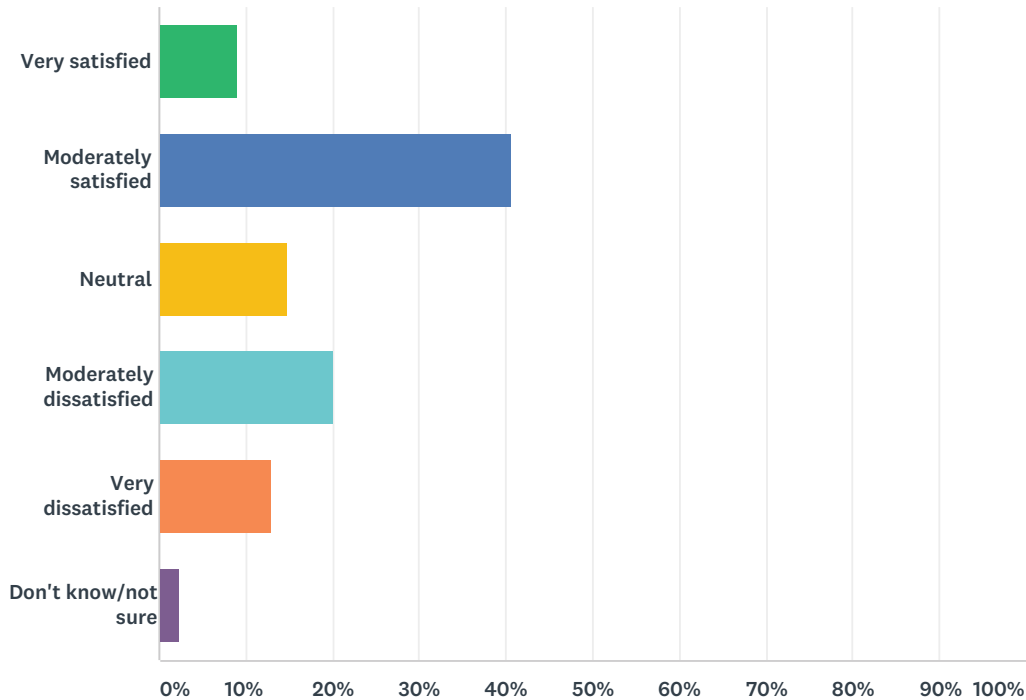
198	Gvpl is fantastic	1/4/2019 6:04 PM
199	We're moving to electronic libraries. No need to have so much money put into physical libraries.	1/4/2019 4:42 PM
200	I don't think there was enough consultation before the James Bay branch was created.	1/4/2019 7:59 AM
201	Amalgamate for goodness sakes!	1/3/2019 9:26 PM
202	It would be nice to see costs fall, but all in all for 2% of the budget this seems fair.	1/3/2019 8:54 PM
203	rent an existing building. DO NOT build using tax dollars...you have proven you can't be trusted to do it on budget	1/3/2019 4:38 PM
204	Love libraries. Important for the community	1/3/2019 4:20 PM
205	Libraries do the service of giants. Pay more!	1/3/2019 2:02 PM
206	Since they deal with our homeless so compassionatly give them more more more. More hours too. More poor like me have no internet at home and live on a cell using library more. Free secure wifi for Victorians would hlp	1/3/2019 1:27 PM
207	Sell off library buildings and go to a full digital library service.	1/3/2019 1:22 PM
208	Is a library going to be needed 20 years from now?	1/3/2019 12:36 PM
209	I would love to see a new central library at Centennial Square but realize cooperation with other partner municipalities is necessary to achieve.	1/2/2019 8:43 PM
210	To encourage child literacy, the GVPL should not assess late fines for children and youth. This should be subsidized through the general operating budget,	1/1/2019 7:42 PM
211	A well run clean up to date library is essential for civic life.	12/31/2018 6:48 PM
212	Our public libraries are Fantastic places and spaces. If there is more money in the budget, they deserve it! Please, though, don't use a name that nobody can pronounce. That was really ill advised.	12/31/2018 1:07 PM
213	A great library is a sign of a great city - we need a bigger and better equipped library. This will help those individuals living on the edge access to computers to better enable them to learn and to get more enjoyment out of life.	12/31/2018 7:47 AM
214	The library provides wonderful service. I hope that it does not move from its current location and is renovated and expanded.	12/31/2018 7:06 AM
215	More public accessibility too general information found and stores in library's..	12/28/2018 7:26 AM
216	library workers should receive higher rates of pay and benefits.	12/26/2018 11:18 AM
217	Libraries are an amazing resource with many functions, especially for people with low incomes who could not otherwise access reading and learning resources, computers, a place to recharge mobile devices (an essential need now that the public payphone infrastructure is gone), bathrooms, a dry and quiet space, and meeting space that can be booked for community organizing. I support expansion of the library budget to provide for more hours of operation, and particularly would like to see more expansion of meeting room space including a system for booking in advance so grassroots organizations that do not have physical space can have better access.	12/26/2018 10:50 AM
218	Gotta keep libraries and sources of books going	12/24/2018 3:33 PM
219	This budget allocation may be appropriate, if the purpose is having the GVPL keep pace with the rapid change from hard-copy to e-books, rather than physical libraries and books.	12/24/2018 12:09 PM
220	Increase, they are always out of the books I am looking for	12/23/2018 11:56 PM
221	I don't go there	12/22/2018 7:39 PM
222	Please do not build a new library. It should remain where it is unless cheaper space in an existing building can be found.	12/22/2018 2:27 PM
223	I see NO reason to think about building a new main library. It is very easy and comfortable to use as is.	12/21/2018 5:48 PM
224	We need a new central branch - the current branch is an embarrassment. As a property tax payer, I would prioritize this above affordable housing or bike lanes.	12/21/2018 2:28 PM

## 2019 Draft Financial Plan

225	let's get a purpose built library	12/21/2018 11:55 AM
226	Location is poor and access for cars is also poor if you are bringing kids down to it.	12/21/2018 11:36 AM
227	GVPL is an important resource that I am happy to fund as a tax payer!	12/20/2018 3:07 PM
228	The main library is a community centre, we need to encourage them. And they need a new beautiful building.	12/20/2018 1:28 PM
229	Upgrade the central library facility.	12/20/2018 9:18 AM

## Q28 Thinking about all the programs and services you receive from the City, how satisfied are you with the value you receive for your tax dollars?

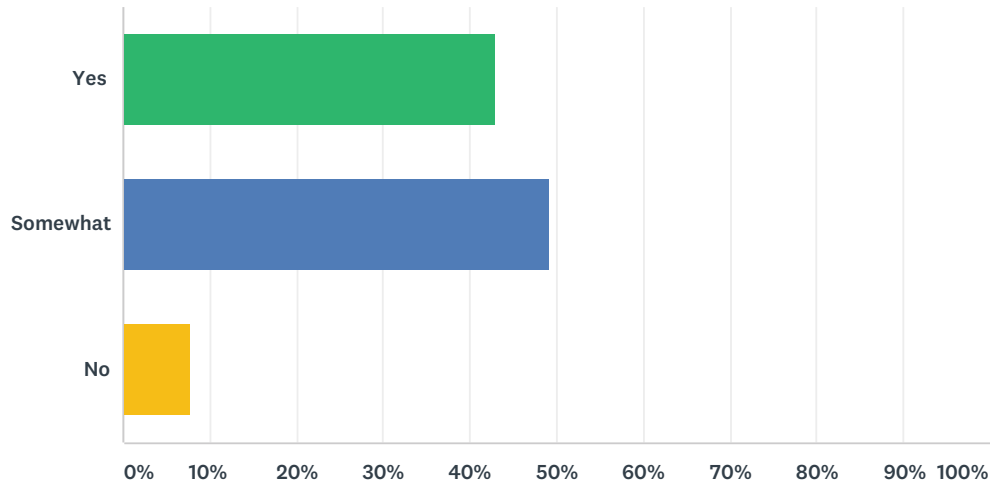
Answered: 1,054 Skipped: 429



ANSWER CHOICES	RESPONSES	
Very satisfied	9.01%	95
Moderately satisfied	40.61%	428
Neutral	14.90%	157
Moderately dissatisfied	20.11%	212
Very dissatisfied	13.00%	137
Don't know/not sure	2.37%	25
<b>TOTAL</b>		<b>1,054</b>

## Q29 Do you feel you have a good understanding of City services and service levels?

Answered: 1,059 Skipped: 424



ANSWER CHOICES	RESPONSES	
Yes	42.97%	455
Somewhat	49.20%	521
No	7.84%	83
TOTAL		1,059



## Q30 Do you have any additional comments on the proposed operating budget?

Answered: 333 Skipped: 1,150

#	RESPONSES	DATE
1	I am a home owner, and have a fair amount of class privilege, so sure I am satisfied with my tax dollars in the sense that programs tend to benefit me (I have found this in particular this past year having a toddler and participating in City events and programs far more than ever before - i.e. I can tell as a family our tax dollars are being put to good use for us). But I also consider this a problem, and it makes me deeply unsatisfied knowing that many members of my community are criminalized, and that so much of the city budget is put towards Vic PDs budget and policing. If this were to change then I would truly feel satisfaction with how my tax dollars are spent.	1/20/2019 9:24 PM
2	Tax-burden too high – for all of us. For businesses, for home-owners, for renters. Don't pit neighbour against neighbour, renter against homeowner, and especially not business against residential communities. High and increasing administrative costs should be pared. We have seen significant increases in administrative costs – both direct increases in some departments and indirect – coming forward as some initiatives and programs absorb either significant admin costs which may actually be negative in that they cost more than the value of the program delivery. What is needed is rationalization of administrative costs in the City. Residents and business owners see daily the expenditure of tax-dollars on issues that are beyond the scope of the City, on reach-out programs that do not appear either efficient or effective. I believe that a great deal of rationalization of administrative costs could be accomplished without more “studies”. However, a caveat - given the unresolved drug and violence issues in downtown and nearby neighbourhoods, tax reduction should NOT, in my mind, be borne by our first responder agencies.	1/20/2019 8:20 PM
3	Salaries are too high. Not enough operating funds for policy work on new ideas/projects. Almost none for accessibility. Don't need more infrastructure funds. Need operational funds since staff time is the bottleneck (as well as possibly resistance to catering to a minority).	1/20/2019 7:05 PM
4	The sustainable transportation initiatives are fantastic and badly needed, love this direction that the council is taking. The affordability measures are extremely promising too- especially the requirement for mandatory 2 and 3 bedroom units, and the desire to implement co-op and non-market housing. Please support our place-making entrepreneurs by reducing costs and red tape and letting people conduct business in public places	1/20/2019 6:32 PM
5	I attended a recent Strategic Planning Day at the convention centre and like the mayor was quite surprised that a significant group participating in the planning WERE NOT RESIDENTS of Victoria. I'm not a member of the Grumpy Taxpayers group, but I do not think that non-residents should be creating plans with our tax dollars for a community they do not live in.	1/20/2019 6:07 PM

## 2019 Draft Financial Plan

6	<p>The Draft Financial Plan identifies the following categories as City of Victoria priorities: local area land use planning, supporting businesses, affordable housing, active transportation, climate change, and emergency preparedness (for fire, tsunami, earthquake, etc.). However the proposed budget doesn't align with these stated priorities. Policing is by far the highest expenditure at &gt; \$57 million per year (23.4% of the operating budget) while in contrast only \$109,403 is proposed for implementation of the Victoria Housing Strategy and \$250,000 as transfer to a reserve for affordable housing projects (total of the two 0.15% of the operating budget). The City's budget should align with the City's stated priorities. The Draft Financial Plan states that a key goal is to "allocate additional city revenue to affordable housing" but the proposed budget does the opposite, decreasing the funding for the implementation of the housing strategy and keeping the housing reserve annual allocation the same as last year which given inflation means a decrease in real dollars. This does not reflect the widespread public concern about affordable housing, which has been the #1 issue for several years in the annual Vital Signs survey of Victoria residents and is getting worse not better. As identified in the Draft Financial Plan 61% of residents rent and that number is likely to increase as local prices for ownership of a townhouse, condo, or house have all skyrocketed in the past 20 years making home ownership unaffordable for most people. For renters, especially those with lower incomes, the situation is grim -- according to the Canada Mortgage &amp; Housing Corporation rental rates for housing in the Victoria private market increased by 7.5% over the past year, 7.7% in the previous year and 13.2% in the two years prior to that, putting housing further out of reach for many people and resulting in increased risk of homelessness. The CMHC's fall 2018 rental market report for BC identified that the average rate for a bachelor apartment in Victoria in Oct 2018 was \$926 (up from \$850 in Oct 2017), far above the \$375 maximum shelter rate for individuals receiving income assistance. Given this context of a severe shortage of affordable housing it is particularly inappropriate that so much of the City's operating budget goes to policing. According to the VicPD, many of the service calls that come to police are not for emergency situations involving violence but rather are for policing people who are homeless (wake-ups/move-alongs, seizure of goods, acting in ways that don't conform to middle-class norms, using substances in public, etc.) under the guise of addressing 'social disorder'. This exaggerated panic about 'social disorder' both conceals the very real harms experienced by people who are homeless and also keeps money flowing to policing rather than actually meeting people's needs. This approach is not only social profiling but given the disproportionate number of Indigenous people who are homeless as a result of colonialism, is also racial profiling. As long as policing continues to take up such a giant proportion of tax dollars this will be a self-perpetuating cycle: more homelessness and social inequality, and more policing of marginalized people to appease the anxiety of people who have money and political power. We need to divest from extremely expensive responses that do nothing more than keep a small but highly marginalized population intensely trapped in daily surveillance and criminalization, and invest in programs that build community capacity to effectively meet people's needs, resolve conflicts, and otherwise collectively address societal problems.</p>	1/20/2019 5:12 PM
7	I strongly oppose the divestment in social, health and housing and the corresponding increasing priority to VicPD in the budget. Policing is not the right response to homelessness, mental health or addiction concerns.	1/20/2019 3:41 PM
8	More parking!!	1/20/2019 3:34 PM
9	Identity politics have no place in our government. "Indigenous reparations" is a virtue signaling ideology created by the left and should not be a part of my taxes.	1/20/2019 1:47 PM
10	Better, more affordable parking facilities. Not all of us can use public transportation due to hours of work.	1/20/2019 12:27 PM
11	Increased bus services. I would take the bus to work and back if the particular bus (R25) ran at more intervals than every 45 mins.	1/20/2019 11:01 AM
12	Be daring about climate change. . We are running out of time .	1/20/2019 9:13 AM
13	I appreciate the efforts made to improve our cycling network.	1/20/2019 8:24 AM
14	parks,	1/19/2019 7:15 PM
15	I support new staffing to fully implement Victoria's Urban Forest Master Plan. Included in that would be a progressive update of the dated Tree Preservation Bylaw. - We need to spend a lot more money to increase tree-planting in order to maintain and increase our tree canopy. It has been steadily declining for years. - The City should fund a program to support private property owners in their efforts to care for significant trees, as Saanich already does.	1/19/2019 5:36 PM
16	The budget, and this survey, are so general that it difficult to comment on the more problematic decisions the city makes.	1/19/2019 5:09 PM

## 2019 Draft Financial Plan

17	Focus the budget on necessities like supportive and affordable housing, excellent Policing and Bylaw services, public works, First Nations reconciliation, and progressive climate change policies. If these things are attended to, the other less critical areas will follow in due course.	1/19/2019 4:41 PM
18	I'm unhappy with the public relations and communications at the city. They seem to spend a lot of money selling the city in a manner that makes me not believe many of the publications so I resent paying for them, and feel compelled to fact check. The communications strategy seems to be about going through the motions of public consultation to provide justification for staff pet projects, manage councillors and hide from oversight.	1/19/2019 1:20 PM
19	I would have said very or moderately satisfied if it weren't for the egregious VicPD budget.	1/19/2019 12:44 PM
20	Have staff focus on the large scale strategic works. Not small pet projects. Consider your city's size and what makes sense for a city of 80,000..you are not Toronto or Vancouver. Pls recognize this.	1/19/2019 12:19 PM
21	I am sorry that I just found this survey today, sent by a group Trees Matter Network. I read the Times Colonist and didn't see any big ads to promote it. I don't have time to read the hundreds of pages of the budget so my opinions are based on my use of various aspects and on what I read in various local news outlets.	1/19/2019 10:47 AM
22	Didn't the City pay healthcare premiums already? How does the health employer tax add so much against no longer having to pay premiums?	1/19/2019 9:16 AM
23	no	1/19/2019 8:56 AM
24	Stop 3 time a year leaf pick up and allow garden waste in green bins (with increased size).	1/18/2019 7:43 PM
25	City needs to rethink garbage collection staffing specifically providing staff to bring cans to the curb. In any other city this is the resident's responsibility. Low hanging fruit for controlling city spending.	1/18/2019 7:05 PM
26	This city needs more libraries and community events, and less duplicate bike lines. I'd like to see money spent in 2019 on a new library and on community building events, like park events, holiday celebrations, fireworks and other local celebrations. One thing Victoria city council seems very weak on is building communities and strengthening community ties in various parts of the city. It's either downtown, or nothing.	1/18/2019 6:07 PM
27	I am happy to see development in the city, the more housing the better (high prices and low prices)	1/18/2019 5:47 PM
28	Casino would provide valuable revenue, Helps motion to withdraw is throwing the baby out with the bathwater.	1/18/2019 5:32 PM
29	You're doing a good job in a tough climate; decisions aren't easy at budget-time, but more involvement of the citizens, greater transparency and careful scrutiny by Council are great aids to sustainable decision-making.	1/18/2019 4:22 PM
30	I would like to see City Council stop spending money to solve problems that are better addressed by higher orders of government that have a wider tax base (eg, housing affordability, homeless). Residents of Victoria should not be footing the bill through increasingly higher property taxes for projects that really ought to be addressed regionally or provincially. It seems many social issues get an inordinate amount of attention and funding from the mayor and council at the expense of what are perhaps less interesting but fundamental responsibilities of municipal government (planning/ permitting, community services like libraries and recreation, maintaining roads, sewers and other crucial infrastructure).	1/18/2019 3:47 PM
31	Increased budget for policing as it effects all aspects in the city.	1/18/2019 3:26 PM
32	Enough with the dedicated bike lanes. I hope you never EVER put one along Dallas road, Cook Street or Wharf Street.	1/18/2019 3:08 PM
33	Bring a library to hillside/shelbourne!	1/18/2019 2:29 PM
34	no	1/18/2019 2:07 PM
35	Yes. Please begin some real climate action. Do things that are low tech that give you the most bang for your buck. And what would that be, you ask? ----- TREES, protect them, plant them enhance their habitats. Let's make Victoria the 'Growing Edge' of a climate legacy for our children's future. Those youngsters cannot take this survey, but they will face the consequences if we fail to act like this is a climate emergency. And it is a climate emergency. It requires bold, decisive and immediate ACTION!	1/18/2019 1:40 PM

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36	No More Bike Lanes! Lets just get used to and tweet the ones we have to reduce road rage! Bike police to stop cycling on sidewalks, wrong way up one way streets and other hazardous bike riders.	1/18/2019 1:39 PM
37	I think far more consideration should be given to holding developers accountable. There is too much uncontrolled growth. Trees need to be protected. - Trees are an essential part of our response to the climate-change emergency. We need to invest in them. - Trees store carbon. Mature trees store a lot more carbon than replacement saplings do. Let's keep the mature trees, and plant more. - We support new staffing to fully implement Victoria's Urban Forest Master Plan. Included in that would be a progressive update of the dated Tree Preservation Bylaw. No more delays due to limited funds or understaffing! - We need to spend a lot more money to increase tree-planting in order to maintain and increase our tree canopy. It has been steadily declining for years. - Whether or not we embrace densification, we must plan ways to retain mature trees throughout our city. Studies have found they improve people's mental and physical health in many ways. - Victoria's street trees save the city nearly \$3 million a year in 'eco-services' like preventing flooding, cooling streets and buildings, and reducing wind, among other things. - We urge the city to budget for buying well-treed properties (like 1201 Fort Street) when they come on the market, as one way to retain mature trees into the future. Funding from other levels of government should also be explored. - We want the City of Victoria to declare itself a place where trees matter, and to develop budgets and policies in every department -- Planning, Parks & Recreation, Engineering and Public Works, etc. -- that will help retain and sustain our beautiful mature trees. - We urge the city to invest in finding creative ways to save our mature trees, rather than cutting them down when they're in the way. We need them now. - We urge the city to fund a program to support private property owners in their efforts to care for significant trees, as Saanich already does.	1/18/2019 10:56 AM
38	- We want the City of Victoria to declare itself a place where trees matter, and to develop budgets and policies in every department -- Planning, Parks & Recreation, Engineering and Public Works, etc. -- that will help retain and sustain our beautiful mature trees. - We urge the city to invest in finding creative ways to save our mature trees, rather than cutting them down when they're in the way. We need them now. - We urge the city to fund a program to support private property owners in their efforts to care for significant trees, as Saanich already does.	1/18/2019 10:50 AM
39	Expanding active public transit availability is needed in many areas of the municipality.	1/18/2019 10:40 AM
40	Affordable housing is not just a COV issue. Be careful on placing unrealistic expectations on new developments, or there won't be any. Developers will pack up and move elsewhere. Besides, who wants to build vibrant new developments when they are surrounded by social service agencies - with inability to manage the street population.	1/18/2019 8:12 AM
41	Renovate centennial square. Something should be visibly, publically, free to the public, happening every day there.	1/18/2019 6:39 AM
42	VPD is a complete embarrassment, don't listen to the rhetoric they're trying to push. Please, for all of our sakes'	1/18/2019 1:13 AM
43	The city needs to be more informed about decreasing housing affordability. Vancouver has been through what Victoria is facing. Vancouver will never be the same culturally or civically because of the increased cost of housing. Victoria needs to wake up, this city is oblivious to the increase in housing cost and how it will affect Victoria.	1/17/2019 8:59 PM
44	I would like to see the police budget increased to ensure the school liaison program is reinstated.	1/17/2019 7:18 PM
45	Staff wages are completely out of sync with the rest of the region. Must be nice to work for the city !!!	1/17/2019 6:14 PM
46	Please put more money in police budget. Please clean up the city.	1/17/2019 6:07 PM
47	It is not the City's responsibility to provide housing for people who are working, but not saving money appropriately. Too many people are squandering their money on frivolous luxuries when they should be saving to invest in a home and then pleading working poverty and expecting to be able to live in a neighbourhood that is outside their price range. We have no sympathy for people in this situation and do not believe the City's budget should go to funding this false sense of entitlement. Furthermore, the City should not be spending upwards of \$10M on silly painted two-way bike lanes when that money could go a long way to serving the homeless who are in dire need of support - again, not free housing, but support to get them to a place where they can reintegrate into society and be contributing members again.	1/17/2019 5:31 PM
48	Yes. Give the police more money so that they can operate successfully and don't have to cut back on services to schools etc.	1/17/2019 5:10 PM

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49	My main concern is with police budget and how Christ Church Cathedral School has had to suffer the loss of such a positive part of the police student relationship.	1/17/2019 5:02 PM
50	more funding for police school liasons	1/17/2019 4:53 PM
51	Cut fire and police by 5%	1/17/2019 2:06 PM
52	More money to help trueborn citizens and less for paper citizens.	1/17/2019 1:05 PM
53	Stop wasting money on useless empty bike lanes. Paint is cheap and just as effective and far less disruptive. Add more parking downtown and make the Downtown welcoming to ALL people not just cyclists. You want to be climate leaders (a big joke) while creating gridlock and spewing tons of unnecessary carbon into the air from cars etc sitting idling at lights. It makes no sense whatsoever.	1/17/2019 11:43 AM
54	Quit wasting time and \$\$ on provincial & world affairs and concentrate on running the city properly	1/17/2019 11:24 AM
55	I think it is a time for a reset. The City needs to redefine its core priorities. Things such as Payroll, Human Resources, Desk top support & IT, Printing are all candidates for outsourcing at significant savings	1/17/2019 9:21 AM
56	No	1/17/2019 8:29 AM
57	We have a climate crisis underway. We need more funding/staff/will to get 50% reduction by 2030, not just the 100% by 2050 goal. In that light, please allocate more money to bike AAA facilities and intersection improvements for pedestrians. There is a list of 100 or so intersections waiting for improvements. 7intersection improvements this year isn't enough.	1/17/2019 7:39 AM
58	Start doing the work needed to claw back existing funding that's devoted to the police department. The department is an outdated money pit that does real harm to members of the city's community and it should be contracting, not expanding. If you're looking for an easy place to cut police budgets around the edges, perhaps start by ensuring officers are never placed in schools again, where they can do real harm; trim all officers that had been devoted to that service. I would also suggest looking into taking away their weapons and militarized vehicles to reduce operating costs and make a safer police force for the city and its people.	1/16/2019 8:03 PM
59	There was no question about opportunities to support de-colonization and I think that this should be a larger city priority.	1/16/2019 7:48 PM
60	Please maintain character. Affordable housing does not need to demolish it.	1/16/2019 6:43 PM
61	Strip out all unnecessary frivolous items ie get rid of the poet laureate. Manage the services the city must provide well and quit expanding the social scope.	1/16/2019 6:01 PM
62	Given the cast amount of looming costs that are confronting the city i.e. Gross Cost of the Blue Bridge, the unknown ultimate cost of the sewage system and its long term operating costs,the repair and replacement of failing infrastructure especially roads that are in a shocking state of disrepair plus other costly undertakings. All unnecessacery expenditures should be put on hold. The Taxpayers can only pay so much especially Commercial properties who pay a disproportionate amount of tax.	1/16/2019 5:24 PM
63	More police less crime safer city better economy happier citizens. More bylaw officers more fines for bylaw violators more money for the city better services population more respectful of the bylaws better city to live in.	1/16/2019 5:17 PM
64	Increase police funding. Stop the bandaid solutions and let them fix issues. Go for a ride along and see what they really do.	1/16/2019 5:06 PM
65	I really feel that the city is doing great job. I do however feel they need to really careful to help the business community and choose wisely in their spending. I feel that a lot of things have slide. We have been allowing to many things to happen in the name of "inclusion".	1/16/2019 4:35 PM
66	Pay mayor and council less. Too many managers. Slash public affairs.	1/16/2019 3:36 PM
67	Audit the engagement department. Is it really \$2 million per year? What is the value proposition? What is the actual impact?	1/16/2019 3:19 PM
68	The Police need sufficient funding and staffing to deal with the homeless, drug addiction, mental illness, etc. on the streets to keep us ALL safe. Bring back school liaison officers for downtown schools please!	1/16/2019 2:51 PM
69	More funding for Crystal Pool.	1/16/2019 2:49 PM



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70	Businesses get little to any services, extremely high taxes and little voice to matters that affect small business budgets and operational costs. Big businesses are allowed to flourish, and mom and pop shops are suffering from disconnect with the current elected board.	1/16/2019 2:42 PM
71	continue bike lane expansion to create AAA network across Victoria	1/16/2019 2:38 PM
72	Municipalities are charged with providing basic infrastructure and services. The mayor and several city councillors seem to think that saving the world from "climate change", opposing pipelines, asking oil companies to pay for "climate change" ( totally ridiculous proposition) and putting chickens in every back yard are the top priorities for a city council. Please start paying more attention to the practical issues that really matter to most people.	1/16/2019 1:13 PM
73	The policing budget, and the ways police apply themselves in Victoria, is out of control. New initiatives like a downtown unit and this 'mental health/social disorder' group are manifestations of police taking social problems and using them as excuses to extend their reach. The portion this takes out of the City budget prevents investment in actual community solutions, where communities get to decide for themselves what harm is (instead of police coming in from outside and making the call whether this reflects people's experience or not) and it's doing real harm out there. Please divest in policing and invest in communities so we can start to see solutions to these problems emerge instead of the never-ending cycle of harm so many of our community members experience now.	1/16/2019 11:41 AM
74	Cut the police budget. It's ludicrous. Crime has been falling for decades. Tell them to write some tickets if they want more money.	1/16/2019 11:40 AM
75	Liveable Community without need for an automobile.	1/16/2019 11:14 AM
76	I resent having to pay a huge proportion of my taxes to overpaid police officers who are facilitating the criminalization of poverty.	1/16/2019 11:04 AM
77	With 13 municipalities in the CRD, it's confusing for many people to know who is providing what, especially for someone like me, who lives very close to Oak Bay, Victoria and Saanich. If we could amalgamate Victoria, Saanich (most of it, anyway), Esquimalt, and Oak Bay and if we could either do away with, or greatly downsize the CRD, I think we would have better government and, if not less costly, we would at least get more for our money.	1/16/2019 10:40 AM
78	The differential between residential taxes and commercial taxes is way too high. Businesses should pay the same amount for the services they get as residents. Adding to the pain this year is that businesses will already be paying the Employers Health Tax and will now pay a disproportionate share of the city's EHT.	1/16/2019 9:44 AM
79	The Draft Financial Plan states that a key goal is to "allocate additional city revenue to affordable housing" but the proposed budget does the opposite, decreasing the funding for the implementation of the housing strategy and keeping the housing reserve annual allocation the same as last year which given inflation means a decrease in real dollars. This does not reflect the widespread public concern about affordable housing. There is not enough in the proposed operating budget to deal with homelessness or the opioid epidemic. Delivering harm reduction services is an action item in the strategic plan, but it is not mentioned at all in the budget. Instead you are proposing to spend more money on reactionary measures like police. Homelessness is also not even mentioned in the budget once. I would like to see some funding injected into a homelessness fund; for example like the acquisition of land and the capital costs for modular housing. I appreciate that the budget accounts for the implementation of the Housing Strategy (although in my eyes, it doesn't seem like a lot of funding especially if you want to accelerate it as you suggest in your strategic plan), but it lacks substance on the many things Victorians voted for when electing a new council. I would like to see funding earmarked for the creation of a municipal housing service that acquires land to build decommodified affordable housing, as highlighted in the strategic plan.	1/15/2019 10:42 PM
80	quit giving away hard earned tax dollars to misfit projects	1/15/2019 5:14 PM
81	We pay the highest property taxes in the province because we have the most expensive police force.	1/15/2019 5:07 PM



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82	i would love to see the city divest some dollars from the MASSIVE vic pd budget and invest it in affordable housing! not just for folks on disability and assistance but everyone. in the 10 years that i have lived here i have earned the same monthly income while the average price for a one bedroom apartment has more than double, so that i can no longer afford to live on my own. this city is unaffordable for me. the city identifies affordable housing as a priority, but this operating budget falls short, in light of the cost of inflation this budget seems to represent almost a decrease in funding for affordable housing. the city budget should align with priorities and listen to folks when they say that not only is owning a home in the region out of reach, but even maintaining a consistent rental is becoming more and more difficult.	1/15/2019 3:43 PM
83	I have a large garden in my urban backyard and my water bills are outrageous. Any decrease in water costs would encourage greening the land and food security. As it is now, having a garden is a luxury many can't afford.	1/15/2019 1:56 PM
84	Good luck with keeping taxes down and continuing to provide the required (demanded?)services....	1/15/2019 1:26 PM
85	Ben Isitt should be fact-checked each time he purports to recuse himself from a decision. His "conflicts" are convenient where he does not politically want to make a decision. Meanwhile, he participates in votes to disallow camping in parks near his home. I fear that his new allies on council will be similarly biased and unrepresentative.	1/15/2019 10:04 AM
86	Council spends too many resources on things not related to the efficient, cost effective running of VICTORIA.	1/15/2019 7:06 AM
87	More police presence on sidewalks. Our downtown bldg is constantly invaded by thieves. Our parks are being destroyed by vagrants.	1/15/2019 4:58 AM
88	Keep the Xmas/holiday lights, wreaths, trees, decorations, etc. It makes downtown special for everyone.	1/14/2019 11:44 PM
89	It would be more informative if we were provided with information about spending on budget items from preceding years. Without that, most of these numbers have almost no context and give very little indication of Council's priorities and how they are reflected by spending.	1/14/2019 10:22 PM
90	The City's proposed operating budget does not directly fund two critical local issues: overdoses and homelessness. The City is currently experiencing an overdose crisis and homelessness is an ongoing crisis. While homelessness is referenced as a priority issue, why does it not show up within a budget figure in the almost 800 page budget? This demonstrates that these are not true priorities of the City, regardless of federal or provincial jurisdiction.	1/14/2019 9:41 PM
91	I am concerned about how staff time is spent and I think it gets wasted on pet projects and media coverage instead of doing the hard boring work that it takes to run a city. Council should understand that and be clear about the impact on staff time when they ask for more information or another staff report.	1/14/2019 8:45 PM
92	Affordable housing is the single biggest issue affecting both urban and rural communities in the CRD. Victoria is just a part of that, but it continues to be a massive problem. As long as the city of Victoria prioritizes Tourism over housing and the well being of it's own citizens,	1/14/2019 6:03 PM
93	Annual budget increases are exponential and can only be paid by annual, exponential property tax increases. This results in 40% of the population paying all the costs of maintaining basic services plus the ambitious and extremely expensive strategic plan objectives proposed by city council. If this continues, in time only the very rich will be able to afford to own real estate, and the rest of us will have to rent from them.	1/14/2019 5:18 PM
94	Victoria residents have higher taxes than Oak Bay and receive less services. I ride a bike and I refuse to use the new bike lanes because we don't need them, they are too expensive and there are loads of seniors in Victoria- they don't ride bikes!	1/14/2019 12:55 PM
95	no	1/14/2019 10:42 AM
96	Start spending money on things that enhance the city and bring business and tourists to the region - make Victoria a beautiful, safe and engaging city!	1/14/2019 10:01 AM
97	The investment in affordable housing is drastically too low. In October, the average bachelor apartment was renting at just over \$900. The shelter rate for those on income assistance is only \$375. This is not acceptable. It is unacceptable that the proposed police budget increase is 3 million dollars when crime rates are not increasing and the majority of police calls are non-emergency. Imagine if we invested that 3 million into creating affordable housing and better transportation in our city.	1/13/2019 8:09 PM

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98	Thank you for the opportunity to participate.	1/13/2019 7:45 PM
99	Affordable housing and safe neighborhoods #1	1/13/2019 6:15 PM
100	not enough money going into housing and survival services for the most marginalized people, too much money going into policing which doesn't even effectively address the issues and concerns in this city. please stop funding cops and invest in alternatives to policing.	1/13/2019 6:12 PM
101	It would be good if these documents included more explanation of why some items were significantly increased.	1/13/2019 5:05 PM
102	Stop building bike lanes. I was hit by a bicycle not allowing me to cross	1/13/2019 4:58 PM
103	The proposed budget does not align with the City's stated priorities of local area land use planning, supporting businesses, affordable housing, active transportation, climate change, and emergency preparedness. By far the largest expenditure (23%) is over \$50 million, while less than half a million is proposed for the Victoria Housing Strategy, from what I can see. The budget should reflect its own priorities: less money for policing, and more for housing.	1/13/2019 4:21 PM
104	I am disappointed in managers and council.	1/13/2019 4:13 PM
105	yes stop with these bike lanes they are swallowing up all the roads, its just crazy. i can see some bad accidents happening in the future	1/13/2019 7:42 AM
106	Victoria should be pursuing amalgamation.	1/12/2019 9:04 PM
107	I think some of the monies spent the tax payer is not given any thought to costs as its the hidden agenda of the council member or members. Saying your sorry after the deed(s) are done does not beg forgiveness. Is there going to be a survey of how many people support losing parking on Wharf Street?	1/12/2019 8:06 PM
108	Go Green Go Clean No pesticides Assistance with Wind, Solar, and rainwater harvesting A Guaranteed Liveable Income AN end to corporate capitalism	1/12/2019 11:38 AM
109	Fire services should be doing more with their core partners to take advantage of service and cost efficiencies, i.e. Saanich, Oak Bay and Esquimalt.	1/12/2019 11:11 AM
110	I am unaware of current benefits structures for employees. However, I suspect that benefits include Defined Benefit Pensions. This is unsustainable and pension benefits need to be changed to Defined Contribution moving forward.	1/12/2019 10:32 AM
111	Documentation seems incomplete.	1/12/2019 9:16 AM
112	police budget too high! unhealthy presence in the city	1/12/2019 9:15 AM
113	Well I'm kind of fed up with this push to get everyone to bike. I hate biking, especially when it's cold and rainy, or windy. How about free bus passes for everyone instead. Gets vehicles off the road. Bus passes are much too expensive.	1/11/2019 11:11 PM
114	I live on Salt Spring Island. Moved from Oak Bay 14 years ago.	1/11/2019 11:07 PM
115	It is difficult to compare budgets by percent. I feel the priorities match the percentage of the budget fairly well, except policing. However the management of those funds varies considerably across departments.	1/11/2019 10:31 PM
116	Albert Einstein's "Why Socialism?" <a href="https://monthlyreview.org/2009/05/01/why-socialism/">https://monthlyreview.org/2009/05/01/why-socialism/</a> Democratic government and business will never coexist. Thankfully, more people are getting over the myth.	1/11/2019 9:56 PM
117	The bike paths continue to be a bone of contention with me. They are ill designed and confuse everyone from cyclists to motorists to pedestrians. A one way street should never have a two way bike path. Too many conflicting traffic rules to follow. Also, there seems to be a mindset that everyone just needs to be encouraged to ride bikes. There are many people who cannot. Victoria is, after all a lot of retired residents. They have a place too and we all need to have access.	1/11/2019 7:53 PM
118	It is not that I do not think some of the lower ratings for priorities are not important, it is simply I do not agree how the city council is handling them!	1/11/2019 5:56 PM
119	Urban forests is an important issue for me in our City.	1/11/2019 4:41 PM
120	I would like to see increased funds dedicated to addressing the lack of affordable housing in this city and to meaningful reconciliation	1/11/2019 3:57 PM

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121	There are large gaps in services to low-income families and individuals. I'd like to see direct support in the form of free mass transit, free dental care, and grocery vouchers for pregnant mothers, etc.	1/11/2019 3:46 PM
122	I was very happy to see who got voted into council and would like to see the progressive stance of the public reflected in the choices you folks make moving forward. Last term I was really disheartened by the fact that there was such a high approval rate for large developments to go through (especially in the face of legitimate and supported community opposition). Kudos to the work that some of you have put in to ensure that Victoria is moving in a more informed and responsible direction (big ups to Ben Isitt for all of his hard work and his commitment to acting in a way that reflects why people living on this land vote for him). My hope was restored when I saw how many amazing councilors were voted in this year and I really hope that Victoria is able to shift in a more positive direction and listen to experts, people that are affected, and research.	1/11/2019 3:25 PM
123	Victoria is too welcoming. We don't need more people moving here The city's density is increasing dramatically which negatively impacts quality of life. The expensive new condos are for rich people from outside Victoria. The priority should be to provide affordable housing for those who already live here-working or retired on fixed incomes. We encourage transients to migrate here from all over by offering free services, free shelter and ultimately free housing. They don't want to work nor do they make any positive contributions. More transients equals more trash, needles, crime. Our taxes pay for emergency care when they OD and more police to respond to disorderly conduct and crime.	1/11/2019 3:16 PM
124	do not assume business can afford to pay for ambitious policies. Most businesses in Victoria are 'mom and pop shops' that will collapse if their taxes rise too much. Recognize that commercial property taxes get passed on to tenants and so they are taxes on businesses.	1/11/2019 2:57 PM
125	Many other municipalities and provinces have more regular pickup of branches and yard waste. Even quarterly would reflect more service for our public works, tax dollars. A few hours on Saturdays, where we have to find a vehicle ourselves to deliver our yard waste and wait in the one hour line up, spilling out into the public street. Come on, really??	1/11/2019 1:03 PM
126	No and I want out of this survey and it won't klet me out!	1/11/2019 12:33 PM
127	More funding must be directed toward maintaining and increasing our tree canopy and associated ecosystems, and toward strengthening and improving the Tree Preservation Bylaw, especially with regard to preservation on private property.	1/11/2019 12:29 PM
128	My problem with budgets is they only go up and I understand things like the new medical tax have an impact on the cost of employees. the bigger problem I see is that anyone on a fixed income is not also getting real cost of living increases that match these costs. Over the next 5 years, 2 weeks of groceries are being removed from my income to pay taxes. adding 2,85% to every expense further reduces my left over spending money to the point where I either get a job of sacrifice something critical. I am very close to retiring and look at the next 30 years against the loss of real purchase power and my potential income to realize the cost increases over the last 25 to 30 years means that before I die my pensions will be poverty level long before then? 4.3% overall increase is too much Even just keeping up with inflation creates inflation. :(	1/11/2019 11:39 AM
129	There is a distinct lack of support for residential neighbourhoods and homeowners. The Draft Budget 2019 indicates household costs related to City charges as around \$3500 (page 15). Where do those numbers come from? Not my neighbourhood. Single family houses (with families) and yearly costs around double. Crazy.	1/11/2019 10:48 AM
130	Thank you for taking the time to do it and to share it with us.	1/11/2019 10:17 AM
131	more money needs to spent on infrastructure given the building boom. The condition of streets and sidewalks throughout Fairfield is appalling.	1/11/2019 9:17 AM

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132	<p>I do not believe Mayor(s) and Council has a solid, fair, or reasonable understanding about what is truly involved in the policing of this city. People like Councillor Isitt, who sit there saying they don't want a "police state", are often the first people to call, when they feel their safety is at personal jeopardy, walking past the now dismantled "Tent City" at the Court house. With the Esquimalt's Mayor's refusal to front her Council's portion of the budget, and with Council demanding more, and more, every year from the police, while at the same time, refusing to approve logical, and reasonable, budget increases, the police are floundering in their ability to effectively do their jobs, and serve this community. There appears to be no contingent in place, at this time, to manage the mental health related problems, that so often, accompany calls for service, by police. Police are often left to deal with calls where the individual(s), are experiencing a mental health related problem, that prompted the 911 call to police, however, they receive very little help or support from care providers, to manage these people. These are calls that tie up a gigantic amount of their time, either in the community, or at the hospital, and while they're left to deal with them, other police have to double up on other emergency calls for service, short staffed, resulting in the possibility of serious injury or harm, and resulting often in increased Overtime usage. You can't expect police to do their jobs, ask them to increase their fiduciary responsibility, and then turn around and say "oh well we asked for 50% more effort from you, but yeah we won't increase your budget to allow you to hire more people, to help manage the call loads, because we don't want to "appear" to be a police state" as Councilor Isitt so ignorantly put. You are elected officials acting on OUR behalf, and yet 2018 saw so many shady, backroom deals made (Removal of Sir. John A. MacDonald statue, the implementation of the "City Family", where NON-ELECTED members, made decisions on situations that affected our city, without caring how we felt, again like the statue issue, because they "didn't want to wait forever to get approval". I didn't elect them, so I don't want them speaking for me. The police need to properly supplied with not just man power, but also the proper equipment, training, and resources. Their job is a very honorable, but also difficult one, and they should have the right amount of supports in place to assist them. Each year Council denies their request for a budget increase, yet demands more and more work from them. It's illogical and frankly stupid for lack of a better term. This Council has shown a gross level of mismanagement when it comes to budgets in the past. Beautification of the sidewalks, and ugly drawings on the road, and ridiculous bike lanes which serve as nothing more than an annoying, unsafe, hindrance and inconvenience to tax-paying, drivers, should not be placed above the health and safety of this community, and it's law enforcement officers. If this Council can't or won't advocate, for this, appropriately, on our behalf, and will continue to operate, beyond their realm of duty, insofar as budget, then the decision to approve and allocate budgets, hire officers, and ensure good governance, should be immediately removed from them. Mayor Helps and Mayor Desjardin have shown poor leadership, and very poor decision making, when it comes to police matters. The F. Elsner investigation is a prime example We don't want a police state either, but asking for a budgetary increase, to account for more training, and more officers, so VicPD can implement, and hire mental health officers, and better serve this community, and meet the varying different and new needs therein, they need the money to do so. As a tax payer I expect my council to do that, and if they can't then I want to see a governing body capable of speaking on behalf of me, and considering my feelings, not the misguided, inaccurate, and frankly ignorant opinions of naysaying councilors, with an inherent dislike for law enforcement.</p>	1/11/2019 9:07 AM
133	Stop hiring excess staff	1/11/2019 8:57 AM
134	Provide our first responders with adequate funding. When we need them, they come and help us. We cannot afford to underfund these areas.	1/11/2019 8:04 AM
135	So many issues like the bike lanes have become so polarized not because the idea is good or bad but because the planning and roll out has been so poor. I'm a cyclist. I use the lanes downtown. But they are made in such a way as to mess up the rest of traffic. Now the bus/bike lanes on Douglas? Idiotic. And once again making people dangerously anti cyclist. This city is due for a lot of change but do it well!	1/11/2019 8:01 AM
136	Redirecting more resources to bylaw enforcement is important to me. We have excellent bylaws developed over many years. Cyclists, and their abuse of pedestrians, by insisting on riding on sidewalks, helmet laws, and refusal to obey traffic laws is a constant irritant to those of us who walk the streets of Victoria. Please consider registering bikes and riders so that we can trace those who demonstrate sociopathic behaviours. Victoria is for all, not the cycling few. Have we not spent enough to make them safe? Please make it safer for pedestrians.	1/11/2019 6:54 AM
137	No that satisfied with garbage pick-up. I think we don't get as good a value as other cities ie. Richmond.	1/11/2019 6:33 AM

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138	Please remember that municipal governments mandate is to provide efficient, responsible and usable infrastructure and services. It is not to try and be visionary leaders in social engineering. At least not with my tax dollar.	1/11/2019 6:20 AM
139	No thank you.	1/10/2019 11:45 PM
140	Please focus on small business. I'm sad to see so many empty spots downtown. I understand your need for providing bike lanes for commuting downtown, but there won't be anything to commute to if we keep going at this rate. I'd also like to see more safety checks at our wonderful parks, they are unsafe now with our transient homeless population. And finally, the bike lanes are choking our main arterial roads downtown. If you travel down fort street at peak hours, and the buses are running while people are parking, the road is completely blocked. The bike lanes should have been planned on lower traffic roads.	1/10/2019 11:35 PM
141	Are the departments as efficient as possible?	1/10/2019 10:15 PM
142	I appreciate you providing all of this information but am afraid that reading it does not enable me to provided an informed opinion as to the reasonableness of any of the budgeted items/areas. Any opinion I provide would merely be a gut response and would not be particularly valid or helpful for decision making.	1/10/2019 10:11 PM
143	It's important to me that those who are at risk or struggle with inclusion are given voiceand decision making priority in this budget. It is also important to me that businesses have far less voice.	1/10/2019 10:08 PM
144	Where's the SPECIFIC CASH for restoring sidewalk entrances to crosswalks?? How many MORE broken hips? Mayor WALK your TALK! Go OUR Route every day/any time. Gaggng dope fumes/ off-gassing Petro-Chem fumes from the cheap-ass quick fixes that are TOXIC in heat., Vehicles IDLING at intersections(right in front of new NON-bus-shelters) more fumes. AS of 07/01/19 SEVEN drivers RAn RED!!! lights in town while we were scattered half way across. Too much more too fit here.	1/10/2019 9:55 PM
145	bike lanes....I lost parking. I am on disability and my husband is on disability. It looks like you are only working on bike lanes.	1/10/2019 9:42 PM
146	I appreciate the offer to engage in the process and the links to the draft financial plan worked well - thanks. As an owner of a 4-plex I feel that we fall between the incentives offered for surface water and also the City should look at the garbage service for 4-plex. I use an alternate service that allows us to use only one bin each for garbage, garden waste and compost. The City would require us to have a different bin for EACH tenant. That doesn't make sense and costs way more.	1/10/2019 9:25 PM
147	Crystal pool reno will be a big improvement to services, also making Vancouver st more bike friendly will have a big impact on my family's safety and enjoyment of the city.	1/10/2019 9:23 PM
148	Yes. I would like to see you figure out a way to have the increase more than the local rate of inflation. Yearly increases above the rate of inflation is not sustainable.	1/10/2019 9:17 PM
149	I think that the city of victoria needs to fund a harm reduction, low barrier, open all year round shelter for youth, provide more low income affordable housing, to put more money into taking care of the people who live here rather that catering to the tourists who visit, we have on any given weekend in the summer like 3 or more festivals events, its too much, and I feel that money could be better spent somewhere else.	1/10/2019 9:14 PM
150	Don't fix things that aren't broken. Don't pay too much for studies and consultations, act wisely with tax payers' dollars, think of the overall picture so that services can be integrated not only with other regions within the district. Think of having integrated services when building small scale, accessible homes for low income persons, such as onsite health centres, community kitchens, day cares, and lending libraries for goods and services as well as books.	1/10/2019 9:07 PM
151	No	1/10/2019 8:50 PM
152	Looking forward to a full day of discussion.	1/10/2019 8:45 PM
153	Can't answer the questions as I don't know how 'economic inclusion' and 'strong livable neighbourhoods' are defined, but this fuzzy bureacra-bafflegab is what blocks good governance.	1/10/2019 7:52 PM
154	Our property taxes continue to increase at a substantial rate year on year notwithstanding your spin and services continue to decrease.	1/10/2019 7:47 PM
155	I have one comment -- I want you to increase funding to the Royal/McPherson so that arts organizations are better supported	1/10/2019 7:22 PM



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156	No	1/10/2019 7:04 PM
157	Put Sir John A's statue back!	1/10/2019 6:29 PM
158	Yes. Please vote to give Del Manak of Vic PD everything he asked for. He is doing a better job than any of you to keep Victoria safe and accountable. Give him the budget increase request from him.	1/10/2019 6:15 PM
159	Bike lanes - specifically the ones implemented in Victoria - are the dumbest things imaginable. Why they have the take away traffic lanes on major streets is unclear.	1/10/2019 6:10 PM
160	Less focus on affordable housing and more focus on business in the city. Not everyone can or should be able to afford to live in Victoria... this is why we have suburbs and other municipalities. Victoria is too small on its own to solve all the economic issues. Victoria proper is a premium destination and a world class location... there is a price to pay for that and we have to accept this is ok. Affordable housing does not belong in many premium neighbourhoods.	1/10/2019 6:07 PM
161	Focus on revitalizing our downtown to attract people to the downtown again and support merchants.	1/10/2019 5:28 PM
162	My view is more needs to spent to clean up downtown, focus on limiting densification to the downtown areas, and making the image of our city a clean, touristy friendly place.	1/10/2019 5:24 PM
163	City should have no role in aboriginal affairs and economic disparity. Nothing here about promoting tourism. City way too stupidly socialist about housing - putting it all on the backs of landlords.	1/10/2019 5:22 PM
164	Stop spending money on useless art projects, bike lanes and stop raising taxes. It's getting out of control.	1/10/2019 5:19 PM
165	It's the economy	1/10/2019 5:10 PM
166	Crystal Pool - please keep the pool open while building. Anywhere nearby is fine. Please keep it 50 meters.	1/10/2019 5:09 PM
167	Cut police budget	1/10/2019 5:08 PM
168	I don't believe the new bylaws against short term rental make sense. It won't increase availability of rentals for people searching for yearly accommodation. In our case, we keep renting it 30 nights minimum but max a few months at a high rate to be able to afford living in Victoria (as a young family).	1/10/2019 4:15 PM
169	Increase is a little high percentage wise.	1/10/2019 3:38 PM
170	Housing housing HOUSING	1/10/2019 1:24 PM
171	Increase spending on Policing if you want to have a vibrant downtown. Too many small drug deals the Police don't even respond to when called as they prioritize and aren't able.	1/10/2019 1:15 PM
172	Have open and transparent system for reporting deficiencies in infrastructure services.	1/10/2019 1:02 PM
173	Seems like a lot of management positions at city hall and a lot of PR PROPLE	1/10/2019 12:09 PM
174	Props to the front line staff for pulling this doc together.	1/10/2019 11:57 AM
175	Stop putting in bike lanes. Downtown is atrocious enough for commuting. Removing vehicle lanes for bikes or buses only is ridiculous. Taking away already minimal parking makes people avoid the downtown core. It wont make then opt to bus or ride.	1/10/2019 11:53 AM
176	Don't be afraid to go into debt for spending that will pay for itself in the long-term like bike and transit infrastructure and proactive utility repairs.	1/10/2019 11:53 AM
177	#ftp	1/10/2019 11:34 AM
178	Too much on frills, not enough on basics. Less money would need to be spent on "public consultation" if council focused on what the city needs, rather than what council wants.	1/10/2019 11:25 AM
179	Get professionals in to manage the City . Too many brainless activists.	1/10/2019 11:23 AM



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180	WE NEED MORE SUPPORT FOR THE HOMELESS/DISABLED/POOR- mediocre shelter conditions, lack of funding for substance abuse issues, and it shouldn't take an entire year for someone to talk to a psychiatrist without paying thousands of dollars or going into psych emergency. Victoria is great for the upper middle class population, but the lack of consideration for low income households is exhausting. new families cant move here because they can't afford to live here. we cant even treat our homeless population with respect (ex: tent city, lack of safe injection sites/addictions resource, etc). Make victoria liveable again. Allow minorities to survive here.	1/10/2019 11:18 AM
181	Please no more bike lanes. Do not ruin Vancouver Street.	1/10/2019 11:04 AM
182	Thanks for all of the effort and work that goes into gathering this input.	1/10/2019 10:24 AM
183	I dont currently live in your catchment but am buying there soon.	1/10/2019 10:23 AM
184	There are members of council that feel that police resources should be reduced and budget not approved. I would suggest these councilors go out on some ride-alongs on Friday and Saturday nights to get a sense of the amount of work load on the front line police officers. Stay up until 4am with them and go to some of these priority calls to see for yourself whether it would be in the best interest of the citizens you serve to reduce police resources.	1/10/2019 7:42 AM
185	Higher tax and poor service.	1/10/2019 5:57 AM
186	You should raise property taxes and reduce utility user fees. As a renter I pay utility fees even though they increase the property value for my landlord.	1/9/2019 9:49 PM
187	There needs to be more affordable housing suitable for families. The price to buy anything in the city is outrageous and rents are out of reach for so many.	1/9/2019 8:53 PM
188	A transportation plan must look outside city boundaries. For a livable region there must be much better co-ordinated transit. Push for LRT system to Sooke, commuter rail first Duncan or Nanaimo to Vic and back and then up island service. Once again look to Europe for transportation ideas. Hydrogen train in Norway I believe. Upward and onward not backward with more roads etc.	1/9/2019 5:46 PM
189	Stop taxing the population out of existence!	1/9/2019 5:07 PM
190	no	1/9/2019 3:19 PM
191	The bridge is such a disappointment. At the beginning of the process everyone joked about how it would take twice as long and cost twice as much as proposed. How can we trust any of you to do the right thing when all we've seen from city hall for decades is ineptitude and the inability to complete any large infrastructure project. It seems like all that happens is city staff walking around patting each other on the back	1/9/2019 2:44 PM
192	Start policing the poor way people drive in this city. I have been hit twice in 5 years by a car. When will our police start back to this policy of traffic control.	1/9/2019 2:33 PM
193	Police budget needs to be scaled back - 24% is much too high and my tax dollars could be used better in preventative solutions like housing and community supports.	1/9/2019 12:14 PM
194	The proposed budget is a reasonable distribution of available funds. A trivial point - the terms "Active Transportation", "Sustainable Transportation" and "Sustainable Mobility" seem to be used interchangeably for the same thing. I suggest using just one term for this.	1/9/2019 11:16 AM
195	I want to reiterate my very strong objection to the amount of funding received by the police.	1/9/2019 9:46 AM
196	Taxes too high and money spent on things out of the proper scope of local government.	1/9/2019 6:43 AM
197	Allocate sufficient funding to support and expedite full implementation of Climate Leadership Plan, specifically implementing all recommendations of the Urban Forest Master Plan.	1/8/2019 2:56 PM
198	You are doing a great job of modernizing the city core but more attention to road repair and build quality and safety reflective lines everywhere that can be seen in rain will go a long way in getting rid of sagging bumpy roads and streets. I hit a road bump twice in two days on intersection going south on Cook across Johnson Streets and it damaged my front end steering. \$300 deductible. my cost for your incompetence.	1/8/2019 10:22 AM
199	STAFFING - I'm sure that added staffing is contributing to excessive budget costs. Love to see counts published - not empty positions that you may be filling now after few years empty - and if empty that long why fill? I think this is a big black pit that is running away from you. Also please try to leave issues out of your jurisdiction alone! Do your job - that you have authority over and once you get that right then look elsewhere if money available	1/7/2019 5:41 PM

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200	It is particularly difficult to connect current budget levels with active budget proposals and then to potential outcomes.	1/7/2019 3:30 PM
201	The tax increases of the last four years and projected over the next four years are not sustainable. City council has a tendency to stray into the weeds -- getting away from its primary responsibilities of roads, utilities, police and parks. Staffing is bloated; priorities too lofty and taxes are too high.	1/7/2019 2:38 PM
202	We have a sufficient number of bike lanes for now.	1/7/2019 2:26 PM
203	I imagine it's very challenging for the City of Victoria to have the demands of a large city, with the financial foundation/tax base of a smaller population, I wish neighbouring cities in the CRD would contribute more to Victoria's significant benefits as Victoria shoulders more of the weight of infrastructure, social issues and maintaining arts & culture appropriate to a capital city that in many ways is the "downtown" to the entire CRD	1/7/2019 1:55 PM
204	no	1/7/2019 1:00 PM
205	Too much being spent on contracting, misc. and loosely-defined one-off activities.	1/7/2019 12:53 PM
206	Stop raiding my pockets to fund your grand plans. Find alternate sources of income. Everything is costing more and I understand it's costing more for you too, but scale back your big dreams and realize that tax payers are not a cash cow.	1/7/2019 12:22 PM
207	More \$ for policing, crime due to inability to afford a place to live is on the rise.	1/7/2019 11:45 AM
208	NO MORE BIKE LANES...	1/7/2019 10:40 AM
209	Budget to support expedited & full implementation of the Climate Leadership Plan. Budget to support immediate & full implementation of all 26 recommendations of the Urban Forest Master Plan.	1/7/2019 10:39 AM
210	Get rid of bike lanes. Helps and Isitt are horrible.	1/7/2019 6:54 AM
211	housing, no more lip service to affordable housing but actual action	1/7/2019 3:30 AM
212	Increase the speed of travel for all modes of travel in the City.	1/6/2019 10:01 PM
213	water management in public areas with poor natural drainage	1/6/2019 9:23 PM
214	There is trash everywhere, people sleeping on sidewalks and in parks, bikes are stolen so there is no point in putting in bike lanes. I want to leave. Victoria is no longer home. I feel scared. Traffic congestion is terrible. Trash is everywhere. The dream is over, the nightmare is beginning....	1/6/2019 9:05 PM
215	Put more of the operating budget into infrastructure and road conditions	1/6/2019 6:41 PM
216	Despite much negative feedback I believe the bike lanes were very forward thinking and Will accommodate the transportation methods in the near future which will include less vehicle ownership	1/6/2019 6:38 PM
217	Reorganize the priority list —it does not reflect what needs to be addressed in our city.	1/6/2019 6:15 PM
218	I love the idea of bike lanes, but I would like to see them cost much less. I see no reason for them to be as complicated (dual direction) and fancy as they are. Also, I would like to see the city's budget reflect the money they have to work with instead of increasing the budget, through increased property taxes, to pay for passion projects.	1/6/2019 5:02 PM
219	Please fund the police so that the City can be safe for everyone.	1/6/2019 1:44 PM
220	Stop trying to provide services that fall outside your basic responsibilities. I'm tired of paying for the stuff, especially when the city appears to be failing on a basic level. Please stop spending money on things that make Victoria a wonderful place to be a homeless person. City Hall is really doing its best to make this town a world class destination for the homeless. Also stop trying to create heritage conservation areas. These are a blatant land grab that pit neighbours against one another.	1/6/2019 1:40 PM
221	This survey looks like it was designed by city hall bureaucrats. It's poorly designed to say the least.	1/6/2019 1:29 PM
222	Allow artisans with City of Victoria business licenses to use unused downtown spaces for vending.	1/6/2019 12:22 PM
223	I'd like to see fireworks banned by the city completely (no money put into it) and would like to see serious fines for non compliance.	1/6/2019 12:12 PM
224	the budget needs to be greatly increased to battle the crime and homelessness in the area.	1/6/2019 9:52 AM

## 2019 Draft Financial Plan

225	Stop giving our hard earned tax dollars to homeless and drug addicted people. Stop encouraging them to move to our city.	1/6/2019 7:39 AM
226	High more police officers	1/5/2019 11:44 PM
227	I would like to see a budget line for climate change mitigation.	1/5/2019 10:10 PM
228	Most money should go to affordable housing because of the cost of living being so high and the wages not keeping pace. We will start to lose services if people can't afford to live here.	1/5/2019 9:50 PM
229	There should be a cap on the number of civic employees earning over 100K. The current list is staggering.	1/5/2019 9:15 PM
230	Don't know why I am paying taxes for services that I might receive maybe one or twice a year, namely street sweeping!	1/5/2019 5:35 PM
231	Invest in a new central library!	1/5/2019 3:03 PM
232	The cost of living in relation to salaries has gone up quite fast - and quite a bit - in the last few years. Victoria is a wonderful city, but it is getting harder and costing more to live here. This affects everybody. Please keep this in mind when doing your planning. Thank you for your hard work.	1/5/2019 12:04 PM
233	I believe that the most important issue in Victoria is affordable housing and providing more rental accommodation. I would rather see more money being spent in this area than for cycle lanes, which benefit far fewer people. Sustainable transportation ALSO includes better bus service and I would prioritize this over cycle lanes...again because it benefits more people.	1/5/2019 11:31 AM
234	ban her from stepping foot in canada !	1/5/2019 9:31 AM
235	Listen to the people, not special interest groups	1/5/2019 9:09 AM
236	It should not be a bad thing being a home owner. Home owners need not rent, easing the rent market.	1/5/2019 7:13 AM
237	My last and most important comment is around yard and construction workers. It is no longer acceptable to have 3-4 people standing around one person who is working. I see this as many as five to six times a day. This is resulting in high costs of building and high human resource budgeting, and I expect the government to reign in these costs in order for us to be able to achieve a sustainable budget going forward. In fact, cuts from these over-compensated worksites could be put into a reserve for when we need to deal with the bigger catastrophes that will surely come. Unionized construction models CANNOT continue. I admonish you to do all things possible to take the lead in reducing this over-manned infrastructure model.	1/5/2019 6:58 AM
238	Where do I find a list of all these programs being offered?	1/5/2019 4:08 AM
239	Taxes are very high. Too many off cycle bills for other services. Add all taxes to one bill. You should save on admin fees by doing this.	1/4/2019 11:07 PM
240	Stop wasting our money, stop borrowing more money....live within your means like we have to try to do living in Victoria	1/4/2019 9:34 PM
241	Stop doing silly projects like bike lanes and removing statues. This is not a good use of funds when there are much higher priorities	1/4/2019 8:55 PM
242	Get rid of bike lanes they should be simpler you have taken away too much road for cars. There are countries that use more bikes with less problems. License cyclist or have them take a course or test to be on the roads.	1/4/2019 6:08 PM
243	No more bike lanes; they exclude many people, such as the mobility impaired,, the blind, seniors, those too poor to afford bikes or not strong enough to handle one, and many other sectors. Other spending should come first.	1/4/2019 6:07 PM
244	We need more money put into public safety, specifically policing. Downtown is not safe. I don't want my car broken into and would not be in the city at night. Why have the police not had a increase in the number of police officers in so many years??	1/4/2019 4:44 PM
245	Too much money being spend on social services and homeless, it opens a door for more to migrate here and take advantage of it.	1/4/2019 10:33 AM
246	Why did we not get a chance to prioritize the various services?	1/4/2019 6:31 AM
247	City should not spend much on affordable housing. Although extremely important this is mostly better dealt with provincially and natioanally	1/4/2019 12:08 AM

## 2019 Draft Financial Plan

248	Counsel seems more interested in placating the loud minority verses the silent majority. I lost my mind when counsel was paying street people \$20.00 each to attend a meeting on homelessness. DONT YOU GUYS GET IT???? If you make life on the streets comfortable there is no initiative for the individual to take it upon themselves to better their lives. If you ignore the business community, then they will leave.	1/3/2019 11:03 PM
249	Thank you for your hard work.	1/3/2019 10:54 PM
250	STOP with the bike lanes!!! Enough already. Stop with the puzzle piece crosswalks. Be fiscally responsible with my money please.	1/3/2019 9:28 PM
251	Doing more with less should be the goal and the overriding mindset for those in gov't wishing to do the best for the people of their city. There were many expense items which increased at a rate significantly above inflation without offsetting operating cost reductions in other line items. This is not sustainable. I hope the city looks for examples of effective municipal management around the globe where services are maintained or improved but taxes and expenses fall. The city could also look to best practices within the corporate world or at other levels of government. Victoria's should aspire to copy these examples as best it can.	1/3/2019 9:04 PM
252	Vic PD needs more resources to address the needs of our community. Reacting to crime doesn't work. Work with kids , school liaison etc	1/3/2019 6:17 PM
253	some advice to all department managers..... - do not do things as you have always done them in the past. look for more financially effective ways of doing things - approach every opportunity as a chance to implement the LEAN approach - ask yourselves, 'are we in the business of employment or of providing services". Many things can be done more cost effectively. I am sure any services you get at home are priced for the best bang for your buck. - stop thinking we can ALWAYS go to the taxpayer. Another 4+% on my taxes and on the taxes of landlords does nothing to help you make Victoria affordable	1/3/2019 4:49 PM
254	limit more bike lanes	1/3/2019 4:36 PM
255	I find it appalling that the City puts such a low value on emergency service workers, particularly police who cannot be expected to operate to a sufficient level if not properly funded.	1/3/2019 4:35 PM
256	Hold the Provincial Government responsible for issues under their mandate and stop moving into areas that are clearly not municipal mandates!	1/3/2019 4:23 PM
257	Increase police budget to keep crime as low as possible. Public safety comes with a price tag, but it is well worth it.	1/3/2019 4:21 PM
258	city needs to consult with the public before making decisions that affect many people...not done with: bike lanes, new pool location, removal of statue	1/3/2019 4:19 PM
259	NO MORE BIKE LANES!! How about catering to the people who actually use the city and pay the taxes?	1/3/2019 4:15 PM
260	The police are clearly struggling to operate causing burnout for police officers. The fact that they had to pull school liaison officers out of schools is a dead giveaway they need more funding and more support. Crime is not going down. Stats can be manipulated.	1/3/2019 4:06 PM
261	Climate change won't wait for the 2050 proposed date of readiness. 2030 is 12 years away, the UN 2018 date of 1.5 degrees increase in temperature. We need to act now in all departments and this means money. Invest in trees as a very good start. Let them be available to citizens at a low price. Be proud of greening the city. Teach the benefits. Make Tree appreciation day meaningful.	1/3/2019 2:06 PM
262	Where do staff fit in? How do we hire them and who decides. Please inform your public.	1/3/2019 1:28 PM
263	The costs and over runs for both the Johnson Street bridge and the bike lanes showed poor fiscal management. A moratorium should be put on the proposed bike lanes and money put elsewhere.	1/3/2019 9:08 AM
264	Much appreciation for seeking public input. Thank you for the opportunity to respond.	1/2/2019 12:15 PM

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265	I would like to see more effort made to make the city cleaner. I want to see more street cleaning done. We live in a city of trees and as such the streets get clogged up with leaves and branch which prevent the storm drain system from doing what it was designed to do. Put some of those street people to work clearing the streets.... start a youth volunteer program like Katimavik that gives youth an opportunity to work in the community for a fixed period of time in exchange for education credit and free education and a sense of purpose...and accomplishment that will increase the confidence and self-esteem. Stop wasting my tax money with "pet climate letter writing"... just stop all that nonsense. We are not morally superior to the rest of the world. Just do your job. Keep your feet on the ground. Be practical. Make Victoria the best it can be. Reward the tax payer for working hard and being good citizens. Stop pandering to special interest groups. Stop apologizing. We can not change the past. Today is what we need to focus on.	1/2/2019 7:42 AM
266	The city is in denial of they think we as a city are happy. Vote splitting kept you in, a dirty tactic, and a sign you're not here for the city, you're here for your own agenda.	1/1/2019 3:53 PM
267	I understand my civic duty and pay taxes. I would just like to see my property tax remain the same for one or two years, instead of constant increases. If there's construction project (like a bridge) that goes over budget, there should be financial consequences to all levels of the City organization, in terms of no salary increases, bonuses, or even a possible salary decrease. Small business owners always must adapt to this reality, why doesn't the City? Taxpayers always take this burden, stop using them as your bottomless ATM.	1/1/2019 1:10 PM
268	no	1/1/2019 9:46 AM
269	The City is getting dirtier all the time. We need better cleaning of sidewalks, boulevards, shrubbery.	12/31/2018 6:50 PM
270	no	12/31/2018 3:14 PM
271	I reject any further spending on affordable housing. Why? Well, I'd love to live in an ocean front home in Oak Bay. But I can't afford to. So I don't live there and I don't whine to the mayor of Oak Bay that he should be building me a house on the ocean so I can live there. There are thousands of communities across Canada where housing is far cheaper than Victoria. And with social media, nobody has an excuse for not knowing how expensive Victoria is. And yet, this city is penalizing me by "subsidizing" people who move here and then say, oh I can't afford it. You will have to build me something I can afford. And then the developers say, oh this city clearly needs more housing - and we just happen to be able to build that housing. Gee, how convenient. Meanwhile, this gem of a city is being destroyed. Plus the argument about affordability will never be won because what person A can afford is not the same as what person B can afford.	12/31/2018 1:20 PM
272	Make downtown and surrounding areas sustainable for small business owners and workers - to live and work and love our city, supported by our mayor.	12/31/2018 10:15 AM
273	We need much more transparency in how decisions are made. Too many decisions are made behind closed doors and when there is "public input" sought it appears as if the decisions are already set in stone.	12/31/2018 7:50 AM
274	I would like to see monies directed to fixing an aging infrastructure, improving the bike lanes so that they are safe for all, encouraging development according to the community plans so that we have more people to share the ever increasing tax burden.	12/31/2018 7:10 AM
275	Needs to focus on cleaning up our downtown and making it a place people want to go. Not sure what budget item this is but would expect all. Parks people are cleaning up after homeless people rather than doing their jobs. More focus needed in working with other levels of government to solve this problem in our city.	12/31/2018 4:03 AM
276	Do not increase taxes for home owners. Stop pandering to drug addict street people.	12/29/2018 11:55 PM
277	Need to live within current budget without increases every year	12/29/2018 3:55 PM
278	Quite focusing on tourism, and focus on your own people!	12/28/2018 10:51 PM
279	The GHG emission reductions must be measurable in order that the city's actions to reduce emissions can be justified to the taxpayers of Victoria.	12/28/2018 6:14 PM
280	More revenue should be allocated to housing affordability and transportation. For the housing issue, would it be possible to go into a joint venture with private development companies to create more affordable apartments so middle class families can actually live here? Also, focus your attention on a commuter train from Langford into Victoria which would limit our reliance on fossil fuels. Don't focus on inter-town bike transportation, instead you need to decrease the reliance on transportation into Victoria from surrounding areas. Increasing public transportation (train from Langford to Victoria and a more efficient bus system) would be highly beneficial.	12/28/2018 12:56 PM



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281	Enough with downloading social services to Gorge/Burnside. Why aren't other communities in Victoria sharing the responsibility???	12/28/2018 12:53 PM
282	I demand to see a minimum of 65% of all gov staff to be indigenous... End white power now!!	12/28/2018 7:27 AM
283	Stick to the basics and stop trying to bite off way more than a city council can handle. The downtown sidewalks are filthy and yet we have a musical banister in a city parkade - just one example of skewed priorities exhibited by the previous council.	12/27/2018 12:52 PM
284	Some of the streets in the city are in terrible shape, with numerous pot holes and uneven road surfaces. This is unsafe, particularly for cyclists.	12/27/2018 12:14 PM
285	Please leave the Christmas decorations alone. Better still, increase all decorations for different festivals. Please add more bike lanes as they are really good for cyclists and reduce the number of cars on the road. BUT please add indoor secure parking for bikes, even if it means bike owners need to pay a bit for that parking.	12/27/2018 9:26 AM
286	Spend more on pipes and less on bike lanes.	12/27/2018 8:49 AM
287	Please Co-ops	12/26/2018 7:09 PM
288	<p>The Draft Financial Plan identifies the following categories as City of Victoria priorities: local area land use planning, supporting businesses, affordable housing, active transportation, climate change, and emergency preparedness (for fire, tsunami, earthquake, etc.). However the proposed budget doesn't align with these stated priorities. Policing is by far the highest expenditure at &gt; \$57 million per year (23.4% of the operating budget) while in contrast only \$109,403 is proposed for implementation of the Victoria Housing Strategy and \$250,000 as transfer to a reserve for affordable housing projects (total of the two 0.15% of the operating budget). The City's budget should align with the City's stated priorities. The Draft Financial Plan states that a key goal is to "allocate additional city revenue to affordable housing" but the proposed budget does the opposite, decreasing the funding for the implementation of the housing strategy and keeping the housing reserve annual allocation the same as last year which given inflation means a decrease in real dollars. This does not reflect the widespread public concern about affordable housing, which has been the #1 issue for several years in the annual Vital Signs survey of Victoria residents and is getting worse not better. As identified in the Draft Financial Plan 61% of residents rent and that number is likely to increase as local prices for ownership of a townhouse, condo, or house have all skyrocketed in the past 20 years making home ownership unaffordable for most people. For renters, especially those with lower incomes, the situation is grim -- according to the Canada Mortgage &amp; Housing Corporation rental rates for housing in the Victoria private market increased by 7.5% over the past year, 7.7% in the previous year and 13.2% in the two years prior to that, putting housing further out of reach for many people and resulting in increased risk of homelessness. The CMHC's fall 2018 rental market report for BC identified that the average rate for a bachelor apartment in Victoria in Oct 2018 was \$926 (up from \$850 in Oct 2017), far above the \$375 maximum shelter rate for individuals receiving income assistance. Given this context of a severe shortage of affordable housing it is particularly inappropriate that so much of the City's operating budget goes to policing. According to the VicPD, many of the service calls that come to police are not for emergency situations involving violence but rather are for policing people who are homeless (wake-ups/move-alongs, seizure of goods, acting in ways that don't conform to middle-class norms, using substances in public, etc.) under the guise of addressing 'social disorder'. This exaggerated panic about 'social disorder' both conceals the very real harms experienced by people who are homeless and also keeps money flowing to policing rather than actually meeting people's needs. This approach is not only social profiling but given the disproportionate number of Indigenous people who are homeless as a result of colonialism, is also racial profiling. As long as policing continues to take up such a giant proportion of tax dollars this will be a self-perpetuating cycle: more homelessness and social inequality, and more policing of marginalized people to appease the anxiety of people who have money and political power. We need to divest from extremely expensive responses that do nothing more than keep a small but highly marginalized population intensely trapped in daily surveillance and criminalization, and invest in programs that build community capacity to effectively meet people's needs, resolve conflicts, and otherwise collectively address societal problems.</p>	12/26/2018 10:59 AM
289	My concerns are less on the funding levels than ensuring that the funds are spent wisely. I would like to see WAY less spent on PR trained staff doing public engagement. This is counter productive and leads to bad spending decisions.	12/26/2018 10:51 AM



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290	Two Points: 1) Small business contributes to the City, Provincial and Federal tax base, and now more than ever small business is up against immense challenges from on-line sales, big box stores, corporate chain stores not to mention the issues around, parking availability (parkades are full most days), fear of coming into town for some due to the number of people loitering, not to mention competition from adjacent Malls. Protect and assist small business. 20) Environmental issues starts with garbage, look around at grocery stores the plastic bag issue is laughable. Everything has or is plastic, the new grocery bags are made of plastic, and next is coffee cups really? Where does the COV dispose of its garbage? This is a enormous issue and needs the attention of both the Provincial and or Federal Governments.	12/24/2018 2:07 PM
291	I don't really believe City Council pays attention to public comments, except to the extent the public supports what Councillors have already decided.	12/24/2018 12:11 PM
292	Please invest more in the Burnside Gorge neighbourhood in beautification and parks.	12/24/2018 9:32 AM
293	Please allot some money towards dealing with the relentless noise of seagulls	12/23/2018 11:58 PM
294	Get rid of the stupid Airbnb business license and just ban short term rentals of secondary houses outright. Let anyone renting spare rooms or occasionally without the hassle and bearucracy businesses license take and need.	12/23/2018 8:19 PM
295	A voice in the wilderness but for what it is worth, I am so sick of divided bike lanes. I support paint but the not the loss of parking. Still more than tweaked about how the statue was removed. Where was the transparency? And finally Ben Iskitt's rant on Christmas decorations was disgusting. Out of spite I would like to see more funds allocated for all decorations including for whatever religion he is. And the councilars voted to review his whinnying. Unbelievable.	12/23/2018 4:26 PM
296	More fiscal accountability to the actual tax base. Every year my property taxes go up but i get nothing in return. The city talks about affordable housing but has no issue pricing families out of the houses they currently own through tax increases. The tax base should not be asked to subsidize affordable housing or other social engineering policies.	12/23/2018 3:52 PM
297	I feel that mental health/substance needs to be addressed in the budget.	12/23/2018 1:14 PM
298	I feel the taxes are too high for the services available	12/23/2018 8:34 AM
299	Yes keep spending on Christmas. Let show Ben Issit lots of Santa!	12/23/2018 7:05 AM
300	The five-way hillside, douglas, government, etc., intersection is a mess	12/22/2018 7:41 PM
301	Lower taxes and utilities there outrages and made it people very difficult to afford a home	12/22/2018 4:44 PM
302	City should cut back on number of employees, increase efficiency in all levels. Focus on important issues effecting the city and stop dictating how much a store is to charge for shopping bags for example.	12/22/2018 3:39 PM
303	* You could suggest a "parking cash out" scheme to replace staff car operating expenses. It would also replace any bus pass taxable benefits, etc * Explain more about the employer mandated Provincial Health Tax so that readers understand it better, and point out that all residents who are workers will save money as a result (which offsets the increase in property tax per household)	12/22/2018 3:36 PM
304	A heartfelt thank you to mayor and council for your hard work. I feel sad with the undeserved criticism and name calling that has been happening to the mayor. Just know that many people do appreciate the mayor and council.	12/22/2018 2:31 PM
305	Enough goes to the poor. It's making the middle class poor.	12/22/2018 2:25 PM
306	I would like to see the Council look at how they can save tax payers money by cutting back on items that are nice to have but not necessary right now. We pay very high taxes and utility bills seem to get higher and higher. We have no problem paying more for long term projects like a new pool or sewage treatment etc. it's just frustrating when you hear hundreds of thousands being spent on art projects, poets, or Comic Con sponsorships when we are all working so hard just to pay our annual taxes in time and keep up with high utility bills. Perhaps art organizations could be the leaders in creative ways of including new art projects in Victoria or perhaps they could be crowdsourced.	12/22/2018 7:33 AM
307	Slap ceilings on rental units ... Victoria is known as a city of greedy landlords. Disgusting. No wonder there are so many homeless people here it is a disgrace.	12/22/2018 2:23 AM
308	I believe the city should focus on its infrastructure, and operations and avoid spending money of issues which are provincial or federal responsibility	12/22/2018 12:40 AM

## 2019 Draft Financial Plan

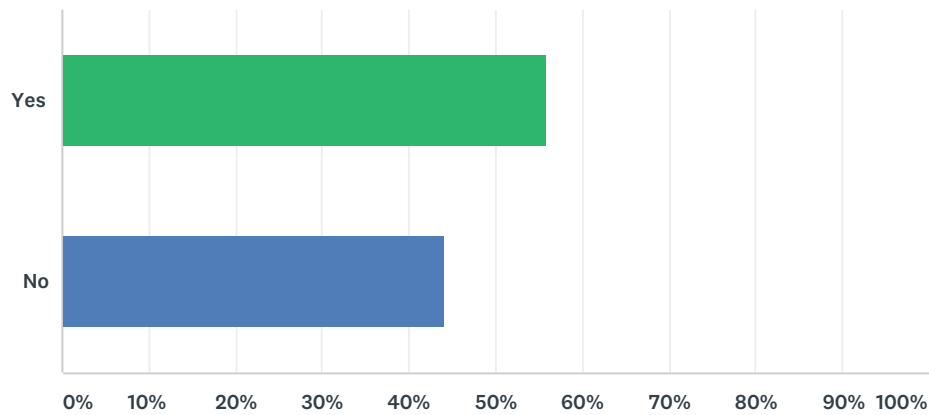
309	I feel strongly about obtaining more parking fees at a time when we definitely should go over to use public transport. Public transport should be made free for seniors IF they give up their cars. Currently there is no incentive for older people to relinquish their vehicles. Very many ought NOT to be driving.	12/21/2018 5:54 PM
310	No more bike lanes, cars and bus options more people can use these two options then bikes	12/21/2018 5:14 PM
311	Council has mismanaged the budget for 5 years.	12/21/2018 3:13 PM
312	Fire the mayor and council and start over again with people who understand how to run a business and not focus on their ridiculous petty but expensive social experiments.	12/21/2018 3:10 PM
313	We need more affordable housing now!! No more condo developments!! You must find more parking spaces in the downtown area before it dies from lack of customers. More seating on downtown streets and neighbourhood streets for elderly, people recovering from injury/surgeries, others who can't walk far for whatever reason. Spend money on permanent art installations instead of painted intersections. More signalled pedestrian crossings as safer.	12/21/2018 2:51 PM
314	keep the roses. we are known as the garden city--let's not get all politically correct. tourists want roses!!!!	12/21/2018 11:56 AM
315	Reduce the number of direct employees in favour of contracted services on an as needed requirement	12/21/2018 11:38 AM
316	My overall observation is that the City does not have a revenue problem -- it has a spending problem. It treats my home and my business as an ATM for every new initiative. And, while we must pare down our home and business budgets to satisfy the ever-increasing municipal demand for tax revenues, I see no real, tangible, and meaningful leadership by Council to do the same thing. Council (and senior staff) do not seem prepared to do the very hard work to keep this city affordable.	12/21/2018 8:44 AM
317	Too much money spent on bike lanes	12/20/2018 11:02 PM
318	I can't think of anything where my tax dollars has benefited me. Sorry.	12/20/2018 9:47 PM
319	Keep the Christmas Decorations!	12/20/2018 8:59 PM
320	Less government. Less regulation. Open, unsubsidized markets. More security. There is an excessive amount of money spent on homeless issues. Our Place is given up to 10\$ million dollars a year. I have seen a lot of abuse of these services by people who are not homeless or alienated. I have volunteered there and have seen several people use these services who have good jobs. A merit based system would be a good way to empower people who really need these services, and dissuade those that do not. In the least, an audit of who uses these services is required to examine the extent of this abuse.	12/20/2018 8:46 PM
321	As a relative new comer, 6 years, I am still coming to terms with how aging infrastructure needs tone dealt with. What needs immediate attention, and what must be planned on a strategic time line.	12/20/2018 7:15 PM
322	The unofficial political party leading the agenda -- is horrible for Victoria. Show some integrity and stop speaking just for special interest groups.	12/20/2018 6:25 PM
323	Delegated Development Permits for Garden Suites are too expensive at \$1000.00	12/20/2018 6:23 PM
324	Community Policing needs more support	12/20/2018 4:21 PM
325	We spend WAY too much on emergency services; policing specifically compared to similar sized municipalities i.e. Saanich	12/20/2018 4:16 PM
326	No more stupid permanent bike lanes	12/20/2018 3:40 PM
327	Fiscal management? Large tax increase again? The mayor and council do NOT care about the majority of residents. They care only about their pet projects being completed, no matter what the cost. With these large tax increases you are going to force people out of their homes and I am very close to being one of them. I am livid at your out of control spending. Also remember Ms mayor, more people voted AGAINST YOU than for you.	12/20/2018 3:00 PM
328	You are highly at risk of alienating your residents in the centre and right of the political spectrum with your proposed strategic plan. Many of your proposed ideas are too moonbeam for the majority of residents. I work in Victoria and used to reside here, but found it intolerable with many of the things happening in the last few years. It looks like it may get much worse if these proposals are rammed through.	12/20/2018 11:25 AM

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329	these surveys are a joke. What do my neighbours think?	12/20/2018 10:56 AM
330	Please indicate the impact of all of the supplemental requests.	12/20/2018 9:17 AM
331	Focus on core responsibilities! That's pot holes, clean streets, economic deep in the core...stop social engineering and goofy stuff like pet projects.	12/20/2018 8:37 AM
332	I support city services, but please keep tax increases low as the city is already very expensive to live in.	12/20/2018 7:02 AM
333	Don't add to the burden facing business. Make it easier for entrepreneurs to take risks and for people to create jobs in the city.	12/19/2018 1:53 PM

**Q31 Would you like to provide additional input into the specific capital budget categories? This section should take approximately 8-10 minutes to complete.**

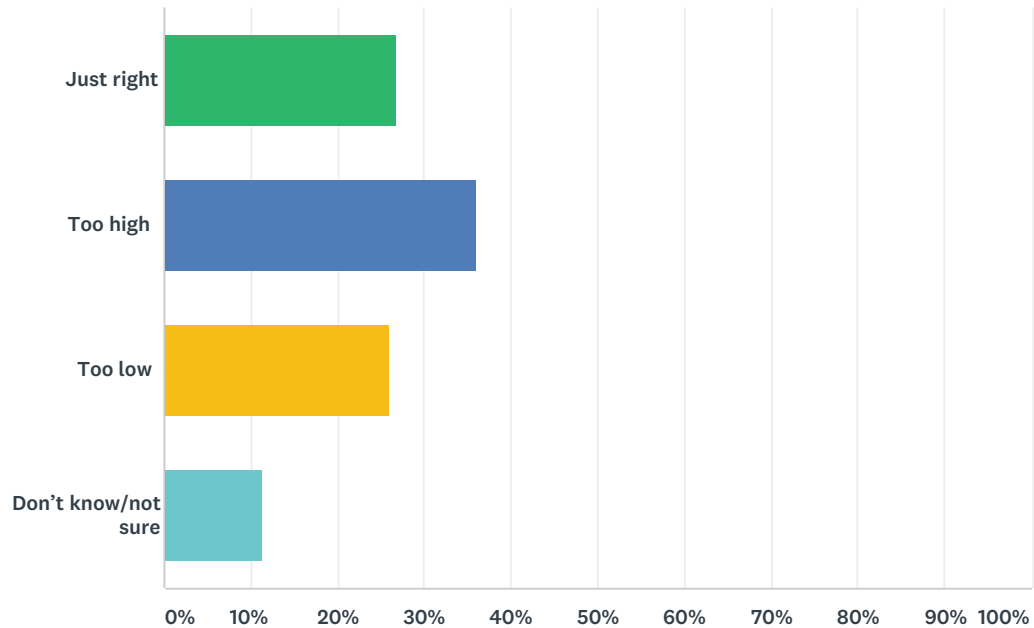
Answered: 1,033 Skipped: 450



ANSWER CHOICES	RESPONSES	
Yes	55.76%	576
No	44.24%	457
TOTAL		1,033

## Q32 City spending for Active Transportation capital projects is:

Answered: 576 Skipped: 907



ANSWER CHOICES	RESPONSES	
Just right	26.74%	154
Too high	35.94%	207
Too low	26.04%	150
Don't know/not sure	11.28%	65
TOTAL		576

## Q33 Additional comments on the proposed Active Transportation budget

Answered: 279    Skipped: 1,204

#	RESPONSES	DATE
1	Pedestrian and bike infrastructure is extremely important. Please make it easier to walk, bike, or bus than to drive.	1/20/2019 11:24 PM
2	I'd like to see this spending fast-tracked with a complete AAA cycle network in place by the end of this mandate, and much more done in traffic calming and enhancements to the pedestrian network to make Victoria less of a car city and more of a people city.	1/20/2019 11:23 PM
3	Please do not sacrifice our beautiful trees for active transportation projects. Find ways to work around them.	1/20/2019 11:15 PM
4	More focus needs to be made to smaller more efficient projects.	1/20/2019 9:10 PM
5	The active transportation should reflect the City's transportation hierarchy and it doesn't. Victoria should be the most walkable City in North America - but policies do not encourage it. Andreas Rohl stated that Victoria should be a walking city and was envious of the walkability potential. So, my selection of funding being too high is only due to the assignment of priority	1/20/2019 8:30 PM
6	I'm not sure about my answer. Taking on too much while ignoring some of the basics. Need to sort out parkade and on-street accessible parking, fix sidewalks and crossings. Can't seem to spend infrastructure funds available due to shortage in operating funds to plan and manage projects.	1/20/2019 7:07 PM
7	The City's Active Transportation initiatives have made such a positive benefit in my life, it's been fantastic. I'd love for the City to continue this, and in fact, accelerate where at all possible	1/20/2019 6:37 PM
8	I feel that the rate of progress on the bike paths is too slow, and that this contributes to people believing that they are ineffective. It would make sense to work on some of the least expensive parts of the spokes on the wheel at the same time as Phase 2. If you are declaring a climate emergency then the bike paths should be completed at a faster rate, so that 8 -80 years old can get to the bike paths downtown and be able to appreciate what a good network you are implementing.	1/20/2019 6:22 PM
9	It should be allocated towards cycling and pedestrian infrastructure. All pedestrian cross walks at intersections should be automatically timed not based on buttons i.e. if you get to the cross walk when the traffic light is already green, you don't have to wait until the next round for the walk signal to turn on.	1/20/2019 5:16 PM
10	we need to accelerate the pace of change to post-carbon transportation by advancing the schedule of improvements	1/20/2019 3:35 PM
11	This is imperative for Victoria to join the modern age - to face climate change and accommodate the increasing population.	1/20/2019 3:23 PM
12	Bike lanes that require removing healthy mature trees are too expensive. Is it really helpful to keep paving over ever-increasing swathes of the city? Wasn't the idea to get people out of their cars? If so, we don't need to keep adding more and more non-permeable surfaces.	1/20/2019 10:26 AM
13	Love the bike lanes as a bike commuter. Keep them coming!	1/19/2019 4:15 PM
14	The process of protecting trees during sidewalk protection is broken.	1/19/2019 1:24 PM
15	Public transportation is a hugely important equity issue, and environmental issue.	1/19/2019 12:45 PM
16	Transportation such an issue. Happy that Vancouver st is being bike/traffic calmed rather than cook. Hillside badly needs separated bike lanes— that is one dangerous street to bike along with not another clear alternative— haultain good but out of the way if we want to get to Hillside Mall, etc.	1/19/2019 9:19 AM
17	no	1/19/2019 8:58 AM
18	Too much emphasis on bike lanes.	1/19/2019 8:46 AM



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19	The key to this is smart and simple planning out of bike and pedestrian routes. The new bus lane on Douglas was needed but why was a bike lane not planned for in its building? The new bike lanes on the incoming city streets are needed but my goodness are they complex. The cost for this complexity is to high. Keep it simple and logical and flowing with the car and bus traffic. Plan always for the safety of pedestrians first. Plan incrementally for the future. We now have several bike lanes that go downtown that are parallel. Time should have been taken to ensure the educated use of the first downtown bike lane and then any execution issues should have been identified and fixed before building the parallel street bike lane.	1/19/2019 8:05 AM
20	Forget the social engineering.	1/18/2019 11:11 PM
21	Buses should be free for everyone. It's worked in other cities around the world.	1/18/2019 6:19 PM
22	We have enough bike lanes. Time to spend this money elsewhere, like community building events and such.	1/18/2019 6:08 PM
23	Pedestrian and transit infrastructure need a greater share of this budget. Bike lanes can continue at status quo levels. Part of the budget should be for research and advocacy for better/affordable public transit for residents. Take the case to BC Transit, the Province and the federal government.	1/18/2019 4:25 PM
24	probably needs more funding	1/18/2019 2:09 PM
25	The rapid bus lanes are a good idea. Problem is that if a bike gets in front of a bus, it slows the bus down. That was not well thought through. And I feel too much money is being spent on these bike highways which give a false sense of safer biking. And trees are being destroyed to make these bike lanes. That is just plain crazy. Keep it Simple Stupid. Factor in the carbon footprint of creating this infrastructure. It's a big footprint and it gets bigger when trees come down. How about some of the space on sidewalks set aside for bikes when possible? I just think we do not need to spend so much money for designer bike lanes. If you want people out of their cars, then make public transit very, very attractive. Free WiFi on the bus. Plug in stations for computers.	1/18/2019 1:48 PM
26	The city is doing a good job, but we need more active transportation options and faster and much less of a focus on cars.	1/18/2019 12:18 PM
27	too much is spent on bicycle paths and not enough on godd traffic flow for bicycles, electric vehicles and all other transportation. For example in some places bicycle paths have made the road too small for busses.	1/18/2019 12:06 PM
28	I think free buses might pay for themselves in less vehicles and all that they entail, and would certainly make life better.	1/18/2019 11:47 AM
29	Do not subsidize young people with bus passes. Old people on fixed incomes need that subsidy.	1/18/2019 11:14 AM
30	I don't agree with painting those cross walks and glaming up walkways and alleys, too many distractions.	1/18/2019 8:57 AM
31	Funding amount is probably ok - except COV is spending a disproportionate amount on cycling lanes. Guess what - people can still bike without these multi-million dollar lanes. There was PLENTY of safe room to cycle on the previous bike lane (or extra wide curb lanes) already in place on Pandora, Johnson, Yates, Fort.	1/18/2019 8:14 AM
32	A simple cost/benefit analysis of the network in place would show how ridiculous this notion is. The use by citizens does not warrant the costs now or later incurred	1/18/2019 1:14 AM
33	I would like to see even more AAA bike baths throughout the city, more green space along the shoreline and dedicated bus lanes for transit service along all of Douglas	1/17/2019 10:27 PM
34	Enough with the bike lanes. Give us proper rentable bike stands like they have all over Europe. They make renting their bikes very user friendly, our version is just is not inviting to use, thus the bikes aren't used as much as they could be.	1/17/2019 8:11 PM
35	Enough of the obsession with bikes and bike lanes. Concentrate on public transportation and pedestrian safety/accessibility.	1/17/2019 7:29 PM
36	Less bike lanes	1/17/2019 5:26 PM
37	There is no cohesive, considered or reasonable approach to overall transportation needs in Victoria, by council. The council has shown shortsighted and lack of holistic approach to transportation needs/progress	1/17/2019 5:25 PM
38	I think recent changes in transport designs are foolish...confusing signage, limited use bike lanes, bikes in bus lanes. Who's "planning" this stuff?	1/17/2019 5:14 PM

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39	Increased bus routes/times and cheaper or free admission is essential for decreasing our cities carbon foot print.	1/17/2019 12:43 PM
40	Too much money towards biking and not enough to improve other modes of transportation like walking trails	1/17/2019 11:05 AM
41	Especially if it includes the E&N right of way	1/17/2019 9:23 AM
42	I'm super disappointed in the move from Cook street to Vancouver street for the AAA bikeroute. However, please build this minimum grid right now and then build the rest of it in short order. Also please fund intersection improvements for pedestrians faster than 7 a year. There's a list of 100 or so intersections that need fixing.	1/17/2019 7:41 AM
43	This is the crux of our challenge for reducing our carbon footprint and needs to be expanded for a period of time.	1/16/2019 10:08 PM
44	As a regular cyclist, the introduction of separated bike lanes has helped me realize just how dangerous a lot of other streets are in the city. I would like to see the remainder of cycling upgrades happen more quickly.	1/16/2019 9:18 PM
45	We probably won't even have cars in 50 years so it makes sense to invest in sustainable transportation now. Free transit for all or at least for those on low incomes should be a priority.	1/16/2019 7:49 PM
46	far too much spent on cycling-related projects. extremely disproportionate to use. bike lanes are poorly designed and underutilized. spend more on pedestrian projects and park trail projects; spend much less on cycling-related projects	1/16/2019 5:45 PM
47	Fix the roads for the vast majority of citizens (75%) who do and always will use the car/truck, either electric or fuel, as their principle means of transportation for both business and pleasure. Transit (14-16%) pedestrians and Bikes the rest. Stop sacrificing the many for the few.	1/16/2019 5:32 PM
48	Bike lanes are good investment. Consider repair depots at strategic points	1/16/2019 5:18 PM
49	Less bike, more public transit and pedestrian.	1/16/2019 5:07 PM
50	Active transportation really doesn't refer to transit but 12.5 million is low on an area that is vital for environmental, sustainability and health efforts, especially if Vic is trying to be progressive in these efforts. Further such transportation efforts can help reduce other inequities especially if transportation is lumped in with affordability efforts/goals.	1/16/2019 5:06 PM
51	I love the bike lanes and the walkability of the city. I do think that we to not forget about cars though because this is how we attract people from other areas of the city.	1/16/2019 4:36 PM
52	We must work with the other municipalities and develop a long term plan for a better transportation system that services the greater Victoria area	1/16/2019 3:50 PM
53	Sustainable transportation projects that include all aspects, rather than what is fashionable/in. Don't build extensive bike lanes if you have not thought out parking, pedestrian and transit plans and how they mix and affect business and individuals.	1/16/2019 2:45 PM
54	more on pedestrian and transit and less on bikes, and yes I ride my bike to work every day	1/16/2019 2:16 PM
55	Less new bike lanes! More busses with more routes that run later is a lot more important, especially to get people out of their cars!	1/16/2019 1:05 PM
56	We need more AAA bike facilities - quickly. I used to cycle all the time but the lack of enforcement of traffic laws has made cycling outside of AAA facilities terrifying. People who drive aren't expected to live with only a handful of roads they can drive on. Not one dollar should be spent on projects for single occupancy vehicles until we have a comprehensive AAA cycle network.	1/16/2019 11:42 AM
57	these projects have in general made life so much more difficult for those with disabilities who want to access downtown, Beacon Hill park, the waterfront. etc.	1/16/2019 11:06 AM
58	I really don't have the knowledge to comment on this. What I do believe is that Active Transportation needs to be a priority and funded to as great an extent as the budget permits. More money for crosswalks, sidewalks and transit is needed as well as money for bike infrastructure. Sidewalks in neighbourhoods, such as Fernwood, are in very poor condition, and Fernwood is a neighbourhood that (I am guessing) supports active transportation.	1/16/2019 10:43 AM
59	Lots of good progress. This is the future and more investment is always going to be worthwhile	1/16/2019 9:47 AM
60	I think this is awesome!	1/16/2019 9:12 AM

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61	I do not wish any further steps taken in the bicycle master plan - Phase 2 - other than improvement to existing deteriorating bicycle lanes. They latest bicycle lanes were overdeveloped, too complex and have made a complicated mess of Pandora and Fort Street. Who needs bicycle lanes going in both directions on a way street and confusing lights and signage in every direction - not a lot of common sense was applied it seems and a waste of money. Simply bicycle lanes would have been appropriate. Due to the overdevelopment of bicycle lanes it seems that parking has been overlooked and much has been lost in the downtown. I would like to see the money the City wishes for more bicycle lanes to go instead towards a new parking facility in the downtown.	1/16/2019 8:06 AM
62	Please finish the AAA bike network and keep up the good work on bike lanes!	1/15/2019 10:43 PM
63	Car based infrastructure is heavily subsidized and inefficient use of space. Cycling, pedestrian, and transit options can move more people for less money (and we don't have to sacrifice space for parking!)	1/15/2019 7:38 PM
64	I am very much against the unwanted unneeded in your face bike lane attitude in Victoria under the current mayor and council	1/15/2019 5:16 PM
65	sorry, not a fan of the EXPENSE of the bike lanes. think cheaper options should have been pursued.	1/15/2019 4:19 PM
66	The City desperately needs better transit options from the Western Communities. Removing the rail link over the Johnson Bridge was foolhardy	1/15/2019 3:43 PM
67	Bicycle lanes are a waste of money and are environmentally disastrous - the pollution from construction and traffic jams and lack of parking FAR, FAR outweighs the negligible bike ridership increase. It is shameful that this is called a green initiative.	1/15/2019 3:17 PM
68	We live in an extremely small city. We have great weather. We should encourage all who are capable to actively utilize active and sustainable transportation by making these easy and affordable.	1/15/2019 2:31 PM
69	I am lucky to be on a good bus route to downtown but many aren't. I try never to drive downtown. We need more of a range of transportation options: large buses, small buses, more downtown streets closed to private cars.	1/15/2019 1:59 PM
70	I use the new Johnson bike lane and wonder if the Fort lane was overkill since they run parallel a few blocks apart. Or vice versa. It would be nice to have better north/south lanes throughout the city before having gotten a second east/west lane. In general I feel the transit situation should be improved, particularly with mass transit out of the city.	1/15/2019 1:22 PM
71	11 million + on MORE bike development? I think there certainly should be some money invested in the continued development of bike infrastructure but 11 million for one fiscal year is absurd.	1/15/2019 6:45 AM
72	Cycling outside of the city core can still be a harrowing experience. I live and commute by bike through three municipalities (oak bay, Victoria and Saanich) every weekday and there is very little I can say that is positive about how these municipalities have linked their bike paths. Shelbourne is begging for better bike lanes. Every day cyclists take their lives in their hands riding that road because it is the only logical link between Victoria and Gordon Head but there are very few safeguards for these riders.	1/14/2019 10:27 PM
73	Build the whole network now if you want people out of their cars. Build it on main shopping streets where people drive and park their cars because that is where people want to go.	1/14/2019 8:46 PM
74	This survey combines necessary expenditures on, for example, road repairs, with unnecessary projects such as dedicated bicycle lanes which are not used enough to justify the cost and damage to competing interests. It is therefore impossible to express a sensible opinion.	1/14/2019 5:22 PM
75	A moratorium should be immediately implemented to review all existing and proposed bicycle lane plans. Clearly this area has not been properly studied and analyzed (look at the Douglas Street fiasco). Traffic management and control is in crisis with no policing of cyclists or motorists. Just look at the chaos on Johnson St. bridge.	1/14/2019 4:28 PM
76	you increased transit costs (no student fare or transfers), reduced parking downtown, and only focused on expensive bike lanes. Need a pedestrian crossing at richardson & linden for kids commuting to SJD or Central. Too few pedestrian crossings on medium level busy residential streets	1/14/2019 1:17 PM
77	We need to reopen the train line that runs between Victoria and Langford. This should be where transportation budgeting is targeted.	1/14/2019 12:59 PM

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78	Inordanent amount will go to Bike Lanes!	1/14/2019 11:55 AM
79	It would be great if the passenger had a chance to track buses in real time. For a variety of reasons buses are late or way too early and the passengers have to way of knowing whether a bus is late or already gone.	1/14/2019 11:38 AM
80	Active transportation options is necessary to support a healthy and green community. It forms the base on which many other priorities can be achieved.	1/14/2019 11:21 AM
81	I think the new bike lanes and other improvements are excellent but think that more could be done.	1/14/2019 10:40 AM
82	How much is "much." How about fixing the Dallas walkway and enhancing sidewalks.	1/14/2019 10:02 AM
83	Please speed up this project so that the focus can switch from beyond downtown. I know GVCC is willing to live with a Vancouver St lane, but I still think that Cook is the far better option, at least until North Park.	1/13/2019 10:43 PM
84	The last council spent far too much on bike lanes. We need bike lanes, but they don't all need to be hard separation lanes - nor does it make ANY sense to put 2 way bike traffic on a one way street.	1/13/2019 7:47 PM
85	i believe this is an important area for funds to go and as a cyclist i appreciate improvements for cycling but i think to have a more significant impact public transit service needs to improve and be made free.	1/13/2019 6:15 PM
86	Too much focus on cycling. I'm disabled and can't cycle so would like to see more money allocated to transport options for people with disabilities. The proposed cycle lanes will also quickly become too small once ridership increases.	1/13/2019 5:42 PM
87	Keep up the great work!	1/13/2019 5:06 PM
88	Far too much attention and money for bicycles...a very low per centage of the population use them	1/13/2019 3:18 PM
89	whats with all the bike lanes , it seem to be no 1 on city halls agenda, spend more time and money on things that matter like housing. valso u build bus lanes to speed up traffic, lower the speed limit let bikes in bus lanes how does that make any sense, checkered puzzle pieces, bike repair stations , seems helps has all the counsel doing her legacy work ,this town has really gone down in the last few years thank god for government st. and the harbour or we would not have any tourists	1/13/2019 7:42 AM
90	Victoria council had no mandate to install the largely unused bike lanes.	1/12/2019 9:05 PM
91	Need more pedestrian areas and more buses and exploration of LRT	1/12/2019 9:18 AM
92	My main form of commute is biking and support any infrastructure development that supports walking and biking.	1/12/2019 8:36 AM
93	transportation and housing fundamentally drive economic, health, climate change, and happiness. Therefore, sustainable transport and well-designed housing density are critical and need more funding as a priority.	1/12/2019 8:30 AM
94	Transit infrastructure is a priority. No more bike lanes are required.	1/12/2019 8:18 AM
95	Please stop trying to get everyone on bikes. It's a miserable experience and I personally hate biking anywhere. Provide people who don't own cars with free bus passes instead.	1/11/2019 11:13 PM
96	The direction that the city has gone with Active Transportation is very inaccessible to many Victoria residents and are over-built. I would love to see more bike lanes across the city, but find the model used are difficult to use and over-built and over-engineered. Cycling is a priority, but I want to see cycling integrated into all streets, not just a few segregated paths in the centre that don't connect with anything else.	1/11/2019 10:37 PM
97	I am a keen supporter of cycling infrastructure. However, the city still needs to find ways to build cheaper bike lines - e.g. in some areas a painted line would still suffice	1/11/2019 6:11 PM
98	We need a sustainable public subway system in the city, not more spent on overpasses and road work, with less cars on our roads, especially on Hwy #1 and Pat Bay Hwy	1/11/2019 5:41 PM
99	commuter trains and better transit service is long overdue.	1/11/2019 3:47 PM
100	Bike lanes are poorly implemented and too expensive for few people who use them. Spend this money on regional transit	1/11/2019 3:24 PM

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101	I am in favour of more bike lanes.	1/11/2019 3:17 PM
102	could be higher to support truly sustainable transportation for all, and create safe complete streets for cyclists, pedestrians.	1/11/2019 3:07 PM
103	We want and need active transportation to grow. We need much, much greater funding. Look at places that have quickly built a dense network of cycling infrastructure, or pedestrian only spaces; they have made a big difference in active transportation use. As noted earlier, build it and they will come. Continue to give it dribs and drabs and few people will use it.	1/11/2019 2:15 PM
104	Everyone knows what most Victorian's think of Lisa's pet, bicycle lane project, with all its many flaws and lack of consultation.	1/11/2019 1:06 PM
105	More bike lanes!	1/11/2019 12:07 PM
106	Where grants offset or cover the costs of these improvement I am pretty neutral. that said I have been quite disappointed with the execution of protected bike lanes and It feels we took European experiences from cities with very high bike participation and wholesale applied these Euro solutions to North American realities and are not getting the same successes. I own a lot of bikes and am a very experienced rider so I tend to avoid Fort and Pandora bike lanes. I love Johnson street bike lane and thing even a rounded drive over curb located at the buffer would do more to improve cycling safety than the hard curbs employed on Fort and Pandora bike lanes. Dallas road and Vancouver street look to be the next places you will screw up. Yet in general I think some of this does need to be done, I have not liked what we got.	1/11/2019 11:46 AM
107	Poor allocation of funds - bike lanes could be nice but not if they create major car congestion (think increase GHG emissions) and so far bike lane costs have been disproportionately high given the benefits.	1/11/2019 10:49 AM
108	MAKE A BIKE LANE ON HILLSIDE AVE STARTING ON DOUGLAS ST ENDING AT THE MALL	1/11/2019 10:42 AM
109	Public transport is way more important than cycling for getting people out of their cars in Victoria.	1/11/2019 10:07 AM
110	STOP with the expensive bike lanes and get a train running to Langford	1/11/2019 9:27 AM
111	RIP out bike lanes replace with bus lanes	1/11/2019 8:59 AM
112	Keep up the good work on bike lanes. Do not let the vocal minority that hates bike lanes get to you. They are better for everyone (drivers, pedestrians, cyclists).	1/11/2019 8:55 AM
113	What other budget? - this is a priority for me.	1/11/2019 8:46 AM
114	What portion is funded from the Gas Tax program?	1/11/2019 8:45 AM
115	Stop doing it poorly	1/11/2019 8:02 AM
116	Need to look at senior's needs, especially in high density James Bay area, where cruise ships dump thousands into the neighbourhoods daily. Sidewalk are uneven due to tree roots, and too narrow for volume of pedestrians, scooters, walkers and strollers, as well as being constricted by power poles, far too many signposts, and overgrown hedges. Scooters and strollers are using streets which are uneven, broken and unsafe. The whole "small wheels" users should have equal (or greater) status with the cyclists for safe options as they are more vulnerable.	1/11/2019 6:35 AM
117	So far our improvements have been steady and good. I appreciate how much the city makes alternative transportation, like cycling, a priority. It's one of the things that sets this city above the rest and makes me proud.	1/11/2019 12:14 AM
118	Stop focusing on bike's. They don't represent a large majority of traffic into Downtown. I work downtown, in our office under 10% of our staff bike, the rest walk or drive from out of town. We are losing business from outer municipalities because we keep removing more of our parking infrastructure. People will stop visiting downtown at this rate.	1/10/2019 11:38 PM
119	I am very frustrated with the bike lanes	1/10/2019 9:53 PM
120	What about parking for people on disability?	1/10/2019 9:42 PM
121	The city has long been designed for cars. We forgot that cities are meant for people. Let's bring more people into the city not cars.	1/10/2019 9:29 PM
122	The bike lanes are great, thank you!	1/10/2019 9:24 PM
123	The bikes lanes are destroying the city streets. Enough!	1/10/2019 8:32 PM



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124	Beyond disgusted at the Bike lane cost AND the lack of traffic enforcement as it relates to cycles which all come under the Motor Vehicle Act. No household could run the finances on these and the Blue Bridge over-runs. Bikes should be Licensed and insured as in some other Countries. It is a total joke seeing the cavalier use of highway signage and laws that are consistently not followed and not enforced.	1/10/2019 8:11 PM
125	Need to reduce cogestion and accommodate car ownership. Congestion is having a significant negative economic impact.	1/10/2019 8:08 PM
126	While I have no issues on the concepts the amounts and lack of balance are a big concern	1/10/2019 7:48 PM
127	Priorities are wrong. Street surfaces are degraded to the levels of a 3rd world country. Far too much is spent on dedicated bike lanes which are unnecessary. I say that as a biker myself.	1/10/2019 7:34 PM
128	I would like to see more HOV lanes, late night buses for the bar crowd (maybe protect the drivers with a barrier from belligerent drunks) and a protected bike path into James Bay as the roads leading there are narrow lanes and cars do not provide enough room.	1/10/2019 7:18 PM
129	Please find solutions along with partners to the bike theft issue before any more \$\$ s go to cycling infrastructure	1/10/2019 6:51 PM
130	there needs to be more consultation in this area as to what constitutes improvements.	1/10/2019 6:36 PM
131	Bus service in Victoria is inadequate. There are currently no pedestrian streets in this city. We are beginning to see cycling infrastructure but it isn't adequate either.	1/10/2019 6:25 PM
132	Creation of dedicated bus lanes is on Douglas Street is the best thing the Province of BC has financed I write this because I am sure the City of Victoria did not pay for this major infrastructure development on its own.	1/10/2019 6:18 PM
133	I am against more cemented bike lanes. I support light rapid transit for Victoria	1/10/2019 6:09 PM
134	The focus and cost of bike lanes is extreme and represents special interest groups and some of Mayor and council's personal goals and not those of the majority of Victorians.	1/10/2019 5:31 PM
135	Stop. Spending. Money. On. Bike. Lanes.	1/10/2019 5:22 PM
136	Enough with the bike lanes. Please prioritize walking and public transportation over cycling. Take a walk or better yet run around Victoria count the number of trip hazards around this city it is embarrassing. Have seen multiple tourists face plant while walking around the Parliament building on City sidewalks.	1/10/2019 5:12 PM
137	Way more funding to complete bike network; also new crosswalks	1/10/2019 5:08 PM
138	Allocate funds to road safety including speed bumps and traffic radar. For example, Fernwood Road has become a dangerous high speed thoroughfare, and its only getting worse. Only the very brave will cycle along Fernwood Road, which discourages active transportation.	1/10/2019 4:19 PM
139	Make separated bike lanes one way. Increase bus only lanes at all times.	1/10/2019 3:40 PM
140	the additional vehicles on the streets, the increased density and associated increase in vehicular traffic puts an additional strain on our driving surfaces and traffic flow. this is getting out of hand.	1/10/2019 2:09 PM
141	Time after time active transport projects have succeeded or stagnated based on the speed and extensiveness of their initial build-out. Slow timid plans with far too much input from local businesses who have no idea what they're talking about end up being constructed too slowly and people don't see the benefit of them so support diminishes. While in cities that just plow ahead of well engineered end up winning over the initial backlash when the majority of people see how useful the system is. There's a famous example in Spain where a city did just that. There was a huge initial backlash, businesses said it would kill them, a majority of the city said it was a bad idea, not enough community input, too fast, a waste of money. But, because they built it so fast and so extensively by the time it was done no one could argue it was a bad idea and in the long term a majority of the public and even businesses now greatly support it and admit their initial "bikelash" was wrong.	1/10/2019 11:57 AM
142	Stop gearing everything around bikes and buses.	1/10/2019 11:56 AM
143	I fully support the bike lane improvements, use them often, and look forward to the completion of the full circuit! However, I am confused as to why they are costing \$10 million, I feel this is excessive and some cost savings could surely have been found.	1/10/2019 11:36 AM
144	Many of these projects are "wants" rather than "needs."	1/10/2019 11:27 AM



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145	Please no more bike lanes.	1/10/2019 11:05 AM
146	Active transportation is the hallmark of a modern, vibrant and sustainable city. Victoria can be proud for its leadership in this area, and I greatly look forward to more in the future.	1/10/2019 10:26 AM
147	Bike lanes are a waste of money. Follow the rules of the road and get rid of them!!! No one uses them!!!	1/10/2019 8:28 AM
148	More strategy in linking areas of town by bike lanes, many just end without a transfer point.	1/10/2019 2:20 AM
149	I don't personally cycle, but improved infrastructure for cyclists--along with pedestrian and transit improvements--helps take pressure off driving and parking downtown. I know a lot of people complain about bike lanes, but I don't understand why, since they benefit everyone.	1/9/2019 10:52 PM
150	I ride my bike a lot. I'm an experienced cyclist so I don't use the bike lanes, but I recognize lots of people do.	1/9/2019 9:49 PM
151	The new bike Lanes downtown are horrible and hardly anyone uses them. They cause congestion in the core, take up parking space, cause difficulties for buses and delivery trucks which block entire lanes now. I don't support the current bike plan. Bike routes can be enhanced without such a huge disruption & expense. Any more money spent on this project should be evidence-based from other cities with similar demographics. Take them off the artery roads and dont dedicate an entire lane to such a small population.	1/9/2019 8:56 PM
152	I hate the bike lanes and the very low speed limit. It stops me from going to the city	1/9/2019 8:54 PM
153	We really need pedestrian improvements in the northern part of downtown, around Chinatown, Herald and Caledonia Streets, especially where they meet with Government and Store Streets! I'm also very excited about all of the new cycling improvements around the city. I also want to ensure that planning for cycling infrastructure is coordinated with surrounding municipalities to ensure bike lanes don't simply end at the municipal boundary.	1/9/2019 7:19 PM
154	Much of that should be focused towards transit infrastructure and less on other means of transportation such as bicycling	1/9/2019 7:06 PM
155	Funding for bike lanes should be halted for now. Based on what we saw on Fort ST and the number of retailers and businesses that have closed since the installation of the bike lanes and the lack of physical use a reassessment of this spending should be considered. Fort St.(on the lane that has the bike lane) has hurt businesses greatly. Please take a walk along 500, 600 and 700 blocks.	1/9/2019 5:58 PM
156	\$11.2 million for more bike lanes?? Absolutely not. This is way out of balance. Take at least half of that amount and put it into at least one downtown area - Blanshard Pandora Cook Fort - good size green space with walking path, small but active playground, trees, lots of benches etc. Once again look to European model of city parks everywhere. It can be enclosed and open for use dawn to dusk. Dog on leash friendly too. This is truly encouraging all ages all stages participation in nature.	1/9/2019 5:55 PM
157	We shouldn't be rushing through bike lanes just to get them done. We should study the ones already done to make sure they are working well and improve on them before ramming through the rest.	1/9/2019 5:41 PM
158	The bike lanes have been a waste of tax payers money!	1/9/2019 5:08 PM
159	I love the changes being made to Victoria to be more pedestrian and bicycle friendly.	1/9/2019 3:42 PM
160	More money needed, short term pain is everyone's long term gain	1/9/2019 2:45 PM
161	Cars, busses, and bikes should be provided responsible and appropriate infrastructure. The region should have some kind of "skytrain" like service; ideally stretching to Nanaimo at least.	1/9/2019 12:57 PM
162	We need a stronger regional transportation plan with better cooperation across municipalities. The bike lanes are good but too expensive for a city of our size even considering the increased density. It's ridiculous.	1/9/2019 6:46 AM
163	Too much money spent based on philosophy rather than actual use. Bike lanes often empty. Bus lanes often underused. Carpool lanes?	1/9/2019 6:44 AM
164	The bike lanes are often empty. The bus lanes on Douglas are also often underutilized. For the latter, expand use to carpool and electric vehicles.	1/8/2019 8:35 PM
165	Work to achieve a unified approach with all municipalities, not willy-nilly. Consider smaller public transit vehicles (people movers), electric mini-buses, for use in the City core, as outlined in Focus magazine letter to editor, Jan/Feb. issue.	1/8/2019 3:01 PM

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166	The focus needs to go beyond bike lanes, and also ensure that pedestrian infrastructure is improved. I don't own a car, and mostly walk or take public transit everywhere. There needs to be improvements to sidewalks, especially downtown, to make it more walkable.	1/8/2019 12:19 PM
167	It is important to improve this area of active transport but be logical and improve street quality, repair of street quality and better street reflective lines. Then work on the rest. We have really bad street engineering base layers with very shoddy engineered materials and process. I come from a structural soils and land stability background related to terrain stability so I know what I am taking about. I have looked at your road build procedures and they are inferior to many European and some Asian countries. <u>Personal info</u> in Ireland and their highways are extremely well built. Ireland receives more rain than Victoria.	1/8/2019 10:30 AM
168	Way too much money for the proportion of uptake (bikers/walkers). Get a grip (and not of tax payers throats)	1/7/2019 5:42 PM
169	What percentage is funded from the federal plan and what are the proposals for?	1/7/2019 3:31 PM
170	too much parking is being eliminated to make way for bike lanes without enough alternate transit being provided. transit should be free downtown	1/7/2019 2:39 PM
171	very unhappy about how the bike lanes and planning around them has and is taking place - creating a circular track around Victoria doesn't make sense, more focus on commuting in and out of the city and neighbourhoods is more important.	1/7/2019 1:57 PM
172	Amt. is okay but could be re-distributed among various aspects. Still looks like @\$7 million for bike master plan and \$1.2 million for pedestrian related capital projects (other than TBD Foster pathway). Maybe re-cast Waddington Alley as a Cultural and Heritage project. Add more to ENG262 (Trip and Fall) and prioritize near senior centres/residences.walk0in clinics.	1/7/2019 1:45 PM
173	Late night public transit and ride sharing	1/7/2019 1:28 PM
174	The walkway and bike lane upgrades have had a visible effect. I would like to see the majority of this spending allocated to transit. I have not seen much in the way of transit improvements.	1/7/2019 12:48 PM
175	QUit with the stupid bike lanes!! Have you measured if they are being used? Does that use warrant expansion? Where are the numbers that support this expense?	1/7/2019 12:24 PM
176	No every family wants to cycle into town nor take public transit. You need to ensure that there is a balance between all forms of transportation...and don't forget cars!	1/7/2019 11:07 AM
177	Investing in the wrong areas, bike lanes are not the answer!	1/7/2019 10:57 AM
178	I am a regular cycling commuter but don't agree with the money spent on bike lanes as I don't believe this will increase cycling. Would prefer to see money spent on transit.	1/7/2019 9:25 AM
179	All major crosswalks need to be pedestrian controled, with walk signals.	1/7/2019 2:05 AM
180	I do not support more bike lanes, however I would advocate for better transit and pedestrian facilities	1/7/2019 1:12 AM
181	We need to lessen single occupant vehicles in the downtown core.	1/6/2019 10:16 PM
182	Create more parking downtown.	1/6/2019 10:02 PM
183	Reducing automobile use through the encouragement of active transportation by ensuring safe places to cycle and walk would cover many of the major areas in the master plan including health, environment, economic vitality, livable city, etc	1/6/2019 6:56 PM
184	More money into transit infrastructure than cycling and pedestrians	1/6/2019 6:43 PM
185	Cycling infrastructure has been poorly designed and unfortunately has changed the texture of the city for the worst — overall, innovative cycling options were not considered. Pedestrian crosswalks are a general travesty of what passes for safety — approaches to crosswalks, lighting and control are generally awful. Transit infrastructure? Bus lanes? Waste of funds — a coherent district wide transportation plan is seriously lacking, i.e. feeder buses, express buses, LRT uniting the peninsula and the western communities — get the idea?	1/6/2019 6:21 PM

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186	More money should go towards public transit (buses, shuttles, trains, trams) that service and move large groups of people (seniors, families with children, students, workers, etc) to and from downtown who come to shop, work, dine and sightsee there, instead of developing cycling lanes for singular cyclists who only zip through downtown, using the lanes that narrow down the existing roads and increase the traffic congestion. Cycling lanes along sightseeing routes like Dallas Rd are fine, but slicing the downtown core to inject the cycling lanes and to slow down the north-south bound traffic is not the best way to address the transportation issue.	1/6/2019 6:15 PM
187	too low for transit infrastructure way too high for cycling and pedestrian	1/6/2019 6:00 PM
188	I feel so much safer riding in protected lanes, and appreciate the work being done to connect those corridors.	1/6/2019 5:54 PM
189	As stated previously, the money being spent on the bike lanes is far too much. Bidirectional lanes add way too much cost. Keep it simple appropriate cost.	1/6/2019 5:33 PM
190	Stop the war on cars	1/6/2019 4:11 PM
191	9 million dollars to expand the bicycle highways, if that is the intended outcome, is far too much. Im all for bike lanes, but spending thousands of dollars per foot on bicycle highways is ridiculous. Of course, those in existence will need maintenance, I am supportive of bike lanes. Those lanes however, should not be taking over major traffic arteries to the city. Whoever dreamt up the current occupation of major traffic arteries adding to congestion was simply out of line.	1/6/2019 4:06 PM
192	I would like to see a 24 hour transit system. People work more than 9-5 these days and giving extended transit hours to people who party late and not giving that same consideration to the people who work odd hours is a slap in the face to hard working citizens,	1/6/2019 12:14 PM
193	Bicycling infrastructure plan so far has been excellent	1/6/2019 11:16 AM
194	Not happy about expensive bike lanes	1/6/2019 11:00 AM
195	No to bike lanes on Vancouver st and Dallas road	1/6/2019 10:52 AM
196	Too much money for complex bike lanes . Cement barriers and infrastructure is not necessary .	1/6/2019 10:01 AM
197	We need to provide faster, more affordable high speed transit to offset traffic congestion, especially on the clogged commuter routes. Could the old rail lines be converted? If public transportation was free or at least cheaper and faster than driving, there would be much more initiative to leave cars at home or go down to one vehicle. We had to go up one vehicle in James Bay now that we've lost our direct 30 route downtown. The meandering 2 takes too much time. The worst areas though are from downtown to Langford, Sooke, Brentwood Bay, Duncan, the ferries—at the very least there should be abundant express transit to these areas. The bike lanes have been a great start—very excited about lanes coming to Dallas Rd. Now let's make commuting easier for those who don't cycle. If we focus the budget to this area for a couple years, it could also support pillars such as environmental stewardship and leadership. We could make a great city greater. Too many of us spend way too much time driving.	1/6/2019 9:54 AM
198	Spend money on painting visible lines on the roadways.	1/6/2019 7:40 AM
199	The bike lanes are stupid.	1/6/2019 6:57 AM
200	dedicated bike lanes are under utilized, cycling is a fair weather day time activity for 90% of the population. 24/7 bike lanes have hampered traffic and increased the time vehicles wait/idle in traffic. Pollution (noise and exhaust) has increased dramatically due to vehicles not moving quickly.	1/6/2019 3:57 AM
201	You can shunned BC transit and only funded a communist style agenda that ignore all public input.	1/5/2019 7:53 PM
202	Make transit free to encourage use. More services to connect Victoria with the West Shore.	1/5/2019 2:06 PM
203	The City wants to abolish automobiles downtown, which will keep people away.	1/5/2019 2:06 PM
204	I would prefer that more money be spent on public transit and less on cycle infrastructure because many more people benefit from better transit.	1/5/2019 11:33 AM
205	Less bike lane improvements, better bus transit. The Fort street lane is terrible, and the two way flow ill thought out, especially with out easy north south changes. The lanes are a good idea in general, but when half the time they have construction on them, they don't work so well and appear to have to led to more congestion. Let this set settle in, boost transit and then go to a phase two of the lanes, and look to avoid choking the city.	1/5/2019 4:18 AM
206	Bike lanes do not bring shoppers downtown, vehicles are packed with goods bought downtown, make parkades not more ridiculous bike lanes	1/4/2019 9:38 PM

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207	Transit needs to be the focus of this budget. Forget more bike lanes	1/4/2019 8:56 PM
208	I would like to see more spending on motor vehicle infrastructure and less on bike infrastructure. I regularly bike in the city, but more people drive than bike.	1/4/2019 8:40 PM
209	Bike lanes have not been well thought out. Before investing even more they should be studied better. Also, walking infrastructure needs attention.	1/4/2019 8:39 PM
210	I support bike lanes, but not at a significant cost to the flow of traffic. Biking is a good alternative but not for everyone. Need to strike a balance.	1/4/2019 4:45 PM
211	I'm a biker and I'm embarrassed at how much we spent on bike lanes on Fort and Pandora. They are dangerous, counter-intuitive and impede traffic flow in the core. Not necessary. Johnson and Yates St still the best bike lanes. City planners dropped the ball along with an extra 10 million. Not happy	1/4/2019 10:20 AM
212	STOP adding more Bike lanes, especially when they are two streets away from each other. START thinking about a Sea Bus between Colwood and downtown Victoria	1/4/2019 8:03 AM
213	How much is paid for by gas tax? Less bike lanes    few bike collisions.	1/4/2019 6:33 AM
214	Keep going on bike lanes	1/4/2019 12:09 AM
215	As a cyclist and regular bike commuter I refuse to use the Pandora and Fort Street Bike lanes. Rather than having a simple designated bike lane that goes with the flow of traffic (without curbing) the city had to go out and waste a shit load of tax payers money to create dangerous and confusing bike lanes that in time will result in even more expenses once the lawsuits start happening with injured cyclists.	1/3/2019 11:06 PM
216	STOP spending money on bicycle lanes. Enough already!	1/3/2019 9:29 PM
217	Active transport projects are what I want the city to spend money on - efficiently of course.	1/3/2019 9:08 PM
218	your killing downtown by making bus /bike lanes. Its impossible to drive in town and find parking.	1/3/2019 4:58 PM
219	be thoughtful.....rushing into this is not urgent	1/3/2019 4:50 PM
220	This City spends way too much on projects such as bike lanes that benefit an inordinately small amount of people in comparison to the costs.	1/3/2019 4:37 PM
221	We desperately need a rapid train to Langford, which can be placed on the existing railway corridor. It is an embarrassment that so many of us need to drive so much when the city is so small. Why does Vancouver have so much infrastructure and we are stuck in the 60s?	1/3/2019 4:31 PM
222	No more Bike lanes, concentrate on Mass transit and Parking!	1/3/2019 4:24 PM
223	the new two way bike lanes have done nothing but increase vehicle congestion and cause driver confusion. How about cater to the people who actually make the downtown a sustainable place??	1/3/2019 4:17 PM
224	invest more in mass rapid transit, stop limiting BC transit lanes with bike lanes	1/3/2019 4:07 PM
225	Bike lanes are costing way to much money	1/3/2019 4:06 PM
226	More buses and reduced price for bus usage is necessary. The poorest and most environmentally aware people use buses.	1/3/2019 2:08 PM
227	We need to be able to connect the separated bike lanes from downtown to neighbourhoods and on to the galloping goose trail. I find it daunting to ride with my 3 year old from Oaklands to the nearest bike lane as you have to travel on some very busy/narrow roads (e.g. Bay or Cook).	1/3/2019 1:30 PM
228	We need public input now tht we have exp. with lanes we see dnger in tight areas such as lower Pandora pedestrians walking into bike lanes...there are better systems.	1/3/2019 1:30 PM
229	A moratorium needs to be put on the bike lanes, instead of adding crosswalks some should be removed...for example the ridiculous rainbow painted ones on Pandora.....only one needs to be there. A review of the various crosswalk locations should be done. Some currently are located in very unsafe places.	1/3/2019 9:49 AM
230	Prioritize achievement of the City's greenway plan through ongoing street improvements, with additional funding for greenway standard improvements.	1/2/2019 8:45 PM
231	I think a pedestrian activated crossing signal ought to be installed at Pembroke and Begbie/Shelbourne as on the west side of the intersection there is a utility post that makes it difficult to distinguish if a person is standing there ready to cross	1/2/2019 4:05 PM

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232	Re-examine priorities giving more consideration to citizens who HAVE to drive.	1/2/2019 12:15 PM
233	Considering the mess and chaos on the roads b/n cyclists, skateboarders, vehicles, scooters/motorbikes, and pedestrians I'd say that we are not getting good value for the amount of money spent on traffic issues. There has to be a better way. No one likes the bike lanes. They rarely get used. I asked a cyclist why he wasn't using the bike lanes a while ago and he said "I didn't ask for them." and sped off down the middle of the street. Cycling should have been discouraged on the main streets and kept to side streets. Small electric buses that run non-stop should have been implemented to get people around and in and out of the city. There should be a walk on ferry from the West shore. There should be a high speed LRT system coming from Mill Bay with one stop at Millstream Rd and one stop at the Blue Bridge. Get those big noisy stinky buses off the roads... that is so outdated.	1/2/2019 7:51 AM
234	Stop putting in too small bike lanes no one wants! It's all about Laning Helps' routes! Stop spending city money on your own agenda and spend it on things like actual safety and infrastructure for pedestrians and transit! I can't even walk to central library up Blanchard without having to steer my stroller with young kids INTO THE STREET because all the attention is going to bloody bike lanes no one uses!!!	1/1/2019 3:56 PM
235	No more expansions to bike lanes. Invest that \$ in other transport directions. Perhaps that moves more than one occupant at a time. And is 100% accessible to all!	12/31/2018 2:44 PM
236	We need more frequent buses in some areas. Bring back transfers.	12/31/2018 11:54 AM
237	Enough has been done now - focus on the needs of small business owners and workers.	12/31/2018 10:17 AM
238	Transportation infrastructure is most important - the uproar over the bike lanes is one example. Why do we need bike lanes on parallel streets - this has caused great hardship to businesses and to pedestrians. More than once I have been nearly hit due to the traffic in the bike lanes going both ways. When it does happen the verbal abuse received from the cyclists is most upsetting. For seniors who may have hearing difficulties this two way bike traffic is very dangerous. The same also applies to individuals with visual impairment.	12/31/2018 7:55 AM
239	When really need to improve all levels of transit to deal with climate change. Less money on bike lanes and more in other areas.	12/31/2018 4:06 AM
240	Would like separated bike lanes on Wharf, Vancouver and Dallas Roads	12/30/2018 11:51 PM
241	Asa cyclist, I think the bike lanes are overkill (no need for two-way on both Pandora and Fort) and the opposition to them is not only coming from non-cyclists. The spending plan for sidewalk additions and roadway improvements are great. But more improvements throughout Victoria for cyclists would be good- not major controversial sections.	12/30/2018 12:04 AM
242	Focus attention on a commuter rail from Langford to Victoria.	12/28/2018 12:57 PM
243	Your killing blind people with your bike lane bull shit.. Fist disabled person to die you should be tried for murder 1 as your plan was premeditated	12/28/2018 7:29 AM
244	we need to make our city more enticing to non drivers - pedestrians, cyclists, and people taking transit.	12/27/2018 8:31 PM
245	Transportation is on of the most critical components of a city's liveability. The focus on deluxe bike lanes overwhelmed a comprehensive approach to making all components of transportation around the city more sustainable and pleasant. Bus transit improvements should take more priority. As a cyclist, I would have been happier with a wider network of painted lanes, signage and education to increase ridership. The Biketoria roll out was too much, too partisan towards cyclist and a thorn in the side of many.	12/27/2018 12:57 PM
246	Please continue on this tack, but more secure parking for bikes is needed downtown	12/27/2018 9:27 AM
247	T	12/27/2018 1:55 AM
248	honestly make the downtown core pedestrian and bicycle only and this will solve a lot of problems. sick of entitled automobile drivers sucking budgets dry.	12/26/2018 11:21 AM
249	No additional comments	12/26/2018 11:03 AM
250	Should be less of a focus on biking and more of a focus on public transit and getting more people out of cars onto buses rather than out of buses onto bikes.	12/25/2018 10:27 AM
251	more sustainable buses needed and more handi-dart vehicles.	12/24/2018 1:40 PM
252	Need to restore service on the E&N rail line	12/24/2018 9:33 AM



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253	More buses and more efficient bus routes	12/23/2018 11:59 PM
254	Reallocate the funds for divided bike lanes to sidewalks, transit, parking and parkades!	12/23/2018 4:28 PM
255	We need more public transit and less cars on the road. Add water taxi to public transit in the harbor. Bus lanes on Douglas and pat bay.	12/23/2018 10:15 AM
256	Late-night bus service sounds good	12/22/2018 7:41 PM
257	Please fix our roads. Stop trying to force us to use bikes. Many of us need our cars to get around.	12/22/2018 5:14 PM
258	OAP-s are no longer able to bike. Due to lack of parking neither I or my friends are going downtown anymore. Stop wasting our tax \$!	12/22/2018 3:43 PM
259	The draft budget is not clear on the funding of this portion. In one part it says that the "bike lanes are primarily funded by the Federal Gas Tax", but the City's portion of the \$11.2M is 85%...and the Fed Gas Tax revenue for 2019 is \$2.4M. Don't get me wrong. I am wholly in support of the expense. I just want to be able to cite the Budget when I tell people that "bike lanes are primarily funded by the Federal Gas Tax".	12/22/2018 3:41 PM
260	Please continue with completing the cycling network. Protected bike lanes are very important to my family so we are strong supporters of them, but the cost of two-way protected bike lanes is too much. Please see my earlier comments regarding the exploration of a guided busway.	12/22/2018 2:35 PM
261	More for transit. Enough with the bike lanes.	12/22/2018 2:26 PM
262	No more bike lanes on major streets	12/22/2018 2:12 PM
263	No	12/21/2018 5:55 PM
264	Put all the funding into improveing traffic flow for bus and cars and more more parking enough with bike lanes	12/21/2018 5:15 PM
265	need to more aggressively expand the cycling and transit networks, more separate lanes for busses, 24/7	12/21/2018 1:21 PM
266	get revenue by fining careless bicyclists--no lights, no helmets, no manners jack up parking fees-- get more people on to buses	12/21/2018 11:57 AM
267	two way bike lanes are dangerous. get sequenced traffic lights down town stop left turns on Douglas and Blanchard allow HOV and motorcycles in bus lanes.	12/21/2018 11:44 AM
268	Too much congestion on Fort and Pandora from the bike lanes. As a rider myself I do not use them as they are too dangerous	12/21/2018 11:32 AM
269	Obviously the cycling network to date was badly bungled, double the projected budget and still a mess, with inadequate lane width for buses and cars, danger to visually impaired people, etc. I pray that the next phased will be approached with some basic common sense. I would support funding for the City to purchase a tape measure so they can determine the required lane widths.	12/21/2018 10:48 AM
270	More buses	12/21/2018 9:01 AM
271	I support increases in pedestrian and transit infrastructure. I am fundamentally opposed to the ideological expenditure on bike lanes and the absence of budget discipline. The bid costs came in higher than anticipated but the Mayor stated "we have no budget, we just pay for this out of gas tax money" and away we go...Moreover, the refusal to obtain date and objective evidence on bike lane usage and overall ROI before continuing the capital expenditure is, in my view, a gross example of both poor governance ideological-based decision-making.	12/21/2018 8:51 AM
272	As a cyclist, two way protected bike lanes are a waste of money. Painting lines is sufficient. As a pedestrian, jaywalking has never been so easy with the protected bike lanes so when you continue with the bike project jaywalking will become more prevalent. I'm all for improving transit infrastructure.	12/20/2018 9:55 PM
273	Enough bike lanes. Cyclists make up no more than 10% of transport vehicles. Traffic has increased greatly and jamming is becoming a regular occurrence. Cyclists should also have insurance. Motorists should not be the only responsible parties in an accident involving cyclists. Also, cyclist on cyclist accidents have no legal recourse. A policing system for cyclists is greatly needed.	12/20/2018 8:51 PM
274	This is a real problem in Victoria. We need more eco-friendly, accessible transportation for the city.	12/20/2018 3:54 PM

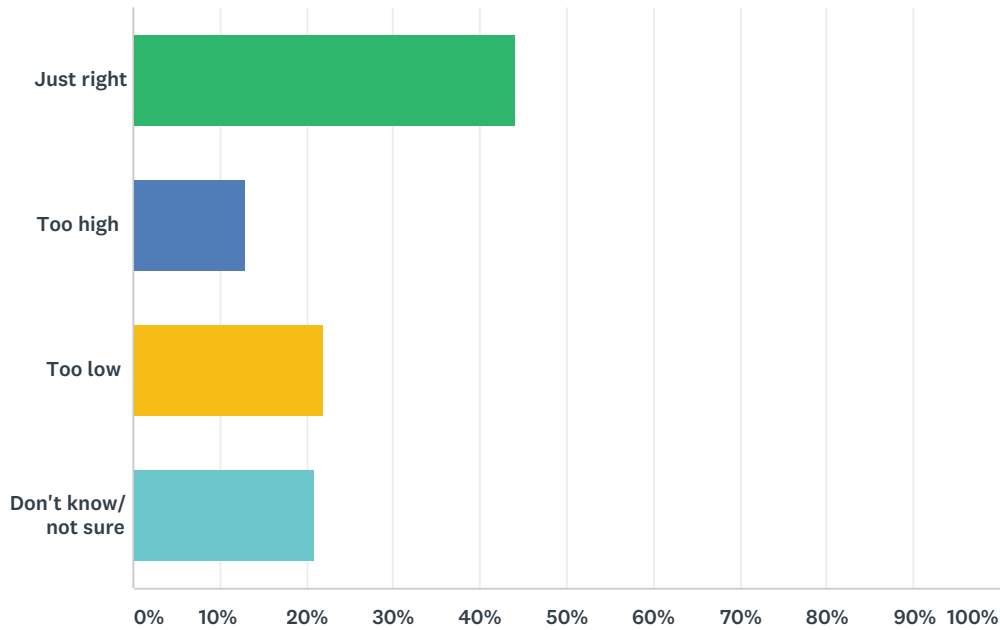


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275	cars still have a place in this city	12/20/2018 3:41 PM
276	I feel that the City has moved too far towards criminalizing vehicle operators. If you want to make improvements, make it easier to drive. The people who are paying the majority of your tax base are operators of gas combustion engines.	12/20/2018 11:28 AM
277	Improve the standard of roads and sidewalks. Eliminate protected bike lanes.	12/20/2018 9:19 AM
278	Too much money spent on bike lanes. Not enough money spent on transit or pedestrians. Transit moves more people - please focus there.	12/20/2018 7:05 AM
279	Take a break from this until existing infrastructure settles	12/19/2018 1:54 PM

## Q34 City spending for Complete Streets capital projects is:

Answered: 563 Skipped: 920



ANSWER CHOICES	RESPONSES	
Just right	44.05%	248
Too high	12.97%	73
Too low	22.02%	124
Don't know/ not sure	20.96%	118
TOTAL		563

## Q35 Additional comments on the proposed Complete Streets budget

Answered: 119 Skipped: 1,364

#	RESPONSES	DATE
1	I don't think that Complete Streets means what it appears to mean in the budget document. I would love more complete streets; the budget document sounds more like road rehabilitation. If the budget is for complete streets, it's too low. If it's solely for road rehabilitation that doesn't enhance the pedestrian experience or increase safety for those on bikes, it's not money well spent.	1/20/2019 11:26 PM
2	We spend too much on infrastructure for cars/drivers relative to other modes of transportation.	1/20/2019 11:25 PM
3	Please do not sacrifice trees to renew and rehabilitate City streets. We need less asphalt and more green space.	1/20/2019 11:16 PM
4	Too much work has been done too fast. Need to slow down and prioritize.	1/20/2019 9:11 PM
5	Shared streets would be more useful in the neighbourhoods	1/20/2019 8:31 PM
6	So much in here that answering globally is difficult. Rehabilitating streets is different than the Complete Streets strategy that includes pet project like closing Government, play streets. Sidewalks pose hazards, and pot holes grow. Amount may be OK but spend it on more basics. Don't spend money on black street furnishings as per Public Realm plan. Poses safety risk for people with various disabilities.	1/20/2019 7:10 PM
7	I would take monies away from this to allow the bike path and pedestrian walkways that would make a difference in sustainable transport get accomplished more quickly.	1/20/2019 6:23 PM
8	More spaces for pedestrians and community gathering makes for a more liveable city	1/20/2019 3:24 PM
9	Don't take down mature healthy trees.	1/19/2019 6:24 PM
10	no	1/19/2019 9:00 AM
11	Let's have fewer bike lanes and fewer potholes.	1/18/2019 11:12 PM
12	I would like to see more of the budget put towards planting more trees in all the parks and along the areas that the trees are aging. Trees are essential to our future climate balance and quality of air, soil and our ove rall health. Regarding lighting for Beacon Hill park: replaceing old lights yes but a request for no extra lighting in this park. There is already what is called too much dirty electriscity" of excess ligthing in the city.	1/18/2019 10:57 PM
13	We need to spend a lot more money to increase tree-planting in order to maintain and increase our tree canopy. It has been steadily declining for years.	1/18/2019 6:17 PM
14	As streets are renewed and rehabilitated, involve citizens and neighbourhoods, and look for improved pedestrian and bike design, and greenway-style renewal to increase the tree canopy, calm traffic, and promote road safety.	1/18/2019 4:27 PM
15	There are too many large potholes.	1/18/2019 3:09 PM
16	Ensure trees are not cut to make "improvements" and if they are, ensure that they are replaced by new trees in nearby locations.	1/18/2019 2:10 PM
17	I'd love to see a bunch of streets ripped up and turned into neighborhood green spaces with trees, native plants, gardens. It could happen in some places. We must begin to think more creatively. Let's have less asphalt, less concrete. Let's create more permeable surfaces, rain gardens. Copy what nature does wherever possible.	1/18/2019 1:52 PM
18	But there should be no additional bicycle paths. I ride a bicycle all the time and find them not to be an improvement	1/18/2019 12:07 PM
19	Not too sure about the bike lanes. Pandora and Fort should each be one way for bikes. Streets often seem to be resurfaced when they're still in pretty good shape.	1/18/2019 11:49 AM
20	Get ride of the excessive visual distractions!	1/18/2019 8:57 AM

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21	Please don't harm healthy trees.	1/18/2019 8:29 AM
22	streets need work, not bike lanes but actual upkeep.	1/17/2019 10:35 PM
23	More money should be spent on alternative transportation facilities. Roads are too expensive to maintain, active transportation infrastructure is much cheaper to maintain per user. So investing more in active transportation will be better for everyone, and save money in the long term	1/17/2019 10:32 PM
24	More bike lanes and bike designated areas please.	1/17/2019 12:43 PM
25	Past neglect needs to be addressed	1/17/2019 9:23 AM
26	seems that street surface quality has been neglected while disproportionate amount has been spent on the poorly designed and underutilized bikelanes, so it's not just how much is spent, but how it is spent. Victoria street surface quality seems very poor compared to other municipalities	1/16/2019 5:49 PM
27	So long as it doesn't include more unnessacery under used bike lanes	1/16/2019 5:35 PM
28	Need better lighting and less empty stores and buildings	1/16/2019 5:08 PM
29	Spend more on things that encourage people to get out of their cars please.	1/16/2019 11:42 AM
30	Again, I really can't say what amount needs to be allocated. But Complete Streets are a high value to me.	1/16/2019 10:44 AM
31	It would sure be nice if this year not EVERY section of the city is being worked on at the same time. It's very hard to find any route untouched and there were bottlenecks everywhere.	1/16/2019 8:08 AM
32	Please consider setting money aside to make the sidewalks more accessible (e.g., wider for folks in motorized devices, lower curbs for seniors etc.) Some of the sidewalks in the Fernwood area are horrendous!	1/15/2019 10:43 PM
33	I drive a car, fix a pot hole before you give away another lane to pseudo all abilities cyclists ...	1/15/2019 5:18 PM
34	Oaklands needs complete streets! There are too many roads without sidewalks. Kids, the elderly, and disabled residents are being put at risk.	1/15/2019 3:44 PM
35	Too much investment in separated Bicycle lanes which are dangerous and environmentally destructive.	1/15/2019 3:26 PM
36	My street is full of potholes and I don't care. We need to make it less desirable for people to drive private cars, more frequent and accessible public transit.	1/15/2019 2:00 PM
37	This isn't complete streets, it is just road repaving.	1/14/2019 8:53 PM
38	Again, it mostly focuses on biking. What about kids trying to walk to school?	1/14/2019 1:19 PM
39	The train line from Victoria to Langford needs to be reopened and our money should be spent on this major transportation need which should be the goal of the Victoria and surrounding municipalities.	1/14/2019 1:01 PM
40	I'd like the bike paths put on hold.	1/13/2019 7:14 PM
41	this is not a priority area for me. honestly i would like it if streets weren't maintained for vehicles because i wish we lived in a world without cars ... i know that's not realistic so please don't disregard this whole survey on account of me saying that.	1/13/2019 6:18 PM
42	Making over the streets for bikes and buses when there is car congestion and need for parking is counter productive AND makes the city unwelcoming to visitors and the general public	1/13/2019 3:20 PM
43	get real on the bike lanes. i went up blanchard last wed. at 8.30 in the morning from dallas to uptown and counted 8 bikes, but i guess we really need those lanes, waste of money	1/13/2019 7:42 AM
44	Many aspects of complete streets are critical for shifting away from car-centric transport and enabling sustainable multi-modal transport. It also is a critical factor in well-designed dense neighbourhoods. So, always more funding needed!	1/12/2019 8:34 AM
45	Road ripping not street completing. Street maintaining only where the dramatic and comprehensive shift to free and fully accessible bus service will be available.	1/11/2019 9:59 PM
46	Let's move away from subsidizing single vehicle transportation.	1/11/2019 3:48 PM
47	Allocate less to building sidewalks on low-traffic streets without them. They discourage sharing of roads, and constitute a way to exclude pedestrians from the majority of the road, thereby increasing vehicle speeds.	1/11/2019 2:25 PM

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48	Really need to re-allocate resources to crosswalks and traffic calming in residential neighbourhoods.	1/11/2019 12:07 PM
49	This is often the where it is done part of this discussion. If I live on a street that just was repaved like the 1300 block of Grant then I am happy. If I live on Belmont between Pandora and fort I am not happy at all.	1/11/2019 11:51 AM
50	Hire intelligent planners	1/11/2019 9:00 AM
51	What does that even mean?	1/11/2019 8:03 AM
52	Need priority to upgrade James Bay area with its dense population, added tourist and "small wheels" traffic for minimal safe conditions. This is the oldest residential area of the city, and the least maintained.	1/11/2019 6:40 AM
53	On many smaller residential roads, the conditions of the road is so bad it's dangerous for cyclists. Better upkeep and major fixes would allow cyclists to choose less busy routes to commute safely from areas without new bike lanes.	1/11/2019 12:16 AM
54	Learn how to do it properly before asking for additional funding. Its like trying to patch a sinking ship with a salami.	1/10/2019 11:51 PM
55	Increase parking for businesses.	1/10/2019 11:39 PM
56	I am impatient about the state of some streets, but feel reasonable progress is being made. Some action, I do not know what, is needed to encourage pedestrians to be alert when crossing the street.	1/10/2019 8:50 PM
57	Potholes, no sidewalks on Royal Terrace south of Manor....residential only parking signs needed.	1/10/2019 8:13 PM
58	Seems to veil a war on drivers. Most taxpayers drive.	1/10/2019 7:54 PM
59	Personally, I think Victoria City Council is both a waste of time and money when it comes to regional governance. I know why you egotists always vote against it, and that is to preserve your own stipends.	1/10/2019 6:20 PM
60	Too much spending on roads	1/10/2019 5:09 PM
61	Couldn't access the web site so not sure what this involves.	1/10/2019 3:40 PM
62	we have to make sure that any existing or new projects have built in maintenance budgets so that we don't have another blue bridge financial disaster	1/10/2019 2:11 PM
63	This is a core duty of civic government, and needs to be a higher priority, for the safety of citizens.	1/10/2019 11:29 AM
64	Beware of building sidewalks where they are not wanted by immediate residents	1/10/2019 11:10 AM
65	I live just off Vancouver St and am so grateful for this project. It really is the way of the future, and makes Victoria so livable and appealing.	1/10/2019 10:27 AM
66	Start paving and including residential streets.	1/10/2019 5:59 AM
67	NO MORE BIKE LANES	1/9/2019 5:08 PM
68	no	1/9/2019 3:21 PM
69	Assuming it keeps streets drivable without ridiculous construction delays.	1/9/2019 12:57 PM
70	It's useless referring to the OCP when it changes so frequently,	1/9/2019 6:49 AM
71	Pedestrian safety is very important. Many times walking downtown, I have had near-misses with cars turning too fast or not yielding to pedestrians. It needs to be more safe to walk downtown.	1/8/2019 12:21 PM
72	low quality street build, low quality repair, low quality lines and poor overall engineering in Victoria street work..	1/8/2019 10:31 AM
73	Nothing in Vic West? Any city council live in areas where work being done? Where does maintenance fall - operating budget? Some areas noted in plan seem fine to drive on now.	1/7/2019 5:49 PM
74	\$\$ fine but title is jargon and misleading.Let City residents know what they are paying for roads. Change order in report and put Street Infrastructure after this category. Drives - esp. can see how much "they" get in support.	1/7/2019 1:45 PM
75	Compared to other cities, the roads in Victoria are in rough shape. All the paving patches make for a rough ride.	1/7/2019 12:49 PM

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76	I don't have enough direct knowledge to judge the value, but I support the underlying principles.	1/7/2019 11:53 AM
77	See previous comments. Reduce automobile dominance.	1/6/2019 6:57 PM
78	Probably too low considering the continuing decay of our streets.	1/6/2019 6:23 PM
79	There are definitely many streets with cycling/walking hazards in the form of potholes and warped areas that need to be addressed. I have no idea what the cost would be.	1/6/2019 5:55 PM
80	Cars are #1	1/6/2019 11:01 AM
81	Bike lanes! I'm a cyclist and I hate them. What a bunch of whomps and whiners most cyclists are.	1/6/2019 10:22 AM
82	Nice job being done in Fernwood.	1/6/2019 10:00 AM
83	Leave our streets alone except for fixing pot holes etc	1/5/2019 4:35 PM
84	Complete Streets is a concept that is subject to the bias of the person designing the street makeover. In Victoria, this has come to mean cycle infrastructure and less parking. Please do not ignore the merchants, most of whom NEED parking to survive. A good vibrant street results when people go to the area to shop, dine and just walk about.	1/5/2019 11:36 AM
85	As both a cyclist and driver, our streets are in pretty bad repair. If public works didnt waste so much money.....	1/5/2019 4:12 AM
86	Spend it in the areas that have been ignored for years. Vic West please!!!	1/3/2019 9:30 PM
87	This is the kind of thing that appears important but the costs seem high. I sometimes wonder if those who provide the service are competitive enough.	1/3/2019 9:10 PM
88	please go back to the Greenways Plan introduced by councillor Savoie. Many great ideas in there as to reduce traffic, decrease run off and support bikes and walking	1/3/2019 4:51 PM
89	Street repairs NOT bike lanes	1/3/2019 4:24 PM
90	fix your major arteries into town FIRST	1/3/2019 4:18 PM
91	A lot of streets are in poor shape. Bike lanes have been the priority and these are necessary, but more thought needs to go into accessibility, routes and tree removals. Climate change and transportation are linked, so a city bike lanes but no trees along those routes is poor planning. Improving parks, mini green spaces everywhere and offering trees for people to plant in their own yards, teaching children the benefits of outdoor play, and the plants around them is important. Nature deficit disorder is happening to children so don't be scant with the greening. Pervious driveways can save on asphalt use and help reduce stormwater and toxins in the ocean.	1/3/2019 2:17 PM
92	Too much money is being spent on cycling paths and not enough on public transit	1/2/2019 7:40 PM
93	I would like to see Chestnut street repaved sometime in near future, although it is a non through street it is a connector for cyclists and there are an increasing number of potholes that need to be dealt with and they are dangerous for cyclists especially at night	1/2/2019 4:07 PM
94	Re-examine priorities giving consideration to citizens who HAVE to drive.	1/2/2019 12:16 PM
95	This is where tax money should be spent. This is where you need to focus your thoughts and efforts. This is kind of work is your primary job.	1/2/2019 7:57 AM
96	Enough bike lanes already. Quit wasting my money!	1/1/2019 7:14 PM
97	Please remove those awful blue lights from the new bridge; construct a fitness facility in Cook Street Village. Please introduce a toll to use the new bridge as well as the Bay street bridge. Why should I pay for folks who don't live in Victoria to drive across those bridges? I agree with spending money on the seawall. Dallas road is a real gem. I really like the railings on the Ogden point walkway to the lighthouse.	12/31/2018 1:37 PM
98	To do what? More loading zones? Parking?	12/31/2018 10:18 AM
99	There is a need for muck work in this area. More than once I have stumbled and at times fallen due to uneven sidewalks.	12/31/2018 7:57 AM
100	Critical to build community spirit and get people involved in their neighborhoods	12/31/2018 4:07 AM
101	Streets should be a priority	12/29/2018 3:56 PM
102	Sounds good, but as usual, the devil is in the details.	12/27/2018 12:58 PM

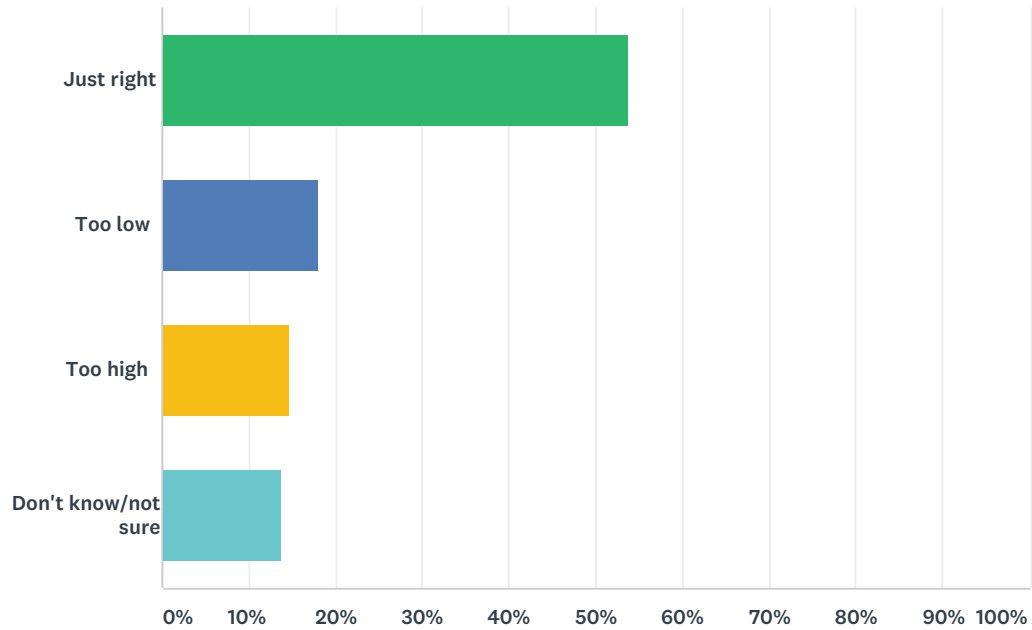


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103	just ban cars from the downtown core.	12/26/2018 11:22 AM
104	No additional comments	12/26/2018 11:03 AM
105	please check out the sidewalks. A lot people are walking instead of using their cars - especially locally and downtown. Spare a thought for the walkers, besides cars and bicycles.	12/24/2018 1:43 PM
106	Need to make improvements on Gorge Road	12/24/2018 9:34 AM
107	No	12/23/2018 11:59 PM
108	But then why bother spending more just so the bikes can have a more comfy ride	12/23/2018 4:29 PM
109	Long overdue. the city streets are looking rather tired.	12/23/2018 3:53 PM
110	No	12/21/2018 5:55 PM
111	Roads are falling apart all over the city	12/21/2018 5:15 PM
112	the projects listed do not seem to prioritize pedestrians and cycling, but instead are road surface improvements that mainly benefit cars	12/21/2018 1:23 PM
113	This plan is reducing the viability of the streets for cars and trucks making business less available to customers and shipments.	12/21/2018 11:46 AM
114	Whatever it takes to have safe, properly maintained roads, I support. This should be a basic task of local government.	12/21/2018 10:49 AM
115	Just right, although I would be concerned if this budget item is used for items NOT specifically related to "renewal and rehabilitation" of streets.	12/21/2018 8:53 AM
116	Many streets are in very poor repair.	12/21/2018 8:50 AM
117	This is been neglected for many years. There are many streets that need to be renewed not just the ones listed in the draft financial plan. My street is one of them. It's a well used back alley that has no sidewalks, a perennial pothole and it needs traffic calming. Cars park wherever they want in spots that are not legal.	12/20/2018 10:07 PM
118	Is this a strategic repair sequence?	12/20/2018 7:16 PM
119	Too many bike lanes, not enough enforcement of illegal/improper operation of bikes, make them wear helmets and reflective gear.	12/20/2018 6:26 PM

## Q36 City spending for Parks capital projects is:

Answered: 553 Skipped: 930



ANSWER CHOICES	RESPONSES	
Just right	53.71%	297
Too low	17.90%	99
Too high	14.65%	81
Don't know/not sure	13.74%	76
TOTAL		553

## Q37 Additional comments on the proposed Parks budget

Answered: 132    Skipped: 1,351

#	RESPONSES	DATE
1	Summit park access is very important, as is bike park maintenance.	1/20/2019 11:26 PM
2	Keep our natural spaces natural and plant more trees.	1/20/2019 11:16 PM
3	I am concerned that the proposed park enhancements further gentrification, making more parks into highly managed spaces that prioritize sports and formal recreation at the expense of people with low incomes who rely on parks as survival spaces.	1/20/2019 9:25 PM
4	Projects that benefit youth should be prioritized.	1/20/2019 9:12 PM
5	No plans to make parks more accessible. Hard to know what is capital or operating.	1/20/2019 7:11 PM
6	I would prefer that Topaz Park funding and bike path completion be given priority before Songhees funding proceeds. Doing everything in bits is less helpful to me than actually accomplishing needed improvements in a timely way. Topaz is a lower income area and should be fully improved before launching in to Songhees.	1/20/2019 6:31 PM
7	I am concerned that the proposed park enhancements further gentrification, making more parks into highly managed spaces that prioritize sports and formal recreation at the expense of people with low incomes who rely on parks as survival spaces. I am particularly concerned about the proposed Topaz Park southern park 'enhancements' as Topaz Park is one of the few green spaces near survival services where people are still, under existing Parks bylaws, allowed to shelter at night and it is a park that is widely used for this purpose. The proposed 'enhancements' would drastically reduce the green space currently available for sheltering. It is not appropriate that public funds are being prioritized for leisure wants rather than survival needs. I believe the Parks capital budget should be restructured to allocate funds for, first, a consultation with people who are sheltering in parks to determine their infrastructure priorities; and in subsequent years implementation of this infrastructure. Examples of possible capital infrastructure could include platforms to elevate tents above damp areas, storage lockers, bathrooms, showers, food storage and preparation facilities, more fountains and other access to drinking water, electrical outlets that can be used for light/cooking/heat sources, benches without armrests in the middle so people can lay down and get rest during the day, etc.	1/20/2019 5:17 PM
8	Parks and recreation are essential for community building and liveability	1/20/2019 3:25 PM
9	The city needs to fund the implementation of the Urban Forest Master Plan. The UFMP is critical to our city's climate sustainability and resilience, as well as our physical and mental health, quality of life, and the city's attractiveness to tourists. In order to ensure its effectiveness, we must budget for the hiring of a new Urban Forester position which would coordinate across all necessary departments. We must budget for a large increase in tree-planting in order to maintain and increase our tree canopy. It has been declining rapidly. We don't even know how many trees have been lost on private property. Tax incentives should be introduced to help property owners choose to retain mature trees and plant more. A budget for educating people about the value of trees should be created. Please create a budget to buy well-treed private properties when they come on the market. These could either be covenanted and re-sold, or made into neighbourhood parks/carbon-storing oases. Additionally, some funds should be budgeted to fund advertising for volunteers, and staff to oversee volunteers, to remove invasive species in parks and to plant more trees and shrubs. This is called for in the UFMP, and is done by other communities in BC so it is certainly doable.	1/20/2019 10:54 AM

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10	I advocate for special care and attention to the trees in our city. We need them! Trees are an essential part of our response to the climate-change emergency. We need to invest in them. Trees store carbon. Mature trees store a lot more carbon than replacement saplings do. Let's keep the mature trees, and plant more. We support new staffing to fully implement Victoria's Urban Forest Master Plan. Included in that would be a progressive update of the dated Tree Preservation Bylaw. No more delays due to limited funds or understaffing! We need to spend a lot more money to increase tree-planting in order to maintain and increase our tree canopy. It has been steadily declining for years. Whether or not we embrace densification, we must plan ways to retain mature trees throughout our city. Studies have found they improve people's mental and physical health in many ways. Victoria's street trees save the city nearly \$3 million a year in 'eco-services' like preventing flooding, cooling streets and buildings, and reducing wind, among other things. We urge the city to budget for buying well-treed properties (like 1201 Fort Street) when they come on the market, as one way to retain mature trees into the future. Funding from other levels of government should also be explored. We want the City of Victoria to declare itself a place where trees matter, and to develop budgets and policies in every department — Planning, Parks & Recreation, Engineering and Public Works, etc. — that will help retain and sustain our beautiful mature trees. We urge the city to invest in finding creative ways to save our mature trees, rather than cutting them down when they're in the way. We need them now. We urge the city to fund a program to support private property owners in their efforts to care for significant trees, as Saanich already does.	1/20/2019 9:45 AM
11	I don't have a high priority for "developing" new park enhancements and building more amenities like artificial turf. I think we could save money by saving and maintaining parks. Save all greenspace!	1/19/2019 1:27 PM
12	I am concerned that the proposed park enhancements further gentrification, making more parks into highly managed spaces that prioritize sports and formal recreation at the expense of people with low incomes who rely on parks as survival spaces.	1/19/2019 12:59 PM
13	no	1/19/2019 9:00 AM
14	Parks are a vital investment in community	1/19/2019 8:06 AM
15	more trees	1/18/2019 10:58 PM
16	less artificial turf, more trees	1/18/2019 10:25 PM
17	We support new staffing to fully implement Victoria's Urban Forest Master Plan. Included in that would be a progressive update of the dated Tree Preservation Bylaw. No more delays due to limited funds or understaffing!	1/18/2019 6:18 PM
18	Spash pad needed in north end of city.	1/18/2019 5:33 PM
19	Why not some outdoor swimming pools? If cities like Edmonton can have them it is mind boggling why a city with a longer warmer season doesn't. Vancouver has them...it is possible.	1/18/2019 3:11 PM
20	no	1/18/2019 2:13 PM
21	Artificial turf--- let's turf it! Seriously. We need living green space. You banned plastic bags and now you want to put plastic on fields???? Shrink wrap the heads of the planners who came up with that idea.	1/18/2019 1:56 PM
22	Parks and trees are the soul of the city. Victoria has some great parks and they need all the love they can get.	1/18/2019 11:52 AM
23	Too much spent on sports facilities - we need more money spent on passive parks such as Beacon Hill Park.	1/18/2019 11:16 AM
24	Could honestly wait	1/18/2019 1:17 AM
25	I would like to see more complete and welcoming parks throughout the city. Adding more public outdoor sports facilities is a great way of giving something for people to do that is healthy and builds a strong community	1/17/2019 10:35 PM
26	Yes!! So glad you are improving sports infrastructure!	1/17/2019 5:27 PM
27	It would be a good idea to take better care of existing parks by making sure animal control gets more money so that dog owners don't get away with running their dogs off leash on parks which have been improved at gret expense.	1/17/2019 5:17 PM
28	Focusing on native ecosystem restoration and natural playground and park areas would be valuable to our city.	1/17/2019 12:45 PM

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29	not interested in sport facilities or court improvements; more interested in trails and parkland	1/16/2019 5:50 PM
30	Urban treescape is an important area in this budget item.	1/16/2019 5:22 PM
31	Parks are good, but they need to be welcoming for people to gather. There is too much garbage and too high of a risk of finding needles	1/16/2019 5:10 PM
32	I support any park acquisition or expansion that would contribute to the urban forest.	1/16/2019 2:20 PM
33	These plans are being used to add more defensive architecture and evict homeless people from the only places they have left to catch a moment's break. Shame on city planners for using parks development to hurt people in this way.	1/16/2019 11:43 AM
34	No more highrises without way more downtown green space!	1/16/2019 10:45 AM
35	Our city parks are a really important feature both for visitors and the people who live here. I definitely want to keep them up and enhance where possible. Anything to encourage people to get out and enjoy the benefits as they can dependent upon their health situation, or to attract tourists I would support.	1/16/2019 8:12 AM
36	Any more money for parks? That would be nice. You do a great job but more would be nice!	1/15/2019 5:23 PM
37	as long as the hard to house refuse shelter and torment our parks why are we making more... I like the parks, not the misfits that plaque them...	1/15/2019 5:19 PM
38	I am concerned that the proposed park enhancements further gentrification, making more parks into highly managed spaces that prioritize sports and formal recreation at the expense of people with low incomes who rely on parks as survival spaces. I am particularly concerned about the proposed Topaz Park southern park 'enhancements' as Topaz Park is one of the few green spaces near survival services where people are still, under existing Parks bylaws, allowed to shelter at night and it is a park that is widely used for this purpose. The proposed 'enhancements' would drastically reduce the green space currently available for sheltering. I have lived directly across the street from Topaz Park for 7 years and use it regularly (I live on Summit Ave at Quadra), and I have never had any concerns or issues with folks sheltering outside there. I would absolutely hate to see this park gentrified and the open space reduced.	1/15/2019 3:46 PM
39	I do not agree with the continued reduction of green space for "facilities" and built up recreation. The City has no more opportunity for open green space so the current space should be left as is.	1/15/2019 3:31 PM
40	I'm not a sporty type person. I would urge the city to put more funds into quiet green places to sit and / or walk, gardens and semi-wild places.	1/15/2019 2:02 PM
41	If theatres are expected to self-finance to support under-funding, why are turf and outdoor sport courts not subject to the same expectations?	1/15/2019 10:06 AM
42	We need parks downtown. This is where every (and their dog) is moving and we need trees and playgrounds and plazas and water parks. I am concerned we are building tiny condos with no outdoor space for people to enjoy, socialize and be healthy.	1/14/2019 8:55 PM
43	Our parks are beautiful and we don't need any more services. Money needs to be spent on other more needed areas of the budget such as transportation- reopening the train line between Victoria and Langford.	1/14/2019 1:02 PM
44	Just providing homeless camp sites	1/14/2019 11:56 AM
45	Parks are a valuable asset to any community and must be maintained.	1/13/2019 7:49 PM
46	Limit the Songhees Park expansion. The building contractors in that area should be contributing in this area. The cost to be included in their projects.	1/13/2019 7:17 PM
47	the amount of money might be fine but i disagree with what it is being spent on. i do not think it is fair to spend on sports/recreation fields (even though i have played soccer all my life, love sports and have kids who play and enjoy sports) when there are people needing to use these spaces for survival. money in the park budget should be spent on providing homeless people with the facilities they need for the basics of living at this time/before providing more luxury, comfort and pleasure for people with the privilege of being stably housed.	1/13/2019 6:23 PM
48	Most of this stuff is okay but why on earth do we need to manicure every pathway? The charm of Summit Park is just that pathways are not "formalized". Leave it alone!	1/13/2019 5:10 PM
49	More money for community gardens -- specifically garden commons where everyone can enjoy the harvest. Money could be diverted from maintenance of ornamental gardens, which is a waste of time and resources compared to food gardens.	1/13/2019 4:29 PM

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50	parks are integral to neighbourhoods. But first priority is making sustainable neighbourhoods in the first place - through sustainable transport and well-designed density.	1/12/2019 8:36 AM
51	Artificial turf is disgusting and wasteful. I would rather a higher budget that includes groundskeepers for grass than turf.	1/11/2019 10:39 PM
52	Sustainable environment and parks are important. Lets spend more on old municipal infrastructure before water and sewage systems fail	1/11/2019 5:48 PM
53	Would like to see more fruit trees and edible gardens throughout the city (protected from dogs).	1/11/2019 3:49 PM
54	If the money spent is directly related to improving green spaces in our city, employing an urban Food Systems Coordinator, then it makes sense to me, as it builds in success to achieving the other Strat Plan objectives.	1/11/2019 3:49 PM
55	Funding should be allocated to stewardship activities in city parks.	1/11/2019 1:43 PM
56	Would love to see additional improvements to park areas around town. Would love to see a dedicated sports complex for amateur sports - something like Nanaimo's McGirr Park for softball. With Topaz's proposals, we would be severely lacking proper fields to play softball on. Something the city already lacks.	1/11/2019 12:34 PM
57	Priorities are the key here. we need the pool to be replaced and that should push many of these minor improvement back even several years. when we finally get to a major project, it needs to take the priority until it is paid. IE we get big budget projects well spaced around the little ones	1/11/2019 11:53 AM
58	Please emphasize public parks over sport courts	1/11/2019 10:09 AM
59	displeased that the city is still not taking adequate care of tennis courts - some good work happened last year, but the plan mentions nothing for this year (despite many courts being 5-7 years behind), and that city staff continue to refuse to consider low-impact artificial turf court resurfacing that could save money long term while also providing a safer surface for seniors.	1/11/2019 9:50 AM
60	Stop spending return money to tax payers	1/11/2019 9:01 AM
61	Artificial turf is vile and harbours bacteria	1/11/2019 8:03 AM
62	Why are you spending on parks? They are all just budding tent cities that get ruined, and we have to pay tax dollars to clean up.	1/10/2019 11:40 PM
63	I am in favour of 1-2 new artificial turf fields in the the city. I'd like the fields to have city-managed schedules. I would like the new fields to be rentable by community team/leagues, but also to have some time allotted for the public to "drop in". I suggest the fields disallow dogs. (If the parks displace dog walkers, I suggest finding alternative ways to accommodate that need, such as additional fully-fenced off-leash dog parks elsewhere in the city)	1/10/2019 11:04 PM
64	Pleae enhance green nature parks. Artificial turf and sport court not goodbuse of money. Make space for Forest Bathing!	1/10/2019 7:56 PM
65	We need to start living within our means	1/10/2019 7:49 PM
66	City tree replacement is woefully under funded based on the overall condition of many diseased and aged trees. Homeowners could be encouraged to donate to the replacement of trees adjacent to their property to hasten renovation of the urban canopy. Currently the City will not accept homeowner financial or labor contributions to this need. I know. We've offered and been rejected.	1/10/2019 7:40 PM
67	Parks are the best thing in Victoria. There should be paid "Camp Councillors" and janitory staff to accomodate unwealthy people who have to live here without status.	1/10/2019 6:22 PM
68	We should enhance parks by naturalizing them instead of always trying to "improve" them with more development	1/10/2019 5:14 PM
69	Not enough spending on parks and natural areas	1/10/2019 5:09 PM
70	Leave Centennial square alone. People do not need a lot in parks areas, they need space to just dream, relax, picnic and areas for children to run and play and be kids. Not a lot of "stuff" is needed for that. Natural settings (native plants, trees, bushes and flowers) will nourish spirits and provide a perfect setting for physical enjoyment too.	1/10/2019 2:13 PM
71	Parks are so important. Taking care of them and ensuring they stay clean and safe for people to visit is so important	1/10/2019 11:57 AM
72	Parks can never be cared for too much!! Protect and enhance as much as possible please.	1/10/2019 10:27 AM



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73	If it ain't broke don't fix it!	1/10/2019 8:31 AM
74	Users should be paying for improvements they want not taxpayer.	1/10/2019 6:00 AM
75	Build the Topaz Bike Park!	1/9/2019 9:51 PM
76	Park space where you can walk, picnic ,gather with family and friends, is important to me .I spend a lot of time in Beacon Hill Park. I care more about multi-use Parks than space that is just good for sports	1/9/2019 9:14 PM
77	Well planned parks are important to overall livability of any urban area. More money for parks, less for bike lanes.	1/9/2019 6:00 PM
78	I am might have to sell my house cause I can't keep up with taxes, at least I'll have a nice park to sleep in!	1/9/2019 5:09 PM
79	no	1/9/2019 3:21 PM
80	Stop paying for the damage campers cause; bill them.	1/9/2019 12:58 PM
81	Should be used to improve parks but not used simply to displace poor people.	1/9/2019 12:15 PM
82	Must include inclusion of appropriate trees!	1/8/2019 3:03 PM
83	More money for Topaz - getting it ready for another tent city? How much of other park remediation is due to neglected maintenance?	1/7/2019 5:53 PM
84	artificial turf is a major expense and there are studies that have shown the health risks for young children with exposure as chemicals breakdown, it's also a risk for water tables and soil contamination	1/7/2019 2:01 PM
85	All good investments.	1/7/2019 1:45 PM
86	We will see how well the money is spent.	1/7/2019 12:50 PM
87	Again, in support but hard for me to judge value.	1/7/2019 11:54 AM
88	Look forward to the enhancements at Topaz park including the outdoor pickelball, skatepark and picnic area!!	1/7/2019 11:19 AM
89	Rec & Sport areas/programs should be prioritized in a society that faces obesity and seditary lifestyle issues	1/7/2019 11:00 AM
90	Plant more trees; refer to, and check with Vancouver's tree planting program with their Parks Department.	1/6/2019 6:24 PM
91	I would like to see more fully fenced dog areas. There are so many people in the city who have dogs, and we need places that are safe for them. I appreciate the off-leash areas that exist already; however, these areas are not safe for dogs that bolt. Furthermore, kids often don't know how to approach dogs, and when dogs are off leash and not in a fully fenced area, it can create an unsafe situation.	1/6/2019 5:58 PM
92	9 million for bike lines, 4.6 million for parks. should be reversed.	1/6/2019 4:07 PM
93	The native plant idea is a joke, surely.	1/6/2019 10:23 AM
94	Thank you for the new park on Quadra and Burdett. My grandson loves it, the kids call it the "green park".	1/6/2019 10:03 AM
95	Disc golf course, please	1/6/2019 9:15 AM
96	Parks are such an important part of a city, especially for children and seniors.	1/5/2019 11:37 AM
97	Let's focus on some of the other, more important proposed items first and come back to this one at a later date.	1/5/2019 4:14 AM
98	I am concerned about some of the improvements for topaz park	1/4/2019 8:57 PM
99	I'd rather have more money on the Complete Streets plan.	1/4/2019 8:04 AM
100	Save the money.....we have enough decent parks in the city.	1/3/2019 11:06 PM
101	I think the city needs more trees, spending an extra \$100K to more tree planting here may go a long way over the long run. Especially if the trees are local or trees that tend to grow a little further south. I suspect as climate change progresses local trees and trees that do well a little further south will be what the future city needs.	1/3/2019 9:14 PM

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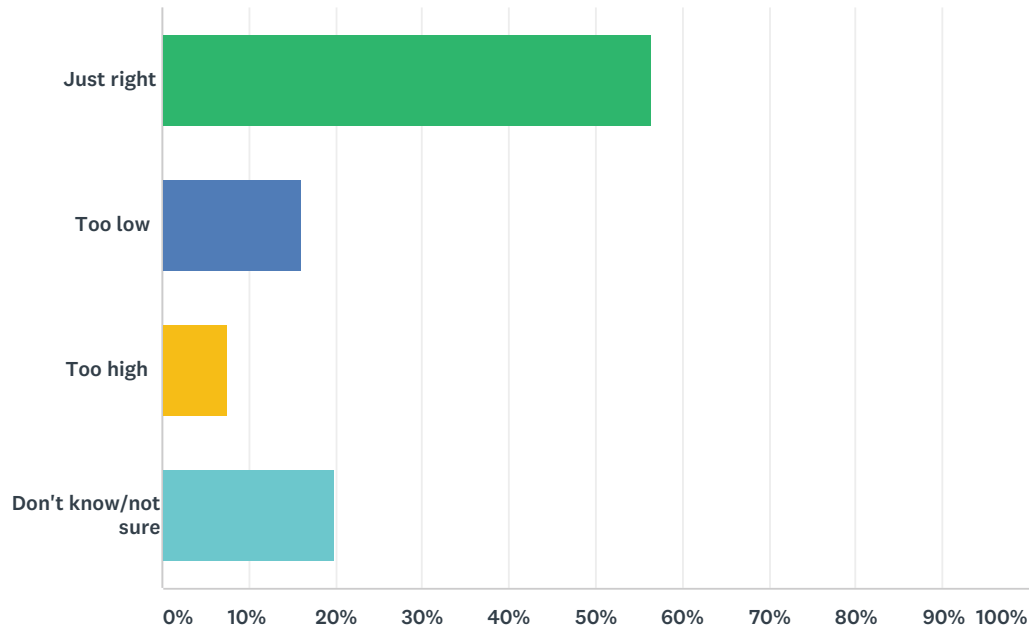
102	Kudos on the Topaz Plan	1/3/2019 4:51 PM
103	Sports fields are needed, more artificial turf fields. Turn Topaz into a sports centre, allow for more parking	1/3/2019 4:25 PM
104	Money spent on affordable housing, bikes and buses for everyone and green space is well spent.	1/3/2019 2:19 PM
105	The plan for the Songhees park expansion, particularly in Lime Bay is a concern, we need more quiet green space areas and restful areas, increasing park benches is a good idea however having commercial activities as stated in the following 4.4.5. Explore opportunity for limited commercial activities in parks, such as food trucks and markets. 4.4.6. Encourage public art and placemaking in parks, and use of parks for community special events such as festivals and concerts. I live right at Lime Bay and would be ok with these activities if they happened in the railyards area behind the waterfront buildings but not along the waterfront. We already have to put up with the new marina.	1/3/2019 10:14 AM
106	I think that CoV ought to discuss with Island Health the addition of more facilities (such as picnic tables and other sitting chairs and/or benches in the under utilized green space at the corner of Richmond and Fort which is in a neighbourhood with not enough green space	1/2/2019 4:16 PM
107	? artificial turf?	1/2/2019 12:17 PM
108	About time the ancient and pointless park got attention.	1/1/2019 3:57 PM
109	Please plant hundreds more trees to counter climate change and all the highrise construction in the city. Please don't put ball diamonds and kids swings in park areas. They have school grounds they can use. Parks are public areas. Please appeal that stupid court case that allowed camping in public parks.	12/31/2018 1:39 PM
110	More small green spaces downtown - financed by large building developers	12/31/2018 10:20 AM
111	Too much money to benefit too few people.	12/31/2018 7:57 AM
112	We really need more tennis courts in the city, particularly for children. One cannot get on any in the summer. Victoria needs it's own indoor courts.	12/30/2018 11:52 PM
113	More turf, more all-weather and lit fields are needed.	12/30/2018 12:05 AM
114	What about other neighbourhoods such as Burnside Gorge which the city took a park from and promised to replace. We want the park back!	12/28/2018 12:55 PM
115	I am very pleased with the beauty of our parks and their excellent maintenance.	12/27/2018 8:32 PM
116	Crystal Pool does not belong in a park. Make the arena site work and save our green space.	12/27/2018 1:00 PM
117	I am concerned that the proposed park enhancements further gentrification, making more parks into highly managed spaces that prioritize sports and formal recreation at the expense of people with low incomes who rely on parks as survival spaces. I am particularly concerned about the proposed Topaz Park southern park 'enhancements' as Topaz Park is one of the few green spaces near survival services where people are still, under existing Parks bylaws, allowed to shelter at night and it is a park that is widely used for this purpose. The proposed 'enhancements' would drastically reduce the green space currently available for sheltering. It is not appropriate that public funds are being prioritized for leisure wants rather than survival needs. I believe the Parks capital budget should be restructured to allocate funds for, first, a consultation with people who are sheltering in parks to determine their infrastructure priorities; and in subsequent years implementation of this infrastructure. Examples of possible capital infrastructure could include platforms to elevate tents above damp areas, storage lockers, bathrooms, showers, food storage and preparation facilities, more fountains and other access to drinking water, electrical outlets that can be used for light/cooking/heat sources, benches without armrests in the middle so people can lay down and get rest during the day, etc.	12/26/2018 11:28 AM
118	A lot of money could be saved on parks and better outcomes achieved with better leadership.	12/26/2018 10:53 AM
119	Investment needs to be made in Arbutus Park. It is a highly underutilized park, yet offers greatest potential with access to water. It can be a valuable amenity for Burnside Gorge. Currently, it is overgrown, under lit, and attracts illicit activity. This raises safety concerns in the neighbourhood.	12/24/2018 9:36 AM
120	No	12/23/2018 11:59 PM
121	What about Laurel Pt. park and associated David Foster walkway?	12/23/2018 4:30 PM
122	Please don't do another park like the one at Fisherman's Wharf. It's a bit of an eyesore and is less useable now.	12/22/2018 2:36 PM

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123	scale down improvements	12/22/2018 2:14 PM
124	No	12/21/2018 5:56 PM
125	Need downtown parks	12/21/2018 1:23 PM
126	Invest in heavily used parks and fields	12/21/2018 11:51 AM
127	Changing out boulevard plant arrangements throughout the season is a waste of funds and labour	12/21/2018 11:33 AM
128	Topaz park enhancement is too ambitious. Where are people going to play ball?	12/20/2018 10:09 PM
129	Spend the money on homeless reduction and more policing.	12/20/2018 8:51 PM
130	More can be done to improve the sports facilities	12/20/2018 6:26 PM
131	As a sustainable city we should stay away from covering our green spaces with PLASTIC!! No artificial turf anywhere, please. We need real grass, full of clovers, to play and exercise.	12/20/2018 3:20 PM
132	Need a new ice rink or two first	12/19/2018 1:55 PM

## Q38 City spending for Street Infrastructure capital projects is:

Answered: 548 Skipped: 935



ANSWER CHOICES	RESPONSES	
Just right	56.57%	310
Too low	16.06%	88
Too high	7.48%	41
Don't know/not sure	19.89%	109
TOTAL		548

## Q39 Additional comments on the proposed Street Infrastructure budget

Answered: 96 Skipped: 1,387

#	RESPONSES	DATE
1	When upgrading traffic controllers, please again keep pedestrians front and centre. Lights should more frequently be automatic for pedestrians. The light at Esquimalt and the E&N is particularly poor, with waits up to 1 minute for pedestrians in the morning. Please set the wait upon pressing the button at no more than 20 seconds.	1/20/2019 11:30 PM
2	Please reduce light pollution	1/20/2019 11:26 PM
3	Please use energy efficient products wherever possible and maintain as much green space and as many trees as possible.	1/20/2019 11:20 PM
4	the not sure is because the priorities do not serve many areas that need it. Too much attention to downtown, or maybe the better way if saying it is that the neighbourhoods are not receiving enough..	1/20/2019 8:33 PM
5	Many changes not necessary. Strictly aesthetic in nature. Need to replace controllers, time lights and install accessible pedestrian signals. Black street furnishings a hazard and the Public Realm plan approved without fully reporting accessibility concerns. Stick to basics, not some consultant's idea of what looks cool and elegant.	1/20/2019 7:13 PM
6	The flowering baskets are cosmetic and I would like the city to explore ways of having these funded by donation and or reduced in favour of permanent urban trees.	1/20/2019 6:34 PM
7	Benches are currently lacking	1/20/2019 3:25 PM
8	Work around the trees	1/19/2019 6:25 PM
9	I'll refer back to concerns I raised about hostile infrastructure in previous comments. To the extent that hostile infrastructure that is designed to prevent unhoused people from accessing public spaces for rest or to gather, or that makes access difficult for people with disabilities, I'd be concerned about that.	1/19/2019 1:01 PM
10	no	1/19/2019 9:00 AM
11	These improvements are all well done in this city in the past. When making lighting improvements I always think about the light pollution caused and its impact on the observatory.	1/19/2019 8:09 AM
12	Street hydro lines and poles: I think it is essential that the budget and vision for Victoria include the end of power poles and electricity above ground. To have all new developments automatically place the electricity below ground and budget for removing power poles and hydro lines ongoing from established neighborhoods and put below ground. Reasons are the significant danger during major earthquakes being on the ring of fire. As well it diminishes electrical pollution and beautifies the city. We already have some areas that have been building this way - ie Oak Bay Village - uplands, sections of View Royal etc.	1/18/2019 11:11 PM
13	Update bus shelters	1/18/2019 7:00 PM
14	As long as it doesn't involve adding wireless technologies to the infrastructure. The insurance industry excludes all negative health effects from policies.	1/18/2019 6:21 PM
15	More intersections need to be evaluated if turn lights would improve flow of traffic as well as safety.	1/18/2019 3:12 PM
16	no	1/18/2019 2:14 PM
17	I hate the brightness of the led streetlights. It is too intense. Wish they could be dimmed.	1/18/2019 1:58 PM
18	Too many visual distractions which take eyes off the road.	1/18/2019 8:58 AM
19	Could be reined in by performing work on the absolutely necessary to repair/replace items	1/18/2019 1:19 AM
20	This is ok for now to maintain the existing infrastructure. Is there any possibility to get funding to add street lamps along the galloping goose regional trail?	1/17/2019 10:37 PM

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21	First, fix up the street surfaces before adding decorations. Pilot Street is falling apart.	1/17/2019 5:19 PM
22	I would like to see more pedestrian friendly infrastructure--removing street poles from obstructing sidewalks, and making pedestrian crossing signals trigger automatically.	1/17/2019 3:11 PM
23	I suggest building benches that people can sleep on. Benches with armrests positioned to stop people lying on them are a form of defensive architecture and they are shameful.	1/17/2019 2:36 PM
24	More controlled crosswalks needed	1/16/2019 7:28 PM
25	So long as it doesn't intrude into the roads and reduce parking.	1/16/2019 5:36 PM
26	city has replaced street lamps on my street and it is now so dark that I can't hardly see someone walking in front of my house.	1/16/2019 11:07 AM
27	Speed limits in the CRD need to be 40km and 30 on residential streets. If we could work with the Province on default speed limits, we could save money on needing to put up speed limit signs.	1/16/2019 10:46 AM
28	Street infrastructure is very important.	1/16/2019 8:16 AM
29	Benches are needed if pedestrian use is encouraged in all neighbourhoods.	1/15/2019 4:20 PM
30	The instant traffic blinkers on Richmond and Fort are great. Cars really stop. I walk as much as possible. I'd like more traffic lights to indicate how much time people on foot have to cross streets. It's dangerous when we don't know that.	1/15/2019 2:04 PM
31	We need more and better refuse receptacles. I know these are problematic and can be costly but there is just too much trash on the streets and people can't be bothered to walk more than half a block to dispose of whatever they have in their hand but don't need anymore.	1/14/2019 10:30 PM
32	Our streets are generally in good condition.	1/14/2019 1:03 PM
33	Please ensure that any new construction in the city moves the power underground to free up sidewalk space.	1/13/2019 7:50 PM
34	Of course infrastructure is always important. But rather than fixing or maintaining what is not working, focus the budget on complete streets and properly designing them in the first place. Upgrade infrastructure along with complete street upgrades as much as possible.	1/12/2019 8:38 AM
35	Time to begin the drawdown on auto-dependent infrastructure toward a quiet and green urban environment.	1/11/2019 10:01 PM
36	please no more fancy sidewalks or street kiosk things like on Yates at Douglas	1/11/2019 4:07 PM
37	sounds reasonable	1/11/2019 3:49 PM
38	There have been at least 3 accidents since summer 2018 at Richardson and Linden and yet the City Staff tell residents that there is no budget for a crosswalk or other traffic controls. Why is that?	1/11/2019 12:09 PM
39	I hope these budgets are scheduled over the predictive lifespan of that infrastructure.	1/11/2019 11:55 AM
40	Reduce by half	1/11/2019 9:02 AM
41	Some aspects of downtown are looking a bit shabby. I think more investment here could be good.	1/11/2019 8:56 AM
42	More for crosswalks and pedestrian safety	1/11/2019 8:47 AM
43	Meh	1/11/2019 8:04 AM
44	Need a rethink so that sidewalk installations (signs, lighting, bus stops, etc.) do not narrow or complicate navigation for wheelchairs, strollers, scooters, and walkers . Sidewalk surfacing material needs to be smooth for wheeled assistance devices.	1/11/2019 6:44 AM
45	The color temperature of the city's new LED street lights is too cool. The extra brightness of the new lights is welcome, but the choice of a very cool color temperature makes city streets feel "institutional". Not good. Please replace the lights with a warmer color. To help beautify Victoria and to make the power and communications infrastructure less sensitive to high winds, I would like the city to look for opportunities to bury power lines and remove power poles. For example, this could be done when road re-surfacing occurs. I understand that BCHydro, Telus, Shaw, etc. may manage such decisions, but the city could encourage and support the work.	1/10/2019 11:13 PM
46	try and cross cook at rockland heading east or west, it takes an age for the lights to reset to recognize requested crossing activated by pressing a button. The timer times out before one reaches the other side of Cook.....for those not so mobile this is not good.	1/10/2019 8:17 PM



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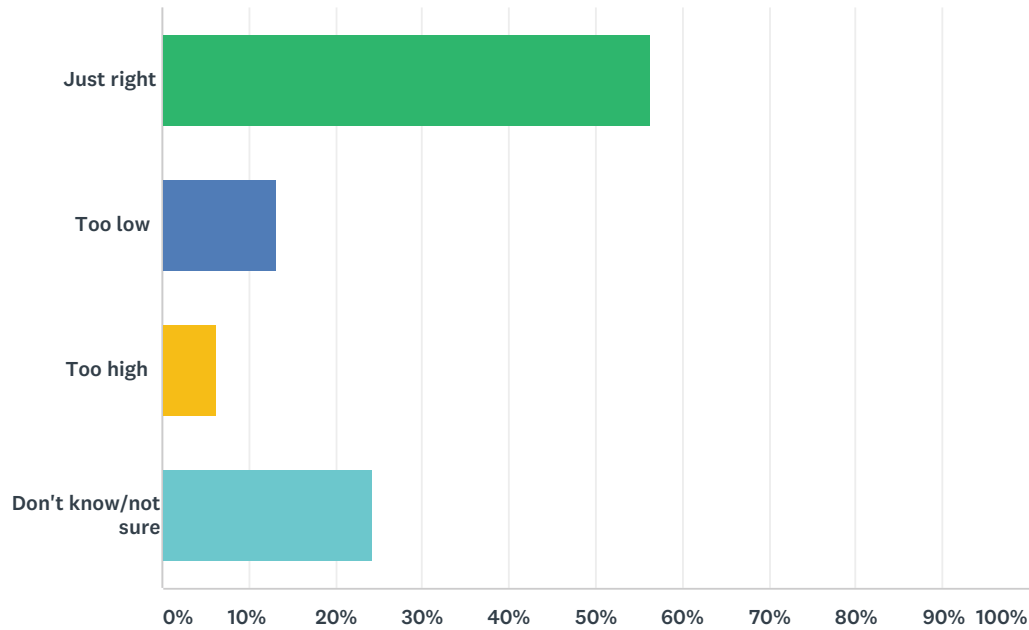
47	All a waste of money. Just let a street be a street.	1/10/2019 7:58 PM
48	It would be great if the City considered dark-sky friendly lighting for future projects.	1/10/2019 7:43 PM
49	traffic infrastructure in this city is fucky as hell, which leads to a clusterfuck on the roads. Synchronize those lights eh!	1/10/2019 5:15 PM
50	Too many handouts to downtown businesses	1/10/2019 5:10 PM
51	Consider traffic calming measures in your budget (speed bumps, traffic islands, etc)	1/10/2019 4:26 PM
52	May be too low depending on aging of infrastructure or could more maintenance extend life of equipment at a lower cost?	1/10/2019 3:42 PM
53	street surfaces need to be properly maintained -we have so many more vehicles using the streets now due to the increased density	1/10/2019 2:18 PM
54	Infrastructure should be a high priority.	1/10/2019 11:31 AM
55	no	1/9/2019 3:22 PM
56	Traffic lights don't seem to be updated as development increases downtown.	1/9/2019 6:51 AM
57	Use of energy-saving lighting is essential. Also synchronized light signals for traffic.	1/8/2019 3:04 PM
58	There could be more benches downtown. Also things like water fountains. The downtown and especially along Wharf St. can be better for pedestrians.	1/8/2019 12:22 PM
59	additional money should be spent in consideration of lighting that is better for the community related to light pollution, lighting can affect wildlife and the health of residents, with LED's the intensity of the outdoor lighting can be harmful. There needs to be a balance and options taken into consideration	1/7/2019 2:04 PM
60	Again, list after "Complete Streets"; then it is clear @\$5 million is being spent on streets.	1/7/2019 1:45 PM
61	Spend some money on adding flashing lights to crosswalks it will save injuries and fatalities at the crosswalk. Currently people don't even look up from their phones when stepping into a crosswalk, that may seem stupid to some people, but if you create an environment where people feel they are always within their right to step into a crosswalk that's what you get!!!!!!	1/7/2019 1:32 PM
62	Please fix the timing of the lights when travelling north/south on douglas and blanshard!!	1/7/2019 1:13 AM
63	Eliminate the use of pedestrian "beg buttons" from all signaled intersections. Provide more safe crossings for pedestrians	1/6/2019 6:59 PM
64	If there is that much to do, the allotted amount is far too low.	1/6/2019 6:25 PM
65	Street maintenance makes traffic efficient and reduces carbon impact on the environment. Careful evaluation of the need to increase the resources here may be needed. Only 10% of citizens bike to work and the construct of our city does not favour the mayor's notion that families will bike downtown to do their shopping. Head shake time.	1/6/2019 4:11 PM
66	More Good lighting for pedestrians is needed for safety	1/6/2019 11:03 AM
67	Phase in higher efficiency LED street lights and solar powered crosswalk indicators.	1/5/2019 9:46 PM
68	Need to have power that can be used in villages	1/4/2019 8:58 PM
69	Cut some of the money you are putting toward bike lanes and add it here. You are killing downtown. We avoid it now at all costs.	1/3/2019 9:32 PM
70	Many of the capex and opex items can – in part – be funded by other levels of government, not funded at all or less, or by other members of society (e.g. NGOs, the private sector, etc.). This is not one of those items. The municipal government has an exclusive role in street infrastructure.	1/3/2019 9:16 PM
71	see previous comment re: Greenways	1/3/2019 4:52 PM
72	PLease stop wasting money on painting crosswalks like rainbows and puzzles. Complete waste of money.	1/3/2019 4:38 PM
73	We need covered welcoming spaces to gather for all citizens esp. old! Stop dividing bench space for sitting. Ugly attack on poor and disabled who often need to lay down or cuddle with a friend on a bench! Take away police state	1/3/2019 1:34 PM

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74	Great idea, every intersection needs attention somewhere, especially Blanchard and Cloverdale for instance or Blanchard and Bay. So many dangerous intersections	1/1/2019 3:58 PM
75	All streets crossings should be inclusive and have improved curb cuts for those accessing the city with different levels of disabilities.	12/31/2018 2:47 PM
76	Four way stops work very well. People are polite. Replacing them with street lights is a bad idea. Take the corner of Fairfield and Moss. That should have remained as a four way stop. There are lights there but there is still a crossing guard. Please don't install street lights everywhere in residential areas. Their brightness is intrusive. Many streets that are bumpy serve to slow down traffic so don't need fixing. Please install speed bumps in Cook Street Village. There is nobody there to enforce the speed limits and traffic speeds through there like it's a raceway. Very bad in the early mornings.	12/31/2018 1:42 PM
77	Parking!?!?	12/31/2018 10:20 AM
78	Need more smart traffic lights that can vary the times for red lights etc depending on volume	12/29/2018 3:57 PM
79	Time the lights better so traffic flows.	12/28/2018 12:55 PM
80	No additional comments	12/26/2018 11:28 AM
81	if cars were banned from the downtown core the amount of money saved on traffic controllers could be better used in other areas, like making the city more livable.	12/26/2018 11:23 AM
82	need better street lighting, most streets are too dark to see cyclists and pedestrians safely	12/26/2018 11:19 AM
83	More flashing lights (such as placed on Douglas St opposite the park) at the crossings, for safety.	12/24/2018 1:45 PM
84	Gorge Road needs better lighting to increase brightness in certain areas for safety.	12/24/2018 9:36 AM
85	No	12/24/2018 12:00 AM
86	This is way too low	12/22/2018 2:27 PM
87	No	12/21/2018 5:56 PM
88	Fix light timing	12/21/2018 5:16 PM
89	Important to try and fast track a unified look and feel, especially in the downtown core	12/21/2018 2:15 PM
90	Didn't need the bike lane	12/21/2018 12:37 PM
91	Improvements should make flow faster the street lights should talk to each other to keep traffic moving. Speed bumps for some bike lanes in pedestrian heavy neighborhoods	12/21/2018 11:53 AM
92	The streets are in terrible shape	12/21/2018 8:51 AM
93	Too high, because the bike lanes projects are way over-baked	12/20/2018 6:27 PM
94	We need more pedestrian crossing stop lights. Cars need to have a red light to stop at on busier streets such as Fort. It is not safe for pedestrians anymore with just the white lines on the roads as drivers do not care! Fort St at Stanley Ave/Pemberton Road is especially bad.	12/20/2018 4:16 PM
95	Need to address the needs for autonomous vehicles and smart infrastructure.	12/20/2018 9:20 AM
96	Luxuries	12/19/2018 1:55 PM

## Q40 City spending for Retaining Walls and Railing capital projects is:

Answered: 547 Skipped: 936



ANSWER CHOICES	RESPONSES	
Just right	56.31%	308
Too low	13.16%	72
Too high	6.22%	34
Don't know/not sure	24.31%	133
TOTAL		547

## Q41 Additional comments on proposed Retaining Walls and Railings budget

Answered: 61    Skipped: 1,422

#	RESPONSES	DATE
1	Overdue	1/20/2019 8:33 PM
2	I suppose it needs to be done but work to date has been very slow with workers demonstrating no sense of urgency.	1/20/2019 7:14 PM
3	no	1/19/2019 9:01 AM
4	These both seem to be perpetual projects that are necessary for pedestrians. Can the sewage project pick up some of the Dallas Road costs?	1/18/2019 4:29 PM
5	when will the actual improvements be accomplished?	1/18/2019 2:16 PM
6	If 120k can do this I am even more skeptical of all of your other numbers	1/18/2019 1:20 AM
7	The Dallas Seawall definitely needs attention.	1/17/2019 5:20 PM
8	why are you asking this, it so little money, you are spending more on the mayor's new helper	1/16/2019 2:18 PM
9	The seawall balustrades are looking pretty rough for sure. I'm glad that they are targeted for replacement. Hopefully this will coincide with the other work going on with the sewage treatment issues so they all come together around the same time if possible. PS I do not wish there to be a separate bicycle lane down Dallas Road or into the greenspace/pedestrian pathway for Dallas Road.	1/16/2019 8:20 AM
10	We're a tourist destination and this is an iconic location; this seems like a reasonable expense.	1/15/2019 7:41 PM
11	can you do something about the left behind dog crap that we also have to negotiate using these valued walking areas...	1/15/2019 5:21 PM
12	anything that encourages walking is money well spent.	1/15/2019 2:04 PM
13	Dallas road cliffs erosion is under-addressed by this budget.	1/15/2019 10:07 AM
14	This seems low for walls AND railings.	1/14/2019 10:31 PM
15	keep it simple	1/14/2019 1:19 PM
16	The entire bank along Dallas Road is adjacent to sandstone- and there is really nothing to prevent the bank from eventually eroding into the ocean. Sand is simply not a stable substance. The city should look to other areas with similar geology to determine how to prevent further erosion. A retraining wall may not be sufficient.	1/14/2019 1:06 PM
17	More needs to be spent as they are falling apart. Including the enhancement of stairs attached to the infrastructure	1/14/2019 10:04 AM
18	What are you replacing the balustrades with?	1/13/2019 7:50 PM
19	i don't think this should be a priority	1/13/2019 6:26 PM
20	This isn't a very big budget. Will anything meaningful be done with this amount?	1/12/2019 8:39 AM
21	Doesn't sound like enough money to cover parts and labour for this large area. Especially Ross Bay.	1/11/2019 11:16 PM
22	No different than Trump's or Israel's wall to stop the human tide of suffering. Cars should not be on Dallas Road or the sea's perimeter. Give people adequate housing replacement as the shore comes closer. The seas will rise as fossil-carbon capitalism destroys the Earth. System change not climate change.	1/11/2019 10:05 PM
23	the work obviously needs to be done and the sea is hardly on a budget.	1/11/2019 11:55 AM
24	Keep it simple and as close to looking "natural" as possible	1/11/2019 10:10 AM

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25	Replace program with seniors parking	1/11/2019 9:03 AM
26	With the threat of erosion and rising sea levels, this is important work. I would also like to see money spent on strategic plantings to prevent erosion along the water front.	1/11/2019 8:57 AM
27	Why	1/11/2019 8:05 AM
28	This could be a fundraising event for those that want it to be done.	1/10/2019 11:52 PM
29	Fine as they are. Heritage!	1/10/2019 7:58 PM
30	Probably gonna be gross. Old stuff looks better than stupid shiny new Vancouver douchebag concrete infrastructure.	1/10/2019 5:17 PM
31	Venice is a city of water ways and they have no railings	1/10/2019 2:18 PM
32	Public safety through improved infrastructure should be a higher priority.	1/10/2019 11:32 AM
33	If it ain't broke don't fix it!!!! Aka like the bike lanes, stop waiting money building crap and painting rainbow cross walks. Seriously get it together people!	1/10/2019 8:34 AM
34	Seems low.	1/9/2019 4:42 PM
35	no	1/9/2019 3:22 PM
36	So long as the money spent prevents future problems... spend it.	1/9/2019 12:58 PM
37	Using recycled or reused materials if possible.	1/8/2019 3:06 PM
38	You've been working on breakwater for a long time - where is this work reflected? The parking has been taken up with various work vehicles - what was done - the plan should show what's already been invested for a clearer picture.	1/7/2019 6:11 PM
39	the trails that are along the water have a few sets of stairs that are "closed" for safety reasons (read liability), it's a bit ridiculous as people then scramble over the rocks which is more dangerous, there must be a better and more welcoming way for people to access the beach	1/7/2019 2:07 PM
40	Has to be done.	1/7/2019 1:45 PM
41	Still upset about the breakwater railings	1/7/2019 11:00 AM
42	Seems to low in relation to what needs to be done. Who was responsible for this estimate? Review.	1/6/2019 6:26 PM
43	Seawall walks gives Vic its character	1/6/2019 11:04 AM
44	There is nothing wrong with them	1/5/2019 4:36 PM
45	I support this proposal these locations are the high tourist areas and they currently look terrible with crumbling concrete.	1/4/2019 8:42 PM
46	Nature works faster to erode these walls that the city can erect/repair them.	1/4/2019 6:35 AM
47	Save the money.	1/3/2019 11:06 PM
48	This is all pre-imp money. I'd be surprised if you get a contractor to do up plans for that amount. When is the actual work planned for?	1/3/2019 9:34 PM
49	Similar rational to street infrastructure but less important as its more specific.	1/3/2019 9:18 PM
50	I watched your city crews milk that job for months....get a private contractor	1/3/2019 4:52 PM
51	Without being knowledgeable in this area this appears to be monies well spent.	12/31/2018 7:58 AM
52	We need to stop erosion now	12/31/2018 4:09 AM
53	Please ensure there is a safe, separated bike lane on Dallas	12/30/2018 11:53 PM
54	Just do it, knock it off with all the consultations.	12/28/2018 12:56 PM
55	Understand Ross Bay road area difficult to maintain however needs to be re re on recurring basis more often . Patching is difficult however this area needs more constant attention. Very difficult section applaud your efforts.	12/27/2018 2:01 AM
56	No additional comments	12/26/2018 11:28 AM
57	No	12/24/2018 12:00 AM

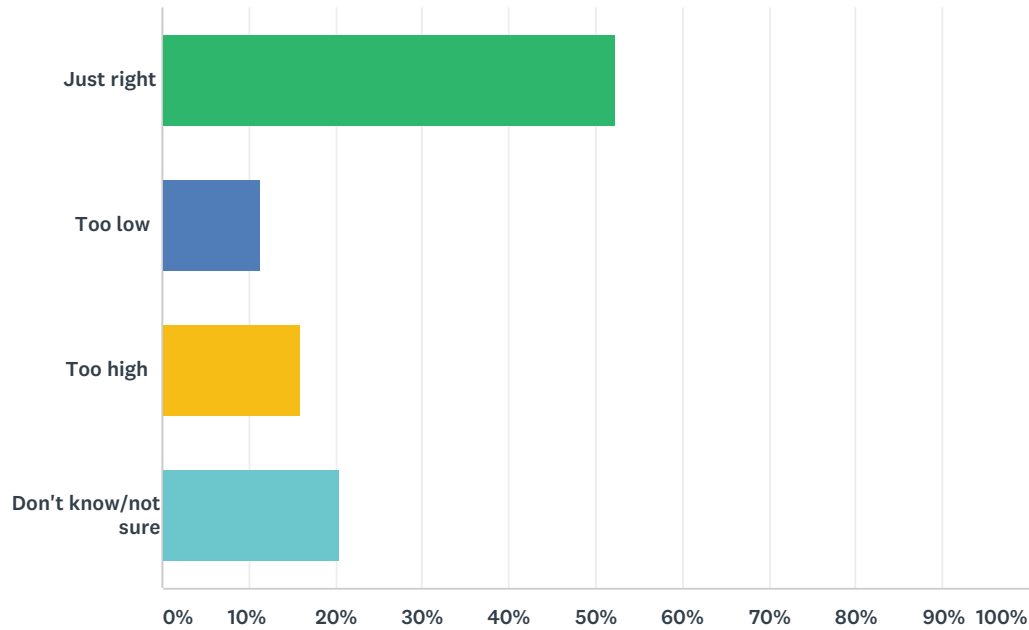
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58	I think those renewals can be left a few years	12/21/2018 5:58 PM
59	has to cost more if done properly!	12/21/2018 11:59 AM
60	The salt water is disintegrating the wall at a quicker rate than what was projected	12/21/2018 11:33 AM
61	sea wall is very poorly maintained.	12/20/2018 7:17 PM



## Q42 City spending for Facilities capital projects is:

Answered: 544 Skipped: 939



ANSWER CHOICES	RESPONSES	
Just right	52.21%	284
Too low	11.40%	62
Too high	15.81%	86
Don't know/not sure	20.59%	112
TOTAL		544

## Q43 Additional comments on the proposed Facilities budget

Answered: 111    Skipped: 1,372

#	RESPONSES	DATE
1	If these can be given more funding, that would be useful for all.	1/20/2019 11:31 PM
2	New community centers for neighborhoods without them and increased capacity for centers that need it are extremely important, especially the Quadra Village Community Centre.	1/20/2019 11:29 PM
3	How necessary are all of these projects this budget? Fire Halls seem to be oversized and over budgeted for example.	1/20/2019 11:22 PM
4	Too high only because trust is broken with regards to City's , or maybe Council's, capability to do it well and within budget.	1/20/2019 8:34 PM
5	Need to address antiquated ventilation and lighting at City Hall. Parkade improvements do not include accessible parking improvements. Accessible stalls are only reserved, but do not meet recognized dimensional standards.	1/20/2019 7:16 PM
6	Again, I don't see why we are replacing parts of our infrastructure Blue Bridge (ok that is done) to Dallas Road sea wall if it is not a crisis, so that we then drag out more important projects for another five years. Get a park like Topaz done and the Bike path system done faster vs. chipping away at everything.	1/20/2019 6:40 PM
7	On page 713 of the draft Financial Plan, it's identified that the VicPD building is a community asset with 0% of the building being in poor condition. Yet there is a proposed renovation of the building included as a deliverable as part of "Corporate Office Renovations" (two projects totalling \$310,000), to reconfigure office space resulting from the communications dispatch team relocating from the VicPD building to a facility in Saanich. There also appears to be an additional \$100,000 earmarked in the VicPD capital budget request for building upgrades (which should not be needed in a building in 0% poor condition) and \$35,000 for furniture and fixtures for this repurposed space. It is not clear from the information provided what this office space in the VicPD building would be used for, why renovations would be needed at all since the building is apparently in good condition, and why new furniture and fixtures are needed for a space the VicPD is vacating. More information is needed to evaluate whether this is an appropriate use of public funds. I do not see any funds earmarked for consultation or implementation of capital infrastructure in City facilities (including public washrooms in parks) to address survival needs of people sheltering outside and others whose needs are not met by current facilities (e.g., non-binary individuals whose needs are not met by washrooms and change rooms designated as "women's" or "men's").	1/20/2019 5:20 PM
8	The city has serious problems with how it ignores the CALUC process for city projects. I think you can save money by doing land-use planning first and improving communications to ward off problems, perhaps by following the rules you insist on for developers. The open houses and surveys are not working, and are both a waste of money and cause serious losses of money. Try a more scientific way to sample the population opinion. This way you wont have staff saying things like 80% of people approve of the Crystal pool rebuild, and the Mayor noting that they would not win a referendum. What is the point of the 80% statistic if it is so blatantly faulty? Neighbours will accept changes and losses but not if the process is frivolous and poorly planned, propped up by clumsy PR and unaccountable staff.	1/19/2019 1:40 PM
9	I do not see any funds earmarked for consultation or implementation of capital infrastructure in City facilities (including public washrooms in parks) to address survival needs of people sheltering outside and others whose needs are not met by current facilities (e.g., non-binary individuals whose needs are not met by washrooms and change rooms designated as "women's" or "men's"). I'd prefer to fund that over "Corporate Office Renovations" that are unclear.	1/19/2019 1:05 PM
10	no	1/19/2019 9:02 AM
11	Victoria needs a few more public bathrooms in particular in the downtown core and have them taken care of more often consistently in a 24 hour period. Up - grade and renovate the one in Beacon Hill park - it is in poor shape and un-inviting. Same with the Roos Bay cemetery public bathrooms - also keep them open longer. I meant to add to the previous category that we lack in benches along Dallas rd, Beacon Hill Park and the city in general.	1/18/2019 11:24 PM

## 2019 Draft Financial Plan

12	Crystal pool should go ahead	1/18/2019 8:12 PM
13	Money well spent.	1/18/2019 6:22 PM
14	For the Fire Hall project, the city needs an engagement and governance model that will keep costs reasonable, provide the biggest "suite" of benefits, while continuing to address our declining fire risk.	1/18/2019 4:31 PM
15	It seems like a tremendous waste on money to embark on a whole new planning process for the replacement of crystal pool.	1/18/2019 3:51 PM
16	More public bathrooms should be higher on the list	1/18/2019 3:13 PM
17	no	1/18/2019 2:16 PM
18	More focus on accessible public washrooms is really important!	1/18/2019 12:22 PM
19	Public washroom improvements are greatly needed	1/18/2019 12:09 PM
20	More public drinking water fountains are needed.	1/18/2019 10:45 AM
21	Just do the firehall and community centre upgrades. All else is greatly unnecessary. If the conference center can't fund the elevator replacement by itself then obviously it is either being administrated improperly or is of such little use to society that it doesn't warrant it. Why can't it turn its own profit?	1/18/2019 1:23 AM
22	Community centers need so much more attention! They are a primary access point/hub for communities.	1/17/2019 7:32 PM
23	If you're going to upgrade, upgrade properly so that it is architecturally sound and you don't have to fix it every year.	1/17/2019 3:13 PM
24	Please add more public washrooms in the city, there are not enough of them!!	1/17/2019 2:37 PM
25	However, do not spend more!	1/17/2019 9:02 AM
26	Please build these buildings to net zero energy and carbon standards, and also use low embodied carbon materials.	1/17/2019 7:42 AM
27	Please increase it a bit so that Public Washrooms can be in better working order AND provide adequate sanitary conditions for the sake of public health, mainly by installing soap AND sanitizer dispensers in EVERY public washroom of Victoria.	1/16/2019 9:24 PM
28	Public washrooms should be a priority given the high number of homeless persons in the downtown area.	1/16/2019 5:28 PM
29	These services see a lot of use, and improve access. This is a great example of allocating budget to where it will help people, not harm, and I think this kind of work deserves a larger share.	1/16/2019 11:45 AM
30	All city facilities need to have gender inclusive washrooms. It is a human rights issue.	1/16/2019 11:44 AM
31	should be building more parkades.	1/16/2019 11:09 AM
32	I think the city should make Transgender friendly public washrooms.	1/16/2019 9:14 AM
33	For the Crystal Pool complex, if most cost effective and providing a sustainable building, I would like to see it retrofitted and upgraded. If it's most cost effective, then second choice would be a new building. I would NOT like to see a plan where there will be social housing connected to the recreation center at all. If a new center is built it should include free underground parking to take the pressure off the neighbourhood and encourage even more people to come use the facility - there's more than just the people in that neighbourhood that use the pool and facilities. I don't know how many times I've driven by to see young people using the basketball courts of the baseball diamond areas - these should remain in place and all the trees, etc., should stay in situ. The park should NOT be drastically changed in it's look. I was born here and that parks always been a wonderful greenspace and should be enhanced not dug up.	1/16/2019 8:28 AM

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34	On page 713 of the draft Financial Plan, it's identified that the VicPD building is a community asset with 0% of the building being in poor condition. Yet there is a proposed renovation of the building included as a deliverable as part of "Corporate Office Renovations" (two projects totalling \$310,000), to reconfigure office space resulting from the communications dispatch team relocating from the VicPD building to a facility in Saanich. There also appears to be an additional \$100,000 earmarked in the VicPD capital budget request for building upgrades (which should not be needed in a building in 0% poor condition) and \$35,000 for furniture and fixtures for this repurposed space. It is not clear from the information provided what this office space in the VicPD building would be used for, why renovations would be needed at all since the building is apparently in good condition, and why new furniture and fixtures are needed for a space the VicPD is vacating. More information is needed to evaluate whether this is an appropriate use of public funds.	1/15/2019 10:44 PM
35	Will need to look into this further	1/15/2019 10:06 PM
36	Y'all better put a pole in the fire hall	1/15/2019 7:42 PM
37	Less money on the firehall. More money on the other items especially community centre upgrades.	1/15/2019 5:24 PM
38	On page 713 of the draft Financial Plan, it's identified that the VicPD building is a community asset with 0% of the building being in poor condition. Yet there is a proposed renovation of the building included as a deliverable as part of "Corporate Office Renovations" (two projects totalling \$310,000), to reconfigure office space resulting from the communications dispatch team relocating from the VicPD building to a facility in Saanich. There also appears to be an additional \$100,000 earmarked in the VicPD capital budget request for building upgrades (which should not be needed in a building in 0% poor condition) and \$35,000 for furniture and fixtures for this repurposed space. It is not clear from the information provided what this office space in the VicPD building would be used for, why renovations would be needed at all since the building is apparently in good condition, and why new furniture and fixtures are needed for a space the VicPD is vacating. More information is needed to evaluate whether this is an appropriate use of public funds. I do not see any funds earmarked for consultation or implementation of capital infrastructure in City facilities (including public washrooms in parks) to address survival needs of people sheltering outside and others whose needs are not met by current facilities (e.g., non-binary individuals whose needs are not met by washrooms and change rooms designated as "women's" or "men's"). As previously mentioned, I would like to see an increase in accessible public washrooms throughout the city.	1/15/2019 3:47 PM
39	Money spent on community centres is well spent. More public washrooms would be great.	1/15/2019 2:06 PM
40	Conference centre does not need a new elevator - at least this should not be a priority. The issue is that the City Manager is emotionally attached to the conference centre based on her past experience.	1/15/2019 10:08 AM
41	Do the parkade improvements include money for urinal cakes in the parkade stairwells?	1/14/2019 10:33 PM
42	Some of the public washrooms need improvements as does Fire Station #1 but I don't think other upgrades are needed.	1/14/2019 1:07 PM
43	Sell crystal gardens or open a casino and gain some revenue....what a waste of money. i would like to see how much money that facility loses every year.	1/14/2019 10:05 AM
44	i do not support spending on the vicpd building and would like to see spending in this area go towards public bathrooms that are accessible 24/7 and non-binary bathrooms	1/13/2019 6:28 PM
45	More public washrooms should be available throughout downtown (and other neighbourhoods).	1/13/2019 4:32 PM
46	we would be better off spending on upgrading sewage and water facilities	1/13/2019 3:23 PM
47	Community infrastructure is very important. New fire hall is going to be awesome and I live nearby the mazda site! It will also be good to have fire trucks that won't get stuck in a collapsed building in the event of an earthquake...	1/12/2019 8:40 AM
48	Public washrooms, community centre maintenance and upgrades yes. Vic conference centre subsidizes big business and corporate-emulating unions. Replace parkades with home for the poor and other community facilities.	1/11/2019 10:10 PM
49	More needs to be spent on affordable housing with a current 0.5% vacancy rate in Victoria. Current vacancies too low, too expensive. Air B&B's hotel tax and tax revenue still payable by greedy landlords.	1/11/2019 5:55 PM
50	Again I can only hope that the planning for these projects is based on good maintenance scheduling insomuch as accidents and vandalism can be predicted.	1/11/2019 11:57 AM

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51	Replace only fire hall and parade enhancements	1/11/2019 9:05 AM
52	The fire hall is a very important project and I would like to see it move forward asap. Alternatively, more smaller halls might better serve the community, especially in the event of an earthquake or other major emergency.	1/11/2019 8:58 AM
53	The Firehall project needs to be reassessed.	1/11/2019 8:46 AM
54	Conference centre should finance it's own elevator	1/11/2019 8:05 AM
55	The Yates street firehall is amply good enough for a massively reduced fire brigade'	1/10/2019 8:17 PM
56	Time to focus on priorities, we cannot afford everything	1/10/2019 7:50 PM
57	More parking is urgently needed which likely means expansion of parkades.	1/10/2019 7:42 PM
58	No more mega projects. Maintain what you have	1/10/2019 5:10 PM
59	If you guys can figure out a way to get developers to end up paying for a good chunk of the new firehall simply by allowing them density, go for it. I'd rather have some "too tall" buildings if it means a free fire station.	1/10/2019 11:59 AM
60	Why a new fire hall?	1/10/2019 11:44 AM
61	These are public assets and should be maintained properly.	1/10/2019 11:33 AM
62	Is the fire hall equake safe? If so leave it! If not upgrade to meet standard if cost would be cheaper than replacing. Public washroom improvements, is this necessary???	1/10/2019 8:37 AM
63	So where does this leave the crystal pool project	1/10/2019 2:25 AM
64	Aging facilities prevail in Victoria - more investment will be required as new and necessary projects(e.g. new Central Library) continue to be surface.	1/9/2019 4:44 PM
65	no	1/9/2019 3:22 PM
66	Monies allocated should ensure responsible and timely completion of these projects	1/9/2019 12:59 PM
67	More parking required.	1/9/2019 6:46 AM
68	No need for a new fire department: no public benefit.	1/8/2019 8:37 PM
69	we need more and better cleaned public washrooms that are kept sanitary and private.	1/8/2019 10:34 AM
70	Cute how your survey has switched the answers mid-stream! Too high was #2 and now #3! Plan refers to parkade maintenance - why isn't that under operations?	1/7/2019 6:17 PM
71	Really should focus on public washrooms and community centre upgrades	1/7/2019 2:10 PM
72	Amt. for fire hall is okay but expect to see costs monitored carefully.	1/7/2019 1:45 PM
73	I would encourage more spending on building parades	1/7/2019 12:26 PM
74	Again, all sounds good, not really able to judge value but support.	1/7/2019 11:55 AM
75	City Hall (old and new parts) look terrible. Clean up Centennial Square. The City offices on Pandora across from City Hall look terrible and unkept and dirty.	1/6/2019 10:10 PM
76	Review and tighten up.	1/6/2019 6:35 PM
77	Move bike lane funds to this initiative	1/6/2019 4:11 PM
78	Victoria Event Centre is a fire trap	1/6/2019 11:05 AM
79	Increase the number of public washrooms.	1/5/2019 9:47 PM
80	The VCC should be self sustainable for infrastructure? Unless it is adding into the coffers of the city, then I understand the need to spend from it.	1/5/2019 4:20 AM
81	Again let's focus on more important matters.	1/5/2019 4:18 AM
82	Most of this should be for the fire hall	1/4/2019 8:59 PM
83	The parkades are not safe. Too many vehicles break ins.	1/4/2019 4:47 PM
84	Have to spend cash on these projects.	1/4/2019 9:29 AM
85	I support any expenditures that maintains a healthy and well equipped emergency service.	1/3/2019 11:07 PM

## 2019 Draft Financial Plan

86	Replacing the Crystal Pool is a good idea. I'd work very hard to squeeze every cent out of the development of that facility though. If the feasibility study and universal washroom addition are expensive I'd look to cut or reduce those and save costs.	1/3/2019 9:23 PM
87	begin to charge firefighters for parking to recoup some of your expenditures. That free lot and street on Yates are an affront to everyone who must pay for parking	1/3/2019 4:54 PM
88	Public washrooms yes we need more 24hr ones. Esp. downtown when bars close!	1/3/2019 1:36 PM
89	The McPherson and all other arts based structures should have elevators installed.	12/31/2018 2:49 PM
90	Charge people a quarter to use a public washroom. Put surveillance cameras outside so we can ensure these places are safe. Put music in the stairwells to discourage drug users and criminals from being there. Thank you for replacing Fire Hall #1.	12/31/2018 1:44 PM
91	More parkades!!!	12/31/2018 10:23 AM
92	We need more public washrooms and better cleaning. Make them pay facilities like in Europe	12/29/2018 3:59 PM
93	Kudos to council for reversing on a new Crystal Pool in the park. I can only hope city staff does not subvert that good move by engineering a report that says it doesn't work in the arena and we have to build on green space. They obviously have an agenda and they are insulated from public opinion, unlike council. It is a dangerous situation, not just on this project but in various scenarios being played out across the city.	12/27/2018 1:04 PM
94	On page 713 of the draft Financial Plan, it's identified that the VicPD building is a community asset with 0% of the building being in poor condition. Yet there is a proposed renovation of the building included as a deliverable as part of "Corporate Office Renovations" (two projects totalling \$310,000), to reconfigure office space resulting from the communications dispatch team relocating from the VicPD building to a facility in Saanich. It is not clear what this office space in the VicPD building would be used for and why renovations would be needed at all since the building is in good condition. More information is needed to evaluate whether this is an appropriate use of public funds. I do not see any funds earmarked for consultation or implementation of capital infrastructure in City facilities (including public washrooms in parks) to address survival needs of people sheltering outside and others whose needs are not met by current facilities (e.g., non-binary individuals whose needs are not met by washrooms and change rooms designated as "women's" or "men's").	12/26/2018 11:44 AM
95	I imagine this could go as far as 10 million	12/26/2018 11:24 AM
96	Community hubs need investment	12/25/2018 11:27 PM
97	There needs to be more public washrooms. With an aging population, seniors need to feel safe going to public washrooms and they should be handicapped accessible.	12/24/2018 9:08 AM
98	More emphasis on female friendly bathrooms downtown	12/24/2018 12:01 AM
99	new elevators at VCC NOT needed!	12/22/2018 2:16 PM
100	No	12/21/2018 5:58 PM
101	Build or expand parkaids	12/21/2018 5:17 PM
102	Parkades need better lighting and other safety features. Centennial Square needs some improvements to make the space more welcoming and usable all 12 months	12/21/2018 2:16 PM
103	Some old building should be replaced not maintained as the performance in earthquakes cannot be improved	12/21/2018 12:05 PM
104	let's have MORE public washrooms--they should be in every parkade	12/21/2018 12:00 PM
105	I generally support the expenditure but, on an overall priority list (as opposed to this department-by-department survey), I'm not sure that this support would continue. I would start with essential, consider the important, and only expend on the "nice to have" if there was a decent business case AND do not contribute to an overall tax increase.	12/21/2018 8:56 AM
106	The fire department is over funded. Redirect funds to ambulance and reduce fire fighter staffing numbers and hours.	12/20/2018 8:53 PM
107	PARKADE IMPROVEMENTS and additions needed, no question. Downtown is impassable!	12/20/2018 6:28 PM
108	What "new approach on Crystal Pool"??? Why haven't we heard anything on this lately? We need a new pool. Get it done already!!	12/20/2018 4:19 PM

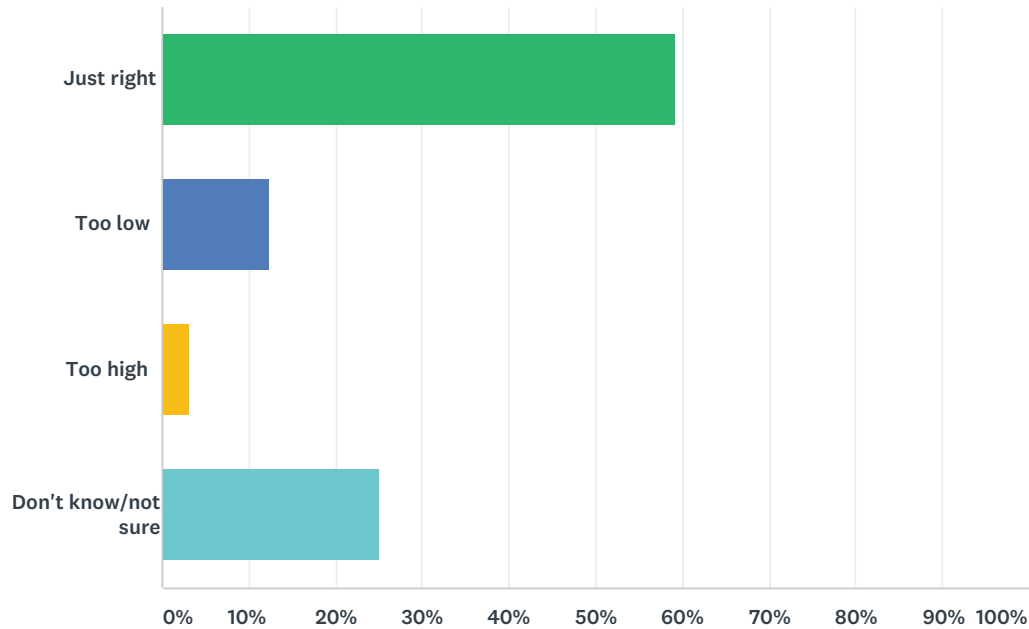


## 2019 Draft Financial Plan

109	We need to support our cultural infrastructure.	12/20/2018 1:30 PM
110	This section of the draft plan seems incomplete.	12/20/2018 7:08 AM
111	Need ice rinks for the public	12/19/2018 1:56 PM

## Q44 City spending on Sanitary Sewers, Stormwater and Waterworks capital projects is:

Answered: 540 Skipped: 943



ANSWER CHOICES	RESPONSES	
Just right	59.26%	320
Too low	12.41%	67
Too high	3.15%	17
Don't know/not sure	25.19%	136
TOTAL		540

## Q45 Additional comments on the proposed Sanitary Sewers, Stormwater and Waterworks budget

Answered: 77    Skipped: 1,406

#	RESPONSES	DATE
1	Please find ways to work around trees as they are the most efficient and hardworking source of storm water management. The quickest way isn't necessarily the best long term solution. Torpedo tunnelling technology has been used in other cities to deal with roots in the way of sewers. There are companies who prefer to work around trees vs others who simply cut down mature trees. It's time for eco alternatives to be considered.	1/20/2019 11:25 PM
2	Essential - do it.	1/20/2019 8:35 PM
3	Seems like a sound plan for continual improvement that will not result in all our streets dug up at once. Needs to be done.	1/20/2019 7:21 PM
4	I participated in Sewage forums in the late 80s and early 90s, at this stage I would have preferred to have a complete bicycle path system, but don't let it drag out.	1/20/2019 6:44 PM
5	Engineering and public works employees should be trained to do their work in a way that causes the least detriment to our priceless mature trees. I have seen workers digging right next to a street tree. Please invest in learning about torpedo or trenchless tunneling, which allows pipes to be replaced without digging.	1/20/2019 10:55 AM
6	Good	1/19/2019 6:27 PM
7	More than a new sewage system, we need to make sure that any cracked pipes that result in sewage seeping into storm sewage are fixed, so that raw sewage isn't on our beaches during heavy rain. I think this is mainly Oak Bay's problem. I wouldn't be adverse to some public shaming of their cracked pipes.	1/19/2019 1:43 PM
8	no	1/19/2019 9:02 AM
9	We need to ensure we're making choices that are supporting a healthy environment.	1/18/2019 6:22 PM
10	I think that I'm like most citizens, and have heard enough about Sewage to last a lifetime. However, it would make a more liveable city if the street closures could be coordinated and managed better.	1/18/2019 4:32 PM
11	no	1/18/2019 2:19 PM
12	I sure wish they had factored in the importance of trees and worked around them when installing this new sewage line. Also, I'm wondering with all the development downtown, if this system is going to be able to handle the amount of wastewater flushing through the system from all those luxury condos and townhouses. Water shortages, flooding and contamination are going to be very real in the coming climate disasters. And the very things we need more of to deal with this (Trees) are being destroyed. Water is our most precious resource. We tend to take it for granted. We turn on our taps and think nothing of what is involved in getting it there, and keeping it safe. I would like the city to give homeowners and landlords some help to create rain gardens. We are all in this together. I am willing to put some labor into building rain gardens with the help and guidance of city workers. In a crisis you do things differently. It's all hands on deck. You set up this volunteer army and put them to work. Planting trees, creating permeable walkways, driveways, planting native plants and shrubs that are drought tolerant. Let's be climate leaders. Let's look at best practices around the world and decide what will work best here. Give us hope for the future.	1/18/2019 2:09 PM
13	Please limit funding to remove healthy trees	1/18/2019 8:31 AM
14	Stop pumping nasty sewage into the inner harbor right in front of the Parliament building. Its gross and frankly embarrassing. Clean up the inner harbor more frequently for the birds, seals and otters!!	1/17/2019 8:24 PM
15	yes. Ensure the security of these systems.	1/17/2019 5:21 PM
16	Due to climate change, we may need to expand this to increase our resilience and reduce vulnerability. Also, there is a lot of federal and provincial infrastructure funding we can access.	1/16/2019 10:10 PM

## 2019 Draft Financial Plan

17	These projects have to be well thought out and managed. All too often we see roads dug up for one item and then re dug up shortly thereafter for another.	1/16/2019 5:41 PM
18	Spend what you need to.	1/16/2019 11:45 AM
19	I think the construction of the sewage treatment plant is a total waste of money but that ship has sailed far away! Damn Mr. Floaty!!	1/15/2019 5:25 PM
20	seems to take a long time to complete these projects... tearing up and removing valued parking along Dallas Road and lower Cook is a bad idea...	1/15/2019 5:24 PM
21	This is very important, especially living in an earthquake zone.	1/15/2019 2:34 PM
22	More money spent on making the landscape more permeable would save money on sewers and would help with global warming.	1/15/2019 2:07 PM
23	Many sewer pipes in Victoria are old and will be needing replacement now or in the near future. The city needs to be proactive, not reactive as reactive measures are usually more expensive.	1/14/2019 1:12 PM
24	Given the past neglect	1/14/2019 11:59 AM
25	Ramp this up.	1/13/2019 7:51 PM
26	City needs to move to reduce infrastructure deficit.	1/13/2019 5:45 PM
27	Okay for now but as I said before, please consider a more aggressive approach to ensure stormwater and rainwater capture on Victoria's properties. Not namby-pamby "voluntary" schemes. Do way with all this concrete - make permeable surfaces mandatory. No excuse!	1/13/2019 5:12 PM
28	needed desperately	1/13/2019 3:23 PM
29	If we need to upgrade these systems then the budget is necessary.	1/12/2019 8:42 AM
30	Necessary...	1/12/2019 8:21 AM
31	Does this include stopping pumping raw sewage into the ocean? That must be at the top of the list or Victoria cannot lay claim to being environmentally friendly.	1/11/2019 11:18 PM
32	Progressive taxation to get commercial and industrial firms to pay much more for this, since they use it the most and get the greatest benefit. SSS&W also needs to transform into a water resource-reduction and decontamination agency - supporting residential or mandating that commercial/industrial/farming end-users dramatically reduce the water they use, and stop adding to its pollution. A producer source-point carcinogen/toxin abolition policy needs integrating: The City should test water for all possible toxins and stop doing business with large companies that produce these compounds, while taking no responsibility for stopping their dispersal into the environment. The City should invoke its eminent domain power, while calling on The Province and Crown to appropriate any large firm that refuses to stop producing toxins where doubt exists about whether or not they harm our biology (cancer, neurological disease and many other manifestations). This is The Precautionary Principle. The film available in the library system, free online, that calls for The Precautionary Principle to apply where water, air and soil contact corporate industrial effluent, compounds and chemicals is "Living Downstream": <a href="http://www.LivingDownstream.com/trailer">www.LivingDownstream.com/trailer</a> Library free online link: <a href="https://www.hoopladigital.com/title/11043083">https://www.hoopladigital.com/title/11043083</a>	1/11/2019 10:59 PM
33	often the greatest need is preventative maintenance. waiting for failures would be the worst approach	1/11/2019 12:01 PM
34	Just do it. Get it over with.	1/11/2019 10:11 AM
35	Finally intelligent use of tax dollars	1/11/2019 9:09 AM
36	The city's infrastructure is aging and many areas require upgrades soon. I would like to see the city being more proactive on this.	1/11/2019 8:59 AM
37	None.	1/11/2019 8:47 AM
38	It's about time	1/11/2019 8:06 AM
39	Ideally removing the additional (ridiculous) stormwater bill in the near future.	1/10/2019 9:36 PM
40	Money should go to keeping chemical contaminants out of the ocean.	1/10/2019 8:03 PM
41	The fact that heavy weather runoff causes pollution of our beaches means that this system is undersized and underfunded.	1/10/2019 7:43 PM

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42	Do not care. Shit goes down all the time.	1/10/2019 6:25 PM
43	Gotta be done I guess.	1/10/2019 5:17 PM
44	Hopefully this is one year of a long term capital replacement budget that completely renews within the anticipated life spans.	1/10/2019 3:46 PM
45	getting clean water to people and getting rid of the waste water is a priority for any big city. keeping co2 emissions down is paramount	1/10/2019 2:20 PM
46	Infrastructure should be a high priority.	1/10/2019 11:35 AM
47	Fixed costs and capital costs shouldn't be put on utility bills, they should be paid for by property taxes. Renters have to pay utility bills, even though the infrastructure increases the value of property.	1/9/2019 9:53 PM
48	Waste water treatment?	1/9/2019 7:02 PM
49	Probably right - aging infrastructure replacement and upgrading, etc. is necessary.	1/9/2019 4:45 PM
50	no	1/9/2019 3:22 PM
51	Don't people pay for their connections? And where does the money go that you collect for storm water?	1/7/2019 6:22 PM
52	If there is any 2018 surplus, it should probably go here. We all use these systems and they are long past their "best-by" dates.	1/7/2019 1:52 PM
53	Seems high, but I suppose with the new esquimalt plant coming online in the near future, the pipe network needs to be upgraded.	1/7/2019 12:54 PM
54	Smart, keep in top of it!	1/7/2019 11:01 AM
55	I believe a sewage plant is a waste of money.	1/6/2019 10:19 PM
56	Increase educational efforts and incentives for reducing waste at the source.	1/6/2019 7:01 PM
57	Get it done.	1/6/2019 6:35 PM
58	Sewage treatment?	1/6/2019 10:06 AM
59	Accelerate the replacement of old sewers and cross connections between sewers and stormwater pipes. It is a disgrace that we are discharging sewing into the ocean every large storm and that this will continue even when our sewing system is completed.	1/5/2019 9:49 PM
60	Let's just get it done and move forward already	1/5/2019 4:19 AM
61	This is 'end of life' work. Get it done so we don't have issues.	1/3/2019 9:37 PM
62	These seem like a good idea.	1/3/2019 9:25 PM
63	This is an important project	1/3/2019 4:07 PM
64	Plant trees!	1/3/2019 2:21 PM
65	I don't know if this amount is appropriate, but given the scale of the City's infrastructure deficit, it will take almost a century to retire it at this rate.	1/2/2019 8:49 PM
66	This is the best work - infrastructure work that needs to be upgraded	12/31/2018 10:28 AM
67	That being said this is money that is well spent.	12/31/2018 8:00 AM
68	fundamentally important and overlooked because nothing shiny and new to attract the eye. Give us the basics and save us from expensive legacy projects - like the Blue Bridge and new Crystal Pool	12/27/2018 1:06 PM
69	No additional comments	12/26/2018 12:21 PM
70	Can the timing of these projects be better coordinated so as to not completely stymie efforts to commute across the city	12/24/2018 12:04 AM
71	More needs to be funded now and in the future	12/23/2018 4:32 PM
72	No	12/21/2018 5:58 PM
73	Water must flow where in a controlled manner of the city will suffer damage far out stripping the cost.	12/21/2018 12:09 PM

## 2019 Draft Financial Plan

74	This is a MUCH needed improvement if we want to prevent plastic and chemical waste reaching our waterways and destroying the ocean we depend on.	12/20/2018 3:22 PM
75	Address cross-connections with overflow from sewer lines into stormwater systems, particularly around Cecelia Creek	12/20/2018 12:11 PM
76	Need to improve the poor condition of much underground infrastructure.	12/20/2018 9:21 AM
77	Delay	12/19/2018 1:58 PM



## Q46 Do you have any additional comments on the overall capital budget?

Answered: 81    Skipped: 1,402

#	RESPONSES	DATE
1	It is very difficult to comment or rate questions when you think the overall amount is one thing but what it's being spent on is wrong. Do you say not enough since it doesn't cover what you think is important? You don't put the balance of reserve funds where you talk about the work or discuss how operational resources influence how fast capital funds can be spent or not.	1/20/2019 7:21 PM
2	Last year 5% of the capital budget went to VicPD capital expenses including the incredibly expensive purchase of an armored personnel carrier (\$320,635 overall with \$110,000 in 2018/19), use of expensive luxury vehicles (\$53,602-\$69,682 each) to enhance the police fleet, and \$200,000 to expand police surveillance through CCTV. This year VicPD are requesting another \$1,957,000 in 2019-20 for capital expenses including \$887,000 for computer equipment (including CCTV), \$855,000 for further police fleet upgrades, \$100,000 for "department upgrades" and \$75,000 for furniture and fixtures. Additionally a plan is set out on page 779 for a total of \$4.879M from 2019-21 towards renewing existing police infrastructure and making new capital investments, with projections starting on page 781 for a *20 year* investment in capital expenditures for the VicPD. All of this is going in the wrong direction. We should not be supporting police expansion, whether in operations or capital, but should instead be divesting from expanding police power and reach and using that money for community-based solutions. It is unclear from the information presented what has already been committed to in previous years and what is a new request/project/expense. This information is needed to be able to provide meaningful input. The information presented by VicPD at the Joint Board/Councils meeting in November 2018 did not include any information about the VicPD's capital budget request and did not identify the VicPD's current balance available for capital expenditures and whether there is a surplus on reserve (other than identifying that \$400,000 of the operating budget was for "Expenditures Dedicated Reserves" which includes replacement of capital infrastructure as well as retirement obligations). This information is needed to be able to meaningfully assess whether additional capital funds is at all appropriate or whether any needed replacements should come from existing reserve funds. Technology upgrades are very expensive. Yet no information is given regarding how technology is being deemed "obsolete". For example, funds were included last year for CCTV last year but it is identified this year that a planned project is "complete replacement of obsolete CCTV systems with newer technology". What process is in place to determine when upgrades are actually needed vs. an optional improvement that is not necessary?	1/20/2019 5:21 PM
3	Please do more to make rental housing affordable. I fall through the cracks of income too high for subsidized housing, but too low to afford rents here for my son and I. Paying 50% of my income to rent is not okay. Thank you.	1/20/2019 9:46 AM
4	I do not support increasing the VicPDs budget in capital or operations spending. I want to see money going into community amenities & programming, and affordable housing. I want City Council to focus on building healthy communities, not policing them.	1/19/2019 8:45 PM
5	Road lines need to be more visible in dark and rain.	1/19/2019 6:27 PM
6	no	1/19/2019 9:02 AM
7	Phase out xmas specific winter decor as replacements are required, not all at once. Set aside funds to give Isitt privacy training re email usage.	1/18/2019 5:35 PM
8	Keep the tree canopy in mind	1/18/2019 8:31 AM
9	Stop wasting money on Bike lanes. Residents of other municipalities who work downtown are getting destroyed by these bike lanes. I don't come downtown anymore because of the disaster of traffic flow due to bike lanes. Thus, I don't spend money at downtown businesses.	1/18/2019 8:17 AM
10	Spend more.	1/18/2019 4:11 AM
11	Wow. Just wow. The incompetence and ignorance is astounding	1/18/2019 1:25 AM
12	Increase the budget for active transportation facilities! Everything from AAA bike paths, bike parking, larger sidewalks, better bus stops etc. Every upgrade helps to make active transportation more attractive and get people out of their cars	1/17/2019 10:41 PM

## 2019 Draft Financial Plan

13	Allot money for regular inner harbor clean up and maintenance.	1/17/2019 8:24 PM
14	stop neglecting spending on maintaining road surfaces to pay for underutilized poorly designed bike-related projects which serve only a small proportion of the population	1/16/2019 5:58 PM
15	Stuck to essential matters for the Governance if the city business. Do not stray into areas that do not fall under the mandate of fiscal prudence.	1/16/2019 5:41 PM
16	Stop the slow crawl on cycling network upgrades. If you have to raise taxes to get t done, do so. But you can start by ending all free parking.	1/16/2019 11:45 AM
17	I answered "Don't know" quite a few times. I'm an above-average concerned citizen, but I need more education. I like that Victoria makes a real effort to involve citizens in understanding the community. I wish all municipalities would get together and have more public education campaigns on important issues like climate change. Thank you to Lisa Helps, Ned Taylor and the Mayor of Sooke (whose name I forget) for your efforts to declare a climate emergency and push for action to address climate change.	1/16/2019 10:50 AM
18	Thank you for this survey. It behooves citizens to keep informed on these matters. We do need very strong progressive taxation. Homeowners, renters and small businesses pay too much in taxes and big business does not pay their fair share.	1/15/2019 10:09 PM
19	I hate tax dollars going to in your face bike lanes	1/15/2019 5:24 PM
20	Last year 5% of the capital budget went to VicPD capital expenses including the incredibly expensive purchase of an armored personnel carrier (\$320,635 overall with \$110,000 in 2018/19), use of expensive luxury vehicles (\$53,602-\$69,682 each) to enhance the police fleet, and \$200,000 to expand police surveillance through CCTV. This year VicPD are requesting another \$1,957,000 in 2019-20 for capital expenses including \$887,000 for computer equipment (including CCTV), \$855,000 for further police fleet upgrades, \$100,000 for "department upgrades" and \$75,000 for furniture and fixtures. Additionally a plan is set out on page 779 for a total of \$4.879M from 2019-21 towards renewing existing police infrastructure and making new capital investments, with projections starting on page 781 for a *20 year* investment in capital expenditures for the VicPD. All of this is going in the wrong direction. We should not be supporting police expansion, whether in operations or capital, but should instead be divesting from expanding police power and reach and using that money for community-based solutions.	1/15/2019 3:48 PM
21	Protected north/south bike lanes would be beneficial.	1/15/2019 1:24 PM
22	Reduce spending on sports facilities and increase capital funding on theatres and arts. Theatres have not been addressed by this budget and are expected to subsidize their historical under-funding themselves. The same onus should be pressed upon athletic centres.	1/15/2019 10:09 AM
23	Our taxes are the highest in the region. Our municipality is not well managed and this is embarrassing. Using steel from China when Canada produces steel is deplorable. Building bike lanes when there are so many more pressing needs in our city is irresponsible.	1/14/2019 1:12 PM
24	Infrastructure upgrades are critical and need to be made in concert with emergency preparedness upgrades.	1/14/2019 9:35 AM
25	yes! please do not give so much money to police. do not give them the budget increases they are asking for. i would like to see the city of victoria divest from policing and start developing community-baed alternatives. there are other communities that are way ahead of us in this process - let's learn from others, listen to people in our own community and find more effective and fiscally responsible solutions to our community needs. policing is not the answer!	1/13/2019 6:32 PM
26	The proposed budget increase for VicPD is going in the wrong direction. We should be moving away from surveillance and policing towards more community-based solutions. This is both more economical and effective, and there are proven models elsewhere. There is also the potential of partnering with non-profit organizations in the City that already serve homeless people and others who are often criminalized, especially organizations that are peer-run.	1/13/2019 4:35 PM
27	Victoria's budge should include a 311 service like Edmonton's.	1/12/2019 9:08 PM
28	None other than reinforcing that climate change and environmental priorities are not mutually exclusive - and in fact driven strongly by - transportation and housing options. Well-designed housing density and multi-modal transport are key and the city needs to prioritize these facets.	1/12/2019 8:42 AM

## 2019 Draft Financial Plan

29	We need steeply progressive taxation. Working class homeowners should pay less while highly profitable landlords and medium to big business should pay dramatically more. Funding the Green New Deal is the objective: McKibben on Green New Deal <a href="https://www.democracynow.org/2018/11/26/a_new_green_deal_bill_mckibben">https://www.democracynow.org/2018/11/26/a_new_green_deal_bill_mckibben</a> Bernie Sanders on Green New Deal <a href="https://www.democracynow.org/2018/12/3/interview_bern_sanders_on_ending_yemen#transcript">https://www.democracynow.org/2018/12/3/interview_bern_sanders_on_ending_yemen#transcript</a> Alexandria Ocasio-Cortez on Green New Deal <a href="https://www.democracynow.org/2019/1/10/alexandria_ocasio_cortez_and_the_politics">https://www.democracynow.org/2019/1/10/alexandria_ocasio_cortez_and_the_politics</a>	1/11/2019 10:59 PM
30	Please drop all fireworks displays, it is a form of pollution. I have also witnessed the new bridge deck raised for a single sailboat (the "3-hour sail" tourist attraction) which is a terrible waste of public resources. There's no reason why the city should subsidize this private business.	1/11/2019 3:54 PM
31	Reduce size of council. Vancouver councillors support in excess of 50,000 vs Victoria's >10000	1/11/2019 3:41 PM
32	Stop wasting money on bike lanes, there are far more important projects to spend money on	1/11/2019 3:27 PM
33	Rust never sleeps comes to mind. We have many strategies to maximize the utility of our infrastructure and plan for maintenance. I imagine the hardest part is how unsexy this is as compared to spending on popular things. ultimately a broken sewer main can have far greater impact than we can plan for other than replacing things before they fail.	1/11/2019 12:01 PM
34	Time to rationalize spending , get rid off dead weight on council, contract out services, lay off staff.	1/11/2019 9:09 AM
35	Now that I have seen the major components it seems an ok balance.	1/11/2019 8:48 AM
36	None.	1/11/2019 8:47 AM
37	I appreciate you providing all of this information but am afraid that reading it does not enable me to provided an informed opinion as to the reasonableness of any of the budgeted items/areas. Any opinion I provide would merely be a gut response and would not be particularly valid or helpful for decision making.	1/10/2019 10:14 PM
38	The Bridge was an absolute fiasco and should be open to forensic accounting analysis.	1/10/2019 8:19 PM
39	Spend less! Lower property taxes, and adjust for lowering of commercial taxes in exchange for lower lease rates, so retailers & entrepreneurs can earn a living and not go bankrupt.	1/10/2019 8:03 PM
40	Interesting that you are not asking citizens about the pool replacement project - this omission certainly challenges the credibility of your public consultation process	1/10/2019 7:51 PM
41	Yeah, you folk are privileged, entrenched, socially secure and well paid people. You don't give a rat's ass about what happens to the rest of us who do not have those things.	1/10/2019 6:25 PM
42	Didn't see anything for city hall that looks as if a paint job and brickwork restoration is needed - or is this maintenance?	1/10/2019 3:46 PM
43	When it comes to public assets, the word to use is investment, not spending. Every penny pinched today is a dollar spent later.	1/10/2019 11:35 AM
44	Please no more bike lanes. They have ruined Fort St.	1/10/2019 11:06 AM
45	It is important that the City of Victoria have a systematic and properly funded infrastructure renewal budget for timely work. Deferring required renewal ends up being far costlier.	1/10/2019 10:29 AM
46	Can money here be reallocated to meet demands of essential services	1/10/2019 8:38 AM
47	Stop wasting money on bike lanes!	1/9/2019 5:11 PM
48	no	1/9/2019 3:22 PM
49	We should be budgeting for future infrastructure improvements and be active and innovative, not reactive and thrifty	1/9/2019 2:49 PM
50	Needs an overhaul.	1/8/2019 10:34 AM
51	Confused that some maintenance included where I would have that that would be operating.	1/7/2019 6:22 PM

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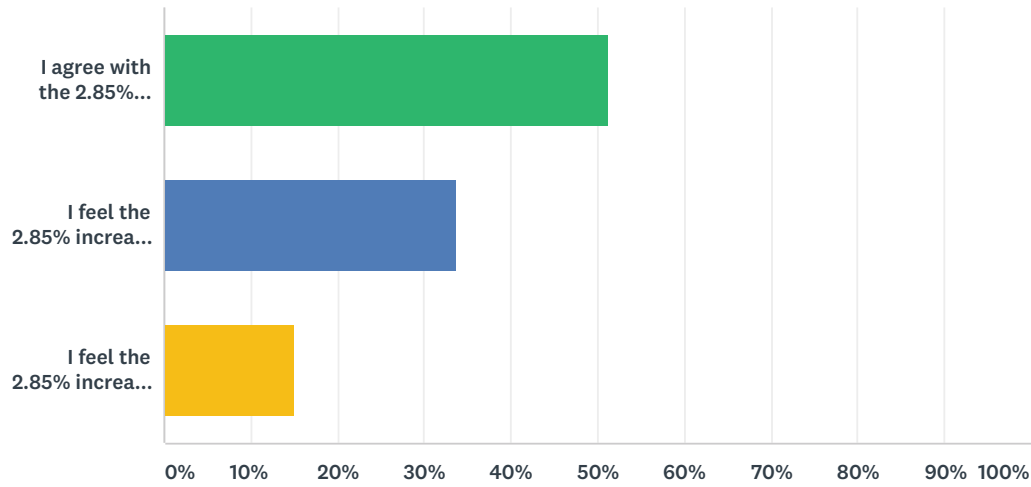
52	1) Time is money: get on with Crystal Pool project. More delays higher costs. 2) Potential for cost over-runs in IT; I'm concerned there are no figures beyond 2019 in one area. 3) PRF-319 refers to "additional staff". Operating budget shows no increase in staff. What's up? 4) On Active Transportation side, City is still only figuring on 2 new crosswalks per year. 5) The % of crosswalks and sidewalks in "poor" condition has yet to be determined. Put some \$\$\$ towards getting this study done and then City will know how much is needed. 6) Still too much slack in Operating Budget; contracting out, misc., travel, "workshops", "engagement" - all fluff. Re-allocate to capital budget; we all benefit.	1/7/2019 1:52 PM
53	Should budget more for shelters for the homeless.	1/6/2019 10:19 PM
54	With all the places to rent or buy in the downtown core where is all the tax money going?	1/6/2019 4:14 PM
55	Paint visible lines on road ways. It rains a lot in this city, the rain and head lights make it difficult to see the lanes on the roads.	1/6/2019 7:43 AM
56	I'd like to see more funds allocated towards supporting transition programs that aid in creating long term solutions for those experiencing homelessness. I feel that as a community we can prioritize this; along with the creation of affordable housing. I feel that it's important to protect victoria from big developers and a take over by wealthy property owners too. Rent control, tenancy rights support, etc.	1/5/2019 11:00 PM
57	Transit fare for middle and high school students/ sewage should take priority.	1/5/2019 8:39 AM
58	Waste, waste , more waste. Lower the budget and stop raising our property taxes. Our mayor only received 19% of our eligible voters, too bad more people did not vote.	1/4/2019 9:44 PM
59	Spend less on social services and more on building a an economic business hub. You are now competing with Westshore as the new business capital or Greater ictoria.	1/4/2019 6:37 AM
60	STOP spending my money on bike lanes!!! If you hadn't spent so much and have plans for spending more, you wouldn't have to raise my taxes as much as you are. STOP IT!!!	1/3/2019 9:37 PM
61	In all areas I'd focus on cutting costs from the benchmark and over delivering for Victorians in the process.	1/3/2019 9:25 PM
62	Give the police the money they need to keep us safe	1/3/2019 4:07 PM
63	Spend on the environment, health of citizens, climate change mitigation.	1/3/2019 2:21 PM
64	Consider safety and environment.	1/3/2019 1:37 PM
65	Do the necessary things first for safety, do not rush through pet projects, have real consultation, not apologies after the fact, stay within budget, do your homework properly	1/3/2019 10:23 AM
66	I don't see any costs included for the proposed new Firehall No. 1	1/2/2019 8:49 PM
67	I couldn't see anywhere that money is being put aside for the purchase of green space like the crd does, in fact I would like to see that there be a dedicated assessment on our tax bill for this....maybe this is buried in reserves	1/2/2019 4:21 PM
68	Thank you for inclusion - I know you all care deeply about Victoria as much as I do - keep up the good work!!!!	12/31/2018 10:28 AM
69	We appreciate this opportunity and hope it is not for naught,	12/31/2018 8:00 AM
70	As traffic increases we need to start eliminating traffic lights on Hwy 1 and 17 to keep traffic moving. Hopefully there will be no traffic lights once the new Mackenzie interchange is complete	12/29/2018 4:01 PM
71	It's virtually impossible to make any comments on whether the spending amount in each category is too high/too low/just right without knowing what the costs of certain things are. How much does it cost to fill a pothole? How many potholes do we have? If I knew that I might be able to make an informed comment about whether 1.4M this year is appropriate	12/28/2018 12:06 PM

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72	<p>Last year 5% of the capital budget went to VicPD capital expenses including the incredibly expensive purchase of an armored personnel carrier (\$320,635 overall with \$110,000 in 2018/19), use of expensive luxury vehicles (\$53,602-\$69,682 each) to enhance the police fleet, and \$200,000 to expand police surveillance through CCTV. This year VicPD are requesting another \$1,957,000 in 2019-20 for capital expenses including \$887,000 for computer equipment (including CCTV), \$855,000 for further police fleet upgrades, \$100,000 for "department upgrades" and \$75,000 for furniture and fixtures. Additionally a plan is set out on page 779 for a total of \$4.879M from 2019-21 towards renewing existing police infrastructure and making new capital investments, with projections starting on page 781 for a *20 year* investment in capital expenditures for the VicPD. All of this is going in the wrong direction. We should not be supporting police expansion, whether in operations or capital, but should instead be divesting from expanding police power and reach and using that money for community-based solutions. It is unclear from the information presented what has already been committed to in previous years and what is a new request/project/expense. This information is needed to be able to provide meaningful input. The information presented by VicPD at the Joint Board/Councils meeting in November 2018 did not include any information about the VicPD's capital budget request and did not identify the VicPD's current balance available for capital expenditures and whether there is a surplus on reserve (other than identifying that \$400,000 of the operating budget was for "Expenditures Dedicated Reserves" which includes replacement of capital infrastructure as well as retirement obligations). This information is needed to be able to meaningfully assess whether additional capital funds is at all appropriate or whether any needed replacements should come from existing reserve funds. Technology upgrades are very expensive. Yet no information is given regarding how technology is being deemed "obsolete". For example, funds were included last year for CCTV last year but it is identified this year that a planned project is "complete replacement of obsolete CCTV systems with newer technology". What process is in place to determine when upgrades are actually needed vs. an optional improvement that is not necessary?</p>	12/26/2018 12:21 PM
73	Please consider more external oversight. I strongly question budget estimates given our city's propensity for budget overruns	12/24/2018 12:04 AM
74	The Draft budget includes numbers for 2018 that are partial. Of course this is understandable, but for reader clarity, I think this should be emphasized more. Also, the graphs could show "projected" totals for 2019, based on the trend for the year up to that point. That would be helpful.	12/22/2018 3:44 PM
75	Listen to citizens on areas THEY feel are important; bike lanes, dog parks, parking for sure. Consider putting the brakes on the bike lane project for a while. Get rid of painted intersections, they are confusing for drivers who have to deal with enough already.	12/22/2018 2:20 PM
76	No	12/21/2018 5:58 PM
77	Pay now or pay more later. Putting off necessary items usually means more cost. Look at the sanitary sewers.	12/20/2018 7:19 PM
78	The new pool should have been built 15 years ago. Please make this a priority.	12/20/2018 4:20 PM
79	We have cultural amenities that are falling apart, the city needs to make some investments here and not just say they support the arts.	12/20/2018 1:31 PM
80	Less bike lanes, more transit please!	12/20/2018 7:09 AM
81	Does Victoria have a single public skating facility other than Save-on-Foods Memorial Arena, which should be used as a commercial space?	12/19/2018 1:58 PM

## Q47 What is your opinion on the level of taxation and user fees?

Answered: 928 Skipped: 555

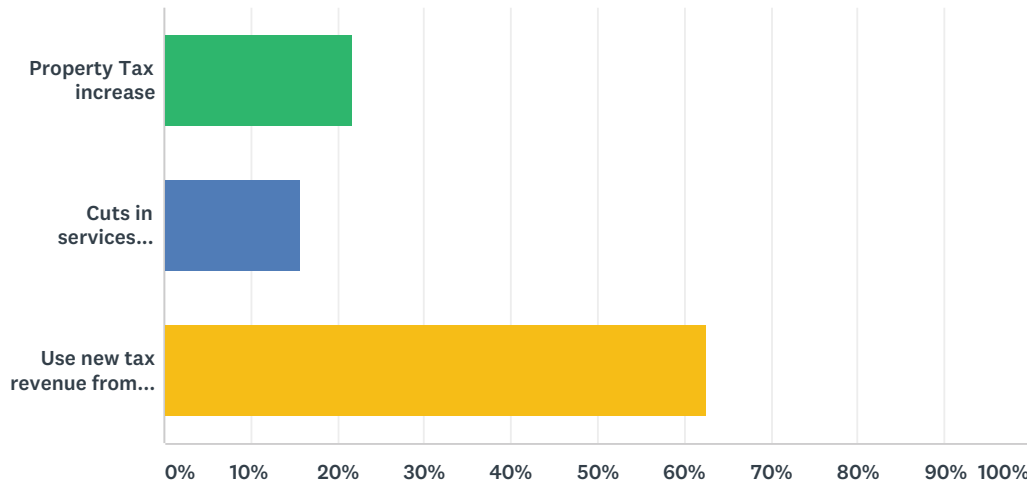


ANSWER CHOICES	RESPONSES	
I agree with the 2.85% increase for City operations	51.19%	475
I feel the 2.85% increase for City operations should be reduced, which may result in reduced services or service levels	33.73%	313
I feel the 2.85% increase for City operations should be higher to address additional services and/or increase service levels	15.09%	140
TOTAL		928



**Q48 The Employer Health Tax portion increases the City's budget by approximately \$2 million, which represents a 1.45% increase to the proposed property tax increase. How should Council fund this expense?**

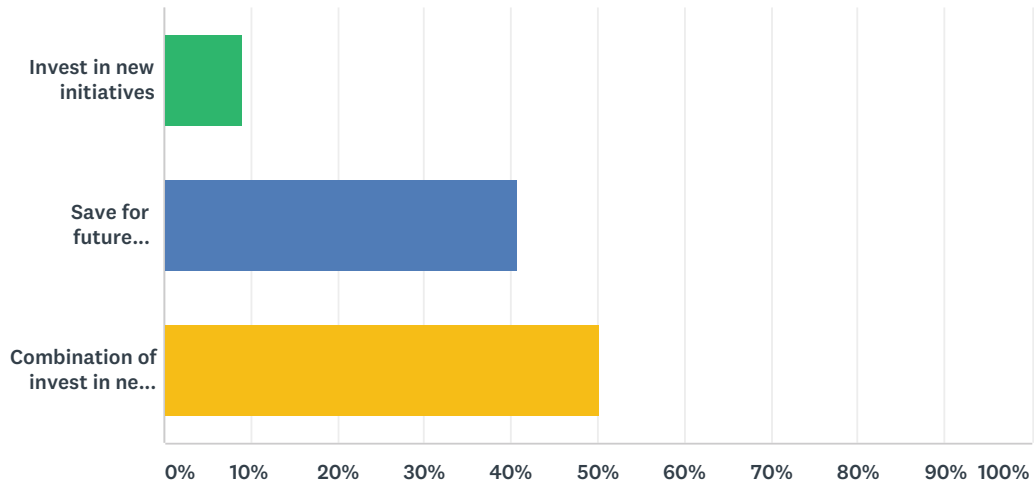
Answered: 936 Skipped: 547



ANSWER CHOICES	RESPONSES	
Property Tax increase	21.69%	203
Cuts in services provided by the City	15.71%	147
Use new tax revenue from new developments	62.61%	586
TOTAL		936

## Q49 How should the City allocate 2018 surplus revenue?

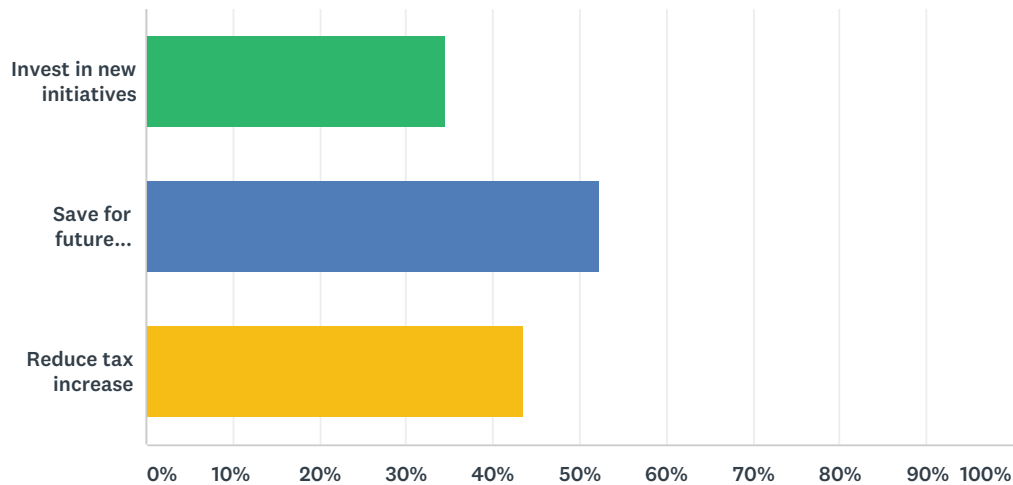
Answered: 941 Skipped: 542



ANSWER CHOICES	RESPONSES	
Invest in new initiatives	8.93%	84
Save for future infrastructure investment	40.81%	384
Combination of invest in new initiatives and save for future infrastructure investment	50.27%	473
TOTAL		941

## Q50 How should the City allocate new assessed revenue generated from new development for 2019? (select all that apply)

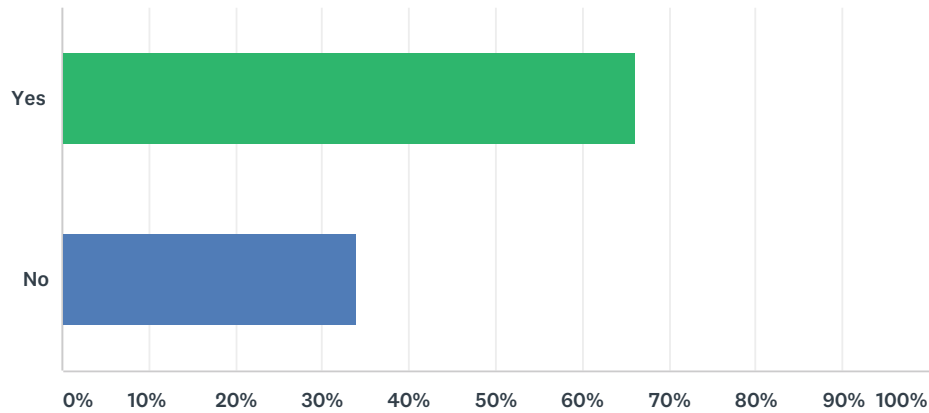
Answered: 941 Skipped: 542



ANSWER CHOICES	RESPONSES	
Invest in new initiatives	34.43%	324
Save for future infrastructure investment	52.39%	493
Reduce tax increase	43.57%	410
Total Respondents: 941		

**Q51 Would you like to provide input into the supplemental budget requests, including VicPD requests? This section should take approximately 3-4 minutes to complete.**

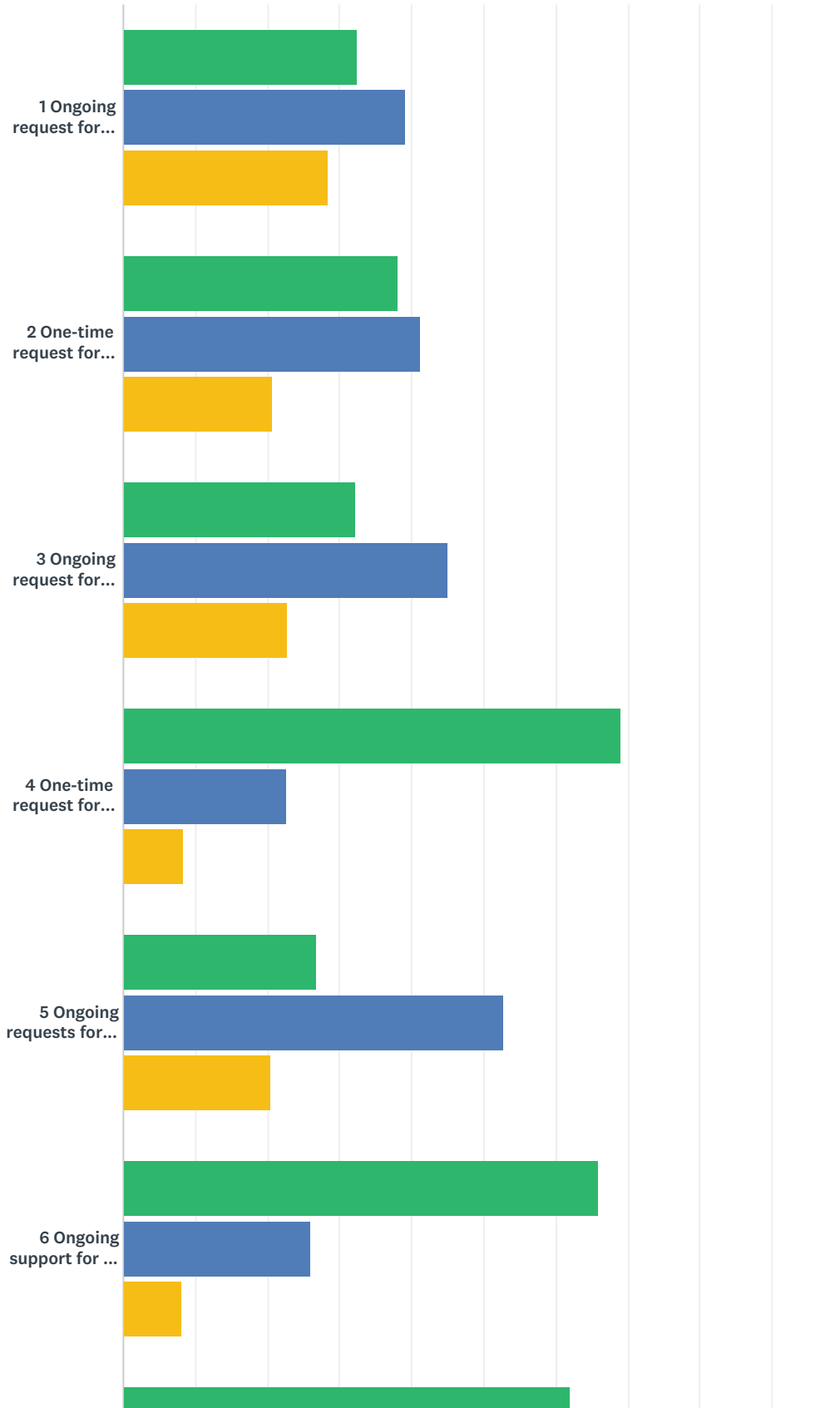
Answered: 953 Skipped: 530



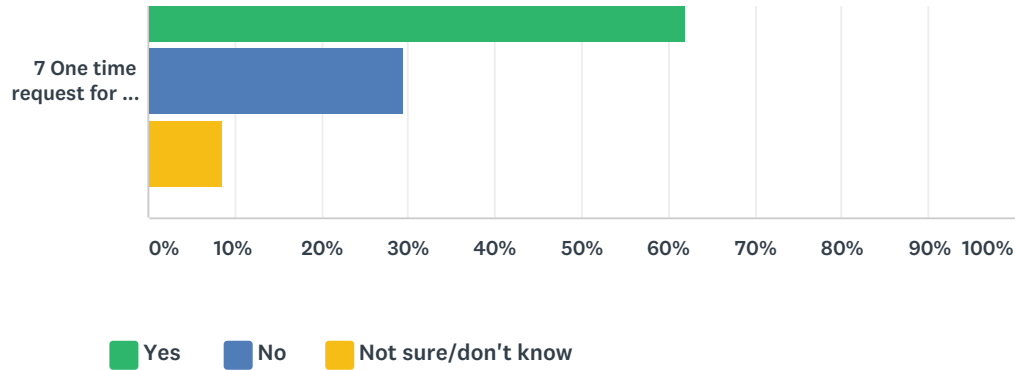
ANSWER CHOICES	RESPONSES	
Yes	66.21%	631
No	33.79%	322
TOTAL		953

## Q52 Please tell us if you support the following supplemental requests:

Answered: 629 Skipped: 854



## 2019 Draft Financial Plan

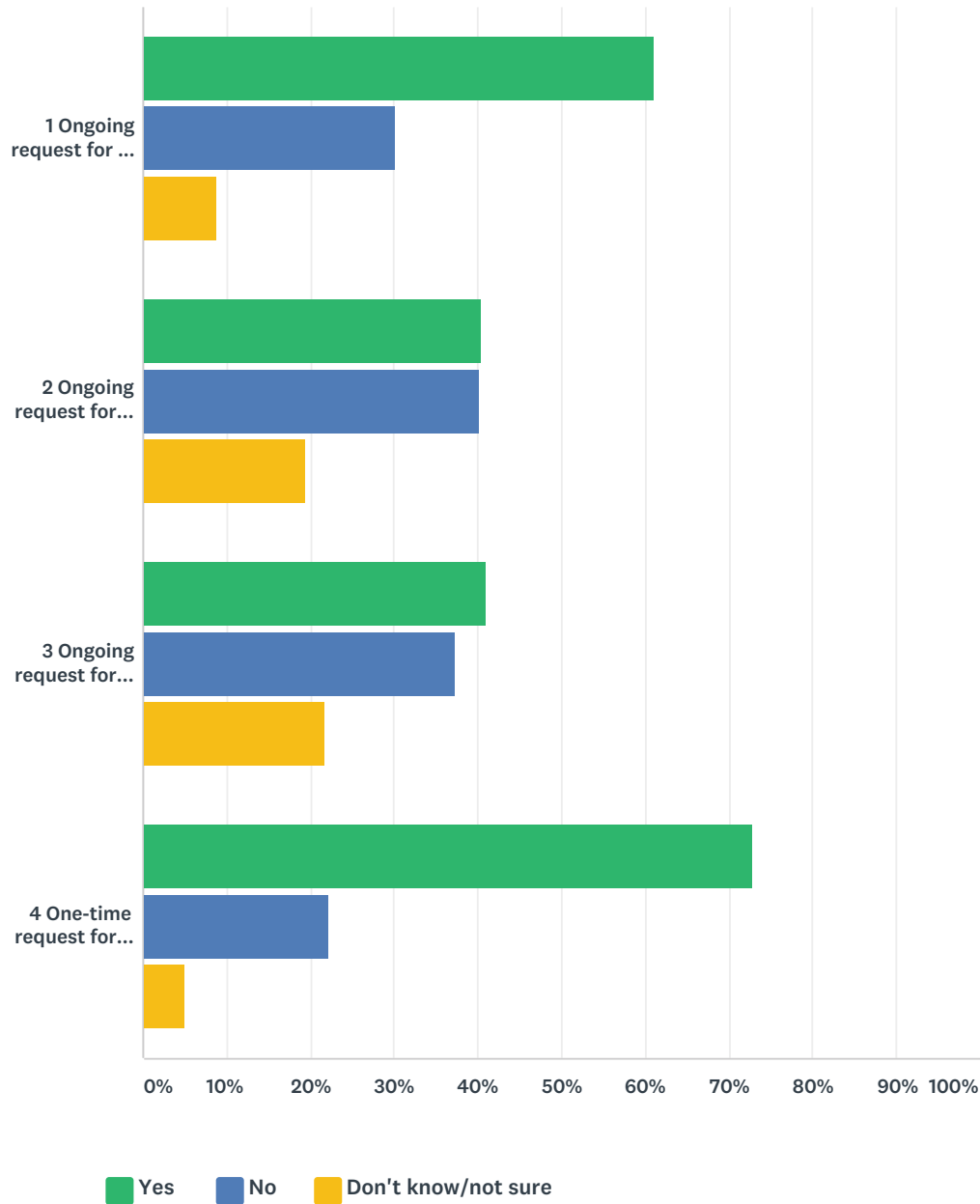


	YES	NO	NOT SURE/DON'T KNOW	TOTAL	WEIGHTED AVERAGE
1 Ongoing request for three positions to support stewarding existing and new assets in order to maximize their value, reduce risk and provide sustainable levels of service to the community – Total per year: \$280,000	32.41% 200	39.22% 242	28.36% 175	617	1.96
2 One-time request for four positions to support the steady growth in development activity and applications over the past few years. Total request for 2019 only: \$359,500	38.15% 235	41.23% 254	20.62% 127	616	1.82
3 Ongoing request for three service improvement staff to address operational inefficiencies, pro-active improvements, and enhanced focus on budgeting and performance, and priority projects. Total per year: \$380,000	32.19% 197	44.93% 275	22.88% 140	612	1.91
4 One-time request for overnight sheltering support and clean up in City parks and green spaces, allowing for reduced risk of those using City parks, as well as reduced damage to vegetation and eco-systems. Total request for 2019 only: \$362,000	69.03% 428	22.58% 140	8.39% 52	620	1.39
5 Ongoing requests for two positions to support the City's recruitment in an increasingly tight labour market, and provide significant cost savings in managing absenteeism and lower WCB premiums. Total per year: \$225,000	26.75% 164	52.69% 323	20.55% 126	613	1.94
6 Ongoing support for a Youth Leaders in Training Program. Total per year: \$20,000	65.91% 408	25.85% 160	8.24% 51	619	1.42
7 One time request for a Youth Strategy Coordinator to implement the Council approved Youth Strategy. Total request for 2019 only: \$30,000	61.87% 383	29.56% 183	8.56% 53	619	1.47



## Q53 Do you support the following VicPD supplemental requests:

Answered: 632 Skipped: 851



	YES	NO	DON'T KNOW/NOT SURE	TOTAL	WEIGHTED AVERAGE
1 Ongoing request for 12 officers – 6 patrol, 4 community response team, 1 traffic, and 1 cybercrime coordinator. These positions would be phased in over three years, for a total cost in 2019 of \$307,660 and a total cost of \$1.13 million by year three. Victoria portion of the total cost for 2019: \$262,434	61.11% 385	30.16% 190	8.73% 55	630	1.48
2 Ongoing request for Research Analyst. Total ongoing cost: \$102,125. Cost for Victoria portion: \$87,113	40.42% 253	40.10% 251	19.49% 122	626	1.79
3 Ongoing request for Special Duty Funding. Total cost for this request is \$164,000. Total ongoing cost to Victoria: \$139,892	41.00% 255	37.30% 232	21.70% 135	622	1.81

## 2019 Draft Financial Plan

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4 One-time request for Mental Health Integration pilot. This request is for two officers. Total request is \$262,210. Cost for Victoria portion for 2019 only: \$223,665	72.73% 456	22.17% 139	5.10% 32	627	1.32
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## Q54 Do you have any additional comments on City or VicPD supplemental requests?

Answered: 203 Skipped: 1,280

#	RESPONSES	DATE
1	<p>do not support the \$1.13 million proposed over three years to support the phased-in creation of 12 new VicPD officer positions + 1 new civilian position. There should be no expansion of the VicPD force and no new hires as there is no evidence suggesting need for additional VicPD staffing. According to Statistics Canada and the VicPD's own data, the most recent available data show that from 2014-2018 calls for service to the VicPD decreased, and in the past 3 years crime rates and the crime severity index have also dropped (with consistent longitudinal trending downward over the past 10 years). This is consistent with broader societal trends of declining crime rates across Canada for the past 20+ years. Additionally, since 2009 Victoria has been the most heavily policed major city in all of Canada and there is no rationale for why Victoria in particular should have this intensive a level of policing (e.g., no evidence has been provided that Victoria has more calls for service per capita than other major Canadian cities; Victoria has lower crime rate and crime severity than many other Canadian cities). As mentioned earlier, of particular concern in relation to potential social and racial profiling the VicPD is seeking an increase of 10 patrol positions with 4 of these going to a new "Community Response Team" that would proactively target areas where people with low incomes live, socialize, and access services. For all the reasons stated earlier I do not support this direction. While I support public access to VicPD data, the proposed civilian research analyst position can be accomplished by shifting money away from existing unnecessary civilian positions (e.g., VicPD public relations). • I strongly object to police being embedded in ACT teams and any other embedding of police in mental health or other health services, as set out in earlier comments. The \$262,210 proposed here for 2 officer positions in ACT teams should not be funded. • No information is provided in the Draft Financial Plan or the VicPD November 2018 Council presentations about what would be covered by the VicPD's request for \$139,892 for "Special Duties Funding". In the absence of any information about what this line item is for, it should not be funded. • I note a one-time request of \$362,000 for "overnight sheltering support and clean up in City parks and green spaces, allowing for reduced risk of those using City parks, as well as reduced damage to vegetation and eco-systems". While I strongly support public funds being used to increase amenities to people sheltering in parks (including bathrooms) and would also support using public funds to engage with people sheltering in parks to create new amenities to better meet their needs (e.g., storage of belongings), I am concerned that the funds identified here do not seem to be earmarked for this purpose by instead may be used to fund increased security patrols or other efforts to surveil, police or displace people sheltering in parks, and to dispose of their belongings. I am also concerned at the overstating of impact of the small number of people who shelter in parks on the natural environment and particularly the suggestion that people sheltering in parks is detrimental to ecosystems. The environmental impact of unhoused people is miniscule compared to the very significant environmental impact of industry, road and building construction -- yet unhoused people are singled out and scapegoated. I am disturbed that this language is included in this survey and hope that future surveys will consider how to frame this item in a way that does not encourage social profiling and anti-homeless hate.</p>	1/21/2019 12:09 AM
2	<p>Yes to community response and mental health integration for VicPD, but is there a lack of patrol? This seems a pricy request.</p>	1/20/2019 11:35 PM

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3	I note a one-time request of \$362,000 for “overnight sheltering support and clean up in City parks and green spaces, allowing for reduced risk of those using City parks, as well as reduced damage to vegetation and eco-systems”. While I strongly support public funds being used to increase amenities to people sheltering in parks (including bathrooms) and would also support using public funds to engage with people sheltering in parks to create new amenities to better meet their needs (e.g., storage of belongings), I am concerned that the funds identified here do not seem to be earmarked for this purpose by instead may be used to fund increased security patrols or other efforts to surveil, police or displace people sheltering in parks, and to dispose of their belongings. I am also concerned at the overstating of impact of the small number of people who shelter in parks on the natural environment and particularly the suggestion that people sheltering in parks is detrimental to ecosystems. The environmental impact of unhoused people is miniscule compared to the very significant environmental impact of industry, road and building construction -- yet unhoused people are singled out and scapegoated. I am disturbed that this language is included in this survey and hope that future surveys will consider how to frame this item in a way that does not encourage social profiling and anti-homeless hate.	1/20/2019 9:32 PM
4	given the unresolved drug and violence issues in downtown and nearby neighbourhoods, tax reduction should NOT, in my mind, be borne by our first responder agencies - we need enhanced police presence.	1/20/2019 8:39 PM
5	I don't see something of importance to me - training to deal with people with disabilities. I don't see page references to check what's involved. You have listed so many things in first choice that it's hard to give one answer.	1/20/2019 7:26 PM
6	Like I said earlier in the survey- it's very disappointing that the VicPD has used the popular and effective school liason system as a bargaining chip for extracting more money from the budget. This program should be restored before further funds are granted.	1/20/2019 6:42 PM
7	I do not support the \$1.13 million proposed over three years to support the phased-in creation of 12 new VicPD officer positions + 1 new civilian position. There should be no expansion of the VicPD force and no new hires as there is no evidence suggesting need for additional VicPD staffing. According to Statistics Canada and the VicPD's own data, the most recent available data show that from 2014-2018 calls for service to the VicPD decreased, and in the past 3 years crime rates and the crime severity index have also dropped (with consistent longitudinal trending downward over the past 10 years). This is consistent with broader societal trends of declining crime rates across Canada for the past 20+ years. Additionally, since 2009 Victoria has been the most heavily policed major city in all of Canada and there is no rationale for why Victoria in particular should have this intensive a level of policing (e.g., no evidence has been provided that Victoria has more calls for service per capita than other major Canadian cities; Victoria has lower crime rate and crime severity than many other Canadian cities). As mentioned earlier, of particular concern in relation to potential social and racial profiling the VicPD is seeking an increase of 10 patrol positions with 4 of these going to a new “Community Response Team” that would proactively target areas where people with low incomes live, socialize, and access services. For all the reasons stated earlier I do not support this direction. While I support public access to VicPD data, the proposed civilian research analyst position can be accomplished by shifting money away from existing unnecessary civilian positions (e.g., VicPD public relations). I strongly object to police being embedded in ACT teams and any other embedding of police in mental health or other health services, as set out in earlier comments. The \$262,210 proposed here for 2 officer positions in ACT teams should not be funded. No information is provided in the Draft Financial Plan or the VicPD November 2018 Council presentations about what would be covered by the VicPD's request for \$139,892 for “Special Duties Funding”. In the absence of any information about what this line item is for, it should not be funded. I note a one-time request of \$362,000 for “overnight sheltering support and clean up in City parks and green spaces, allowing for reduced risk of those using City parks, as well as reduced damage to vegetation and eco-systems”. While I strongly support public funds being used to increase amenities to people sheltering in parks (including bathrooms) and would also support using public funds to engage with people sheltering in parks to create new amenities to better meet their needs (e.g., storage of belongings), I am concerned that the funds identified here do not seem to be earmarked for this purpose by instead may be used to fund increased security patrols or other efforts to surveil, police or displace people sheltering in parks, and to dispose of their belongings. I am also concerned at the overstating of impact of the small number of people who shelter in parks on the natural environment and particularly the suggestion that people sheltering in parks is detrimental to ecosystems. The environmental impact of unhoused people is miniscule compared to the very significant environmental impact of industry, road and building construction -- yet unhoused people are singled out and scapegoated. I am disturbed that this language is included in this survey and hope that future surveys will consider how to frame this item in a way that does not encourage social profiling and anti-homeless hate.	1/20/2019 5:30 PM

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8	I strongly object to the VicPD request for increased spending and object to police being embedded in ACT teams and any other embedding of police in mental health or other health services.	1/20/2019 3:48 PM
9	I appreciate the work done by the police, but we need to focus on health and social issues rather than increased policing.	1/20/2019 8:31 AM
10	Please bring back the police liaison officer for the local elementary schools. This person provides a great link for students, they increase the kids respect and appreciation for the police and also bring a sense of safety to these kids who, especially from inner city schools, see and live hard lives. This liaison officer is a valuable person for these kids.	1/20/2019 7:53 AM
11	I'm disappointed to see the framing of overnight sheltering in parks as 'damaging to ecosystems'. Development, roads, mining, cars... all of these are much more damaging to ecosystems than folks sleeping outside for survival. Please do not use this framing in public documents, it does not help the public to understand the actual proportional risks. I don't support any increases in VicPDs budget. They take up a huge portion of our municipal budget, and Victoria is the most heavily policed City per capita in the country. There is no need for this. There is also a consistent problem with policing poverty in this City and there needs to be funds redirected to more appropriate responses to overdoses, mental health crises, and supporting people sheltering outside. I want funds to go towards working with impacted communities, not just service providers, but actual community members and frontline workers, to develop appropriate responses.	1/19/2019 8:57 PM
12	VicPD needs to find ways to stay within its funding envelope. It wants a lot more money every year.	1/19/2019 5:41 PM
13	no	1/19/2019 9:11 AM
14	Do more enforcement of traffic laws. Use the money generated by fines to fund these good requests.	1/19/2019 8:33 AM
15	Being a vagrant is not a crime. Why do we need more police?	1/18/2019 11:56 PM
16	Allocate resources to bring back school liaison officers	1/18/2019 10:24 PM
17	What is special duty? The three positions in question one are also ill-defined. More info should be provided to elicit informed responses.	1/18/2019 5:39 PM
18	Council should press for greater transparency and a cost containment strategy before discussing whether to fund these positions.	1/18/2019 4:37 PM
19	Our schools NEED Police Liason Officers- especially Middle and High schools. It will pay dividends in the future!!!!!!	1/18/2019 1:50 PM
20	We need specially trained police officers on our mental health teams.	1/18/2019 1:49 PM
21	Please fund VicPD liaison officers back in schools.	1/18/2019 9:47 AM
22	Please bring back VicPD school liaison program.	1/18/2019 9:45 AM
23	Investing in additional mental health supports, community outreach and other initiatives will have a lasting impact on the community and save money across a variety of areas in the longterm.	1/18/2019 8:51 AM
24	More funding for more officers to be visible in community	1/18/2019 8:37 AM
25	VicPD are expensive. But like the old saying goes "you get what you pay for".	1/18/2019 8:22 AM
26	Can't do a good job as it is. Reassess the current labour force before adding to it. Many members of the VPD are admonishable and until that changes it is insane to allow more funding. Fear mongering is a poor tactic to elicit more paychecks as well	1/18/2019 1:32 AM
27	VicPD deserves more support. They keep our community safe. We have children and we want them to be able to go anywhere in the city and feel safe. We need police officers to be more engaged in school programs. They are role models. Children look up to them. The City must support this.	1/17/2019 11:13 PM
28	Please continue the School Liason Program!!!	1/17/2019 10:35 PM
29	Reinstate school liaison program	1/17/2019 5:35 PM
30	we need school liaison officers!!!	1/17/2019 5:30 PM
31	The police should be adequately funded.	1/17/2019 5:27 PM
32	bring back school liason	1/17/2019 4:55 PM

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33	Police should serve the people and not corporations.	1/17/2019 1:09 PM
34	No	1/17/2019 8:33 AM
35	Concerted effort to merge with other municipalities, namely Saanich.	1/16/2019 10:13 PM
36	Police officers aren't mental health workers, and the department should not be given funding for mental health initiatives. The overall request for additional officers is also out of step with VicPD's already disproportionate share of the city's budget.	1/16/2019 8:08 PM
37	Fuck the police	1/16/2019 7:59 PM
38	no	1/16/2019 6:46 PM
39	similar to question 49: not enough information about how the money will be used - could be good; could be bad....depends on details	1/16/2019 6:05 PM
40	The VicPD should investigate how more efficient use of civilian low cost support staff can be used for high cost Frontline Police officers. Police should not have to deal with Mentally ill people abandoned by the Health system. Reestablish Mental Health facilities.	1/16/2019 5:50 PM
41	Our social problems should not be viewed as requiring policing responses, especially in a time of declining crime statistics; rather we should invest in health care and social services for our disadvantaged citizenry.	1/16/2019 5:42 PM
42	Put as much money as needed to the police. Crime is increasing, citizens feel unsafe and economy suffer from it. A safer city is better for it's citizens and improves economy.	1/16/2019 5:24 PM
43	I support VicPD 100%. They know the city and what the city needs better than anyone.	1/16/2019 5:17 PM
44	I answered no to a few things has I feel that these positions could be done with less people. I would say yes to most of these things provided they were 1 or two people positions. The Vic pd. I do believe we need more officers however it is very Important that those officers are enforcing the law for all people. I do not believe the police department and city should be able to pick and choose enforcement based on someone's economic status. They city should be safe, clean and welcoming to everyone.	1/16/2019 4:51 PM
45	Provide enough resources for VicPD to help the mentally ill and drug addicted who prevent people from wanting to live/work/shop/dine/have kids walk to school in the downtown area. Clean it up: Pandora, Douglas, etc. Can we get rid of the Traveller's Inn sites too please. An embarrassing eyesore.	1/16/2019 3:01 PM
46	VicPD should consider having more officers patrol on foot rather than in vehicles.	1/16/2019 2:53 PM
47	for most of the vicpd stuff I am in favour just take it out of the existing budget	1/16/2019 2:22 PM
48	These are material examples of police reaching out into social service roles, roles for which they are completely inappropriate and do more harm than good. It's time to take money out of the policing budget and invest in community alternatives which actually address harm instead of criminalizing the people who experience it. Investment in community should come from community, and should not be a top-down or government-decided approach. We need more than an alternate crisis response team (though some communities may decide this is the best way for them to address harm), the focus should be on building the kind of city where people don't get to crisis so often in the first place. We also need to investigate what is driving all this perception that crime is going up and that the presence of homeless people makes others unsafe. Addressing that kind of stigma and hate should be a higher priority for the city than funding more and more police to shuffle homeless people off into invisibility or death.	1/16/2019 11:53 AM
49	Victoria police department is massively overfunded for a city of our size. It is embarrassing that we spend more than other cities of our size while traffic enforcement is non existent. Crime has been falling for years, so policing costs should be falling not increasing. Not one additional dollar should be spent on attacking poor people which is 90% of what the police do in Victoria (speaking as someone who has tried on multiple occasions to report *real* crimes which they brush off)	1/16/2019 11:49 AM
50	The best long term improvement for the police budget is to amalgamate with Saanich so that the costs are spread among all citizens who benefit from the region's downtown and the resources are allocated where they are most needed.	1/16/2019 9:55 AM



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51	We need Police services as never before, particularly as we are growing with all the new development and the increase in opioid overdoses and issues arising out of the blue such as "tent cities", etc., and related violence and property crime. The Police work very hard for us with not enough resources, we all know this. We should be supporting the increases they need in personnel in order to do the job we need them to do.	1/16/2019 8:47 AM
52	Victoria is a core city that is going to have higher policing costs due to the fact that it is not tax supported by surrounding bedroom communities.	1/16/2019 8:28 AM
53	I do not support the \$1.13 million proposed over three years to support the phased-in creation of 12 new VicPD officer positions + 1 new civilian position. There should be no expansion of the VicPD force and no new hires as there is no evidence suggesting need for additional VicPD staffing. According to Statistics Canada and the VicPD's own data, the most recent available data show that from 2014-2018 calls for service to the VicPD decreased, and in the past 3 years crime rates and the crime severity index have also dropped. Additionally, since 2009 Victoria has been the most heavily policed major city in all of Canada and there is no rationale for why Victoria in particular should have this intensive a level of policing (e.g., no evidence has been provided that Victoria has more calls for service per capita than other major Canadian cities; Victoria has lower crime rate and crime severity than many other Canadian cities). Of particular concern in relation to potential social and racial profiling the VicPD is seeking an increase of 10 patrol positions with 4 of these going to a new "Community Response Team" that would proactively target areas where people with low incomes live, socialize, and access services. I do not support this direction. While I support public access to VicPD data, the proposed civilian research analyst position can be accomplished by shifting money away from existing unnecessary civilian positions (e.g., VicPD public relations). I also object to police being embedded in ACT teams and any other embedding of police in mental health or other health services. The \$262,210 proposed here for 2 officer positions in ACT teams should not be funded.	1/15/2019 10:48 PM
54	Forget the additional officers!! No Way! How about going straight to mental health integration? why do we need a pilot? Higher them now. I am sure they won't cost \$100,000+, won't need to carry a gun and would be far more effective!	1/15/2019 5:29 PM
55	Get it out of existing funds	1/15/2019 5:12 PM
56	I do not support the \$1.13 million proposed over three years to support the phased-in creation of 12 new VicPD officer positions + 1 new civilian position. There should be no expansion of the VicPD force and no new hires as there is no evidence suggesting need for additional VicPD staffing. According to Statistics Canada and the VicPD's own data, the most recent available data show that from 2014-2018 calls for service to the VicPD decreased, and in the past 3 years crime rates and the crime severity index have also dropped (with consistent longitudinal trending downward over the past 10 years). This is consistent with broader societal trends of declining crime rates across Canada for the past 20+ years. Additionally, since 2009 Victoria has been the most heavily policed major city in all of Canada and there is no rationale for why Victoria in particular should have this intensive a level of policing. I strongly object to police being embedded in ACT teams and any other embedding of police in mental health or other health services, as set out in earlier comments. The \$262,210 proposed here for 2 officer positions in ACT teams should not be funded.	1/15/2019 3:52 PM
57	The level of policing in Victoria is insufficient to provide the necessary service required. Downtown has spiralled into a gross and unpleasant place to be, and needs increased policing as their workload is overtaxing.	1/15/2019 3:38 PM
58	it is absolutely imperative that funding be increased to support all requests of the VicPD	1/15/2019 2:48 PM
59	Find funding through demilitarization.	1/15/2019 10:14 AM
60	I would like to see reallocation of current funds to address some of these issues. However, under no circumstances do I support funds for new officers.	1/15/2019 9:52 AM
61	Victoria Police have essentially become social workers in Victoria. They are interacting with individuals on a daily basis that have severe mental health conditions. It makes complete sense to me that the city would support funding for all of these requests, but especially for the Mental Health Integration pilot.	1/15/2019 6:53 AM
62	Build institutions for seriously mentally ill people where they can be protected and the public will be safer. The police can't do it all. Get provincial and federal financing for this.	1/15/2019 5:09 AM

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63	<p>We do not need police on mental health teams. Police should be trained to not criminalize mental health- as well to not criminalize/enact violence on people for on the basis of race, gender, sexual identity and/or preference, vocation (sex workers), class, ability, drug-use, and health- but police on outreach teams is a misallocation of resources. As a mental health and addictions worker, I witness the damage and violence police enact on poor people, people who use drugs, and sex workers. By all, means, police should be trained in deescalation, decolonization, about systemic racism, misogyny and trans-misogyny, ablism, and neurodiversity. But, we need more resources for people who have mental health issues and/or are living in poverty. We need community informed services that meet the wide array of needs a diverse community has. We need affordable and quality housing. We need a community that is affordable and accessible so that people are able to live fulfilling and healthy lives regardless of financial capital. We do not need police officers on mental health teams. We do not need an increased police budget. If anything, we should be deinvesting in police. Crime continues to decrease. The largest portion of calls the police recieved last year were pocket dials and for nonemergency situations. We need services that are relevant to these misplaced nonemergency calls. We should be protecting our most vulnerable- not having cops come move those who are sleeping in parks WHO HAVE NO WHERE TO GO or taking peoples belongings who have stored them in said parks because THEY DO NOT HAVE HOMES. The request to increase the police budget would be laughable if it didn't have such dire consequences. It doesn't make sense. Invest in building safer more inclusive communities. Invest in libraries and the arts. Why, oh why would you waste this money on services we don't actually need?</p>	1/14/2019 3:48 PM
64	school liaisons needed	1/14/2019 1:23 PM
65	I think with increased populations and resources for addicted, homeless and mental health we need to provide policing support as well.	1/14/2019 10:11 AM
66	reinstate school liaison officers	1/14/2019 9:54 AM
67	We must allow for enough funding to have the VicPD reinstate their School Resource Officers.	1/14/2019 9:26 AM
68	<p>i want to see no expansion of the police force, no new hires. i strongly object to police being imbedded in the act teams and in any mental health or other health services. and, as a friend of mine already submitted, "I note a one-time request of \$362,000 for "overnight sheltering support and clean up in City parks and green spaces, allowing for reduced risk of those using City parks, as well as reduced damage to vegetation and eco-systems". While I strongly support public funds being used to increase amenities to people sheltering in parks (including bathrooms) and would also support using public funds to engage with people sheltering in parks to create new amenities to better meet their needs (e.g., storage of belongings), I am concerned that the funds identified here do not seem to be earmarked for this purpose by instead may be used to fund increased security patrols or other efforts to surveil, police or displace people sheltering in parks, and to dispose of their belongings. I am also concerned at the overstating of impact of the small number of people who shelter in parks on the natural environment and particularly the suggestion that people sheltering in parks is detrimental to ecosystems. The environmental impact of unhoused people is miniscule compared to the very significant environmental impact of industry, road and building construction -- yet unhoused people are singled out and scapegoated. I am disturbed that this language is included in this survey and hope that future surveys will consider how to frame this item in a way that does not encourage social profiling and anti-homeless hate." (i submit the quoted position as my own as well)</p>	1/13/2019 6:41 PM
69	<p>More information should have been welcome in the budget document itself. And you didn't include a free comment under question 52 so I'll tell you here: the questions need to be specific. Gobledegook such as "support stewarding new or existing assets in order to maximize their value" could mean anything from a street sweeper to a portfolio manager. In English please!</p>	1/13/2019 5:17 PM
70	no	1/13/2019 5:00 PM
71	<p>We do not need more police in this city. The proposed increase is a colossal waste of money, and some of it will end up harming Victoria residents. There are also budget lines that make no sense. \$300,000 for sheltering and clean-up should not be done through the police, but through other departments. There is also \$139,892 for "Special Duties Funding", which is completely unexplained, and should not be funded.</p>	1/13/2019 4:42 PM

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72	yes fund the police , get them walking around town be visible instead of sitting in a cruiser somewhere on a side street, also get them to do there job and give out tickets to bike riders with no helmets, and going through stop signs and red light. the extra income from them doing there jobs could go to fund extra police. i was on gov. st. one day in my car at a red light with a cop beside me , a bike went through the red light i asked the cop if hewas goint to stop the rider and talk to him. i couldnt believe the cops response , he told me that the bike person might a university student and he could not afford the ticket. what an answer from a cop get real	1/13/2019 7:54 AM
73	Strong no to increased policing especially for the Mental Health pilot.	1/12/2019 8:58 AM
74	generally, more mental health services are needed to reduce police burden for homeless and mental health issues. other harm reduction measures should be investigated to help those at-risk and reduce burden (and budget needed) for police.	1/12/2019 8:47 AM
75	Increased social issues has created a need for more resources	1/12/2019 8:25 AM
76	Discourage transients from migrating to Victoria by enacting no loitering and pan handling laws. Then there would not be a need for increased spending and taxing to support emergency medical response, more police and more park cleanup.	1/11/2019 4:41 PM
77	VicPD budget already too high. According to BC government data Victoria has the most expensive police force per capita. Need to first identify why this is the case before coming to counsel and tax payers requesting additional funding.	1/11/2019 4:24 PM
78	we need more funding for community outreach workers not cops	1/11/2019 4:23 PM
79	Let's move away from the current policing model towards one that doesn't criminalize poverty.	1/11/2019 4:01 PM
80	More officers are needed	1/11/2019 3:31 PM
81	Support the police. Their workload warrants these requests.	1/11/2019 3:20 PM
82	focus on more efficient service, reduce flex days, and establish performance targets in all departments	1/11/2019 3:05 PM
83	Definitely support the work they are doing around mental health and the ACT teams	1/11/2019 1:33 PM
84	Pressure the government to fix the mental health system so police are not doing their work!	1/11/2019 1:29 PM
85	I'd like to see additional funding to provide for downtown foot patrols.	1/11/2019 1:14 PM
86	A lot of this money is better spent educating civilians and raising individual and collective community consciousness than on increased policing. Many UNNECESSARILY resort to *phoning the police* for minor conflict resolution. Not saying people should not phone police - rather - within an organization management and staff need to take responsibility for conflict resolution and not resort to unnecessary police presence. Not only does that *OVER-THE-TOP* call for use of police force result in increased public expense, but it also creates spin-off expenses in stress management for both for those witnessing it and those involved.	1/11/2019 12:40 PM
87	I would like to see money invested in researching alternatives to policing.	1/11/2019 12:05 PM
88	Fund only mental health program. All other requests capricious. Contract out private and special event policing	1/11/2019 9:25 AM
89	My understanding is the Special Duty Funding is actually funding for events like Canada Day festivities. Is that the case?	1/11/2019 9:12 AM
90	They need this money to meet the ever growing demands of this council. Stop denying their requests, while at the same time, demanding more from them.	1/11/2019 9:08 AM
91	Provide out first responders with funding. Give them what they are asking for.	1/11/2019 8:09 AM
92	A focus on new positions that will be closer to the communities they serve, building relations instead of violently intervening would be nice. A stipulation that VicPD should look to hire from marginalized communities, such as Indigenous, people of colour, women- and help improve diversity in their departments.	1/11/2019 12:22 AM

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93	Victoria Police should not be as responsible as they currently are in regards to the mental health of the public. VIHA should have to have teams of professionally trained and legally empowered staff to go into the public to check the welfare of people and if required Section 28 them and transport them back to the hospital. The same goes for Form 21/6/9 etc people. Why is the Victoria Police Department having to go out and chase after patients of the health system? Ask regular staff at medical facilities such as the Royal Jubilee Hospital or Seven Oaks about how often the police have to go after their patients that run away after being let out from an unsupervised smoke break or are watched by Protection Services leave the property and not apprehended because they have a no leave the grounds policy and a no touch policy. If the medical field were more responsible for their own patients rather than dumping it on the various police departments maybe the budgets wouldn't have to increase as much as they are being asked for?	1/11/2019 12:20 AM
94	The strategic plans are very ambitious and I expect they will require much more capacity than City Staff currently have - but that is just my perception. That being said, I don't think that support or lack thereof from myself and other members of the public on this survey constitute informed perspectives that should be given any weight in staffing decisions.	1/10/2019 10:24 PM
95	Need to find ways to minimize police doing social services work	1/10/2019 10:20 PM
96	put school liaison officers back in schools, provide mandatory on-going training and education on issues such as addiction, mental health, homelessness, youth at risk, violence against women, immigration, refugees etc	1/10/2019 9:21 PM
97	I very strongly support the request for 12 additional officers.	1/10/2019 9:12 PM
98	please look at the numbers. \$232,210 for two officers. Wow.	1/10/2019 8:22 PM
99	It is time policing was consolidated in the region	1/10/2019 7:54 PM
100	To allocate more resources to the Mobile Youth Services Team, (MYST); there is currently only one regional officer that works to support children and youth who face sexual exploitation all the way from Sidney to Sooke. This is a hugely growing issue with internet use and we are underserving this population significantly, pushing the costs downstream by not intervening adequately.	1/10/2019 7:18 PM
101	I would really like to see some hard data on how policing resources are being utilized, with break downs of costs, hours re specific aspects of policing, a really thorough report and then I would be able to know how budget in increases would be allocated. The choices above do not provide enough information. Would like to know in fine detail what our current \$\$ s "buys" and to have that info before supporting additional spending.	1/10/2019 7:01 PM
102	Del Manak can be trusted.	1/10/2019 6:26 PM
103	The police budget is far too high. There is no presence. And they are too meek to enforce laws broken by street people.	1/10/2019 5:37 PM
104	Cut the police budget	1/10/2019 5:12 PM
105	Request include their costs but no estimate of their value to the community. This needed to make a good decision.	1/10/2019 3:53 PM
106	The police are not mental health workers, and they should not be hired to be. Spend money on people who are actually trained in mental health, and who do not already have a role in policing the community. Police are not for outreach and they are not for mental health work, they are for policing.	1/10/2019 2:52 PM
107	We need to have more SOCIAL SERVICES not police services; we need MORE affordable and subsidized housing to deal with social and health problems - NOT POLICE	1/10/2019 2:23 PM
108	Money well spent	1/10/2019 1:22 PM
109	VicPD has a tough job dealing with an overabundance of mental health and drug issues in the city as well as deal with the alcohol related problems of the entire region, not a great situation. On the other hand: ACAB, they can get more funding when they've reformed their institutional problems.	1/10/2019 12:03 PM

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110	Absolutely do not fund these requests from the police. They are outrageous requests. Crime rate and crime severity have been consistently dropping, and there it is unacceptable that the VicPD have consistently been asking for massive budget increases. I am particularly concerned about the Mental Health Integration Pilot-police are not mental health workers, and diverse and robust evidence shows that they it is unsafe and inappropriate to have police involved in any outreach capacity. I find this growing trend by the VicPD to insert themselves into community services to be disturbing and deeply worrisome.	1/10/2019 11:41 AM
111	Hard to evaluate the benefit to citizens from increased city staff. Police requests are clear.	1/10/2019 11:39 AM
112	Legal and social demands are increasingly taxing police resources. Current resources are not sustaining or keeping up with demands. Officers are experiencing fatigue and concerns of mental wellbeing of members and there families is o the rise. The current police staffing levels are not sustainable and policing services will be affected in long term if staffing levels are not increased.	1/10/2019 9:03 AM
113	City should approve the requested VicPD budget request.	1/10/2019 7:49 AM
114	Put police back in schools	1/10/2019 7:46 AM
115	Mental health should be a health issue and not a police issue.. provincial social workers should be dealing with this rather than law enforcement and the money for that should therefore come from the provincial, not municipal level	1/10/2019 12:56 AM
116	Police integration with/training in Mental Health very important.	1/9/2019 10:17 PM
117	We don't need any more traffic officers and a six Patrol seems high. Spend more money on educating your officers in social justice issues. I've been very disappointed what's my interactions in the Victoria Police Department. Front desk duty officers are not up on violence against women issues or mental health legislation.	1/9/2019 9:41 PM
118	Please do not cut VicPD budget. Funding necessary to deal with safe street issues.	1/9/2019 6:05 PM
119	Give VicPD all they need to succeed, the city is growing and VICPD needs a budget to match the increasing dangers of the city and its downtown core.	1/9/2019 5:36 PM
120	I am onboard with all requested increases to VicPD. The service they provide to the community cannot be overstated.	1/9/2019 3:51 PM
121	Special Duty Funding should come from the events and event coordinators.	1/9/2019 3:26 PM
122	All new vicpd monies should be going to reducing the fear and the negative social impact that the officers have on the community. They don't need any more camouflage	1/9/2019 2:58 PM
123	The bodies for police are mis-allocated. No cyber crime, nothing to the CRT. Bodies need to go into patrol until greater understanding of the city's needs are obtained.	1/9/2019 1:02 PM
124	Civic spending is important but doing this through increases to already bloated police budget is wrong approach. I'm in favour of higher property taxes to support preventative measures such as housing and community-driven supports such as cahoots model from Oregon. Police budget needs to be gradually scaled back through not replacing retirees while we build up other components of city supports. Goal should be to get police costs under 15% within a realistic timeframe. Similar projects have been undertaken in UK and us and should br examined here.	1/9/2019 12:22 PM
125	I want the requests VicPD is making to be invested in alternatives to policing, where people most affected can support each other through overdose, mental health crisis and the challenges of poverty.	1/9/2019 9:50 AM
126	In order to afford increased staffing, salary freeze, or reductions need to be realized. Cost per position has become unsustainable.	1/8/2019 8:40 PM
127	Focus on mental health and training in dealing with such cases professionally and not with brute force is essential to a civil society.	1/8/2019 10:40 AM
128	Redeploy staff! What services available elsewhere?	1/7/2019 6:27 PM
129	It is unclear what the "Special Duty Funding" is for.	1/7/2019 3:54 PM
130	First line - What assets are being referenced? Second line - The above city requests are a bit vague - I believe there should be supplemental "development fees" to support the additional staff required for development. The police require a boat or boats in the harbour, we shouldn't be leaning on the RCMP or RCM SARS to monitor our harbour and accidents - budget should be considered	1/7/2019 2:20 PM



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131	Looks like City wants 8 new on-going FT positions. Make better use of who is there now. Yes to VicPD but I'd rather see 5 patrol, 3 community and 3 traffic.	1/7/2019 1:58 PM
132	I've checked yes for each of the requests under 53, although I don't have enough info to gauge true value. As downtown resident, more police -- along with more services and support -- are definitely required to make the city feel safer. I have women friends who will not walk down Douglas at night for safety reason.	1/7/2019 1:19 PM
133	this is ridiculous. honestly. getting really fed up at these huge requests for funding from the police when they already get so much. our crime rate does not deserve these positions, in particular the request for 12 additional officers	1/7/2019 11:08 AM
134	Please fund the two officers for mental health pilot. The IMCRT unit is extremely helpful for dealing with mental health calls and saving time that would otherwise require a patrol officer to attend to	1/7/2019 1:16 AM
135	The labour market wouldn't be tight if there was more affordable housing. No one can afford to live here. Stop raising taxes and making Victoria even more unaffordable.	1/6/2019 9:13 PM
136	More mental health and diversity training.	1/6/2019 7:30 PM
137	I feel like any new positions should be funded solely from and only from new property tax revenue. New staff should be hired based off of new property tax income, not by raising property taxes year after year.	1/6/2019 7:24 PM
138	Review and reallocate present resources, e.g. get rid of the motorcycle squad — irrelevant.	1/6/2019 6:48 PM
139	City survey should provide more detail as to the position, otherwise how are people supposed to give an informed responses to "yes" / "no" to a "Research Analyst" position, for example.	1/6/2019 6:32 PM
140	School liaisons to be reintroduced into Victoria public schools. The loss of our school liaison officers has been a contributing factor in an increase in school-based violence this school year.	1/6/2019 6:03 PM
141	Specialty duty funds for large public events should have contributions from other municipalities.	1/6/2019 4:25 PM
142	Tell esqumalt to pay it's fair share and stop riding Victoria's coat tails.	1/6/2019 4:19 PM
143	Vic PD is massively underfunded/understaffed in relationship to how fast the population/tourism boom has happened. As a resident of the downtown core I feel less safe now more than ever in the last 8 years of residing here.	1/6/2019 2:27 PM
144	Leave mental health to trained mental health professionals. NOT cops.	1/6/2019 1:33 PM
145	I am strongly opposed to VicPDs Mental Health Integration pilot. Mental health and addiction officers are an excellent idea that has worked well in other cities, though they should absolutely not be under the umbrella of the VicPD.	1/6/2019 11:21 AM
146	Don't agree with cybercrime position.	1/6/2019 8:48 AM
147	They do an amazing job and are run off their feet. Give them more officers!!!!	1/6/2019 7:48 AM
148	Police shouldn't police mental health	1/6/2019 4:01 AM
149	Hire more officers	1/5/2019 11:48 PM
150	The police do not make me feel safe, and they do not need more funding, that will not improve things for this city.	1/5/2019 11:09 PM
151	Bring liaison officers back to schools	1/5/2019 8:44 AM
152	More detailed descriptions of the impact of the new hires work would have helped me make better decisions.	1/5/2019 7:06 AM
153	We already have the highest number of police per capita in the country, our mayor cost us over a million dollars dealing with the last police chief...maybe she can sell her partner's house and put that money back.	1/4/2019 9:57 PM
154	VicPD should stop relying on overtime and cut costs that way before asking for additional funds.	1/4/2019 8:46 PM
155	Bring back school liaison officers and boost front line patrol numbers	1/4/2019 5:52 PM
156	The VicPD is drastically understaffed and underfunded. I think it slows our city's growth and makes people unsafe. We need to give them more resources.	1/4/2019 4:52 PM



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157	Consider reducing the number of higher paid higher ranking officers. From the top down, Victoria PD is a small department that has way too many inspectors and Staff Sergeants for its size. These are senior officers who could be replaced with 4 times the amount of front line Officers. Also consider re-arranging some sections in the department and staffing front line with more officers. Deploy two person vehicles this will increase efficiency and reduce injuries to officers, reduce the carbon print of more vehicles on the road too. Hire more civilian staff to help with the volumes of paper associated with daily policing.	1/4/2019 11:03 AM
158	VicPD is under staffed by more than 12 people and has been for years.	1/4/2019 9:34 AM
159	VicPD patrol officers have been unable to keep up with the demand of mental health, homelessness, and increased calls for service.	1/4/2019 8:18 AM
160	Adequately staffed police department would reduce or eliminate special duty funding. 12 officers would be a step in the right direction. Bringing other provincial/federal agencies to the table to pick up their responsibilities that they have off-loaded to police would likely see the need for police reduced.	1/4/2019 6:45 AM
161	The city has taken pride in being that place in which we openly welcome the homeless industry to thrive in the city. We have the majority of hard to house shelters and residences during a time we have seen a significant growth in downtown core housing in general, yet we have not increased our police departments strength in 10 years. If you continue to underfund the police department, this will result in more officers having to do more with less - resulting in burn out, and the costs associated to that will be significantly higher than what the department is seeking in this budget.	1/3/2019 11:12 PM
162	Prefer VicPD be relieved of providing service where more specialized approaches may apply. VicPD and City of Victoria are wonderful at managing crime. Give VicPD someone else to call for mental health and poverty reduction.	1/3/2019 11:10 PM
163	It would be important to know cost savings for the City and Esquimalt as a result of police retirements and resignations over this same time period.	1/3/2019 10:39 PM
164	I'd be more likely to support some of these ideas - as they are all good ideas - if they cost less or there was some evidence of cutting existing costs by an offsetting amount.	1/3/2019 9:33 PM
165	No	1/3/2019 6:20 PM
166	The department has been running short staffed while roles and responsibilities and duties continue to rise. The police department's requests are reasonable and necessary.	1/3/2019 5:34 PM
167	if hiring new, take \$ from patrol car budget change allocation to 4 patrol, 2 community and 6 traffic	1/3/2019 4:57 PM
168	Just as a reminder to those who may read these responses, the police are and always have been the final resource, i.e. if no one else will deal with a certain issue the police get to deal with it. That of course comes at a cost on the delivery of operational policing within what would be seen as the normal mandate of the police department.	1/3/2019 4:43 PM
169	Our police department cannot function or provide adequate services without proper funding. The police department and its members are overworked and already stretched too thin.	1/3/2019 4:43 PM
170	When we as a city don't grow our police service along with our population we risk coming to a point where we do not have control of our ever-growing opioid and mental health issues downtown. To say this is not a police issue is naïve. When we as a city repeatedly refuse these increases we are telling the police that their safety doesn't matter, their mental health doesn't matter. We need more officers in order to maintain the exemplary service we have received for so many years.	1/3/2019 4:32 PM
171	The VicPD requests are required to maintain current service levels.	1/3/2019 4:29 PM
172	If the police ask for more officers, you should give it to them given the steady increase in crime that will impact victoria negatively for years to come.	1/3/2019 4:26 PM
173	more officers safer streets	1/3/2019 4:25 PM
174	Policing is difficult. The more resources they have the better.	1/3/2019 4:10 PM
175	Stop: investing in criminalisation of people; Stop the horrible social stigma in media led by VICPD...	1/3/2019 1:43 PM
176	Descriptions for many of these supplemental requests are too vague for one to make any kind of informed comment. Be more clear!	1/2/2019 8:53 PM

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177	With respect to VicPD it would seem to me that there ought to be more funding of social workers rather than officers and will the SD61 get their request for liaison officers which seems like a no brainer	1/2/2019 4:31 PM
178	Unclear whether additional VicPD resources are the most effective alternative to addressing issues or whether VicPD is leveraging as much provincial funding as possible to support initiatives (e.g. mental health and research).	1/1/2019 7:49 PM
179	Be careful with mental health initiatives. There needs to be actual specialized mental health officers, not cops with extra training, those lend to police states, arrests, and crime. There needs to be actual specialized officers that ONLY do mental health and addictions liaison, and they don't need guns.	1/1/2019 4:05 PM
180	Fund VicPD by reducing inefficiencies. I support increased funding to increase diversity of police force.	1/1/2019 8:37 AM
181	Re #52 the first 5 items are as clear as mud. They make no sense. If these requests were clearly stated so it was obvious what was wanted, I might be voting differently. How anyone can make a determination based on how these 5 are worded is a wonder to me.	12/31/2018 1:48 PM
182	Does any of this include school liaison officers?	12/31/2018 12:03 PM
183	Give VicPD whatever they need.	12/31/2018 9:43 AM
184	The City needs to examine the benefit plans for employees. In particular they should all be on a Defined Contribution Pension Plan and not a Defined Benefit Plan	12/29/2018 4:06 PM
185	The reason I do not agree with many of these options is that your salary offers are ridiculous. The median wage here is around \$50K yet you're willing to almost pay double that to each person? I understand that officers should be compensated for their services (which we all very much appreciate), however, I have not seen an issue with staffing in Victoria since I moved here 13 years ago.	12/28/2018 1:03 PM
186	I feel we are expecting so much more of our police these days we need to provide them with some additional resources.	12/27/2018 8:39 PM
187	Mental health officers need to be certified as health professionals	12/27/2018 2:09 AM

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188	<p>I do not support the \$1.13 million proposed over three years to support the phased-in creation of 12 new VicPD officer positions + 1 new civilian position. There should be no expansion of the VicPD force and no new hires as there is no evidence suggesting need for additional VicPD staffing. According to Statistics Canada and the VicPD's own data, the most recent available data show that from 2014-2018 calls for service to the VicPD decreased, and in the past 3 years crime rates and the crime severity index have also dropped (with consistent longitudinal trending downward over the past 10 years). This is consistent with broader societal trends of declining crime rates across Canada for the past 20+ years. Additionally, since 2009 Victoria has been the most heavily policed major city in all of Canada and there is no rationale for why Victoria in particular should have this intensive a level of policing (e.g., no evidence has been provided that Victoria has more calls for service per capita than other major Canadian cities; Victoria has lower crime rate and crime severity than many other Canadian cities). As mentioned earlier, of particular concern in relation to potential social and racial profiling the VicPD is seeking an increase of 10 patrol positions with 4 of these going to a new "Community Response Team" that would proactively target areas where people with low incomes live, socialize, and access services. For all the reasons stated earlier I do not support this direction. While I support public access to VicPD data, the proposed civilian research analyst position can be accomplished by shifting money away from existing unnecessary civilian positions (e.g., VicPD public relations). I strongly object to police being embedded in ACT teams and any other embedding of police in mental health or other health services, as set out in earlier comments. The \$262,210 proposed here for 2 officer positions in ACT teams should not be funded. No information is provided in the Draft Financial Plan or the VicPD November 2018 Council presentations about what would be covered by the VicPD's request for \$139,892 for "Special Duties Funding". In the absence of any information about what this line item is for, it should not be funded. I note a one-time request of \$362,000 for "overnight sheltering support and clean up in City parks and green spaces, allowing for reduced risk of those using City parks, as well as reduced damage to vegetation and eco-systems". While I strongly support public funds being used to increase amenities to people sheltering in parks (including bathrooms) and would also support using public funds to engage with people sheltering in parks to create new amenities to better meet their needs (e.g., storage of belongings), I am concerned that the funds identified here do not seem to be earmarked for this purpose by instead may be used to fund increased security patrols or other efforts to surveil, police or displace people sheltering in parks, and to dispose of their belongings. I am also concerned at the overstating of impact of the small number of people who shelter in parks on the natural environment and particularly the suggestion that people sheltering in parks is detrimental to ecosystems. The environmental impact of unhoused people is miniscule compared to the very significant environmental impact of industry, road and building construction -- yet unhoused people are singled out and scapegoated. I am disturbed that this language is included in this survey and hope that future surveys will consider how to frame this item in a way that does not encourage social profiling and anti-homeless hate.</p>	12/26/2018 1:18 PM
189	More school outreach	12/24/2018 12:11 AM
190	Get officers on foot and on bikes	12/23/2018 4:37 PM
191	Mental Health Integration pilot is extremely important.	12/23/2018 1:20 PM
192	While I agree the city requires more police, the request for 16 additional staff is overkill.	12/22/2018 5:20 PM
193	I know that city IT staff are paid significantly more than provincial IT staff (\$20-\$40k yr!). I imagine that other city positions are also higher. I do not support any additional staffing requests for over paid positions. The pay structure needs an over haul... it is seriously out of whack with similar public paid positions. No more increases, freeze current positions and reduce pay for new ones.	12/22/2018 2:59 PM
194	They need to be supported to help clean up the downtown. It feels dirty and unsafe and we no longer want to bring our young son down for events.	12/22/2018 7:38 AM
195	Increase police wages especially if they possess any education in psychology for example introductory psych 101 - 201	12/22/2018 2:28 AM
196	No	12/21/2018 6:04 PM
197	The front line for the homeless and street criminals is costing property owners too much.	12/21/2018 12:19 PM
198	We have enough police officers in Victoria, more than anywhere else in respect to per capita	12/21/2018 11:37 AM
199	Again, if such a huge amount of money hadn't been wasted in rewarding Elsnor for bad behaviour, there would be more money for actual policing. Obviously, we need an inquiry into what happened there.	12/21/2018 10:53 AM

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200	Police services in Victoria should be amalgamated with Saanich, Oak Bay and Central Saanich at least. Having 7 different services is a colossally inefficient waste of money.	12/21/2018 9:12 AM
201	Research has shown that increased policing will not lead to more healthy cities. \$223,665 should be going to professionals and organizations trained in mental health support work and de-escalation, not policing.	12/20/2018 3:13 PM
202	Given the rate of expansion of the City, Victoria is behind in providing officers and resources for the officers.	12/20/2018 11:34 AM
203	Review the budget and reallocate existing resources.	12/20/2018 8:41 AM

## Q55 Do you have any additional comments about the draft 2019 Financial Plan?

Answered: 177 Skipped: 1,306

#	RESPONSES	DATE
1	This entire process is a colonial process that is rooted in the assumption that settlers have jurisdiction over stolen Lkwungen lands. Participation in the process is to express objection, not to uphold colonial entitlement. • The methods the City has created for getting public input are largely inaccessible to people with very low incomes and others who would be most impacted by specific budget decisions. Online surveys and in-person town halls are unlikely to result in Council hearing from people who are not fluent in English, people who are sheltering in parks, people who are clients of ACT teams, or people with cognitive or learning disabilities. These two methods of getting input aren't at all accessible to Victoria residents who are institutionalized (jail/prison, hospital, residential care) and don't have access to technology in the time of the public input period.	1/21/2019 12:10 AM
2	Business taxes are too high	1/20/2019 9:20 PM
3	1) The plan does not address possible other sources of income which are being explored in other cities facing our challenges. 2) . the plan does not ask residents/businesses what our priorities are	1/20/2019 8:40 PM
4	Yes, you did not include predictable expenses arising from the Accessibility Framework, which means you have no way to gauge community support. If that procurement had been well managed and the report received in time, there would be figures relating to its recommendation in this draft budget. The cause of accessibility would not have to fight for funds after everyone got their wish-list included. Transfer accessibility infrastructure funds to useable operational funding. I have a hard time understanding the work entailed with some cryptic descriptions. Difficult to relate actual work in budget to the strategic directions questioned about at start of survey. The 8 directions could mean many things to many people.	1/20/2019 7:32 PM
5	Get the existing new initiatives done vs starting new ones.	1/20/2019 6:49 PM
6	- Trees are an essential part of our response to the climate-change emergency. We need to invest in them. - Trees store carbon. Mature trees store a lot more carbon than replacement saplings do. Let's keep the mature trees, and plant more. - I support new staffing to fully implement Victoria's Urban Forest Master Plan. Included in that would be a progressive update of the dated Tree Preservation Bylaw. No more delays due to limited funds or understaffing! - We need to spend a lot more money to increase tree-planting in order to maintain and increase our tree canopy. It has been steadily declining for years. - Whether or not we embrace densification, we must plan ways to retain mature trees throughout our city. Studies have found they improve people's mental and physical health in many ways. - Victoria's street trees save the city nearly \$3 million a year in 'eco-services' like preventing flooding, cooling streets and buildings, and reducing wind, among other things. - I urge the city to budget for buying well-treed properties (like 1201 Fort Street) when they come on the market, as one way to retain mature trees into the future. Funding from other levels of government should also be explored. - I want the City of Victoria to declare itself a place where trees matter, and to develop budgets and policies in every department -- Planning, Parks & Recreation, Engineering and Public Works, etc. -- that will help retain and sustain our beautiful mature trees. - I urge the city to invest in finding creative ways to save our mature trees, rather than cutting them down when they're in the way. We need them now. - I urge the city to fund a program to support private property owners in their efforts to care for significant trees, as Saanich already does.	1/20/2019 6:44 PM
7	I hope the City of Victoria continues with the bold and progressive vision it has shown to date. This is what the people of Victoria voted for.	1/20/2019 6:43 PM

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8	This entire process is a colonial process that is rooted in the assumption that settlers have jurisdiction over stolen Lkwungen lands. Participation in the process is to express objection, not to uphold colonial entitlement. The methods the City has created for getting public input are largely inaccessible to people with very low incomes and others who would be most impacted by specific budget decisions. Online surveys and in-person town halls are unlikely to result in Council hearing from people who are not fluent in English, people who are sheltering in parks, people who are clients of ACT teams, or people with cognitive or learning disabilities. These two methods of getting input aren't at all accessible to Victoria residents who are institutionalized (jail/prison, hospital, residential care) and don't have access to technology in the time of the public input period.	1/20/2019 5:31 PM
9	I strongly object to increased spending as requested by VicPD.	1/20/2019 3:49 PM
10	Hopefully funding for an Urban Forest Master Plan is included in the budget. It was unclear where to find that info.	1/20/2019 12:46 AM
11	Trees are an essential part of our response to the climate-change emergency. We need to invest in them. Trees store carbon. Mature trees store a lot more carbon than replacement saplings do. Let's keep the mature trees, and plant more. We support new staffing to fully implement Victoria's Urban Forest Master Plan. We need to spend a lot more money to increase tree-planting in order to maintain and increase our tree canopy. It has been steadily declining for years. Whether or not we embrace densification, we must plan ways to retain mature trees throughout our city. Studies have found they improve people's mental and physical health in many ways. Victoria's street trees save the city nearly \$3 million a year in 'eco-services' like preventing flooding, cooling streets and buildings, and reducing wind, among other things. We urge the city to budget for buying well-treed properties (like 1201 Fort Street) when they come on the market, as one way to retain mature trees into the future. Funding from other levels of government should also be explored. We want the City of Victoria to declare itself a place where trees matter, and to develop budgets and policies in every department — Planning, Parks & Recreation, Engineering and Public Works, etc. — that will help retain and sustain our beautiful mature trees. We urge the city to invest in finding creative ways to save our mature trees, rather than cutting them down when they're in the way. We need them now. We urge the city to fund a program to support private property owners in their efforts to care for significant trees, as Saanich already does.	1/19/2019 5:49 PM
12	- Trees are an essential part of our response to the climate-change emergency. We need to invest in them. - Trees store carbon. Mature trees store a lot more carbon than replacement saplings do. Let's keep the mature trees, and plant more. - Whether or not we embrace densification, we must plan ways to retain mature trees throughout our city. Studies have found they improve people's mental and physical health in many ways.	1/19/2019 5:46 PM
13	I want the city to reduce services like recreation services, fancy bridges and new recreation centres, and increase investment in the homeless/addictions/mental health.	1/19/2019 1:48 PM
14	I wish I had been advised of this survey earlier so I could read it and make more precise responses.	1/19/2019 10:50 AM
15	Need another library in Hillside Quadra! Let's get the Crystal Pool project going!	1/18/2019 11:37 PM
16	We need a Hillside Library	1/18/2019 8:46 PM
17	I feel this city needs to spend more energy and attention and money on things that build communities and community involvement (like libraries, community events, street party initiatives, localized holiday celebrations, etc) and less on bike lanes and downtown projects.	1/18/2019 6:12 PM
18	Approve of additional library services in north Victoria	1/18/2019 5:35 PM
19	Good for you, for designing and putting out this questionnaire, to assist council making difficult choices (and probably annoying significant interests).	1/18/2019 4:40 PM
20	no	1/18/2019 2:28 PM
21	Do NOT give youth free bus passes. Old people on limited income need free bus passes. In fact, all people should be given free passes to encourage bus use.	1/18/2019 11:20 AM
22	Perhaps Ben Isitt, Laurel Collins et al should stop "supporting" protest events that are not lawful. Isn't 'peaceful' protest wonderful? Yes it is - but it must also be safe and lawful (the other two 'tests') Closing bridges and occupying roadways etc are NOT LAWFUL.	1/18/2019 8:25 AM
23	focus on renters rights and more affordable housing for middle to low income renters, not just hose on the very bottom! recent university graduates making \$25-30k per year need help too!	1/18/2019 8:04 AM



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24	Thank you for the opportunity to voice our concerns. Please listen to your community, we implore you	1/18/2019 1:33 AM
25	increase in property tax is not sustainable with the increase that has happened in utilities and new stormwater tax in the last years and inflation in housing costs.	1/17/2019 10:43 PM
26	Bring down city wages, especially those for management.	1/17/2019 6:20 PM
27	Very concerned about how the Police budget was manipulated because Esquimalt did not agree. My kids feel safe with liason officers at their school.	1/17/2019 5:05 PM
28	I would very much like to see preservation of our urban forests as a high priority. Trees are key in our climate emergency and I am distraught that we are so behind the eight ball on this.	1/17/2019 12:08 PM
29	No	1/17/2019 8:33 AM
30	Thanks for presenting all this to citizens and requesting our input!	1/16/2019 9:44 PM
31	Lower bus fees for seniors on fixed incomes	1/16/2019 8:28 PM
32	no.	1/16/2019 6:46 PM
33	Cut your budget	1/16/2019 6:07 PM
34	there were a few questions which I would answer affirmatively in priciple, but the devil is in the details, of which there were not enough details, so I had to guess	1/16/2019 6:06 PM
35	The city needs to concentrate on managing the city as a business not as a platform for the political aspirations and philosophy of its Council members.	1/16/2019 5:52 PM
36	More Police. More bylaw officers.	1/16/2019 5:25 PM
37	Thanks for involving the public in this process. It would be good to see this idea applied to programs and developmental projects for all those affected. I feel totally disconnected from the city, yet I run a destination business that brings hundreds of thousands of dollars into the downtown core. Tax dollars are easily taken, but representation is hard won, if even acknowledged.	1/16/2019 2:56 PM
38	I am concerned that there are staff reports and recommendations still to come and not yet part of the draft the public is commenting on. In particular, I cannot tell if there is new spending allocated to implementing the Urban Forest Master Plan. I would support new spending to make sure it gets done but I believe council is still waiting for the staff reports. Also Question #50 was confusing as it offers "reduce tax increase" but does not specify offsetting the health tax the way the Q#48 did.	1/16/2019 2:42 PM
39	There should be dedicated funding for homelessness.	1/16/2019 11:50 AM
40	Because I live in Saanich but spend much of my time in Victoria, my comments for Victoria reflect the values I would also express if asked to comment on Saanich's budget. We need amalgamation.	1/16/2019 10:54 AM
41	Good work! Clear information and good opportunity for input.	1/16/2019 9:56 AM
42	I would like to have seen a more in-depth view of what money the city is putting into Youth services.	1/16/2019 9:25 AM
43	As a side note, back in the late '90's when I worked at City Hall, basically Council was told the old façade of City Hall (the bricks) were basically being held together by the paint. I see that's still the case. I'm glad there's some upgrade to windows being done, but when can something be done to resolve the old façade issue? I would like to see brickwork that looks like it's not falling apart.	1/16/2019 8:49 AM
44	The methods the City has created for getting public input are largely inaccessible to people with very low incomes and others who would be most impacted by specific budget decisions. Online surveys and in-person town halls are unlikely to result in Council hearing from people who are not fluent in English, people who are sheltering in parks, people who are clients of ACT teams, or people with cognitive or learning disabilities.	1/15/2019 10:49 PM
45	No to additional police funding. The rest is acceptable.	1/15/2019 5:30 PM

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46	The methods the City has created for getting public input are largely inaccessible to people with very low incomes and others who would be most impacted by specific budget decisions. Online surveys and in-person town halls are unlikely to result in Council hearing from people who are not fluent in English, people who are sheltering in parks, people who are clients of ACT teams, or people with cognitive or learning disabilities. These two methods of getting input aren't at all accessible to Victoria residents who are institutionalized (jail/prison, hospital, residential care) and don't have access to technology in the time of the public input period.	1/15/2019 3:53 PM
47	Increased policing please.	1/15/2019 3:38 PM
48	Please do not get caught up in feel good motions like suing petroleum companies when climate change is the fault of humanity...we should sue!! ourselves	1/15/2019 1:32 PM
49	I use an iPad. It was very difficult to fill the survey in due to long load times of survey and the links to lines in the budget did not work on my device. Hard to get to the info in the 800 page document.	1/15/2019 7:11 AM
50	Climate chaos is the no. 1 challenge. Cut down on carbon emissions.	1/15/2019 5:12 AM
51	DO NOT increase property tax	1/14/2019 11:49 PM
52	Governments spend money derived from taxes paid from wealth created by capital investment and entrepreneurial enterprise. Support business development! DON'T KILL THE GOOSE THAT LAID THE GOLDEN EGG.	1/14/2019 4:37 PM
53	No increase to the police budget. No cops on outreach teams. Invest in affordable housing. Invest in better public transportation and accessible roads, walkways, etc.	1/14/2019 3:50 PM
54	There can be no savings unless council addresses staffing levels and reduces the size of the bureaucracy .... including council. Many services can be contracted out to generate savings	1/14/2019 12:03 PM
55	Mill rate needs to be steeply progressive. Small business that pays rent, homeowners under \$1 million property value and renters should pay much less (landlords must be prohibited from passing on their tax to their renters). Big business should have a dramatically higher mill rate.	1/14/2019 10:58 AM
56	If there is a surplus from 2018 apply it to the city cost of covering medical for their staff. I have never heard of the taxpayers cover this cost. Came from Ontario and that happened a long time ago. City of Guelph tried and they had a rebellion on their hands. Surplus means you don't stick it to the taxpayer!	1/14/2019 10:47 AM
57	I do not agree with [several] of the questions asked in this survey, therefore I have not responded to them..	1/14/2019 10:35 AM
58	i found this process for giving input to be very inaccessible which tells me it would be absolutely inaccessible to large numbers of people in victoria and not in a random kind of way. as is typical, many of the most marginalized people in our community will not have their voices heard because of how 'public input' is gathered.	1/13/2019 6:46 PM
59	no	1/13/2019 5:00 PM
60	This online survey is unlikely to be filled out by homeless and street-involved people, poor people, and others who have very different priorities. The process privileges feedback from people with stable housing and time to fill out a survey like this (i.e. middle-class property-owners). I urge the City to find other ways to consult with people whose views won't be reflected in this survey.	1/13/2019 4:48 PM
61	I have to question the design of this survey and the validity of conclusion drawn from it.	1/13/2019 12:55 PM
62	yes spend money on housing not bike lanes.. you should be supplementing the working poor , helping with rent not frustrating the populus with all these lanes. you say we shouldnt be idling our cars too long , yet as we sit and wait for our turn , after the bikes of course to turn if slows everything down	1/13/2019 7:59 AM
63	Unfortunately I do not know the backgrounds of the council so am not sure I should have faith in their abilities to spend the money wisely and with conscience.	1/12/2019 8:13 PM
64	Go Green Go Clean	1/12/2019 11:41 AM
65	This was a long survey and I am not sure how accessible it is. Are people being supported to fill this out who are unhoused?	1/12/2019 9:00 AM
66	I love the city of victoria!	1/12/2019 8:48 AM
67	We need to create a more appealing city for resident's and visitors.	1/12/2019 8:27 AM

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68	We need initiatives to build affordable rental housing for everyone. I think the focus on welfare people and drug addicts is too narrow. Many people are struggling with ridiculous rents and real estate costs. Such low median incomes and such high housing costs are unsustainable. Get to work on improving that and you won't need to spend money on recruiters. It isn't a tight labour market that's the problem, it's an overly expensive housing market that's keeping people away from Victoria. Even doctors don't want to come here because their quality of life would be lower than elsewhere. Let's face it doctors don't want to spend \$500,000 on a 500 sq ft condo.	1/11/2019 11:32 PM
69	no	1/11/2019 11:10 PM
70	Thanks for the good work	1/11/2019 6:17 PM
71	Think of all citizens - of course we have to look after the MOST needed, but council cannot assume that anybody who owns property in this city is rolling in money!!!!	1/11/2019 6:00 PM
72	Please include money for the implementation of the Master Urban Forest Plan and for a coordinator.	1/11/2019 4:44 PM
73	A major aim of the City should be to significantly reduce the policing budget.	1/11/2019 4:02 PM
74	I appreciate the opportunity to provide feedback, and the excellent job you do communicating what could be dry information.	1/11/2019 1:34 PM
75	Funding must be provided to hire a coordinator for the Urban Forest Master Plan.	1/11/2019 12:37 PM
76	I feel that the agenda is slanted towards initiatives that support renter affordability and homelessness. Unfortunately this plan is putting too much pressure on home owners and making home ownership un-affordable. I would like to see more support and services for residential homeowners (they pay a massive amount to the City after all).	1/11/2019 12:19 PM
77	Build that bike lane on hillside ave. Too many accidents happen and bikers slow down traffic since there is no bike lane for them	1/11/2019 10:47 AM
78	need to pull in the reins and people will have to make do - salaries are high and many city staff including police are under utilized for duties they were meant to be doing.	1/11/2019 9:36 AM
79	The City should have a CAC policy that applies to all new construction be it condos or apartments. Where a church is being sold for development, the church should reimburse taxes for all the years it had ownership.	1/11/2019 9:24 AM
80	I appreciate the opportunity to participate in the process and have my say.	1/11/2019 9:13 AM
81	Less bike lane funding. More police funding.	1/11/2019 12:21 AM
82	The City has turned reconciliation into a jagged pill.	1/10/2019 11:21 PM
83	No	1/10/2019 10:09 PM
84	Stop raising taxes. Young home owners are hardly getting by as is. You want affordable housing yet you keep raising taxes so we have to raise rent to tenants that we need to have living in our homes to be able to pay mortgages. Useless art projects aren't appreciated. We have enough bike lanes.	1/10/2019 9:44 PM
85	Raise property taxes!	1/10/2019 9:27 PM
86	Fort Street is a mess, businesses sold or selling or vacant. Bike lanes are on the wrong arteries, fiscal management rates a F grade, bicycles need to be licensed and insured and regulations enforced. Some of the questions are skewed in form and unclear.	1/10/2019 8:29 PM
87	In the past city taxes paid for running the city. Increasingly, city funding has been offloaded to separate utilities and separate billing to give the impression that tax increases are minimal. What do city leaders actually do now? Leaders should be reducing the tax load not continually finding ways to increase it.	1/10/2019 7:19 PM
88	No	1/10/2019 7:07 PM
89	You people have all the power and resources to do whatever you want to do with the money without my input. Spend the money on providing support to the poor and displaced/dispossed people. Anyone who works at City Hall or for it is automatically suspect. Y'all are a bunch of thieves supported by nepotism and financial privilege.	1/10/2019 6:30 PM
90	Focuses need to be: cleaning up downtown to make it more tourist friendly, increasing transit and bike lanes, and limiting densification.	1/10/2019 5:28 PM

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91	Enough with the bike lanes already. Please prioritize walking (side walk improvements) and public transportation over cyclists. Cheers.	1/10/2019 5:14 PM
92	Cut the police budget	1/10/2019 5:12 PM
93	Try and reduce basic increase to about 2.5%	1/10/2019 3:55 PM
94	The city needs to encourage more pedestrian traffic by ensuring that the FULL SPACE of sidewalks in high density neighbourhoods with small lots are complying with the bylaws that cover encroachment of garden growth onto sidewalk areas (public areas).	1/10/2019 2:25 PM
95	-Go absolutely nuts harvesting every possible dollar out of developers in situations that don't really cost the city. Let them pay to go tall, go dense, make hay while the sun shines on this bubble market. Stop giving developers tax breaks to help them turn a profit though like with Customs House. Don't try to squeeze blood from a stone though either by demanding so much inclusive development that they stop building all together. Find the right policies to gain as much money as possible from the development industry, sell that density, sell that height, and put that money into affordable housing. -Bike infrastructure is proven to pay for itself in the long term, it's a fantastic investment and I say this as someone who doesn't even have a bike. Stop worrying what small business thinks, they'll always pin their failings on the city no matter what. -Victoria is majority renters, don't be afraid of enacting policies that upset the home-owning elite. Keep this renter majority happy and you can safely ignore the pearl-clutching wealthy of the city. Tax them and stop coddling them.	1/10/2019 12:09 PM
96	Council should focus on its core responsibilities and not those that are the purview of senior governments that have broader tax bases. These include housing, climate change (other than infrastructure) and 'social justice' issues. If these are important to councillors, they should run for provincial and federal offices.	1/10/2019 11:43 AM
97	Defund the police.	1/10/2019 11:41 AM
98	Housing. We are drowning out here. I rent 320 sq feet for \$1000. I have 2 degrees and work full time in my field. I barely survive and debate leaving Victoria daily.	1/10/2019 2:30 AM
99	Affordable housing, while likely in a large way a provincial matter, needs focused attention. Low-income Seniors and those on disability (PWD), have a hard time finding market rent housing that they can afford. This lack of affordability even backs up into the health system, where some people in hospital cannot be discharged as suitable housing cannot be obtained (Long waiting list for BC housing, and Ultra long waiting list for mental health supported housing). Every day spent in acute care costs the system well over \$1200. We are in dire need for more supported housing for those with mental health concerns, brain injuries, physical impairments (wheelchair accessible), with in some cases access to a mental health worker/support workers. This would end up saving the health system a lot of money, and more importantly help individuals have dignity, and find a better life. Perhaps a Provincial-City initiative is in order? Thank you for allowing the input.	1/9/2019 10:25 PM
100	Stop increasing taxes!	1/9/2019 5:14 PM
101	no	1/9/2019 3:26 PM
102	I saw very little (or, rather, not enough) in terms of support for mental health initiatives and the mentally ill. The neglected and troubled, especially those living on the streets have far too little support. Reestablishing and expanding in-patient services could be a start to lowering budget expenses in other areas, such as policing.	1/9/2019 3:06 PM
103	Freezing and decreasing police budget should be a priority, and using savings and increased taxes to improve community-driven supports including housing and social supports for individual and families.	1/9/2019 12:23 PM
104	Fix our street surfaces!	1/9/2019 6:54 AM
105	The presumption should not be yearly tax increases.	1/8/2019 8:41 PM
106	I think the overall guiding principle should be climate leadership. We should be leaders in whatever way we can, from reduced hours of lighting to requirements in all new developments for energy savings.	1/8/2019 3:18 PM
107	Get the streets fixed and safety street lines improved please. People drive more safely and feel better on smooth properly lined roads and...bonus improvement in safety to cyclists. Some cycle lanes are already looking like junk lanes.	1/8/2019 10:44 AM

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108	I support more money being allocated toward more emergency services being hired in the New Year. The downtown area is becoming more dense from all the recent developments which creates more issues for the same amount of minimal police officers. Compounding this issue is the greater amount of homeless shelters being created and tying up police resources.	1/8/2019 8:17 AM
109	Nowhere near enough invested in affordable housing!	1/7/2019 8:09 PM
110	I feel I've probably wasted my time but had to try - I don't think staff, mayor, or council will really listen - as much as they say they do.	1/7/2019 6:29 PM
111	This plan has been drafted with outcomes in mind but is unclear about what those outcomes are and how the different budget choices and options impact potential outcomes.	1/7/2019 3:55 PM
112	Thank you for taking the time to consider my responses and comments.	1/7/2019 2:21 PM
113	Kudos to staff; they work hard to put this together. In general, I feel I get value for my direct and indirect tax dollars in Victoria	1/7/2019 2:00 PM
114	no	1/7/2019 1:04 PM
115	Split the surveys into multiple individual surveys so that they don't need to all be completed at one time.	1/7/2019 12:57 PM
116	Live within your means like the rest of us do! I work for a living and am more than happy to contribute to my city but not at ever increasing unsustainable rates. My property assessment went up, I'm sure you are gleefully trying to decide how you will spend that money, meanwhile I am trying to figure out what I will go without now so you can have your stupid bike lanes etc.	1/7/2019 12:34 PM
117	You have to address the housing and rental crisis before messing around with anything else. This city is becoming increasingly unlivable for its current residents and the public view is council is turning a blind eye to the matter.	1/7/2019 11:50 AM
118	Stop the bike lanes. Tax revenues are being depleted because no one can afford to park downtown I'd they can even find a space. Business is hurting due to personal agendas of the city council	1/7/2019 11:50 AM
119	Budget to support expedited & full implementation of the Climate Leadership Plan. Budget to support immediate & full implementation of all 26 recommendations of the Urban Forest Master Plan.	1/7/2019 10:41 AM
120	Run the city, first. Any 'Kumbaya' pet projects need to come a distant second.	1/7/2019 2:18 AM
121	Stop spending money on bread and circuses. We need affordable housing and labour. This isn't Disneyland. Stop wasting taxpayers money on utopian, vanity projects. The emperor has no clothes.	1/6/2019 9:18 PM
122	Keep up the work on green infrastructure (including bike lanes) please! (And thanks!)	1/6/2019 8:23 PM
123	I would really like to see property tax increases stabilize as they have been outpacing inflation for many years now. Personal income does not go up as aggressively as the property tax increases and it is unfair to the residents. The new property taxes collected from the many new condo developments should be helping decrease property taxes. If not, what is the net gain to Victoria residence for all the new building, reduced skylines, increased traffic, crowded facilities, and reduced parking? The way I see it, Victorians are now getting a lower quality of life that costs them more. Figure out your tax base, then plan spending. Not the other way around.	1/6/2019 7:46 PM
124	Victoria is growing and missing the transportation and transit infrastructure it needs. This, as well as, the ongoing problem of affordable housing and mental health services need to be of highest priority.	1/6/2019 6:51 PM
125	I would like to see surplus revenues go towards local health services and public transportation	1/6/2019 6:49 PM
126	No.	1/6/2019 6:39 PM
127	Please do not prioritize new rental housing building applications over the needs of the existing neighbourhood. New rental housing is important; however, when the owner is trying to manipulate a bylaw and get a much higher density in their building than the neighbourhood can support, it creates safety issues and destroys all that makes the neighbourhood attractive to other residents. Moreover, these buildings often do not contribute accessible housing, and even take space away from cheaper housing alternatives. I am thinking of a particular example where a builder is trying to replace a 6 suite low income housing building with a high density "market rate" rental building against the wishes of the neighbourhood.	1/6/2019 6:10 PM

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128	Many of the priorities listed on the first page are not mutually exclusive, therefore it is impossible to rank. For example, sustainable transportation and affordable housing support “strong, livable neighbourhoods.” How do you envision this informing the plan? I am pleased to see this survey and like to be involved, but wonder how much public consultation is really necessary for this process. It's resource intensive and we have elected officials to make decisions on behalf of constituents to shape the cities we want to live in.	1/6/2019 11:21 AM
129	I do not support funding of public art projects . Too much money has been wasted on frivolous projects that do not add value to everyday people's lives.	1/6/2019 10:12 AM
130	Not much on improvement for emergency management preparedness	1/6/2019 12:10 AM
131	I think affordable housing is paramount at this point. We've got prices spiraling higher still, and few improvements on the horizon. Initiatives to support developing suites in existing buildings, additional accommodation on developed properties, and even a reduction in taxes on rented secondary homes would all be huge improvements, requiring less of the city's financial assistance. Looking at new developments is great for the long term, but we have far too many living at or near the poverty line spending far too much of their earnings on housing and transportation. These folks are being further marginalized because of the housing situation. Further to this, our small businesses are struggling to keep their staff, especially in the restaurant and hospitality industry, as folks simply can't afford to pay for housing with these lower wages. Once again, the poor being punished, as it's usually the lesser educated folks who are in these industries.	1/5/2019 11:37 PM
132	Affordable housing!!!	1/5/2019 9:53 PM
133	No	1/5/2019 9:03 PM
134	Look to future residential requirements for the area between Kings, Douglas/Government/Blanshard Bay, to Hillside instead of more environmentally destructive commercial lube/mechanical busnes.ses	1/5/2019 4:58 PM
135	No	1/5/2019 9:10 AM
136	Don't kill downtown businesses	1/5/2019 7:16 AM
137	It's a hard balancing act, but reading through the draft strategic plan gives me a sense that you are trying to control expenditures, yet prudely spending where needed. I encourage you to defer more funds into the disaster relief fund, given that certain infrastructure projects are not ER-ready.	1/5/2019 7:08 AM
138	Why is the city asking for more tax for the health tax, when a) theres is a surplus and b) arent they saving some money from the payment of MSP for their staff?	1/5/2019 4:25 AM
139	No	1/4/2019 10:06 PM
140	This mayor is costing our city millions of extra dollars for her own purposes. Why can the council not support everything she wants to do with our hard earned dollars.	1/4/2019 10:00 PM
141	Please be mindful of how expensive it is to live here before raising property taxes. Also, I'm happy to have my taxes go towards Christmas decorations. Maybe Ben Isitt could look elsewhere for savings.	1/4/2019 8:48 PM
142	Stop building bike lanes and painting intersections with fancy colours.	1/3/2019 9:44 PM
143	Doing more with less should be the goal and the overriding mindset for those in gov't wishing to do the best for the people of their city. There were many expense items which increased at a rate significantly above inflation without offsetting operating cost reductions in other line items. This is not sustainable. I hope the city looks for examples of effective municipal management around the globe where services are maintained or improved but taxes and expenses fall. The city could also look to best practices within the corporate world or at other levels of government. Victoria's should aspire to copy these examples as best it can.	1/3/2019 9:34 PM
144	No	1/3/2019 6:20 PM
145	embrace LEAN - we are spending above our means	1/3/2019 4:58 PM
146	no	1/3/2019 4:38 PM
147	The entire region frequents Victoria and any development must consider the needs of the region. Parking is a major issue. More spaces are required; not fewer. There is way too much money spent on traffic calming and bile lanes. It is prohibitive and only serves a fraction of the community.	1/3/2019 4:31 PM



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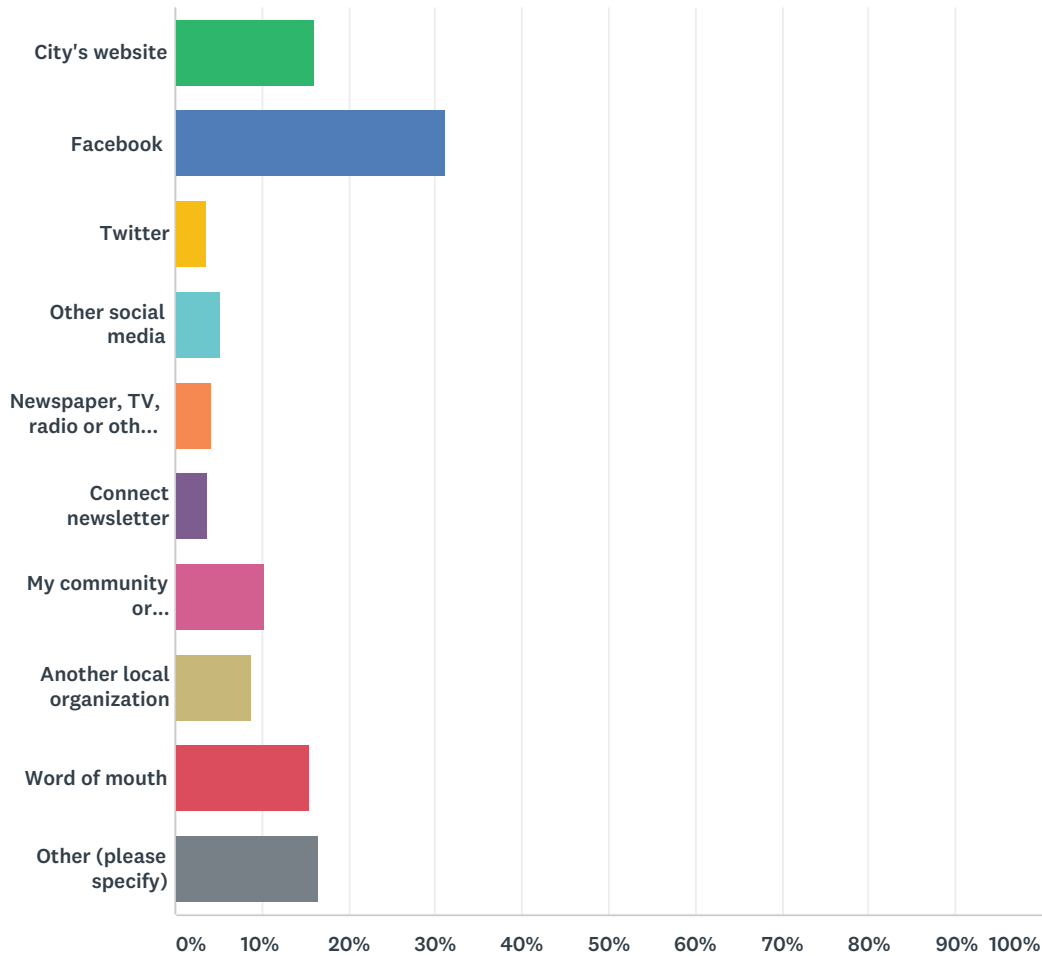
148	The Urban Forest Master Plan implementation by a independent Coordinator will make this city a healthy, happy, green resilient place to live. Add affordable housing and see the rate of crime go down, and los stress citizens. Add affordable transportation, and see more people outdoors, getting to appointments, feeling included. Put on events that have a sliding scale for admission and create a chance for everyone. Offer grants and opportunities to youth and see the future bloom. Respect seniors and Indigenous people and we'll survive better, longer and with less costs of governance.	1/3/2019 3:21 PM
149	Do not let the VICPD intimidate you. Record all meetings with rhem xause they do. The police are puppets to wealth and political power currently Neo Liberal Rich Coleman!	1/3/2019 1:46 PM
150	Thank you for allowing me tp participate	1/3/2019 10:28 AM
151	I found some of the language used in this survey rather obtuse like in question 52 so I was not really sure what in fact was being requested. Secondly, I think that the city is only going to purchase something like 350 to 400 new trees is really disgraceful, when cities all around the world are investing millions of dollars in the urban forest both on public and private land, particularly when we put forth our position to wanting to be sustainable, healthy and committed to a significant reduction in GHGs	1/2/2019 4:36 PM
152	Stop wasting taxpayers money on reconciliation, and climate change. This is not the responsiblity of a city council and you do not have the authority or mandate from the voters to implement any real changes. We have enough bike lanes! Clean up downtown and make it more inviting for people with cars to go there. As a person with mobility issues That needs a car to get around, I feel that I am unwanted in downtown due to the mayors continued messages that she does not like cars downtown.	1/1/2019 7:28 PM
153	Shabby effort, city.	1/1/2019 4:06 PM
154	So cool you all include the public in your decision making!!!	12/31/2018 10:34 AM
155	Please do not have homeowners pay for everything. What about the many renters? Homeowners and middle class families who own homes can't afford our property taxes. Please fund new tennis courts particularly for children. Victoria needs indoor courts.	12/30/2018 11:57 PM
156	Limit spending waste and increase efficiencies. I believe there must be a way to increase automation in the public sector.	12/28/2018 1:05 PM
157	The opportunity to comment is appreciated.	12/27/2018 1:08 PM
158	Do not like the new request for Mayor's Executive Assistant. Proposed salary too high. City Manager, Mayor, Council and Staff should be enough.	12/27/2018 8:50 AM
159	The methods the City has created for getting public input are largely inaccessible to people with very low incomes and others who would be most impacted by specific budget decisions. Online surveys and in-person town halls are unlikely to result in Council hearing from people who are not fluent in English, people who are sheltering in parks, people who are clients of ACT teams, or people with cognitive or learning disabilities. These two methods of getting input aren't at all accessible to Victoria residents who are institutionalized (jail/prison, hospital, residential care) and don't have access to technology in the time of the public input period.	12/26/2018 1:20 PM
160	The City needs to do much better public engagement and put more process around their capital expenditure projects to ensure that money being spent is maximizing value to Victoria residents. City staff need to be more accountable to the electorate.	12/26/2018 11:05 AM
161	Should focus on core municipal services and not vanity projects.	12/25/2018 10:32 AM
162	Free accommodations should come with some accountability. There are those who are struggling without any financial aid.	12/24/2018 2:18 PM
163	keep up the good work. Please check out the old sidewalks for the walkers in the community	12/24/2018 1:48 PM
164	More investment required in Burnside Gorge	12/24/2018 9:50 AM
165	More promotion of the survey and increased support for greater community engagement	12/24/2018 12:12 AM
166	I feel that more money needs to be focussed on mental health initiatives.	12/23/2018 1:20 PM
167	the mayor and the council get paid too much .reduce their pay to 90,000 for the mayor max and all others only 50,000 or less , no one at city hall should make over 100,000.	12/23/2018 11:33 AM

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168	Put greater emphasis on the fact that 2018 numbers are partial. Also, consider showing projected total numbers based on the trend for the year to that point. Provide more explanation about the mandated employer Provincial Health Tax, so that people understand the ramifications more fully...including the fact that many worker/employees in BC will see a reduction in their monthly expenses through the lower BC Med premiums. (Hence a higher property tax will be offset by lower personal health costs).	12/22/2018 3:54 PM
169	The tax free holiday for the luxury condo development on Govt & Wharf St is unacceptable. Please do not approve this type of deal again. Please explore a P3 arrangement for the new pool so the City of Victoria taxpayers don't get hung with the whole cost. Please address the air pollution from the cruise ships by installing shore power for the cruise ships and raise their rates to help pay for it. Perhaps a tax increase for downtown businesses could help too (except the smaller mom and pop businesses). This cost should be added to the capital budget.	12/22/2018 3:06 PM
170	Please cut what is not necessary we need to save the tax payers money on items that can wait for now.	12/22/2018 7:39 AM
171	IN the past twelve years of owning my home my taxes have more than doubled from a combination of assessment (not in my control) and additional fees for services which are basically tax increases. I am slowly being squeezed potentially from my home from the increases. This is a concern not only for myself but many home owners who contrary to many on council, aren't 'rich' . Property value isn't the same as wealth. The city wont become affordable by taxing the home owners who are just hanging on, but worked and sacrificed to buy a home in the city they love.	12/22/2018 12:49 AM
172	Politicians often promise: I will lower your taxes if you elect me and people like that. BUT, you cannot live in a civilized society with the amenities we desire if we do not all pay taxes. So I approve of a budget which covers the costs for the services we want.	12/21/2018 6:11 PM
173	Cut red tape and cap taxes the city is getting too expensive to live in, contract out more services.	12/21/2018 12:21 PM
174	As noted earlier, I believe that the City has a spending problem (not a revenue problem) and that Council's refusal to seriously examine City costs results in ever-increasing and demands on business and home-owners. So, while the City seeks money for 'sustainability' in a range of areas, financial sustainability for taxpayers doesn't appear to be a concern.	12/21/2018 9:04 AM
175	By and large I feel the city and its employees is being well run. Only items really needing attention are a Capital region transport plan, and affordable housing.	12/20/2018 7:22 PM
176	I am a senior who was born and raised in this city. Victoria used to be a beautiful wide open city. Now under Helps' watch it is become a traffic nightmare, a parking nightmare and simply a city that I stay away from. Not willing to spend a dime in the over priced stores nor constantly deal with stepping in urine, poo or vomit or being harassed or threatened by all the bums wandering around the city.	12/20/2018 3:19 PM
177	Make the city a wonderful place to live for everyone.	12/20/2018 1:33 PM

## Q56 How did you hear about this survey? (select all that apply)

Answered: 924 Skipped: 559



ANSWER CHOICES	RESPONSES	
City's website	16.13%	149
Facebook	31.17%	288
Twitter	3.57%	33
Other social media	5.19%	48
Newspaper, TV, radio or other local media	4.22%	39
Connect newsletter	3.79%	35
My community or neighbourhood association	10.28%	95
Another local organization	8.87%	82
Word of mouth	15.58%	144
Other (please specify)	16.56%	153
Total Respondents: 924		

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#	OTHER (PLEASE SPECIFY)	DATE
1	Ben Isit emailed me.	1/20/2019 9:33 PM
2	email from council	1/20/2019 9:20 PM
3	Instagram post	1/20/2019 6:13 PM
4	Email from DVBA	1/20/2019 3:47 PM
5	staff suggestion	1/20/2019 7:14 AM
6	I signed a petition for a new library in the hillside area	1/19/2019 6:40 PM
7	Community Trees Matter Network	1/19/2019 5:49 PM
8	email	1/19/2019 3:01 PM
9	Christ Church Cathedral School newsletter	1/18/2019 10:24 PM
10	Included in north end library support email info	1/18/2019 5:35 PM
11	Councillors emailed me the link after I emailed in support of a Hillside library. Thank you!	1/18/2019 3:41 PM
12	School principal	1/18/2019 1:51 PM
13	Island Health	1/18/2019 1:49 PM
14	Trees Matter	1/18/2019 1:40 PM
15	Times Colonist	1/18/2019 9:03 AM
16	School principal	1/17/2019 10:36 PM
17	School Principal of Christ Church Cathedral School	1/17/2019 9:02 PM
18	Head of school for Christ Church Cathedral School	1/17/2019 8:08 PM
19	Personal email from City councilor.	1/17/2019 5:33 PM
20	email from Ben Isitt	1/17/2019 1:10 PM
21	Correspondence with the City	1/17/2019 1:07 PM
22	downtown business assoc	1/17/2019 11:47 AM
23	email from the Marxist Councillor - Ben Isett (such a yutz ...?)	1/17/2019 11:29 AM
24	Email from City Councillor	1/17/2019 11:25 AM
25	email	1/16/2019 6:46 PM
26	email from city councillor	1/16/2019 6:06 PM
27	DVBA	1/16/2019 2:56 PM
28	dvba	1/16/2019 2:53 PM
29	reddt	1/16/2019 2:22 PM
30	Councillor e-mail	1/16/2019 1:16 PM
31	From a city councilman	1/15/2019 5:30 PM
32	Together Victoria	1/15/2019 4:04 PM
33	via email from several City Councillors	1/15/2019 2:49 PM
34	Reddit	1/15/2019 1:25 PM
35	Direct message from city councilor	1/15/2019 9:24 AM
36	email from Ben Isitt (did not vote for him, nor would I)	1/14/2019 11:49 PM
37	Email from Ben	1/14/2019 8:59 PM
38	Email	1/14/2019 4:31 PM
39	Email from Ben Isitt	1/14/2019 1:29 PM
40	member of city council	1/14/2019 1:14 PM

## 2019 Draft Financial Plan

41	email from together victoria	1/14/2019 11:38 AM
42	email from councillor	1/14/2019 11:06 AM
43	Councillor emailed it to me	1/14/2019 10:58 AM
44	Ben Isitt	1/14/2019 10:47 AM
45	Invitation to attend Town Hall Meeting	1/14/2019 10:35 AM
46	Union	1/14/2019 9:43 AM
47	my employer	1/14/2019 8:47 AM
48	emailed to me by city councilor	1/14/2019 8:07 AM
49	Ben Isitt email info	1/13/2019 7:35 PM
50	City councillor newsletter	1/13/2019 5:18 PM
51	Email from councillor	1/13/2019 4:16 PM
52	email	1/13/2019 12:55 PM
53	Local council member	1/13/2019 11:30 AM
54	email	1/13/2019 7:59 AM
55	Friend forwarded email she received.	1/12/2019 8:13 PM
56	City Councillor email	1/12/2019 11:41 AM
57	email from councillor	1/12/2019 10:38 AM
58	Ben Isitt	1/12/2019 9:33 AM
59	Ben Isitt	1/12/2019 9:00 AM
60	city council email	1/12/2019 8:48 AM
61	Been Isitt email	1/11/2019 11:32 PM
62	you emailed me	1/11/2019 11:10 PM
63	Ben Issitt	1/11/2019 8:04 PM
64	Email from sister	1/11/2019 6:59 PM
65	Email from council member	1/11/2019 6:17 PM
66	Email from city as former property owners/tax payers—sold property last year, currently renting with intent to buy property	1/11/2019 6:05 PM
67	Email	1/11/2019 4:42 PM
68	email	1/11/2019 4:33 PM
69	Email from counselor	1/11/2019 4:25 PM
70	note from councillor	1/11/2019 3:44 PM
71	Email from Ben isitt	1/11/2019 1:34 PM
72	Direct email from Ben Isitt.	1/11/2019 1:31 PM
73	Ben Isitt	1/11/2019 1:26 PM
74	issitt sent me an e-mail.	1/11/2019 1:15 PM
75	email	1/11/2019 1:11 PM
76	Email invitation	1/11/2019 12:40 PM
77	I received an email	1/11/2019 12:39 PM
78	email	1/11/2019 12:21 PM
79	email from Ben Issit	1/11/2019 12:11 PM
80	Ben Isitt email	1/11/2019 10:41 AM

## 2019 Draft Financial Plan

81	in an email from Ben	1/11/2019 10:29 AM
82	email	1/11/2019 10:15 AM
83	email from Councillor Isitt	1/11/2019 9:55 AM
84	councillor email	1/11/2019 9:55 AM
85	e-mail from Ben Isitt	1/11/2019 9:24 AM
86	email	1/11/2019 9:07 AM
87	email from Ben Isitt	1/11/2019 8:51 AM
88	email from councilor	1/11/2019 8:51 AM
89	Counsellor Ben Isitt's email	1/11/2019 8:50 AM
90	Email from councillor Islet	1/11/2019 7:02 AM
91	Email from Ben Issit	1/11/2019 6:36 AM
92	Email from city councillor Ben Isset	1/11/2019 12:23 AM
93	an email from Ben Isitt	1/10/2019 11:53 PM
94	Ben Isitt	1/10/2019 11:21 PM
95	e-mail notification	1/10/2019 10:50 PM
96	email	1/10/2019 10:21 PM
97	Email	1/10/2019 10:09 PM
98	email	1/10/2019 9:27 PM
99	Councillor Isett	1/10/2019 9:26 PM
100	email	1/10/2019 9:23 PM
101	my city councillor	1/10/2019 9:21 PM
102	email from Ben Isitt	1/10/2019 9:19 PM
103	I was directed by a councilor	1/10/2019 9:14 PM
104	Am on email list of one councillor	1/10/2019 9:13 PM
105	City councillor's e-newsletter	1/10/2019 9:10 PM
106	Email	1/10/2019 9:01 PM
107	From Ben Isitt	1/10/2019 8:57 PM
108	Email from a Councillor	1/10/2019 8:57 PM
109	Email	1/10/2019 8:44 PM
110	email	1/10/2019 8:36 PM
111	Email from Councillor	1/10/2019 7:49 PM
112	Councillor Isitt	1/10/2019 7:47 PM
113	councillor Isitt	1/10/2019 7:25 PM
114	email from Ben Isitt	1/10/2019 7:18 PM
115	Email from city	1/10/2019 7:07 PM
116	Email from Ben Isitt	1/10/2019 6:42 PM
117	Ben Isitt, direct email	1/10/2019 6:30 PM
118	An email from a city Councillor.	1/10/2019 6:26 PM
119	email	1/10/2019 6:18 PM
120	City councillor, thank you	1/10/2019 6:17 PM
121	email	1/10/2019 6:10 PM



## 2019 Draft Financial Plan

122	email from city councilor	1/10/2019 5:24 PM
123	Email from Ben Isitt	1/10/2019 5:11 PM
124	Together Victoria	1/10/2019 3:55 PM
125	I pay attention to when the budget is released	1/10/2019 1:42 PM
126	work email	1/10/2019 7:04 AM
127	Please stop using social media.	1/9/2019 5:37 PM
128	H	1/9/2019 5:17 PM
129	work email	1/9/2019 12:28 PM
130	Email from a friend, although I already knew about it.	1/8/2019 3:18 PM
131	City committee I sat on.	1/7/2019 2:00 PM
132	VicPD	1/6/2019 9:44 AM
133	employer email	1/6/2019 8:49 AM
134	employer	1/4/2019 1:23 PM
135	If was emailed to me by VicPU	1/3/2019 5:24 PM
136	Email to retired VicPD members	1/3/2019 5:04 PM
137	Mayor	1/3/2019 4:58 PM
138	email	1/3/2019 4:38 PM
139	Past City of Victoria Employee email advised	1/3/2019 4:33 PM
140	internet	12/31/2018 11:03 AM
141	BC Sustainable Energy Association of Victoria	12/28/2018 6:17 PM
142	Google News	12/24/2018 10:54 AM
143	Victoria Chamber of Commerce	12/24/2018 8:34 AM
144	Victoriabuzz.ca	12/23/2018 10:24 AM
145	Victoriabuzz.com	12/23/2018 9:03 AM
146	Victoria Buzz website	12/21/2018 10:02 PM
147	The Mayor's newsletter	12/21/2018 6:11 PM
148	Chamber of Commerce	12/21/2018 5:56 PM
149	Chamber of Commerce	12/21/2018 11:56 AM
150	Chamber of Commerce	12/21/2018 9:12 AM
151	Chamber	12/21/2018 8:54 AM
152	Chamber of commerce	12/20/2018 8:58 PM
153	Chamber of commerce	12/20/2018 3:19 PM

# Correspondence

**From:** Personal info

**Sent:** January 20, 2019 9:53 PM

**To:** Engagement <[engage@victoria.ca](mailto:engage@victoria.ca)>

**Cc:** Bill Eisenhauer <[beisenhauer@victoria.ca](mailto:beisenhauer@victoria.ca)>

**Subject:** Simcoe and Dallas Crossing

Hello

We live at <sup>info</sup>Personal and we are very concerned with the longstanding problem exists for those on foot crossing Dallas Road at Simcoe. There is no cross-walk or other traffic calming in place at this intersection.

A major bus-stop/shelter exists on the west side of Dallas between Simcoe and Ontario streets. The bus stop is a pick-up point for many residents including my husband who commutes to work. That road section is blind because of the curve in the road and grade change. If we want to encourage more people to seek alternate transportation we must ensure their safety. Currently it's like a game of chicken and only a matter of time before there is a serious accident.

It's a difficult stretch of road and when the half a million cruise ship passengers also get thrown in the mix it's absolutely absurd to allow this design to continue. The road is being torn up for the sewer etc so now is the perfect time to make a change! Slow the traffic and put in a well lit crossing to the bus stop will ensure that those who seek alternative transportation do not have to risk their lives to do so!

Thank you  
Personal info

Sent from my iPhone

**From:** Personal info  
**Sent:** January 19, 2019 5:39 PM  
**To:** Engagement <[engage@victoria.ca](mailto:engage@victoria.ca)>  
**Subject:** Budget Feedback

Hello,

I wanted to add support for increasing the rate of green stormwater infrastructure implementation.

As we know from the research from Dr. Jenifer McIntyre at Washington State University, [exposure to road runoff is causing acute mortality in coho salmon spawners](#) and [busy roads are the land use most closely associated with the mortality phenomenon](#).

However, this research has also shown that there is an [extremely effective and inexpensive solution](#) for treatment [through filtering runoff through green stormwater infrastructure](#) (raingardens, bioswales, simple bioretention with filtration through sand/soil). Actions that could be enacted for this relatively simple remedy include:

1. Implementation of bio-filtration methods (raingardens, bioswales or simple bioretention with filtration through sand/soil) in the stormwater runoff infrastructure of all new transportation projects.
2. Gradual (but speeded-up) retro-fitting of existing stormwater runoff infrastructure.

Raingardens and Bioswales save salmon - it is as simple as that. Unfiltered road run off can kill them outright.

This reduction in direct pollution has impacts for every aquatic organism, from the zooplankton nobody sees to the Orcas that bring Victoria so much tourism. You can add in all the benefits of planted raingardens that increase flowers for pollinators and many other benefits.

Please do not hesitate to call or write with any questions.

Sincerely,  
Personal info

On Wed, Jan 16, 2019 at 8:00 PM **Personal info**

wrote:

I still believe that the corner of Denman and Fernwood is a troublesome intersection that I know eventually will cause a fatal accident.

The amount of honking and near misses that happens everyday is unnerving at times.  
I am home looking after my **Personal info**

The traffic has increased so much on Fernwood. Drivers do not drive the 30km that is expected.

I still believe that there either needs a 4 way stop put in place or a speed bump on the upper side of Fernwood about 30feet from this intersection that will slow drivers down before the intersection.

This is clearly an awkward intersection.

I hope that the council will find funds to do something about it.

Regards,  
**Personal  
info**

**From:** Personal info

**Sent:** January 16, 2019 8:19 PM

**To:** Engagement <[engage@victoria.ca](mailto:engage@victoria.ca)>

**Subject:** Police liaison officer program

Hello,

I would like to know if City Council will support the reinstatement of the school liaison officer program through this 2019 budget. This program, which was shut down last year was an effective and proactive way to develop positive relationships between the police and our young and future active citizens. The program also afforded opportunities for these carefully chosen officers to learn information that often pre-empts dangerous choices by our youth.

Thank you.

Personal info



**From:** Personal info

**Sent:** January 16, 2019 8:05 PM

**To:** Engagement <[engage@victoria.ca](mailto:engage@victoria.ca)>

**Subject:** Advocating for the restoration of police-school liaison program

I am emailing from the Townhall mtg. As the father of Personal info, I want to emphasize to council the value of this program and ask you to restore its funding under the policing budget.

My daughter looked forward to "Constable Craig's" visits and frequently spoke fondly of them. The regular presence of the police liaison is a valuable investment in our future citizenry, inculcating a deep sense of connection in children to law enforcement as a public good that can be trusted.

Also, the Constable's advice to students on conflict management--"walk away, use your words, or seek help"--have significantly helped to make the school yard a safer, less violent place. My children hold his instruction in high regard and have internalized it. School teachers use it. At home we have also incorporated this advice into our parenting methods. Constable Craig has made a significant positive contribution to the school and community culture, schooling many on the fundamentals of conflict management. This will benefit us all, culturally and fiscally someday.

I have not researched the public policy studies on the cost-benefits of police-school liaisons, but I suspect that the social science data will corroborate my personal experience of it's value.

I hope my children and other children in our community will continue to benefit from this program. Please restore its funding.

Please add this comment to the Townhall submissions.

Personal info

January 16, 2019

To whom it may concern:

The Housing Action Response Team (HART) is an integrated outreach team that offers support and information to homeless individuals within our community who are staying in parks, encampments, cars and on the street; not in shelters.

Based on a model seen in Seattle, BC Housing invited the City of Victoria and community partners including Victoria Police, to begin a pilot in May 2017 to focus on homeless encampments. On a weekly basis, community partners and outreach workers reach out to some of our community's most vulnerable citizens in parks and on the street. Within the first year of the project, HART outreach met more than 140 individuals; not only making personal connections, but encouraging service access, making countless referrals to shelter, social assistance and health care.

HART Outreach Team members now include (but is not limited to) City of Victoria Police, City of Victoria Bylaw Department, Pacifica Downtown Outreach Service, Ministry of Social Development and Poverty Reduction, BC Housing, Beacon Community Services, Island Health 713 Outreach, and more recently, Saanich Police.

HART Outreach team engages with homeless persons on the street or in parks:

- To assess individuals and identify barriers to housing
- To provide immediate referrals to a wide range of service providers including for food, shelter, clothing, and other resources in the community
- To provide referrals to a wide range of other services including but not limited to social assistance, obtaining identification, and mental health support or physical health care
- Liaising closely with emergency shelters to identify vacancies; identifying individuals who are some of our most vulnerable homeless and then fast tracking them and transporting them into available shelter beds
- To identify and prioritize homeless persons who are particularly struggling or unwell, or highly vulnerable – to prioritize “VAT” housing assessments and supportive housing applications (housing with on-site support)
- To share knowledge and resources amongst HART members

Victoria Police, and in particular Community Resource Officer Sean Hand have an important role to play on the HART outreach team; as well as part of a broader system of care for serving homeless individuals. These contributions vary on a weekly basis but also include:

- Working closely with supportive housing providers – to develop and implement a support plan as we move some individuals from homelessness into supportive housing
- Participating through committee work (CAA – Placement Committee) as we prioritize supportive housing applicants into supportive housing resources
- Participating at the planning level through committee work (CAA – Advisory Committee), Greater Victoria Coalition to End Homelessness (System Improvement Working Group)

We sincerely appreciate Victoria Police contribution to our broader system of care for people who are experiencing homeless, and who live with mental health and addiction. If you have any further questions about HART outreach or Victoria Police contribution, please feel free to contact me.

Kind regards,

Lois Gabitous

Coordinated Access and Assessment Manager

Budget Feedback 1/16/2019 4:05 PM  
From **Personal info** Fernwood resident

I can't make it to your Jan. 16 or Jan. 19 meeting so thought I would send some comments on your Draft Strategic Plan for 2019-2022.

Sentiments seem worthy; scope of your intentions very wide; workload planned for your staff very broad (and deep?) I agree with much of the comment from Grumpy Taxpayers today and particularly this comment: *Often there's insufficient focus on the core mandate of providing quality, basic services that are affordable to all of its residents. Often councils pursue pet projects or ideological bound expenditures or stray into areas of provincial or federal jurisdiction.*

I'll focus on the three significant omissions I see, plug three other comments.

- Strategic Objective 7 item 7. Striking absence of any intention to assist or promote or even notice an issue of mobility for those who need to use a mobility scooter. I already knew this, because when I wrote to the last council asking for mobility aids (e.g. navigable sidewalks, cut-outs to road) to be introduced in Fernwood I elicited absolutely no interest from council or staff. Still this is a shocking omission from a council's core responsibilities. "Accessible" might be a good concept to introduce instead of or as well as "Sustainable" in Transportation.
- Strategic Objective 7 item 12. Silly and retrograde to lower speed limits when you don't enforce existing ones. Fernwood Rd for instance has a speed limit of 30 but the average vehicle speed would be about 55 or 60.
- Strategic Objective 5. Absolutely no reference to what I consider one of the most serious offences against public health, and one that modern cities have generally coped with: the absence of any facilities for those who need a toilet. The amount of human feces visible in Fernwood last summer was shocking. If Victoria had a public health officer, he or she would surely be calling this to attention.
- Strategic Objective 5 item 9. I'm not sure what this means. Accessible in what sense? Depriving the downtown of parking opportunities probably lessens the need for uniformity or accessibility in standards.
- Strategic Objective 1 item 3. You might also advocate for updating the civil governance model for municipal policing by removing mayors from police boards. "Civil governance", which almost all policing authorities advocate, should not mean "political governance".
- Strategic Objective 8. You do not mention city parks other than Beacon Hill but I want to congratulate the last council for having improved the little city parks so greatly. They had been totally neglected for ages! But in the last four years wonderful improvements have been made. I hope the Council means to keep this up this excellent maintenance standard.

**Personal info**

On Wed, Jan 16, 2019 at 2:22 AM Personal info  
wrote:

Although we are residents of Oak Bay, we pay taxes on 3 properties in Victoria. I believe that validates this following input.

I hope it is not too late to submit input for your Jan. 16, 2019 meeting . We are currently Personal info  
I looked over the list of budget priorities and these additions came to mind. More input may come tomorrow. I will send this off to you tonight.

### Protection of endangered Garry Oak Ecosystems

Could you kindly include protecting the endangered Garry Oak ecosystems from leash free dogs. I note there are an increase of leash free areas and I hope they are not in endangered Garry Oak ecosystems. There is less than 1 % of the original Garry Oak ecosystems remaining. These precious Garry Oak ecosystems were properly stewarded by our ancestors for the past 800 years. The Garry Oak ecosystems have diminished mostly in the past 2 generations because of the burgeoning dog population.

I do not believe that all areas in the the public parks can be home to both Garry Oak ecosystems and dogs, on leash or off leash. There should be contained separated areas that are dog free zones as well as contained leash free zones. The 2 are not compatible in the same area.

Toronto is one of several cities that have transformed empty school play grounds after school hours and weekends to include areas that are contained leash free zones with special ground

material to absorb the dog feces and urine. Could Victoria also follow this model instead of allowing dogs to run in parks that have endangered plant species as Garry Oak meadows.

I recommend bylaws about numbers of dogs allowed in parks on or off leash to 2 dogs per owner or dog walker. I see dog walkers with 6 or more dogs on or off leash that are crashing through endangered Garry Oak ecosystems. The number of ground nesting song birds has diminished to almost zero in some parks. The sound of song birds has been replaced by dogs crashing through the bushes.

It may take courage and strong intention to protect natural and landscaped areas from devastation by dogs as there are many dog owners who feel that dogs are entitled to run freely in parks.

I can provide examples of 'no dog' signs at nature preserve parks and green city centers. One example of No Dogs or Dogs on Leash at all times is in Ganges, Saltspring Island that demonstrate preservation of nature sanctuaries as Ruckland Park and the city center.... as a priority over dogs thrashing through and destroying the endangered ecosystems. Stiff financial penalties are enforced.

Could dog owners be taxed higher than non dog owners, considering the huge amount of tax payers money needed to haul away dog excrement from the garbage cans as well as the glut of plastic bags containing dog excrement? This takes huge management and expense at the city dumps.

I wish to support Jacques Sirois' effort to recreate Southern Vancouver island coasts as marine bird sanctuaries.



Eliminate plastic and sterofom service utensils from hotels and restuarants

Lets get back to paper or better yet, washable service utensils.

Eliminate plastic straws . Keep up the work to eliminate single use plastic straws and bags. Lets carry our own fabric bags to the stores and markets.

Support glass bottles instead of plastic bottles for all bevereges.. and encourage carrying home thermoses on a daily basis..

Eliminate excess bubble dome plastic packaging in food stores and for all merchandise

Eliminate plastic wrap at floral shops. Brown paper is attractive on floral arrangements.

Stronger pesticide restrictions and enforcement..... provide education for alternatives to Roundup.. eg vinegar

Support organic farming, community gardens and home organic gardens.

Grow crops that purify the soil from previously used pesticides.

I can provide more information if required.

Please continue to maitain Victoria as a GMO free zone and support local organic farmers markets.

Support education on using organic home/ kitchen vegge food waste to nourish the soil. I can provide ideas if required that prevent rats and flies.

Agricultural land is being used for growing marijuana which formerly grew vegetables, Restrict marijuana grow ops. Preserve agricultural land for organic food farms

### **Prevention and Rehabilitation through Transcendental Meditation**

Include Transcendental Meditation ( TM) programs for both prevention of substance abuse and supporting persons with addictions tor successful rehabilitation from substance abuse. Extensive published research supports that persons who practice TM enjoy increased brain coherence, creativity, personal development, improved well being and reduced stress, resulting in reduced substance abuse . I can send web sites.. TM, as used prevention and rehabilitation programs, is well known to be effective and reduce the cost of the current rehab programs and cost of treatments, and reduce the epidemic of drug use and deaths.

As well , large group practice of TM results in creating coherence in the collective consciousness and alignment with Natural Law.. qualities that support progressive and harmonious community life.

**Please do not support pot smoking at public lounges and at the colleges and universities.** Since the legalization of marijuana, the youth think it is ok to smoke pot. Mothers are frustrated to guide their children as their peers are smoking marijuana. There is published research and books that smoking or injesting marijauna results in cognitive decline, especially

among teenage boys . Marijuana impairs developing brains. Fortunately the research also indicates when the teenagers stopped smoking marijuana, cognitive abilities improved. Use of alcohol and marijuana can damage brain cells. Substances as marijuana and alcohol can create functional holes in the brain. Fortunately Transcendental Meditation can repair these functional holes.

Alcohol can be eliminated from the physiology in 24 hours. Marijuana remains in the physiology for at least 15 days. If you wish, I can send you substantiating research. Certainly we do not want the prisons to be filled with marijuana users. However, education of the harmful effects to brains and physiology should be included with the legalization and complex administration required.

install more charging stations to encourage electric vehicles..

Eliminate diesel powered public and private transport for all vehicles. Eliminating diesel will reduce carbon emission and possibly reduce respiratory illness which will reduce health care costs. The old diesel powered Victoria tour buses leave us gasping for fresh air as they pass by. It is time for them to be replaced.

protect the trees from developers

How do we keep the small town feeling and charm in Victoria? by respecting neighborhoods and do not over develop and demolish buildings with character.

How can Victoria support affordable homes and keep the remaining green space land from development? Creative solutions are required.

Avoid noise pollution

Can we eliminate gas powered leaf blowers and require mufflers on electric leaf blowers? I enjoy the sound of a hand rake.

Is there an alternative to weed whackers that is quiet?

Eliminate rental restrictions from condos.. or at least allow a percentage of rentals in every condo or town home building.

The theory that only resident owners are active on strata is bogus.. demonstrated by my husband and I who manage a condo building as strata council vice president and secretary <sup>Personal info</sup>

Civic festival encouragement

I miss La Luna, the beautiful lantern festival in Beacon Hill Park.

Please financially support Frances Litman in her Creatively United Earth Day Festivals so she can continue these public entertainment and environmental education awareness festivals more easily with city support. Can the City of Victoria hire Frances to create her creative arts and environmental awareness festivals?

Thank you for this opportunity for this stream of consciousness input. I hope it is helpful.

with sincere appreciation to you and your supportive colleagues,

Personal info

**From:** Personal info

**Sent:** January 15, 2019 10:32 PM

**Subject:** In regards to this week's City meetings...

For now, I will share with you three concerns that come readily to mind in terms of areas of improvement for our city.

Please do share with other Councillors and Mayor, when and how you see fit...

First and foremost :

- More development for reasonable rental units for regular folks!

I am really tired of seeing the sign " A NEW DEVELOPMENT IS BEING PROPOSED IN YOUR COMMUNITY" on almost every corner of Victoria, especially knowing that this implies more condos or luxury rentals; it's as if this city aims to become a second Vancouver?!?! Let's focus on what already established Victoria people need and want.

Secondly :

Better lighting system on our streets!

Many Victoria streets offer poor lighting which means unsafe evening walks for pedestrians and more risk of accidents for drivers and cyclists.

Thirdly :

Ensuring cleanliness...

- a) Garbage cans : provide more of them, especially close to bus stops and parks and ensuring that they are emptied more often. I often see overflowing garbage cans with junk all around.
- b) Soap dispensers in public washrooms : Several park washrooms around Beacon Hill (and Gonzales Beach, etc...) offer no soap/no sanitizer, just water... which does not do much for public health and prevention of diseases.

On a positive note, I appreciate the bike paths, the more cosmopolitan vibe of our city, the hanging flower baskets, the extended opening hours of a few venues, and last but not least, a more pro-renter-friendly City Council 😊.

Personal info



**From:** Personal info

**Sent:** January 19, 2019 5:39 PM

**To:** Engagement <[engage@victoria.ca](mailto:engage@victoria.ca)>

**Subject:** Budget Feedback

Hello,

I wanted to add support for increasing the rate of green stormwater infrastructure implementation.

As we know from the research from Dr. Jenifer McIntyre at Washington State University, **exposure to road runoff is causing acute mortality in coho salmon spawners** and **busy roads are the land use most closely associated with the mortality phenomenon.**

However, this research has also shown that there is an **extremely effective and inexpensive solution** for treatment through filtering runoff through **green stormwater infrastructure** (raingardens, bioswales, simple bioretention with filtration through sand/soil). Actions that could be enacted for this relatively simple remedy include:

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2. Gradual (but speeded-up) retro-fitting of existing stormwater runoff infrastructure.

Raingardens and Bioswales save salmon - it is as simple as that. Unfiltered road run off can kill them outright.

This reduction in direct pollution has impacts for every aquatic organism, from the zooplankton nobody sees to the Orcas that bring Victoria so much tourism. You can add in all the benefits of planted raingardens that increase flowers for pollinators and many other benefits.

Please do not hesitate to call or write with any questions.

Sincerely,

Personal info

**From:** Rachel O'Neill <[rachel@burnsidegorge.ca](mailto:rachel@burnsidegorge.ca)>  
**Date:** Thursday, January 17, 2019 at 4:39 PM  
**To:** "Sarah Potts (Councillor)" <[spotts@victoria.ca](mailto:spotts@victoria.ca)>  
**Subject:** Budget Priorities for Burnside Gorge

Hey Sarah,

Apologies for the delay in getting this out to you. It's not formal but this is just a quick list of some of the high priority areas that could use some attention via city budgets.

- Burnside & Jutland intersection - the corners closest to the Gorge are dangerous for pedestrian traffic, both in terms of visibility and also mobility for strollers, wheelchairs, etc
- A crosswalk across Gorge Road at the Goose Trail access point (at Gorge Bridge) is a priority for the neighbourhood.
- Comments from the community for more green space, (parks, trees along streets.
- Pedestrian / bike access from the Goose Trail to Carroll and Albany Streets.
- Community Centre funding - increase Community Centre operational funds, currently all seniors and community centres receive just over \$50,000 annually regardless of facility size or service delivery. The centres have been in conversation with City staff to develop more equitable and standardized operating agreements and funding models.
- Any improvements to streetscape and walkability along Burnside & Gorge Roads would be welcome
- The creation of internal green corridors remains a priority for the neighbourhood to allow for safe walking routes for residents.

Thank you so much! While I've got you, our next Board Meeting is January 28th, at 5:30pm. We look forward to seeing you there.

:-) Rachel

Rachel O'Neill  
Manager, Communications & Development  
Burnside Gorge Community Association  
Phone: 250-388-5251 ext. 223  
[www.burnsidegorge.ca](http://www.burnsidegorge.ca)



## Committee of the Whole Report For the Meeting of February 4, 2019

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**To:** Committee of the Whole  
**From:** Bill Eisenhauer  
**Date:** January 24, 2019  
**Subject:** Draft 2019-2022 Strategic Plan Engagement Summit - Engagement Summary

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### RECOMMENDATION

That Council receive the report for information.

### EXECUTIVE SUMMARY

The City of Victoria invited the community to “give a day to your city” and participate in the 2019–2022 Strategic Plan Engagement Summit on Saturday, January 19, 2019 from 10 a.m. – 3:30 p.m. at the Victoria Conference Centre. Registration was free and the event included free childminding.

The goals of the 2019 – 2022 Strategic Plan Engagement Summit were to:

- Create the opportunity for people to share their knowledge and experience with the City to help shape the 2019-2022 Draft Strategic Plan and discuss levels of engagement for the 2019 draft actions;
- Convene an inclusive event that attracts a large, diverse and representative group of participants;
- Build new relationships and strengthen established ones with the community; and
- Foster dialogue between citizens and between citizens and the City about the most pressing civic issues facing Victoria over the next four years.

A total of 148 people participated in an inspiring day of sharing ideas, learning together and community building. Mayor and Council also attended and participated in the event.

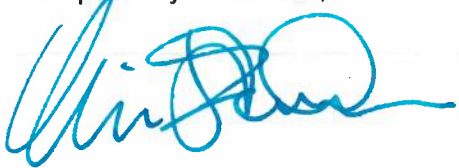
Community representatives were asked to roll up their sleeves and join their neighbours to dive deep into the proposed Strategic Plan to help set the course for their city over the next four years. The summit included facilitated plenary and small group discussions at Engagement Stations on each Strategic Objective.

Participants had the opportunity to discuss and highlight what was important to them as part of the draft Strategic Plan, what actions Council could consider for future planning, and what kind of engagement they were interested in for various projects in 2019.

## CONCLUSIONS


Community input and feedback from the Strategic Plan Engagement Summit has been compiled into the Engagement Summary report and associated attachments. It is provided for Council's information to help inform discussions to finalize the 2019-2022 Strategic Plan, in conjunction with other feedback provided on the draft strategic plan objectives and actions through staff reports and other public engagement activities, including the Strategic Plan and Financial Plan Survey, the Budget Town Hall, and written submission.

Respectfully submitted,



Bill Eisenhauer  
Head of Engagement

Report accepted and recommended by the City Manager:

  
Date: Jul 31, 2019

## List of Attachments

- 2019 – 2022 Strategic Plan Engagement Summit – Engagement Summary





# 2019–2022 DRAFT **STRATEGIC PLAN** **ENGAGEMENT SUMMARY**



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# Engagement Summary

## Introduction

### 2019 – 2022 Strategic Plan Engagement Summit

The City of Victoria invited the community to “give a day to your city” and participate in the 2019 – 2022 Strategic Plan Engagement Summit on Saturday, January 19, 2019 from 10 a.m. – 3:30 p.m. at the Victoria Conference Centre. Registration was free and the event included free childminding.

The 2019 – 2022 Strategic Plan Engagement Summit was designed to:

- Create the opportunity for people to share their knowledge and experience with the City to help shape the 2019-2022 Draft Strategic Plan and discuss levels of engagement for the 2019 draft actions
- Convene an inclusive event that attracts a large, diverse and representative group of participants
- Build new relationships and strengthen established ones with the community
- Foster dialogue between citizens and between citizens and the City about the most pressing civic issues facing Victoria over the next four years

A total of 148 individuals participated in an inspiring day of sharing ideas, learning together and community building. Participants were asked to roll up their sleeves and join their neighbours to dive deep into the proposed Strategic Plan to help set the course for their city over the next four years. The community representatives had the opportunity to discuss and highlight what was important to them as part of the draft Strategic Plan, what kind of engagement they were interested for various projects in 2019, and what actions Council could consider for future planning.

The City's 2019 – 2022 Draft Strategic Plan includes eight objectives and associated actions to direct the City's four-year work plan:

1. Good Governance
2. Reconciliation and Indigenous Relations
3. Affordable Housing
4. Prosperity and Economic Inclusion
5. Health, Well-Being and a Welcoming City
6. Climate Leadership and Environmental Stewardship
7. Sustainable Transportation
8. Strong, Liveable Neighbourhoods



## Summit Format

The summit included facilitated plenary and small group discussions at Engagement Stations on each Strategic Objective.

Live interactive technology was used to poll participants on certain topics during plenary sessions, including a series of get-to-know-you activities to start the day.



The following is a snapshot of participants:

### 1. Which neighbourhood do you live in?

- Fairfield and Gonzales 23%
- Outside of Victoria 22%
- James Bay 13%
- Victoria West 10%
- Downtown Harris-Green 10%
- Fernwood 7%
- Hillside-Quadra 4%
- Oaklands 4%
- Jubilee 2%
- North Park 2%
- Rockland 2%

### 2. How did you travel to the Summit today?

- Walk or Roll 37%
- Drive Alone 24%
- Carpool 15%
- Bus 11%
- Bicycle 9%
- Taxi 2%
- Motorcycle 1%

### 3. How long have you lived in Victoria?

- 20+ years 40%
- 0-5 years 24%
- 10-19 years 19%
- 6-9 years 9%
- Born & raised here 5%

### 4. Where do you currently see yourself and your role in the community?

Social Capital Rubric	Start of Summit	End of Summit
<b>Avoidance</b> ("I'm disconnected.")	1%	3%
<b>Awareness</b> ("I see beyond myself.")	16%	8%
<b>Wake Up</b> ("I influence.")	7%	9%
<b>Engagement</b> ("I effect change.")	43%	47%
<b>Access</b> ("I'm needed.")	7%	7%
<b>Organizer</b> ("I'm part of the glue.")	26%	26%

One of the long-term goals of the City's public engagement activities is to grow connections among people – or social capital – building a sense of belonging, social trust and increasing the levels of civic participation. This question probes where people place themselves on the social capital rubric. Participants were asked at the beginning and end of the event to see if there was a change. By the end of the day, some people were already indicating that they had moved up the social capital scale, seeing themselves as influencing and effecting change in the community.

- The words “respect”, “respectfully”, “heard” and “meaningfully”, were prevalent.

 Mentimeter



 133

- The words “hopeful”, “engaged”, “informed”, “empowered”, “encouraged”, “inspired” and “happy” were some that stood out, as well as “tired”.



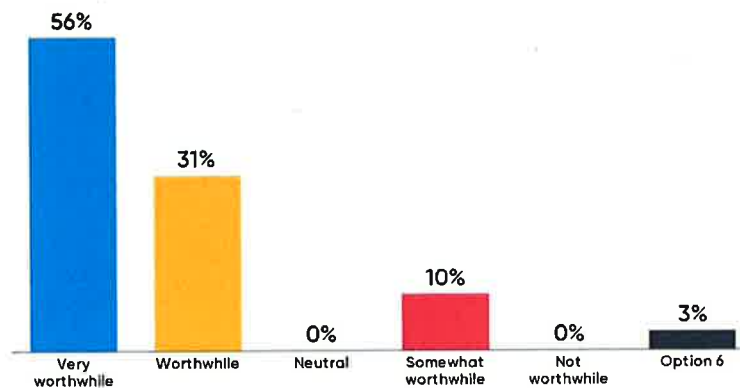
88

7. At the conclusion of the Engagement Summit, participants were asked: ***Do you think the process you participated in at the Summit was worthwhile?***

87% of respondents said they felt it was Very Worthwhile or Worthwhile.

**Do you feel the process you participated in today was worthwhile?**

Mentimeter



90

For details, see *Appendix D – Live Polling Results*.

## Feedback from Participants

The online registration form asked participants to indicate in order of preference the Strategic Plan objectives they would like to engage on at the Summit. Prior to the event, they were assigned their **top two** preferences to do a deep dive on at the Summit.

This format provided participants with advance time to prepare for the discussions.

Participants were seated in circles of 8-12 and session facilitators fostered dialogue between participants.



At each Engagement Station, there were 2-3 large information panels that displayed the strategic objective (e.g. Good Governance) and the list of proposed actions and their associated year of completion. The facilitator guided the conversation. Recorders noted insights and feedback. A designated City Councillor and staff content expert were available to answer questions.



## Morning Engagement Sessions – Strategic Objectives and Actions

The two morning sessions were each 45 minutes in length and designed to explore the draft actions within each strategic objective and consider any new actions for Council's consideration, as well as identify potential outcomes to help measure success.

Each engagement station's facilitator asked their group to:

1) **Identify outcomes** – How will we know if we have been successful?

In most cases, participants wanted to see clear measures of performance in each program area.

2) **Review draft actions:**

a. Do you think the draft actions will achieve this objective?

b. Is there an action that should be removed/moved?

c. Any new actions proposed were discussed and noted on New Action Worksheets (the level of support within the group was also identified). Please see the New Actions section (page 8) for more information.

3) **Set priorities** – To help provide Council with a community lens on priorities and make tough trade-off decisions, participants were tasked to **indicate their top five actions** that they thought would be the most effective in achieving this objective over the next four years.



Input recorded at Engagement Stations regarding outcomes, comments on Council-proposed actions, and the priority setting exercise has been compiled and synthesized by objective and included in *Appendix A - Draft Strategic Plan Objectives and Actions Feedback*.

Outcomes suggested by participants will be helpful to staff as part of an evaluation framework and key performance indicators, to be developed following Council's adoption the final for 2019-2022 Strategic Plan.

## Afternoon Engagement Sessions – 2019 Levels of Engagement

The afternoon portion of the Summit began with the IAP2 Spectrum 101 presentation and interactive “stakeholder” activity by Amelia Shaw, Executive Manager of the International Association for Public Participation (IAP2) Canada. This mini-workshop introduced participants to the IAP2 levels of engagement used in the City's Engagement Framework: *Inform; Consult; Involve; Collaborate; and Empower*.

Following the IAP2 interactive activity, participants returned to their two morning engagement stations for 25-minute sessions to discuss the levels of engagement they thought would be appropriate for the draft 2019 actions.

In many cases, individuals in the groups failed to have consensus on the manner in which the City should engage with different stakeholder groups, along different phases of proposed actions. When consensus on the level of engagement for an action could not be reached, recorders noted the number of participants who supported a level of engagement for an action. This information is also included by Strategic Objective in *Appendix A - Draft Strategic Plan Objectives and Actions Feedback*.

**NOTE:** Once the Strategic Plan is finalized by Council, City staff will consider the range of input collected on the levels of engagement as part of determining 2019 engagement plans. Levels of engagement for 2019 actions will **not** form part of the final 2019–2022 Strategic Plan.

## New Actions

During the morning engagement station sessions, there was an opportunity for participants to suggest **new actions** for their strategic objective that they would like Council to consider.

Participants were informed that any new actions proposed would be considered by Council for implementation from 2020-2022. This would provide an opportunity for Council to receive a report from staff on the proposed new action and its associated implications on existing City programs, services and costs.



If there was general support in the group following a facilitated discussion of the new action, the participant completed a New Action Worksheet.

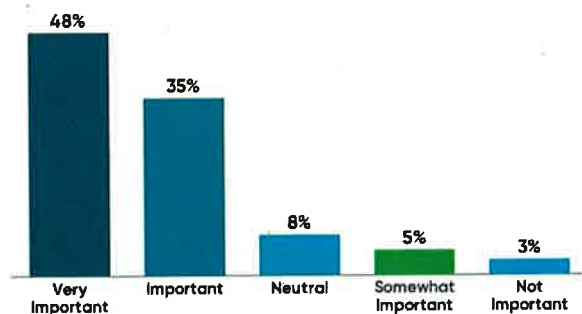
If more than one new action was proposed, participants within the group were asked to indicate the action **most important to be achieved** over the next four years.

A selection of new actions proposed by participants were pitched on stage during an **Open Pitch session** and voted on in real-time to gauge the views of all Summit participants. Participants could select how strongly they supported the new action by selecting: | *Very Important / Important / Neutral / Somewhat Important / Not Important*

### Example

Lead regional advocacy to get the Highway 1 shoulder bus lanes to the West Shore completed ASAP (Eric D.):

Mentimeter



99



All New Action Worksheets were collected and entered into a spreadsheet for Council's consideration.

Upon analysis, of the 75 new actions submitted at the Summit:

- 38 are categorized as "new"
- 31 are already included in the Draft Strategic Plan in some capacity or already in progress, and
- 6 suggest modifications to specific actions in the Draft Strategic Plan

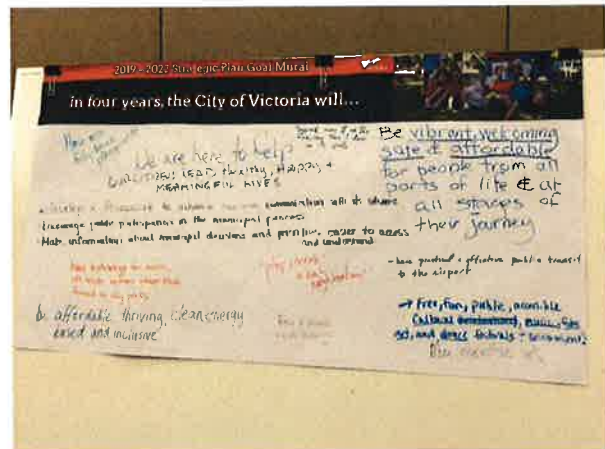
Please see the *Appendix B - New Actions Matrix* which includes all new actions proposed, and the live polling results for those that were selected to participate in the Open Pitch session.

## Goal Worksheets and Murals

For the final activity of the day, each table of participants worked as a group to synthesize the information that had been contributed by individuals on the Goal Murals, which were on display throughout the day.

Participants were asked to create a goal statement together: ***In four years, the City of Victoria will ...***

One person from each table was invited to share their table's draft Goal Statement with the larger group. All Goal Statement Worksheets were collected, along with the content shared on the Goal Murals, and entered into a spreadsheet for Council's consideration.



Please see *Appendix C - Goal Worksheet and Mural Feedback*. This valuable input will help Council as they develop the goal statement for the 2019–2022 Draft Strategic Plan.

## Email Correspondence

The City of Victoria received seven emails with feedback on a range of topics summarized below for the Draft Strategic Plan.

1. Need for development of affordable rental units; better street lighting; more garbage cans downtown and soap dispensers in City park washrooms
2. Protection of endangered Garry Oak ecosystems; recreate our coastline as marine bird sanctuaries; elimination of plastics and Styrofoam; stronger pesticide restrictions /enforcement; health benefits of transcendental meditation; anti-cannabis smoking lounges; climate action strategies; and support for festivals
3. Support for Strategic Objective #7: Sustainable Transportation, Action #6: Work towards a regional rail system/advocate for commuter rail and inter-city rail along the E&N Railway from Victoria Harbour without delay
4. Traffic safety improvements required for intersection of Denman Street and Fernwood Road
5. Inquiry about Sunday parking fee
6. CITY-LINK – a mini-proposal to the City of Victoria and Communities Along the E&N Corridor. Phase One: Victoria to Langford
7. Follow-up to Open Pitch “pitched item” on the need to focus on the promotion of wellness based on the World Health Organization’s (WHO’s) Social Determinants of Health

Email correspondence and file attachments are included in *Appendix E – Email Correspondence*.

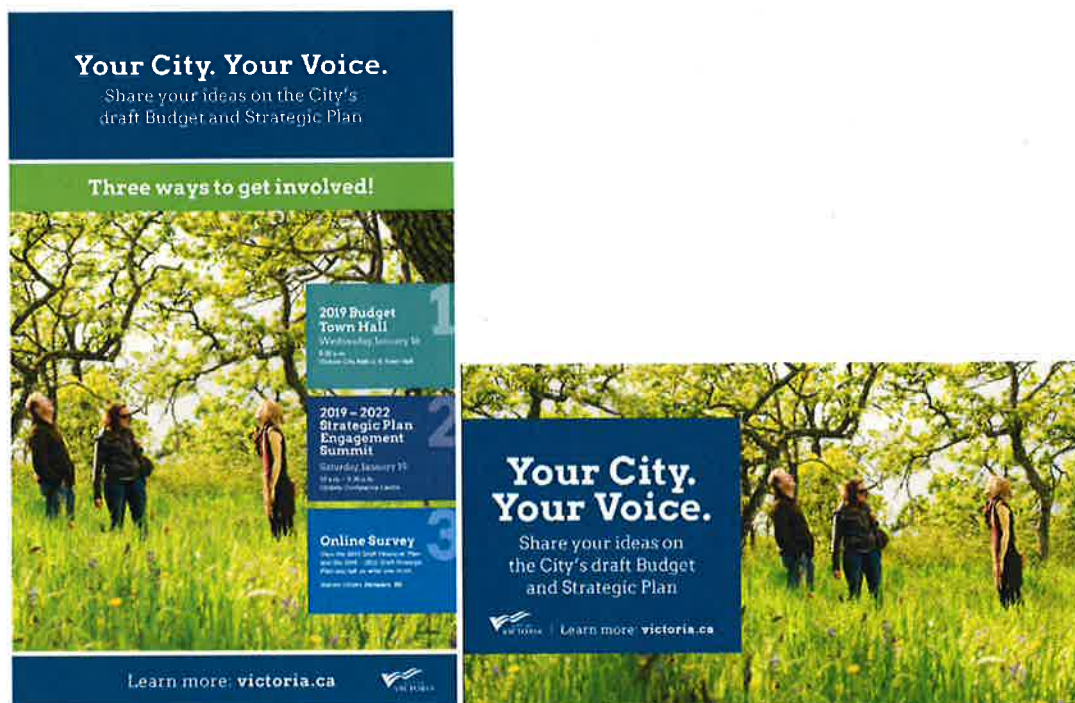
## Engagement Tactics

Promotion of the Strategic Plan Engagement Summit began on December 18, 2019 following Council's adoption of the 2019 – 2022 Draft Strategic Plan.

Communications activities to raise awareness of the Strategic Plan Engagement Summit and opportunities to provide input on the Draft Strategic Plan included:

- City online channels – victoria.ca, social media
- Media relations
- Stakeholder outreach
- Poster and handbill
- City e-News
- Print and online advertising

Examples are provided below.



Poster

Online Advertising

## Your City. Your Voice.

Share your ideas on the City's draft Budget and Strategic Plan

Three ways to get involved! ▶



Learn more: [victoria.ca](http://victoria.ca)

### 2019 Budget Town Hall

Wednesday, January 16  
6:30 p.m. • Victoria City Hall or E-Town Hall

### 2019 – 2022 Strategic Plan Engagement Summit

Saturday, January 19  
10 a.m. – 3:30 p.m. • Victoria Conference Centre

### Online Survey



View the 2019 Draft Financial Plan and the 2019 – 2022 Draft Strategic Plan and tell us what you think.  
Survey closes **January 20**

Learn more: [victoria.ca](http://victoria.ca)

Handbill (double-sided)

## Strategic Plan Engagement Summit

Give a Day to Your City!

Register Now

**City of Victoria @CityOfVictoria**  
Dec 22, 2018

Get ready to roll up your sleeves & dive deep into the City's draft Strategic Plan. Help us set priorities for the next four years #yyj! REGISTER NOW to participate in the Strategic Plan Engagement Summit on SAT JAN 19, 10-3:30 at Vic Conf Centre. [ow.ly/1lwd30n3m08](https://ow.ly/1lwd30n3m08)

**JAN 19 Strategic Plan Engagement Summit**  
Public • Hosted by City of Victoria - Local Government

★ Interested ✓ Going

🕒 Saturday, January 19, 2019 at 10 AM – 3:30 PM  
about 1 week ago

📍 Victoria Conference Centre  
720 Douglas St, Victoria, British Columbia V8W 3M7

Show Map

Social Media

## Your City. Your Voice.

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Print Advertising

## **Appendices:**

**A - Draft Strategic Plan Objectives and Actions Feedback**

**B - New Actions Matrix**

**C - Goal Worksheet and Mural Feedback**

**D - Live Polling Results**

**E - Email Correspondence**

DRAFT STRATEGIC PLAN OBJECTIVES AND ACTIONS FEEDBACK	DOT TOTAL	ACTION FEEDBACK	MOVE/REMOVE ACTION	2019 LEVELS OF ENGAGEMENT
<b>Strategic Objective #1: Good Governance</b>				
<b>Suggested Outcomes</b>				
<ul style="list-style-type: none"> <li>- Clear, open and transparent two-way communication between the City and the public, with the ability for public input to effect change.</li> <li>- Broad engagement with a diversity of participants conducted in a respectful and inclusive way.</li> <li>- Increase voter turnout.</li> <li>- Regional leader in best practices for transparency.</li> <li>- Metrics to measure and report on progress in achieving strategic plan actions and public participation.</li> <li>- The community feels heard.</li> <li>- City policies and plans, such as the OCP, are adhered to by Council.</li> </ul>				
<b>2019 Actions</b>				
1. Work with Saanich Council to develop and implement Citizens Assembly process	10	- Regionalization element and sentiment (generally supportive)		Inform (majority), Consult (4), Involve (4), Empower (1)
2. Develop and pilot a workshop series to train staff and community leaders in appreciative inquiry and consensus building; identify challenging topics for engagement in advance and ensure that everyone involved (staff and community leaders) have adequate training to lead engagement	10	<ul style="list-style-type: none"> <li>- Work on how to engage effectively</li> <li>- Review org. structure of staff (interdepartmental communication)</li> <li>- More opportunities for community to engage</li> <li>- More content on how decisions made, how accomplished (in actions)</li> <li>- Engagement needs to be done at the right time</li> <li>- Small groups very vocal - look at making more inclusive (everyone's voice heard)</li> <li>- MISSING: how decisions are made</li> <li>- Too much engagement</li> </ul>		Consult (4), Involve (4), Collaborate (1)
3. Work to regionalize police services and consider the possibility of a single amalgamated police service for the region	5	- Regionalization element and sentiment (generally supportive)		Inform (majority), Consult (1), Empower (1)
4. Offer childcare at City Hall during public hearings	1	- Expand to Town Halls.		Inform (majority), Consult
5. Improve proactive disclosure of closed meeting records and decisions	2	- Hours of COTW and Council not convenient for most working folk; Council meetings go to late		Inform
6. Improve timely publication of Council member expenses and financial disclosure statements		- Explore speeding up #6	- Move up?	Inform
7. Create a structure / process for Councillors to share and be accountable for their work on committees and other appointments	4	- 7 implemented with consistency and a respect for info (general support for this action)		Generally evenly split between Inform, Consult, Collaborate
8. Continue to implement Youth Strategy	3			Inform, Consult
9. Develop and implement Real Estate Strategy	4			Inform (majority) Collaborate
10. Establish Renters Advisory Committee		- Renter's advisory committee but nothing for landlords		Split between Collaborate, Inform
11. Begin holding four town halls per year, one per quarter to engage residents, youth, business, organized labour and other stakeholders (to be continued in 2020, 2021, 2022)	7	<ul style="list-style-type: none"> <li>- Innovative participation opportunities Re #11 (non-traditional meetings).</li> <li>- Needs to be more focused. Needs focused, dynamic engagement (specific topics for town hall to make them more meaningful).</li> <li>- Needs scribes for non-literate attendees at town halls</li> <li>- High Council attendance at town halls</li> <li>- First Nations representation at townhalls and engagement events</li> <li>- Offering other ways for people to attend events (i.e. increase general accessibility - free transportation, etc.)</li> </ul>		Split between Inform, Involve, Collaborate
12. Undertake Council salary review including a report back on eliminating parking privileges and including the bus pass program	4	<ul style="list-style-type: none"> <li>- Transportation allowance RE #12</li> <li>- #12 good leadership</li> </ul>		Inform (9), Consult (1) Involve (8),
<b>2020 Actions</b>				
13. Allow people to make video submissions to public hearings and requests to address Council	8			
14. Undertake staff salary review	2			
15. Hold public hearing-only Council meetings	10	- (supportive) will make the process more effective and more accommodating of the public		
16. Create a lobbyist registry	1			

Appendix A: Draft strategic Plan Objectives & Actions Feedback



DRAFT STRATEGIC PLAN OBJECTIVES AND ACTIONS FEEDBACK	DOT TOTAL	ACTION FEEDBACK	MOVE/REMOVE ACTION	2019 LEVELS OF ENGAGEMENT
<b>Strategic Objective #1: Good Governance</b>				
17. Develop and implement processes for convening the community and gathering input on what the community is interested in giving input on – not only engaging when City Hall has a question for the community	23	- Needs to be reworded for clarity; build better relationship with community / neighbourhood groups (honesty, transparency, integrity).	- Move up to a 2019 action because it works with action #s 2 and 11 and it is the action this group placed the greatest priority on	
<b>2021 Actions</b>				
18. Initiate a governance review	16	- More content on how decisions made, how accomplished (in actions). - #18 needs to include community participation. - Look at different ways of governing (look into best practices, i.e. First Nations represented within government) - Better define roles of mayor/Council (more delegated authority, look at big picture) - City doesn't currently follow good governance - Give staff greater authority to make decisions - Issues not necessarily for Council to deal with (micromanage) - Good Governance from politician's point different than from public's point - Need to re-evaluate priorities - Can't be on Council if work full time - Need way to measure Good Governance - property taxes / citizen satisfaction - More report cards on achieving objectives	- #18 move to #1 priority	
19. Oversight and personnel committee				
<b>2022 Actions</b>				
<b>Ongoing Actions</b>				
20. Set and measure targets for each of the objectives	10			
21. Measure well-being and use results to inform budgeting process. Set target from 2019 baseline. Increase belonging and well-being by X %	6	- #21 supportive (crystal pool as an example). - An increased focus on research, optimizing results.		
22. Streamline and make more consistent planning and permitting processes	6	- Respect OCP objectives - Create CALUC like process for trees		
23. Continue transparent and robust approach to annual budget and strive for continuous improvement of the process each year	2	- Increased transparency and less reliance upon the "in camera process" - Online streaming of Council meetings is very helpful - How are we weighing large scale spending projects? - <b>Concrete, transparent steps for Public infrastructure projects</b>		
24. Exercise fiscal responsibility in policing expenditures	4			
25. Improve service delivery through learning and input from frontline city workers (LEAN process)	1			
26. Monitor implementation of Local Area Plans on a routine basis	3			
27. Divest municipal funds from fossil fuels		- Redefine divest / review priority order	- Better suited for climate leadership	
<b>General Comments</b>				
- These actions are not about Good Governance. Change name of objective from Good Governance to more fitting title (i.e. inclusive/effective engagement?)				
- Mix of actions, not all Good Governance				
- Need to flesh out/depth of actions				

DRAFT STRATEGIC PLAN OBJECTIVES AND ACTIONS FEEDBACK	DOT TOTAL	ACTION FEEDBACK	MOVE/REMOVE ACTION	2019 LEVELS OF ENGAGEMENT
<b>Strategic Objective #2: Reconciliation and Indigenous Relations</b>				
<b>Suggested Outcomes</b> - Increased awareness and support for reconciliation and recognition of Indigenous sovereignty. - Active Indigenous representation in City administration and on Council. - More engagement between City Council with both Hereditary and Elected Chiefs (and receiving guidance from First Nations on this). - City Council, staff and all residents more aware of Indigenous history, treaties, sovereignty and leadership structures. - Indigenous and non-Indigenous peoples have a deeper understanding of each others' stories. - Increased community collaboration and capacity to do the work of reconciliation by harnessing existing expertise in our community. - More Indigenous involvement and inclusion in all aspects of civic life. Create more jobs and economic prosperity for Indigenous people to eliminate poverty on reserve lands. - Young people have hope, including more staff at schools, better access to transportation and a reconnection to culture.				
<b>2019 Actions</b>				
1. Create the Victoria Reconciliation Dialogues	15	- Should be available to all community members - Needs to include the broad community - Listen to indigenous peoples on how to welcome newcomers. - Need to acknowledge racism in Canada.		On all actions: These actions require their own process. IAP2 levels chosen must be culturally appropriate, and informed by Indigenous practice (6/6)  On all actions: Must be Indigenous-informed and culturally appropriate - doesn't work in the IAP2 spectrum. This requires fierce leadership by Council, and the principles and intent of P2 can be respected in this process. (2/2)
2. Determine appropriate context for the Sir John A. Macdonald Statue	3	- Develop policy for recognizing history (#2)	- Start with direction from local First Nations before continuing	Collaborate (majority), Consult (4), Inform (2)
3. Establish an Indigenous Relations Function	5			Inform (majority), Consult
4. Develop and implement an ongoing, mandatory training program for Council and all City staff	10	- Should be available to all community members. - Training can be shared with community groups, etc. - Decolonize our practices and processes. - Need more opportunities to share stories, come together in neighbourhoods - Increased awareness, support, education and representation (towards integration of Indigenous culture, history, viewpoints in the daily life of all community members, and in the operation of the City)		Inform
<b>2020 Actions</b>				
5. Appoint Indigenous Elders in Residence to provide advice on municipal programs, initiatives and operations	15	- Missing a youth component/perspective on all proposed Reconciliation actions - Active Indigenous representation on Council		
6. Explore co-governance of Meegan (Beacon Hill Park) and shoreline areas with the Lekwungen speaking people	5			
<b>2021 Action</b>				
7. Pursue co-governance of Meegan (Beacon Hill Park) and shoreline areas with the Lekwungen speaking people	5			

DRAFT STRATEGIC PLAN OBJECTIVES AND ACTIONS FEEDBACK	DOT TOTAL	ACTION FEEDBACK	MOVE/REMOVE ACTION	2019 LEVELS OF ENGAGEMENT
<b>Strategic Objective #2: Reconciliation and Indigenous Relations</b>				
<b>2022 Action</b>				
8. Increase protection for Indigenous cultural heritage sites in land use and development processes Flagged for discussion subject to receiving 2012 legal advice	9			
<b>Ongoing Actions</b>				
9. Continue working with and adapting the Witness Reconciliation Program	3			
10. Create opportunities for Indigenous contractors and employers through City infrastructure projects and contracts	8	- Develop a plan to create more access for youth to education, transportation and employment		
11. Work with the Songhees and Esquimalt Nations on First Nations economic development projects	4			
12. Advocate for First Nations representation on CRD Board	6			
13. Work with the Songhees and Esquimalt Nations to facilitate the completion of the Longhouse in Beacon Hill Park	5			
14. Work with the Songhees and Esquimalt Nations to establish a reburial site	2			
15. Support the restoration of Indigenous place names	9	- Explore the relevance of the Beacon Hill Park Trust		
<b>General Comments</b> - There is not enough time to discuss or to decide on priorities. - Uncomfortable about this process without an Indigenous representative. - City to influence Province and Federal governments to decolonize. - Continue Indigenous Artist in Residence program.				

DRAFT STRATEGIC PLAN OBJECTIVES AND ACTIONS FEEDBACK	DOT TOTAL	ACTION FEEDBACK	MOVE/REMOVE ACTION	2019 LEVELS OF ENGAGEMENT
<b>Strategic Objective #3: Affordable Housing</b>				
<b>Suggested Outcomes</b> - Victoria has sufficient income-appropriate housing so that a "home" is available and affordable to everyone at 30% of income for housing costs. - Monitor and report on the city's demographic changes and housing needs. - Increase the level of home ownership in the City. - Victoria is seen as development friendly. - Neighbourhoods are diverse, accessible and affordable across all ages, incomes and abilities. - Increase in rent-to-own housing options. - Quadruple the number of 'Missing Middle' housing units. - Decrease point-in-time homeless count. Nobody is sleeping on the street. - Increase co-op housing (max buy in \$1000), as per current city's definition of affordable housing. - Decrease the number of people spending more than 30% of income on housing. - Increase in vacancy rate. - Increase Victoria's livability score.				
<b>2019 Actions</b>				
1. Set targets, define affordable housing, and track and measure the creation of affordable housing units	13	- Create more development incentives - \$500/month tiny homes would achieve attainable rents for someone working FT, min wage - <u>Exploring density in neighbourhoods to obtain more varied housing stock</u>		Inform (majority), Collaborate (6), Consult (3)
2. Implement rental-only zoning	9	- Concerns about rental-only zoning undermining social diversity and tenureship - Rental-only zones should be required to have a percentage of units that are available or rented to the "hard to house"	- Modify to include 'Ensure Tenureship Diversity'	Inform (majority), Involve (9), Consult (3), Collaborate
3. Incentivize development of rental housing and look for further opportunities to expedite and simplify development processes for affordable rental housing	23			Collaborate (10), Consult (6), Inform (6)
4. Create a municipal housing service to acquire land and enter into partnerships for the purposes of providing affordable (decommodified) housing	19	- CRD has existing program, are we competing? - #4 needs preliminary actions to be successful A147 - Ensure dedicated affordable rental units are available to the <u>hard to house population</u>		Inform (majority), Consult (3), Involve (2), Collaborate (1)
5. Examine existing City land as possible sites for affordable housing and emergency shelter spaces including road-edge remnants, wide roads, Boys and Girls Club	11	- Concerns of the role in neighbourhood associations undermining the voice of residents		Collaborate (majority), Involve (7), Consult (1), Empower (1)
6. Allow moveable tiny homes in all backyards that currently allow garden suites at rents of no more than \$500 per month	8	- Are we allowed to set rent? Can we not specify amount (based on market condition)?		Inform (majority), Consult (8), Involve (8)
7. Implement Market Rental Revitalization Program	4			Generally evenly split between Inform, Consult and Collaborate
8. Accelerate Implementation of Victoria Housing Strategy:	14	- Social marketing campaign showcasing the actions of the city - City wide approach to accessing actions is key (marketing/advertising)		Inform (majority), Involve (7)
a. Develop city-wide strategy for additional house conversion opportunities				
b. Incentivize and mandate the creation of family-appropriate two and three bedroom rental units		- Create policy mechanism to discourage low-density single family homes		
c. Identify funding mechanisms to acquire land to facilitate federal, provincial and regional investment in affordable housing				
d. Explore the expanded use of tax exemptions to create more affordable housing				
9. Develop Community Amenity Contribution Policy	1			Generally evenly split between Inform and Consult, with a few indicating Collaborate (2)

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<b>Strategic Objective #3: Affordable Housing</b>				
<b>2020 Actions</b>				
10. Create a Small Scale Housing Ambassador to make it easier for property owners and homeowners to create affordable housing (10 units or less)				
11. Create a Tenant Housing Ambassador to make it easier for renters to navigate the Tenant Assistance Policy, Standards of Maintenance Bylaw and other issues	4			
12. Develop relevant partnerships and pilot a project matching seniors with extra bedrooms with eligible lodgers	3	- Eligible lodgers (e.g. mix of students/seniors)		
13. Consider a grant program for secondary suites including those that are accessible and serve an aging population	8			
14. Garden Suites and Tiny Homes:	13	- #14 - is contingent on #19 - allow more than one secondary suite - Create policy mechanism to discourage low-density single family homes		
a. Allow tiny homes and garden suites on lots that already have secondary suites or duplexes				
b. Expand garden suite program to allow larger units on larger lots				
c. Examine a grant program to incentivize the creation of affordable garden suites				
15. Houseplexes and Townhouses:	27		- Move to 2019	
a. Undertake a city-wide planning exercise to identify suitable locations for townhouses and houseplexes				
b. Support houseplexes as a form of multi-unit housing that provide a sensitive transition within neighbourhoods				
c. Support more family housing including townhouses and row houses				
d. Support new ground-oriented housing forms and lock-off suites				
<b>2021 Action</b>				
16. Explore the potential of creating a Victoria Housing Corporation				
<b>2022 Actions</b>				
<b>Ongoing Actions</b>				
17. Regularly evaluate the City's bonus density policy and the number of units being created as a result of it	2			
18. Encourage barrier free housing and universal design in new development	8			
19. Identify opportunities for affordable housing in all neighbourhood plans	11			
20. Advocate for more affordable student housing	4			
21. Facilitate, incent and support co-op housing	9			

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<b>Strategic Objective #3: Affordable Housing</b>				
<b>General Comments</b>				
<ul style="list-style-type: none"> <li>- We need bold decisive action</li> <li>- Fearless Leadership</li> <li>- What will account for the gap in the market rate?</li> </ul>				



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<b>Strategic Objective #4: Prosperity and Economic Inclusion</b>				
<b>Suggested Outcomes</b>				
<ul style="list-style-type: none"> <li>- Decrease in empty retail spaces in the core.</li> <li>- Increase the economic strength of business centres in neighbourhoods.</li> <li>- Increase the success of enterprises run by the City of Victoria.</li> <li>- The business community feels that it's easy to work with the City.</li> <li>- Employers can find enough qualified workers to fill available jobs.</li> <li>- Increase the number of urban agriculture centres and pop-up farmers' markets.</li> <li>- All children have a warm meal.</li> <li>- Increase attendance by low-income residents at arts events.</li> <li>- Reduced use of food banks and reduced food waste.</li> <li>- We have data to measure Victoria's prosperity and economic inclusion compared to other cities.</li> <li>- The people who work in Victoria can afford to live in Victoria.</li> <li>- Access to all City services available in-person or on paper, without the need for phones or internet.</li> </ul>				
<b>2019 Actions</b>				
1. Convene Mayor's Task Force on Economic Development and Prosperity 2.0 to hit 2041 jobs target	4	<ul style="list-style-type: none"> <li>- There should be more of a focus on citizens as opposed to on tourism.</li> <li>- We should move towards quantitative data vs qualitative data. Quantitative is better for measuring success.</li> <li>- Include strategies to ensure that people with disabilities are a part of prosperity and economic inclusion.</li> </ul>		Inform; Consult at first, then Collaborate later in process
2. Secure federal, provincial and philanthropic funding and operational model for Bastion Square Creative Hub	5	<ul style="list-style-type: none"> <li>- We need an affordable (for consumers and producers) arts hub.</li> </ul>		Consult (6), Collaborate/Empower (5), Involve (3), Inform (1)
3. Apply for certification as a Living Wage Employer	3	<ul style="list-style-type: none"> <li>- Government should stay out of the way of private enterprises.</li> </ul>		Inform
4. Examine effectiveness of arts and culture grants funding versus direct staff support	8	<ul style="list-style-type: none"> <li>- There should be more grants available to artists vs nonprofit groups.</li> </ul>		Split between Collaborate, Empower and Consult, Involve
<b>2020 Actions</b>				
5. Create a tech advisory committee to better integrate tech and the City at a strategic level	2			
6. Explore tax relief for businesses affected by City construction	2			
7. Create a program to encourage "pop-up" businesses and art exhibits in vacant retail and office space	1			
<b>2021 Actions</b>				
8. Work with the Downtown Victoria Business Association to develop a downtown retail strategy	2	<ul style="list-style-type: none"> <li>- We should strengthen business outside of the downtown core, and work with neighbourhood associations in addition to the DVBA.</li> </ul>		
9. Explore the creation of a 'Legacy Business Program' that specifically protects and highlights longstanding local businesses that are being priced out of our neighbourhoods	2			
10. Explore ways for businesses in Victoria to become living wage employers	4			
11. Work with partners to explore improved access to low cost or free internet service	2			
<b>2022 Action</b>				
12. Talk with industrial landowners, managers and users about industrial land – its use, zoning, taxation, etc. – review industrial land use and values every five years	1	<ul style="list-style-type: none"> <li>- Include stakeholders who aren't industrial (future stakeholders/neighbours/impacted citizens) to discuss industrial land use.</li> </ul>		

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<b>Strategic Objective #4: Prosperity and Economic Inclusion</b>				
<b>Ongoing Actions</b>				
13. Support arts, culture and innovation venues and spaces	6	- The City should be at arms length from arts groups, and facilities should be run by user groups (for example, Intrepid Theatre is a theatre company that owns and runs its own theatre in addition to producing shows).		
14. Advocate for adequate income and supports to ensure everyone has access to a decent quality of life	5	- The City needs strategies/facilities/learning tools for newcomers and immigrants. Their needs are different from those of established citizens.		
15. Identify opportunities to support non-transactional approaches to the provision of goods and services, e.g. neighbourhood-based sharing libraries, tools, seeds, etc.	3			
16. Hold an Annual Development Summit and continue to improve processing times and process improvements, and build better understanding of the development processes	5			
17. Support buy local initiatives to promote sustainable local enterprise	5			
18. Explore opportunities to include community ventures in City initiatives that support social enterprises	1			
19. Continue to build financial capacity of the organization and explore sources of revenue other than property taxes and utility fees	2			
20. Keep cap on annual property taxes to no more than inflation plus one including police	3			
21. Continue work to support entrepreneurs and small businesses	9			
22. Support placemaking entrepreneurs – food trucks, more patio spaces	2			
23. Support economic opportunities for urban agriculture producers, farm businesses, and farmers markets	3	- We should be supporting urban agriculture and placemaking.		
<b>General Comments</b> - Different measurements of value (qualitative AND quantitative) should be considered. For example, a plot of land might be worth \$500,000, but it also might have value for families who play there, value as a dog park, value as a green - Use of the word "explore" is not productive. We should just "do" or develop a strategy to move forward				

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<b>Strategic Objective #5: Health, Well-Being and a Welcoming City</b>				
<b>Suggested Outcomes</b>				
<ul style="list-style-type: none"> <li>- Increase sense of belonging and participation in civic life among all demographic groups.</li> <li>- Everyone feels safe and part of the community.</li> <li>- Everyone has a family doctor and there is an overall increase in the number of people working in the health and wellbeing professions.</li> <li>- Increase places/activities in the City that can be enjoyed by families with pets.</li> <li>- Increase availability of free recreation options.</li> <li>- Increase access to nature.</li> <li>- More people are more active, including increase in registrations in the City's recreational programs.</li> <li>- Increase the level of visitor satisfaction and increase the number of people interested in visiting Victoria.</li> <li>- Clear improvement on mental health and addictions.</li> <li>- Improved local food security that's accessible to all.</li> <li>- Fewer people are living below the poverty line and more people have access to a living wage.</li> <li>- Cultural literacy is improved, promoting and celebrating greater diversity.</li> </ul>				
<b>2019 Actions</b>				
1. Create a city-wide childcare strategy and action plan	8	- More emphasis on creating and promoting community spaces (pedestrian spaces)		Collaborate (13,) next is suggestion to Consult (Public) and Involve (Stakeholders)
2. Develop a Trans Inclusion Policy	4	- Combine 2 and 12 (12 should be the action and 2 should be a strategy under that action.	- Should be completed in 2020	Collaborate (majority), with some support for Consult/Involve
3. Develop an Accessibility Framework	5			Collaborate (majority), with some support for Consult/Involve
4. Partner (potentially with the DVBA) to create a program to make businesses barrier free	1			Inform (6), Collaborate (5), Involve (3), Consult (1)
5. Work with DVBA for rotating mural artists to beautify empty storefronts and large windows	2			Inform Public and Consult/Involve Stakeholders
6. Create a Seniors Task Force and develop a Seniors Strategy	6	- Why is youth strategy under the Good Governance objective but seniors task force is under health, wellbeing, and a welcoming City?	- Is this needed? Weave voices throughout, don't silo.	Collaborate (majority), Consult (6), Inform
7. Strike a peer-informed task force to identify priority actions to inform a Mental Health and Addictions Strategy actionable at the municipal level, i.e. prevention, advocacy, integration of services, and education See #27 for preliminary scope of work for Task Force	11	<ul style="list-style-type: none"> <li>- Broaden #7 to include preventative physical health</li> <li>- Can the City take a role in working more with advocating Provincial health and wellness programs, as well as public education? We need more public education on homelessness and the disenfranchised in order to increase public understanding and empathy and demystify the issue.</li> <li>- We need a greater dialogue / relationship between neighbourhoods and vulnerable or disenfranchised populations for the same reason as above (greater understanding and collaboration on this issue).</li> <li>- Community based solutions to mental health and addictions beyond policing.</li> </ul>		Collaborate (majority), Consult
8. Expand Life Pass program to 365 days per year	2	<ul style="list-style-type: none"> <li>- Expand LIFE program to include single parents and students</li> <li>- Increase education and outreach on City programs i.e. LIFE program, does everyone know about it? Make this education not just online (not everyone has access)</li> </ul>		Inform
9. Adopt uniform and accessible parking standards for on and off-street parking		- Should be more broad... Don't use only the word "standards" ... add "needs"	<ul style="list-style-type: none"> <li>- #9, not sure if it fits in this objective</li> <li>- #9, roll up into #3</li> </ul>	Consult (majority), Inform (1), Collaborate (1)
10. Explore ways to end sexual harassment and assault in Victoria, including using the Good Night Out international model to create a safe nightlife campaign for Victoria venues, bars, clubs and festivals	6			Collaborate (majority) with Empower (5) and Inform (7) about evenly split

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<b>Strategic Objective #5: Health, Well-Being and a Welcoming City</b>				
<b>2020 Actions</b>				
11. Create a Welcoming City Strategy:	26	<ul style="list-style-type: none"> <li>- How will the city ensure new youth moving to the city will get the support they need?</li> <li>- Developers should be added to this action.</li> <li>- Developments should contribute to health and wellbeing of all (everyone in the community).A336</li> <li>- Neighbourhoods should be engaged and collaborate with the City in order to contribute to health and wellbeing strategies. This could be achieved through the neighbourhood plans.</li> </ul>		
a. Staff to join Welcoming City initiatives				
b. Community efforts that promote inclusivity, understanding and collaboration across cultures to learn about and appreciate everyone's unique perspective				
c. Foster a compassionate city		- C and H can be combined as 1 action		
d. City not to use funds, personnel or equipment to detain people due to immigration status				
e. Business leaders, civic groups institutions, residents to join in a city-wide effort to expand prosperity and integration to include all residents				
f. Ensure a welcoming and neighbourly atmosphere in our community where all people including immigrants and refugees are welcomed, accepted and encouraged to participate				
g. City plays role in collective response to fear mongering, racism and human suffering				
h. Foster a welcoming environment that treats all people with compassion and respect				
i. Diversity and inclusion training for staff and Council		- Need clear definitions on diversity and inclusion		
j. Support entrepreneurial ambitions of newcomers through the Business Hub at City Hall				
12. Create an LGBTQ2iS Task Force to create an LGBTQ2iS Strategy	1		- Should be completed in 2020	
13. Consider the implementation of play streets, school streets and other child-friendly strategies	7	- Should say "lead" instead of "consider"	- Move to 2019	
14. Create a strategy to attract doctors to the city	12	<ul style="list-style-type: none"> <li>- Remove the word "doctors" and replace it with "primary health care providers" and work with stakeholder agencies that are already encouraging primary health care providers to work in Victoria and support provincial efforts to implement PCNs</li> <li>- Put "wellness and health" before medical</li> </ul>	- Move to 2019	
15. Urban Agriculture:	8	<ul style="list-style-type: none"> <li>- The wording or category "Urban agriculture" could be "softened" to "food security", "food access", etc.</li> <li>- Urban agriculture needs a different tone to fit under this objective of health, wellness, and welcoming city.</li> <li>- Long term/ongoing funding for urban agriculture initiatives</li> </ul>		
a. Explore opportunities for increasing food production on private land				
b. Support food infrastructure including farmers markets and storage and distribution				
c. Soil test and consider shade implications of City-owned land and potential land acquisition				

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<b>Strategic Objective #5: Health, Well-Being and a Welcoming City</b>				
<b>2021 Actions</b>				
16. Urban Agriculture:	4			
a. Working with specialists in the field, explore agriculture water rates for food production in the city on land that is used principally for food production				
b. Advocate to BC Assessment for farm classification for lands being used principally to grow food and consider lowering the tax rates for urban farms (once designated by BC Assessment)				
c. Support neighbourhood food/meal programs				
d. Work with non-profits to bring back the Sharing Backyards Program				
<b>2022 Actions</b>				
17. Create or partner to create a sports equipment library	1			
18. Pilot community BBQ stations in parks and neighbourhood public spaces	2	- #18 needs to broaden from bbq spaces, new events in these spaces -topic is potentially too broad, not cohesive		
<b>2019-2022 Actions</b>				
19. Develop a plan including site selection, funding strategy and partnerships to develop a new Central Library	4			
20. Crystal Pool and Wellness Centre Replacement				
<b>Ongoing Actions</b>				
21. Identify and remove barriers to make Victoria barrier-free and apply a barrier-free lens to all decisions we make to ensure we're not creating new barriers	3			
22. Look for opportunities and partnerships for deer management	1		- Does #22 fit?	
23. Ensure ethno-cultural diversity in municipal festive, arts and cultural funding supports	5			
24. Advocate for preserving and strengthening the Agricultural Land Reserve	3	- Is this one necessary under our objective of Health, Wellbeing and a Welcoming City or should this be moved to the Climate Adaptation objective? Do we have any ALR land in the City of Victoria?		
25. Look for opportunities to increase food production on public land including increasing community gardens in all neighbourhoods in the city, and building urban food systems into our parks operations	11			
26. Look for opportunities to create accessible shoreline access				
27. Mental Health and Addictions Advocacy:	18			
a. Advocate for better prevention and more support for those aging out of foster care – there were 156 unhoused youth in the 2018 Point in Time Count				
b. Advocate for more funds for mental health and more publicly-funded recovery options and de-stigmatization of mental health and addictions				

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<b>Strategic Objective #5: Health, Well-Being and a Welcoming City</b>				
c. Advocate for and facilitate planning and delivery of additional harm reduction services in the city and region, including a safe inhalation site		- Advocate for rehabilitation services	- C and HG can be combined as 1 action	
d. Advocate for the BC government to provide currently illicit drugs/safer substances to reduce harm from addictions				
e. Advocate for/work with agencies and other governments and professional bodies to facilitate increased harm reduction training (more clarity, training for who?)				
f. Advocate to the Province and/or the CRD and Capital Regional Hospital District to measure homelessness, acute addiction, mental health and to identify service gaps and better coordinate between existing service providers, and create better funding opportunities				
<b>General Comments</b> - The general framework of this section of the draft strategic plan is good, it just needs to be further developed. - Where is the youth voice in all of these actions? - Actions are abstract, need more concrete actions - Improve relationship between the city and non-profit sector (non-profit liaison)				



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<b>Strategic Objective #6: Climate Leadership and Environmental Stewardship</b>				
<b>Suggested Outcomes</b>				
<ul style="list-style-type: none"> <li>- The City follows and monitors a SMART model (sustainable, measurable, attainable, realistic and timely).</li> <li>- Double the tree canopy.</li> <li>- There are measurable advances in GHG reduction and a tangible movement to 100% renewables to meet or exceed climate targets.</li> <li>- Zero waste strategy is in place and making progress towards goals.</li> <li>- Bans or paths to bans for unsustainable materials/waste.</li> <li>- Local compost cycles in place and optimized.</li> <li>- People understand how and are improving their progress towards achieving zero waste.</li> <li>- Improve understanding among stakeholders of their role in climate leadership and environmental stewardship.</li> </ul>				
<b>2019 Actions</b>				
1. Develop Waste Reduction Strategy	11	<ul style="list-style-type: none"> <li>- Regenerative economy is important</li> <li>- Ensure user pay accountabilities are in place/ working.</li> <li>- Heftier fines for non-compliance</li> </ul>		Generally evenly split between Consult and Involve, with some support for Collaborate (2), Empower (1)
2. Implement Climate Leadership Plan	24	<ul style="list-style-type: none"> <li>- Focus on most impactful GHG actions.</li> <li>- Move high GHG impact actions up the timeline (eg renewable energy programs).</li> <li>- Have economics to support climate plan</li> <li>- Where do we find Climate Leadership Plan? Bylaws? Difficult to find information need more background information into objectives</li> <li>- Communicate to the public the high level and volume of scientific and subject matter staff</li> <li>- Utilize "information radiators" to report regular progress</li> <li>- Need public education programs which focus on context and tangible deliverables</li> <li>- Strong advocacy in 2019 for strong climate plan to Province (+ UBCM) and public</li> </ul>		Consult, with some indicating Involve (5) and Collaborate (4)
3. Implement a City staff transit pass program		<ul style="list-style-type: none"> <li>- There seemed to be agreement amongst livelier participants to remove this.</li> <li>- Not a huge priority - need education.</li> </ul>	- Delete (should be for all)	Inform
4. Develop and implement Urban Forest Master Plan (unimplemented item from 2013 Urban Forest Master Plan)	17	<ul style="list-style-type: none"> <li>- Advocate for urban forest master plan/high importance for climate mitigation</li> <li>- Clear set of requirements for urban forest management (shade, climate adaptation, etc.)</li> <li>- Balance accessibility/forest master plan requirements/needs</li> </ul>		Consult (majority), with Inform (10), Involve (6), Collaborate (3)
5. Strengthen Tree Protection Bylaw	16	<ul style="list-style-type: none"> <li>- Strengthen the Tree Protection Bylaw baseline Trees-&gt; set goals/tagrets for urban trees (with priorities) i.e. private properties.</li> <li>- Urban forest plan includes CO2 mitigating/ adaptation/ health &amp; wellbeing capabilities/ metrics (edibles). Goals etc.</li> </ul>		Consult (14), Inform (10), Collaborate (5), Involve (3), Empower (1)
6. Ban plastic straws taking into consideration accessibility needs	4			Inform
7. Create Neighbourhood Climate Champion program with one child, youth, adult and elder from each neighbourhood to lead and inspire at the local level on Climate Action	15	<ul style="list-style-type: none"> <li>- Bypasses city constitutional processes</li> <li>- Program is "Abusing people who don't have a full understanding of topic"</li> <li>- Still important, but not as much as other items</li> <li>- Great community-building components</li> <li>- (Note: There were concerns about the structure of this program bypassing city processes. No solid agreement on this one as other participants see value of such a program and others stated that it should be moved to 2020 or 2021.)</li> <li>- Urgency to educate children.</li> </ul>	- Remove or move to 2020 or 2021 (make less of priority)	Split between Empower, Consult and Inform, Collaborate (4) and Involve (1)
<b>2020 Actions</b>				
8. Create Annual Tree Planting Festival like "Tree Appreciation Day" but lots of trees, in all neighbourhoods at once with a big celebration or small celebrations in each neighbourhood		<ul style="list-style-type: none"> <li>- Potentially tree festival (undecided by group but talked about a lot)</li> <li>- Tree festival more of a feel-good factor and less impactful</li> </ul>		
9. Mandate green shores practices on waterfront development	4			

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<b>Strategic Objective #6: Climate Leadership and Environmental Stewardship</b>				
10. Initiate a Parks and Open Spaces acquisition strategy to move towards OCP parks and green space goals; measure progress towards goals	3			
11. Ban single-use coffee cups and single-use takeout containers (as with plastic bag ban bylaw, determine logical exceptions)	16		- Move up to 2019	
12. Begin to plan for mitigating the Inflow and Infiltration issue on private property	1	- Expand action #12 to include a more broad stormwater catchment system for public and private land		
13. Expedite implementation of the BC Step Code	9	- More aggressive sustainable building standards - Remove barriers for building retrofits	- Accelerate	
<b>2021 Actions</b>				
14. Implement a robust zero waste strategy	26	- Robust education plan (curriculum) for climate and environment (in progress).		
15. Mandate electric vehicle charging capacity in all new developments	4			
16. Work with the Greater Victoria Harbour Authority on options for shore power and lower emissions ground transportation	7			
17. Explore the creation of a municipal energy utility, more local energy creation, solar e.g. food waste generators for food trucks at the museum	13			
<b>2022 Action</b>				
18. Create a municipal energy utility, more local energy creation, solar e.g. food waste generators for food trucks at the museum	10	- Advance programs to deliver renewable energy to ALL Victorians. (BIG Non-hydro) (local, distributed solar/ wind/ tidal generation...ROOFTOP!!)		
<b>Ongoing Actions</b>				
19. With the exception of hanging baskets and Beacon Hill Park, between 2019 and 2022, re-naturalize all beds in the city. If there are cost, time and water savings use these to further nurture the tree canopy and urban forest and natural areas	2			
20. Promote rain gardens and improve water quality entering waterways	11	- Expand action #20 to include a more broad stormwater catchment system for public and private land		
21. Strengthen tree protection and enhance tree canopy and urban forest	9			
22. Encourage and move towards mandating food bearing plants, pollinator habitats and native species in landscape plans for private development	8			
23. Advocate for appropriate federal regulations of the Victoria Water Airport	3			
24. Work with partners to clean up the harbour and steward waterways	5			
<b>General Comments</b>				
<ul style="list-style-type: none"> <li>- Focus on youth</li> <li>- Focus on BIG impact initiatives</li> <li>- Identify who will be the champions of the objectives (i.e. not just staff, council etc.)</li> <li>- Bring resiliency and efficiency language into action items</li> <li>- Some action levels are high level of detail and specific while others are less detailed and vague</li> </ul>				

DRAFT STRATEGIC PLAN OBJECTIVES AND ACTIONS FEEDBACK	DOT TOTAL	ACTION FEEDBACK	MOVE/REMOVE ACTION	2019 LEVELS OF ENGAGEMENT
<b>Strategic Objective #7: Sustainable Transportation</b>				
<b>Suggested Outcomes</b> <ul style="list-style-type: none"> <li>- More residents are using public transit, walking and cycling.</li> <li>- Decrease in the number of collisions and fatalities on City streets.</li> <li>- The City is recognized as a leader in multi-modal transportation.</li> <li>- Transportation-related GHG emissions are lower than they are today.</li> <li>- Fewer cars on the road and a decrease in kilometers travelled.</li> <li>- Increase in car sharing.</li> <li>- There are new transportation services, including rapid transit, to and from Victoria, supported by first-mile and last-mile solutions.</li> <li>- Decrease the annual household cost of transportation.</li> <li>- A network of public and private EV charging stations exists in the City.</li> <li>- There is a positive shift in public attitude towards sustainable transportation.</li> <li>- The City establishes a report card and reports on how well we are doing in achieving transportation goals.</li> <li>- There is a direct link between City transportation investments, policies, and services that support and reinforce our climate leadership goals.</li> </ul>				
<b>2019 Actions</b>				
1. Request that the Victoria Regional Transit Commission (VRTC) provide free transit to all children in the region 18 and under	12	- Change to read as: "... provide free transit for everyone."	- #1,2,3 + 8 - Consolidate / explore synergies. These are only possible if there these all rely on the funded, <u>rapid transit</u> to West Shore & Peninsula	Inform (public), Consult/Involve (VRTC)
2. Depending on response from the VRTC, implement creative financing mechanism to fund transit for children 18 and under in Victoria	6	- Provide clarity on the role of the CoV vs. the province vs the VRTC. Don't take on actions we don't have control over. The City of Victoria may wish to only "inform" if other agencies are taking on "consult, involve or collaborate"	- #1,2,3 + 8 - Consolidate / explore synergies. These are only possible if there these all rely on the funded, <u>rapid transit</u> to West Shore & Peninsula	Inform (public), Consult/Involve (VRTC)
3. Advocate for late night bus service	7	- Change to read as: "Advocate to the VRTC for late night bus service." - And early mornings and Sundays!	- #1,2,3 + 8 - Consolidate / explore synergies. These are only possible if there these all rely on the funded, <u>rapid transit</u> to West Shore & Peninsula	Inform (public), Consult/Involve (VRTC)
4. Advocate and work with our regional colleagues to create a regional transportation commission	16	- Change "commission" to read "strategy" - Better service from Sooke to Sidney	- Why are we revisiting this? Decision made at region in 2018.	Involve-Collaborate
5. Develop and implement a greenways design standard	2	- Change "standard" to read as "framework" - Delete "design standards"	- #5 and #9 – consolidate / explore synergies	Involve (neighbourhood and key stakeholders), Collaborate (implementation)

DRAFT STRATEGIC PLAN OBJECTIVES AND ACTIONS FEEDBACK	DOT TOTAL	ACTION FEEDBACK	MOVE/REMOVE ACTION	2019 LEVELS OF ENGAGEMENT
<b>Strategic Objective #7: Sustainable Transportation</b>				
6. Work towards a regional rail system/advocate for commuter rail and inter-city rail along the E and N railway from Victoria Harbour without delay	21	- E&N corridor – needs to be focused on more than just “rail” – (light bus, trolley)	- Remove "rail system" reference to item #6. There are many technologies. We should be focusing on the highest and best use that provides maximum results to Victoria - Is this action relevant / accurate / inline with 2019 announcement from Prov. on SVI Transp?	Inform (Public), Involve/Collaborate (Province)
7. Develop Sustainable Mobility Strategy including improvements to pedestrian, cycling and transit travel	26	- Need to ensure we have actions to support pedestrian improvements		Collaborate (majority), Consult/Involve
8. Explore bus pass tied to income program, including for low-income seniors (could be added to LIFE pass program)	9	- Remove "low-income" to read as "for seniors ..."	- #1,2,3 + 8 - Consolidate / explore synergies. These are only possible if there these all rely on the funded, <u>rapid transit</u> to West Shore & Peninsula	Inform (public), Consult/Involve (VRTC)
9. Review subdivision and development servicing bylaw, greenways plan and associated City policies and bylaws to allow for alternate design treatments for shared streets on identified greenways	5	- Stronger more explicit connections between transportation, density and housing affordability - “The best transportation plan is a good land use plan.” - Actions don’t cover how developers plan, design, build → Charge the paradigm, particularly for new development	- #5 and #9 – consolidate / explore synergies	Involve (policy review), Collaborate (implementation), with others suggesting Inform (6)
<b>2020 Actions</b>				
10. Work to bring a “floating” car share service to Victoria	6			
11. Complete Cecilia mid-block connector	4	- Correct spelling to be "Cecelia" - Bike route across Burnside Road - 11 Transition to Neighbourhood mid-block connector vs. Cecelia - Too narrow of an action	- Remove #11 unless you make more broad (there are many neighbourhoods that need new connections)	
<b>2021 Action</b>				
12. Lower speed limits on local neighbourhood streets to 30km/h	9	- Engineer slower streets		
<b>2022 Action</b>				
13. Complete a multi-use trail along the Upper Harbour north of downtown	7		- Move # 13 to be completed by 2020	
<b>2019-2022 Action</b>				
14. Bike Master Plan implementation	20	- No action on dockless mobility technology?	- Build the bike network now - #14 move to 2019	

DRAFT STRATEGIC PLAN OBJECTIVES AND ACTIONS FEEDBACK	DOT TOTAL	ACTION FEEDBACK	MOVE/REMOVE ACTION	2019 LEVELS OF ENGAGEMENT
<b>Strategic Objective #7: Sustainable Transportation</b>				
Ongoing Actions				
15. Advocate for substantially improved transit service	15	<ul style="list-style-type: none"> <li>- More frequent (see Action #3)</li> <li>- #15 is way too vague:</li> <li>- For 2020+:               <ul style="list-style-type: none"> <li>o Eliminate the monthly parking at COV parkades</li> <li>o Accelerate investments which focus on "Top Quality" pedestrian infrastructure</li> </ul> </li> <li>- Implement and evaluate road user education programs each year:               <ul style="list-style-type: none"> <li>o All forms</li> <li>o Creative</li> <li>o Inclusive</li> </ul> </li> <li>- Action focused specifically on transportation need to connect with how we will be doing emissions measurement - general comment</li> <li>- Action on Master Plan for freight / goods &amp; services</li> <li>- Speed limits for scooters and bikes.</li> <li>- Allow more bikes on busses (neighbourhood) after dark.</li> <li>- Express "Bus" service for commuters and to airport and other trans.</li> <li>- Improve bus shelters (overall comfort, access aesthetics safety and information) in Victoria (+) physical busses themselves.</li> <li>- Implement robust educational programs targeted at pedestrians/cyclists/motorists.</li> <li>- Fully leverage ALL the tools City has to support transit:               <ul style="list-style-type: none"> <li>o Make transit a priority</li> <li>o Parking rates and regulation (e.g. remove parking minimums)</li> <li>o Smaller buses</li> <li>o Big disrupter – technology rate of change. Are we investing in wrong things given technological role?</li> </ul> </li> <li>- How does City respond (to BC Transit's role)?</li> </ul>	<ul style="list-style-type: none"> <li>- Cont'd from column on left:</li> <li>- Province requires all new bikes sold in BC have built-on lights.</li> <li>- Work with CRD on lights for GG &amp; Lockside.</li> <li>- City advocacy beyond "traditional" areas of influence (e.g. Universal card-- Compass card)</li> <li>- Hwy/Provincial</li> </ul>	
16. Advocate for lower transit fares	5	- Change to read as: "or free transit fares for all." (see Actions #1, #3 and #15.)		
17. Advocate for BC Transit to start purchasing electric buses in advance of 2030 transition	10	- Change to read as: Advocate for BC Transit to start purchasing electric buses NOW! 2019	- Move to 2019	
18. Advocate to BC Transit for "micro transit" or "transit-on-demand" – a public ridesharing program	5		<ul style="list-style-type: none"> <li>- Remove item #18</li> <li>- Remove item #18</li> </ul>	
19. Work with car share entities to create more car share spaces on neighbourhood streets	6			
20. Encourage/mandate where possible, new car share cars and memberships with new developments in exchange for less parking spots	5	<ul style="list-style-type: none"> <li>- Residential parking. Why free? User pay model</li> <li>- On demand/personalized transportation</li> </ul>		
21. Support traffic calming in neighbourhoods	15			
22. Support and nurture neighbourhood-led transportation planning	3	<ul style="list-style-type: none"> <li>- Clarify what is meant by #22 – not understood</li> <li>- The City should be making sure that there is equity among investments in different neighbourhoods over the next four years</li> </ul>		

DRAFT STRATEGIC PLAN OBJECTIVES AND ACTIONS FEEDBACK	DOT TOTAL	ACTION FEEDBACK	MOVE/REMOVE ACTION	2019 LEVELS OF ENGAGEMENT
<b>Strategic Objective #7: Sustainable Transportation</b>				
<p><b>General Comments</b></p> <ul style="list-style-type: none"> <li>- Many people commented on taking a conservative approach for 2019 – in order to complete the items City has already committed to, there may need to be a reduction in the number of actions overall.</li> <li>- It was suggested that the City should look at all of the themes, outcomes and actions in a consistent way. Set up a framework so that the Strategic Plan is easy to understand and read.</li> <li>- Suggestion that every action should link to one or more of the final outcomes that Council approves. Otherwise it is not a good action to consider.</li> <li>- Education needs to be a part of all of these actions</li> <li>- Lack of freight / goods and service related actions</li> <li>- Advocate at all levels</li> <li>- Global/Regional lens (including tourists and commuters in thinking)</li> <li>- We need to complete what we committed to in 2017 / 2018 that is not yet done → then move to new item</li> <li>- Demand management (vs supply management) should be considered as a part of in every action</li> <li>- All actions should contribute to improved safety for all road users</li> <li>- Enforcement &amp; evaluation &amp; creative design solutions should be considered for every action</li> <li>- We know what to do. Get started!</li> </ul>				



DRAFT STRATEGIC PLAN OBJECTIVES AND ACTIONS FEEDBACK	DOT TOTAL	ACTION FEEDBACK	MOVE/REMOVE ACTION	2019 LEVELS OF ENGAGEMENT
<b>Strategic Objective #8: Strong Liveable Neighbourhoods</b>				
<b>Suggested Outcomes</b>				
<ul style="list-style-type: none"> <li>- All neighbourhoods are thriving, distinctive, appealing, viable and have amenities.</li> <li>- People feel listened to and are consulted about what makes a neighbourhood distinctive.</li> <li>- Increase number of people walking compared to other modes of getting around neighbourhoods.</li> <li>- People believe their neighbourhood is safe and walkable.</li> <li>- Expand engagement activities.</li> <li>- There is access to social determinants of health, as defined by residents.</li> <li>- There are diverse models of house ownership in each neighbourhood.</li> <li>- Increase in the amount of green space.</li> </ul>				
<b>2019 Actions</b>				
1. Complete Fairfield Local Area Plan	7	- Collaborate - don't feel like we are at that level right now.		Collaborate
2. Open Government Street to pedestrians	12			Consult/Involve (majority), Inform (4)
3. Create a tactical urbanism guide and tool kit and host workshops to support citizens and businesses to take action	10	- Tactical Urbanism - not an accessible term. What does it mean?		Generally split between Involve and Consult, with some indicating Inform and Empower (1)
4. Facilitate an annual "Neighbourhoods Summit" to consider emerging best practices in neighbourhood placemaking, planning and engagement	25	<ul style="list-style-type: none"> <li>- Support a healthy dialogue between the City and neighbourhoods about density.</li> <li>- Utilize #4 to evaluate how Local Area Plans are being developed, implemented and adhered to.</li> <li>- Develop common language for Community Centre actions</li> <li>- Collaborate and empower community associations to achieve City's strategic plan actions and other goals</li> <li>- Provide more funding for community associations to build partnerships, support planning functions, and facilities development</li> <li>- Think regionally to increase amenities (mobility, other services).</li> <li>- Augment resources for community associations</li> <li>- Provide local access to health and wellness resources.</li> </ul>		Involve/Collaborate, Empower (3)
5. Develop a Municipal Alcohol Policy to address concerns brought forward by the Late Night Advisory Committee	7			Split between Consult, Involve
6. Review the noise bylaw	8			Split between Consult, Involve
7. Explore opportunities to expand Quadra Village Community Centre in partnership with the Downtown Blanshard Advisory Committee and the CRD	3			Collaborate (majority), Involve
<b>2020 Actions</b>				
8. Review CALUC process including clear terms of reference for increasing diversity (youth, renters, etc.), capacity building, term limits and a transparent and democratic process for selecting members	20			
9. Review and consider additional resources (financial and training) for CALUCs	7			
10. Resolve anomalies in neighbourhood boundaries	11			
<b>2021 Actions</b>				
11. Explore partnerships to create meeting space and a home base for the Downtown Residents Association	5			

DRAFT STRATEGIC PLAN OBJECTIVES AND ACTIONS FEEDBACK	DOT TOTAL	ACTION FEEDBACK	MOVE/REMOVE ACTION	2019 LEVELS OF ENGAGEMENT
<b>Strategic Objective #8: Strong Liveable Neighbourhoods</b>				
12. Work with SD61 to explore use of Sundance school as a community centre for a Jubilee Community Centre	2	- Explore possible locations; not specific to Sundance		
13. Work with the Greater Victoria Public Library to provide library services in the north end of the city, including the exploration of a new neighbourhood branch	9			
14. Ship Point Plan and Funding Strategy	6	- Make action into a verb		
<b>2022 Actions</b>				
15. Establish a Community Centre for the North Park Neighbourhood in conjunction with plans for the Royal Athletic Park parking lot and/or the Crystal Pool and Wellness Centre Replacement Project	5			
16. Review Heritage Tax Exemption Program	2			
<b>2019-2022 Action</b>				
17. Local Area Plans	21	<ul style="list-style-type: none"> <li>- Support the community in engaging with developers, policy-making, and Local Area Plans. (See General Comments file.)</li> <li>- Complete the Local Area Plans (priority) and ensure more resources and better listening from City staff in LAP process.</li> <li>- Clarify and formalize the development process for City projects (similar to private development process).</li> <li>- Broaden lens and input on new initiatives and development so greater context is considered</li> <li>- Earlier engagement to help everyone be prepared</li> <li>- Mutually agreeable date with neighbourhood</li> <li>- Clearer wayfinding in neighbourhoods (new)</li> <li>- Benchmarks for each Local Area Plan (start dates and timelines); arrive at a mutually agreeable schedule with neighbourhood</li> <li>- Include pet-friendly strategies</li> <li>- Consider developing a balanced density policy</li> <li>- Density planning is aligned with amenities/services, they should be addressed as a whole.</li> <li>- Need to distinguish between "community members" contributing to neighbourhoods through development and "corporate" development initiatives.</li> </ul>	- Bump to be Action #1 in 2019	
<b>Ongoing Actions</b>				
18. Support neighbourhood placemaking initiatives	13			
19. Advocate for adequate support and supervision accompanying downtown supportive services so people have all the supports they need, not only housing	11			
20. Emergency preparedness/heritage buildings/enrich the heritage seismic upgrade program (needs more clarity)	5			
<b>General Comments</b>				
- Note that the strat plan as a whole (including other objectives areas) will contribute to livable neighbourhoods.				

NEW ACTIONS PROPOSED (75)	Strategic Objective #	Draft Strategic Objective	Support in Group	Benefits	Live Polling % (Important to Very Important)	NEW / IN DRAFT PLAN
<b>2019-2022 Strategic Plan Engagement Summit</b>						
<b>BLACK = New actions (38) / BLUE = Modifications to draft actions (6) / GREEN = Already included in Draft Plan or in progress (31)</b>						
Undertake a review of City organization and work structures to ensure the organization has the ability to achieve its goals effectively.	1	Good Governance	2	Effective City governance structure that is resilient, adaptive and focused on outcomes with a commitment to execution. Plans get implemented. Effort isn't wasted. Fiscal resources used effectively.	Not Pitched	Included as part of Objective 1: Action 25
Increase transparency and less reliance upon the in camera process. Make it clearer what topic is being discussed in a broad sense -- personnel issues/contractual/ legal -- instead of reliance on citing the legislation.	1	Good Governance	0	Builds trust.	Not Pitched	Part of Objective 1: Action 18
Advocate for decolonization of policies and practices at the provincial and federal levels.	2	Reconciliation and Indigenous Relations	5	No data	Not Pitched	NEW
Increase awareness and support for Indigenous culture, history and viewpoints in everyone's daily life via education.	2	Reconciliation and Indigenous Relations	4	No data	71%	NEW
Indigenous representation on Council.	2	Reconciliation and Indigenous Relations	3	Active participation in government.	56%	NEW
Youth: Access for youth integrated into all actions.	2	Reconciliation and Indigenous Relations	2	Access and hope and opportunity for youth who are the "now" and the "future".	Not Pitched	Part of Victoria Youth Strategy
Investigate the relevance and legal grounds of the Beacon Hill Trust.	2	Reconciliation and Indigenous Relations	1	No data	Not Pitched	Included as part of Objective 2: Action 6
Have Indigenous Elders review all the strategic objectives and each action before it is implemented	2	Reconciliation and Indigenous Relations	1	Ensures the City is committed to reconciliation. Ensures that everyone has a voice.	Not Pitched	Included as part of Objective 2: Action 5

## Appendix B: New Actions Matrix

NEW ACTIONS PROPOSED (75)	Strategic Objective #	Draft Strategic Objective	Support in Group	Benefits	Live Polling % (Important to Very Important)	NEW / IN DRAFT PLAN
Education.	2	Reconciliation and Indigenous Relations	1	To foster understanding between all community members.	Not Pitched	Included as part of Objective 2: Action 1
Continue Indigenous Artist in Residence position.	2	Reconciliation and Indigenous Relations	0	Connects the community together. Allows for the truth to be known. Allows us all to heal and learn together.	Not Pitched	Council receiving staff report on this item as part of Financial Plan
Consult Indigenous Elders on every action of the Strategic Plan.	2	Reconciliation and Indigenous Relations	0	Build relationship. Allows the City to live up to its commitment to Reconciliation.	Not Pitched	Included as part of Objective 2: Action 5
Comprehensive amendment to zoning bylaw in 2019 to permit all 'Missing Middle' housing forms as of right without need for rezoning or development permit.	3	Affordable Housing	6	Supply, increase in family appropriate housing. Increase in "accessible" market housing. Clarify between desired ends and means. (Details: Increase dramatically the supply of missing middle housing (duplex, triplex, 4- plex, townhouses and rowhouses).	65%	NEW
Municipal housing: municipalities buy/own buildings and act as landlords. Controlled rental rates.	3	Affordable Housing	4	Affordable housing for all age groups.	Not Pitched	NEW
Upzone densities of entire neighbourhoods.	3	Affordable Housing	4	Reduced friction at Council hearings. Lowered cost of zoning process for affordable housing projects. Allows actual transformative change on housing supply.	Not Pitched	NEW
Build municipal-owned housing. Provide rent-to- own options.	3	Affordable Housing	2	Allows young people to enter the housing market. Down the road, these people will have equity for retirement.	Not Pitched	NEW Similar to New Action #7
Allow development of affordable housing above open parking lots.	3	Affordable Housing	2	Increased affordable housing and retains public parking.	Not Pitched	Already permitted

NEW ACTIONS PROPOSED (75)	Strategic Objective #	Draft Strategic Objective	Support in Group	Benefits	Live Polling % (Important to Very Important)	NEW / IN DRAFT PLAN
Create Affordable Housing Policy that discourages low density, single family homes.	3	Affordable Housing	0	Increased supply of family-sized units through market forces. Revenues for affordable units can come from existing low density lots, not new construction.	Not Pitched	Being addressed in Inclusionary Housing Policy and Housing Strategy
Any incentives the City provides (density bonus, land, zoning, cash - whatever) must have as a return -- dedicated affordable rental units specifically for persons with mental illness, disabilities, hard to house youth aging out of foster care.	3	Affordable Housing	0	Helps house the most vulnerable in our city.	Not Pitched	Being addressed in Inclusionary Housing Policy and Housing Strategy
Shared housing: allow construction of new buildings to have a separate bedroom and common area.	3	Affordable Housing	0	Reduces cost of housing.	Not Pitched	NEW
Update local area plans to enable new housing types and assume/allow change. Streamline approvals. Exceed current timelines by 50%. Use land use planning to encourage the types of housing we want: rental zoning, density bonusing.	3	Affordable Housing	0	Develop tools that enable and support urban densification in all our neighbourhoods. Our neighbourhoods need to grow. Let's be bold and not fear change.	Not Pitched	In progress
Implement sliding fee scale or access card (50% off?) for cultural events.	5	Health, Well-Being and a Welcoming City	6	Arts and culture facility access (galleries, museums, etc. and attendance at ticketed events needs to be affordable for all). Makes arts and culture ticketed venues and events accessible for all.	51%	NEW
Create a matchmaking program to pair families of different socio-economic status to exchange value with one another (clothing, childcare, social activities).	5	Health, Well-Being and a Welcoming City	6	Reduce segregation based on socio-economic status. Stronger community relationships and social capital.	32%	NEW

NEW ACTIONS PROPOSED (75)	Strategic Objective #	Draft Strategic Objective	Support in Group	Benefits	Live Polling % (Important to Very Important)	NEW / IN DRAFT PLAN
Support access to wellness and health resources by adopting WHO Social Determinants of Health and UN Declaration on the Rights of the Child. (See email correspondence for details)	5	Health, Well-Being and a Welcoming City	5	Reduce wait lists for medical and surgical resources. Healthier residents. Greater confidence in taking action for one's own wellness and health.	74%	NEW
City needs to develop strategic planning around attraction, retention and integration of immigrants and newcomers. First step -- to develop a labour market strategic plan.	5	Health, Well-Being and a Welcoming City	5	To support immigrants and newcomers to better integrate into the local labour market. Better sense of current labour market situation, gaps, challenges and opportunities. Attraction of new labour force -- fill the economic need for the city/region. Better outcomes for the newcomers that can more successfully integrate in the city and improve their prosperity and well-being.	61%	NEW
Increase education on City programs.	5	Health, Well-Being and a Welcoming City	3	Help everyone know the programs and help available to them. For newcomers to the city.	78%	NEW
Community-engaged and community-responsive development.	5	Health, Well-Being and a Welcoming City	3	Victoria has seen substantial increase in development, often proceeding piece-meal. What would it look like if an overarching vision of inclusion -- We all belong here, or similar statement - was the foundation of city decision-making around residential and commercial development.	Not Pitched	In progress as part of update of Local Area Plans and City-wide planning processes.



NEW ACTIONS PROPOSED (75)	Strategic Objective #	Draft Strategic Objective	Support in Group	Benefits	Live Polling % (Important to Very Important)	NEW / IN DRAFT PLAN
Mental health addictions strategy needs to include community-based solutions beyond police. For example, increase arts for social change. Use current resources differently e.g., Auxiliary Police. Look for better models beyond criminalizing persons with mental health and addictions (cahoots). Include safety.	5	Health, Well-Being and a Welcoming City	3	Increase safety. Increase health and well-being for all. Better use of resources (Good Governance). Innovation: Increased engagement and participation. Increased collaboration between stakeholders.	Not Pitched	Included as part of Objective 5: Action 27
More opportunities for addicts to participate in rehabilitation programs.	5	Health, Well-Being and a Welcoming City	1	Less drug addiction and a better community.	Not Pitched	Included as part of Objective 5: Action 27
Support the people who live here in concrete, material ways to foster a culture of care: free dental care for all low-income people; grocery vouchers for pregnant mothers; access to a garden plot for anyone who wants to grow their own food.	5	Health, Well-Being and a Welcoming City	1	Supporting us at the level of the body.	Not Pitched	NEW
Create a Transit pass that ties to income/occupation, that is offered annually not monthly, and the price of the card depends on the income. And the card is the same for everyone but your information is stored privately on the card.	5	Health, Well-Being and a Welcoming City	1	Redefine the ages of "youth". Should be 25 or below, free because students that go to university are still youth. If the VRTC does not accept request, city should introduce their own card, and increase downtown parking and make the fees daily not monthly so more people take the bus. This will compensate youth passes.	Not Pitched	Already in plan. Objective 7: Action 8

<b>NEW ACTIONS PROPOSED (75)</b>	<b>Strategic Objective #</b>	<b>Draft Strategic Objective</b>	<b>Support in Group</b>	<b>Benefits</b>	<b>Live Polling % (Important to Very Important)</b>	<b>NEW / IN DRAFT PLAN</b>
Pet-friendly strategy.	5	Health, Well-Being and a Welcoming City	1	Encourages families to utilize existing green space in their neighbourhoods versus driving to other jurisdictions. Access the wellness benefit of social connections including with our pets. Families benefit from getting outdoors with their animals.	Not Pitched	NEW
Declare a climate emergency. Move up actions courageously; make 2050 targets become 2030 targets. Speed it up!	6	Climate Leadership and Environmental Stewardship	9		90%	NEW
Free public transit for everyone, introduced in 2019.	6	Climate Leadership and Environmental Stewardship	3	Reduced pollution, traffic congestion. Better public transit. Social contact, etc. etc.	Not Pitched	This is expansion of Objective 7: Action 1, 8, 16
Develop and implement robust education plan for children and youth to inform and practice engaging with climate and environmental initiatives.	6	Climate Leadership and Environmental Stewardship	3	Younger generation holds parents, elders to account (trickle- up effect). Broader knowledge, awareness and buy-in to sustainable, climate and environmental programs equates to increased success.	Not Pitched	Included in Climate Leadership Plan
Local style "carbon tax". Polluter Pay Principle.	6	Climate Leadership and Environmental Stewardship	3	Costs borne more by polluters rather than public funds subsidizing polluters through infrastructure costs/uses.	Not Pitched	NEW
New comprehensive education component to youth	6	Climate Leadership and Environmental Stewardship	2	No data.	Not Pitched	Included in Climate Leadership Plan

NEW ACTIONS PROPOSED (75)	Strategic Objective #	Draft Strategic Objective	Support in Group	Benefits	Live Polling % (Important to Very Important)	NEW / IN DRAFT PLAN
Action #16: Identification and reduction of pollution (GHG and other emissions) from sources not currently in Action Plan. (Cruise and air transport.) Cruise when in port and actions as a resort.	6	Climate Leadership and Environmental Stewardship	2	Best practices for Bergen, Norway and other cities to be employed. Polluter Pay Principle should be in place. Action #16 is a "game". Circular discussion. Technology changing. Demand - put in place accountability, instead of item #16. Benefit: Enhanced quality of life for residents and visitors. Demand -put in place accountability instead of Item (Action) 16.	Not Pitched	Expand/change Objective 6: Action 16
Consider limiting environmental impact of mass tourism - flights, ships, traffic.	6	Climate Leadership and Environmental Stewardship	0	Enjoy own community.	Not Pitched	NEW
Make it easier (cheaper, faster or safer) to take transit/bike/walk than to drive.	7	Sustainable Transportation	7	Fewer people drive; fewer cars downtown; better health (more physical activity) ; more people come downtown	Not Pitched	Already addressed in Objective 7
Create a car-free area or "low emission" "0 emission" area of downtown with a free shuttle in that area to help people get around. (Way more than on Government Street.)	7	Sustainable Transportation	6	Could be partially funded by a per-passenger fee on cruise ship passengers and taxis wishing to operate in the car-free area. Extra fee for cars needing access to car-free area (like London).	Not Pitched	Expand Objective 8: Action 2
Every investment in transportation should be measured - particularly for emissions reduction.	7	Sustainable Transportation	6	Helps to prioritize things that will effectively tackle climate change.	Not Pitched	Already being addressed
Improve bus shelters in Victoria (access, comfort, safety, information, aesthetics).	7	Sustainable Transportation	5	More people want to ride transit. Not a "second class" means of transportation. Visually appealing for locals and visitors. Results in increased use of transit.	Not Pitched	Already part of 2019-2022 Financial Plan

<b>NEW ACTIONS PROPOSED (75)</b>	<b>Strategic Objective #</b>	<b>Draft Strategic Objective</b>	<b>Support in Group</b>	<b>Benefits</b>	<b>Live Polling % (Important to Very Important)</b>	<b>NEW / IN DRAFT PLAN</b>
Expand investments in "top quality pedestrian" infrastructure (for wheelchairs, strollers, disabled/abled bodied), like sidewalks, crosswalks and paths.	7	Sustainable Transportation	5	Increase in number of people walking. Decrease in isolation. Increase in safety and comfort.	Not Pitched	Already part of 2019-2022 Financial Plan
Lead regional advocacy to get the Highway 1 shoulder bus lanes to the West Shore completed ASAP!	7	Sustainable Transportation	4	Reduced traffic and climate pollution. Improved transit efficiency and reliability. Momentum for bigger and more ambitious sustainable transportation initiatives.	83%	NEW
Eliminate parking minimums city-wide.	7	Sustainable Transportation	4	More affordable housing. Dedicated funding for other transportation modes. More bus service along frequent transit corridors. Reducing car use. Increasing other mode sharing.	53%	NEW
Make transit free for everyone	7	Sustainable Transportation	2	People will choose transit over cars.	Not Pitched	NEW
Fix walking (sidewalk) issues. Rather than dismiss or hide issue with reasons cannot "fix", use creative thinking and explore other ways.	7	Sustainable Transportation	1	Enhance quality of life through encouraging "walking". Improve "walkability" of city.	Not Pitched	Included in Objective 7, Action 7
Action #1: Edit to provide for free transit for everyone.	7	Sustainable Transportation	0	No data	Not Pitched	This is expansion of Objective 7: Action 1
Family bus pass to allow people with kids to take buses cheaply; make buses default free for kids - no pass needed; make buses more frequent from Sooke.	7	Sustainable Transportation	0	This will make it unnecessary for people coming from Sooke or Sidney to use cards. Provide more business coming from each ferry sailing so people don't have to wait in line for one single bus leaving the terminal. Luggage storage downtown so people don't need cars to leave stuff in. Make buses more kid-friendly in general	Not Pitched	Already addressed in Objective 7

<b>NEW ACTIONS PROPOSED (75)</b>	<b>Strategic Objective #</b>	<b>Draft Strategic Objective</b>	<b>Support in Group</b>	<b>Benefits</b>	<b>Live Polling % (Important to Very Important)</b>	<b>NEW / IN DRAFT PLAN</b>
Control tourism impacts. Have tourism costs covered by tourism. Follow policy being prepared in Europe. 3-10 £ per passenger fee.	7	Sustainable Transportation	0	Assists in costs for infrastructure.	Not Pitched	NEW
Reduce transit travel times with technology and strategic road improvements.	7	Sustainable Transportation	0	Faster transit.	Not Pitched	Already addressed in Objective 7
Disallow monthly rates for paid parking. Make maximum window daily rate. Do this for Robbins, employers, and other private parking providers.	7	Sustainable Transportation	0	By making the choice as to whether to drive into town a daily drive, it will encourage more people to choose active or transit modes more often. Increases availability of parking. Reduces SUVs.	Not Pitched	NEW
Create a formal process around major City developments similar to that required by private developers. The creation of an adversarial process that results in all sides of development processes being explored. Needs to include timelines for public engagement.	8	Strong, Liveable Neighbourhoods	6	Better developments. Less conflicts.	Not Pitched	NEW
Consult with community associations on developing action plans and budgets urgently.	8	Strong, Liveable Neighbourhoods	5	Meeting amenities where people live - convenience, reduce travel. Reflect community needs. (Details: Strengthen and support the role of community associations in providing community amenities if possible with use of partnerships for facility development.)	55%	NEW
Make neighbourhood planning a continuous, ongoing activity by members of the neighbourhood. Revisit the process of how OCPs come together in a way that allows conversation about the plan to continue. The process becomes a framework to manage the social conversation.	8	Strong, Liveable Neighbourhoods	5	OCPs are very technical and currently don't empower an ongoing process of managing social change. Communities become more active in planning and engaged in managing social change.	Not Pitched	NEW

<b>NEW ACTIONS PROPOSED (75)</b>	<b>Strategic Objective #</b>	<b>Draft Strategic Objective</b>	<b>Support in Group</b>	<b>Benefits</b>	<b>Live Polling % (Important to Very Important)</b>	<b>NEW / IN DRAFT PLAN</b>
Convene citizens to determine a Density Distribution Policy.	8	Strong, Liveable Neighbourhoods	4	Less density conflict within individual neighbourhoods. Ability to successfully complete neighbourhood plans and decide land use matters. (Details: Move more definitively, through focused dedicated dialogue and consensus building to a shared and agreed policy on the responsibility for distributing density through all areas of Victoria.)	48%	NEW
Developing community plans that incorporate every demographic within the community. A needs-based approach addressing the marginalized and disenfranchised folks.	8	Strong, Liveable Neighbourhoods	4	Begins the harmonization and fearless dialogue between neighbours, city and community.	79%	NEW
Equitable funding for Neighbourhood Associations. Revisit this. The \$200/CALUC meeting is unnecessary because developers should pay that.	8	Strong, Liveable Neighbourhoods	4	Six NA's are without community centres and all the associated benefits (meeting rooms, mail outs, newsletters, websites, etc.). Our per capita funding needs to be higher to recognize this inequity.	Not Pitched	NEW
To empower City staff to assist in further developing infrastructure in neighbourhoods to build community organizations' capacity. (To maintain and foster ongoing engagement by the City with neighbourhood organizations.)	8	Strong, Liveable Neighbourhoods	4	This allows for both the provision of services at low cost and for additional focused engagement with the residents who are impacted by the decisions of the City.	Not Pitched	Part of Objective 1: Action 2
Improve walkability in all neighbourhoods (e.g. safe to walk; enjoyable to walk; there are places to walk to; people can get basic goods and services within walking distance.)	8	Strong, Liveable Neighbourhoods	3	Safe for pedestrians (includes people with mobility challenges). Improves health. Decreases trips by car. Builds neighbourhood cohesion (get to know your neighbours).	86%	NEW



NEW ACTIONS PROPOSED (75)	Strategic Objective #	Draft Strategic Objective	Support in Group	Benefits	Live Polling % (Important to Very Important)	NEW / IN DRAFT PLAN
Pet-friendly Strategy with more off-leash options other than fenced-in "parks".	8	Strong, Liveable Neighbourhoods	2	More use of community greenspace. Pets and people can co-exist. Well-socialized dogs and responsible owners don't need fences. Not having to drive to another jurisdiction to walk your dog.	37%	NEW
Traffic-calming within neighbourhoods, 30km or slower. Removing semi-trucks from neighbourhoods.	8	Strong, Liveable Neighbourhoods	2	More people moving about the neighbourhoods by bike and foot. Increase in public safety. Brings connection to people and place.	Not Pitched	Already in plan Objective 7: Action 12
Community resiliency and emergency preparedness be addressed in all local area plans (e.g. resilient streets/neighbourhoods program).	8	Strong, Liveable Neighbourhoods	2	Stronger social capital. Enhanced ability to respond to disruptions and emergencies. Stronger neighbourhoods.	Not Pitched	Included in VictoriaReady Connect & Prepare Neighbourhood Resilience and Emergency Planning
With housing, instead of building "new housing", build "new neighbourhoods" (places to be i.e. small green spaces, walkable services), multi-family types.	8	Strong, Liveable Neighbourhoods	2	Builds community identity. Builds diversity (singles, couples, families, seniors, special needs). Fosters neighbourhood relationships. Fosters small business.	Not Pitched	Addressed in Local Area Planning
Purchase land and build public park and community centre in each neighbourhood. (Several neighbourhoods without.)	8	Strong, Liveable Neighbourhoods	2	To have a community centre and public park in each neighbourhood. A place to gather and strengthen community engagement. Access to fitness facility. Green space important as the push for densification intensifies.	Not Pitched	Being partially addressed in Objective 8: Action 7, 11,12, 15

<b>NEW ACTIONS PROPOSED (75)</b>	<b>Strategic Objective #</b>	<b>Draft Strategic Objective</b>	<b>Support in Group</b>	<b>Benefits</b>	<b>Live Polling % (Important to Very Important)</b>	<b>NEW / IN DRAFT PLAN</b>
Community referendum on "no cars" on certain streets or every second street (clear of cars).	8	Strong, Liveable Neighbourhoods	2	"Fewer cars", more kids and families. More humanity less cars (co-housing, co-community). Take control of car density if you cannot control density.	Not Pitched	NEW
City to establish a non-profit hub to improve the relationship and collaboration between City and not profit sector.	8	Strong, Liveable Neighbourhoods	1	To improve the relationship between the City and the non-profit sector. Non-profits will have better support from the City, and the City will be better informed about what is going on. Sector will be more productive, with less overlap, duplication, competition. More and better programs can be developed.	Not Pitched	NEW
Create, partner, promote more "things" library: sports equipment library, tools library, repair cafes, skills library (sewing and cooking+++). Create resource and skill-share programs to reduce individual possession, foster community, help people with low budget.	8	Strong, Liveable Neighbourhoods	1	Foster community. Reduce consumption. Move towards circular economy. Reduce waste. Help people with low budget.	Not Pitched	Addressed in part in Objective 5: Action 17
City to develop or support a community centre that will provide free or very accessible space for people to use for creating, selling, gathering etc. (market) and multicultural center.	8	Strong, Liveable Neighbourhoods	1	Improved accessibility to producers, makers to be able to sell their stuff -- improves their economic situation. Offers a community gathering space for public -- increases community building. Improves the belonging and cultural exchange and understanding. Would offer ethno-cultural groups to have space open to the public.	Not Pitched	NEW

<b>NEW ACTIONS PROPOSED (75)</b>	<b>Strategic Objective #</b>	<b>Draft Strategic Objective</b>	<b>Support in Group</b>	<b>Benefits</b>	<b>Live Polling % (Important to Very Important)</b>	<b>NEW / IN DRAFT PLAN</b>
Develop Family Liaison Programs in every school, region to promote healthier environment for children's optimal development through supporting their families.	8	Strong, Liveable Neighbourhoods	1	Support families, caregivers to reach resources in the community, offer them safe and friendly space to connect. Create health and supportive environments required to raise healthy children.	Not Pitched	NEW
Apply stretch collaboration and build social capital to resolve the current conflict between developers and all other stakeholders re: development.	8	Strong, Liveable Neighbourhoods	1	We have a healthy dialogue re: development based on strong relationships.	Not Pitched	Part of Objective 1: Action 2
Action #9. Review and consider additional resources (financial and training) for CALUCS. Add: "and Neighbourhood Associations."	8	Strong, Liveable Neighbourhoods	0	Help Neighbourhood Associations build capacity and social capital, board development: for safer neighbourhoods; resilience for emergencies/emergency planning; improved self-governance and process; improved internal communications and public record-keeping; distinctive community character and pride; celebration of success.	Not Pitched	Expand Objective 8: Action 9
An across-board conversation about community centres	8	Strong, Liveable Neighbourhoods	0	No data	Not Pitched	NEW
Create CALUC-like process to ensure that tree protection is specifically addressed any time that trees would be affected.	8	Strong, Liveable Neighbourhoods	0	Beauty. Environment.	Not Pitched	NEW

NEW ACTIONS PROPOSED (75)	Strategic Objective #	Draft Strategic Objective	Support in Group	Benefits	Live Polling % (Important to Very Important)	NEW / IN DRAFT PLAN
Create circle of support inside neighbourhoods that results in a culture of encounter, circle that address loneliness; collective and personal resistance to change; and that creates a sense of belonging in family where the most vulnerable among us have a place; and Indigenous non-Indigenous people come to love one another.	8	Strong, Liveable Neighbourhoods	0	No data	Not Pitched	NEW

GOAL STATEMENTS - WORKSHEETS	Health	Happiness	Play/Fun	Safety	Vibrant/ Welcoming	Vibrant/ Economic	Affordable	Inclusive	Accessible	Engaged	Indigenous Relations	Arts / Culture	Sustainable	Transportation	Amalgamation
A welcoming, safe, affordable community that celebrates active living, the arts and nature.	x	x	x	x	x		x	x		x		x	x		
Be the most environmentally sustainable, diverse, multicultural, inclusive city in Canada, where everyone is valued.					x			x				x	x		
Be known for being a city of helpful neighbours.	x	x	x	x	x			x		x					
Have directed resources to infrastructure that puts quality of life first for the city's community of residents and local businesses while reducing our community's carbon footprint.	x				x	x	x	x	x				x	x	
Be a model of inclusivity, demonstrate high levels of community engagement and be actively implementing regenerative environmental practices in harmony with the homeland of the Lekwungen people.	x			x	x			x		x	x	x	x		
Be sustainable, affordable, thriving, accessible and growing in a thoughtful way.	x			x	x	x	x	x	x	x			x		
Continue to be complicated, delightful, frustrating and the best place on earth.	x	x	x	x	x	x	x	x	x	x		x	x	x	
Remain a charming city, retrofitted to take advantage of the future.	x	x	x	x									x		
Govern with includeiveness, empower all people and provide a sense of safety and belonging.				x				x		x					
Be a bold, thriving, inclusive community that people love.	x	x	x	x	x	x	x	x	x	x					
Be inclusive, thriving and sustainable.						x		x					x		
Honour the Lekwungen homelands through policies and practices that keep people and the planet thriving.	x	x	x	x	x	x	x	x	x		x		x		
Be created with and for a child.	x	x	x	x	x			x							
Be a city that helps citizens lead healthier, happier and more meaningful lives.	x	x	x							x			x		
Be a courageous environmental leader and a dynamic, healthy, inclusive community.	x							x		x			x		
Be known as the city that embraces YIMBYISM; a city that works together to identify and resolve community needs.										x					
Be an example of an inclusive, liveable city.					x			x		x					
Be a courageous environmental leader and a dynamic, healthy, inclusive community.	x				x			x					x		
Foster involvement from communities for a more sustainable living environment.	x									x			x		
Be a thriving, multicultural, inclusive environmental leader made up of vibrant communities.					x	x		x					x		
Consult and collaborate surrounding Indigenous communities for future generations.										x	x				

GOAL STATEMENTS - WORKSHEETS	Health	Happiness	Play/Fun	Safety	Vibrant/ Welcoming	Vibrant/ Economic	Affordable	Inclusive	Accessible	Engaged	Indigenous Relations	Arts / Culture	Sustainable	Transportation	Amalgamation
Be more accessibly liveable for people of all ages and abilities and on the road to sustainability.								x	x				x	x	
Be admired globally for climate leadership and progress creating delightful public spaces; affordable for both businesses and the public.					x	x	x	x		x			x	x	
Be a vibrant, multi-modal city that enhances the places we live, work and play that deply impact our health and well-being.	x	x	x	x	x	x				x			x	x	
No longer act alone but will be joined with the whole region working together.					x			x		x					x
Be a prosperous place where no one is left behind; a place where Victoria and Greater Victoria all become one and work together as one regional district.						x	x	x		x	x				x
Be a safe place for street people.				x				x		x					
Be inclusive, eco-friendly, environmentally-minded and welcoming; will meet its objectives and have other ones for the future.	x				x			x					x		
Be affordable.							x								
Revolutionalize programatic extensions as life and (shifting) death not so find result. Nimbyism in harmony, by: vibrant; underscore half of dash; reconciliation, courageous, meaningful.	x	x		x	x			x		x	x				
Should become a global leader; inclusive, thriving community; sustainable; safe; affordable; leader in climate action; incentives and consequences for inaction; vibrant, healthy summit working toward sustainable future.	x			x	x	x	x			x			x		
Be more liveable following discussion with the original inhabitants and our local communities to achieve long-term sustainability for all.					x			x			x		x		

GOAL STATEMENTS - MURALS	Health	Happiness	Play/Fun	Safety	Vibrant / Welcoming	Vibrant Economy	Affordable	Inclusive	Accessible	Engaged	Indigenous Relations	Arts & Culture	Sustainable	Transportation
Accessible nearby wellness and health resources for everyone.	x	x						x	x					
Be recognized as a leader in the development of income appropriate housing and diversified neighbourhoods.	x	x			x		x	x	x					
Still be the most desirable place in one of the most desirable nations on earth!	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Include youth, disability, people living in poverty, seniors and First Nations voices in all decisions.	x					x	x	x	x	x	x	x	x	x
Be truly accessible for all persons with disabilities (including park access).	x	x	x	x				x	x					
Have more green space for 'free' recreation vice programmed recreation.	x	x	x											
Have a professional sports team.	x	x	x		x	x								
ZERO WASTE	x												x	
Supportive to child's development, positive and healthy community.	x	x	x	x				x	x					
Have an Elder in residence.					x					x	x	x		
Need more senior government funding.	x	x	x				x	x	x					
Have an inclusion plan.	x	x						x						
Support families of all shapes and sizes.	x	x	x	x	x	x	x	x	x	x				
Have developed additional cross walks in local neighbourhoods to nearby parks (James Bay).	x		x	x	x				x				x	x
Be hosting a TRUE strategic framework development process with a meeting engagement / design that allows for adequate input.								x		x	x			
Have changed the role of undemocratic CALUCs to better represent the needs of all residents (not just the old white folks who tend to volunteer).								x		x				
CALUCs can't speak on community's behalf - scrap them.								x		x				
Reporting on GHG reductions every year.										x			x	x
Have affordable housing in Victoria and surrounding areas.	x	x	x	x			x	x	x					
More community spaces for all demographics / ages to enjoy and participate in; public art opportunities.	x	x	x		x	x				x	x	x		
Be reporting on reductions in traffic (VKT) on a monthly basis.										x			x	x
Have taken up the reigns of creating our culture.					x	x				x	x	x		
Be inclusive, diverse, welcoming and vibrant.	x	x	x	x	x	x		x	x	x				
Have a regenerative / sustainable food system in operation.	x			x		x							x	
Allow families and pets to use and enjoy Victoria's green spaces; people, food and pets can co-exist.	x	x	x	x	x			x	x				x	



GOAL STATEMENTS - MURALS	Health	Happiness	Play/Fun	Safety	Vibrant / Welcoming	Vibrant Economy	Affordable	Inclusive	Accessible	Engaged	Indigenous Relations	Arts & Culture	Sustainable	Transportation
Have more fully fenced playgrounds.			x	x										
Have a strategy for more off-leash options other than fenced in dog parks.			x	x										
We are here to help our citizens lead healthy, happy and meaningful lives.	x	x												
Develop a framework to enhance two-way communication with its citizens.								x	x	x	x			
Encourage public participation in the municipal process.								x	x	x				
Make information about municipal decision and priorities easier to access and understand.								x	x	x				
Be affordable, thriving, clean-energy based and inclusive.							x	x					x	
Celebrate relationships and friendships, indigenous/non-indigenous in community over a meal.	x	x						x		x	x			
Play streets in each neighbourhood.			x											
Getting closer to a circular economy.						x								
Have a mental health strategy.	x													
Spend more money on the homeless than it does on pets.	x	x		x				x						
Be vibrant, welcoming, safe and affordable for people from all parts of life and at all stages of their journey.				x	x	x	x	x						
Have practical and effective public transit to the airport.							x						x	x
Free, fun, public, accessible, cultural, music, film, art, and dance festivals and celebrations.		x	x						x			x		
More interactive art.			x							x		x		
Be a place where anyone can go anywhere easily and feel like they belong.	x	x		x			x	x						
Be affordable for all ages and cultural groups.			x				x	x	x			x		
Have dancing in the streets.		x	x									x		
Be a sustainable city of tomorrow.													x	
Transparency.								x						
Have more / larger community centres to better meet residents' needs.	x	x	x	x	x		x	x		x				
Affordable living.	x	x					x							
Make all decisions based on climate crisis.													x	
Have strong, capable, and caring neighbourhood boards.	x	x		x				x						
Have a library within 2km (walking) from all residents' homes.	x	x										x	x	
Have a larger canopy of drought-resistant carbon-sequestering tree species (>20%).	x												x	
Look at other revenue sources other than tax levies.						x	x							

# Strategic Plan Engagement Summit

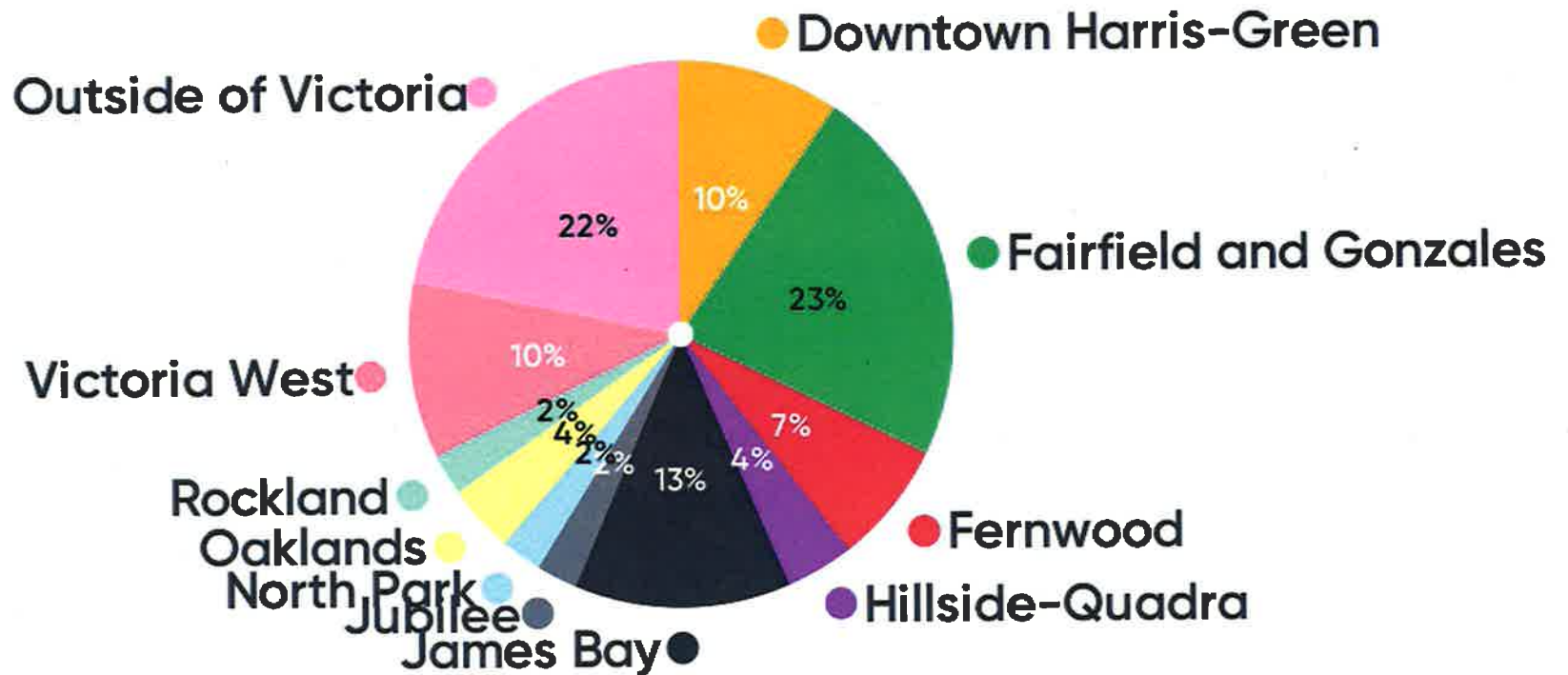
City of Victoria

*Appendix D: Live Polling Results*



# Which neighbourhood do you live in?

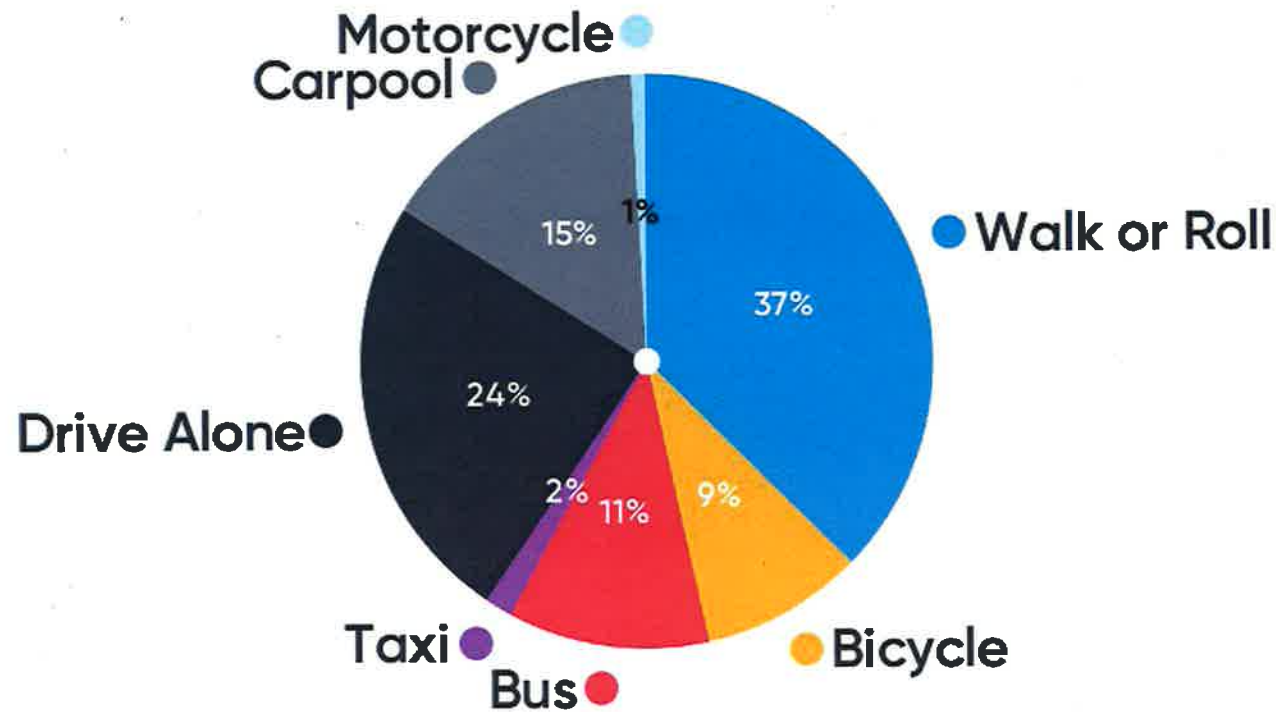
Mentimeter



124

# How did you travel to the Summit today ?

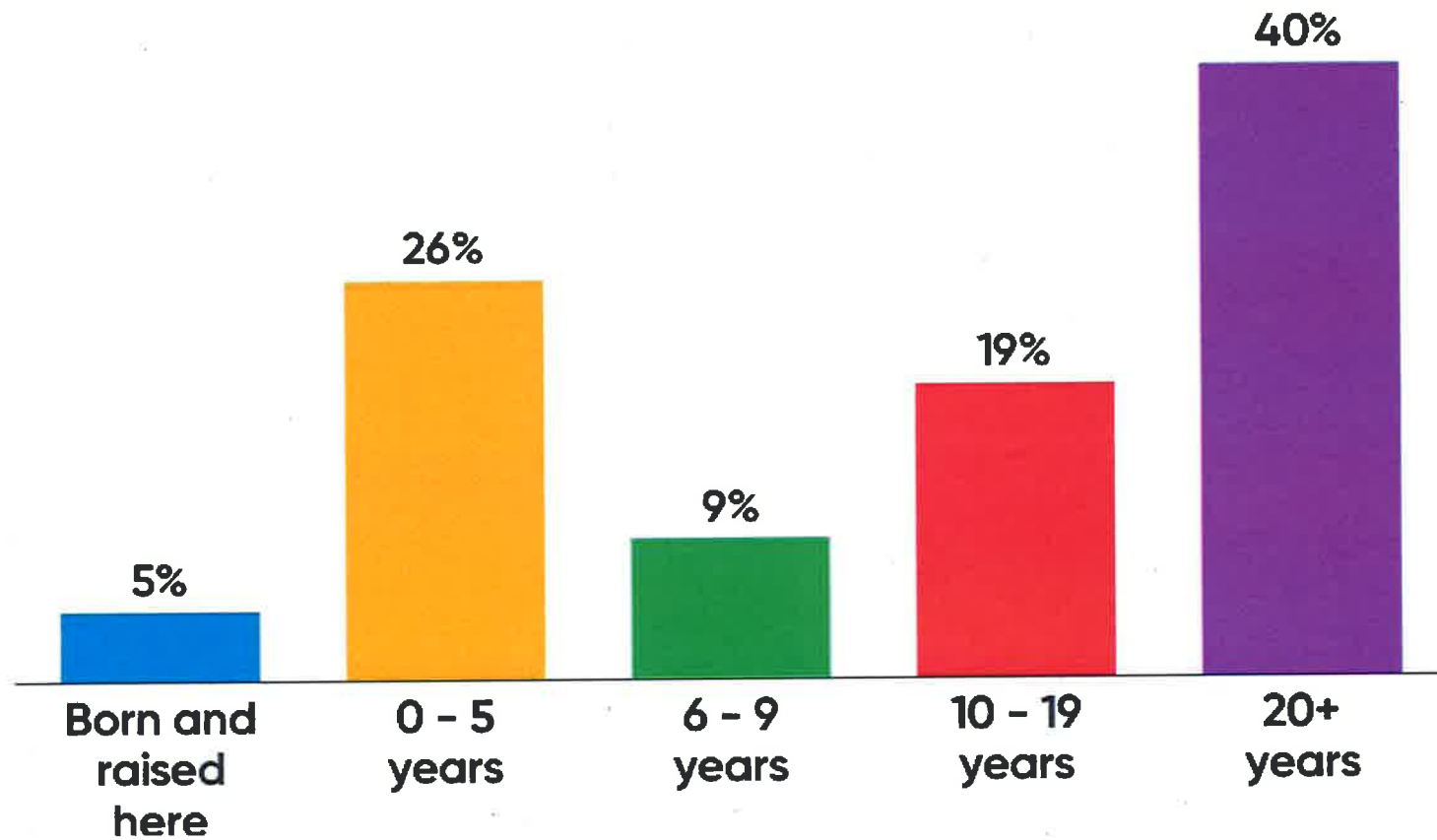
Mentimeter



131

# How long have you lived in Victoria?

Mentimeter



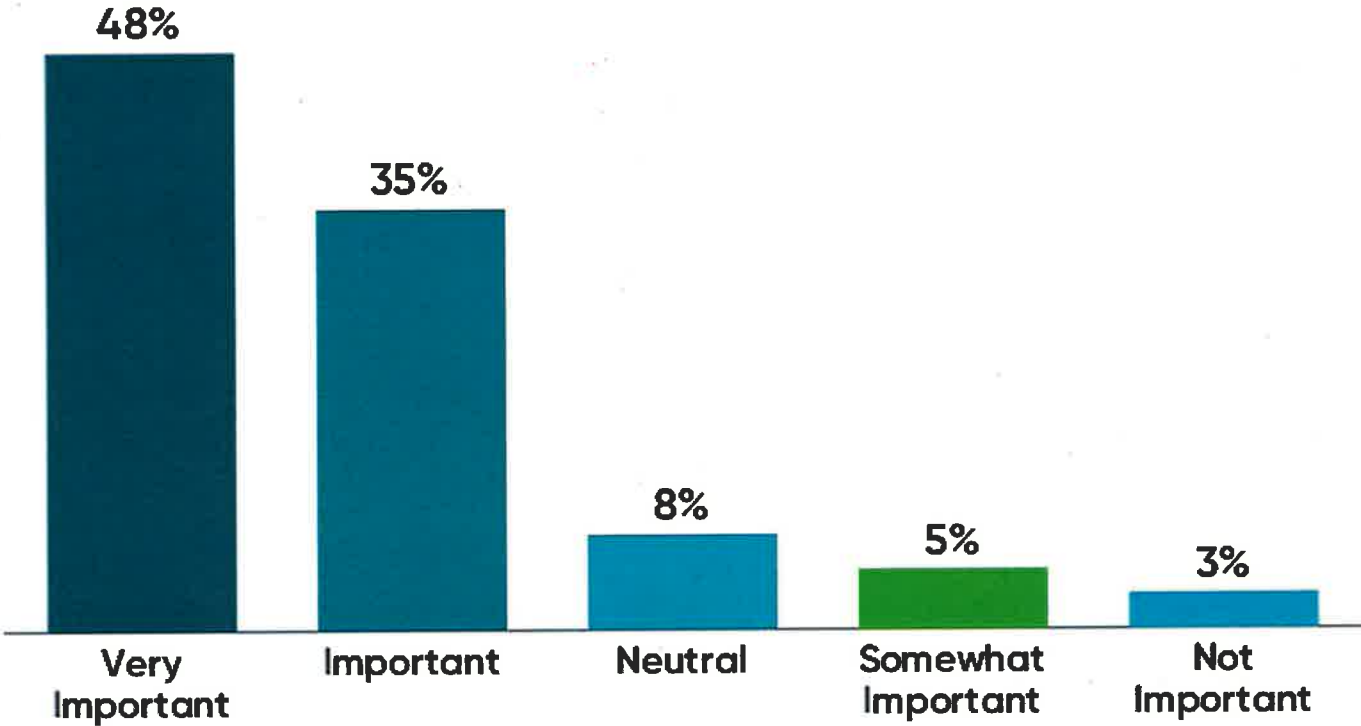
129

What is ONE WORD that describes how you would like to interact and be treated today?



Lead regional advocacy to get the Highway 1 shoulder bus lanes to the West Shore completed ASAP (Eric D.):

Mentimeter

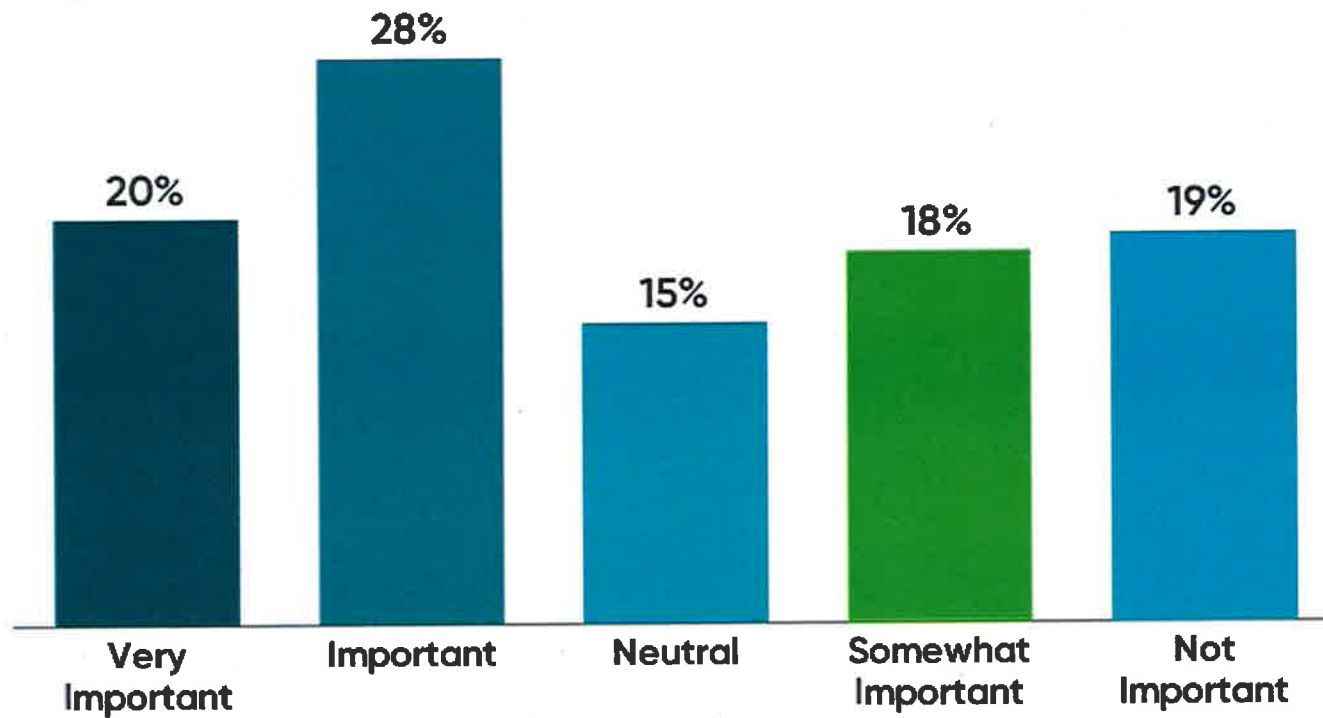


99



## Convene citizens to determine density policy (Joanne T.):

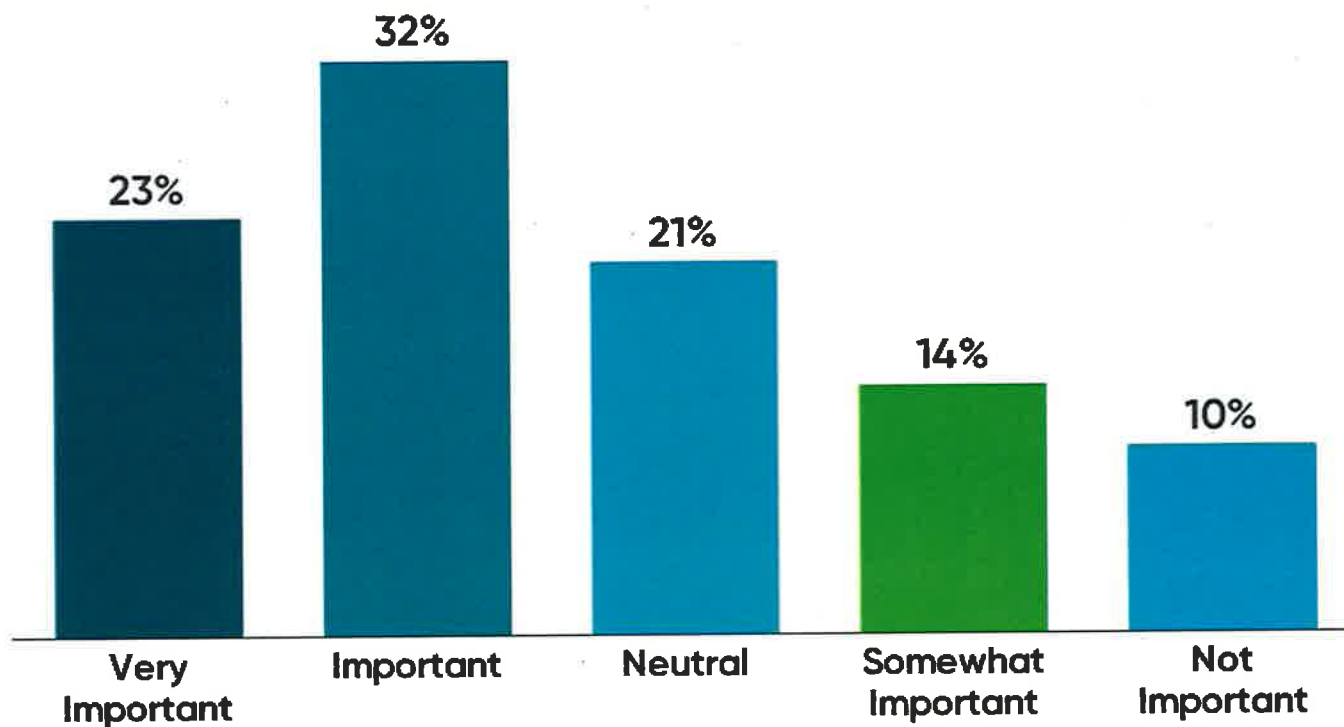
Mentimeter



115

## Consult with community associations on developing action plans and budgets urgently (Dave D.):

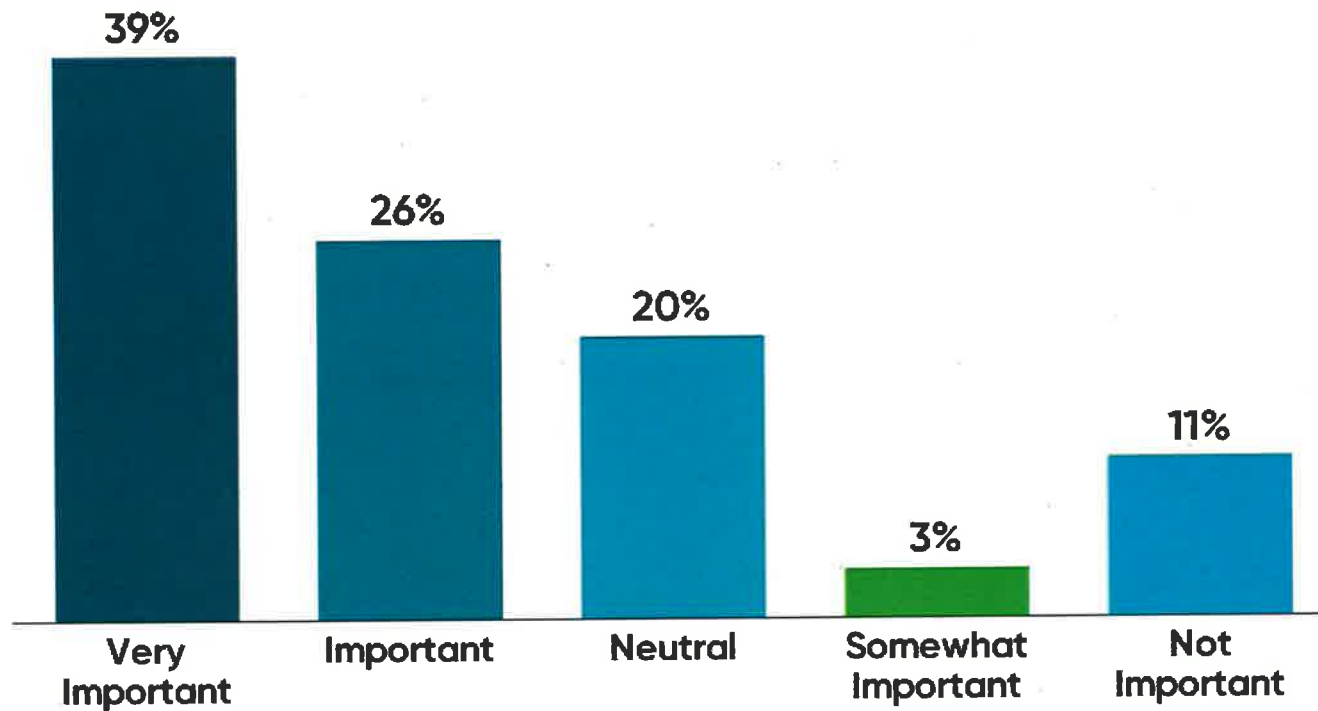
Mentimeter



116

Comprehensive amendment to zoning bylaw in 2019 to permit all of these housing forms as of right without need for rezone a dev't permit (Mark H.):

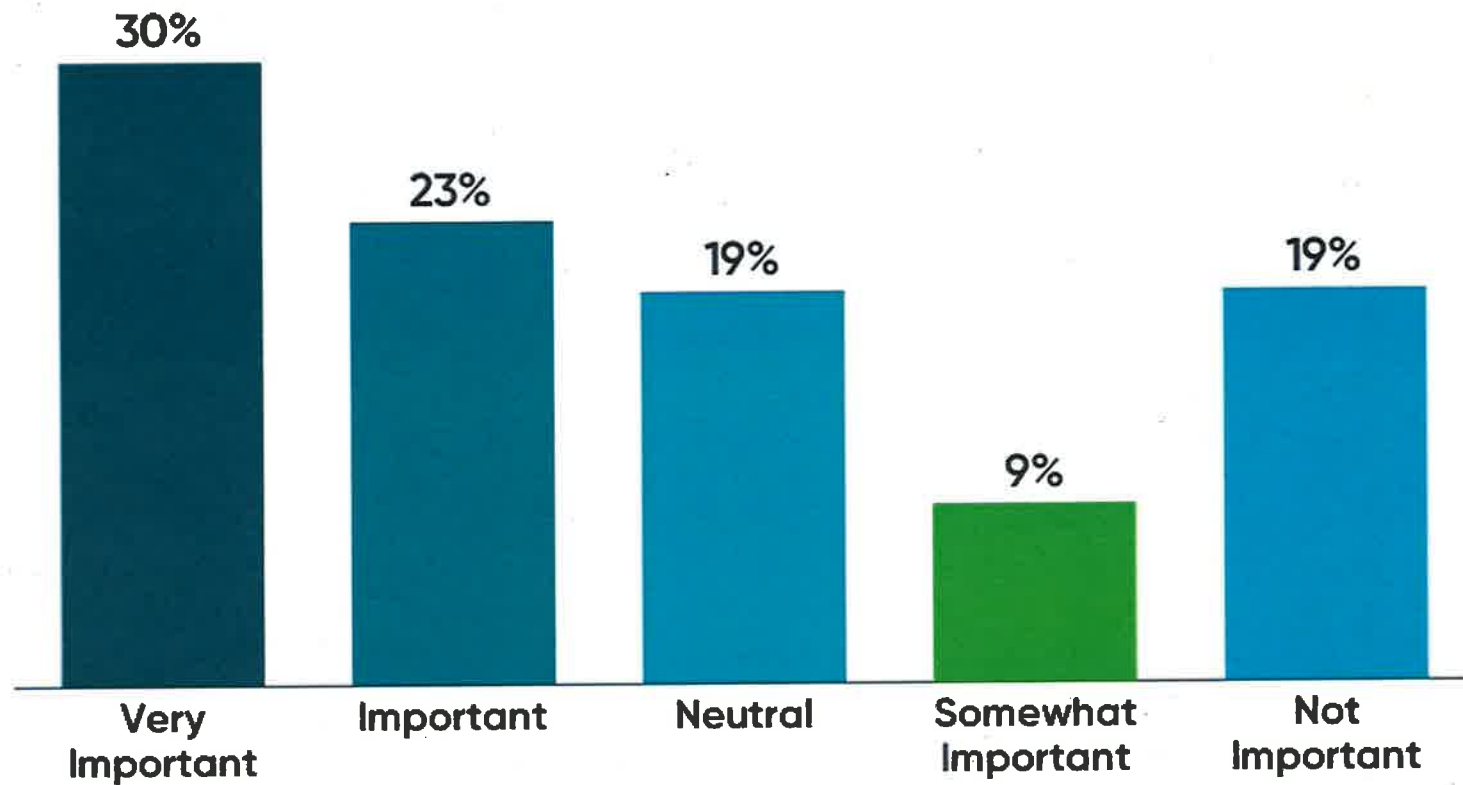
Mentimeter



117

## Eliminate parking minimums city wide (Eric D.):

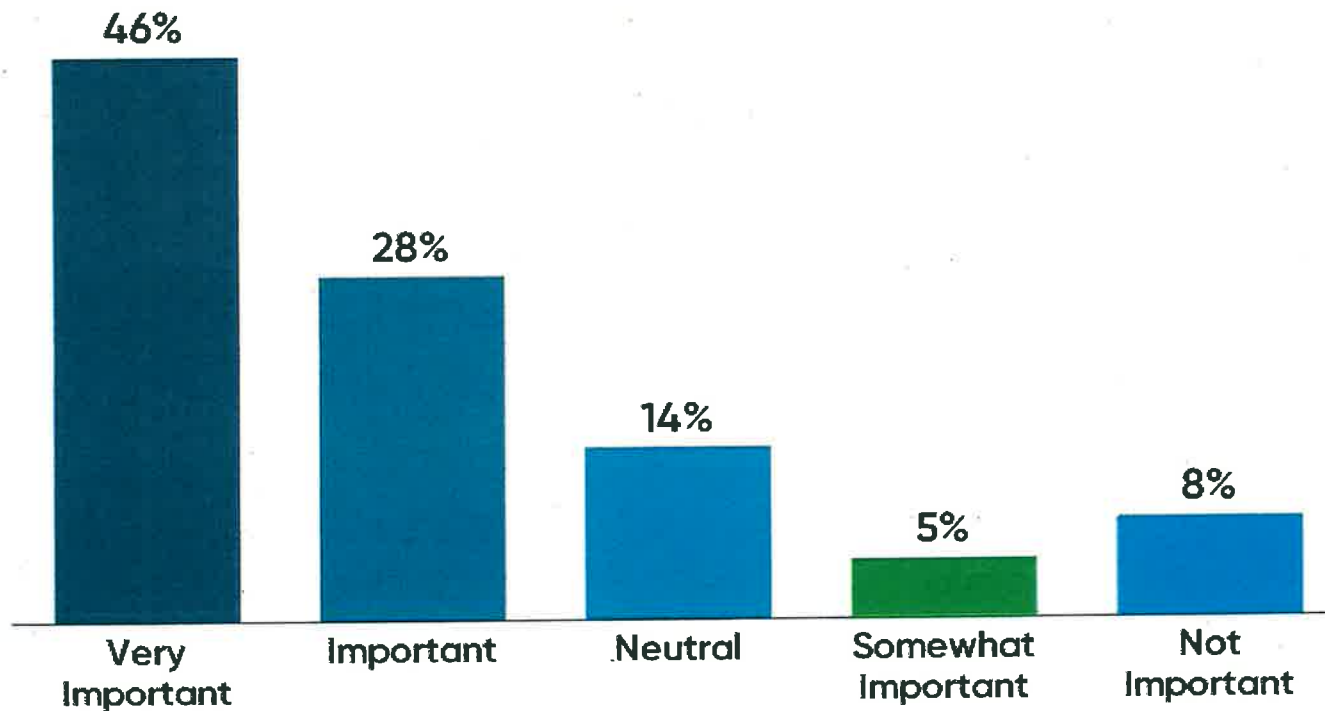
Mentimeter



115

Support access to wellness and health resources by adopting WHO Social Determinants of Health and UN declaration on the Rights of a Child (Mayor):

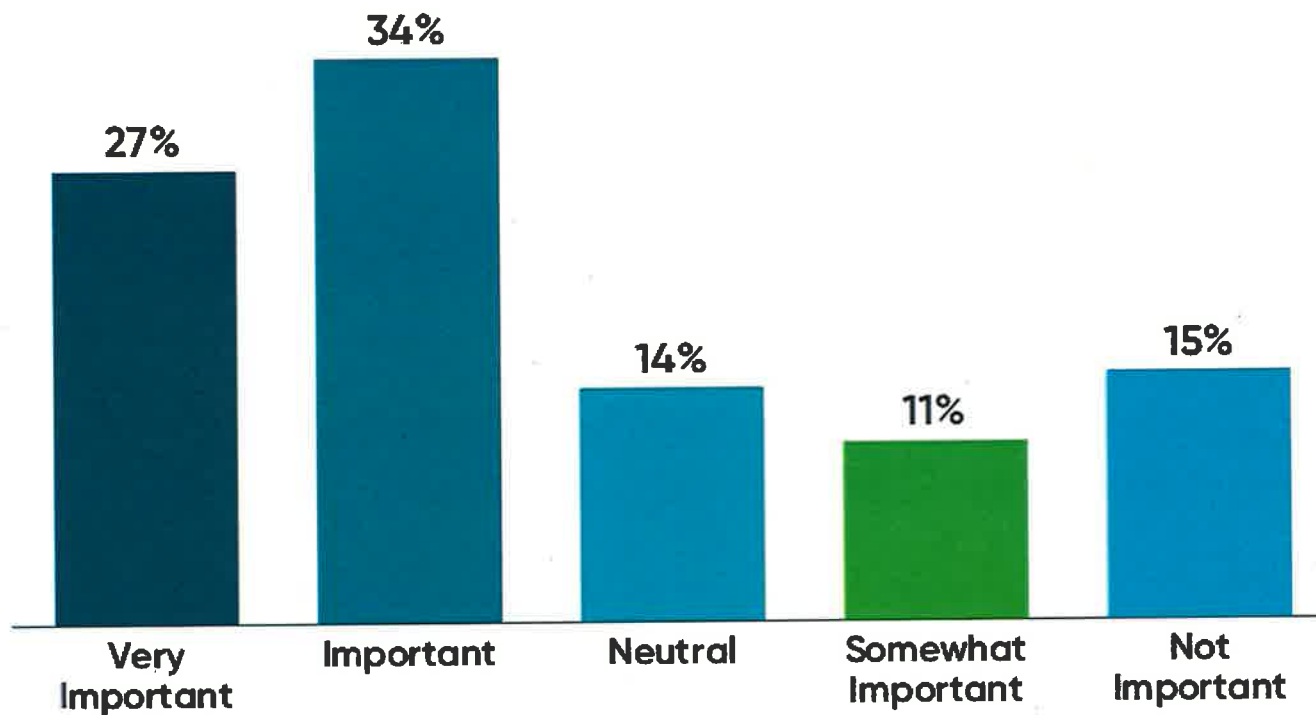
Mentimeter



123

City needs to develop strategic planning around attraction, retention and integration of immigrants and newcomers; develop labour plan (Jakelina):

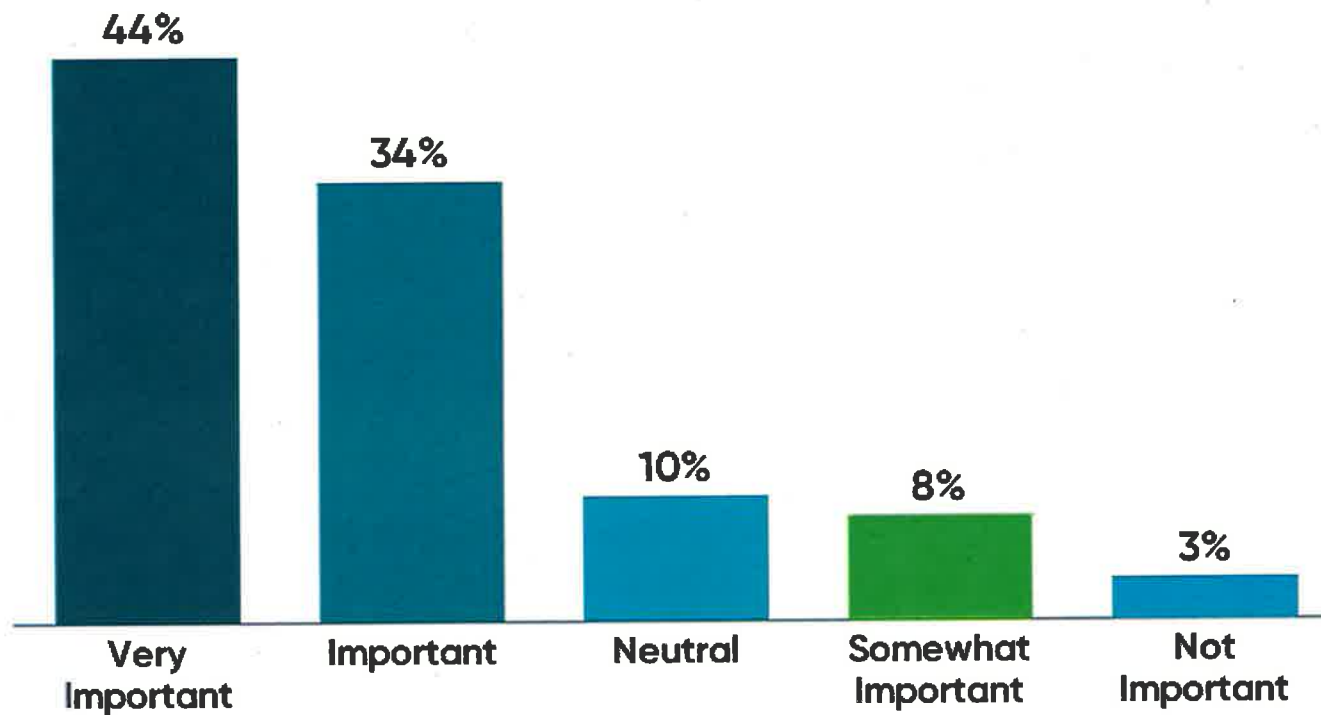
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122

## Increase education on City programs (Emma-Jane B.):

Mentimeter

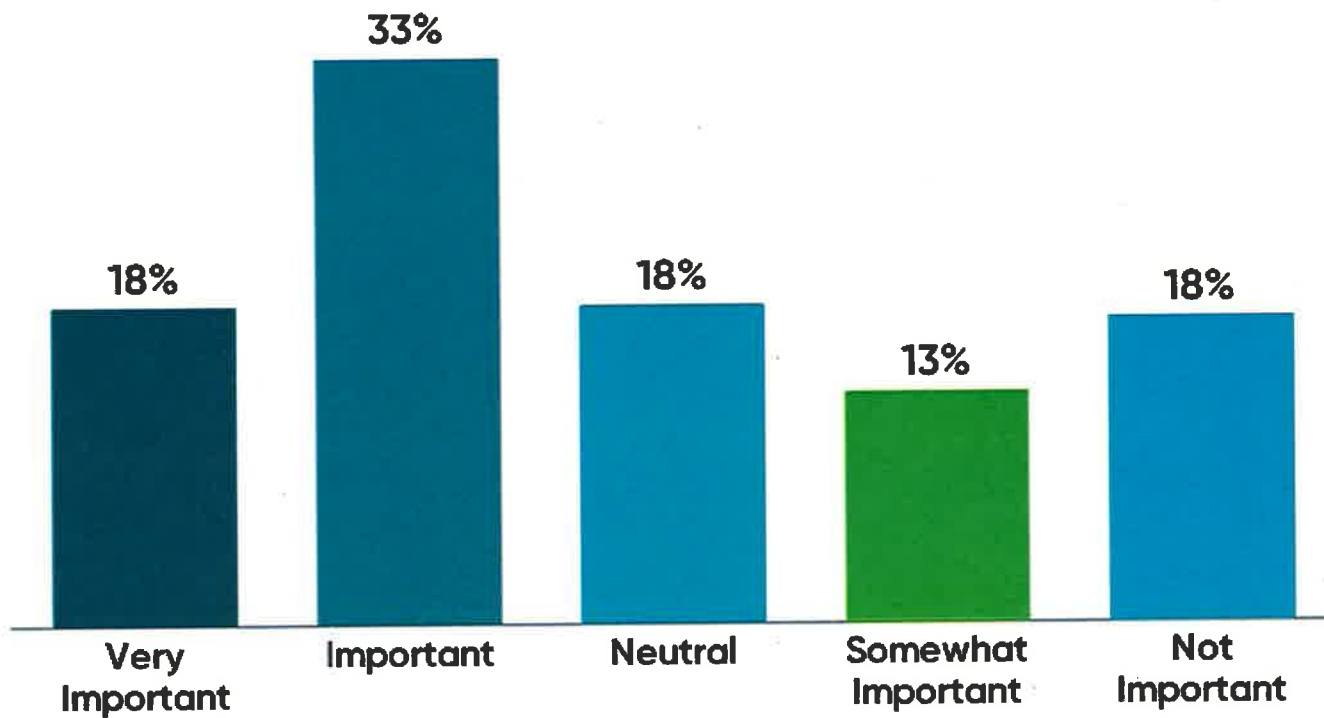


122



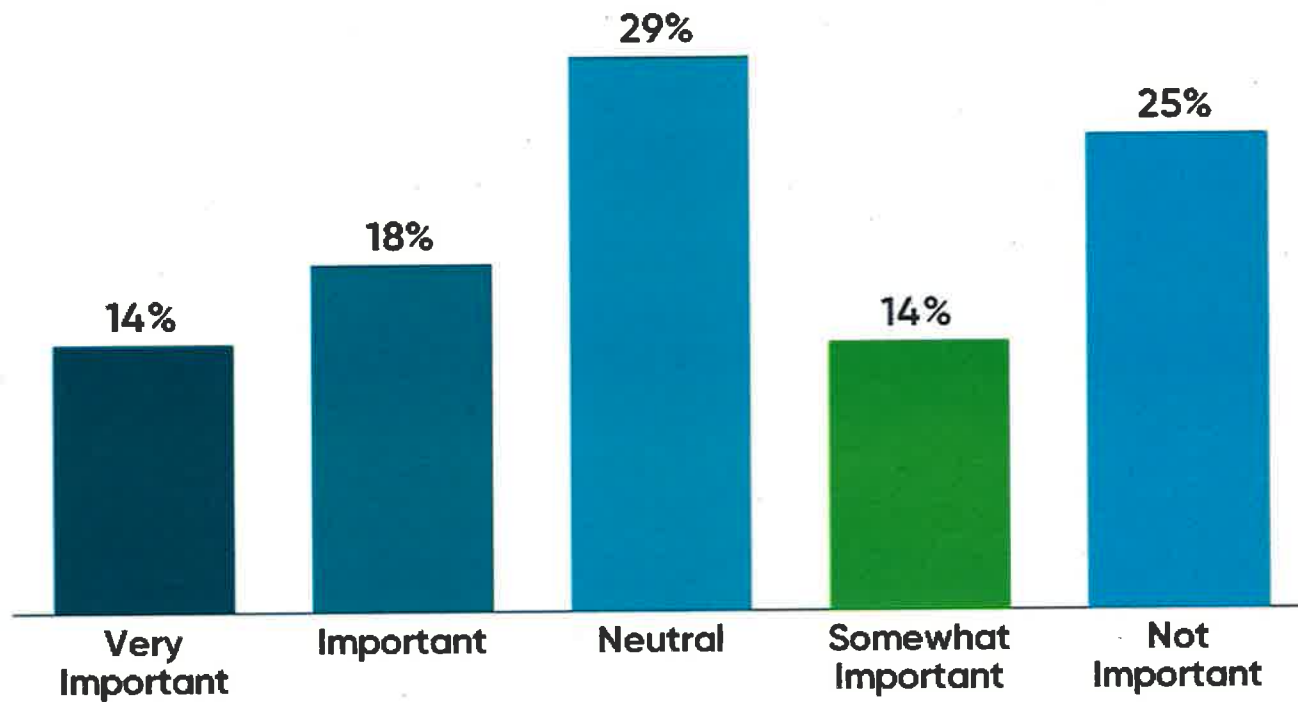
## Implement sliding fee scale or access card 50% off? for cultural events (Alison B.):

Mentimeter

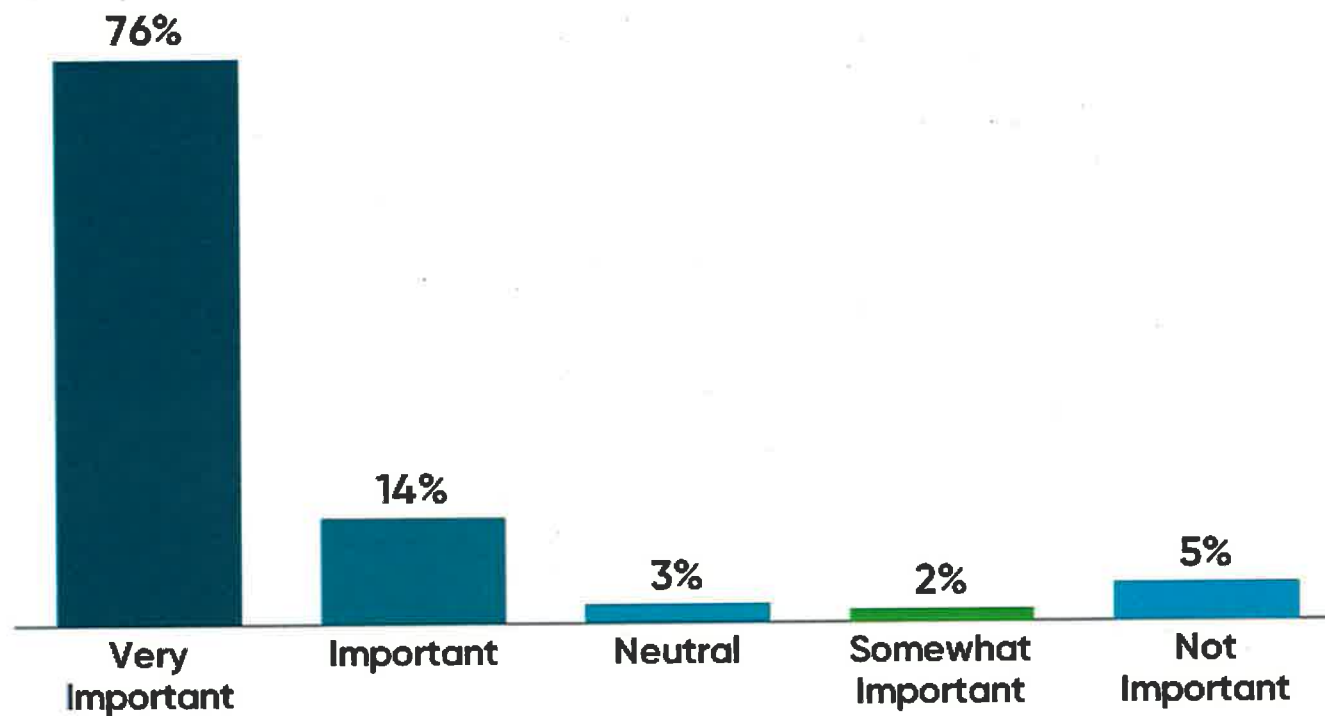


120

Create a matchmaking program to pair families of different socio-economic status to exchange value with one another (Lisa A.):

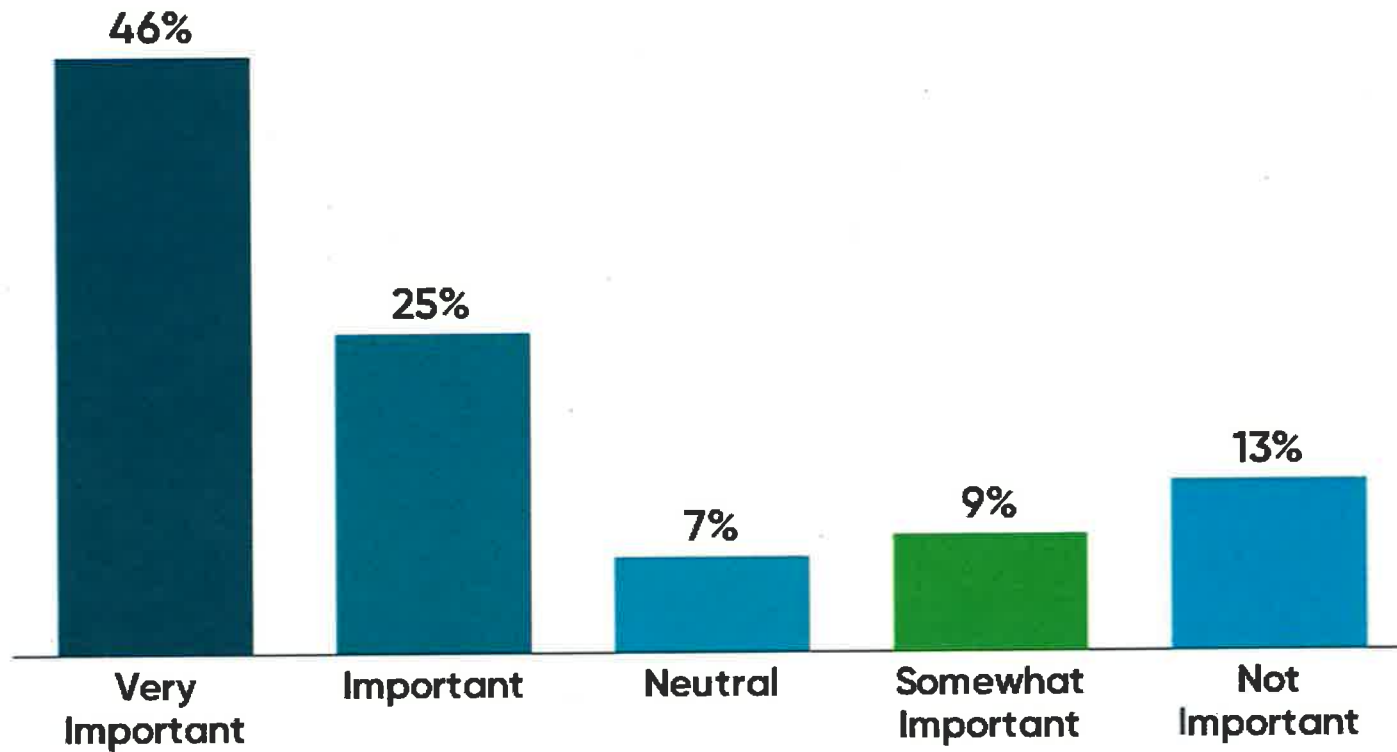


Move up actions courageously; make 2050 targets become 2030 (Shirley H.):



Increase awareness and support for indigenous culture, history and viewpoints in everyone's daily life via education (Barb C.):

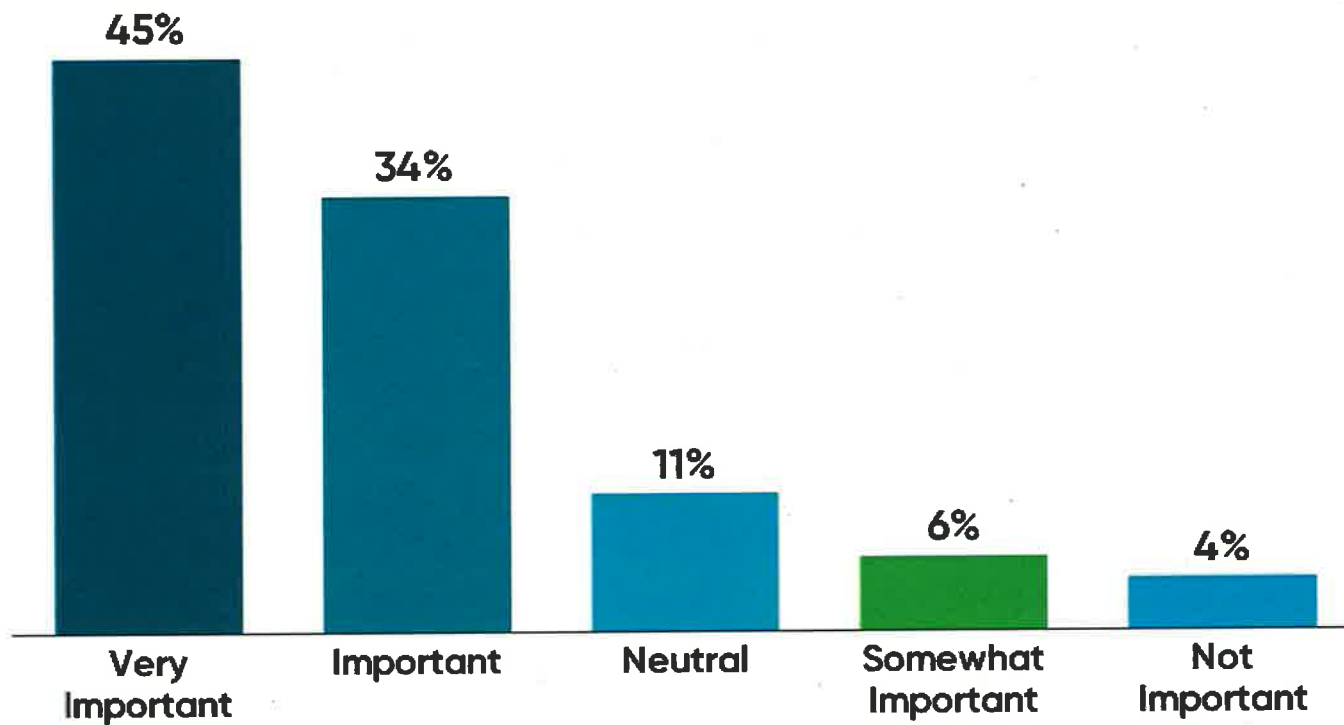
Mentimeter



122

## Developing community plans that incorporate every demographic within the community (Suzanne L.):

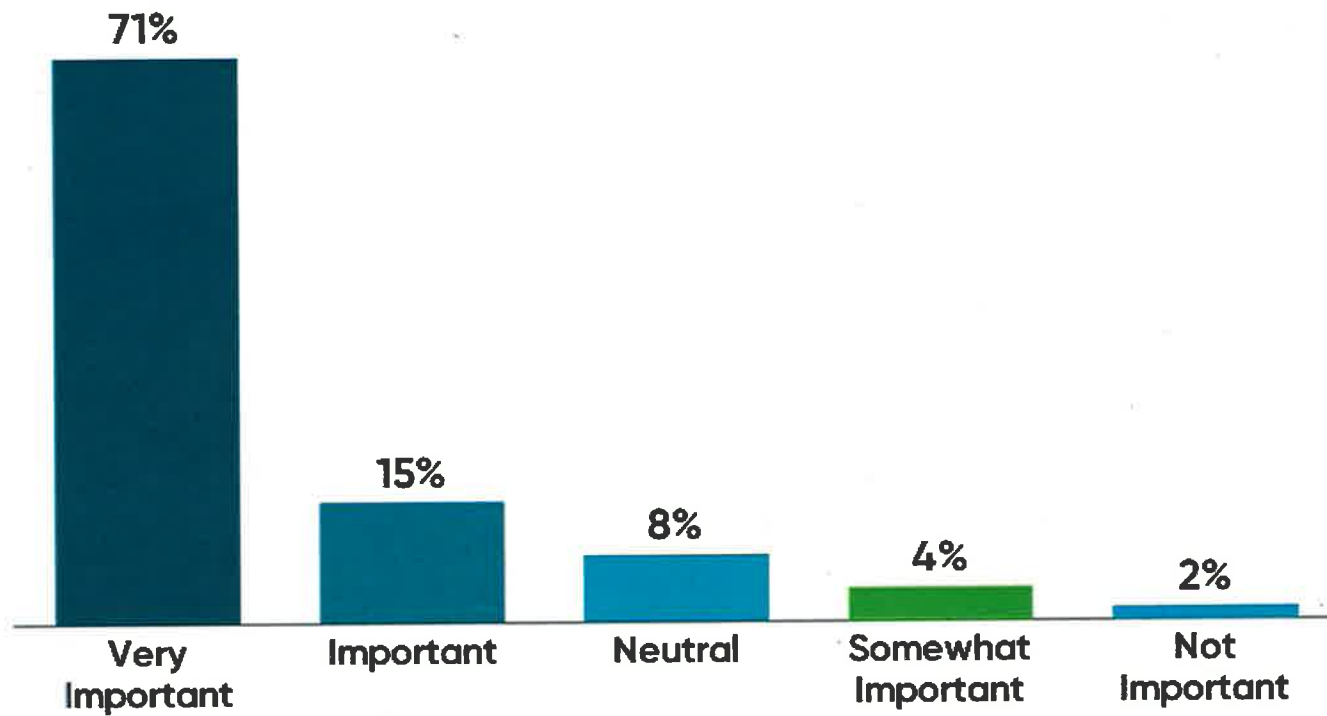
Mentimeter



120

## Improve walkability in all neighbourhoods (Ariel G.):

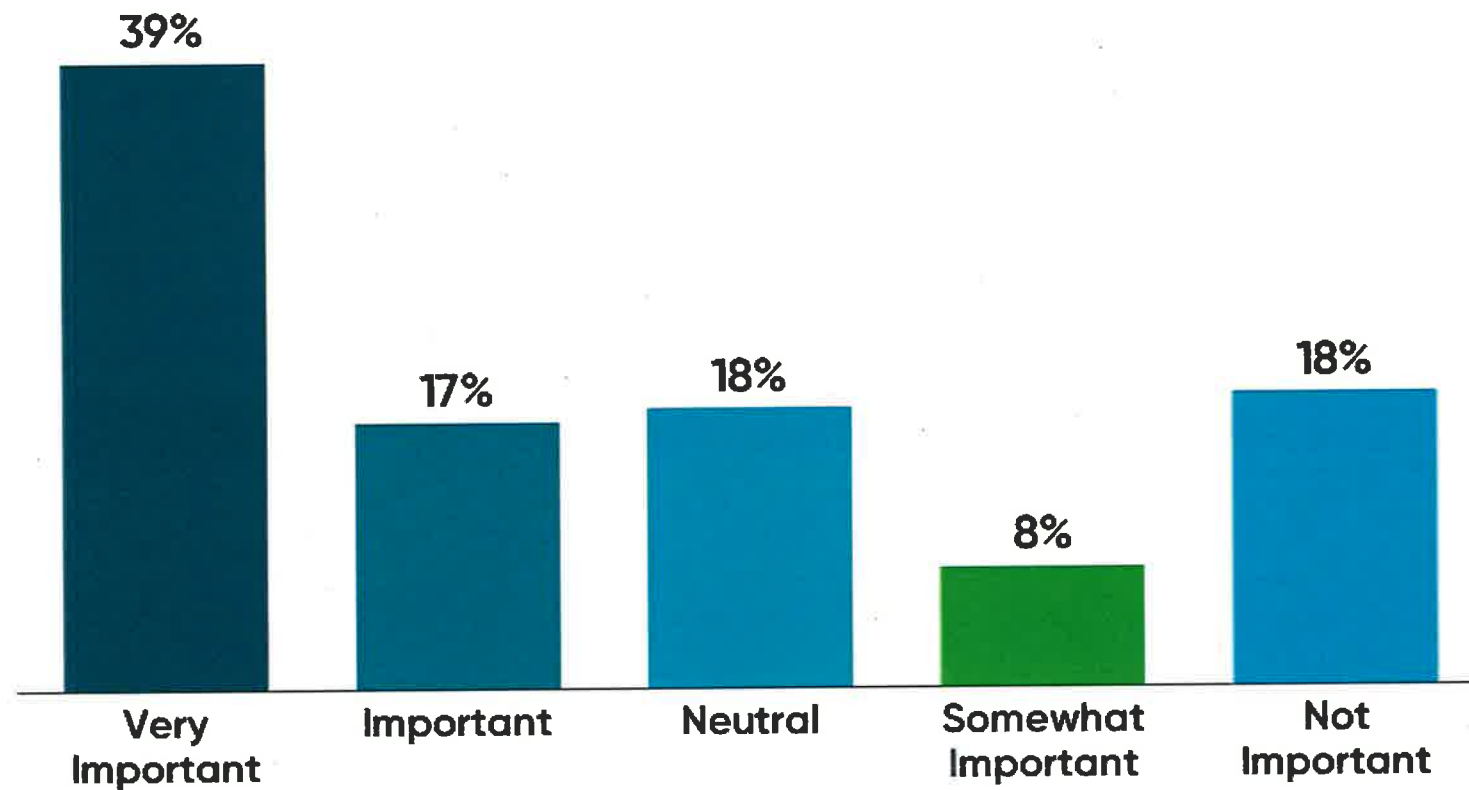
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119

## Indigenous representation on Council (Nance T.):

Mentimeter

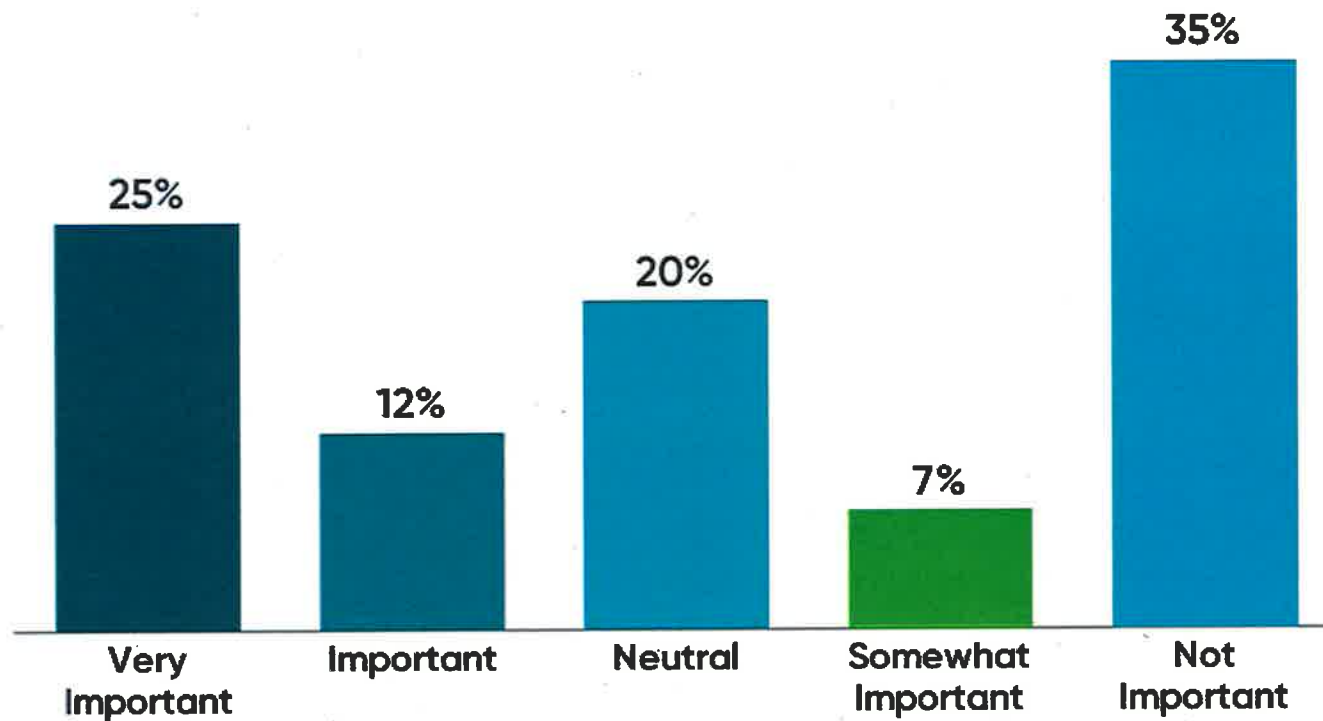


119



## Pet-friendly strategy with more off-leash options other than fenced-in 'parks' (Marketa L.):

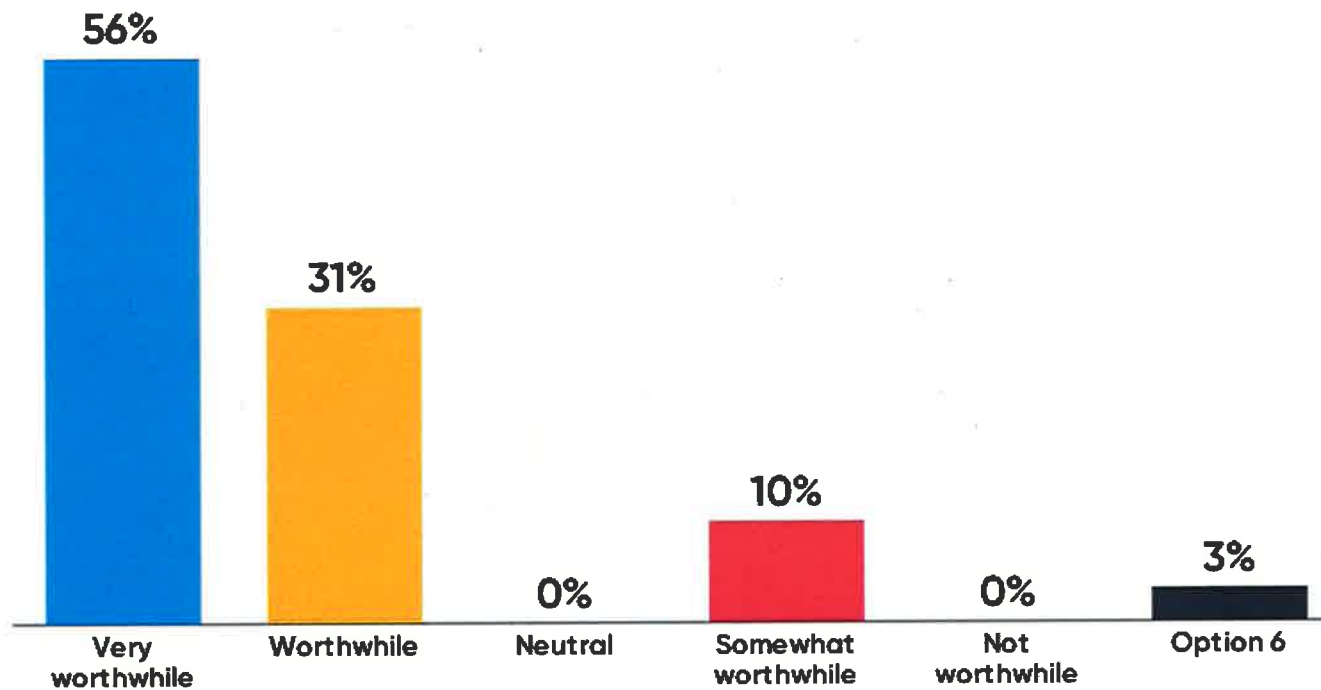
Mentimeter



123

# Do you feel the process you participated in today was worthwhile?

Mentimeter

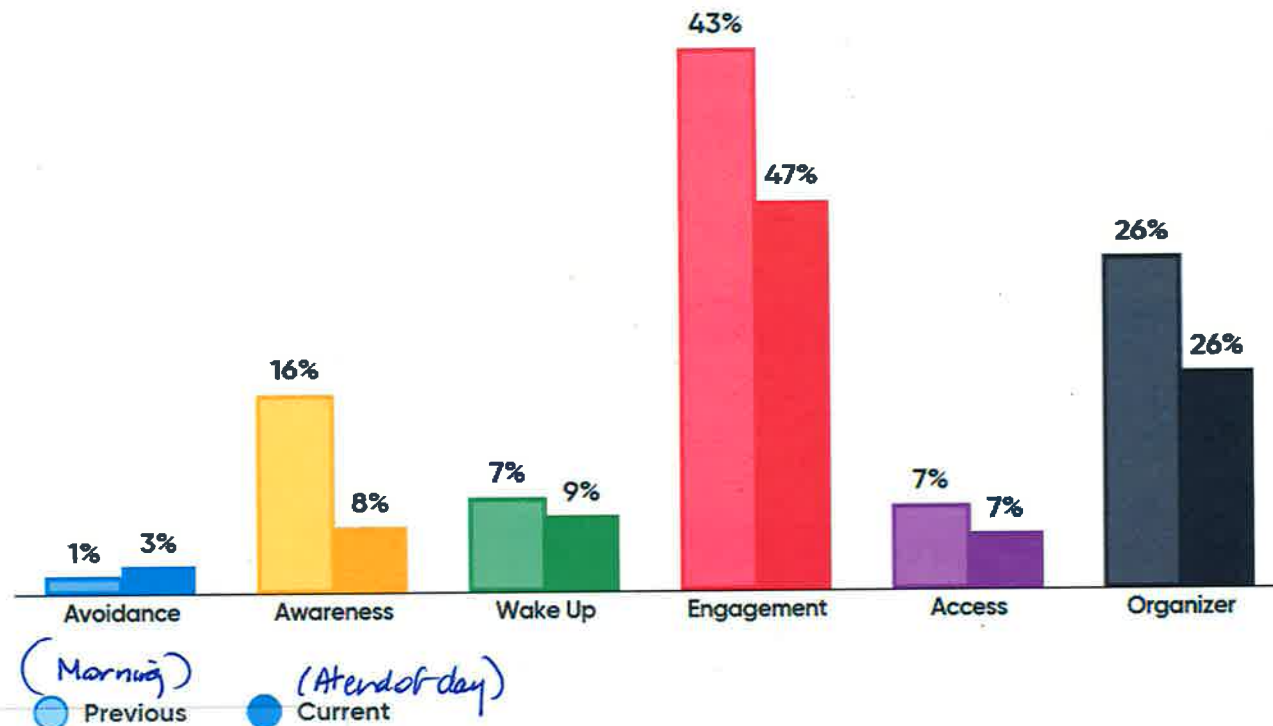


90

 **Mentimeter**



# Where do you currently see yourself and your role in the community?



Showing trends

Hide trends

Note: Percentages are correct.  
Bar size represents # of people polled ♡  
\*(There were more people polled in the morning compared to the afternoon.)

134

Rob Gordon

**From:** Engagement  
**Sent:** January 24, 2019 10:14 AM  
**To:** Michelle Harris  
**Subject:** FW: Comments on Draft Strategic Plan--please enter into the public record for your consideration

---

**From:** Ben Isitt (Councillor)  
**Sent:** January 21, 2019 11:09 AM  
**To:** Personal info Engagement <engage@victoria.ca>  
**Subject:** Re: Comments on Draft Strategic Plan--please enter into the public record for your consideration

Thank you for sending this, Personal info

I am copying staff in the city's Engagement division, to ensure your comments are included with other public feedback.

All the best,

Ben

Ben Isitt  
Victoria City Councillor and CRD Director  
Email: [bisitt@victoria.ca](mailto:bisitt@victoria.ca) | Tel. 250.882.9302

---

**From:** Personal info  
**Sent:** January 18, 2019 1:56:01 PM  
**To:** Ben Isitt (Councillor)  
**Subject:** Fwd: Comments on Draft Strategic Plan--please enter into the public record for your consideration

Dear Councillor Isitt,

Please see my comments below on the Strategic Plan regarding the E&N. Could you enter them as part of the public record and consider them in your deliberations?

Yours truly,

Personal info

## Rob Gordon

---

**From:** Ben Isitt (Councillor)  
**Sent:** January 16, 2019 12:20 PM  
**To:** Engagement  
**Subject:** Budget/Strat plan input from a resident #2

for inclusion with public input on Budget 2019 / Strategic Plan

On Wed, Jan 16, 2019 at 2:22 AM **Personal info**

wrote:

Although we are residents of Oak Bay, we pay taxes on 3 properties in Victoria. I believe that validates this following input.

I hope it is not too late to submit input for your Jan. 16, 2019 meeting .

We are currently in **Personal info**

I looked over the list of budget priorities and these additions came to mind. More input may come tomorrow. I will send this off to you tonight.

### Protection of endangered Garry Oak Ecosystems

Could you kindly include protecting the endangered Garry Oak ecosystems from leash free dogs. I note there are an increase of leash free areas and I hope they are not in endangered Garry Oak ecosystems. There is less than 1 % of the original Garry Oak ecosystems remaining. These precious Garry Oak ecosystems were properly stewarded by our ancestors for the past 800 years.

The Garry Oak ecosystems have diminished mostly in the past 2 generations because of the burgeoning dog population.

I do not believe that all areas in the the public parks can be home to both Garry Oak ecosystems and dogs, on leash or off leash. There should be contained separated areas that are dog free zones as well as contained leash free zones. The 2 are not compatible in the same area.

Toronto is one of several cities that have transformed empty school play grounds after school hours and weekends to include areas that are contained leash free zones with special ground material to absorb the dog feces and urine. Could Victoria also follow this model instead of allowing dogs to run in parks that have endangered plant species as Garry Oak meadows.

I recommend bylaws about numbers of dogs allowed in parks on or off leash to 2 dogs per owner or dog walker. I see dog walkers with 6 or more dogs on or off leash that are crashing through endangered Garry Oak ecosystems. The number of ground nesting song birds has diminished to almost zero in some parks. The sound of song birds has been replaced by dogs crashing through the bushes.

It may take courage and strong intention to protect natural and landscaped areas from devastation by dogs as there are many dog owners who feel that dogs are entitled to run freely in parks.

I can provide examples of 'no dog' signs at nature preserve parks and green city centers. One example of No Dogs or Dogs on Leash at all times is in Ganges, Saltspring Island that demonstrate preservation of nature sanctuaries as Ruckland Park and the city center.... as a priority over dogs thrashing through and destroying the endangered ecosystems. Stiff financial penalties are enforced.

Could dog owners be taxed higher than non dog owners, considering the huge amount of tax payers money needed to haul away dog excrement from the garbage cans as well as the glut of plastic bags containg dog excrement? This takes huge management and expense at the city dumps.

I wish to support Jacques Sirois' effort to recreate Southern Vancouver island coasts as marine bird sanctuaries.



Eliminate plastic and sterofom service utensils from hotels and restuarants

Lets get back to paper or better yet, washable service utensils.

Eliminate plastic straws . Keep up the work to eliminate single use plastic straws and bags. Lets carry our own fabric bags to the stores and markets.

Support glass bottles instead of plastic bottles for all bevereges.. and encourage carrying home thermoses on a daily basis..

Eliminate excess bubble dome plastic packaging in food stores and for all merchandise

Eliminate plastic wrap at floral shops. Brown paper is attractive on floral arrangements.

Stronger pesticide restrictions and enforcement..... provide education for alternatives to Roundup.. eg vinegar

Support organic farming, community gardens and home organic gardens.

Grow crops that purify the soil from previously used pesticides. I can provide more information if required.

Please continue to maitain Victoria as a GMO free zone and support local organic farmers markets.

Support education on using organic home/ kitchen vegge food waste to nourish the soil. I can provide ideas if required that prevent rats and flies.

Agricultural land is being used for growing marijuana which formerly grew vegetables, Restrict marijuana grow ops. Preserve agricultural land for organic food farms

### **Prevention and Rehabilitation through Transcendental Meditation**

Include Transcendental Meditation ( TM) programs for both prevention of substance abuse and supporting persons with addictions tor successful rehabilitation from substance abuse.

Extensive published research supports that persons who practice TM enjoy increased brain coherence, creativity, personal development, improved well being and reduced stress, resulting in reduced substance abuse . I can send web sites.. TM, as used prevention and rehabilitation programs, is well known to be effective and reduce the cost of the current rehab programs and cost of treatments, and reduce the epidemic of drug use and deaths.

As well , large group practice of TM results in creating coherence in the collective consciousness and alignment with Natural Law.. qualities that support progressive and harmonious community life.

**Please do not support pot smoking at public lounges and at the colleges and universities.** Since the legalization of marijuana, the youth think it is ok to smoke pot. Mothers are frustrated to guide their children as their peers are smoking marijuana. There is published research and books that smoking or injesting marijauna results in cognitive decline, especially among teenage boys . Marijuana impairs developing brains. Fortunately the research also indicates when the teenagers stopped smoking marijuana, cognitive abilities improved. Use of alcohol and marijuana can damage brain cells. Substances as marijuana and

alcohol can create functional holes in the brain. Fortunately Transcendental Meditation can repair these functional holes.

Alcohol can be eliminated from the physiology in 24 hours. Marijuana remains in the physiology for at least 15 days.

If you wish, I can send you substantiating research. Certainly we do not want the prisons to be filled with marijuana users. However, education of the harmful effects to brains and physiology should be included with the legalization and complex administration required.

install more charging stations to encourage electric vehicles..

Eliminate diesel powered public and private transport for all vehicles. Eliminating diesel will reduce carbon emission and possibly reduce respiratory illness which will reduce health care costs. The old diesel powered Victoria tour buses leave us gasping for fresh air as they pass by. It is time for them to be replaced.

protect the trees from developers

How do we keep the small town feeling and charm in Victoria? by respecting neighborhoods and do not over develop and demolish buildings with character.

How can Victoria support affordable homes and keep the remaining green space land from development? Creative solutions are required.

Avoid noise pollution

Can we eliminate gas powered leaf blowers and require mufflers on electric leaf blowers? I enjoy the sound of a hand rake.

Is there an alternative to weed whackers that is quiet?

Eliminate rental restrictions from condos.. or at least allow a percentage of rentals in every condo or town home building.

The theory that only resident owners are active on strata is bogus.. demonstrated by my husband and I who manage a condo building as strata council vice president and secretary

Personal info

Civic festival encouragement

I miss La Luna, the beautiful lantern festival in Beacon Hill Park.

Please financially support Frances Litman in her Creatively United Earth Day Festivals so she can continue these public entertainment and environmental education awareness festivals more easily with city support. Can the City of Victoria hire Frances to create her creative arts and environmental awareness festivals?

Thank you for this opportunity for this stream of consciousness input. I hope it is helpful.  
with sincere appreciation to you and your supportive colleagues,

Personal info

## Rob Gordon

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**From:** Engagement  
**Sent:** January 24, 2019 10:14 AM  
**To:** Michelle Harris  
**Subject:** FW: Comments on Draft Strategic Plan--please enter into the public record for your consideration

---

**From:** Ben Isitt (Councillor)  
**Sent:** January 21, 2019 11:09 AM  
**To:** **Personal info** Engagement <engage@victoria.ca>  
**Subject:** Re: Comments on Draft Strategic Plan--please enter into the public record for your consideration

Thank you for sending this, **Personal info**

I am copying staff in the city's Engagement division, to ensure your comments are included with other public feedback.

All the best,

Ben

Ben Isitt  
Victoria City Councillor and CRD Director  
Email. [bisitt@victoria.ca](mailto:bisitt@victoria.ca) | Tel. 250.882.9302

---

**From:** **Personal info**  
**Sent:** January 18, 2019 1:56:01 PM  
**To:** Ben Isitt (Councillor)  
**Subject:** Fwd: Comments on Draft Strategic Plan--please enter into the public record for your consideration

Dear Councillor Isitt,

Please see my comments below on the Strategic Plan regarding the E&N. Could you enter them as part of the public record and consider them in your deliberations?

Yours truly,

**Personal info**

----- Forwarded message -----

From: Personal info

Date: Fri, Jan 18, 2019 at 4:54 PM

Subject: Comments on Draft Strategic Plan--please enter into the public record for your consideration

To: Lisa Helps (Mayor) <[mayor@victoria.ca](mailto:mayor@victoria.ca)>

Dear Mayor Helps,

I am a former Victoria resident (UVic Class of 1984) with plans to retire there in the next few years. I work as a business media editor/writer, covering communications/technology, finance, marketing, and transportation. I am also a long-time transportation advocate including having Personal info

and supported downtown streetcar and LRT plans and the SaveRail Coalition in 2002 when the E&N was threatened with abandonment.

I would like to provide comments to the draft 2019 – 2022 Draft Strategic Plan and wish for them to be entered into the public record in view of my not being able to attend Saturday's **Strategic Plan Engagement Summit**.

**My comments address Strategic Objective #7: Sustainable Transportation, Section 6 "Work towards a regional rail system/advocate for commuter rail and inter-city rail along the E and N railway from Victoria Harbour without delay".**

I applaud and support this Objective as the restoration and revitalization of the E&N is essential if the City and the region and Island is to support a sustainable green economy. To enable the realization of this Objective I would like to offer the following draft amendment as an addition to the existing section to read as follows:

"Designate and protect an easement from Victoria Harbour for a new rail bridge and right of way into the city centre. Study, in partnership with BC Transit and other stakeholders, hybrid commuter rail/rapid transit TramTrain."

Here is the background and rationale:

--The planned Victoria Harbour terminus would work for intercity rail, but only in the interim for commuter rail and only provided there is bus and water transit (to the Legislative Precinct) access. But long-term it is not competitively sustainable for commuter rail because of lengthy and inconvenient transfers. Even when the E&N was still at the more convenient Store Street location it lost the 2002 *Commuter Challenge*.

Commuter rail requires downtown access to be successful, particularly in smaller markets like the CRD. Commuter rail in the similarly-sized city of Burlington, Vermont (The Champlain Flyer) failed in part because its station is at the foot of a steep hill from the city centre.

--Designating and protecting a suitable easement protects the option of bringing commuter rail and also LRT over the E&N into the downtown i.e. future-proofing. *Once lost it will be impossible to provide direct service.*

--TramTrain is hybrid commuter rail/rapid transit that permit trainsets to operate both on existing railway tracks and on-street to supply direct no-transfer access to city centres. It combines the advantages of commuter rail and LRT, including the ability to draw motorists and attract sustainable transit-oriented development.

TramTrains are popular in Europe with applications in the USA, notably Capital Metrorail (Austin, Texas) and the RiverLINE (NJ Transit). I am firsthand familiar with the RiverLINE through having ridden it often while living in Bordentown, New Jersey in 2017-2018.

--TramTrains can be electric, diesel, and alternatively-powered with green energy. They may not need the costly installation of unsightly overhead wires in the city centre.

--TramTrains can permit high-quality (every 12 minute/15-minute service in each direction) on a signalled single-track right of way with passing sidings: which could be implemented at a fraction of the capital cost of LRT over the Highway 1 corridor (estimated at \$950 million) *even with a new bridge*.

Ottawa, Ontario's Trillium Line offers a template as it operates on that frequency also on a signalled single-tracked/passing siding railway line also formerly owned by the Canadian Pacific Railway (that too once had a daily CPR/late VIA Budd RDC-equipped passenger train).

The Trillium Line features a single-tracked bridge over the Rideau River and tunnel under Dow's Lake. There had been plans for a North-South LRT on the same alignment, but they were scrapped. Ottawa is about to open an east-west LRT.

--TramTrains have the versatility to provide Victoria-Langford rapid transit and Island-wide commuter and intercity rail. The RiverLINE operates over 55 km from Trenton to Camden with plans to extend it south to Glassboro, providing local and intercity service every 15 minutes each way in the peak periods and every 30 minutes in the off-peak.

--Evolving best practices combined with recent regulatory changes and waivers in the U.S. (Canada tends to follow U.S. practices) now permits lightweight TramTrain trainsets to be used in mixed traffic with conventional freight and passenger trains.

--While the E&N corridor for LRT and limited E&N commuter rail has been examined, TramTrain under the above parameters *has not been studied*.

Yours truly,

Personal info



## Rob Gordon

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**From:** Ben Isitt (Councillor)  
**Sent:** January 16, 2019 8:31 PM  
**To:** Engagement; Fraser Work  
**Subject:** Re: Traffic safety at Denman and Fernwood

FYI - public input on budget / strategic plan that I received from a resident

On Wed, Jan 16, 2019 at 8:00 PM [Personal info](#) wrote:

I still believe that the corner of Denman and Fernwood is a troublesome intersection that I know eventually will cause a fatal accident.

The amount of honking and near misses that happens everyday is unnerving at times.  
I am home looking after my [Personal info](#)

The traffic has increased so much on Fernwood. Drivers do not drive the 30km that is expected.

I still believe that there either needs a 4 way stop put in place or a speed bump on the upper side of Fernwood about 30feet from this intersection that will slow drivers down before the intersection.

This is clearly an awkward intersection.

I hope that the council will find funds to do something about it.

Regards,  
[Personal info](#)

## Rob Gordon

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**From:** Personal info  
**Sent:** December 26, 2018 2:50 PM  
**To:** Engagement  
**Subject:** To Mayor and Council

**Categories:** Mayor and Council

Dear Mayor and Council,

As a resident of far flung Sooke I am interested in your plan to introduce Sunday parking fee. You might be surprised to learn that I am not against the idea of the charge, but I do wonder about where the money goes. If I want to take the bus into Victoria on a Sunday, I have a 2.2 km walk and then service about every 90 minutes and that involves changing buses and it takes one hour and 15 minutes.

So maybe if you want to encourage more use of transit, encourage a better system, rather than punish us that have few choices.

Cheers  
Personal info

Sent from my Samsung Galaxy smartphone.

## Rob Gordon

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**From:** Engagement  
**Sent:** January 24, 2019 10:14 AM  
**To:** Michelle Harris  
**Subject:** FW: Strategic Plan Feedback  
**Attachments:** City Link Mini-Proposal.pdf

---

**From:** Personal info  
**Sent:** January 20, 2019 8:31 PM  
**To:** Engagement <engage@victoria.ca>  
**Subject:** Strategic Plan Feedback

Hi,

I am attaching a PDF of my feedback in regards to your strategic plan. My focus is transportation, specifically rail.

Thank you

Personal info



# CITY-LINK

A MINI PROPOSAL TO THE CITY  
OF VICTORIA AND COMMUNITIES  
ALONG THE E&N CORRIDOR.

PHASE ONE:

VICTORIA TO LANGFORD

BY **Personal info**

January 20, 2019







## Contents

Introduction: .....	3
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Vic West Station (Option 1): .....	5
.....	5
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Esquimalt (Admirals @ Colville): .....	9
View Royal (Thetis Cove): .....	11
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Langford (Station Ave Transit Exchange): .....	15
Langford (Westhills): .....	17
Maintenance Facility: .....	19
Conclusion and Contact Info: .....	20

## Introduction:



With climate change becoming a major concern for urban areas around the world its important to do our part in minimizing its effects and to set goals, in this case transportation, which is one of the biggest contributor in emitting GHGs. Although this mini proposal focuses on rail. Rail in itself is part of the larger picture, like cycling, transit, walking, etc. This mini-proposal is also response to the NDP's announcement of a lower island transportation strategy.

In keeping with the strategic plan:

6. Work towards a regional rail system/advocate for commuter rail and inter-city rail along the E and N railway from Victoria Harbour without delay



## The Route: Phase 1

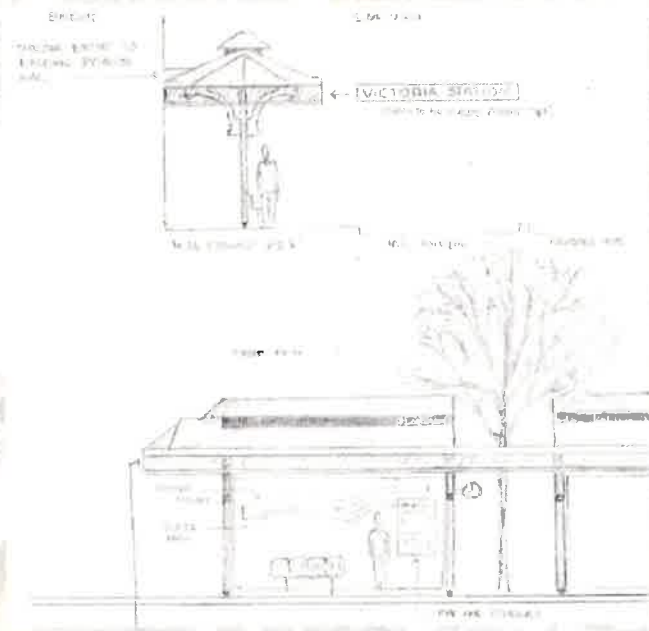
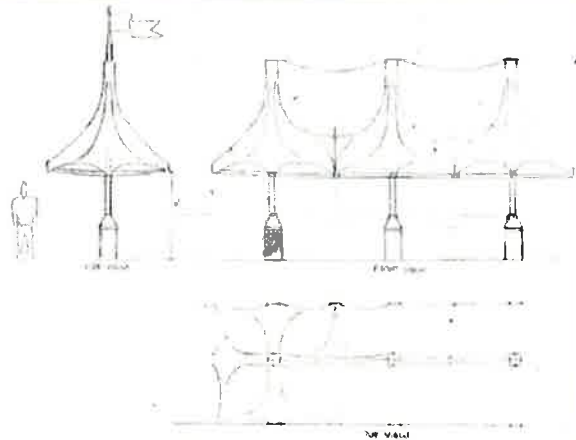
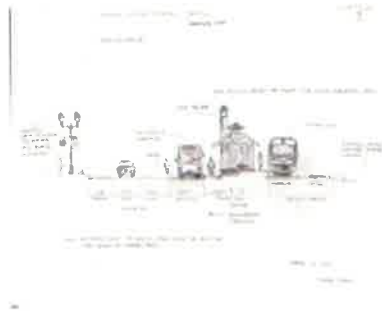




Vic West Station (Option 1):



# Vic West Station Proposal - Kimst Rd Location

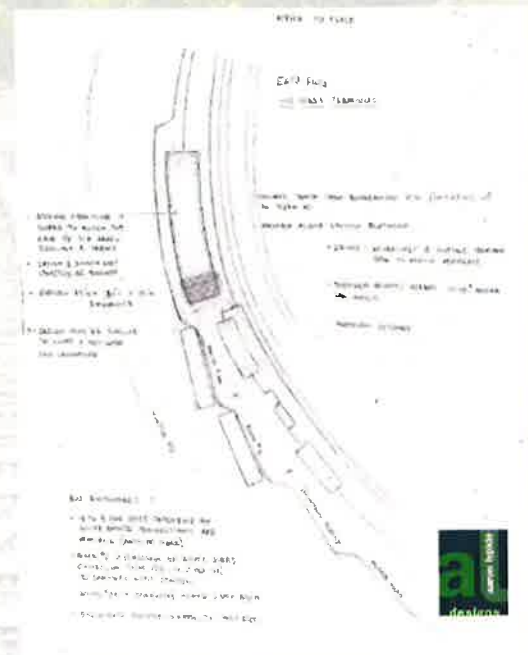
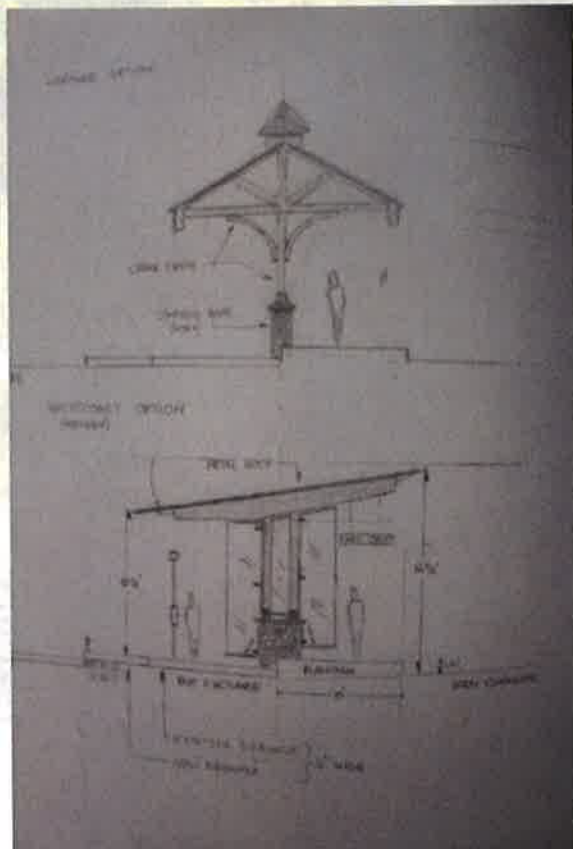


**Drawings showing different types of station designs; modern and heritage.**

**From enclosed, semi-enclosed, canopy and hard top.**

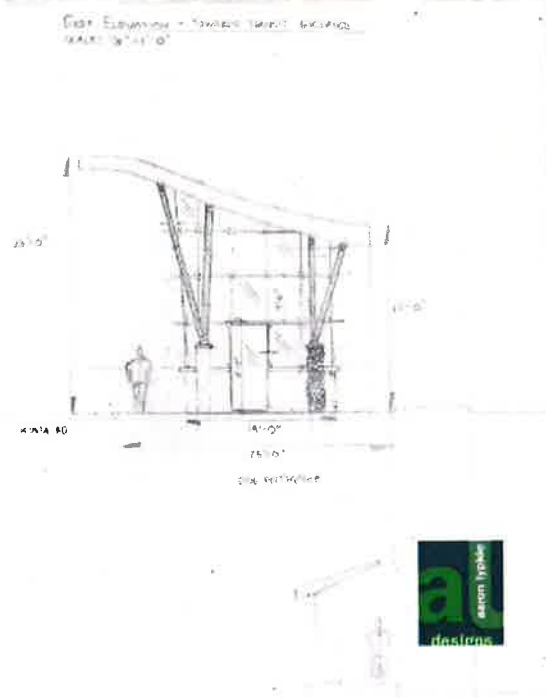
**The drawing to the right was used to show what a station on Pandora Ave could look like, when rail did go across the Johnson St Bridge.**



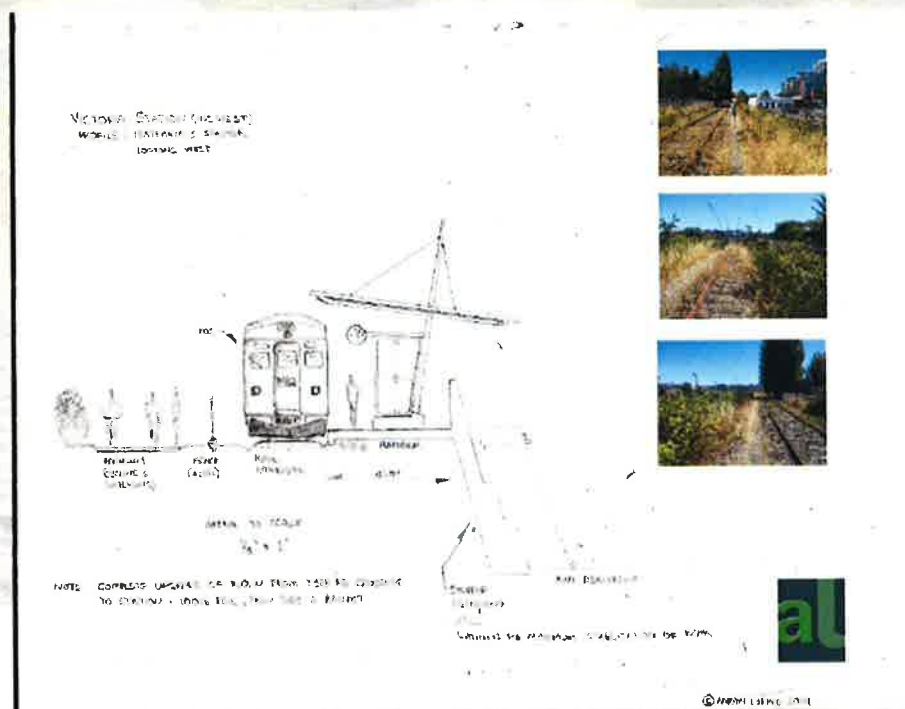


Above a basic site map of what the station and bus exchange along Kimta Rd could look like.

Some designs of station shelters above and to the bottom right.



### VicWest Station (Option 2- Near the Mercedes Benz Dealership):



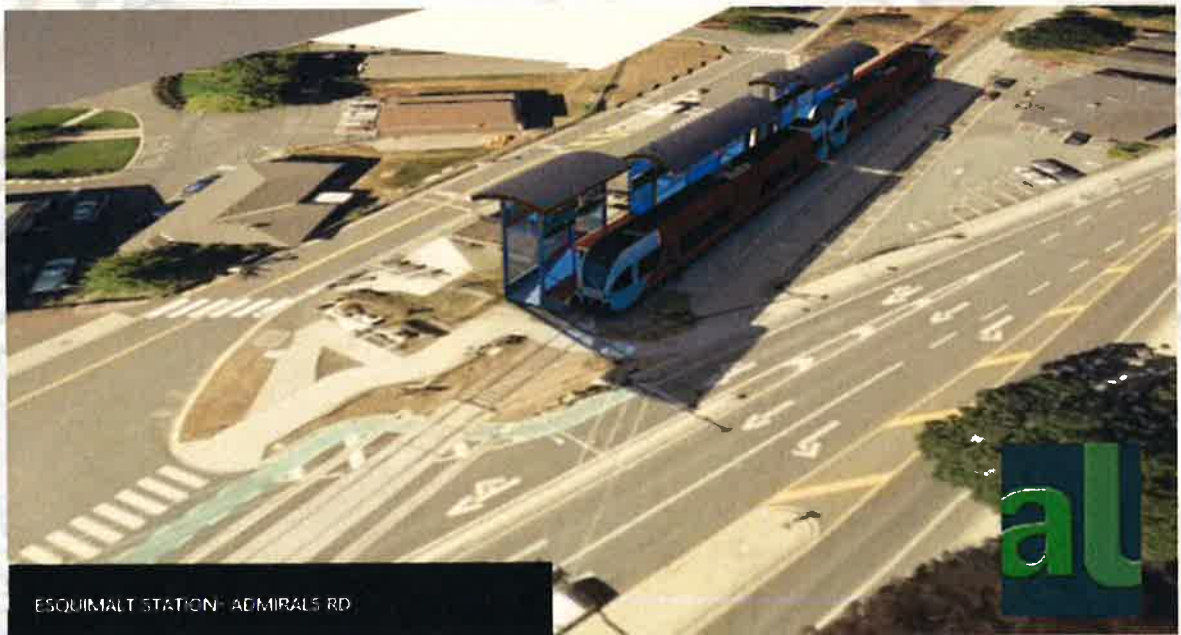
### VICTORIA STATION (VIC WEST) OPTION 1

AARON LYPKIE 2014





Esquimalt (Admirals @ Colville):



ESQUIMALT STATION- ADMIRALS RD



ESQUIMALT STATION SIGN DESIGN



View Royal (Thetis Cove):

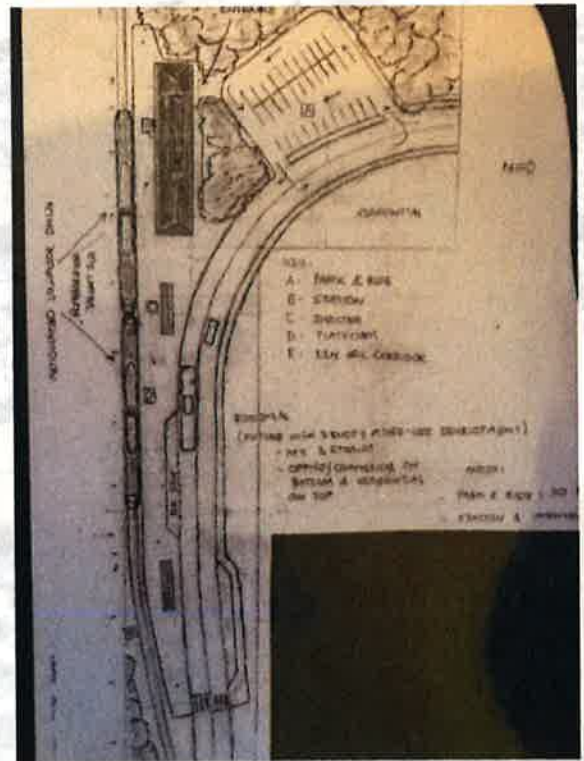
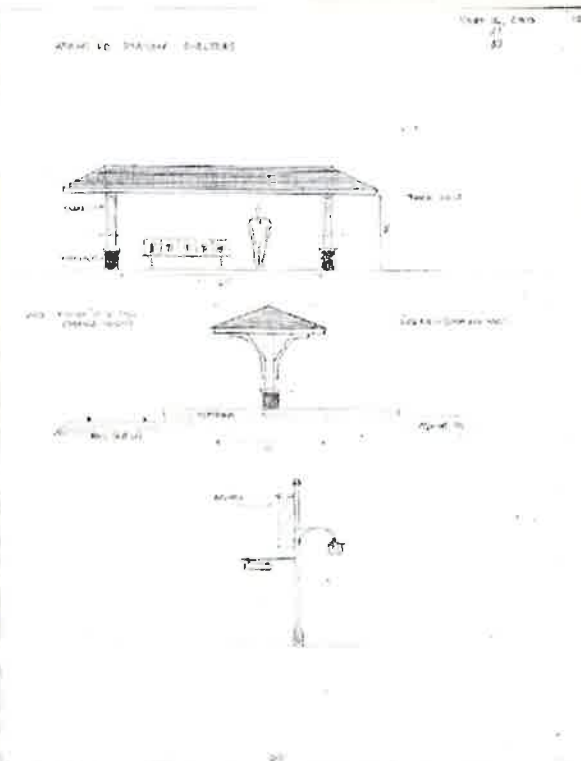


**This could be a future station serving a future residential development and as it borders both the reserves of the Esquimalt and Songhees First Nations, a partnership could be pursued in which the station is run by them on behalf of the CRD.**

**This would be one of two stations with two tracks, with the other being at the terminus in Victoria.**



# View Royal (Atkins Rd):





ATKINS RD STATION



ATKINS RD STATION

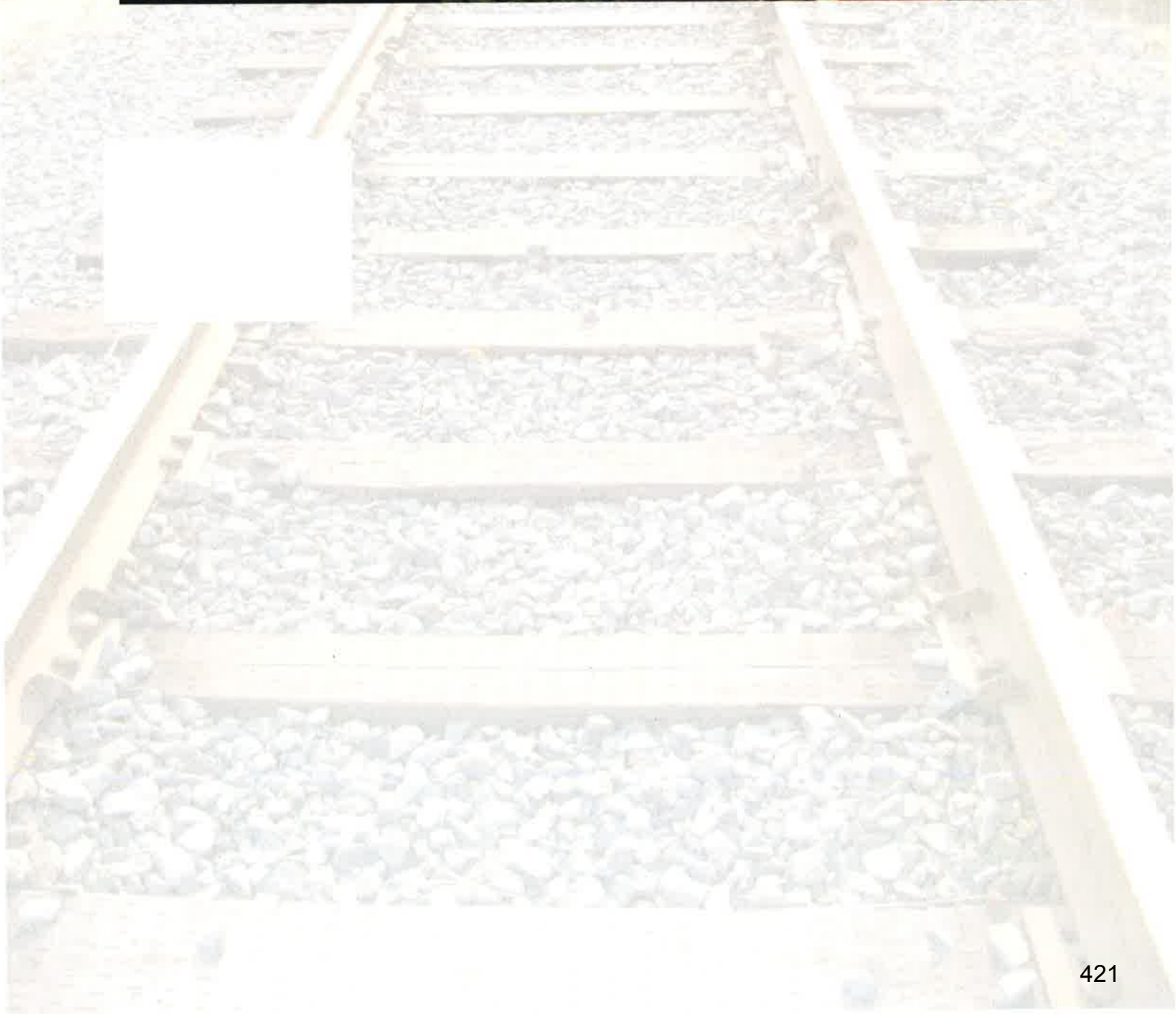


ATKINS RD STATION SITE MAP





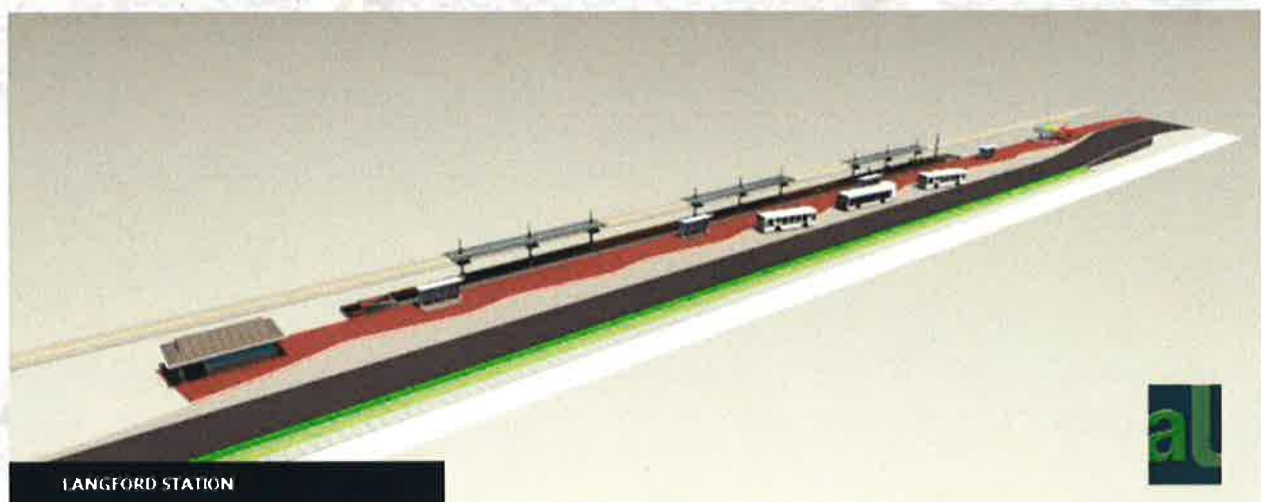
ATKINS RD STATION WITH E&N TRAIL



Langford (Station Ave Transit Exchange):







## Langford (Westhills):



These pictures show the future site of a potential station at Westhills. This is based on email conversations with Westhills and the City of Langford Engineering Dept.







**Comparative Finance and Governance for Commuter Train  
Service Langford to Vlc West**  
October 2012



Westhills did release a rendering of a potential design in 2008. Below is that rendering taken from the City of Langford website.



## Maintenance Facility:





## Conclusion and Contact Info:

While several studies have been done on cost over the years and another review of them may be helpful in determining the best course of action, it is important to note that more delay only hinders any efforts in revitalizing the E&N Railway corridor.

With the advent of the NDP's announcement of a lower island transportation strategy which includes communities as far north as Duncan. A commuter rail service which includes the Cowichan Valley should be looked at.

If you have any questions regarding my renderings and drawings in this proposal, please contact me at the following email.

Thank you for your time.

Sincerely

Personal info

## 2019-2020 Strategic Plan Engagement Summit

### Health, Well-Being and a Welcoming City

We want a healthy population in a healthy city within a healthy CRD. To achieve this we need to be sure in our policies and language that we stop equating “medical” and “health.” We need to focus on the promotion of wellness based on the World Health Organization’s Social Determinants of Health:

- Clean air - we are so fortunate to benefit from the clean air from the Pacific Ocean but need to do much more to reduce emissions, maybe significant fines for idling engines including those used or owned by the City, some ‘parking for low or no emission vehicles’ blocks at 25% the cost of other areas
- Clean water – making progress but we need to ban bottled water and all microplastics. We also need to significantly reduce the waste of water, encouraging planting low water-use plants, accepting that grass naturally browns in the summer, set guidelines for everything from restricting water-greedy bathroom and kitchen fixtures to restrictions on in-unit washers, driers and dish washers.
- Nutritious food - encourage boulevard gardening, maybe an annual prize in each neighbourhood?
- Social connections – another good reason for shared use laundry facilities, food exchanges, boulevard veggie gardening etc. Anything that gets people together is a factor in safety and health.
- Safe housing – whatever leads to social connections also supports safety.

By focusing on these determinants of health and the whole range of primary health care resources, including all the professions that focus on health and wellness, such as dietitians, social workers, kinesiologists we can reduce the dependency on very expensive and scarce medical and surgical resources. When medical resources are needed, Nurse Practitioners offer the advantage of being aware of ‘the whole person’ and the community and providing almost the entire range of services provided by Family Physicians.

Can the City respond to opportunities to place Nurse Practitioners in community organizations?  
Can the City support attracting Nurse Practitioners rather than focusing on physicians who are not available and may not be ideal.

Can the City respond to community need for a wide range of health and wellness services for people who have no extended care plans.

**My Goal is that in four years the City of Victoria** will be a well governed, healthy, affordable, diverse community, keeping the best of our traditions and becoming environmentally responsible.





## Committee of the Whole Report For the Meeting of February 4, 2019

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**To:** Committee of the Whole **Date:** February 1, 2019  
**From:** Jocelyn Jenkyns, City Manager  
**Subject:** Draft 2019-22 Strategic Plan - Assessment of Resource Requirements

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### RECOMMENDATION

That Council receive this report for information.

### EXECUTIVE SUMMARY

On December 18, 2019, City Council released the draft 2019-2022 Strategic Plan which will set priorities for new key initiatives over the next four years for the City of Victoria. Based on the draft Strategic Plan, two concurrent streams of input are being sought by Council prior to its anticipated adoption in early 2019: (1) public engagement through a community "summit" held on January 20, 2019; and (2) staff assessment of human and financial resources required to achieve the actions and objectives of the Plan. The following report focuses on the results of the latter stream (resource assessment).

The draft 2019-2022 Strategic Plan is organized into eight Strategic Objectives with over 160 associated Actions that are to be completed over the next four years. Many of the Actions identified are complementary to work that is already underway and/or planned through the 2019 Financial Plan and align with recent Council direction. Examples of this alignment to the new Strategic Plan Objectives include, but are not limited to:

- *Objective 1: Good Governance* – Continuous improvement of open government initiatives to improve transparency
- *Objective 2: Reconciliation and Indigenous Relations* – City Family and Protocol Office Operations
- *Objective 3: Affordable Housing* – Housing Strategy Implementation, Market Rental Revitalization
- *Objective 4: Prosperity and Economic Inclusion* – Living Wage Policy, Business Hub operations
- *Objective 5: Health, Well Being and a Welcoming City* – Accessibility Framework, Youth Strategy
- *Objective 6: Climate Leadership and Environmental Stewardship* – Climate Leadership Plan, Parks and Open Spaces Master Plan, Waste Management Strategy
- *Objective 7: Sustainable Transportation* – Sustainable Mobility Strategy, Bike Master Plan Implementation

- *Objective 8: Strong Livable Neighbourhoods – Create Victoria (Arts and Culture Master Plan), Local Area Planning*

Over 100 staff were involved in the assessment of human and financial resource impacts of all Action items over a four-week time period, while maintaining current programs and services. Principles for this assessment included:

- Actions are to be assessed for additional human and financial resource requirements over and above those contained in the 2019 Financial Plan
- No assumptions of trade-offs or decreasing existing service levels to accommodate new Actions for 2019-2022 are to be included, to align with Council's direction for 2019 financial planning (maintain all current services at current service levels)
- Where there are known options for an approach or scope of an Action item, these will be provided for information to receive further direction from Council
- In cases where staff require more time to scope the Action item(s), note that and follow up report to Council is to be provided and approximate timing
- Where there is a lack of clarity of the Action and intended outcomes, indicate additional direction is requested from Council
- If there are legal or authority concerns, these are to be flagged for Council

Given the number of items that required assessment, best efforts were made by staff over the allotted time period, to provide Council with the most accurate information and analysis possible to inform decisions. In several cases, additional time and effort would be required to complete analysis of proposed initiatives; in other cases, staff are seeking further clarity from Council on the scope and desired outcomes.

Additionally, this report contains responses to all of the Financial Plan motions that were forwarded to the Strategic Plan discussions, some of which are directly linked to the draft Strategic Plan.

## **PURPOSE**

The purpose of this report is to provide Council with a preliminary assessment of additional human and financial resources that will be required to undertake Actions identified in the draft 2019-2022 Strategic Plan, as well as identify those areas where staff require more time to assess Actions and/or require clarification from Council.

## **BACKGROUND**

On September 6, 2018, Council received the Second Quarter Operational Plan Progress report, which included an update on the progress toward the 2015-2018 Strategic Objectives. At that time, it was noted by staff that almost 30% of the previous Council priorities had not been completed and would be carrying forward into 2019. As part of that report, staff also noted limited staff resources to complete projects within the timeframes indicated, as well as external pressures that are impacting operations.

On November 17, 2019, Council received the draft 2019 Financial Plan for consideration. The Financial Plan includes all current programs and services provided by the City, and as directed by Council, maintains all existing service levels.

From November 26 to December 12, 2019, five Council Workshops were facilitated by the Mayor to develop the draft 2019-2022 Strategic Plan. The Plan includes over 160 Action to be undertaken over a four-year period which are aligned to eight overarching strategic objectives.



## ISSUES & ANALYSIS

Given lessons learned from the previous strategic planning cycle, staff developed a rapid-assessment methodology and process for conducting a more fulsome assessment of the draft 2019-2022 Strategic Plan. To support Council's decision making, the assessment provides financial and human resource requirements to undertake the Actions. Principles for this assessment include:

- Actions are to be assessed for additional human and financial resource requirements over and above those contained in the 2019 Financial Plan
- No assumptions of trade-offs or decreasing existing service levels to accommodate new Actions for the 2019-2022 cycle are to be included to align with given Council's direction for 2019 financial planning direction (to maintain current services at current service levels)
- Where there are known options for approach or scope of an Action item, these will be provided for information and further direction from Council
- In cases where staff require more time to scope the Action items, these will be provided in a follow up report to Council along with an approximate report back timeframe, where possible
- Where there is a lack of clarity of the Action, staff will indicate additional direction is requested from Council
- If there are legal or authority concerns, these are to be flagged for Council

Some Actions have been "clustered" for staff assessment efficiency and given a "Topic" name for reference purposes. In a limited number of cases, Actions that have been clustered and may fall under two separate objectives, but similar in nature – these have been highlighted in the Attachments to this report.

The resource assessment included every Action item in the draft 2019-2022 Strategic Plan, excluding those that are to be solely led by Council. A list of these Council-Led actions are contained in Attachment A. In some cases, staff involvement could be required later in 2019 or beyond; this has not been analysed or scoped.

The staff assessment was conducted in a short four-week time period and included well over 100 staff. In some cases, partial staff responses or background information has been provided given the limited amount of time. The Strategic Plan is highly "front loaded" in that approximately 75% of the Actions are to be achieved in the first two years (by the end of 2020). Other key challenges and limitations of the assessment include:

- Budget estimates have been made on assumptions of the expected deliverables
- The order of magnitude or cumulative impact on support departments has not been assessed and major impacts for enabling service operations are expected as outlined in the table below:

Support Service	Types of Impacts
Engagement	Contracting additional support for engagement planning, strategy development and event coordination.
Facilities	Funding to address space requirements through redesign of existing office space, relocation or lease(s).

Support Service	Types of Impacts
Human Resources	Development of new job descriptions for classification and recruitment (6-8 month process). Advertisement and recruitment of existing position types (3-4 months).
Information Technology	Purchase and roll-out of new hardware and software licences for additional staff; provision of ongoing Helpdesk support.
Legal Services	Contracting additional support for legal services and advice to support new key initiatives.
Supply Management Services	Advertisement and management of competitions for Requests for Proposals, tenders and bids.

External pressures and trends are continuing to impact day to day City operations, including limited or no responses to RFPs, high development activity, lack of qualified candidates or long recruitment times due to a competitive labour market for talent, and cost escalations given market conditions.

Staff have not considered what services could be reduced or re-prioritized to accommodate new initiatives given Council's previous direction for the Financial Plan to maintain current services at current service levels. Should Council choose to look at trade-off with existing programs, services and initiatives to fund new Council priorities, staff request Council direction on areas to focus on to ensure effort is not spent on services or programs Council would not consider shifting.

#### OPTIONS & IMPACTS

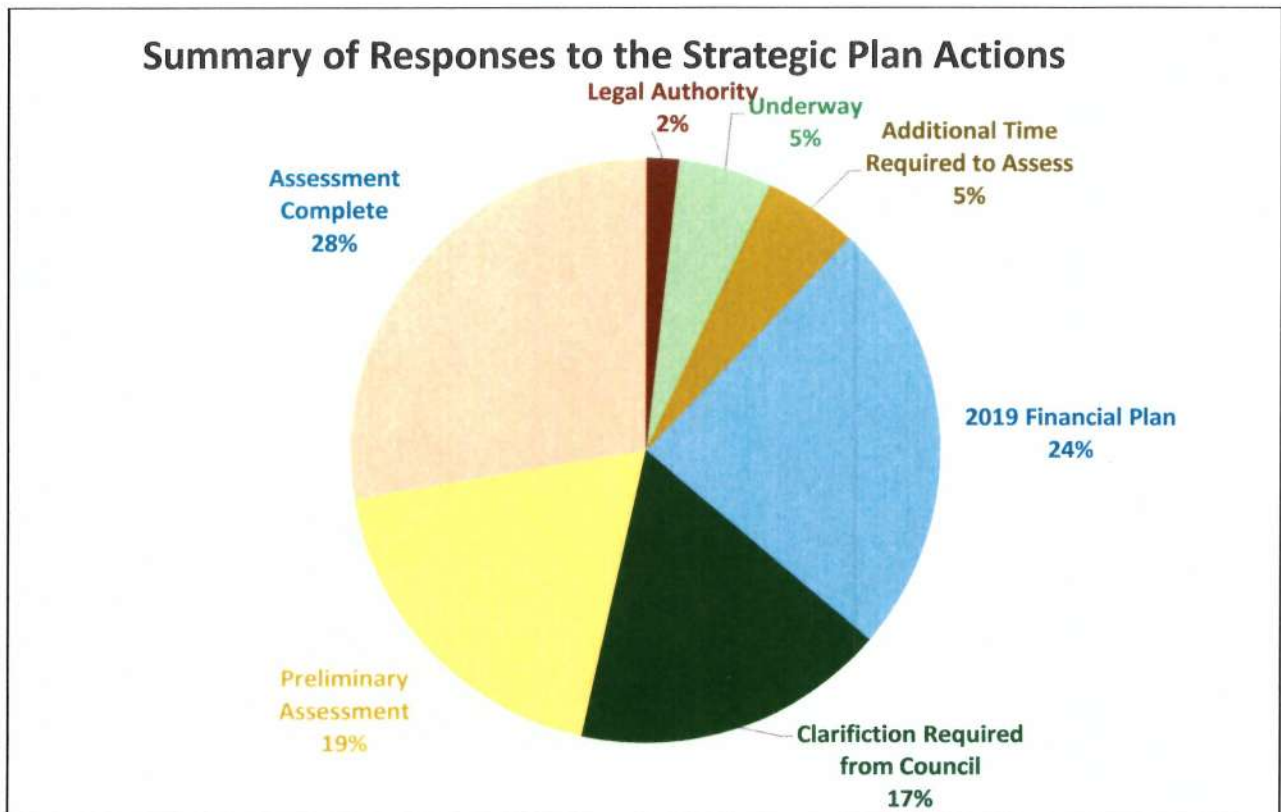
Based on the findings of the preliminary staff assessment of the 2019-2022 Strategic Plan, Attachment B provides a listing of each of the Topics [Action] Items organized into the following general categories:

Category Name	Description	Examples
Currently Underway	Proposed Action is already underway within the City's operational work plan and no further resources are required. <i>Should Council choose to keep these items in the Strategic Plan, it is suggested that these items be flagged as continuing from previous years for transparency to the public.</i>	Sport Equipment Library, Play Streets
2019 Financial Plan	Actions can be accommodated within the draft 2019 Financial Plan. <i>In some cases, a corresponding Council Motion from the Financial Plan discussions has directed staff to include the funding.</i>	Youth Strategy, Council Expenses, Car Share
Preliminary Assessment	Staff have identified initial resource requirements for 2019-20 to complete an initial review, pilot or phase of the deliverables, but not a full scope of the initiative. Based on the results of these initial phases or pilots, additional funding is likely needed in future years.	Energy Utility, Municipal Housing Service
Complete Assessment	Staff have completed the assessment and staff and cost estimate have been provided. Staff require confirmation of the direction provided, including sources of funding to undertake the new work.	Reconciliation Training, Urban Forest Initiatives.



Category Name	Description	Examples
Clarification of Scope	Staff are requesting Council provide additional information and direction on the scope of the Action and the intended outcomes.	Technology Advisory Committee
Additional Time Required	Given the complexity of some of the action items and/or capacity to assess the action item, staff were unable to assess Action in the allotted timeframe. In some cases, partial information has been provided, where possible, with an estimated timing for a report back to Council.	Welcoming Strategy
Legal or Authority Issues	Proposed Action is contrary to existing legislation under the Community Charter or other legislation, or overlaps with other juridical authority. It is recommended that these items be removed from the Plan.	Tax Exemptions for Business

Attachment B is a reference to each of the Action items and the level of assessment that was undertaken, as well as the applicable resource impacts where known. Overall, staff were able to assess approximately 70% of the Strategic Plan in some detail (Preliminary, Complete or Included in the Financial Plan), with another 17% requiring further clarification from Council and 5% requiring more time to assess due to staff capacity or complexity of the initiative, as depicted in the chart below.



Attachment C includes a detailed listing of the staff assessment and is broken down into "Topic" for the Action items that were assessed and includes information in the following fields:

1. Expected Outcomes and Impacts – Interpretation of staff on the deliverables that are expected to be achieved.
2. Staff Assessment Response – Indication of which category the Action primarily falls within, including additional background information where applicable and the type of work required.
3. Risks, Dependencies and Assumptions – Additional information on issues or unintended impacts for Council's information.
4. Estimated budget impact – In addition to existing resources that are committed.

For the estimated budget impacts, these are over and above existing resources. Should Council include these Actions in the Final 2019-2022 Strategic Plan, a revenue source will need to be identified and included within the Financial Plan. Council could consider funding one-time items through surplus or reserves (if an appropriate reserve with sufficient funding exists), and ongoing items through new property tax revenue from new development, reallocation of funding by reducing an existing service, or a tax increase. Depending on the approved scope and timing for the Actions, tax increases are likely required.

In addition to the staff assessment, Appendix D contains responses to all of the Financial Plan Motions. Where applicable, these are cross-referenced with Strategic Plan Action responses in Appendix C where they are connected, or of the same Topic area.

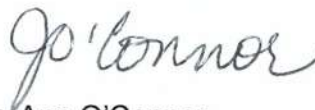
## CONCLUSIONS

Well over 100 staff have been involved in the assessment since the conclusion of the Council Strategic Planning Workshops in mid-December with best efforts made to provide Council and citizens with the initial assessment findings. The City remains committed to continued transparency and accountability of tax dollars while achieving the City's Strategic Objectives.

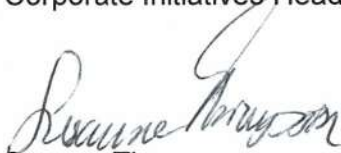
Respectfully submitted,



Mandi Sandhu  
Corporate Initiatives Head



Jo-Ann O'Connor  
Deputy Director of Finance



Suanne Thompson  
Deputy City Manager / Chief Financial Officer

Report accepted and recommended by the City Manager:

Date:

  
Feb 1, 2019

**List of Attachments**

Attachment A: Council Led Action Items

Attachment B: Consolidated List of Action Items by Assessment

Attachment C: Detailed Resource Assessment

Attachment D: 2019 Financial Plan Motions



## Attachment A: Council Led Action Items

### Council Led Actions: 2019-2022 Draft Strategic Plan

The following is a listing of the 2019-2022 Draft Strategic Plan Actions organized by Strategic Objective that are solely the responsibility of Council and/or have little no staff until further direction is provided. These action items have not been assessed for resource impacts, however are listed here for reference purposes as it is anticipated that later in 2019 or future years, some may require staff resources.

Strategic Plan Action*	Responsible
<b>Strategic Objective #1: Good Governance</b>	
3. Work to regionalize police services and consider the possibility of a single amalgamated police service for the region	Mayor
23. Exercise fiscal responsibility in policing expenditures	Council
7. Create a structure / process for Councillors to share and be accountable for their work on committees and other appointments	Council
19. Set and measure targets for each of the Objectives	Council (set) and Staff (measure)
20. Measure wellbeing and use results to inform budgeting process. Set target from 2019 baseline. Increase belonging and wellbeing by X%	Staff (measure) and Council (set)
<b>Strategic Objective #2: Reconciliation and Indigenous Relations</b>	
1. Create the Victoria Reconciliation Dialogues	Mayor, Council and Staff, Songhees and Esquimalt Nations
12. Advocate for First Nations representation on CRD Board	Council
6. Explore co-governance of Meegan (Beacon Hill Park) and shoreline areas with the Lekwungen speaking people	Council with Songhees and Esquimalt Nations guidance
7. Pursue co-governance of Meegan (Beacon Hill Park) and shoreline areas with the Lekwungen speaking people	
9. Continuing working with and adapting the Witness Reconciliation Program	Council with Songhees and Esquimalt Nations
<b>Strategic Objective #3: Affordable Housing</b>	
1. Set targets, define affordable housing and track and measure the creation of affordable housing units*	Council (set) and Staff (track)
20. Advocate for more affordable student housing	Council

## Attachment A: Council Led Action Items

Strategic Plan Action*	Responsible
<b>Strategic Objective #4: Prosperity and Economic Inclusion</b>	
14. Advocate for adequate income and supports to ensure everyone has access to a decent quality of life	Council
15. Identify opportunities to support non-transactional approaches to the provision of good and services eg. neighbourhood-based sharing libraries, tools, seeds etc.	Staff and Councillor Neighbourhood Liaisons
<b>Strategic Objective #5: Health, Well-Being and a Welcoming City</b>	
1. Create a city-wide childcare strategy and action plan*	Mayor's Childcare Solutions Working Group and Staff
10. Explore ways to end sexual harassment and assault in Victoria, including using the Good Night Out international model to create a safe nightlife campaign for Victoria venues, bars, clubs and festivals	Late Night Task Force
12. Create an LGBTQ2iS Task Force to create an LGBTQ2iS Strategy	LGBTQ2iS Task Force led by Councillors Alto and Potts and Staff
14. Create a strategy to attract doctors to the City	Mayor and Patterns
21. Identify and remove barriers to make Victoria barrier-free and apply a barrier free lens to all decisions we make to ensure we're not creating new barriers	Staff and Council
23. Ensure ethno-cultural diversity in municipal festive, arts and cultural funding supports	Council



## Attachment A: Council Led Action Items

Strategic Plan Action*	Responsible
<p>27. Mental Health and Addictions Advocacy</p> <ul style="list-style-type: none"> <li>a. Advocate for better prevention and more support for those aging out of foster care – there were 156 unhoused youth in the 2018 Point in Time Count</li> <li>b. Advocate for more funds for mental health and more publicly funded recovery options and de-stigmatization of mental health and addictions</li> <li>c. Advocate for and facilitate planning and delivery of additional harm reduction services in the city and region, including a safe inhalation site</li> <li>d. Advocate for the BC government to provide currently illicit drugs /safer substances to reduce harm from addictions</li> <li>e. Advocate for / work with agencies and other governments and professional bodies to facilitate increased harm reduction training (more clarity, training for who?)</li> <li>f. Advocate to the Province and/or the CRD and Capital Regional Hospital District to measure homelessness, acute addiction, mental health and to identify service gaps and better coordinate between existing service providers and create better funding opportunities</li> </ul>	Council
6. Create a Seniors Task force and develop a Seniors Strategy*	Senior's Task Force led by Councillors Isitt and Collins, and Staff
<b>Strategic Objective #6: Climate Leadership and Environmental Stewardship</b>	
23. Advocate for appropriate federal regulations of the Victoria Water Airport	Council
<b>Strategic Objective #7: Sustainable Transportation</b>	
1. Request that the Victoria Regional Transit Commission provide free transit to all children in the region 18 and under	Council + Staff
15. Advocate for substantially improved transit service	Council
16. Advocate for lower transit fares	Council
17. Advocate for BC Transit to start purchasing electric busses in advance of 2030 transition	Council



## Attachment A: Council Led Action Items

Strategic Plan Action*	Responsible
18. Advocate to BC Transit for “micro transit” or “transit-on-demand” – a public ridesharing program	Council
3. Advocate for late night bus service	Council + Staff
4. Advocate and work with our regional colleagues to create a regional transportation commission	Council + Staff
<b>Strategic Objective # 8: Strong Livable Cities</b>	
19. Advocate for adequate support and supervision accompanying downtown supportive services so people have all the supports they need not only housing	Council

\* A preliminary background from staff has been provided for this action items in Attachment C.

## Attachment B: Consolidated Listing of Action Item Staff Responses

### Consolidated List of Action Items by Assessment

The following attachment provides a summary of the Administration's consolidated response to the draft 2019-2022 Strategic Plan Action items. The following tables are organized by Strategic Plan Objective and the type of response provided by staff. In cases where there is a corresponding 2019 Financial Plan Motion, this is noted in the 'Topic' column. The responses from staff have been categorized as detailed in the Cover Report for Council consideration and color coded as follows:

1. Underway (On-Going Operations)
2. 2019 Financial Plan
3. Preliminary Assessment
4. Complete Assessment
5. Clarification of Scope Required
6. Additional Time Required
7. Legal or Authority Issues

<b>Strategic Plan Objective #1: Good Governance</b>				
<b>Topic/Subject</b>	<b>Action(s)</b>	<b>Resource Impact</b>	<b>Category</b>	<b>Year</b>
<b>Fossil Fuel Divestment</b>	26. Divest Funds from Fossil Fuels		1	Ongoing
<b>Planning and Permitting Process</b>	21. Streamline and make more consistent planning and permitting processes		1	Ongoing
<b>Closed Meetings Disclosure</b>	5. Improve proactive disclosure of closed meeting records and decisions		2	2019
<b>Continuous Improvement</b>	23. Continue transparent and robust approach to annual budget and strive for continuous improvement of the process each year.		2	Ongoing
	25. Improve service delivery through learning and input from frontline city workers (Lean Process).			Ongoing
<b>Council Expenses</b>	6. Improve timely publication of Council member expenses and financial disclosure statements		2	2019
<b>Lobbyist Registry</b>	16. Create a lobbyist registry		2	2020
<b>Real Estate Strategy</b>	9. Real Estate Strategy		2	2019
	13. Complete a multiuse trail along the Upper Harbour North of Downtown			2022
<b>Appreciative Inquiry Training and Engagement</b>	2. Develop and pilot a workshop series to train staff and community leaders in appreciative inquiry and consensus building; identify challenging topics for engagement in advance and ensure that everyone involved (staff and	\$30,000	3	2019

## Attachment B: Consolidated Listing of Action Item Staff Responses

Strategic Plan Objective #1: Good Governance				
Topic/Subject	Action(s)	Resource Impact	Category	Year
	community leaders) have adequate training to lead engagement			
<b>Childcare at City Hall</b>	4. Offer childcare at City Hall during public hearings	\$11,000	4	2019
<b>Citizens' Assembly</b>	1. Work with Saanich Council to develop and implement Citizens' Assembly process	\$250,000	4	2019
<b>Community Input</b>	17. Develop and implement processes for convening the community and gathering input on what the community is interested in giving input on - not only engaging when City Hall has a question for the community	\$5,000	4	2020
<b>Council Salary Review</b>	13. Undertake council salary review  That Council direct staff to report back on the implications of eliminating Council's parking privileges and including Council in the bus pass program available through payroll deduction.  2. That Council refer this motion to the Council remuneration discussion and move that discussion to 2019: That Council direct staff to report back on the implications of eliminating Council's parking privileges, including Council in the bus pass program available through payroll deductions.	TBD based on option chosen	4	2019
<b>Staff Salary Review</b>	14. Undertake staff salary review	\$20,000	4	2020
<b>Town Hall</b>	11. Begin holding four town halls per year, one per quarter to engage residents, youth, business, organized labour and other stakeholders (to be continued in 2020, 2021, 2022)	\$12,000	4	2019
<b>Youth Strategy</b>	8. Youth Strategy		4	2019
<b>Governance Review</b>	12. Allow people to make video submissions to public hearings and requests to address Council  15. Hold public hearing only council meetings  18. Initiate a governance review  21. Identify and remove barriers to make Victoria barrier-free and apply a barrier free lens to all decisions we make to ensure we're not creating new barriers		5	2020  2020  2021  Ongoing

**Attachment B: Consolidated Listing of Action Item Staff Responses**

<b>Strategic Plan Objective #1: Good Governance</b>				
<b>Topic/Subject</b>	<b>Action(s)</b>	<b>Resource Impact</b>	<b>Category</b>	<b>Year</b>
<b>Personnel and Oversight Committee</b>	27. Oversight and personnel committee		5	Ongoing

## Attachment B: Consolidated Listing of Action Item Staff Responses

<b>Strategic Plan Objective #2: Reconciliation and Indigenous Relations</b>				
<b>Topic/Subject</b>	<b>Action(s)</b>	<b>Resource Impact</b>	<b>Category</b>	<b>Year</b>
<b>Coastal Communities Procurement</b>	10. Create opportunities for Indigenous contractors and employers through city infrastructure projects and contracts		2	Ongoing
	18. Explore opportunities to include community ventures in city initiatives that support social enterprises			Ongoing
<b>First Nation Economic Development</b>	11. Work with the Songhees and Esquimalt Nations on First Nations economic development projects		2	Ongoing
<b>Indigenous Cultural Heritage Sites</b>	8. Increase protection for Indigenous cultural heritage sites in land use and development processes		2	2022
<b>Longhouse</b>	13. Work with the Songhees and Esquimalt Nations to facilitate the completion of the Longhouse in Beacon Hill Park		2	Ongoing
<b>Reconciliation Training</b>	4. Develop and implement an ongoing, mandatory training program for Council and all city staff (Reconciliation related)	\$369,450	4	2019
<b>Indigenous Elders in Residence</b>	5. Appoint Indigenous Elders in Residence to provide advice on municipal programs, initiatives and operations		5	2020
<b>Indigenous Relations Function</b>	3. Establish an Indigenous Relations Function		5	2019
	15. Support the restoration of Indigenous place names			Ongoing
	14. Work with the Songhees and Esquimalt Nations to establish a reburial site			Ongoing
<b>MacDonald Statue</b>	2. Determine appropriate context for the Sir John A MacDonald Statue		5	2019

## Attachment B: Consolidated Listing of Action Item Staff Responses

<b>Strategic Plan Objective #3: Affordable Housing</b>				
<b>Topic/Subject</b>	<b>Action(s) Description</b>	<b>Resource Impact</b>	<b>Category</b>	<b>Year</b>
<b>Renters Advisory Committee</b>	10. Renters Advisory Committee		2	2019
<b>Co-Op Housing</b>	21. Facilitate, incent and support co-op housing		3	Ongoing
<b>Inter-Generational Housing</b>	12. Develop relevant partnerships and pilot a project matching seniors with extra bedrooms with eligible lodgers	\$75,000	3	2020
<b>Municipal Housing Service</b>	4. Create a municipal housing service to acquire land and enter into partnerships for the purposes of providing affordable (de-commodified) housing	\$35,000	3	2019
<b>Affordable Housing Tracking</b>	1. Set targets, define affordable housing and track and measure the creation of affordable housing units	\$20,000	3	2019
<b>Affordable Housing</b>	5. Examine existing city land as possible sites for affordable housing and emergency shelter spaces including road-edge remnants, wide roads, Boys and Girls Club, and also pursue acquisitions in support of affordable housing as per strategic plan item 8c		4	2019
<b>Housing - Increased Staff Capacity</b>	11. Create a Tenant Housing Ambassador to make it easier for renters to navigate the Tenant Assistance Policy, Standards of Maintenance Bylaw and other issues	2.0 FTE	4	2020
	10. Create a Small Scale Housing Ambassador to make it easier for property owners and homeowners to create affordable housing (10 units or less)			2020
<b>Affordable Housing - Funding Plan for Land Acquisition</b>	8.c Identify funding mechanisms to acquire land to facilitate fed/prov/reg investment	\$250,000	4	2019
<b>Amenity Contributions</b>	9. Develop Community Amenity Contribution Policy	\$66,000	4	2019
<b>Bonus Density Policy</b>	16. Regularly evaluate the city's bonus density policy and the number of units being created as a result of it	\$35,000	4	Ongoing
<b>Family Housing</b>	8.b. Incentivize and mandate the creation of family appropriate two and three bedroom rental units	\$65,000	4	2019
<b>Housing - Financial Instruments</b>	8.d. Explore the expanded use of tax exemptions to create more affordable housing.	\$60,000	4	2019



## Attachment B: Consolidated Listing of Action Item Staff Responses

<b>Strategic Plan Objective #3: Affordable Housing</b>				
<b>Topic/Subject</b>	<b>Action(s) Description</b>	<b>Resource Impact</b>	<b>Category</b>	<b>Year</b>
<b>Housing - Grants</b>	13. Consider a grant program for suites including those that are accessible and serve an aging population	\$25,000	4	2020
	14.c. Examine a grant program to incentivize the creation of affordable garden suites			2020
<b>Housing - Houseplexes and Townhomes</b>	15. Houseplexes and Townhouses	\$150,000 2.0 FTE	4	2020
	a. Undertake a citywide planning exercise to identify suitable locations for townhouses and houseplexes			2020
	b. Support houseplexes as a form of multi-unit housing that provide a sensitive transition within neighbourhoods			2020
	c. Support more family housing including townhouses and rowhouses			2020
<b>Housing - Small Scale Development/Infill</b>	d. Support new ground-oriented housing forms and lock-off suites			2020
	14. Garden Suites and Tiny Homes	\$10,000	4	2020
	a. Allow tiny homes and garden suites on lots that already have secondary suites or duplexes			2020
	b. Expand garden suite program to allow larger units on larger lots			2020
	6. Allow moveable tiny homes in all backyards that currently allow garden suites at rents of no more than \$500 per month			2019
<b>Housing Conversion</b>	8. a. Develop city wide strategy for additional house conversion opportunities	\$30,000	4	2019
<b>New Development - Barrier Free Housing</b>	18. Encourage barrier free housing and universal design in new development	\$5,000	4	Ongoing
<b>Rental Only Zoning</b>	2. Implement rental only zoning	\$10,000	4	2019
<b>Rental Revitalization</b>	7. Implement Market Rental Revitalization Program	\$10,000	4	2019
<b>Development of Rental Housing</b>	3. Incentivize development of rental housing and look for further opportunities to expedite and simplify development processes for affordable rental housing		5	2019

## Attachment B: Consolidated Listing of Action Item Staff Responses

<b>Strategic Plan Objective #4: Prosperity and Economic Inclusion</b>				
<b>Topic/Subject</b>	<b>Action(s)</b>	<b>Resource Impact</b>	<b>Category</b>	<b>Year</b>
<b>Non-Transactional Approaches</b>	15. Identify opportunities to support non-transactional approaches to the provision of good and services eg neighbourhood-based sharing libraries, tools, seeds etc.		1	Ongoing
<b>Financial Capacity</b>	19. Continue to build financial capacity of the organization and explore sources of revenue other than property taxes and utility fees		2	Ongoing
	20. Keep cap on annual property taxes to no more than inflation plus one including police			Ongoing
<b>Buy Local</b>	17. Support buy local initiatives to promote sustainable local enterprise		2	Ongoing
<b>Mayor's Task Force 2.0 (Ec Dev)</b>	1. Convene Mayor's Task Force on Economic Development and Prosperity 2.0 to hit 2041 jobs target		2	2019
	10. Explore ways for businesses in Victoria to become living wage employers			2021
	9. Explore the creation of a 'Legacy Business Program' that specifically protects and highlights longstanding local businesses that are being priced out of our neighbourhoods			2021
	8. Work with the Downtown Victoria Business Association to develop a downtown retail strategy			2021
	21. Continue work to support entrepreneurs and small businesses			Ongoing
	7. Create a program to encourage "pop-up" businesses and art exhibits in vacant retail and office space			2020
	22. Support place-making entrepreneurs – food trucks, more patio spaces (ongoing)			Ongoing
<b>Barrier Free Business</b>	4. Partner (potentially with the DVBA) to create a program to make businesses barrier free		2	2019

## Attachment B: Consolidated Listing of Action Item Staff Responses

<b>Strategic Plan Objective #4: Prosperity and Economic Inclusion</b>				
<b>Arts, Culture and Event Spaces</b>  <i>(See Appendix D Financial Plan Motion p. 5-6)</i>	13. Support arts, culture and innovation venues and spaces.		4	Ongoing
<b>Industrial Zones</b>	12. Talk with industrial landowners, managers, users, about industrial land – its use, zoning, taxation, etc. – review industrial land use and values every 5 years. Development of new zones will be completed using existing staff resources as part of current work program.		4	2022
<b>Living Wage</b>	3. Apply for certification as a Living Wage Employer	\$527,000	4	2019
<b>RMTS and Arts Funding Models</b>	4. Examine effectiveness of arts and culture grants funding versus direct staff support	\$50,000	4	2019
<b>Development Summit</b>	16. Hold an Annual Development Summit and continue to improve processing times and process improvements and build better understanding of the development processes	\$15,000	4	Ongoing
<b>Low cost or free internet service</b>	11. Work with partners to explore improved access to low cost or free internet service		5	2021
<b>Technology Advisory Committee</b>	5. Create a tech advisory committee to better integrate tech and the city at a strategic level		5	2020
<b>Creative Hub Funding</b>	2. Secure federal, provincial, and philanthropic funding and operational model for Bastion Square Creative Hub		6	2019
<b>Tax Exemptions</b>	6. Explore tax relief for businesses affected by city construction		7	2020

## Attachment B: Consolidated Listing of Action Item Staff Responses

<b>Strategic Plan Objective #5: Health, Well-Being and a Welcoming City</b>				
<b>Topic/Subject</b>	<b>Action(s)</b>	<b>Resource Impact</b>	<b>Category</b>	<b>Year</b>
<b>Non-Transactional Approaches</b>	15. Identify opportunities to support non-transactional approaches to the provision of good and services eg neighbourhood-based sharing libraries, tools, seeds etc.		1	Ongoing
<b>Play Streets</b>	13. Continue the implementation of play streets, school streets and other child-friendly strategies as part of parks, recreation and capital projects		1	2020
<b>Sports Equipment Library</b>	17. Create or partner to create a sports equipment library		1	2022
<b>Community Gardens</b>	25. Look for opportunities to increase food production on public land including increasing community gardens in all neighbourhoods in the city and building urban food systems into our parks operations		2	Ongoing
<b>LIFE and Bus Pass Program</b> <i>(See Appendix D Financial Plan Motion p. 49)</i>	8. Explore bus pass tied to income program, including for low-income seniors (could be added to LIFE pass program)		2	2019
<b>Accessibility Framework</b>	3. Develop an Accessibility Framework 26. Look for opportunities to create accessible shoreline access		2	2019
<b>Deer Management</b>	22. Look for opportunities and partnerships for deer management		2	Ongoing
<b>LIFE Program Expansion</b>	8. Expand Life Pass program to 365 days per year		2	2019
<b>Parking</b> <i>(See Appendix D Financial Plan Motion p. 69)</i>	9. Develop, adopt and implement accessible parking standards for on and off street parking	\$100,000 + 0.5 FTE	3	2019
<b>Artist Exhibitions in Vacant Storefronts</b>	5. Work with DVBA or other interested partners for rotating artist exhibitions to beautify empty storefronts and large windows.	\$15,000	3	2019
<b>BBQ Pilot</b>	18. Pilot community BBQ stations in parks and neighbourhood public spaces	\$8,500	3	2022
<b>Childcare Strategy</b>	1. Create a city-wide childcare strategy and action plan	\$5,000	3	2019
<b>Crystal Pool Replacement</b>	20. Crystal Pool and Wellness Centre Replacement		3	2019-2022
<b>Late Night Task Force (Harassment)</b>	10. Explore ways to end sexual harassment and assault in Victoria, including using the Good Night Out international model to create a safe	\$2,500	3	2019

## Attachment B: Consolidated Listing of Action Item Staff Responses

<b>Strategic Plan Objective #5: Health, Well-Being and a Welcoming City</b>				
	nightlife campaign for Victoria venues, bars, clubs and festivals.			
<b>Trans Inclusion</b>	2. Trans Inclusion Policy	\$60,000	3	2019
<b>Greater Victoria Public Library Developments</b>	13. Work with the Greater Victoria Public Library to library services in the north end of the city including the exploration of a new neighbourhood branch  19. Develop a plan including site selection, funding strategy and partnerships to develop a new Central Library	1.0 FTE	4	2021  2019-2022
<b>LGBTQ2iS Task Force</b>	12. Create an LGBTQ2iS Task Force to create an LGBTQ2iS Strategy		5	2020
<b>Mental Health and Addictions Strategy</b>	7. Strike a peer informed task force to identify priority actions to inform a Mental Health and Addictions Strategy actionable at the municipal level i.e. prevention, advocacy, integration of services, and education. See #27 for preliminary scope of work for Task Force		5	2019
<b>Seniors Strategy</b>	6. Create a Seniors Task force and develop a Seniors Strategy		5	2019
<b>Urban Agriculture</b>	15. Urban Agriculture a. Explore opportunities for increasing food production on private land b. Support food infrastructure including farmers markets and storage and distribution c. Soil test and consider shade implications of city-owned land and potential land acquisition  16. Urban Agriculture a. Working with specialists in the field, explore agriculture water rates for food production in the city on land that is used principally for food production b. Advocate to BC Assessment for farm classification for lands being used principally to grow food and consider lowering the tax rates for urban farms (once designated by BC Assessment) c. Support neighbourhood food / meal programs d. Work with non-profits to bring back the Sharing Backyards Program		5	2020  2020  2020  2021  2021  2021  2021
<b>Welcoming Strategy</b>	11. Create a Welcoming City Strategy a. Staff to join Welcoming City initiatives		6	2020 2020

## Attachment B: Consolidated Listing of Action Item Staff Responses

Strategic Plan Objective #5: Health, Well-Being and a Welcoming City				
	b. Community efforts that promote inclusivity, understanding and collaboration across cultures to learn about and appreciate everyone's unique perspective			
	c. Foster a compassionate city			2020
	d. City not to use funds, personnel or equipment to detain people due to immigration status			2020
	e. Business leaders, civic groups institutions, residents to join in a city-wide effort to expand prosperity and integration to include all residents			2020
	f. Ensure a welcoming and neighbourly atmosphere in our community where all people including immigrants and refugees are welcomed, accepted and encouraged to participate			2020
	g. City plays role in collective response to fear mongering, racism and human suffering			2020
	h. Foster a welcoming environment that treats all people with compassion and respect			2020
	i. Diversity and inclusion training for staff and council			2020
	j. Support entrepreneurial ambitions of newcomers through the Business Hub at City Hall			2020



## Attachment B: Consolidated Listing of Action Item Staff Responses

<b>Strategic Plan Objective #6: Climate Leadership and Environmental Stewardship</b>				
<b>Topic/Subject</b>	<b>Action(s)</b>	<b>Resource Impact</b>	<b>Category</b>	<b>Year</b>
<b>Alternative Energy</b>	16. Work with the Greater Victoria Harbour Authority on options for shore power and lower emissions ground transportation		1	2021
<b>New Development - EV Charging</b>	15. Mandate electric vehicle charging capacity in all new developments		2	2021
<b>Climate Leadership Plan</b>	2. Implement Climate Leadership Plan		2	2019
<b>Harbour and Waterways Environmental Stewardship</b>	24. Work with partners to clean up the harbour and steward waterways		2	Ongoing
<b>Transit Passes - Staff</b>	3. Implement a city staff transit pass program		2	2019
	2. Depending on response from the VRTC, implement creative financing mechanism to fund transit for children 18 and under in Victoria			2019
<b>New Development - Green Shores</b>	9. Mandate green shores practices on waterfront development	\$100,000	3	2020
<b>Parks Development and Acquisition Strategy</b>	10. Initiate a Parks and Open Spaces acquisition strategy to move towards OCP parks and green space goals; measure progress towards goals	\$125,000	3	2020
<b>Parks Naturalization</b>	19. With the exception of hanging baskets and Beacon Hill Park, between 2019 and 2022, re-naturalise all beds in the city. If there are cost, time and water savings, use these to further nurture the tree canopy and urban forest and natural areas		3	Ongoing
<b>BC Step Code</b>	13. Expedite implementation of the BC Step Code		4	2020
<b>Single Use Item Regulations</b>	6. Ban plastic straws taking into consideration accessibility needs	\$75,000 + 2.0 FTE	4	2019
	11. Ban single-use coffee cups and single use takeout containers (as with plastic bag ban bylaw, determine logical exceptions)			2020
<b>Zero Waste Strategy Development and Implementation</b>	1. Develop Waste Reduction Strategy	\$110,000 + 1.0 FTE	4	2019
	14. Implement a robust zero waste strategy			2021

## Attachment B: Consolidated Listing of Action Item Staff Responses

<b>Strategic Plan Objective #6: Climate Leadership and Environmental Stewardship</b>				
<b>Climate Leadership Plan – Neighbourhood Champions</b>	7. Create Neighbourhood Climate Champion program with one child, youth, adult and elder from each neighbourhood to lead and inspire at the local level on Climate Action		5	2019
<b>Energy Utility</b>	17. Explore the creation of a municipal energy utility, more local energy creation solar, ex. Food waste generators for food trucks at the museum	\$30,000 + 0.5 FTE	5	2021
	18. Create a municipal energy utility, more local energy creation solar, ex. Food waste generators for food trucks at the museum			2022
<b>Inflow and Infiltration</b>	12. Begin to plan for mitigating the Inflow and Infiltration issue on private property		6	2020
<b>Landscape Plans for Private Development</b>	22. Encourage and move towards mandating food bearing plants, pollinator habitats and native species in landscape plans for private development		6	Ongoing
<b>Rain Gardens</b>	20. Promote raingardens and improve water quality entering waterways		6	Ongoing
<b>Urban Forest Master Plan</b>	4. Develop and lead the implementation of the Urban Forest Master Plan		7	2019
<b>(*Note Financial Plan Motion)</b>	5. Strengthen the Tree Protection bylaw			2019
	21. Strengthen tree protection and enhance tree canopy and urban forest			Ongoing
	8. Create annual tree planting festival like “Tree Appreciation Day			2020

## Attachment B: Consolidated Listing of Action Item Staff Responses

<b>Strategic Plan Objective #7: Sustainable Transportation</b>				
<b>Topic/Subject</b>	<b>Action(s)</b>	<b>Resource Impact</b>	<b>Category</b>	<b>Year</b>
<b>E &amp; N Railway</b>	6. Work towards a regional rail system/advocate for commuter rail and inter-city rail along the E and N railway from Victoria Harbour without delay		2	2019
<b>Bike Master Plan</b>	14. Bike Master Plan Implementation		2	2019-2022
<b>Sustainable Mobility Strategy</b>	7. Sustainable Mobility Strategy including improvements to pedestrian, cycling and transit travel		2	2019
<b>Car Share</b>	10. Support the introduction of “floating” car share service to Victoria	0.5 FTE	3	2020
	19. Work with car share providers to create more car share spaces			Ongoing
	20. Continue to encourage/mandate where appropriate new car share vehicles, memberships and stalls with new developments			Ongoing
<b>Greenways Plan Design Standard</b>	5. Develop and implement a greenways design standard	\$30,000 + \$500,000 Capital + 2.0 FTE	3	2019
	9. Review subdivision and development servicing bylaw, greenways plan and associated city policies and bylaws to allow for alternate design treatments for shared streets on identified greenways			2019
<b>Speed Limits</b> <i>(See Appendix D Financial Plan Motion p. 71)</i>	12. Lower speed limits on local neighbourhood streets to 30km/h	2.0 FTE + \$200,000	3	2021
<b>Transportation Planning</b>	22. Support and nurture neighbourhood-led transportation planning		5	Ongoing
<b>Transit Passes – Low Income</b>	Explore bus pass tied to income program, including for low-income seniors (could be added to LIFE pass program)		6	2019

## Attachment B: Consolidated Listing of Action Item Staff Responses

<b>Strategic Plan Objective #8: Strong, Livable Neighbourhoods</b>				
<b>Topic/Subject</b>	<b>Action(s)</b>	<b>Resource Impact</b>	<b>Category</b>	<b>Year</b>
<b>Local Area Planning</b>	17. Local Area Plans		2	2019-2022
<b>Fairfield Local Area Plan</b>	1. Complete Fairfield Local Area Plan		2	2019
<b>Heritage Tax Exemptions</b>	16. Review Heritage Tax Exemption Program		2	2022
<b>Late Night Task Force - Municipal Alcohol Policy</b>	5. Develop a Municipal Alcohol Policy to address concerns brought forward by the Late Night Advisory Committee		3	2019
<b>Government Street Pedestrian Only</b>	2. Develop an annual program of Government Street pedestrian only event(s).	\$50,000	3	2019
<b>Ship Point</b>	14. Ship Point Plan and Funding Strategy	\$40,000	3	2021
<b>Tactical Urbanism</b>	3. Create a tactical urbanism guide and tool kit and host workshops to support citizens and businesses to take action	0.5 FTE	3	2019
<b>Noise Bylaw</b>	6. Review the noise bylaw		4	2019
<b>CALUC</b>	8. Review CALUC process including clear terms of reference for increasing diversity (youth, renters, etc.), capacity building, term limits and a transparent and democratic process for selecting members		5	2020
	9. Review and consider additional resources (financial and training) for CALUC's			2020
<b>Local Area Planning</b>	19. Identify opportunities for affordable housing in all neighbourhood plans		5	Ongoing
	25. Monitor implementation of Local Area Plans on a routine basis			Ongoing
<b>Local Area Planning</b>	10. Resolve anomalies in neighbourhood boundaries		5	2020
<b>Neighbourhoods Summit</b>	4. Facilitate an annual "Neighbourhoods Summit" to consider emerging best practices in neighbourhood place-making planning and engagement.		5	2019
<b>DRA Meeting Space</b>	11. Explore partnerships to create meeting space and a home base for the Downtown Residents Association		5	2021
<b>Heritage Seismic Upgrade Program</b>	20. Emergency preparedness / heritage buildings / enrich the heritage seismic upgrade program (needs more clarity)		6	Ongoing

## Attachment B: Consolidated Listing of Action Item Staff Responses

Strategic Plan Objective #8: Strong, Livable Neighbourhoods				
New/Expanded Community Centres	7. Explore opportunities to expand Quadra Village Community Centre in partnership with the Downtown Blanshard Advisory Committee and the CRD	1.0 FTE	6	2019
	12. Work with SD61 to explore use of Sundance school as a community centre for the Jubilee neighbourhood			2021
	15. Establish a Community Centre for the North Park Neighbourhood in conjunction with plans for the Royal Athletic Park Parking lot and/or the Crystal Pool and Wellness Centre Replacement Project			2022

Attachment C: Detailed Resource Assessment of Draft Strategic Plan Actions 2019-2022

The following document provides a detailed summary of the staff assessment of each of the Strategic Plan Action items. This document is arranged according the Strategic Plan Objectives. The “Category” field for each items relates to the listing in Attachment B.

Strategic Plan Objective #1: Good Governance						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Citizens’ Assembly	1. Work with Saanich Council to develop and implement Citizens Assembly process	A Citizens’ Assembly report with recommendations for Council review.	It is understood that Saanich and Victoria Councils will jointly establish a Citizens’ Assembly and select community members to serve on the Citizens’ Assembly. In addition, based on the Duncan-North Cowichan process, it is assumed that an independent consultant would be retained to manage the interface between the Citizens’ Assembly and the City of Victoria for the purpose of obtaining the relevant information for the Citizens’ Assembly necessary to assess the implications of possible amalgamation.	There is a risk around the uncertainty of how much internal resources would be necessary to provide the information and analysis to enable the Citizens’ Assembly to form their recommendations.	\$250,000	4



Strategic Plan Objective #1: Good Governance						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Appreciative Inquiry Training and Engagement	2. Develop and pilot a workshop series to train staff and community leaders in appreciative inquiry and consensus building; identify challenging topics for engagement in advance and ensure that everyone involved (staff and community leaders) have adequate training to lead engagement	<p>Staff and community capacity building to enhance the success of collaborative public engagement initiatives, particularly for challenging topics and community-led or co-led engagement activities.</p> <p>Gain knowledge through the pilot to determine how best to integrate appreciative inquiry and consensus building training into the City's ongoing efforts to create meaningful and inclusive public engagement.</p>	<p>Develop and pilot two workshops for City staff leading public participation activities and community leaders. Based on the evaluation of these pilot workshops, staff will bring forward recommendations on how best to offer this training on an ongoing basis in 2020, 2021 and 2022.</p> <p>Staff will work with an experience training consultant, selected through a competitive RFP process, to design the format for the workshop pilots. It is anticipated that each workshop will equate to two-days of training, delivered in chunks of half-day or full-day sessions spread out over a period of a few weeks to a month.</p>	Given the lead time required to develop an RFP to recruit and work with a qualified external consultant, that the first pilot likely cannot be held until the fall of 2019 at the earliest.	\$30,000	3

Strategic Plan Objective #1: Good Governance						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Childcare at City Hall	4. Offer childcare at City Hall during public hearings	Provision of short-term childcare for the public during evening public hearings.	<p>The Community Care and Assisted Living Act - Child Care Licensing Regulations govern the parameters for childcare.</p> <p>There would be three requirements for the service provision:</p> <ol style="list-style-type: none"><li>1. Parent must remain on-site</li><li>2. Parent must be immediately accessible</li><li>3. Child's stay must be less than 2 hours in duration.</li></ol> <p>The service would consist of two program leaders who would provide supervision for children up to age 12. The ratio of Leaders to children is 10:1 for the 6-12 age group and 4:1 for the 0-5 age group. The maximum capacity would be 20 children.</p> <p>A thorough site assessment would be required, however, one potential location may be the Business Hub lobby area. The set up would include</p>	<p>Providing care for children under the age of 6 has strict regulations that limit type and duration of service.</p> <p>Any care for children under to age of 6 that is longer than a duration of 2 hours will need to follow licensing regulations.</p>	The estimated annual total cost for staff to provide this service, assuming 26 four-hour sessions, is estimated at \$11,000 (wages, supplies/ equipment and janitorial services)	4

Strategic Plan Objective #1: Good Governance						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
			basic supplies and equipment. The program could be fully subsidized, or a portion of the cost could be recovered through a nominal drop-in fee to parents.			
<b>Closed Meetings Disclosure</b>	5. Improve proactive disclosure of closed meeting records and decisions	A new policy for Council approval, including a revised report template.	To accomplish this direction from Council the proposed methodology would consist of a comprehensive Council policy to identify the circumstances under which closed meeting items can or will be released to the public; this can be efficiently accomplished by ensuring that every closed council report or motion identifies issues for immediate disclosure or what milestones should occur after which release is appropriate. The overarching objective of this policy approach is to front end load the analysis while the issue is under active consideration.	Compliance with freedom of information and protection and privacy legislation; preservation of legal advice subject to solicitor client privilege where necessary; preservation of negotiating strength of the city with respect to closed matters		2

Strategic Plan Objective #1: Good Governance						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Council Expenses Disclosure	6. Improve timely publication of Council member expenses and financial disclosure statements	Staff continue to provide annual updates on council expenses	Financial disclosure forms are submitted annually by members of Council and can be published on the website each year at the end of January. Council members' expense claims are already published annually on the City's Open Data Portal; this frequency could be increased to quarterly if requested.	Legal implications require severing under FOIPPA; protection of personal information		2

Strategic Plan Objective #1: Good Governance						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Youth Strategy	8. Youth Strategy	<p>In February 2017, Council approved a three-year Youth Strategy, developed primarily by local youth, focused on opportunities to enhance openness and inclusivity, increase communication and education about the City, as well as advocate and provide support for youth on related issues. In each of the past two years, a part-time Youth Strategy Coordinator role has been hired to assist with implementation of the Strategy. To date, progress has been made on just under 50% of the recommended actions.</p> <p>In January 2019, staff presented a recommendation to Council for a coordinated approach intended to add necessary capacity and leadership in support of City investments in services for youth. The proposed model would be led by a new full-time staff position who would act as the primary point of contact for the coordination of</p>	The financial resourcing needs are outlined in a January 10 Council report and contained within the draft 2019 Financial Plan for Council consideration.	This action item assumes the approval of the recently proposed Youth Services delivery model, as well as funding for Youth Strategy Coordinator.		4

Attachment C: Detailed Resource Assessment of Draft Strategic Plan Actions 2019-2022

Strategic Plan Objective #1: Good Governance						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
		youth services, including supporting the implementation of the Youth Strategy, Youth Council, and community programs delivered by or funded by the City. This position would be responsible for coordinating communications among internal and external stakeholders, planning and reporting on the impact of City investments, and leadership needed to make further progress on key objectives, such as the future renewal of the Youth Strategy.				
Real Estate Strategy	9. Real Estate Strategy  13. Complete a multiuse trail along the Upper Harbour North of Downtown  <i>(Note: this action item is under Objective #7 – Sustainable Transportation, but assessed as part of this objective for staff efficiency)</i>	To complete the Real Estate Strategy and secure pathway rights where opportunities occur.	Strategic Plan work began in August 2018 and is currently underway. Focus initially has been to create the most comprehensive to date understanding of the City's existing land inventory as well as amalgamating department land requirements based on approved plans. Work in 2019 will continue to focus on developing the strategic	Some business areas do not have sufficiently defined business plans that help identify their requirements at this time to help inform or identify their future land needs for the purposes of informing the Real Estate Strategic Plan.		2



Strategic Plan Objective #1: Good Governance						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
			<p>guidance plan as influenced by Council's 2019 strategic plan.</p> <p>Completion of harbour trail north of Value Village site is limited until future redevelopment of these lands. Staff is actively pursuing projects for acquiring pathway rights south of Value Village and Laurel Point.</p>	<p>Completion of trail north of Value Village site is limited until future change of use and redevelopment of these lands.</p>		
Town Hall	11. Begin holding four town halls per year, one per quarter to engage residents, youth, business, organized labour and other stakeholders (to be continued in 2020, 2021, 2022)	<p>Town Halls provide one more way for the City to address civic issues through an inclusive approach that harnesses the intelligence, energy and goodwill of the community.</p> <p>The events provide a venue to convene community thought leaders across sectors to discuss shared interests and the future of the City. This will help to create new relationships and foster civil public dialogue on challenging issues.</p>	<p>Staff will work with the community, Council and City departments to establish a series of quarterly Town Halls. These meetings could be held primarily at City Hall or other community venues, depending on the expected attendance.</p> <p>The events will be live webcast when held at City Hall.</p>	<p>Impacts to other departments cannot be fully assessed until the Town Hall topics are confirmed.</p>	<p>Preliminary operating budget impact for costing three events held at City Hall and one event held off-site, including webcasting, promotion and off-site audio/visual rental costs is estimated at approximately \$12,000.</p>	4

Strategic Plan Objective #1: Good Governance						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
<b>Council Salary Review</b>	12. Undertake council salary review	An updated Council Remuneration Bylaw	<p>The current Council Remuneration Bylaw was implemented in 2009 after a citizen committee review. The bylaw provides for annual increases equal to the consumer price index (all items) for Victoria. The bylaw has not been reviewed since it was adopted in late 2008.</p> <p>The following options are provided based on the assumption that the scope of this review is to simply compare the current Council remuneration with remuneration paid in other similar municipalities, without an in-depth review of the type of work and hours. Should Council wish an in-depth review, timelines would need to be extended as well as funding for extended consulting support in the options that provide for that. This review would also include Council's parking privileges as well as options for a bus pass program as directed by Council.</p>		TBD Based on Option	4

Strategic Plan Objective #1: Good Governance						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
			<div>1. Establish a citizen committee and conduct a review similar to 2008. This review took a number of months to complete and involved opportunity for public input. It is estimated that approximately 6-8 months would be required for this process, including establishing the committee, providing sufficient time for the committee to do the review and solicit input from the public, and make any bylaw amendments. Staff time would be required to compile and provide background information as well as answer questions.</div> <div>2. Retain a consultant to undertake a review similar to 2008. Estimated cost is \$15,000 - \$20,000 and with a similar timeline to option 1.</div> <div>3. Request staff to send out a survey to similar</div>			

Strategic Plan Objective #1: Good Governance						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
			<p>municipalities requesting information on remuneration, benefits, expense reimbursement options, meeting frequency and work load (full time vs. part time) and provide a summary report to Council for consideration. The estimated timeline to complete this, allowing sufficient time for municipalities to respond, and report back to Council is approximately 2-3 months.</p> <p>4. Retain a consultant to survey similar municipalities as outlined in option 3, providing a summary report including potential options or recommendations for Council's consideration. Estimated cost is \$5,000 - \$10,000 and timeline is similar to option 3.</p> <p>Council direction on which option is desired would enable the initiation of this</p>			

Strategic Plan Objective #1: Good Governance						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
			process. Based on Council's direction, staff will develop a scope of work and report back on resource needs if different than anticipated in the options above.			

Strategic Plan Objective #1: Good Governance						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
<b>Governance Review</b>	<p>13. Allow people to make video submissions to public hearings and requests to address Council</p> <p>15. Hold public hearing only council meetings</p> <p>18. Initiate a governance review</p> <p>21. Identify and remove barriers to make Victoria barrier-free and apply a barrier free lens to all decisions we make to ensure we're not creating new <i>barriers</i></p> <p><i>(Note: This action is under objective #5 – Health, Well-Being and a Welcoming City).</i></p>	Amendments to the Council procedures bylaw and policies with respect to residents addressing Council.	The three actions are all related to Council governance. A comprehensive governance review could include both the action of 'holding public hearing only council meetings' and the action to 'permit video submissions to council and public hearings'. In order to fully consider the implications of public hearing only Council meetings, it would be advisable to analyze past term data to assess the impacts that meeting structure could have on other types of Council meetings. Staff suggest public hearing only meetings only be considered in the context of a full governance review. Further, the scope of the full governance review would need to be clarified to be able to respond to the timing and implications of the work necessary to achieve the desired outcomes or assess the issues of concern.	The three actions are all related to Council governance. A comprehensive governance review could include both the action of 'holding public hearing only council meetings' and the action to 'permit video submissions to council and public hearings'. In order to fully consider the implications of public hearing only Council meetings, it would be advisable to analyze past term data to assess the impacts that meeting structure could have on other types of Council meetings. Staff suggest public hearing only meetings only be considered in the context of a full		5



Strategic Plan Objective #1: Good Governance						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
			In view of this, there is a practicality to also include the analysis of video submissions in this comprehensive review. However, the consideration of video submissions could be advanced on its own if considered time-sensitive.	<p>governance review. Further, the scope of the full governance review would need to be clarified to be able to respond to the timing and implications of the work necessary to achieve the desired outcomes or assess the issues of concern.</p> <p>In view of this, there is a practicality to also include the analysis of video submissions in this comprehensive review. However, the consideration of video submissions could be advanced on its own if considered time-sensitive.</p>		

Strategic Plan Objective #1: Good Governance						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
<b>Staff Salary Review</b>	14. Undertake staff salary review	Undertake staff salary review.	The City would retain an external compensation consultant to undertake a review of exempt salary similar to the review conducted in 2013. The primary focus would be to determine if up to 20 benchmark positions representing a cross-section of key exempt jobs are paid competitively when compared to the external market where the city competes for talent, as defined in Council policy governing exempt compensation.	Assumption: The scope of the salary review includes exempt staff only.	\$20,000	4
<b>Lobbyist Registry</b>	16. Create a lobbyist registry	A policy will be developed to define new criteria for members of Council to report on all meetings with stakeholders and lobbyists.	A lobbyist registry would be to track between members of Council and non-profit or business organizations that are seeking to influence decision-making.			2

Strategic Plan Objective #1: Good Governance						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Community Input Process	17. Develop and implement processes for convening the community and gathering input on what the community is interested in giving input on - not only engaging when City Hall has a question for the community	This action will create a stronger understanding of community interests in engaging with the City. This information will assist the City when developing its annual public engagement plans.	<p>Expand current engagement initiatives to connect with the community and create opportunities for groups and residents to provide input on topics and civic matters on which they would like to engage the City.</p> <p>This strategic action will build on the annual Engagement Summit that helps to establish the City's annual Engagement Roadmap, establishing the calendar of engagement opportunities, level of engagement and timeline for engagement for the coming year.</p> <p>To be meaningful for the community and the City, the topics on which the community would like to engage the City will need to be linked to an annual planning process, either the annual update to the actions in the Strategic Plan or the annual Financial Plan.</p>	Depending on the topics brought forward by the community for engagement, this will likely have a number of impacts on other City departments that can only be quantified once the topics and annual engagement plan is determined.	\$5,000	4

Strategic Plan Objective #1: Good Governance						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Personnel and Oversight Committee	27. Oversight and personnel committee	Council clarification is required to determine expected deliverables or outcomes.	Council clarification is required on the proposed committee's composition and mandate.	In 1991-92, Council established a Standing Personnel Committee with a mandate to: inquire and prepare recommendations to Council with respect to a statement of basic organizational values and beliefs to guide decision making; an annual strategic plan for HR management to guide program priorities; values-related policy positions in areas such as employment, employment equity, sexual harassment, AIDS in the workplace and the like; and development of a policy to guide Council in the collective bargaining process. The Terms of Reference		5

Strategic Plan Objective #1: Good Governance						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
				restricted the committee from direct involvement in administrative matters related to grievances, collective bargaining and administration of collective agreements; administration programs and procedures and day to day management decision making - except where values are sensitive. A secretariat was established to prepare agendas and coordinate meetings, prepare minute's reports and recommendations. Committee composition included the Mayor and 3 members of Council.		

Attachment C: Detailed Resource Assessment of Draft Strategic Plan Actions 2019-2022

Strategic Plan Objective #1: Good Governance						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Planning and Permitting Process	21. Streamline and make more consistent planning and permitting processes	Continue on-going work to look at opportunities to improve internal processes.				1
Continuous Improvement	23. Continue transparent and robust approach to annual budget and strive for continuous improvement of the process each year.  25. Improve service delivery through learning and input from frontline city workers (Lean Process).	Continuous process re-improvements based on learnings as well as increased staff training to understand the planning, budgeting and reporting cycle, and improve the quality of inputs.  Development of a program to systematically look at improving efficiencies and effectiveness through the identification of wasteful processes and sources of employee frustration.	These initiatives are included in the 2019 Financial Plan supplementary requests.			2
Fossil Fuel Divestment	26. Divest municipal funds from fossil fuels	Staff continue to monitor and proactively work with brokers, financial institutions and the Municipal Finance Authority (MFA) to identify opportunities for socially responsible investments and/or fossil fuel free investments.  On September 3, 2015, February 25, 2016 and May	City is legislated by the Community Charter (section 183) regarding types of allowable investments, which is incorporated into the City's Investment Policy along with other financial criteria such as preservation of capital (diversification and credit rating), liquidity, rate of return and social responsibility.			1



Strategic Plan Objective #1: Good Governance						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
		25, 2017, staff have brought forth Council Reports to Council regarding Socially Responsible Investments and Fossil Fuel Free Investments	A policy change may impact the City's risk exposure if diversification is reduced, and potentially investment income earned.			

Strategic Plan Objective #2: Reconciliation and Indigenous Relations						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
MacDonald Statue	2. Determine appropriate context for the Sir John A MacDonald Statue	Unknown - Staff require Council clarification on desired outcome and the process.	Staff require Council clarification on desired outcome and the process.	Location, if relocated, may need to be approved by third party - if appropriate.		5
Indigenous Relations Function	3. Establish an Indigenous Relations Function  15. Support the restoration of Indigenous place names  14. Work with the Songhees and Esquimalt Nations to establish a reburial site	Unknown – Staff require direction on deliverables to include in a Terms of Reference	Council direction is required on the deliverables to include in the Terms of Reference.	Staff require clarity on these action items prior to estimating resource costs.		5

Strategic Plan Objective #2: Reconciliation and Indigenous Relations						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Reconciliation Training	4. Develop and implement an ongoing, mandatory training program for Council and all city staff	To deliver on the Truth and Reconciliation Commission (TRC) action 57: that reads 57. " We call upon federal, provincial, territorial, and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism."	<p>To deliver best practice cognitive and experiential learning to all City of Victoria employees in the 2019 year is not feasible due to the volume of sessions/seats required and the availability and capacity of accredited facilitators to deliver the learning.</p> <p>Providing online knowledge or cognitive focused learning to all current employees requires 100 sessions to be open for registration - however one recognized best practice vendor offers approximately 49 sessions per year. The follow up with experiential face to face learning, such as the Blanket Exercise, for all employees would require the facilitation of 39 sessions.</p> <p>A total budget of \$369,450 is required to obtain best practice cognitive and experiential learning for all current employees. An additional \$33,600 is required each year on an</p>	<p>A best practice approach to reconciliation training incorporates both knowledge based learning and experiential learning such as the Blanket Exercise. Participants complete knowledge and awareness training prior to participating in experiential learning.</p> <p>Availability risk – high quality online knowledge and awareness learning is available but in high demand, limiting the number of seats available for City of Victoria staff in 2019. Availability risk – experiential learning programs such as the Blanket Exercise are proprietary and require accredited facilitators to deliver the learning and Elders to introduce and close the learning. The number of staff who can participate in the Blanket Exercise in a calendar year is limited by the availability of accredited facilitators and Elders. This risk can be mitigated through a "train the trainer" model whereby the vendor</p>	<p>Annual Budget Requirements 2019 - \$76,350 2020 - \$136,900 2021 - \$118,700 2022 - \$37,500 Total Budget to train existing staff: \$369,450</p> <p>Ongoing Budget Requirements For new employees estimate: \$33,600 per year</p>	4

Strategic Plan Objective #2: Reconciliation and Indigenous Relations						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
			<p>ongoing basis to train new employees.</p> <p>The operational impact of all employees attending learning would be the equivalent of 6.32 FTE.</p> <p>Training for all existing employees could be achieved with a staged approach, with knowledge based learning taking place from 2019 through 2022 and participation in experiential learning beginning in 2020 through 2022. City staff will be trained to act as facilitators for experiential learning to reduce costs, provide additional on-going capacity and champion the program.</p>	<p>organization trains staff facilitators to create an internal capacity to deliver training. Providers of experiential learning recommend that it not be required for all staff, due to its potential impact and the requirement for willing participation.</p> <p>Impact risk – some individuals who participate in experiential learning require emotional and other supports. The City will be required to ensure appropriate supports are in place through the EFAP program and/or from Elders.</p> <p>Songhees and Esquimalt Nations support is required for the initiative to be successful.</p> <p>Partnership with the proposed Indigenous Relations Function and Elders in Residence has the potential to increase program success and enhance experiential learning.</p>		

Strategic Plan Objective #2: Reconciliation and Indigenous Relations						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Indigenous Elders in Residence	5. Appoint Indigenous Elders in Residence to provide advice on municipal programs, initiatives and operations	More direction is required	Staff are requesting further direction on this action item	Staff will report back on budget and FTE impacts pending clarification of scope.		5
Coastal Communities Procurement	<p>10. Create opportunities for Indigenous contractors and employers through city infrastructure projects and contracts</p> <p>18. Explore opportunities to include community ventures in city initiatives that support social enterprises</p> <p><i>(Note – this action item is under Strategic Objective #4 – Prosperity and Economic Inclusion)</i></p>	To have a social procurement policy in place that leverages tax dollars to achieve positive social outcomes.	<p>In November 2018, The City of Victoria, on behalf of the Coastal Communities Social Procurement Initiative Steering Committee, awarded a two-year contract to Scale Collaborative, Vancouver Island Construction Association, Buy Social Canada, and Presentations Plus to incubate a two-year Social Procurement Hub for the Coastal Communities Social Procurement Initiative (CCSPI).</p> <p>The work of this group directly relates to these two Strategic Plan actions. Staff will continue to liaise with them on furthering all the objectives they have been tasked with.</p>	The City's Purchasing Policy aligns with provincial, federal and international trade agreement. The City is a sponsor and member of the Coastal Communities Social Procurement Initiative led by Scale Collaborative. Other third party dependencies are provincial government, industry, employment agencies, industry training authorities and First Nations.		2

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<b>Strategic Plan Objective #2: Reconciliation and Indigenous Relations</b>						
<b>Topic</b>	<b>Action</b>	<b>Expected Deliverables or Outcomes</b>	<b>Staff Response</b>	<b>Risks, Assumptions Dependencies</b>	<b>Resource Impact</b>	<b>Category</b>
<b>FN Economic Development Program</b>	11. Work with the Songhees and Esquimalt Nations on First Nations economic development projects (On-going)	Continued engagement with First Nations through the Songhees Innovation Centre and the South Island Prosperity Project.	Collaborate with the Victoria Native Friendship Centre and connect individuals with programs and mentors through a Business Hub business information session.			2
<b>Longhouse</b>	13. Work with the Songhees and Esquimalt Nations to facilitate the completion of the Longhouse in Beacon Hill Park	Completion of the longhouse in Beacon Hill Park, along with formal documentation relating to the ownership, usage rights, etc.	This project is an Indigenous-led initiative. When staff are contacted by either the Songhees or Esquimalt Nations to review the next steps, Council will be advised.	At this point no information has been provided to staff from representatives of the local First Nations about this project, and therefore resource implications, beyond the previously approved capital funding, have not been identified.		2



Strategic Plan Objective #2: Reconciliation and Indigenous Relations						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Indigenous Cultural Heritage Sites	8. Increase protection for Indigenous cultural heritage sites in land use and development processes	A report summarizing the outcome of consultation with the City Solicitor regarding the City's regulatory ability as it pertains to the HCA and the LGA, the exploration of potential policy to add Indigenous Culture Heritage Sites to a Heritage Register, and impact on Development Services and the Heritage Program would also be included.	Initial consultation with the City Solicitor will be required regarding the legislation of British Columbia's Heritage Conservation Act (HCA) pertaining to First Nations, as well as regulatory ability of the City of Victoria within the Local Government Act to include Indigenous Cultural Heritage Sites on Victoria's Register of Heritage Properties, or the creation of a separate Indigenous Cultural Heritage Site Register. Potential policy inclusion in, or amendment of, the Official Community Plan may also require consultation with the Provincial Government as it pertains to the conservation of archaeological resources in situ when discovered through an archaeological site assessment, policy for engaging the Songhees and Esquimalt First Nations in the event of the unexpected discovery of these resources on site, and heritage policy/protocols for heritage research and management.	Risk: Jurisdictional overlap with the province, who currently manages archaeological sites and resources. Assumption: "Intangible cultural heritage" is defined as traditional knowledge, practices and skills and is better dealt with through Arts and Culture initiatives. Risk: The Local Government Act under Part 15 - Heritage Conservation only covers real property, objects and places that have heritage value or character that is related to human occupation or use. If Indigenous Cultural Heritage Sites are heritage-designated, and through the designation bylaw causes, or will cause at the time of designation, a reduction in the market value of the designated property, the City would be required to compensate the owner in accordance with Part 15 of the Local Government Act.		2

Strategic Objective #3: Affordable Housing						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
<b>Affordable Housing Tracking</b>	1. Set targets, define affordable housing and track and measure the creation of affordable housing units	<p>Updated Housing Targets in 2019 that will include core housing needs and growth projections for the City of Victoria, and further alignment with the CRD's Regional Housing Affordability Strategy.</p> <p>The development data collection process will be expanded to capture multiple indicators, including affordability and unit size indicators of new residential development.</p> <p>Affordability and unit size indicators of new residential development will be included the 2020 Annual Housing Report.</p>	<p>Victoria's Housing Targets are to be updated by a third party consultant to include core housing needs data from the CRD's Regional Housing Affordability Strategy in 2019.</p> <p>The City's development data collection process does not track affordability or unit size of new residential developments. The IT department is leading a project in 2019 to expand the development data collection process, and will be considering how to include affordability and unit size indicators of new residential developments.</p>	The ability to track and measure affordable housing units built in the City of Victoria is dependent upon the completion and expansion of an IT led Development Outcomes Monitoring and Evaluation (DOME) project. DOME may be delayed due to limited staff capacity, as has been the case in the previous 2 years.	\$20,000	4

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Note: In addition to the FTEs indicated under Affordable Housing, several partial positions have been identified. The cumulative impact of all FTEs required for Planning is 7.0 to undertake these actions.

Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Rental Only Zoning	2. Implement rental only zoning		<p>Council recently directed staff to prepare amendments to the zoning bylaws to introduce a definition of "rental tenure", and apply it to zones that permit secondary suites and garden suites. Council also directed that these new zoning powers be applied to existing purpose-built rental properties identified in the City's rental housing inventory.</p> <p>Public engagement will be required to inform property owners, including potential impacts, and to receive feedback on proposed zoning changes.</p> <p>Zoning Bylaw amendments will require a public hearing prior to Council decision.</p>	<p>Risks: Rental tenure zoning is a recent power enabled through provincial legislation and municipalities throughout BC are determining how best to apply it. Proposed bylaw language and amendments will be vetted through City Solicitor.</p>	\$10,000	4

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Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
<b>Development of Rental Housing</b>	3. Incentivize development of rental housing and look for further opportunities to expedite and simplify development processes for affordable rental housing	Staff could explore potential OCP amendments to specifically support affordable housing above indicated densities (i.e. new urban place designation). This may also help streamline development processes for affordable rental housing projects	Staff are seeking clarification on this Action item.			5
<b>Municipal Housing Service</b>	4. Create a municipal housing service to acquire land and enter into partnerships for the purposes of providing affordable (DE commodified) housing	A consultant report outlining a plan and resources required to create a municipal housing authority.	<p>The scope of this project is unknown, but is expected to be large. The resource requirements can only be determined once further research/scoping by a consultant is complete.</p> <p>Staff will require 6-9 months to develop and issue an RFP for a consultant to complete research, scoping, and consultation on next steps for developing a municipal housing authority.</p>	<p>Risk: scoping this work would require consultant support.</p> <p>Risk: the consultant's report may show that creating a housing authority may not be feasible given available resources.</p> <p>Risk: cost identified is to establish a plan only; the actual cost of launching a municipal housing authority will not be known until research is complete.</p>	\$35,000	3

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Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
<b>Affordable Housing</b>	5. Examine existing city land as possible sites for affordable housing and emergency shelter spaces including road-edge remnants, wide roads, Boys and Girls Club, and also pursue acquisitions in support of affordable housing as per strategic plan item 8c	Increase in City owned lands available for affordable housing or land banking for future City use	The City currently has projects underway on City owned lands in support of affordable housing, the expansion of this program to acquiring new lands will require additional FTEs and new capital funding initially and ongoing as current land acquisition reserve is insufficient to acquire lands. Staffing will take 6-8 months before plan can be initiated to seek new lands. Staff operating costs and capital requirements are part of the funding requests addressed in item 8c related to developing plan to fund acquisitions.	Affordable housing requires funding supports from BC Housing, securing affordable housing operators and land use approvals as most locations will require rezoning.  Assumes additional FTEs required to carry out increased affordable housing projects are approved under strategic plan item 8.c. regardless of whether land is provided through existing City investors or by new acquisitions		4

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Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
<b>Rental Revitalization</b>	7. Implement Market Rental Revitalization Program	1. Rental Property Standards of Maintenance Bylaw 2. Energy and Seismic Upgrade Incentive pilot program for 3 properties	<p>There are two remaining/outstanding items for completion from the Market Rental Revitalization Study. Both of these items are on current work plans. They are:</p> <p>1. Rental Property Standards of Maintenance Bylaw.</p> <p>Background: Following the acceptance of the Market Rental Revitalization Study, Council directed staff to develop a Rental Property Standards of Maintenance Bylaw.</p> <p>Next Steps: This item requires the development of the bylaw by Legal Services, and an assessment of resource requirements by Bylaw Services for enforcement and SPCD for report writing and presentation to Council.</p> <p>2. Energy and Seismic Upgrade Incentive Program.</p>	<p>Enforcement of a Rental Property Standards of Maintenance Bylaw may result in residential evictions. Enforcement recourse impacts are expected and unknown at this time, as the number of complaints is difficult to predict.</p> <p>\$10,000 will need to be allocated for engagement costs.</p> <p>The Incentive program work is included in the current Community Energy Specialist's work plan. However, as of January 11th that position is vacant and will need to be filled. This may impact the timelines of this project.</p>	\$10,000	4



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			<p>Background: Following approval of the Market Rental Revitalization Study, Council directed staff to test pilot an incentive program to encourage energy and seismic upgrades on up to 3 properties. Incentives considered in the program include building permit rebates, expedited permitting, and up to a 10 year property tax exemption (tiered/scaled according the level of investment undertaken).</p> <p>Next steps: An Expression of Interest will be circulated for interested parties to respond to, indicating their interest in being one of the three properties to pilot the program. Following a review of those responses, the three recommended projects will be presented to Council for consideration.</p>			
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Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Housing Conversion	8. a. Develop city wide strategy for additional house conversion opportunities	Policy, revised zoning schedule and associated regulations for house conversions.	The house conversion regulations have been a successful initiative that promotes retention of existing housing stock and repurposes it for additional housing units while retaining neighbourhood character. Anecdotal information from property owners and developers indicate that most of the house conversion opportunities under existing regulations have been implemented. Therefore, to further meet city objectives around housing supply and diversity, neighbourhood character and heritage conservation, examining additional opportunities for house conversions will be explored.	Assumption: This can be undertaken as part of a city-wide infill strategy along with other types of housing infill identified in other Strategic Actions to combine engagement opportunities, or it can be undertaken as a stand-alone project.	\$30,000	4

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Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
<b>Family Housing</b>	8.b. Incentivize and mandate the creation of family appropriate two and three bedroom rental units	<ul style="list-style-type: none"> <li>- A Family Housing Policy that is strategically aligned with other relevant policies including the Inclusionary Housing and Density Bonus policy and new policies such as incentives for the creation of new rental and affordable housing.</li> <li>- An economic study of market viability and incentives for the creation of family sized units (2+)</li> <li>- Consultation with stakeholders to support the City in defining family housing and determining needs for this housing size</li> <li>- A jurisdictional review of municipal policies that incent and/or mandate family housing</li> </ul>	<p>The Family Housing Policy initiative will examine potential incentives and authority to mandate the creation of family appropriate two+ bedroom units in both new rental and strata developments.</p> <p>The project would include four components:</p> <ol style="list-style-type: none"> <li>1) Jurisdictional review (3 months)</li> <li>2) Economic study (\$55,000 and 6 months)</li> <li>3) Consultation with non-profit organizations that serve families and with families living in rental and strata developments in order to define family housing and examine current needs (\$10,000 and 3 months).</li> <li>4) Policy drafting and report to Council (3 months)</li> </ol> <p>In total, the project would require approximately 1 year to complete.</p>	<p>The Family Housing Policy will require the retention of a third-party consultant to conduct an economic study to assess the viability and incentives required to include 2+ bedrooms within new construction.</p> <p>Assumptions: The Family Housing Policy will need to include engagement with stakeholders including tenants, non-profit organizations that serve families, and the development industry.</p> <p>The legal capacity for the City to mandate family units in new residential developments will need to be examined.</p> <p>The policy development may need to be coordinated with the Infill Housing Strategy (strategic plan item 15).</p>	\$65,000	4

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Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
<b>Affordable Housing - Funding Plan for Land Acquisition</b>	8.c Identify funding mechanisms to acquire land to facilitate federal, provincial and regional investment in affordable housing	Plan identifying land acquisitions proposals in support of desired level of affordable housing units for next 4 years, and related funding sources for lands to be acquired. 2019 Council direction to develop a plan for funding acquisitions in support of affordable housing.	Staff have provided an initial report on December 13, 2018 regarding funding plan. Plan is dependent on seeking agreement with key partners like BC Housing and CRD to identify unit targets and projects and acquisition funding available for land purchases.	Assumes new acquisitions will be at market prices Ratio of land provided that is existing City land versus new acquisitions will impact the necessary funding. Assumes Affordable housing will be priority for staff resources in addition to existing carry over projects and operational requirements. If additional material new projects beyond housing are added this would likely negatively impact ability to deliver on affordable housing outcomes. Community acceptance of new affordable housing projects built on existing City owned lands or newly acquired lands that require rezoning. Capacity for housing operators to pursue new projects funding availability. Availability of appropriate land and ability to act quickly in	\$250,000	4

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				competition with other buyers within the market. Costs are assumed for land acquisition only, overall costs would increase if additional uses are added to sites beyond affordable housing which cannot be funded through housing dedicated funding (e.g. community center space, library space).		
<b>Housing - Financial Instruments</b>	8. d. Explore the expanded use of tax exemptions to create more affordable housing.	A report to Council outlining the opportunities, costs and benefits of incentivizing affordable rental housing, that is strategically aligned with the Inclusionary Housing and Density Bonus Policy and any incentives/mandates for family-sized housing. An economic study of the impact of incentives and the required level of incentives to result in desired housing units. A jurisdictional review of municipal use of tax incentives for this purpose. Consultation with developers, owners and non-profit housing providers will provide	<p>Staff would analyze the financial impacts of such an incentive, experience in other communities, and anticipated costs and benefits to Council.</p> <p>The consideration of Tax Incentives for affordable housing will require the retention of a consultant to conduct an economic study to assess the viability and level of incentives required to result in creation of desired housing units.</p> <p>The cost of completing an economic study for the consideration of Tax Incentives is \$55,000 with additional costs anticipated to support engagement with property owners, developers, and non-profit housing providers.</p>	<p>Assumption: Council will need to weigh the financial implications of providing tax incentives, including in light of policy limit on the total amount of exemptions, and proposed Strategic Plan objective to “keep cap on annual tax increases to no more than inflation plus one percent”.</p> <p>Note the Province will now exempt the Provincial part of property tax to match municipal exemptions for affordable rental housing, allowing City to leverage some incentive.</p> <p>Assumption: A separate strategic plan item</p>	\$60,000	4

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		additional insight in the value of incentives. Following examination of the above, if Council wishes to proceed, deliverables may include a policy for rental/affordable rental housing incentives as well as aligned templates for bylaws, housing agreements and related documents. It would take approx. 9 months to complete this total process.		would consider incentives for suites and garden suites.		
<b>Amenity Contributions</b>	9. Develop Community Amenity Contribution Policy	Deliverables: Inclusionary Housing and Density Bonus Policy	As directed by Council, staff are in the process of undertaking engagement on the draft Inclusionary Housing and Density Bonus Policy with a working group made up of representatives from the development industry, non-profit housing providers, BC Housing, renter advocates, CALUCs and interested community members. Feedback received from this working group will inform a final policy. Expanded consultant services are needed to support this engagement.  Once the policy is finalized, future budget requests in 2020 and beyond will be needed as part of ongoing	Assumption: This action is in reference to the in-progress Inclusionary Housing and Density Bonus Policy.  Risk: This project commenced in 2018 and has continued into 2019 with an expanded scope related to additional engagement to ensure a robust policy, requiring extended consultant support. Additional budget is needed for this immediately, or budget will need to be reallocated from other projects to cover this priority item.	\$66,000	4



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			policy monitoring to ensure community amenity contribution targets or rates reflect current market conditions.			
<b>Renters Advisory Committee</b>	10. Renters Advisory Committee	Renters Advisory Committee meetings held once per month for a two year term	The Renters Advisory Committee recruitment period has closed and applications will be reviewed by Council in January 2019. The new Committee is expected to hold their first meeting in February 2019, and will meet once per month thereafter for the two year term. Staff requirements include Legislative Services to form the committee and assist with orientation, one SPCD housing planner staff liaison (0.1 FTE), and one SPCD administrative staff to support the committee meetings (0.2 FTE).	The Renters Advisory Committee specific priorities and actions will be created once the committee is formed and may require additional funding requests for implementation of recommendations to Council. The legal department will need to provide advice on committee recommendations as they arise. Legislative services may need to address any committee member issues such as conflicts or turn over should it arise.		2

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<b>Housing - Increased Staff Capacity</b>	10. Create a Small Scale Housing Ambassador to make it easier for property owners and homeowners to create affordable housing (10 units or less)	- One FTE Small Housing Ambassador: Increased quality and quantity of small scale housing development in Victoria. Enhanced support for	Tenant Housing Ambassador 1 FTE would provide proactive implementation of the Tenant Assistance Plan and Residential Property Standards of Maintenance	Risks: The Tenant Housing Ambassador role may create redundancies within existing community support services and		4
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	11. Create a Tenant Housing Ambassador to make it easier for renters to navigate the Tenant Assistance Policy, Standards of Maintenance Bylaw and other issues	<p>small scale and often "one-time-only" applicants in realizing their projects.</p> <p>- One FTE Tenant Housing Ambassador: Strengthening implementation and effectiveness of RPSOM and Tenant Assistance Policy</p>	<p>Bylaw, as well as emerging tenancy related initiatives.</p> <p>A Small Scale Housing Ambassador FTE would provide additional assistance for small scale developers of housing such as garden suites, secondary suites and conversions. This will assist small scale developers who are "one-time-only" applicants by providing enhanced support to better understand the complete planning, servicing and construction process. This may respond to the influx of applications for garden suites that have been received since Council changed the regulations to allow garden suites in most single family and two family zoning designations.</p>	<p>services offered by the Residential Tenancy Branch, which holds the legal jurisdiction over residential tenancy in the Province.</p>	2.0 FTE	
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<b>Inter-Generational Housing</b>	12. Develop relevant partnerships and pilot a project matching seniors with extra bedrooms with eligible lodgers	Pilot project matching seniors with extra bedrooms with eligible lodgers	<p>The City could post an RFP/RFO through the Coastal Community Social Procurement Initiative to identify a non-profit able to pilot a platform matching seniors with extra bedrooms with eligible lodgers.</p> <p>The City could further support the non-profit by providing in-kind contribution of venue space (e.g. community centre, City hall) to run educational sessions with interested seniors and/or potential lodgers.</p>	<p>Risks:</p> <ul style="list-style-type: none"> <li>- Depending on the scale of uptake, matching eligible lodgers with seniors with extra bedrooms can be labour (and thus cost) intensive.</li> <li>- May need to assess legal liabilities on the part of the City and/or the non-profit when providing a roommate matching service of this sort.</li> <li>- Happipad is a for-profit organization providing a matching service for long term homesharing which is currently intending to transition to providing services in Victoria. While Happipad could negate the need for a non-profit to provide this service, Happipad does charge a fee to the homeowner, and the City may be limited in the support it can provide to help a for-profit business establish itself.</li> <li>- Ongoing costs of administrating</li> </ul> <p>Assumption:</p> <ul style="list-style-type: none"> <li>- The City may be able to collaborate with the</li> </ul>	\$75,000	3
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				CRD to explore other opportunities to support homesharing and/or inter-generational housing through the CRD's Regional Outcomes Monitoring Group.		
<b>Housing - Grants</b>	<p>13. Consider a grant program for suites including those that are accessible and serve an aging population</p> <p>14.c. Examine a grant program to incentivize the creation of affordable garden suites</p>	A report to Council outlining the effectiveness, costs and benefits of an incentive program. Should Council wish to proceed, a policy setting out incentives, application and monitoring process, and templates for bylaws, housing agreements and related program administration.	<p>Evaluation of the type and level of incentives needed to help create suites, accessible suites, or affordable garden suites; analysis of financial implications for the City; and consultation with homeowners, in order to inform Council's decision.</p> <p>Funding required for economic analysis of incentives needed to support creation of suites, accessible suites, or affordable garden suites (\$20,000) and for engagement (\$5,000).</p>	<p>Assumption: Council will need to weigh the financial implications and benefits of such a program, whether it is incentivized through tax incentives, housing or general fund, or other means.</p> <p>Risk: Monitoring will be required if incentive requires that a unit be rented and/or rented at an affordable rate for a period of time.</p> <p>Risk: The incentive may not be sufficient to encourage affordable garden suites, given construction costs.</p>	\$25,000	4

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<b>Housing - Small Scale Development/Infill</b>	<p>14. Garden Suites and Tiny Homes</p> <p>a. Allow tiny homes and garden suites on lots that already have secondary suites or duplexes</p> <p>b. Expand garden suite program to allow larger units on larger lots</p> <p>6. Allow moveable tiny homes in all backyards that currently allow garden suites at rents of no more than \$500 per month</p>	<p>Updated policies, guidelines and regulations.</p>	<p>Staff will examine legal, bylaw, servicing and building code considerations that need analysis related to tiny homes. Staff will undertake a review of the current Garden Suites policy to examine areas of improvement and refinement.</p> <p>Engagement for initiatives related to garden suites and tiny homes could be undertaken as part of a city-wide Housing Infill Strategy (refer to item 15). If this initiative proceeds independently, budget will be required for internal staff to develop, review and update policies, guidelines and regulations (0.6 FTE: 0.3 FTE Project Manager, 0.3 Technical Support Development Services and Building Permits), as well as to cover engagement costs (0.1 FTE Engagement Staff, including consultation event costs (\$10,000) and public hearing notification associated with bylaw changes (regulation and guidelines).</p>	<p>Assumption: The Garden Suite and Tiny Home initiatives could be undertaken as part of a city-wide Housing Infill Strategy (see other housing-related Strategic Plan actions).</p> <p>Risks: The regulation of rent charges on garden suites will need to be reviewed by the legal department, and may not be legally advisable.</p>	<p>\$10,000</p>	<p>3</p>
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<b>Housing - Houseplexes and Townhomes</b>	<p>15. Houseplexes and Townhouses</p> <p>a. Undertake a citywide planning exercise to identify suitable locations for townhouses and houseplexes</p> <p>b. Support houseplexes as a form of multi-unit housing that provide a sensitive transition within neighbourhoods</p> <p>c. Support more family housing including townhouses and rowhouses</p> <p>d. Support new ground-oriented housing forms and lock-off suites</p>	<p>1) A citywide process including community design workshops, forums, expert presentations, site tours, and other events to understand community issues, opportunities and local knowledge</p> <p>2) Updated housing policies including: inventory and analysis of issues and opportunities, synthesis of precedents and best practices and applicability to Victoria Context Comprehensive 'menu' of suitable infill housing types and lot types/locations implementation including model zones and design guidelines interlinkages with other plans and initiatives</p>	<p>Townhouse and houseplex infill could be undertaken as part of a city-wide Housing Infill Strategy. This strategy would also address other types of ground oriented infill housing forms identified in other Strategic Actions (larger garden suites, tiny homes, lock-off suites, house conversions) and other forms of infill to support housing choice.</p> <p>The process would include detailed inventory and analysis, best practice review, development of a 'menu' of infill typologies, model zones and design guidelines, and recommended OCP amendments, with community engagement and consultation.</p> <p>Where local area planning is undertaken concurrently with development of the infill strategy, neighbourhoods can help to identify issues and opportunities related to infill housing to feed into the larger city-wide process.</p> <p>Specialized consultant expertise in the areas of infill housing design</p>	<p>Assumption: A Citywide infill strategy would build on infill housing objectives and policies in the OCP.</p> <p>Assumption: A Citywide Infill strategy could reduce the scope of neighbourhood planning to local areas. Consider launching the City-wide infill strategy in tandem with next phase of neighbourhood planning.</p> <p>Risks: Separating infill housing from the local area planning process may duplicate efforts in engagement and contribute to engagement burn-out.</p>	<p>\$150,000</p> <p>+ 2.0 FTE</p>	<p>4</p>
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			<p>(architecture and landscape architecture), land economics, engagement and facilitation would be of benefit to this process to extend capacity, bring in specialized expertise, and provide a neutral 3rd party facilitator.</p> <p>A report to Council will be brought forward with a proposed approach and process for undertaking a City-wide Infill strategy.</p>			
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**Attachment C: Detailed Resource Assessment of Draft Strategic Plan Actions 2019-2022**

<b>Bonus Density Policy</b>	17. Regularly evaluate the city's bonus density policy and the number of units being created as a result of it	<ul style="list-style-type: none"> <li>- To update the density bonus fixed rates to current market conditions on an annual basis.</li> <li>- To have staff reporting out the number of units created (housing data) in the Annual Housing Report.</li> </ul>	The final Inclusionary Housing and Density Bonus policy will be brought to Council by the end of Q1 in 2019 and will need monitoring commencing in 2020. Retaining a third party economic consultant on an annual basis to conduct updates to the policy to reflect current market conditions would require an annual budget of \$35,000 starting in 2020, with similar allocations expected in subsequent years.	<p>Risk: Inclusionary Housing and Density Bonus Policy is currently in draft form and may change as stakeholder engagement is underway which may inform policy revisions.</p> <p>Assumption: While still in draft form and subject to change, it is assumed a final policy will have some level of affordable housing targets or rates that will need ongoing monitoring.</p> <p>- Receives no annual budget to accommodate annual monitoring and updates to the policy targets and financial analysis. Retaining a third party economic consultant to conduct updates to fixed rate to current market conditions would require an annual budget of \$35,000 starting in 2020 (2020, 2021, 2022 for a total of \$105,000)</p>	\$35,000	4
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## Attachment C: Detailed Resource Assessment of Draft Strategic Plan Actions 2019-2022

<b>New Development - Barrier Free Housing</b>	18. Encourage barrier free housing and universal design in new development	Guidelines for barrier-free housing and universal design.	<p>This work would represent an expansion of scope to an existing action in the Housing Strategy, which recommends creating voluntary guidelines to encourage adaptable housing.</p> <p>In addition to the BC Building Code's accessibility requirements, the City's Design Guidelines for Multi-Unit Residential, Commercial and Industrial development include a section on universal accessible design and safety. These guidelines apply city-wide to all new multi-unit development (three or more units). Accessibility considerations are also integrated, but not a central focus of other design guidelines including those for secondary suites and attached residential development.</p> <p>Other municipalities have developed standalone design guidelines focused on universal design, accessibility, or adaptability. These are either mandatory or voluntary, and applicable to some or all new housing</p>	<p>Assumption: This response focuses on addressing physical and ability-based barriers through design in new housing development.</p> <p>BC Building Code has robust requirements for accessibility in buildings, however the requirements are less applicable within dwelling units. This is the main area where additional guidelines or regulations could most significantly improve accessibility of housing.</p>	\$5,000	4
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Attachment C: Detailed Resource Assessment of Draft Strategic Plan Actions 2019-2022

			<p>development. Staff can draw on existing standards and best practices in conjunction with the expertise of Council's Accessibility Working Group and targeted engagement with other stakeholder groups in developing more comprehensive and focused guidelines for the universal design of new housing development in Victoria.</p> <p>Operating budget impacts would primarily relate to stakeholder engagement events, and are anticipated to be roughly \$5,000.</p>			
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Attachment C: Detailed Resource Assessment of Draft Strategic Plan Actions 2019-2022

Co-Op Housing	21. Facilitate, incent and support co-op housing	Ongoing engagement with housing co-ops and the Co-op Housing Federation of BC	<p>Aligning with federal and provincial funding, the City's role in facilitating, incentivizing and supporting co-op housing could include:</p> <p>1) Facilitating development of new and the preservation of existing co-op housing through consideration of rezoning applications, city-initiated zoning changes, and/or tax incentives</p> <p>2) Providing funding through the Victoria Housing Reserve Fund where co-ops enter into housing agreements to secure affordable units and to plan major maintenance, renovations, or expansions to their housing stock</p> <p>3) Convening events and workshops to support the preservation and development of co-operative housing in Victoria and the region.</p> <p>As evident above, support for co-op housing can generally be integrated with other strategic City initiatives, including the City's Real Estate Strategy, the Housing Reserve Fund, and an updated Housing Strategy.</p> <p>Ongoing engagement with existing co-ops and the Co-op Housing Federation of BC to identify current barriers and opportunities will aid in the alignment of city housing initiatives to support co-ops as key housing providers in the city.</p>		3
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Strategic Plan Objective #4: Prosperity and Economic Inclusion						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Mayor's Task Force 2.0 (Ec Dev)	1. Convene Mayor's Task Force on Economic Development and Prosperity 2.0 to hit 2041 jobs target 10. Explore ways for businesses in Victoria to become living wage employers 9. Explore the creation of a 'Legacy Business Program' that specifically protects and highlights longstanding local businesses that are being priced out of our neighbourhoods 8. Work with the Downtown Victoria Business Association to develop a downtown retail strategy 21. Continue work to support entrepreneurs and small businesses 7. Create a program to encourage "pop-up" businesses and art exhibits in vacant retail and office space 22. Support placemaking entrepreneurs – food trucks, more patio spaces (ongoing)	A 4 year action plan that will impact the economic development and prosperity for the City.	Deliverables of the plan will be determined by the members of the task force.	The Mayor's task force will be initiated pending Council approval of the 2019 Strategic Plan.		2

Strategic Plan Objective #4: Prosperity and Economic Inclusion						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Creative Hub Funding	2. Secure federal, provincial, and philanthropic funding and operational model for Bastion Square Creative Hub.	Currently, staff are waiting on the Province to conclude the Class D Estimate work required to understand the full scope of costs necessary to bring the building up to today's building codes and requirements. This includes seismic upgrades required on the heritage building.	Difficult to determine at this stage of the project. Clarity from the province is expected in Q2 and staff will return to Council with more information.	<p>28 Bastion Square is owned by the Province of BC in a 1977 land transfer agreement with the City of Victoria. Over the past year, staff and partners have worked towards reimagining the space as a Creative Hub for the arts and culture sector.</p> <p>Potential funding from the federal government via the Canada Space Creative Hub stream, interest from the Victoria Foundation and other private investors, provides leverage to continue the discussions with the Province of BC into 2019.</p> <p>Project dependent on Province of BC as owner of the building, 28 Bastion Square, to proceed with the necessary next steps to bring the heritage building up to code.</p>	<p>Currently no project funds have been allocated for any ongoing costs that may incur.</p> <p>Also dependent on federal funding support through Canada Space funding, Creative Hub stream and other private and public funding support.</p>	6

Attachment C: Detailed Resource Assessment of Draft Strategic Plan Actions 2019-2022

Low cost or free internet service	11. Work with partners to explore improved access to low cost or free internet service	More choices and potentially more affordable internet access for businesses and residents.	<p>This initiative involves the city building city-owned fibre infrastructure to create a new “utility” that would pave the way for more competition amongst internet service providers in the city. The City's existing fibre network is not sufficient to provide this type of service so new infrastructure is required. This would involve upfront capital expense in the millions to build a network large enough to support internet connectivity in part of the city's core and potentially in residential neighbourhoods as well. A number of municipalities in BC have undertaken a similar initiative for various reasons. Economic development and providing more competition among internet service providers have been leading reasons. Connections are only available for buildings with 40 units or more and rates for customers in those other municipalities range \$30-45 per month for service comparable to Shaw and Telus.</p>	<p>Capital and Operating budget impact unknown at this time.</p> <p>This is a brand new city service and there would be significant start-up costs. Capital Infrastructure in the multi-millions. Operating budget would need to be established and would involve additional staff and/or subject matter expert consultant costs. The payback period is in the 10 – 20 year time frame according to other municipalities currently undertaking a similar approach.</p> <p>There are a number of risks to be aware of including disruptive future technology obsoleting this new City utility is always present; potential lack of initial demand thus prolonging the payback period; or existing large incumbent internet service providers lowering their costs to prevent new utility from getting established.</p>		5
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Attachment C: Detailed Resource Assessment of Draft Strategic Plan Actions 2019-2022

Industrial Zones	12. Talk with industrial landowners, managers, users, about industrial land – its use, zoning, taxation, etc. – review industrial land use and values every 5 years. Development of new zones will be completed using existing staff resources as part of current work program.	New Rock Bay Industrial zones including uses, definitions and development regulations for Zoning Bylaw 2018	<p>New zoning regulations will be prepared for the Rock Bay area. This initiative is currently underway as part of on-going implementation of the Downtown Core Area Plan and the Burnside Gorge Neighbourhood Plan.</p> <p>The development of new industrial zones will include engagement and consultation with industrial land owners and businesses. Additional engagement will also occur with BC Assessment to better understand the potential impacts updated zoning will have on land values.</p> <p>The maintenance of Zoning Bylaw 2018 is on-going to ensure that it remains responsive and effective.</p>	<p>Legal review will be required to ensure oversight with the review of language and regulations for inclusion in Zoning Bylaw 2018.</p> <p>Engagement support will be required for public engagement events such as open houses, updates to project website and Council briefing notes.</p>		4
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Strategic Plan Objective #4: Prosperity and Economic Inclusion						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
<b>Arts, Culture and Event Spaces</b>	13. Support arts, culture and innovation venues and spaces.	Increased number of cultural space venues throughout the City. May require investment in future years including the creation of a capital grant funding program for cultural infrastructure projects.	Action items for supporting cultural infrastructure is provided in the Create Victoria Master Plan. Staff recommend referral to Create Victoria for specific direction and implementation as well as opportunities through the Neighbourhood planning process.	This is a broad action item that has a multitude of city-wide impacts both short and long term. Staff to refer to the Create Victoria Master Plan for further direction and implementation.  This may also include review of Neighbourhood Plans for inclusion of cultural space opportunities as it relates to land use development.		4
<b>Development Summit</b>	16. Hold an Annual Development Summit and continue to improve processing times and process improvements and build better understanding of the development processes	2019 Deliverable: Housing Summit event held and summit feedback used to inform an updated Victoria Housing Strategy.  2020 Deliverable: Development Summit to facilitate process improvements and/or development-related learning opportunities.	Staff are currently planning a Housing Summit in Q1 of 2019 to help inform an update to the Victoria Housing Strategy. A 2019 budget of \$15,000 will be needed for this.  In future years, staff can organize a Development Summit involving multiple departments involved in development review with supporting budgets requested in future years.	Assumption: In 2019, a Housing Summit will take the place of the Development Summit. Additional Development Summits will take place annually, resuming in 2020.	\$15,000	4

Strategic Plan Objective #4: Prosperity and Economic Inclusion						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
<b>Buy Local</b>	17. Support buy local initiatives to promote sustainable local enterprise	Opportunities for sustainable local enterprises are supported.	<p>This initiative could potentially align with the Coastal Communities Social Procurement Initiative.</p> <p>Staff will seek input from the consultant on opportunities and report back to Council.</p>	Trade agreements that the City must abide by, as referenced in the City's Purchasing Policy, put restriction on purchasing that is not fair, open and transparent. Any promotion in regard to buy local initiatives must ensure adherence to those rules.		6
<b>Non-Transactional Approaches</b>	15. Identify opportunities to support non-transactional approaches to the provision of good and services eg neighbourhood-based sharing libraries, tools, seeds etc.	<p>Promotion of neighbourhood level goods and services training through Great Neighbourhoods Grant program.</p> <p>Deliver a workshop engaging practitioners, related grant recipients of (e.g. little libraries, tool shed) and others with an interest.</p>	This work is already underway, but can be expanded further if directed by Council.	Several neighbourhood grants have been applied to non-transactional good and service provision. Further exploration and development of this Action can be pursued within the neighbourhood grant program, including a workshop amongst practitioners and those with an interest.		1



Strategic Plan Objective #4: Prosperity and Economic Inclusion						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Financial Capacity	19. Continue to build financial capacity of the organization and explore sources of revenue other than property taxes and utility fees	Minimize the property tax and utility fee increase impact to taxpayers	The City's budget process is one of continuous improvement and requires departments to engage in open dialogue to encourage a "better is possible" mindset, question current processes and seek ways to make improvements and maximize efficiencies. These actions consist of continually exploring options for different revenue sources in addition at improving efficiencies to provide better value and service to the community.	The City is bound by legislation		
	20. Keep cap on annual property taxes to no more than inflation plus one including police					
RMTS and Arts Funding Models	4. Examine effectiveness of arts and culture grants funding versus direct staff support	Possible consultant support may be required if Council directs staff to provide options for governance and funding mechanisms.	Currently the RMTS is managed by a non-profit society and is governed under a CRD Bylaw. A review of the bylaw and governance structure is required alongside the funding options. Staff recommend working with the CRD Arts Development Service to provide options to both the CRD Board and City of Victoria Council.	<p>This item is directly related to the RMTS funding and governance model. This action item needs to be clarified to reflect the desire of Council to examine this issue.</p> <p>Regarding RMTS funding, this is largely a CRD issue as it is a CRD Bylaw that governs the Royal and McPherson theatres currently. Staff would work with the CRD to bring back options for consideration.</p>	\$50,000	4

Strategic Plan Objective #4: Prosperity and Economic Inclusion						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Barrier Free Business	4. Partner (potentially with the DVBA) to create a program to make businesses barrier free	<p>The Business Hub will reach out to the DVBA and UDI to discuss how we can better guide existing building owners to create barrier free businesses and research and funding opportunities to support.</p> <p>The Business Hub will reach out to ICA and VIRCS and their support networks to create a business information session specifically targeting immigrants, refugees and newcomers to Victoria that will also include a networking opportunity.</p>	<p>Objective 1 - the City is not able to aid a business to upgrade or support accessibility requirements. Many businesses are tenants within a building so in fact it's the building owner's prerogative whether or not to make any changes. Typically, the required changes are only triggered at the City with a development permit or change of use application.</p> <p>Objective 2 - The Business Hub has held business information sessions and networking activities targeting the Intercultural Association and Vancouver Island Refugee &amp; Immigrant Centre Society. This work is on-going and another session is planned for 2019.</p>			2

Strategic Plan Objective #4: Prosperity and Economic Inclusion						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Technology Advisory Committee	5. Create a tech advisory committee to better integrate tech and the city at a strategic level	<p>Some of the deliverables from our economic action plan 'Making Victoria - Unleashing Potential' were:</p> <p>1) Focus on affordability and liveability of Victoria so we can continue to attract &amp; retain leaders and talent</p> <p>2) Spread the message that Victoria is a thriving hub of innovation</p> <p>3) Focus efforts &amp; support on establishing homegrown innovative companies, as they have proven to have the longest lasting impact and greatest loyalty to the region</p> <p>4) Identify potential investors (local and abroad)</p>	<p>The City has been working very closely with VIATEC (Victoria Innovation, Advanced Technology and Entrepreneurship Council) directly with technology companies and co-working incubators such as The Summit (Alacrity Foundation) to support the tech sector as a key economic driver.</p> <p>Trade Missions to San Francisco, overseas and locally have been executed to showcase our innovation, talent, and liveability of our destination.</p> <p>Staff believe that there is integration and would like clarification on the benefit of this committee.</p>			5

Strategic Plan Objective #4: Prosperity and Economic Inclusion						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Tax Exemptions	6. Explore tax relief for businesses affected by city construction		<p>To properly maintain and upgrade infrastructure, City construction in the public rights of way and on City properties is common and should be anticipated in any city.</p> <p>The Community Charter prohibits the City from providing assistance to business, making any kind of grant or compensation program legally problematic. The City does not have the ability to vary taxes based on location (as opposed to classification), making “tax relief” equally difficult. However, any construction related disruption that rises to the level of significant impact on the values of neighbouring businesses should be reflected in reduced annual property assessments which in turn determine share of property taxes paid by those businesses.</p>	Legal has already reviewed and concluded the City has no authority to do this.		7

Strategic Plan Objective #5: Health, Well-Being and a Welcoming City						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
<b>Welcoming Strategy</b>	11. Create a Welcoming City Strategy a. Staff to join Welcoming City initiatives b. Community efforts that promote inclusivity, understanding and collaboration across cultures to learn about and appreciate everyone's unique perspective c. Foster a compassionate city d. City not to use funds, personnel or equipment to detain people due to immigration status e. Business leaders, civic groups institutions, residents to join in a city-wide effort to expand prosperity and integration to include all residents f. Ensure a welcoming and neighbourly atmosphere in our community where all people including immigrants and refugees are welcomed, accepted and encouraged to participate g. City plays role in collective response to fear mongering, racism and human suffering h. Foster a welcoming environment that treats all people with compassion and respect i. Diversity and inclusion training for staff and council	The strategy will address the 10 sub-actions outlined under this initiative.	During the next six months, staff will to scope out the requirements to begin a collaborative community engagement process to create a Welcoming City Strategy in 2020.	A recommended approach and associated budget will be brought to Council as part of the 2020 financial planning process to create a Welcoming City Strategy.		6

Strategic Plan Objective #5: Health, Well-Being and a Welcoming City						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
	j. Support entrepreneurial ambitions of newcomers through the Business Hub at City Hall					
Childcare Strategy	1. Create a city-wide childcare strategy and action plan	This is a Council led Initiative	<p>This initiative is being led by the mayor and executed by members of the Mayor's Childcare Solutions Working Group.</p> <p>A grant to UBCM is being submitted for \$22,500 to complete the strategic document.</p>	To support the work of the community representatives, in-kind support from the City may be required, such as access to meeting spaces, supplies, communications materials, staff support. A budget of \$5,000 is recommended for this purpose.	\$5,000	3



Strategic Plan Objective #5: Health, Well-Being and a Welcoming City						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Parking	9. Adopt uniform and accessible parking standards for on and off-street parking	<p>Deliverable 1) Bylaw amendments for Schedule C and design guidelines for developers</p> <p>Deliverable 2) Corporate policy or design standards for on-street and parkade parking</p>	<p>This item is cross-referenced with 2019 Financial Plan motions.</p> <p>Staff have identified a scope of work, timelines and process to develop new requirements for accessible (or barrier-free) parking stalls on private land that can be adopted in Schedule C of the Zoning Bylaw.</p> <p>Research and outcomes of this project will inform the development of a new operational policy and design guidelines for on-street and parkade stalls.</p> <p>There is no budget established in the 2019 Financial Plan for this project. Staff assess that this work would be led by existing staff in the Transportation Division with support from an external consultant and staff in Parking Services, Engagement and</p>	<p>Assumption 1: That on-street and off-street public parking and private parking is included within scope.</p> <p>Risk 1: Development community will likely have concerns about prescriptive requirements for barrier free parking</p>	\$ 100,000	3

Strategic Plan Objective #5: Health, Well-Being and a Welcoming City						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
			Sustainable Community Planning & Development departments. Funding for a city-wide retrofit program would be required as part of 2020 and 2021 financial plan to implement the recommended changes to on-street and parkade parking stalls. Accelerating this work before the introduction of the Accessibility Framework risks expenditures that are misaligned with other important accessibility priorities.			
<b>Late Night Task Force (Harassment)</b>	10. Explore ways to end sexual harassment and assault in Victoria, including using the Good Night Out international model to create a safe nightlife campaign for Victoria venues, bars, clubs and festivals.	Determination of a strategy to achieve (1) widespread recognition of sexual harassment as an issue amongst venue operators and patrons, (2) specific actions to meaningfully reduce and prevent sexual harassment in the downtown at night, and (3) implementation of 1-2 strategy actions (e.g. venue policy, audit of	A sexual harassment prevention workshop was held for downtown bars and restaurants last fall. In a follow-up survey, there was considerable interest in further actions, including venue audits, further workshops and late night patrols by a sexual harassment prevention team (modelled after Vancouver's experience).	Assumed that licensed venues confirm their support for sexual harassment reduction programs.  Assumed that sexual harassment prevention consultants are available to support any programs.	\$2,500	3

Strategic Plan Objective #5: Health, Well-Being and a Welcoming City						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
		venues, or pilot late night patrol)	Funds to initiate this initiative is estimated at \$2500.			
<b>LGBTQ2iS Task Force</b>	12. Create an LGBTQ2iS Task Force to create an LGBTQ2iS Strategy	LGBTQ2iS Strategy  Implementation Plan for 2020 and subsequent years.	Establishment of a Task Force requires Council approval of the mandate and terms of reference, an appointment process, and community engagement. The level of staff support required for meeting coordination, reporting, research and engagement is dependent on mandate and meeting frequency.  Implementation of the Strategy, once developed, will have operating budget and human resource implications for 2020.	Council clarification required on scope and desired outcomes. Assumption is that the Task Force and Strategy may have corporate impact but are primarily community facing, and the Task Force would have broad community representation and engagement.		5

Strategic Plan Objective #5: Health, Well-Being and a Welcoming City						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Play Streets	13. Continue the implementation of play streets, school streets and other child-friendly strategies as part of parks, recreation and capital projects		<p>The implementation of play streets, school streets or other child-friendly strategies in the built environment will continue as a part of parks, recreation and transportation planning capital projects.</p> <p>Similarly, play streets and child-friendly activities may be facilitated by annual special events and festivals hosted, sponsored or held within the City of Victoria.</p> <p>There are a number of 2019 capital projects where play elements are included in the scope of work (eg: Vancouver AAA project; Humboldt AAA project). The City will also continue to support community-led special events (YYJ Car Free Day) that support child-friendly spaces.</p>	<p>Assumption: Integration of play elements / child-focused investments in the built environment or through special events will be considered as a part of current operations and capital planning processes.</p> <p>Assumption: Planning and actions will continue as per the current pace, for play streets etc. as part of capital and event planning.</p>		1

Strategic Plan Objective #5: Health, Well-Being and a Welcoming City						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Greater Victoria Public Library Developments	<p>19. Develop a plan including site selection, funding strategy and partnerships to develop a new Central Library</p> <p>13. Work with the Greater Victoria Public Library to library services in the north end of the city including the exploration of a new neighbourhood branch (<i>note: this action is under objective #8 – Strong, Livable Neighbourhoods</i>)</p>	Staff understand the request from Council to work with the Greater Victoria Public Library (GVPL) to assess and develop plans for a new neighbourhood branch and a new Central Library branch, while also completing a list of other major facility projects.	<p>To undertake this expanded scope, staff recommend a new leadership position responsible for facility development. This role would hold responsibility for collaborating with third parties, including the GVPL and consultants, to develop the necessary plans, manage the partnership, and lead the execution of these major capital projects.</p> <p>This new role would ensure coordination with the general public and these neighbourhood stakeholders as well.</p>	Risks: These initiatives will require capital investment in the magnitude of \$80-100M to complete. These initiatives will be complex multi-disciplinary projects and requiring significant internal and external resources to support.	1.0 FTE	4

## Attachment C: Detailed Resource Assessment of Draft Strategic Plan Actions 2019-2022

<b>Urban Agriculture</b>	<p>15. Urban Agriculture</p> <ul style="list-style-type: none"> <li>a. Explore opportunities for increasing food production on private land</li> <li>b. Support food infrastructure including farmers markets and storage and distribution</li> <li>c. Soil test and consider shade implications of city-owned land and potential land acquisition</li> </ul> <p>16. Urban Agriculture</p> <ul style="list-style-type: none"> <li>a. Working with specialists in the field, explore agriculture water rates for food production in the city on land that is used principally for food production</li> <li>b. Advocate to BC Assessment for farm classification for lands being used principally to grow food and consider lowering the tax rates for urban farms (once designated by BC Assessment)</li> <li>c. Support neighbourhood food / meal programs</li> <li>d. Work with non-profits to bring back the Sharing Backyards Program</li> </ul>	<p>The work outlined in these motions is underway and being lead by the Food Systems Coordinator in consultation with the Urban Food Table.</p> <p>A report on the Growing in the City Initiative will be presented to Council in Q2 2019. Staff will provide an update on the progress of these items within the context of this report.</p>	<p>Additional clarity on the scope is required from Council on the following items in order to identify the work that may be needed to accomplish the requested action:</p> <ul style="list-style-type: none"> <li>- Support food infrastructure including farmers markets and storage and distribution</li> <li>- Support neighbourhood food/meal programs</li> <li>- Soil test and consider shade implications of City-owned land and potential land acquisition</li> </ul> <p>(This is currently part of the review of a potential site when the City receives community garden requests, and would be a consideration in potential acquisitions)</p> <p>Once scope has been clarified for these items staff will evaluate and report back to Council.</p>	<p>The assumption on these actions is that they appears to be mainly advocacy and education. Growing in the City work (2016) removed a number of barriers to urban food production on private lands.</p>		<p>5</p>
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Attachment C: Detailed Resource Assessment of Draft Strategic Plan Actions 2019-2022

Sports Equipment Library	17. Create or partner to create a sports equipment library	<p>This program is designed to provide available games/equipment at no charge to public using parks and green spaces.</p>	<p>The Playbox program is a Recreation initiative launched in July 2017, which provides residents the opportunity to borrow sports equipment for use in parks. Any citizen can access the Playbox contents by contacting the Recreation. Since the program launched, approximately 150 families/individuals have registered for access.</p> <p>Staff have developed a program initiation guide that can be shared with other partners and agencies interested in launching the program. This may include community centre operators, library staff, or school administrators. Promotion of the program and assistance to other facility operators with launching this program, may be done without additional resourcing needs.</p>	<p>The start-up costs for the Playbox were \$3,300 inclusive of the container, branding, supplies, hardware, installation and labour. The cost to manage this program is approximately \$250 per year, including replenishment of damaged or lost equipment. This is low risk and low cost program.</p>		1
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Strategic Plan Objective #5: Health, Well-Being and a Welcoming City						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
<b>BBQ Pilot</b>	18. Pilot community BBQ stations in parks and neighbourhood public spaces	Installation of two public BBQ's and support infrastructure including: a concrete slab on grade activity space, a canopy structure, and electrical and water services.	Staff have identified the Topaz Park picnic area as a preferable location to introduce a public BBQ space. Staff propose to complete the design work for this as part of the Topaz Park South Redevelopment project. Pending Council approval, the design work will begin in 2019 and the results reported to Council when complete.	Risks: Public safety, insurance requirements, and neighbourhood engagement	\$85,000	3
<b>Trans Inclusion</b>	2. Trans Inclusion Policy	Plan that defines the scope of work required to advance the inclusion of Transgender, Non-Binary and Two-Spirit communities on a corporate wide basis, and recommends how to prioritize and implement.	Staff are in the final stages of an RFP process to retain a consultant. Council approval of terms of reference for the Trans Advisory Committee will clarify the Committee's role in development of the Policy.	Implementation of the Policy will have financial and human resource implications to be scoped for the 2020 financial planning process.	\$60,000	3

Strategic Plan Objective #5: Health, Well-Being and a Welcoming City						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Crystal Pool Replacement	20. Crystal Pool and Wellness Centre Replacement	Feasibility Study on potential site(s) Replacement of the Crystal Pool and Fitness Centre.	In November 2018, Council directed a change in the approach to delivering the project, which is anticipated to lead to additional benefits although it requires a resetting of the project schedule, scope and budget. This change includes an exploration of the feasibility of shifting the proposed site from Central Park to an existing parking lot next to the City's arena.  As this study progresses Council will be provided with quarterly updates.	Funding for new facility construction		3
Deer Management	22. Look for opportunities and partnerships for deer management	To develop a plan to review the fencing regulations, as well as continue to look at opportunities to work with neighbouring municipalities and other levels of government for partnership opportunities	Previous Council direction involved the concept of seeking funding to work with a community partner to scope the extent of the issues in the City relating to urban deer.  In addition, the current work plan involves moving forward with Council's previous direction to review fencing regulations that			2

Strategic Plan Objective #5: Health, Well-Being and a Welcoming City						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
			would provide greater protection for residents from urban deer issues.			
Community Gardens	25. Look for opportunities to increase food production on public land including increasing community gardens in all neighbourhoods in the city and building urban food systems into our parks operations	This work is a continuation of City's Food Systems Coordinator and the Urban Food Table to address opportunities.	Staff will provide an update on this item within a larger Growing in the City report back in Q2 of 2019.	This report will outline potential adjustments to the program, including options for increasing community gardens in all neighborhoods and building urban food systems into park operations.		2

Strategic Plan Objective #5: Health, Well-Being and a Welcoming City						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Accessibility Framework	3. Develop an Accessibility Framework  26. Look for opportunities to create accessible shoreline access	Creation of a strategic framework to identify and guide priorities for accessibility.	<p>The Accessibility Framework and new City policy is under development. Initial consultation and report back to Council is anticipated in Q1 2019, followed by consultation with wider community stakeholders, and then adjustments to the framework will have to be completed, before a final copy is adopted by Council.</p> <p>The speed of implementing this program depends on staff time/resources, AWG resources/time, consultant speed, reporting process and time for public consultation.</p>	<p>Risk: The new policy and framework requires prioritization and scoping to propose budgetary spending and sequence, which will occur after the framework has been completed.</p> <p>Risk: Available staff time to undertake planning and prioritization exercise in 2019, in order to inform 2020 budget requests.</p>		2

Strategic Plan Objective #5: Health, Well-Being and a Welcoming City						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Artist Exhibitions in Vacant Storefronts	5. Work with DVBA or other interested partners for rotating artist exhibitions to beautify empty storefronts and large windows.	<p>Animation of vacant storefronts in downtown core and increased opportunity for artist exhibitions.</p> <p>Aligns with Create Victoria Strategic Objective to increase access to affordable spaces.</p>	Requires more time for consultation with partners and to present options for Council consideration.	<p>Requires further discussion with stakeholders and support depts. on options for Council consideration.</p> <p>There is a need to determine the City's role in this initiative. Due to the regulatory environment and risk associated with occupying private spaces (insurance, logistics etc.), it may be preferable that the DVBA or other entity assume overall coordination and management with the City playing a facilitation role (connecting building owners, lease agents and interested artists), with the organizing body.</p>	\$15,000	3



Strategic Plan Objective #5: Health, Well-Being and a Welcoming City						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
<b>Seniors Strategy</b>	6. Create a Seniors Task force and develop a Seniors Strategy	To be determined based on the Council led Senior's Task Force	<p>Staff would like clarification from council on the desired outcomes to best align with departments and resources.</p> <p>Work within the Neighbourhoods Team has started to focus on Seniors through the various Neighbourhood Associations and a 'Seniors Outreach' was organized in Q4 of 2018.</p>			5
<b>Mental Health and Addictions Strategy</b>	7. Strike a peer informed task force to identify priority actions to inform a Mental Health and Addictions Strategy actionable at the municipal level i.e. prevention, advocacy, integration of services, and education.		Staff require more direction based on Council led advocacy items noted in Appendix A.			5

Strategic Plan Objective #5: Health, Well-Being and a Welcoming City						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
LIFE Program	8. Expand Life Pass program to 365 days per year	This change will provide ease of application for program applicants, and likely alleviate processing volume/time for front line staff.	<p>Expand LIFE Pass program to 365 days per year</p> <p>Currently a LIFE program pass is valid from the date of issue until the end of the calendar year. At the end of the calendar year, participants must reapply for the program.</p> <p>Based on further assessment, staff suggest that the program be adjusted to allow passes to be valid for 24 months, rather than 12 months, from the date of issue. This shift will help reduce delays to access for participants renewing in the program, and reduce administrative work associated with the application approval process.</p> <p>There are no significant financial or human resource implications anticipated with this change.</p>			2

Strategic Plan Objective #6: Climate Leadership and Environmental Stewardship						
Topic	Actions	Expected Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
<b>Zero Waste Strategy Development and Implementation</b>	<p>1. Develop Waste Reduction Strategy</p> <p>14. Implement a robust zero waste strategy</p>	<p>Zero Waste Strategy (complete by 2020)</p> <p>Implementation Plan (complete by 2020)</p> <p>Robust Zero Waste Program (commence in 2021)</p>	<p>The City is developing a Zero Waste Strategy to chart the transition to a community without waste in alignment with the principles of a Circular Economy.</p> <p>The initial phases of the strategy - setting the vision and targets and identifying gaps/barriers - will be awarded and started in Q1 2019. Subsequent phases to assess options and develop a plan are not currently resourced. The budget identified in this response is to complete the City's Zero Waste Strategy and Implementation Plan by early-2020 (depending on the scope of engagement).</p> <p>The City has one staff resource to lead strategic waste reductions. This staff is currently at 75% to the implementation of the Checkout Bag Regulation Bylaw. The additional staff resource in assessed in this response would provide additional capacity to lead the development of the Zero Waste Strategy, enabling more rapid advancement of existing operational projects and programs such as the yard waste service options review, downtown streetscape diversion and the Love Food Hate Waste campaign.</p> <p>Implementation of the Zero Waste Strategy will be informed by the actions and plan identified in the Strategy and new staffing and budget requirements will be assessed and proposed in subsequent years.</p>	<p>This response assumes the successful award of the Zero Waste Strategy RFP for both the current and secondary phases of strategy development support work.</p> <p>This response should be considered alongside the 'Single Use Item Regulations' topic.</p> <p>The operating budget proposed is to support development of the Zero Waste Strategy including:</p> <ul style="list-style-type: none"> <li>- completion of the options analysis</li> <li>- implementation plan</li> <li>- communications and marketing of the strategy</li> </ul> <p>Implementation capital and operating budget will be confirmed after completion of the Strategy.</p>	<p>\$110,000</p> <p>+ 1.0 FTE</p>	4

Strategic Plan Objective #6: Climate Leadership and Environmental Stewardship						
Topic	Actions	Expected Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Transit Passes - Staff	3. Implement a city staff transit pass program 2. Depending on response from the VRTC, implement creative financing mechanism to fund transit for children 18 and under in Victoria	The City currently offers Transit passes through payroll deduction at a reduced rate (approx. 15% discount). This is a program that BC Transit has in place for employers. Regular employees can sign up for this by contacting payroll.	This is currently paid for by individual employees who sign up. The City could explore offering an incentive to employees beyond the current discounted rate and report back on potential uptake and financial impacts of such a program.			3

Strategic Plan Objective #6: Climate Leadership and Environmental Stewardship						
Topic	Actions	Expected Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Parks Development and Acquisition Strategy	10. Initiate a Parks and Open Spaces acquisition strategy to move towards OCP parks and green space goals; measure progress towards goals	A guide to future investment focused on improving and increasing the City's inventory of green spaces in priority areas	<p>Completion of a Park Development and Acquisition Strategy is identified as a priority action in the Parks and Open Spaces Master Plan (POSMP), approved in April 2017.</p> <p>The strategy will investigate options for acquisition such as purchase, establishing first rights of refusal, interagency land transfers, joint use agreements, leases, easements and rights-of-way. The focus will also consider enhancing existing green spaces as well as the potential disposition of lower value assets to support future acquisitions of high value green spaces assets.</p> <p>In 2019, staff recommend developing the scope of work for a consultant to assist the City with the Strategy, in 2020. Once completed the Strategy will be incorporated into the City's overall Real Estate Strategy and related capital reserve requirements.</p>	External expertise required	\$125,000	3

Strategic Plan Objective #6: Climate Leadership and Environmental Stewardship						
Topic	Actions	Expected Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Inflow and Infiltration	12. Begin to plan for mitigating the Inflow and Infiltration issue on private property.	Council Report and Management Plan	<p>Engineering in collaboration with Legal and Real Estate will prepare a report to Council in 2020 with analysis of options for consideration of a private sewer laterals program.</p> <p>Inflow and Infiltration (I&amp;I) is the extraneous water that enters the sanitary sewer system. Inflow is the rainwater that enters sanitary sewers through improper cross connections (ie. catch basin, roof drain). Infiltration is groundwater that enters the sanitary sewer through cracks, leaky joints, etc.</p> <p>I&amp;I can be a significant contributor to:</p> <ul style="list-style-type: none"> <li>Wastewater overflows along shorelines when capacity of CRD collection system is exceeded;</li> <li>Flooding (including basement flooding) due to backed up pipes;</li> <li>Increased operating and maintenance costs (ex. pumping and treatment);</li> <li>Increased capital cost to build additional capacity.</li> </ul> <p>Climate change projections indicate future rainfall events will be more extreme in size and intensity resulting in the potential for greater I&amp;I. To address current and future I&amp;I issues the City has an on-going program to reduce I&amp;I in the public portion of the system with significant resources applied to replacing or rehabilitating sewer deficiencies.</p>	<p>Assumptions:</p> <p>1. About 50% of the inflow and infiltration into the City's sanitary sewer pipes comes from private properties through pipe cracks, displaced joints, tree roots intrusion, roof drains, etc.</p> <p>2. There is legislation under the Community Charter and City's Bylaw #14-071 that provide regulations pertaining to safe, working sanitary pipes on private properties. Currently, during the building permit application process, if the building inspectors are aware that there are private lateral issues such as cross-connections and deficient conditions then they will request the private owner to rectify the issue prior to approving and closing the building permit.</p> <p>Risk: The inspection and rehabilitation of sewer piping is costly and private-side I&amp;I improvements will impact housing expenditures. Inspection and rehabilitation requirements imposed during property sales/transfers may impact property sales.</p>		6



Strategic Plan Objective #6: Climate Leadership and Environmental Stewardship						
Topic	Actions	Expected Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
BC Step Code	13. Expedite implementation of the BC Step Code	Continuation of the adopted Step Code approach and timeline	<p>The City adopted the Step Code in April 2018, and it went into effect on November 1st, 2018, with the following timeline:</p> <p>Beginning on November 1st 2018:</p> <ul style="list-style-type: none"> <li>- Step 1 for all new projects</li> </ul> <p>Beginning on January 1st 2020:</p> <ul style="list-style-type: none"> <li>- Step 2 for garden suites</li> <li>- Step 3 for all other Part 9 buildings (single family homes, duplexes, townhouses)</li> <li>- Step 2 for high-rise concrete residential (greater than 6 storeys) and Part 3 commercial buildings</li> <li>- Step 3 for low-rise wood-frame residential (less than 6 storeys)</li> </ul> <p>The approved direction from council (April, 2018) is to monitor project compliance after 2020 and recommend the timing for adoption of the higher Steps based on that monitoring.</p> <p>This current approach will likely result in us landing on an accelerated timeline relative to other municipalities as well as the timelines set by the Province, and will likely have the City arrive at net-zero ready buildings before the 2032 timeline adopted by the Province.</p> <p>We are ahead of the Province's established timelines with regard to Step Code roll out, are currently monitoring project compliance and will continue to be, and will continue to seek ways of accelerating the adoption of Higher Steps based on what we see in the project monitoring.</p>	<p>Step Code was led by the current Community Energy Specialists workplan. However, as of January 11th that position is vacant and will need to be filled. This may impact the timelines of this project.</p> <p>Some things that should be noted for context with regard to Step Code in Victoria</p> <p>1. The only municipalities Victoria lags behind in terms of adoption timelines are those that had previous energy efficiency requirements in place (e.g., North Vancouver, New Westminster), which were not in place here. North Vancouver and New Westminster had previous energy efficiency requirements for new construction, programs that were developed over 5-10 years prior to the introduction of Step Code. Local industry was therefore already versed and experienced in energy efficiency requirements, and adoption of Step Code only required a translation of existing efficiency requirements over to the Step Code. Victoria does not have a</p>		4

Strategic Plan Objective #6: Climate Leadership and Environmental Stewardship						
Topic	Actions	Expected Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
			Any acceleration of the program in 2020 and beyond, would require additional resources from SPCD, EPW, with support from engagement and legal departments, and would depend on other competing resource programs in the CLP. More work would be required to assess resource implications in 2020+.	<p>history of such programs, and so this was a new conversation for many local builders and contractors.</p> <p>2. The short term (up to January 2020) timeline adopted last April was based upon a year of engagement with industry partners, and attempts to strike a balance between industry readiness, cost effectiveness, and climate action. The timeline adopted includes a commitment to monitoring project performance to see how well they are meeting the requirements of the Step Code, in order to inform the strategy for moving forward (e.g., how fast we can adopt Step 4 and 5)</p> <p>3. Industry will have 1-2 years to orient themselves with this new way of building, and as staff monitor compliance into January 2020, there will be a much better sense of what will be possible for industry to deliver, and when, following 2020. At that time it is recommended to outline the options for acceleration between 2020 and 2032.</p>		

Strategic Plan Objective #6: Climate Leadership and Environmental Stewardship						
Topic	Actions	Expected Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
<b>New Development - EV Charging</b>	15. Mandate electric vehicle charging capacity in all new developments	<p>1. An amendment to Schedule C stipulating the percentage of parking stalls that will need to include Electric Vehicle charging service infrastructure.</p> <p>2. Design Guidelines to provide guidance to applicants in the installation of Electric Vehicle charging service infrastructure.</p>	<p>Staff are currently working on this item, and the approach currently taken to EV charging in new construction has included:</p> <ol style="list-style-type: none"> <li>1. Engagement with UDI and CHBA industry members assessing challenges and opportunities (July 2018)</li> <li>2. Working with CRD on the EV Best Practice and Infrastructure Guide</li> <li>3. Best practice research</li> <li>4. Internal working group to discuss potential approaches</li> </ol> <p>Next steps for this project include:</p> <ol style="list-style-type: none"> <li>1. Presenting a recommended approach to EV charging requirements in new construction</li> <li>2. Incorporating feedback into recommended approach and preparing recommended bylaw amendments as well as design guidelines</li> <li>3. Presenting recommended approach to Council for consideration</li> </ol> <p>There is project alignment with accessibility / barrier free requirements and design guidelines that will be undertaken by the transportation division. With many of the same stakeholders, there are benefits to coordinating consultation and bylaw amendment processes.</p>	This work is included in the current Community Energy Specialists workplan. However, as of January 11th that position is vacant and will need to be filled. This may impact the timelines of this project, which will be on hold until the position is filled.		2

Strategic Plan Objective #6: Climate Leadership and Environmental Stewardship						
Topic	Actions	Expected Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Alternative Energy	16. Work with the Greater Victoria Harbour Authority on options for shore power and lower emissions ground transportation	Renewable shore-power to Ogden Point and expansion in the use of the electric bus fleet.	<p>The Climate Leadership Plan includes an action for initiation by 2020 to "Work with port authorities to supply on-site renewable energy for marine vessels."</p> <p>The action in the CLP recognises the opportunities to reduce a significant source of GHG emissions and improve local air quality. The City recognises the Greater Victoria Harbour Authority's lead in this area and BC Hydro as the likely provider of shore power. The City will continue to advocate for this work to be done and offer its support to enable further action where it can.</p> <p>Future development of the site will provide opportunities for enhancements to the electrical power infrastructure.</p>	The City currently has no defined role in incenting a change to renewably powered ships in harbour. Discussions with GVHA in this action have previously taken place as advocacy and support.		1

Strategic Plan Objective #6: Climate Leadership and Environmental Stewardship						
Topic	Actions	Expected Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Energy Utility	<p>17. Explore the creation of a municipal energy utility, more local energy creation solar, ex. Foodwaste generators for food trucks at the museum</p> <p>18. Create a municipal energy utility, more local energy creation solar, ex. Foodwaste generators for food trucks at the museum</p>	Undertake a high level study to better understand the scope of action items associated with creating an energy utility	<p>New technologies support increasingly affordable local or on-site power generation such as solar, wind and geothermal.</p> <p>The City has conducted work that identifies potential for district energy in Victoria, including heating/cooling between buildings.</p> <p>More understanding of Council's intended outcome is required to comment on the future of any utility program, as the City does not currently generate or distribute energy.</p> <p>More understanding would be required through additional direction and then study/analysis.</p> <p>Any work in this areas should be prioritized based on the proposed policy workshops with Council related to Climate Action in the City to determine the wisest use of resources.</p>	<p>Lack of energy demand models.</p> <p>Affordability concerns.</p> <p>Relatively cheap fossil gas power skews any business case for renewables.</p> <p>Energy storage options not yet affordable for drop-in installation.</p> <p>Uncertain or changing market conditions.</p> <p>Lack of competitive market for renewables (capital, operating / maintenance).</p> <p>Changing regulatory environment.</p>	\$30,000	5

Strategic Plan Objective #6: Climate Leadership and Environmental Stewardship						
Topic	Actions	Expected Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Parks Naturalization	19. With the exception of hanging baskets and Beacon Hill Park, between 2019 and 2022, re-naturalise all beds in the city. If there are cost, time and water savings, use these to further nurture the tree canopy and urban forest and natural areas		<p>In 2017, the Parks division initiated a change in planting practices in response to climate change. Annual display beds have been reduced in certain areas and have been replaced with lower maintenance, drought tolerant, environmentally sensitive plants that are friendly to pollinators. Native plant species are selected for amenity landscapes, in combination with adapted plants.</p> <p>In a new 2019 Financial Plan motion, Council has requested information on the climate implications of and options for re-naturalizing all the City's garden beds. Staff understand Council's priority on addressing operational practices that contribute to climate change, including activities undertaken by Park staff. The report requested by Council would provide an important input into the planning and implementation of further operational changes, including any potential redeployment of staffing resources.</p> <p>To acquire the necessary information regarding the climate implications, staff would need to develop a scope of work for an external consultant to assist with a Climate Impact Study, specific to plant selection, implications and options. The estimated cost of this study is \$50,000. Council may wish to consider the relative value of this action in the context of the overall priority actions within the Climate Leadership Plan.</p>	<p>It will take time to propagate new plants, to replace what was bedding plants.</p> <p>If growing from cuttings/seed, cost will be lower but will require 1-2 years to have plants of size to plant in landscape. If there is more urgency to replace plants, we may need operational dollars to procure plants of appropriate size.</p> <p>Communication to public on this change</p>	\$50,000	3



Strategic Plan Objective #6: Climate Leadership and Environmental Stewardship						
Topic	Actions	Expected Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
<b>Climate Leadership Plan</b>	2. Implement Climate Leadership Plan	As noted in the January 25 CoTW report, staff have identified a policy workshop with council and staff to explore and assess the suite of climate action / low carbon City policies / interventions / roles that will be most impactful for reducing GHGs in the community.	Staff are currently implementing the Climate Leadership Plan and have provided a Climate Action Program update and forecast in the January 25 CoTW report.	As noted in the January 25 CoTW report, staff have identified a policy workshop with council and staff to explore and assess the suite of climate action / low carbon City policies / interventions / roles that will be most impactful for reducing GHGs in the community.		3
<b>Climate Leadership Plan – Neighbourhood Champions</b>	7. Create Neighbourhood Climate Champion program with one child, youth, adult and elder from each neighbourhood to lead and inspire at the local level on Climate Action		If council wishes to move forward on developing/creating a Neighbourhood Climate Champion program, staff will require a better understanding of the scope in order to provide considerations about potential GHG reduction and risks, and to assess required staffing levels, resource, and timelines.			5

Strategic Plan Objective #6: Climate Leadership and Environmental Stewardship						
Topic	Actions	Expected Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Rain Gardens	20. Promote raingardens and improve water quality entering waterways	Council Report	<p>The City of Victoria adopted a stormwater utility (SWU) as a more sustainable, equitable, and transparent funding model for stormwater infrastructure. Moving to this model provides the ability to incentivise green stormwater infrastructure (GSI), such as rain gardens, on private property. The benefits to GSI include:</p> <ul style="list-style-type: none"> <li>• Slowing and reducing stormwater flows to reduce peak flows into the stormwater system and building capacity downstream, helping to adapt to the climate-related changes in the intensity and duration of storm events</li> <li>• Cleaning stormwater by using nature to filter and clean stormwater runoff, before it is discharged into our urban streams and our nearshore marine environment</li> <li>• Improving our urban ecosystems – watershed health is improved by greening our land and streets</li> </ul> <p>Engineering staff is presently working on the Stormwater Utility and Rainwater Rewards Update report due to be presented to the Council this spring. This report includes updates to the SWU bylaw that would address Rainwater Rewards Program improvements, address liability and permitting of onsite stormwater management systems through the requirement of a covenant and other associated amendments, and recommend a Rainwater Management Target to require GSI to be met by new developments, among other things.</p> <p>Staff is seeking further directions pending the report review by Council.</p>	<p>Assumption: The Strategic Plan Action Item refers generally to the overall Green Stormwater Infrastructure to sustainably manage rain runoff, improve stormwater quality and reduce runoff volumes entering the stormwater system, helping to adapt to climate-related increases to storm events. Green stormwater infrastructure (GSI) is the use of nature to manage rainwater where it falls, and also includes permeable paving, bioswales, infiltration chambers, tree wells, cisterns, green roofs, etc. Implementing GSI helps to improve stormwater quality, and helps the City meet commitments under the Stormwater Quality Management section in the Core Area Liquid Waste Management Plan. In addition, it also supports urban biodiversity, climate adaptation goals, urban forest improvements, and integrated watershed management plan implementation (i.e. the Bowker Creek Blueprint).</p>		6

Strategic Plan Objective #6: Climate Leadership and Environmental Stewardship						
Topic	Actions	Expected Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
				<p>Risk: Any change to the program will have resource implications, which will dictate utility rate structure, require engagement, which will create lag time for implementation following any change decision.</p> <p>Currently there is no requirement for any new development to manage stormwater flows onsite. The City relies on incentives to encourage the voluntary installation of rain gardens and other GSI, with the majority of new developments declining to install any GSI.</p>		
<b>Landscape Plans for Private Development</b>	22. Encourage and move towards mandating food bearing plants, pollinator habitats and native species in landscape plans for private development	Summary of potential municipal tools and their application	<p>Staff require time for further consultation with colleagues in Planning and Legal Services to explore the opportunities and limits of such this initiative.</p> <p>Therefore, this component requires a report back to Council later in 2019</p>			6

Strategic Plan Objective #6: Climate Leadership and Environmental Stewardship						
Topic	Actions	Expected Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Harbour and Waterways Environmental Stewardship	24. Work with partners to clean up the harbour and steward waterways	Council Report	<p>The City of Victoria staff work in collaboration with CRD to support the environmental stewardship of tidal areas and waterways and to achieve Stormwater Quality Management commitments under the Core Area Liquid Waste Management Plan, through programs such as annual stormwater quality monitoring and reporting, implementation of integrated watershed management plans, (such as the Bowker Creek Blueprint), and enforcement of the City's stormwater bylaw.</p> <p>Staff also work in close collaboration with Transport Canada who own the majority of the Inner Harbour sea bed floor. Transport Canada has undertaken remediation projects to address contamination from federal lands due to historical industrial activities. Transport Canada also works closely with City staff on ongoing pollutants entering Victoria Harbour through storm drains in industrial areas of the city.</p> <p>City staff are also members of stewardship organisations such as the Bowker Creek Initiative and the Gorge Waterway Initiative.</p> <p>Starting in 2018, Transport Canada has requested that the City enter into leasing agreements for 10 of the most critical City stormwater outfalls. Part of the leasing agreement would be annual monitoring and reporting, investigation, and removal of source pollution. This would be led by Engineering with requirement for additional resources.</p> <p>Engineering in collaboration with Legal will prepare a report to Council in 2019 (2020 FP) for consideration.</p>	<p>Environmental stewardship of the harbour and waterways is an on-going multi-jurisdictional undertaking, requiring collaboration between Federal, Provincial and Local governments, as well as collaboration with community groups. (for example, Transport Canada, Department of Fisheries and Oceans, the Greater Victoria Harbour Authority, BC Ministry of Environment and Climate Change Strategy and CRD).</p> <p>While Council clarification is required on the scope, staff advise that additional regulatory requirements for monitoring and addressing stormwater pollution are forthcoming from Transport Canada.</p> <p>Transport Canada has advised the City that leasing agreements will be required for 10 of 40 storm outfalls that discharge into the Victoria Harbour. The leasing agreements will place requirements on the City to monitor, test and address contamination sources from the stormwater collection system.</p>		6

Strategic Plan Objective #6: Climate Leadership and Environmental Stewardship						
Topic	Actions	Expected Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Urban Forest Master Plan	4. Develop and lead the implementation of the Urban Forest Master Plan	4. Develop and lead the implementation of the Urban Forest Master Plan	In a new 2019 Financial Plan motion, Council has requested that staff provide options on increasing parks planning staff resources for accelerating implementation of the Urban Forest Master Plan (UFMP).	Significant complexity related to the updating of bylaw, likely to be controversial and will require extensive public engagement	\$200,000	7
	5. Strengthen the Tree Protection bylaw	5. Strengthen the Tree Protection bylaw				
	21. Strengthen tree protection and enhance tree canopy and urban forest	21. Strengthen tree protection and enhance tree canopy and urban forest				
	8. Create annual tree planting festival like "Tree Appreciation Day"	37. Create annual tree planting festival like "Tree Appreciation Day"				
			<p>Council approved the City's Urban Forest Master Plan (UFMP) in 2013, following extensive consultation with community members, staff and industry experts. The plan provides guidance on the long-term management and enhancement of the urban forest, with 26 recommendations relating to trees on public and private lands to be completed over the next few decades. At present, the City has direct control over roughly one-third (33,000) of the urban forest inventory. The other two-thirds consists of trees on private land. The City's overall tree canopy coverage when last measured in 2013 was approximately 18%. The UFMP recommends increasing this coverage to 40-45%, a figure aligned with targets for cities around the world.</p> <p>Over the past four years, the Victoria made limited progress towards the UFMP recommendations. Despite the efforts of staff required to make that progress, it is important to recognize the challenges presented by the recent increase in pressure on staff capacity. In the past few years, operational demands associated with supporting Victoria's unprecedented growth have resulted in reduced capacity to plan and process the recommended actions in the pro-active manner necessary. The total annual City investment in tree care and management is approximately \$1.7 million.</p>			

Strategic Plan Objective #6: Climate Leadership and Environmental Stewardship						
Topic	Actions	Expected Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
			<p>Staff acknowledge Council's sense of urgency regarding climate action. With increased investment and focus, the City can more effectively address the challenges highlighted by the UN Intergovernmental Panel on Climate Change in its special report on the impacts of global warming. In regards to the role of the urban forest, Victoria has the necessary strategic direction; however, to respond to this call for action staff recommend an updated approach, as envisioned in the UFMP, in pursuit of the goals identified for the long-term benefit of citizens.</p> <p>The new approach for consideration will accelerate the implementation of priorities relating to the Urban Forest Master Plan and recent Climate Leadership Plan. This direction involves restructuring the Parks division to establish a dedicated team focused on the management and enhancement of the urban forest. Led by a new full-time leadership position, the section would consist of a combination of new and existing planning and operational staff. This team would be responsible for long-term planning, coordination with stakeholders, execution of all arboriculture activities and practices, as well as reporting on progress.</p> <p>Pending approval of this approach, immediate actions would include, but not be limited to, the proposed Strategic Plan actions identified by Council relating to the Urban Forest Master Plan.</p> <p>The new team would be structured with three areas of focus.</p>			



Strategic Plan Objective #6: Climate Leadership and Environmental Stewardship						
Topic	Actions	Expected Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
			<ul style="list-style-type: none"><li>• Planning: City-wide, long-term planning (ie risk management, design guidelines, etc), as well as support for trees located on private property (land-use application review, partnership opportunities, community events and education)</li><li>• Large Tree Care: Management and maintenance of large trees on City property</li><li>• New Tree Care: Planting and maintenance of new trees on City property</li></ul> <p>Strengthening tree protection, including updating the bylaw, is one of the key recommendations of the UFMP. To undertake a comprehensive review and update the Tree Preservation Bylaw, staff recommend acquiring assistance from an experienced external professional. Based on examples in other jurisdictions, it is expected that this initiative would take 12-18 months and involve significant public consultation.</p> <p>Community activities that promote the importance of the urban forest, such as Tree Appreciation Day, are also highlighted in the UFMP. Staff suggest engaging residents and colleagues in other City departments to coordinate and deliver these city-wide events. Pending the establishment of the new Urban Forest team, a scope and budget would be developed for these activations.</p>			

Strategic Plan Objective #6: Climate Leadership and Environmental Stewardship						
Topic	Actions	Expected Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
<b>Single Use Item Regulations</b>	<p>6. Ban plastic straws taking into consideration accessibility needs</p> <p>11. Ban single-use coffee cups and single use takeout containers (as with plastic bag ban bylaw, determine logical exceptions)</p>	Development and implementation of bylaw(s) to regulate business provision of single-use packaging.	<p>The City of Victoria's Checkout Bag Regulation Bylaw came into effect July 1, 2018 after over two years of consultation and development.</p> <p>Regulation of additional single use items should consider the environmental and community impacts of the single use items in circulation alongside the community/market readiness to transition to more sustainable alternatives. Resourcing, timelines and risks of implementing new single use bylaws depend on the scope and intended nature of the transition.</p> <p>Viable alternatives for takeout containers and cups are not readily available in Victoria. Focusing regulation on expanded polystyrene (i.e. "Styrofoam") takeout containers and cups may present a less disruptive social shift.</p> <p>Additional information can be prepared for Council detailing waste reduction priorities and considerations for transforming the community and market away from the most impactful single use items to reusable alternatives.</p> <p>The City has one staff resource allocated to strategic waste reduction. 75% of this staff resource is currently allocated to implementation of the Checkout Bag Regulation Bylaw.</p> <p>The additional staff resources identified in this response have been assessed as the minimum requirement to deliver the actions on Council's timeline.</p>	<p>Single-use item and packaging reduction actions will be identified through the Zero Waste Strategy currently under development. Preparing single use item regulations in advance of the City's Zero Waste Strategy risks the inefficient use and allocation of resources and delays to development of the broader Strategy.</p> <p>The Checkout Bag Bylaw provides a precedent of potential legal risk from single use item regulations. The resource estimates in this response do not include legal time associated with litigation.</p> <p>The staff response to these single use reduction actions are considered alongside the 'Zero Waste Strategy Development and Implementation' Strategic Plan topic.</p>	<p>\$75,000</p> <p>+</p> <p>2.0 FTE</p>	4

Strategic Plan Objective #6: Climate Leadership and Environmental Stewardship						
Topic	Actions	Expected Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
			<p>As an alternative, Council could consider a collaborative approach to develop feasible reusable alternatives with businesses in order to prepare the market for regulations in the future. This approach would require one new FTE.</p> <p>Operating budget is associated with analysis and the development of engagement resources.</p>			
<b>New Development - Green Shores</b>	9. Mandate green shores practices on waterfront development	Environmental Development Permit Design Guidelines for inclusion within the OCP to address Green Shores principles related to shoreline preservation and restoration, protection of property from sea level rise and tidal action, enhancement of shoreline habitats, mitigation of pollutants entering aquatic environments and reducing cumulative impacts on shorelines. Project is predicated on extensive public engagement with the public and affected property owners.	<p>Consultation with City Solicitor on whether this can be mandated and for advice on the appropriate tool (i.e. development permit areas for protection of environment, its ecosystems and biological diversity) will be considered.</p> <p>Support by consultant specializing in environmental development permit areas and Green Shores knowledge/training would be needed.</p> <p>Initiative is consistent with OCP policies 10.9.1 to 10.9.6</p>	Risks and impacts to property owners will need to be discussed through public engagement process.	\$100,000	3

**Attachment C: Detailed Resource Assessment of Draft Strategic Plan Actions 2019-2022**

Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
<b>Car Share</b>	<p>10. Support the introduction of “floating” car share service to Victoria.</p> <p>19. Work with car share providers to create more car share spaces.</p> <p>20. Continue to encourage/mandate where appropriate new car share vehicles, memberships and stalls with new developments.</p>	<p>19: More car share options and geographical coverage in the city.</p>	<p>10: The City recognizes the contribution that car share has to increasing the mobility options for residents and visitors and has an existing permit mechanism in place to facilitate "One way" or "Free-Floating" car share. As the City continues to grow and densify and initiatives to reduce the reliance on the private car support increasing modal share change, car share will become a more viable option. A number of providers have shown interest in the Victoria-area market but have cited that they are unable to establish a business case for expansion of services to the Island based on current population/density of the region. Staff will continue to collaborate with service providers to encourage expansion into the Victoria area market, to ensure the City is able to respond positively to any expansions and confirm that it is fostering the right "investment" conditions in terms of walking and cycling infrastructure, land use, densities and parking supply for new development.</p> <p>19: The Transportation Division and Parking Services will continue to work with two-way car share providers to establish more car share spaces in neighbourhoods and on residential streets to build a "critical mass" of supportive infrastructure in the car share market. As two-way car sharing grows and multiple entities join the market, amendments to the Streets and Traffic Bylaw may be required to further define the City's position on use of the public right of way for car share vehicles.</p>	<p>Assumption: Market driven enterprise - no City subsidy to support operations.</p> <p>Risk: Demand for on-street and parkade spaces in the downtown core is high. Although car share allows reduced reliance on owning a car, the introduction of one-way/floating car sharing in the municipality will add another competing demand on already highly valued curb space.</p> <p>Assumption 1: Car share service providers will seek more on-street neighbourhood spaces as service demand spreads beyond the downtown core.</p> <p>Risk: Potential neighbourhood concerns with additional on street parking.</p> <p>Risk: uncertainty around market penetration and competition, requiring regulatory and management interventions/policies/programs.</p>	0.5 FTE	3

**Attachment C: Detailed Resource Assessment of Draft Strategic Plan Actions 2019-2022**

Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
			<p>20: Staff have identified future year initiatives to more explicitly and consistently require car share through new development by establishing new TDM Guidelines for developers (plus other TDM measures such as transit passes and enhanced cycling amenities). This can be proposed as a part of 2020 financial plan.</p> <p>The SMS will dictate the overall program values, objectives, goals and priorities and give guidance and tools to use in the development of City car share programs. Moving ahead of the SMS guidance may introduce legal and resource risks to the City.</p> <p>Additional staffing or reallocation of internal resources to progress this initiative in 2019.</p>			
<b>Speed Limits</b>	<p>12. Lower speed limits on local neighbourhood streets to 30km/h</p> <p>21. Support traffic calming in neighbourhoods</p>	<p>Increased speed limit signage, new policy, new bylaws, new traffic patterns and subsequent data collection / analysis / presentation, and monitoring.</p>	<p>12: Posted speeds below 50 kph have been introduced within the City and other jurisdictions and experience has shown that this is not always translated to reductions in vehicle speeds.</p> <p>Generally drivers travel at speeds where they feel safe based on the characteristics of the road they are travelling, and based on the driving environment (weather, proximity to hazards, etc). Given the ability to provide comprehensive and sustained enforcement by the police services is limited, typically, reducing speeds further on local streets requires physical changes such as traffic calming in conjunction with any speed limit change so that they become "self enforcing".</p> <p>21: In order to promote lower neighbourhood speeds support neighbourhood traffic calming in a proactive, data driven approach, staff would need additional</p>	<p>Assumption:</p> <p>1 Speed limit reductions are likely to generate significant interest among the public. Need to determine public consultation approach to understand attitudes towards broader speed limit reductions.</p> <p>To be fully successful, broad, area wide 30 kph speed limit reductions require a societal shift in attitudes towards driving.</p> <p>RISK:</p> <p>1. Area wide speed limit reductions will raise community expectations leading to</p>	<p>\$200,000</p> <p>+</p> <p>2.0 FTE</p>	3

Attachment C: Detailed Resource Assessment of Draft Strategic Plan Actions 2019-2022

Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
			<p>resources to develop a program, collect data on an ongoing basis and implement traffic calming at priority locations. This data collection would be a critical pre-cursor to undertaking any future initiative so as to effectively determine whether neighbourhood traffic speeding is an extensive issue.</p> <p>Staff would assess that SMS completion is required before any policy and associated funding allocation is made to ensure the relative priority of such a major program within the core values of the adopted SMS is understood as well as the contribution to transforming mobility in the City.</p> <p>This program would require additional resources in the transportation division to support community outreach, on-going public education and promotion, implementation of the required signage, development of policy and criteria for a traffic calming program and undertaking of a comprehensive data collection and analysis framework to assess the effectiveness of the program. Establishment of a traffic monitoring and survey program supported by dedicated staff and investment in survey equipment is considered a critical 2019 prerequisite. Improved data collection capabilities are being sourced within the SmartCity program to allow more convenient, efficient and real-time data collection.</p> <p>Speed limit changes will require consultation with the public and the Province and will include many signage adjustments and capital investment to be realized.</p> <p>Any action in this area should follow the SMS priority recommendations and workplan, and be scoped</p>	<p>increased calls for service for police enforcement and traffic calming. VPD enforcement support would be required at a much higher level, focused on high risk and high collision locations.</p> <p>2. Traffic calming, which is an important tool to support lower speed limits is already part of our core work, with resources to proactively respond to public concern or develop programs limited and without a strategic direction. Development of a traffic calming policy (ID within draft 2019 Financial Plan) will be important to help ensure implementation at locations where there is the greatest need and most benefits will be achieved.</p>		



Attachment C: Detailed Resource Assessment of Draft Strategic Plan Actions 2019-2022

Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
			appropriately to determine the most suitable approach/phasing/resourcing.			
Bike Master Plan	14. Bike Master Plan Implementation	Early completion of the Bike Master Plan AAA priority network.	Complete analysis and commentary to be included in a separate Committee of the Whole Report (early Feb 2019).  Report will include information related to sequencing, resource requirements, opportunities and constraints to complete the 32km AAA network by 2022.			2

**Attachment C: Detailed Resource Assessment of Draft Strategic Plan Actions 2019-2022**

Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
<b>Transportation Planning</b>	22. Support and nurture neighbourhood-led transportation planning	Staff require further clarification on what this is intended to achieve and expectations from Council.	<p>The City involves, consults and values the role of the public and neighbourhoods in transportation planning.</p> <p>Currently staff engage the community through the local area planning processes and in the design / scoping of capital construction projects.</p> <p>Further clarification is required to understand the nature and objectives for introducing "neighbourhood-led transportation planning".</p> <p>Additional processes may have significant implications related to the delivery of approved operations and capital plans.</p>	<p>Assumption 1: There is available capacity and interest among neighbourhoods to support transportation planning activities beyond what they currently are involved with.</p> <p>Assumption 2: Neighbourhood led planning processes require staff support including technical guidance and professional oversight. This will require additional resources.</p> <p>Assumption 3: Before neighbourhood-led transportation planning can occur, the city would develop a set of criteria and process to support this activity.</p> <p>Risk 1: The implementation schedule for transportation projects may be impacted with changes to planning process.</p> <p>Risk 2: Managing community expectations</p> <p>Risk 3: Implications on capital budget requests</p> <p>Risk 4: Determining how projects would be prioritized</p> <p>Risk 5: Ensuring equity and consistency across the city</p> <p>Risk 6: Community ideas / visions vs. technical standards and regulatory requirements.</p>		5

**Attachment C: Detailed Resource Assessment of Draft Strategic Plan Actions 2019-2022**

Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
<b>Greenways Plan Design Standard</b>	<p>5. Develop and implement a greenways design standard</p> <p>9. Review subdivision and development servicing bylaw, greenways plan and associated city policies and bylaws to allow for alternate design treatments for shared streets on identified greenways</p>	<p>A design standard. New and updated bylaws.</p> <p>Reports, designs, plans and engagement events associated with planning, piloting, implementation, measurements.</p>	<p>Resources to progress this activity in 2019 would have to be introduced or reallocated from higher priority safety and transportation management programs. A program to develop and implement a standard (including one or more pilot projects) on identified greenways could help the City define and identify performance criteria, establish a collaborative planning model with the community, undertake consultation, implement and evaluate greenway improvement projects. Pilots could be small (site-specific) or large (multi-block) and selected from the Greenways Plan. Once a single (or few) pilots have been completed, the lessons learned could be applied to the development of design guidelines and success indicators for greenways. Undertaking a Greenways Pilot program would require additional City resources.</p> <p>9: The design and construction of shared street treatments requires contextual consideration, analysis and public consultation to ensure that the design meets the needs of the City and other community users.</p> <p>The Sustainable Mobility Strategy is currently underway and will define the objectives, values, goals, targets, budget and other key considerations for all City transportation planning. Advancing the greenways planning after a complete understanding of risks, benefits and priorities would risk allocating resources to lower priority programs, and potentially introducing delays or risks to achieving safety, levels of service, or other higher priority mobility projects. Consultant support may help reduce workload on staff, once the overall priorities and risks/benefits have been defined through the SMS process.</p>	<p>5: Assumption: The definition of what constitutes a greenway is established within the 2003 Greenways Plan.</p> <p>Risk: There is not a single "design standard" or "typology" for a greenway contained within the 2003 Greenways Plan.</p> <p>Risk: A program to support the development of Greenways design guidelines and performance indicators requires technical expertise from a number of departments as well as community support.</p> <p>9: Risk 1: A shared street design requires more design attention than implementing a standard road cross section. Specific considerations for long term management, maintenance as well as interim treatment solutions as the network develops incrementally should be considered.</p> <p>Risk 2: without adopted greenway standards the City could be faced with the challenge of parcel-by-parcel requests to defer frontage improvements associated with development</p>	\$30,000	3

Attachment C: Detailed Resource Assessment of Draft Strategic Plan Actions 2019-2022

Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
E & N Railway	6. Work towards a regional rail system/advocate for commuter rail and inter-city rail along the E and N railway from Victoria Harbour without delay.	Provincial business case for a high capacity, rapid people-moving corridor supported by the regional municipalities. Provincial commitment to funding and implementing the project within the next 2-3 years	<p>Staff continue to work with Provincial government staff and regional partners on the evaluation of the E&amp;N for the highest and best transportation use of the corridor.</p> <p>Staff would want to better understand what is the most prudent financial investment in regional rapid public transit to service the City and the region, and then what role the E&amp;N corridor would play. Staff are currently unaware of any comprehensive business case that has determined the most sustainable way to move people in the region would prioritize spending on the E&amp;N, vice other higher utility corridors, like Douglas Street. More analysis is required to determine the best value for money (social, economic and environmental), and whether that includes rail along this section of the City. The SMS will address some of these key questions. BC Transit's Futures Plan clearly defined Douglas Street corridor as the most important mass transit corridor in the region. An updated business case is required in order to define the wisest capital investment program for multi-decade mass transit transportation.</p>	<p>Risk: Analysis by Province underway. Outcomes not confirmed. Uncertainty: Province analysis may include other forms of transportation along the corridor. Risk: No implementation timelines or funding commitments from Province. Risk: Multiple stakeholders, property owners and jurisdictions and related legal and regulatory risks - Langford, Esquimalt, CoV, First Nations and ICF. Risk: Potentially high city capital investments required. Unknown operating and staffing implications, until more details regarding any specific proposal or timeline.</p>		2

Attachment C: Detailed Resource Assessment of Draft Strategic Plan Actions 2019-2022

Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Sustainable Mobility Strategy	7. Sustainable Mobility Strategy including improvements to pedestrian, cycling and transit travel.		This project is underway and expected to be completed Q3 2019. The strategy will guide future operating and capital investments and identify priority policy efforts including any required OCP amendments.	Assumption 1: recommendations from SMS will be incorporated into 2020 - 2025 capital program and operating budget requests		2
Transit Passes – Low Income	8. Explore bus pass tied to income program, including for low-income seniors		The Government of BC Bus Pass initiative is an existing program for low-income seniors and persons with disabilities that provides unlimited access on any scheduled (conventional) BC Transit bus. Staff will require 3 months to investigate the feasibility of a reciprocal use agreement or development of a single application form that facilitates access for residents to both programs. This will involve discussions with the Province.	There are no anticipated financial or human resource implications anticipated with this adjustment.		6

Strategic Objective #8: Strong, Livable Neighbourhoods						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Fairfield Local Area Plan	1. Complete Fairfield Local Area Plan	Completion of 1) Fairfield Neighbourhood Plan and 2) OCP Amendments including Development Permit Area guidelines for Cook Street Village, Fairfield Plaza, and infill housing	Staff will bring forward a revised draft plan for Council consideration in March and seek direction to undertake final round of consultation in April-May followed by a public hearing.	Assumption: One further round of engagement to ensure broader community is consulted on latest draft, including a Public Hearing for associated OCP amendments.  Risk: Project timeliness could extend during last phase of engagement as some in community have requested further consultation on draft plan revisions.		2



Strategic Objective #8: Strong, Livable Neighbourhoods						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Government Street Pedestrian Only	2. Develop an annual program of Government Street pedestrian only event(s).	An annual program of Government Street pedestrian only event(s).	<p>Government Street has been the site of a number of pedestrian-only pilots and special events over the past decade.</p> <p>Staff consider that scheduled temporary closures on one or more segments of Government Street (to motorized traffic) is consistent with the objectives of the OCP to support seasonal, civic and community building events.</p> <p>If the City was to pursue such an initiative, resources would be required to support planning, programming of the street, outreach and evaluation.</p> <p>A technical assessment or a public / merchant consultation process has not yet been completed. Engagement, planning and communications would be required to move such a program ahead in 2019. Initial resource assessments are provided here, for 2019 planning and implementation activities.</p>	Assumption: The community and stakeholders on Government Street are not yet completely engaged or supportive of temporary road closures on Government Street based on the 2018 Pilot led by DVBA.	\$50,000	3

## Attachment C: Detailed Resource Assessment of Draft Strategic Plan Actions 2019-2022

Local Area Planning	<p>17. Local Area Plans</p> <p>18. Identify opportunities for affordable housing in all neighbourhood plans (Note: this action items is part of Strategic Objective #3)</p> <p>25. Monitor implementation of Local Area Plans on a routine basis (Note: this Action Item is part of Strategic Objective )</p>	<p>17. Staff will report to Council within 6 months with a recommended approach for the next phase of local area planning (including a lessons learned on phase I, as well as recommendations for monitoring implementation.</p>	<p>10. Council clarification on the scope of resolving anomalies in neighbourhood boundaries is required in order to determine resource impacts. If the anomalies are focused in certain areas of the city where local area planning is anticipated, it may be possible to incorporate neighbourhood boundary considerations into the process. However, if it is intended as a city-wide review, that would require a separate project with associated resource impacts.</p> <p>17. Staff will be consulting with Community Association Land Use Committee (CALUC) representatives in late January 2019 to discuss the next phase of neighbourhood planning, and will be undertaking a lessons learned from phase 1. These inputs will assist with formulating a recommended approach, scope and resource impacts for the next phase of local area planning, therefore, this item will be reported to Council within 6 months.</p> <p>18. Identifying opportunities for affordable housing in each neighbourhood plan can be incorporated into the scope of future local area planning.</p> <p>25. Council consideration on the desired frequency of monitoring (i.e. annual, bi-annual or five-year reviews), the items to be monitored (i.e. policy effectiveness, development-related data, implementation projects identified in plans, etc.) and the timing of reviews (aligning with OCP Annual Reviews, informing annual budget processes, etc.) will help determine resource impacts.</p>	<p>Assumption for Item 17: The topic of future housing infill is a major consideration in local area planning. If Council directs staff to undertake housing infill considerations city-wide rather than one neighbourhood at a time (see other Strategic Plan actions related to housing affordability), there may be an opportunity to reduce/focus the scope of local area planning on other topics of community interest (i.e. villages, transportation corridors, etc.).</p> <p>Assumption for Item 18: Considerations for affordable housing opportunities would correlate with the scope of local area planning, e.g. if local area planning were focused on limited areas like villages and transportation corridors, so too would the considerations for affordable housing opportunities.</p>		3
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Strategic Objective #8: Strong, Livable Neighbourhoods						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Local Area Planning	10. Resolve anomalies in neighbourhood boundaries		Staff are requesting more information on the intended outcome of this action			5

Strategic Objective #8: Strong, Livable Neighbourhoods						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Ship Point	14. Ship Point Plan and Funding Strategy	Revised Master Plan based on additional engagement with Downtown Residents' Association and other stakeholders (may result in update to schematic design, cost estimate implementation and phasing). Funding Strategy	<p>A Draft Ship Point Master Plan which includes a long-term vision for Ship Point as well as guidance for short term improvements is complete, based on the design concept approved by Council in September 2017.</p> <p>The Master Plan is also intended to inform funding priorities as part of financial planning and budgeting processes, and identify opportunities for funding from senior levels of government and other potential partners.</p> <p>Further refinement to the Master Plan may be required based on additional consultation with the DRA and other stakeholders as directed by Council (additional budget is identified in the event of design changes and to prepare a funding strategy).</p> <p>Following this, the final Master Plan can be brought forward to Council for approval.</p>	Assumption: Funding for the project would need to occur in phases and be considered in the context of other strategic priorities and initiatives over the anticipated duration of the project. Funding is assumed to include senior levels of government, and potential for private and non-profit partnerships.	\$40,000	3

Strategic Objective #8: Strong, Livable Neighbourhoods						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Heritage Tax Exemptions	16. Review Heritage Tax Exemption Program	A report and spreadsheet showing the assessed value of properties that have received tax incentives, the cost of seismic upgrading, total project cost, funding from the Building Incentive Program, if any, the period of tax exemption and the taxes before and after the rehabilitation.	<p>Initially focused on Downtown since 1998, Council extended the Tax Incentive Program (TIP) city-wide in 2017. The purpose of the TIP is to assist in the conversion of heritage-designated commercial, industrial and institutional buildings for residential and non-residential use through preservation, rehabilitation and seismic upgrading.</p> <p>A review of the TIP will consist of a report summarizing this information for Council, and will provide a sampling of project case studies with commentary on the extent of heritage conservation achieved in exchange for the tax exemptions, and a review of the benefits accrued by the City of Victoria.</p>	<p>Assumption: That Council is requesting a report assessing both the effectiveness of the Tax Incentive Program (TIP) from a conservation standpoint, as well as an evaluation of the "return on investment" resulting from the applications to the TIP.</p> <p>Risk: If City Council wishes to make changes to the tax incentive program, additional staff resources may be required, depending on the scope of changes.</p>		2

Strategic Objective #8: Strong, Livable Neighbourhoods						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Heritage Seismic Upgrade Program	20. Emergency preparedness / heritage buildings / enrich the heritage seismic upgrade program (needs more clarity)	A report outlining the status of the accrued funding with recommendations for how the fund can be utilized to support seismic upgrades.	<p>Since 2011, new rezoning applications Downtown proposing bonus density have contributed money to the Downtown Heritage Seismic Upgrade Fund. Under the Downtown Core Area Plan (DCAP) and current Density Bonus Policy (2016), 75% of the additional land value created by a rezoning to permit additional density should be provided to the City in the form of a community amenity contribution (CAC.) The DCAP states that of this CAC, 75% should be placed in the Downtown Core Area Public Realm Improvement Fund and 25% placed in the Downtown Heritage Buildings Seismic Upgrade Fund. This fund has been accruing since its establishment, albeit slowly given only 25% of CACs have been directed here.</p> <p>Heritage staff will prepare a progress report to Council on the accrued funding for direction on administering the funds to supplement other heritage incentives.</p>	<p>Assumption: This action refers to the Downtown Heritage Buildings Seismic Upgrade Fund established under the Downtown Core Area Plan (DCAP) to assist in funding a portion of the cost of seismic upgrading as part of the reuse, retrofit and conservation of eligible heritage buildings within the Downtown neighbourhood.</p> <p>Risk: Council has directed staff to prepare an Inclusionary Housing and Density Bonus policy that focuses community amenity contributions (CAC) from bonus density on affordable housing. Enhancement to the heritage seismic upgrade fund program may reduce the effectiveness of the Inclusionary Housing and Density Bonus Policy as there are limited densities envisioned in the OCP city-wide, and therefore, limited CACs.</p>		6

Strategic Objective #8: Strong, Livable Neighbourhoods						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Tactical Urbanism	3. Create a tactical urbanism guide and tool kit and host workshops to support citizens and businesses to take action	<p>A menu of furnishings and other elements to support a broad range of community based place-making opportunities</p> <p>A workshop series focused on developing and implementing the guide</p> <p>An implementation program (grants, funding, etc.) including identification of workshops/events to support implementation</p>	<p>Sustainable Planning and Community Development has already begun development of a tactical urbanism tool kit based on results of neighbourhood planning, the Downtown Public Realm Plan (DPRP), AAA bike network implementation and best practices.</p> <p>Process would include best practices review and summary, opportunities overview, identification of furnishings, materials, programming considerations and other elements, with community engagement including workshops and other events.</p> <p>The tool kit could include a menu of furnishings and other elements, and a program to empower residents and neighbourhoods to activate and program public spaces, with temporary interventions/pilots leading to more permanent improvements where successful and appropriate.</p>	<p>This initiative is an opportunity to weave together a number of initiatives from different departments (community and street murals, traffic calming, public play spaces, street plazas, parklets, and other community based place making initiatives).</p> <p>Assumption: Could be an extension of My Great Neighbourhood program. Would integrate with Downtown Public Realm Plan (DPRP), Arts and Culture Master Plan, new public realm guidelines and standards for neighbourhoods (to be developed), and aspirations and actions coming out of neighbourhood planning.</p> <p>Risks:</p> <ul style="list-style-type: none"><li>• maintenance and de-commissioning of installations</li><li>• Liability and insurance</li><li>• Public realm clutter and inconsistencies</li><li>• Aesthetic impact</li></ul>	<p>\$8,000</p> <p>+0.5 FTE</p>	3



Attachment C: Detailed Resource Assessment of Draft Strategic Plan Actions 2019-2022

Strategic Objective #8: Strong, Livable Neighbourhoods						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
<b>Neighbourhoods Summit</b>	4. Facilitate an annual "Neighbourhoods Summit" to consider emerging best practices in neighbourhood placemaking planning and engagement.	Need further clarification from Council	Planning and executing a new initiative such as a Summit for Neighbourhoods would require a detailed budget and time to plan. It would not be feasible to plan a Summit in 2019. It would be beneficial to receive further clarification from Council on the goals and objectives.			5
<b>Late Night Task Force - Municipal Alcohol Policy</b>	5. Develop a Municipal Alcohol Policy to address concerns brought forward by the Late Night Advisory Committee	Municipal Alcohol Policy that will provide guidance for Council decision-making with regards to alcohol licensing and related issues, and provide direction for the consumption of alcohol in City public spaces, parks and facilities.	This initiative has received the support of a provincial grant (\$7,000) for 2019 and will require additional funding resources. It represents a significant time commitment for the Neighbourhood staff person leading the initiative.	<ul style="list-style-type: none"> <li>•Securing a suitable contractor to complete the project</li> <li>•Provincial grant requires that project is complete by October 31, 2019</li> </ul>	\$15,000	3

Strategic Objective #8: Strong, Livable Neighbourhoods						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
Noise Bylaw	6. Review the noise bylaw	Noise bylaw	<p>There are two probable approaches that could be taken to review the noise bylaw. The first approach is a full review and assessment of the noise bylaw, and also of the overall approach of the bylaw, which establishes different noise zones within the city and specific decibel levels for those zones at different times of the day, against emerging best practices. This is the comprehensive approach to a full scale noise bylaw review.</p> <p>The second approach would have Council identify areas of concern with the current bylaw for review and analysis that would likely involve a review of complaints to identify areas of concern and ways to enhance compliance with the bylaw. This approach is significantly less labour intensive.</p>		\$10,000	4

## Attachment C: Detailed Resource Assessment of Draft Strategic Plan Actions 2019-2022

<b>New/Expanded Community Centres</b>	<p>7. Explore opportunities to expand Quadra Village Community Centre in partnership with the Downtown Blanshard Advisory Committee and the CRD</p> <p>12. Work with SD61 to explore use of Sundance school as a community centre for the Jubilee neighbourhood</p> <p>15. Establish a Community Centre for the North Park Neighbourhood in conjunction with plans for the Royal Athletic Park Parking lot and/or the Crystal Pool and Wellness Centre Replacement Project</p>	<p>Staff will assess the opportunities and risks associated with expanding or delivering these facilities and services and report back to Council in 2020.</p>	<p>Council has requested information on the potential to expand the City's activities regarding community facility development and partnerships with third parties. Staff have determined that given the volume of other major facility projects already planned or underway (such as the replacement of Fire Hall #1 updates to City Hall, and replacement of Crystal Pool) the exploration, planning and project management leadership required for these new initiatives provides a strong case for a new staff resource, focused on facility development.</p> <p>This leadership role would be responsible for key tasks, relating to collaboration with community stakeholders and management of consultants in the development, evaluation and implementation of facility capital projects. This role would also provide support to other City teams, to ensure facility projects involving third parties are effectively managed and delivered in accordance with targets, such as those established in the Strategic Plan and Climate Leadership Plan, for example.</p> <p>If approved, recruitment for this position would commence in 2019, so that consultations with community stakeholders may commence regarding the opportunities identified by Council. As per other major infrastructure projects, Council would receive regular status updates as work progresses.</p>		<p>1.0 FTE</p>	<p>6</p>
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Strategic Objective #8: Strong, Livable Neighbourhoods							
Topic	Action	Expected Deliverables or Outcomes	Staff Response		Risks, Assumptions Dependencies	Resource Impact	Category
DRA Meeting Space	11. Explore partnerships to create meeting space and a home base for the Downtown Residents Association	Provide a space for use for the DRA	City staff have communicated that the City Studio space is available for DRA meetings. Staff are seeking clarification on if Council intended to provide a location for their regular operations.	Risk: Equity in the provision of space for associations.			5

Attachment C: Detailed Resource Assessment of Draft Strategic Plan Actions 2019-2022

Strategic Objective #8: Strong, Livable Neighbourhoods						
Topic	Action	Expected Deliverables or Outcomes	Staff Response	Risks, Assumptions Dependencies	Resource Impact	Category
CALUC	<p>8. Review CALUC process including clear terms of reference for increasing diversity (youth, renters, etc.), capacity building, term limits and a transparent and democratic process for selecting members</p> <p>9. Review and consider additional resources (financial and training) for CALUC's</p>	<p>Exploration with CALUCs and collective problem solving to encourage a diverse membership (youth, renters, etc.), capacity building, term limits and a transparent and democratic process for selecting members and to the greatest extent possible include details in the Terms of Reference. Identify ways for the City to assist in accomplishing this goal, review with Council and move to implementation.</p> <p>Review and consider additional resources (financial and training), if required, to support CALUCs and support deliverables noted above.</p>	<p>This is an ongoing activity aimed to improve processes and enhance community engagement / consultation in the City. A COTW report is being prepared that is planned to be presented in early February.</p>	<p>Reports are planned to be presented to COTW in early February 2019. Staff anticipate that no additional resources are needed; however if Council decides to make significant changes to CALUC process, then additional resources may be needed.</p>		5

## Appendix D: List of 2019 Financial Plan Motions

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## **Appendix D: List of 2019 Financial Plan Motions**

### **FESTIVAL INVESTMENT GRANTS PROGRAM: (See Strategic Plan Action 4.4)**

That Council direct staff to report back on options for a funding increase of \$50,000 for the Festival Investment Grants starting in 2019 potentially from new assessed revenue.

#### **BACKGROUND:**

The Festival Investment Grant program was established to create and sustain a healthy community, vibrant downtown core and enhance economic development. Over the past twenty years, the City has supported festivals through the Festival Investment Grant Program. Additional in-kind support is provided based on need and the availability of departmental resources.

The FIG program is perennially oversubscribed. Council directed staff to review the FIG program in 2019. Staff have examined opportunities to expand the program to community association led events, events in the shoulder season and to continue support for signature events. In addition to a thorough policy review, staff look forward to utilizing the newly appointed Music Advisory Committee in an effort to identify opportunities to better align with the local music community.

The annual FIG recommendations are typically approved by Council shortly after budget approval in February. Applicants require an indication of the level of support from the City before the financial plan is adopted in May. Should Council still be in budget deliberations when the FIG applications come forward for consideration, pre-budget approval of the potential funding increase to the program in 2019 would be required should Council desire funding be made available for 2019 festivals.

#### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Unfortunately, staff have no suggestions for funding sources that are not from the City. If Council chooses to implement this increase, funding could come from new property tax revenue from new assessment, reallocation of funding through a reduction in another service, or through a tax increase of 0.04%.

## **Appendix D: List of 2019 Financial Plan Motions**

### **FESTIVAL AND ARTS FUNDING:**

That Council direct staff to report back as part of the 2020, 2021 and 2022 budget on options for increasing investments in festivals and community arts events.

### **BACKGROUND:**

As part of the City's role as event producer, facilitator, regulator and venue/equipment manager, the Arts, Culture and Events Office assists hundreds of festivals and community arts events annually.

Through the issuance of hundreds of permits and related work orders annually, staff coordinate and allocate the appropriate City services necessary for the safe use of public space. Related City services include the deployment of traffic control equipment, sign shop, street cleaning, waste management, as well as staff support from parks, engineering and public works, fire and police.

Increases to the department's City services budget have not kept pace with service requests or with the changing nature of services required to ensure public safety at large public gatherings. As a result of evolving approaches to policing large public events, there has been a steady increase to the scope of police services required at large community events.

In 2018, Council budgeted the following for the facilitation of not-for-profit use of public space for accessible public events:

\$222,380 – Festival Investment Grants (cash)  
\$25,000 – Seed funding Canada Day production  
\$115,430 – work orders regular time (City staff and equipment deployment)  
\$113,000 – work orders outside purchases (mostly police)

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

In addition to the potential \$50,000 increase to the Festival Investment Grant program in 2019, any increase to the annual special events City services budget would assist in maintaining the current level of access to community events. Without an increase, beyond COLA levels, proposals for increased levels of cost recovery will be necessary. Increased funding for event related City service support at accessible public events in public space will help to ensure safe accessible community events for residents and visitors and assist in maintaining the current public event inventory.

Options to be assessed as part of the 2020 Financial Plan.

## **Appendix D: List of 2019 Financial Plan Motions**

### **ART IN PUBLIC PLACES**

Council passed a number of motions regarding public art. They have been grouped in this response as they all currently draw from the same funding source.

#### **1. ARTIST IN RESIDENCE PROGRAM**

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.

##### **BACKGROUND:**

Allocating funding for the Artist in Resident program to the culture operating budget rather than funding through the public art reserve fund would allow further public art projects to be funded from the reserve fund. The combined expenses of both the Artist and Indigenous Artist in Residence Programs totals \$144,000 which draws the total annual contribution from the reserve fund, \$135,000 annually, and an additional \$9,000 from reserves each year. This does not leave room to fund additional public art projects from the reserve fund.

#### **2. INDIGENOUS ARTIST IN RESIDENCE PROGRAM**

That Council direct staff to report back on the budget implications of continuing the Indigenous Artist in Residence Program.

##### **BACKGROUND:**

The position was created with the intent to add an Indigenous artistic presence to the City of Victoria and provide the opportunity for a local artist to develop artistic works, engage the community and City staff to produce a range of artistic works, which may include performances, workshops and/or a forum.

The Indigenous Artist in Residence works 20 hours per week for a total fee of \$42,000 per year and up to \$30,000 project budget annually. This position was funded through the City's Art in Public Places Reserve Fund in 2017 and 2018.

#### **3. ART INSTALLATIONS**

That Council direct staff to report back in the 2019, 2020, 2021 and 2022 budgets for options to increase the number of public art installations in the city.

#### **4. MURALS IN PUBLIC SPACE**

That Council direct staff to report back in the 2019, 2020, 2021 and 2022 budgets for options to increase the number of murals in public space and on private buildings to make Victoria a City of Murals.

##### **BACKGROUND:**

Currently, \$135,000 is funded annually from the public art reserve to install public art throughout the city. Staff consult with the Art in Public Places Committee, as well as Urban Design, Planning and Parks Design staff to plan out and program public art each year. Additionally, public art projects are funded from the My Great Neighbourhood grant program and the up to 1% public art policy for significant civic capital projects.

## Appendix D: List of 2019 Financial Plan Motions

In 2018, the Concrete Canvas project created 17 murals by international, national and local artists in the Rock Bay neighbourhood as per direction in the Burnside Gorge Neighbourhood Plan. On average, each mural was \$8,000 to \$15,000 depending on the size of the mural and artist fee.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Options for providing additional funding for the public art program include:

1. Create a mural stream through the My Great Neighbourhood grant program to fund mural projects at the neighbourhood level. Staff recommend \$50,000 for the community art stream to fund between 5-8 murals each year. A mural toolkit currently in development by Culture staff would accompany the grant stream to support community- led mural projects.
2. Increase the annual contribution to the public art reserve fund from \$135,000 to \$200,000 to fund the expansion of the public art program and number of murals.
3. Maintain \$135,000 annual contribution to the public art reserve fund and increase the culture operating budget by \$147,000 annually to fund the Artist and Indigenous Artist in Residence programs ongoing.

Should Council wish to expand the public art, residence program and murals programs, one additional FTE (\$83,000) in the Culture Department would be required. Currently, 0.8 FTE coordinates public art as well as the literary art portfolio. Staff are currently beyond capacity tracking 25 public art projects in various project stages through 2019 and 4 maintenance projects.

Should the all of the above options be approved, the total financial impact is \$345,000:

Artist in residence	\$75,000
Indigenous artist in residence	\$72,000
Expanded public art program	\$65,000
Mural stream in My Great Neighbourhood grants	\$50,000
Additional FTE	\$83,000

## **Appendix D: List of 2019 Financial Plan Motions**

### **VANCOUVER ISLAND SOUTH FILM AND 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.

### **BACKGROUND:**

The Vancouver Island South Film and Media Commission (VISFMC) creates jobs and economic development by marketing the locations, crew, talent, business and services of Greater Victoria to the international film and television industry. The commission works to help develop the necessary infrastructure for production, communication, standards of practice and workforce training for the region and supports the growth of local production services and expertise. The VISFMC was the first Film Commission in BC (1971). The commission is a registered not-for-profit society and has 3 full time staff. The VISFMC estimated that through their efforts they have helped generate an estimated \$10 million in direct economic impact in the region in 2017.

City grant awards since 2015:

2015 requested \$45,000 - awarded/paid \$45,000

2016 requested \$45,000 - awarded/paid \$45,000

2017 requested \$45,000 - awarded/paid \$35,000

2018 requested \$45,000 - awarded/paid \$20,000

The remarks from the External Grant Review Committee in 2018 were as follows:

“Final report incomplete. Scope extends beyond Victoria; should consider broader regional funding support.”

The City currently has 6 grant funding streams. 5 are competitive and 1 is “direct award”. The Film Commission currently applies under the Strategic Plan grant category and goes through a competitive process. Direct award grants (i.e. grants that do not go through a competitive process) are for organizations that deliver a service on behalf of the City, including operating City-owned facilities, with an agreement in place. These include recreation and youth programming at the City’s community centres, the City of Victoria Youth Council and the City’s heritage programs administered through two heritage societies established by the City.

As outlined in a presentation by VISFMC to Council, many film commissions in BC are funded through Regional Districts. Staff’s understanding is that VISFMC is not eligible under the CRD’s grant programs. Council may wish to request the CRD to change its eligibility criteria so that this could be a potential funding option for VISFMC.

Staff’s understanding of the intent of Council’s motion, is to provide funding that is not through a competitive process. Should Council wish to move in this direction and since the VISFMC does not fit the definition of an organization that receives direct award grants under the City’s policy, Council could consider setting up a new category with a definition that pertains to VISFMC. To ensure transparency for all organizations who may wish to apply for a City grant, it would be important to differentiate VISFMC to other non-profits who do have to go through a competitive process, such as Our Place Society, VIATEC, Destination Greater Victoria, Maritime Museum, School Crossing Guards, and Victoria Compost and Conservation Education Society, to name a few.

## **Appendix D: List of 2019 Financial Plan Motions**

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

If Council chooses to implement this new grant category, funding could be reallocated from the Strategic Plan grants budget (which is where all the grant funding was pooled when the new program was introduced in 2015/16), a reallocation through a reduction in another service, new property tax revenue from new development or through a tax increase.

## **Appendix D: List of 2019 Financial Plan Motions**

### **CITY STUDIO**

That Council direct staff to report back as part of the 2020 budget process on the opportunities for engaging a City Studio Coordinator and on potential funding partnerships.

### **BACKGROUND:**

CityStudio Victoria was a deliverable from the Mayor's Economic Development & Prosperity action plan called *Making Victoria – Unleashing Potential*.

The CityStudio Victoria concept/model (based on Vancouver CityStudio) started as a partnership between the City and our three post-secondary institutions; Camosun, Royal Roads University, and University of Victoria. The CityStudio space is owned by the City and solely operated and managed by the City and has since opening in February 2016. We have made requests for funding from our partner post secondary institutions to support a full-time Program Coordinator. In 2017 and 2018, management of the space was further supported by co-op students to help alleviate staff time. However, the co-op students required orientation/onboarding, regular supervision, and regular evaluation reports to be completed, which added a different workload onto staff.

In March 2018, Camosun decided to leave the CityStudio partnership and through recent discussions with Royal Roads University and University of Victoria they have also decided to leave the partnership. This is primarily due to the size of the space which they all feel is too small and the layout is awkward with the change in location to 711 Douglas. Further to this the space is more heavily used by non-profit community groups, which has caused harsher wear and tear and in some cases the user groups are difficult to manage.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

The City continues to be responsible for all costs associated with CityStudio. Costs include; all utilities, wifi, website, booking platform and all hard goods (tables, chairs, etc). Staff time to manage impacts higher priority projects and day to day business.

Option 1:

There are interested groups both within the arts community and other non-profit community groups that may be interested in responding to an Expression of Interest to operate the space at a reduced lease cost that provides a valuable return to the community.

Option 2:

Close CityStudio and return the asset to Real Estate to lease.



## **Appendix D: List of 2019 Financial Plan Motions**

### **PARTICIPATORY BUDGETING:**

That Council direct staff to report back as part of the 2022 budgeting process on taking a participatory budgeting approach to neighbourhood transportation.

### **BACKGROUND:**

Participatory budgeting empowers people to decide together how to invest a portion of the City of Victoria's annual budget. It is practiced in more than 1,500 cities across North America and around the globe.

In 2018, following a successful pilot project, Council directed staff to take a participatory budgeting approach to allocating \$60,000 of the City's budget for the next three years in the following areas: Youth (2019), Newcomers (2020) and Neighbourhood Spaces (2021).

An independent community-led Steering Committee will lead and administer the process each year, with support from the City's Engagement department. Proposals from residents for infrastructure, programs, services or events that will improve the City of Victoria in the designated focus area will be put to the public for voting to determine how to allocate the funds.

The goals of the City's Participatory Budgeting process, developed in collaboration with the citizen-led Steering Committee are to:

1. **Increase civic engagement**
  - Engage and empower more people in the budgeting process to deepen democracy.
2. **Showcase City decision-making processes**
  - Allow residents a greater role in and understanding of municipal spending decisions and increase transparency.
3. **Build community relationships and support diverse communities**
  - Inspire people to more deeply engage in their communities, and to create new networks, organizations and community economic opportunities.
4. **Encourage inclusive participation**
  - A focus on equitable participation, by working hard to engage the most marginalized populations, will lead to a more diverse and representative process.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

As part of the 2022 Financial Planning process, staff will recommend for Council's consideration a participatory budgeting approach to neighbourhood transportation. This recommended approach will be based on lessons learned from the City's 2019-2021 process and the experience of other cities that use participatory budgeting to empower citizens to decide how to allocate a portion of their transportation or other departmental budgets. The approach will support the City's strategic plan goals for neighbourhood transportation.

## **Appendix D: List of 2019 Financial Plan Motions**

### **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, provincial or 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.

An important issue of concern is that broadband beepers may be impacted significantly by surrounding noise, where the warnings may be less effective in busy urban centres, with high levels of background or surrounding noise. These issues question 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.

## **Appendix D: List of 2019 Financial Plan Motions**

Approximately 100 of Victoria fleet vehicles have back-up alarms installed and comprise only a very small percentage of the total number of urban vehicles operating in the City (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.

Vehicle safety sensors and related technology continue to advance, and replacement optical/proximity sensors will likely replace any need for audible alarms in the future. The speed at which this transition will occur will be related to cost and regulatory requirements, which would have to be studied further. Municipal regulations for backup alarms may also not be enough on their own to incent the shift for commercial operators 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 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 \$20-50,000 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. Staff would assess any investment in backup beepers to be lower than the work required to plan the future fleet replacement program, assess and review vehicle telematics information to inform procurement priorities, and continue work on fleet emissions and GHG reductions. Staff would assess that any additional resources in fleet would be best allocated to work on these priority issues.

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.

## Appendix D: List of 2019 Financial Plan Motions

### **COMMUNITY AND SENIOR CENTRE MAINTENANCE:**

That Council direct staff report back on the financial implications of providing a uniformly high level of service to community and senior centres with respect to janitorial services, facilities maintenance, solid waste services and cost of utilities.

### **BACKGROUND:**

Currently services for these City facilities are delivered through either City staff or contractors. The following table demonstrates which community facilities are serviced by City staff.

Site	Janitorial	Maintenance	Solid Waste	Utilities
Burnside Gorge Community Centre	X	✓	X	✓
Vic West Community Centre	X	✓	X	✓
Quadra Village Community Centre	✓	✓	✓	✓
Fernwood Community Centre	✓	✓	✓	✓
Fairfield CC / Garry Oak Room	X	✓	X	✓
Cook Street Village Activity Centre	✓	✓	X	✓
James Bay New Horizons	X	✓	X	✓
<b>James Bay Community School*</b>	X	X	X	X
<b>Oaklands Community Centre*</b>	X	✓	X	✓

*\*Serviced by School District 61*

The following is a brief description of services the City provides.

### **Janitorial Services**

The general daily cleaning of each facility includes mopping, vacuuming, and dusting of all rooms including washrooms, as well as garbage and recycling collection. The service standard also consists of weekly floor burnishing, along with annual deep cleaning. Daycare staff would be responsible for minor cleaning requirements during the day.

School District 61 currently provides janitorial services for the community facilities located adjacent to schools, namely Oaklands Community Centre and the James Bay Community School. For this reason, staff have excluded these two centres from the assessment of options and implications.

### **Maintenance Services**

This service consists of repair and maintenance of the building, including mechanical systems, building envelope, structure, electrical systems, paint, carpentry components, and graffiti removal. This includes all permits and regulated inspections for all life safety equipment, but excludes service specific repairs or permitting, such as Island Health requirements for specialized programs like daycare.

### **Solid Waste**

The City does not currently have the equipment needed to service all the waste, recycling and

## **Appendix D: List of 2019 Financial Plan Motions**

organics collection for City-owned facilities. Options for corporate waste collection services will be outlined in the *Zero Waste Strategy* currently in development.

### Utilities

Water, natural gas, and electricity use at community centres are presently funded by the City, with the exception of James Bay Community School. This does not include internet or cable services where applicable.

### Conclusion

Based on the discussion with Council, staff understand Council's motion to assume staff (CUPE Local 50) would be responsible for the additional scope of work. At present, each community centre operator sets the level of service based on the needs of the society. Staff have not investigated the level of service being provided by other parties at the centres where janitorial service is not through City staff. Based on previous dialogue with community centre operators in 2018, there appears to be a preference for City funding support, but with flexibility for operators to determine their own delivery model and service levels. The financial and human resource impacts outlined in this response reflect providing the same service level as the centres that City staff currently support.

Should Council wish to move forward with this initiative to expand the provision of janitorial and solid waste management at all centres not currently being serviced by the City or School District 61, Council may consider directing staff to first consult with the impacted operators regarding the potential impacts of this change. Subsequently, staff should be directed to amend the contracts with centre operators and allocate the necessary funding to the operating budget for the Facilities division.

Currently the City provides a total of \$111,000 in janitorial funding (grants) to three of the centres. Having City staff provide the janitorial services would mean these grants could be allocated into the operating budget for janitorial expenses. The total operating cost to provide all the building services and materials including janitorial, maintenance, solid waste management, and utilities would be approximately \$372,000. The incremental increase in cost would include \$261,000 in ongoing operating expense, plus a one-time capital investment of approximately \$80,000 for two fleet vehicles and janitorial tools to deliver these services.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

- Financial Implications
  - One-time capital expense for two janitorial fleet vehicles - \$80,000
  - Total additional ongoing annual operating expenses required \$372,000 (incremental increase of \$261,000)
    - Labour - \$309,000
    - Janitorial Supplies - \$15,500
    - Fleet fuel/maintenance - \$9,000
    - Solid Waste Disposal - \$38,500
- Human Resources Implications
  - Additional - Building Service Workers (3.25 FTE)
  - Additional - Assistant Supervisor of Building Services (1 FTE)

## **Appendix D: List of 2019 Financial Plan Motions**

### **WASHROOMS AND DRINKING FOUNTAINS:**

That Council direct staff to report back as part of the 2019, 2020, 2021 and 2022 budgets on opportunities to expand public washrooms and drinking fountains, with a priority in the north half of the city, and;

That the City give consideration to a new “sidewalk washroom” in the 900 block of Douglas Street in the 2019 budget.

### **BACKGROUND:**

The City does not have a formal plan that identifies the number, location, and design of public washrooms and drinking fountains required in the municipality.

Staff recommend hiring an external professional to assess opportunities for additional public washrooms and drinking fountains based on leading practices in other jurisdictions and local demand, and to develop an implementation plan to guide future investments.

In response to Council’s direction to give consideration to build a new “sidewalk washroom” in the 900 block of Douglas Street, staff have already completed a preliminary review of two potential sites. Should Council wish to move this forward, the next steps would include hiring a consultant to complete the planning and design work.

Should Council wish to move forward with this initiative, additional funding of \$287,000 is required to cover the professional service expenses and additional Project Administration staff resources required to complete both the design and construction phases.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

- Financial Implication
  - One-time capital expense (design services) - \$75,000 (cost of construction to be determined once the design of the Douglas Street washroom is complete)
- Human Resources Implications
  - Additional - Project Administrator (1 FTE for 2 years)
    - 2019 Design Phase - \$106,000
    - 2020 Construction Phase- \$106,000

## **Appendix D: List of 2019 Financial Plan Motions**

### **FAIR TRADE:**

That Council direct that this item be considered as part of the 2019 budget process.

### **BACKGROUND:**

Since April 2009, the City's Dining and Catering Policy has implemented a practice of Fair Trade which states that the catering of all civic meetings and events at City Hall, only Fair Trade coffee may be purchased. However, this does not extend to other City facilities.

As well, the City of Victoria's Purchasing Policy incorporates sustainability guidelines that consider the environmental, social and economic value of the goods and services being purchased. The intent is to shift spending away from goods and services that negatively impact the environment and society towards products and services that are more environmentally sound and socially beneficial. The evaluation criteria used are tailored to the specific competition; however, more points will be awarded for higher impact activities.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

With Council direction, City staff can amend the purchasing policy to add a clause for Fair Trade. This can be accommodated within existing resources.

A full promotional campaign will require additional resources. Engagement staff resources are fully allocated to completing priorities previously approved by Council or contemplated in the 2019-2022 Strategic Plan. Implementing this item in 2019 require an additional 0.2 FTE (approximately \$20,000) in the Engagement Department to meet Council's direction to develop and implement a communications strategy to attract media attention and promote the City's status as a Fair Trade Town, publish campaign/designation information on the municipality's website, and work with City staff in Sustainability to develop and implement a public awareness campaign to promote ethical and sustainable consumption.

Activities to promote sustainable food consumption are already part of the 2019 Financial Plan. Additional operational resources of \$10,000 would be required to expand those activities to include education and promotion of ethical consumption.

Alternatively, simply adding information to our website and sharing information via social media can be accommodated within existing resources.



## **Appendix D: List of 2019 Financial Plan Motions**

### **COUNCIL BUDGET:**

That Council direct staff to report back on the financial implications of increasing the Council travel and conference budget to \$45,000 for the conferences and travel with the direction that this be indexed to inflation in subsequent years.

### **BACKGROUND:**

The 2019 Draft Financial Plan includes a \$35,000 budget for Council's conference and travel expenditures.

In accordance to the City's Travel Policy, members of Council are reimbursed for their travel expenses while representing the City, engaged in City business or attending a meeting, course or convention related to representation of the City, City business or the duties of the office of Mayor or other members of Council. All Council travel require a Council Resolution to authorize the reimbursement.

Actual travel expenses allocated to the Council conference budget have ranged \$25,000 to \$47,000 over the last 5 years, with an average expense of \$37,400. In addition to this budget, protocol and trade mission related travel have separate funding allocations and are not included in these figures.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

If Council chooses to increase the funding, the financial impact would be \$10,000. If this is a permanent increase, it could be funded through new property tax revenue from new development, a reallocation by reducing another budget, or increasing property taxes by 0.01%.

## **Appendix D: List of 2019 Financial Plan Motions**

### **COUNCIL BUDGET:**

That Council direct staff to report back with options and implications for including budgetary allowance in 2019 for constituency funds for up to \$8,000.

### **BACKGROUND:**

This would be a new budget line item.

Should Council wish to move ahead with this funding, an overarching reimbursement policy should be considered that would outline the purpose and use of the funds, as well as the process and required documentation for reimbursement. Council may also wish to consider how the funding would be allocated between each member of Council. This could be done on a first-come first-served basis, through an equal allocation between each Council member, or by identifying the specific planned activities for the year during the financial planning process. Staff could develop the policy based on further Council direction.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

If Council chooses to add an additional \$8,000 budget to the 2019 Financial Plan, this ongoing increase could be funded through new property revenue from new development, a reallocation by reducing a different budget, or by a property tax increase of 0.01%.

## **Appendix D: List of 2019 Financial Plan Motions**

### **GRANT BUDGET:**

That Council direct staff to report back on how the youth outreach grants are allocated and the implications of increasing the youth outreach grants by the rate of inflation.

### **BACKGROUND:**

In October 2015, Council approved classifying the youth outreach programs administered by the Burnside Gorge and the Fairfield Gonzales Community Associations as Direct Award Grants since the City already has existing agreements with both organizations for operating City-owned facilities. The outreach grant amounts were allocated based on the requirements requested from the individual Community Associations.

Direct Award Grants are for organizations who provide a service or program on behalf of the City on an ongoing basis, including a service to operate City-owned facilities and have agreements with the City. These grants are awarded annually by Council without a competitive process; annual reporting back to the City is required.

The 2019 Draft Financial Plan includes a budget of \$10,000 and \$15,000 for the Burnside Gorge and Fairfield Gonzales Community Centre's youth outreach grants respectively. The budgets have remained the same since 2015.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

If Council chooses to increase the youth outreach grants by the rate of inflation or 2.4% for 2019, this would result in a budget increase of \$600 resulting in a total budget of \$10,240 and 15,360 each.

## **Appendix D: List of 2019 Financial Plan Motions**

### **GRANT BUDGET:**

That Council direct staff to report back on the implications of increasing the per capita base grants to community associations by the rate of inflation.

### **BACKGROUND:**

Neighbourhood base grants are a per capita allocation provided to all neighbourhood associations for the purposes of space rental, communications and celebrations. The per capita base grant is determined through the formula of 0.75 times the population of each neighbourhood.

The 2019 Draft Financial Plan includes a total budget of \$64,500 for the per capita base grants for the neighbourhoods of Blanshard (Hillside Quadra), Burnside/Gorge, Downtown, Fairfield Gonzales, Fernwood, James Bay, North and South Jubilee, North Park, Oaklands, Rockland and Vic West.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

If Council chooses to increase the neighbourhood per capita base grants by the rate of inflation or 2.4%, this would result in a budget increase of \$1,548 or total budget of \$66,048.

## **Appendix D: List of 2019 Financial Plan Motions**

### **GRANT BUDGET:**

That Council direct staff to report back on the implication of indexing the Strategic Plan grants to the rate of inflation.

### **BACKGROUND:**

Strategic Plan Grants are awarded annually by Council through a competitive process and are for eligible organizations working on a project or program that supports the actions and outcomes of the City's Strategic Plan.

On August 25, 2016, Council approved to implement an external grant review committee for the City's Strategic Plan Grants. The external grant review committee was established to promote a merit-based evaluation process by appointing members with expertise in the areas that are eligible under the grant program.

The Strategic Plan Grant budget of \$510,000 is comprised of both Micro Grants and Strategic Plan Grants. Micro Grants are grants of up to \$500 to cover supplies needed for food production in commons and community gardens.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

If Council chooses to increase the Strategic Plan and Micro Grant budget by the rate of inflation or 2.4%, this would result in a budget increase of \$12,240 or total budget of \$522,240.

## **Appendix D: List of 2019 Financial Plan Motions**

### **GRANT BUDGET:**

That Council direct staff to report back on the implications of increasing the community garden volunteer coordinator grant to \$10,000 per neighbourhood in 2019 with indexation to inflation for subsequent years.

### **BACKGROUND:**

Community Volunteer Coordinator Grants are available to neighbourhoods that have community gardens which are established under the City's Community Garden Policy, with food production as the primary focus. These grants are to fund a person to coordinate volunteers.

The 2019 Draft Financial Plan includes a budget of \$49,840 for eight neighbourhoods that have community gardens with food production. The neighbourhoods are Vic West, Fairfield-Gonzales, Fernwood, Burnside-Gorge, James Bay, Hillside-Quadra, Downtown and North Park.

This grant budget is comprised of a \$6,230 budget for each neighbourhood, with the exception of Fernwood where the grant is equally split between the Fernwood Neighbourhood Resource Group and the Fernwood Community Centre. The budget is annually indexed at a rate of inflation.

Council may wish to direct staff to engage with the neighbourhoods who currently receive this grant to explore whether an increase to the coordinator funding is desired or whether other funding, such as funding for materials, would be preferred.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

If Council chooses to increase the Community Garden Volunteer Coordinator Grants budget to \$10,000 per neighbourhood, this would result in an increase to the budget of \$30,160 for a total budget of \$80,000.

## **Appendix D: List of 2019 Financial Plan Motions**

### **GRANT BUDGET:**

That Council direct staff to report back on implications of indexing the My Great Neighbourhood grant program to the rate of inflation.

### **BACKGROUND:**

The My Great Neighbourhood Grant Program was developed to support strong, connected neighbourhoods through funding for projects that would be bring neighbours together and empower them to shape their local area.

The 2019 Draft Financial Plan has a budget of \$125,000. This budget is comprised of \$120,000 for the grant program and a budget of \$5,000 which the City provides for placemaking projects to match the equivalent contribution from the neighbourhood.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

If Council chooses to increase the My Great Neighbourhood Grant Program by the rate of inflation or 2.4%, this would result in a budget increase of \$3,000 or total budget of \$128,000.



## **Appendix D: List of 2019 Financial Plan Motions**

### **PARKING:**

That Council direct staff to report back on the revenue generating potential of charging for parking on Sundays.

### **BACKGROUND:**

The City of Victoria has nearly 2,000 on-street parking spaces downtown. On-street parking is free in the evenings Monday to Saturday from 6pm – 9am and free all day Sundays and holidays. On-street parking generates approximately \$7 million in revenue annually.

Parking is also free in parkades on Sundays. The following analysis pertains to on-street parking only, with the assumption that parkades would remain free. The rationale for this assumption is that parkades do not currently reach capacity on Sundays (with the exception of Yates Street) and that on-street turnover is the main concern rather than revenue-generation. Should this assumption be incorrect, staff can report back on estimates for revenue generation in parkades.

Paid parking on Sundays has been considered by Council in the past though no direction was given to staff for further exploration. In the past, discussions with some business owners that are open on Sundays have revealed there is a concern regarding the turnover of on-street parking on Sundays.

In the past, this discussion has generated high interest in the community. Therefore, Council may wish to consider an engagement strategy before a final decision is made.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Currently, staff do not have detailed on-street statistics for Sundays as parking is free. Though previous studies over the years have indicated that a large number of cars park on-street for over four hours. To determine the revenue impact on Sundays, staff have used pro-rated Saturday statistics in addition to past Sunday survey results to estimate the financial impacts.

Like most new initiatives there are many factors to take into account, therefore staff have provided two options for Council's consideration:

1. Implementing on street pay parking at the current rates and time limits on Sundays is forecasted to generate approximately \$600,000 in revenue a year. This calculation is based on total Saturday space availability of 18,000 hours (2,000 spaces multiplied by 9 hours of pay parking) that generates approximately \$1 million a year. A pro-rated percentage of 60% has been applied for Sunday estimates which factors in a reduction of businesses that are open on Sundays and the possible reduction of cars parking due to a rate increase.
2. Implementing on street pay parking at a reduced rate of one dollar an hour with no maximum time limit is forecasted to generate approximately \$500,000 in revenue a year. This calculation is based on estimating the total amount of Sunday parking at 10,000 hours (2,000 spaces multiplied by 5 hours of pay parking) multiplied by a rate of one dollar an hour. With this model, the assumption is that the introduction of Sunday pay parking will have less of an impact on the number of cars parking.

## **Appendix D: List of 2019 Financial Plan Motions**

Currently, the Yates Street parkade reaches full or near full capacity on Sundays. With the implementation of either on-street parking option, it is anticipated that this parkade will become busier. The increased volume is expected to create a low turnover and a higher demand for short-term parking. One option for Council's consideration is to increase the rates in this parkade only equivalent to current rates or one dollar based on the options above.

Should Council wish to move forward with this initiative, staff would develop the scope for an engagement strategy and report back on the resource implications.

## **Appendix D: List of 2019 Financial Plan Motions**

### **PARKING:**

That Council direct staff to increase on-street and parkade parking for people with disabilities on an ongoing basis and report to Council on a quarterly basis with the net new number of spots added.

### **BACKGROUND:**

The City provides permits and specific parking spots for people with accessibility challenges. There are approximately 28 designated metered on-street parking spaces in the downtown core for use by people with a valid disabled placard on their vehicle. Drivers with disabilities can purchase up to two hours of parking time at all these spaces.

To maximize choice and accessibility, the City offers an additional hour of free parking time at any 90-minute (or greater) parking space for drivers displaying a valid BC Disability Parking Permit.

The City offers two types of parking permits for people with disabilities: a Monthly Permit and a Periodic All-Day Permit to support mobility and accessibility to jobs and services while offering maximum flexibility.

Staff continue to review the current policies developed in 2002 and explore opportunities to increase and enhance accessible parking spaces throughout the City. Staff in Parking Services and Transportation work with the Disability Resource Centre (who provide ongoing input on changes to the parking system) to identify options for improvements. Continual review of the use of on-street accessible metered spaces is done to provide meaningful information on usage at the various locations.

Recent service improvements have included moving an accessible parking spot on Yates Street closer to the Post Office and a recently installed ramp adjacent to a loading zone to provide better access to the sidewalk. Also, six accessible spaces were added to the View Street Parkade.

Further analysis through the Accessibility Framework will inform future work in this area. See more information provided through the motion responses related to the Accessibility Working Group.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

This work can be accomplished within existing resources. Any future resource implications will be reported back upon completion of the Accessibility Framework.

## **Appendix D: List of 2019 Financial Plan Motions**

### **PARKING:**

That Council direct staff to report back on the option of bringing the operations of the Victoria Conference Centre parkade in house.

### **BACKGROUND:**

The parkade operations have been contracted since opening of the facility 1989. The contract was initiated to ensure that the facility opened with professional services in each department which would establish the reputation of the excellent service that the VCC has today. All in an effort to compete in the highly competitive event industry.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

In order to provide a complete analysis of the options and implications of changing the service delivery model for this operation, external expertise would be required to analyze both the needs of the Victoria Conference Centre and best practices in running parkade facilities in that industry. In addition, since the VCC is operated under an agreement, legal review of that agreement and any other agreements would be required.

Should Council wish to explore this further, staff could develop a complete scope of work and associated resource needs and bring back to Council for consideration in 6 months.

## **Appendix D: List of 2019 Financial Plan Motions**

### **PROTOCOL FUNCTION FUNDING:**

That Council direct staff to report back on the budget implications of adding resources to the City Manager's office sufficient to facilitate a dedicated protocol function.

### **BACKGROUND:**

The Protocol Liaison position would oversee the protocol functions of the City of Victoria, including the relationships, events, activities and services that benefit, promote, celebrate and enhance the City of Victoria. The position would develop and coordinate the provision of protocol programs and executive support including: preparing and managing annual operational budget; leading protocol relations between the City of Victoria and its Twin Cities, representatives of home and foreign governments, and First Nations; determining annual corporate protocol events, level of involvement and budget; advising the Mayor, Council and City staff on protocol relations; developing and implementing policies, standards and procedures to guide protocol activities.

This position would represent the City to other organizations, government agencies and the public including liaising with Twin City and other dignitaries during protocol visits. This position would also manage the delivery of protocol services including: briefing Council and staff on protocol matters, coordinating protocol for visiting delegations and arrangements for City officials conducting international visits.

This position would develop and implement strategies and operating plans for protocol, aligned with the City's Strategic Plan and key objectives.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

If Council chooses to proceed, this would result in one additional FTE and a budget requirement of \$95,000 - \$100,000.

## **Appendix D: List of 2019 Financial Plan Motions**

### **HOUSING ADDITION TO FIRE HALL # 3:**

That Council direct staff to report back on the feasibility of locating housing on top of the emergency management facilities on Bay Street.

### **BACKGROUND:**

The discussion at Committee of the Whole referred to the mechanics bays facility to be constructed at the property of Fire Hall #3. Although the above motion says “emergency management facilities”, this response is regarding adding housing to the new mechanical facility, not the existing Fire Station.

Council directed that staff work towards the replacement of Fire Station No. 1, through public process to determine if privately owned siting was available for exploration of the development of this project. Through the process, a site identified on Johnson Street was selected for rebuilding and replacing Fire Station #1. Due to the post-seismic nature of construction, costs associated with this type of construction and, land value associated with the downtown core, it was determined that relocation of the mechanical facility would be included in planning. Staff focused on location for fire mechanical in addition to review of all operational aspects of maintaining “specialized” mechanical services, both corporately and regionally, in addition to maintaining and enhancing fire department training grounds located at 740 Bay Street, Fire Station # 3.

Geotechnical work to further stabilize the rear area of No. 3 Fire Station is required work to ensure the viability of the area with regards to fire department routine standards training, with exploration on enhancement to the site to further prepare for improved departure for emergency response and, re-entering the fire station from Bay Street, upon return. Additionally, exploration of providing an apparatus maintenance bay in the planning to allow the Victoria Fire Department Historical Society with an area to refurbish and maintain their historical apparatus, when required. The Society provides great promotion of the City of Victoria and the Fire Department in relation to public display of historical apparatus and artifacts.

A portion of this area also presently includes a “drafting” pit which, when filled with water, is used to complete the annual industry testing of each fire “pumping” apparatus to ensure Fire Apparatus meet Industry Standards and are compliant with information provided to Fire Underwriter’s Survey to determine public fire protection rating for the City of Victoria. This is also a source of revenue generation as the mechanical division completes these tests for regional fire departments such as Sooke, Langford and Metchosin, in addition to annual inspections and required maintenance of their equipment and apparatus.

The planning proposes a three-bay mechanical facility with potential for an extended roofline to provide a carport type protection to fire department assets such as engines and/or trailers requiring protection from the weather, electrical and air connectivity to ensure operational readiness and, storage for equipment to be utilized for training. Specifically, with the ability to expedite “return to service”, any equipment used for training that needs to be re-assigned to first line response capacity. The geotechnical surveys of the property indicate the need for restructuring the asphalt section of the property and redesigning of the drafting pit to convert to a “confined space” training aid when not in use for apparatus testing. This will provide effective an efficient training opportunity for members of the service and potentially, external training opportunity for other agencies. This and other training aids coordinated with the installation of the training tower (erected in 2008) will confirm and provide long term strategy for utilization of this area for fire department and emergency response training. Once further work is detailed, the

## **Appendix D: List of 2019 Financial Plan Motions**

departure of the apparatus from the station will be reviewed to allow for an emergency response from the north of the station as opposed to the south to create a greater safety to personnel and traffic, as well as to provide a different angle of departure which is impacting the apparatus springs and alignment as they maneuver the tight turns on to Bay Street when exiting the station.

Due to the limited space at this site and the use as both a mechanical facility and an active operational training area, adding housing to the mechanical facility is not viable from an operational perspective. However, in the future, when Fire Station #3 is refurbished/replaced, there may be an opportunity to explore the addition of rentable housing units through that planning process.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

The Financial Plan provides for funding for the design of the mechanical facility in 2019 with construction commencing in 2020/2021.



## **Appendix D: List of 2019 Financial Plan Motions**

### **LATE NIGHT TASK FORCE:**

That Council direct staff to report back on the Late Night Great Night Task Force, including options for adjusting the allocation to policing and/or delivering services through non-police resources.

That Council direct staff to report back with options for recovering costs related to the Late Night Great Night Task Force from bar and nightclub operators through business license fees

### **BACKGROUND:**

The Late Night Great Night Task Force was formed in 2009 by the Mayor to examine a range of late night issues. Part of the resulting Late Night Strategy approved by Council in 2010 included four VicPD Special Duty Officers assigned to the downtown entertainment district from 10:30pm to 3:30am on Friday and Saturday nights (accompanied by two auxiliary officers).

Other elements of the strategy included supervised taxi stands (hosted through the City's current private security contractor), portable urinal program (sponsored by several late night businesses), three late night food vendors, and other related support (e.g. sexual harassment awareness workshop). The Late Night Advisory Committee, comprised of business organizations and government agency representatives, meets quarterly to review issues and make suggestions for achieving strategy objectives. The Multi-Agency Task Force also tours late night venues and public spaces quarterly to monitor conditions and identify issues. A Council update on the Late Night Strategy is planned for 2019.

On the first motion, commissioning of Special Duty officers was chosen over regular patrols because (1) the service was specific to Victoria and not shared with Esquimalt, and (2) police personnel would otherwise be directed by VicPD command to a variety of duties as they saw fit, rather than specifically to late night patrols. Police report that there are currently insufficient existing resources to dedicate solely to late night downtown patrols.

On the second motion, the question of recovery of costs associated with the Late Night Strategy was previously referred to staff in 2015 and again in 2017. In these cases, the question related to *per drink levies* and *per licensed seat levies*, respectively. These reviews both indicated that such levies would constitute taxes that are not permissible through the Community Charter. The analysis undertaken at the time by Legal Services suggests that any levy intended to pay for additional costs, especially policing costs, related to Late Night Strategy would most likely constitute a tax and would be outside of the City's authority to collect.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

The impact of service delivery through non-police resources, rather than continuing to deploy VicPD officers to patrol the entertainment district includes:

- Commanding less respect from late night patrons than police officers
- Less proactive identification and resolution of issues that may otherwise escalate
- No mandate to enter private businesses and to implement the successful Bar Watch program that combats gang and criminal influence
- Absence of skill set and capacity to immediately respond to dangerous situations, and

## **Appendix D: List of 2019 Financial Plan Motions**

- Less effective communication and coordination with the police force when issues arise that require additional support

Re-examination of these issues and development of possible fee options, including associated research into best practices in other municipalities and legal considerations, would involve the following:

Legal Services preliminary estimate suggests that another review of options for recovering Late Night Task Force costs, if it included development of bylaws, would involve approximately 50 hours of legal time (0.04 FTE) and cost between \$17,500 and \$20,000 if handled through external counsel. There is no in-house capacity to take this work on and additional funding would be required.

Existing staff could research and review any viable alternatives to Special Duty Officers.

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### **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.

### **BACKGROUND:**

Since 2015, the Urban Food Table has provided advice to Council and staff on matters related to urban agriculture, including input into the Official Community Plan, Parks and Open Spaces Master Plan and the “Growing in the City” initiative.

In July 2018, Council adopted revised Terms of Reference and referred “to the City’s 2019 budget process consideration of an annual allocation of \$6,000 for the Urban Food Table”.

Should Council approve this, staff recommend that the Urban Food Table report to the City annually on outcomes resulting from the allocated funding.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

The impact to the financial plan would be an annual allocation of \$6,000 and there would be no human resource implications.

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### **ARTIFICIAL TURF REPLACEMENT:**

That Council direct staff to report back with information on the current condition of the artificial turf field and the implications of deferring the replacement to 2021 including options for reducing design costs.

### **BACKGROUND:**

Council approved the Topaz Park Improvement Plan in June 2018. The proposed implementation approach considered replacement timelines for existing amenities, impacts on park users, construction efficiencies, priorities from public consultation, and financial impacts.

#### **Artificial Turf Field: Current Condition**

The existing artificial turf field was installed in 2005 and is currently entering its 14th year of service. A recent condition assessment by a contractor who specializes in these facilities, concluded that the field is in relatively poor condition. The reasonable serviceable life for similar synthetic turf fields is about 10 years, with most surfaces replaced between 10 to 12 years. According to the consultant, the City has maximized the usable wear of the turf fibres, as well as safe and conducive playing condition for field users. When a synthetic turf field ages, the playing surface characteristics change, turf fibers wear down lowering the depth of the fill and making the playing surface harder. As a result, risks to player safety increases with respect to concussion and other injuries.

The consultant recommends replacing the field as soon as feasible. If field replacement is deferred, the consultant recommends the City undertake a risk management review to consider how best to proceed with programming until the field is replaced.

#### **Deferring Replacement to 2021**

Detailed design of both the artificial turf field and southern park enhancements were recommended to commence in early 2019, with construction of the artificial turf field proceeding in 2020, construction of the southern park enhancement proceeding in 2021. Staff understand Council's request for deferring work, to relate specifically to the construction and assumes that the design work would still proceed in 2019.

Deferring construction of the artificial turf field to 2021 would primarily impact local sport groups, who currently use the playing fields in Topaz Park.

At present approximately 26 sport organizations currently use the grass field in the south area of the park, for games and practices each year, representing roughly 20 hours of use per week. These users were expected to be accommodated within the expanded artificial turf field in the park, however, the change in the sequence of work would require that these clubs find alternative arrangements elsewhere in the region, during the construction period.

#### **Design Costs**

The estimated design cost for the artificial turf field (\$430,000) included for consideration in the draft 2019 Financial Plan, is based on professional advice and industry standards for cost estimation, given the scope of improvements planned as approved in the Topaz Park

## **Appendix D: List of 2019 Financial Plan Motions**

Improvement Plan. Following a competitive procurement process, the project team will work with the consultant to explore opportunities for maximizing value and reducing costs as the design work progresses.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS**

There are no financial or human resource implications related to this motion. Budget requirements for implementation of the turf field will be brought to Council upon completion of the design work.

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### **DOG FRIENDLY SPACES DOWNTOWN:**

That Council direct staff to report back as part of the 2019, 2020, 2021 and 2022 budget on options to create more dog friendly spaces downtown.

### **BACKGROUND:**

Dog owners and their pets are a large user group of park spaces. Pets often provide the impetus for people to visit parks, to exercise and to socialize with others while visiting the park. Developing leash-optional facilities in parks, provide dog friendly spaces that also help to reduce conflicts with other park users.

There are currently 15 parks with leash-optional areas throughout the city, three of which were established as pilot sites in 2017. There are currently no designated leash-optional park spaces in the downtown core. Completion of a “Dogs in Parks” Strategy is identified as a priority action in the Parks and Open Spaces Master Plan (2017).

To address Council’s immediate focus on creating dog-friendly spaces in the downtown core, staff recommend completing a study to engage with residents and assess existing public sites, investigate creative solutions in other jurisdictions, and provide recommendations. This work would inform future investment proposals. Information from this downtown-focused study would also help be helpful in the development of a future city-wide strategy.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Should Council wish to advance this initiative, \$50,000 would be required for consultant support. Staff support to manage the consultant could be accommodated within existing resources.

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### **DOWNTOWN GREEN SPACE:**

That Council direct staff to report back as part of the 2019, 2020, 2021 and 2022 budget on options to create more greenspaces downtown.

### **BACKGROUND:**

In 2019, the City will be proceeding with three projects that will create approximately 2.5 acres of new greenspace in the downtown area, including the Songhees Park expansion, new public space adjacent to the Johnson Street Bridge, and the Wharf/Humboldt AAA Cycling Corridor.

<b>Project</b>	<b>Area of Green Space (m2)</b>
Songhees Park Expansion	6,200
Public Space next to Johnson Street Bridge	3,800
Wharf/Humboldt Cycling Corridor	280

The further development of existing public space and acquisition of new land are further potential tools for meeting Council's strategic objectives. The completion of a Park Development and Acquisition Strategy is identified as a priority action in the Parks and Open Spaces Master Plan (POSMP), and in the draft Strategic Plan. The proposed Strategy is intended to explore options for acquisition (purchase, establishing first rights of refusal, interagency land transfers, joint use agreements, leases, easements and rights-of-way), in order to achieve the City's parks and open space goals.

In 2019, staff recommend developing the scope of work for a consultant to assist the City with the new Strategy in 2020. Once completed, this material will be incorporated into the City's overall Real Estate Strategy and related capital reserve requirements.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Should Council wish to advance this initiative, funding of \$125,000 for consultant support would be required in 2020. Staff support for the consultant can be accommodated within existing resources.



## **Appendix D: List of 2019 Financial Plan Motions**

### **GARDEN BED NATURALIZATION:**

That Council direct staff to report on climate implications and options for re-naturalizing all the City's garden beds between 2019 and 2022, with the exception of Beacon Hill Park and the hanging basket program.

### **BACKGROUND:**

In 2017, the Parks division initiated a change in planting practices to prioritize species that are drought tolerant/resistant and are native to the local environment. Annual display beds have been reduced in certain areas, including medians, and have been replaced with lower maintenance, drought tolerant, environmentally sensitive plants that are friendly to pollinators.

Staff understand Council's priority to address operational practices that contribute to climate change, including activities undertaken by Parks staff. The report requested by Council would provide a valuable input into the planning and implementation of further operational changes. To acquire this information, staff would need to develop a scope of work for an external consultant to assist with a Climate Impact Study, specific to plant selection, implications and options. The estimated cost of this study is \$50,000. Council may wish to consider the relative value of this action in the context of the overall priority actions within the Climate Leadership Plan.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Should Council wish to advance this initiative, funding of \$50,000 for consultant support would be required. Staff support for the consultant can be accommodated within existing resources.

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### **INCREASED FOOD PRODUCTION:**

That Council direct staff to report back in the 2019, 2020, 2021 and 2022 budgets for options to increase food production on public land including increasing community gardens in all neighbourhoods in the city and building urban food systems into our Parks operations.

### **BACKGROUND:**

In 2015, the City initiated the “Growing in the City” initiative to advance several key directives in the City’s Official Community Plan towards the goal of a more sustainable local food system. The project included developing policies and guidelines to support urban food production in the public realm as well as a series of amendments to City regulations to better support small-scale commercial urban agriculture.

Since 2016, resources to generate awareness and provide information on the new policies, programs and guidelines in relation to food production on public land have been developed and widely disseminated including:

- Urban Food Tree Stewardship Pilot Program Fact Sheet and Maintenance Agreement
- Boulevard Gardening Guidelines and Fact Sheet
- Community Gardens Policy (2016), Expression of Interest Form and a ‘Building a Community Garden on City Land’ Guide
- Interactive Map of Existing Community Gardens and the Inventory of City-Owned Land with Community Gardening Potential

Many of the regulatory amendments proposed through “Growing in the City” were new to Victoria and unique in a Canadian context. The program has resulted in new community gardens, food trees planted in parks, urban food production business licenses and public education on urban food production and boulevard gardening.

Over the next few months staff will be evaluating the “Growing in the City” initiative and working with the Urban Food Table on recommended adjustments to the program that will further support growth of urban food production in the City.

A report to Council on the results of the evaluation is planned for Q2 2019. This report will outline recommended adjustments to the program including options on increasing community gardens in all neighborhoods and building urban food systems into park operations.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

None

## **Appendix D: List of 2019 Financial Plan Motions**

### **POLLINATOR HABITAT:**

That Council direct staff to report back a part of the 2019, 2020, 2021 and 2022 budgets for opportunities to increase pollinator habitat on public and private lands.

### **BACKGROUND:**

In 2017, the Parks division shifted focus to strategically plant species that better align with the lifecycles of pollinators in an effort to provide more available sources of pollen at key times. As staff renovate garden beds and planted medians, plant trees or install new landscapes, plants are selected that are drought tolerant and are sensitive to the natural environment while providing aesthetic value and pollinator habitat. Since 2017, staff have planted upwards of 650 plants considered pollinator-friendly in the public realm including Fort Street, Bay Street and Amphion Street, as well as in parks such as Fisherman's Wharf, Stadacona, and Beacon Hill Park.

In 2018, five new mason bee hives were installed in Beacon Hill Park, with eight more installations planned for 2019. New interpretive signs are being installed near these hives to promote the value of pollinator friendly gardening. Planning for the landscaping around the Johnson Street Bridge also consists of roughly 1,500 pollinator friendly plants, including native species, to be planted in the next year. Finally, a new City webpage provides information to residents on the benefits of pollinators and resources to increase pollinator habitat

If the actions described above are insufficient in meeting the spirit of Council's direction, Council may consider instructing staff to initiate an independent study to evaluate the impact of work currently being performed and to recommend additional strategies to increase pollinator habitat. It is estimated the cost of this assessment would be no more than \$30,000.

With respect to increasing pollinator habitat on private property, staff note that further consultation with colleagues in Planning and Legal Services is required to explore the opportunities and limits of such an initiative. Therefore, this component requires a report back to Council later in 2019.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Should Council wish to advance this initiative, funding of \$30,000 for consultant support would be required. Staff support for the consultant can be accommodated within existing resources.

## **Appendix D: List of 2019 Financial Plan Motions**

### **ROSS BAY CEMETERY:**

That Council direct staff report back on options with regards to the Ross Bay Cemetery trust fund with regards to funding operations of the Ross Bay Cemetery.

That Council direct staff to explore cooperating with Royal Oak Burial Park on the marketing of grave spaces in Ross Bay Cemetery.

### **BACKGROUND:**

The Ross Bay Cemetery (RBC) Bylaw and the Provincial Cremation, Interment and Funeral Services Act includes regulations regarding the management of the RBC Perpetual Maintenance trust fund. The regulation states the interest income earned by the trust fund may be used for the purpose of paying the operator's liabilities arising out of care and maintenance services. The balance of the Perpetual Maintenance Trust at December 31, 2017 was \$755,659, and over the last 5 years earned between \$5,000 and \$10,000 per year in interest income. This income could be used for the purpose of paying for care and maintenance services, should Council wish to proceed with this direction. The draft 2019 maintenance budget for the cemetery is \$234,000. Since about 2003, this income has been accumulating within the trust to save up for larger maintenance projects.

Staff have met with a representative of Royal Oak Burial Park to discuss the potential for marketing coordination. The discussion was very positive, and unless Council objects, staff will further explore this potential with Royal Oak Burial Park staff for the remaining plots in Ross Bay Cemetery.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Should Council wish to use the annual interest to offset the costs, this would result in an offset to property taxes of 0.0038% to 0.0076%. Alternatively, Council may wish to continue setting aside this income for funding of larger maintenance projects in the future.

## **Appendix D: List of 2019 Financial Plan Motions**

### **URBAN FOREST MASTER PLAN: (See Strategic Plan Action 6.4)**

That Council direct staff to report back on options for increasing parks planning staff resources for coordinating the acceleration of implementation of the Urban Forest Master Plan.

#### **BACKGROUND:**

Council approved the City's Urban Forest Master Plan (UFMP) in 2013, following extensive consultation with community members, staff and industry experts. The plan provides guidance on the long-term management and enhancement of the urban forest, with 26 recommendations relating to trees on public and private lands to be completed over the next few decades. At present, the City has direct control over roughly one-third (33,000) of the urban forest inventory. The other two-thirds consists of trees on private land. The City's overall tree canopy coverage when last measured in 2013 was approximately 18%. The UFMP recommends increasing this coverage to 40-45%, a figure aligned with targets for cities around the world.

Over the past four years, the Victoria made limited progress towards the UFMP recommendations. Despite the efforts of staff required to make that progress, it is important to recognize the challenges presented by the recent increase in pressure on staff capacity. In the past few years, operational demands associated with supporting Victoria's unprecedented growth have resulted in reduced capacity to plan and process the recommended actions in the pro-active manner necessary. The total annual City investment in tree care and management is approximately \$1.7 million.

Staff acknowledge Council's sense of urgency regarding climate action. With increased investment and focus, the City can more effectively address the challenges highlighted by the UN Intergovernmental Panel on Climate Change in its special report on the impacts of global warming. In regards to the role of the urban forest, Victoria has the necessary strategic direction; however, to respond to this call for action staff recommend an updated approach, as envisioned in the UFMP, in pursuit of the goals identified for the long-term benefit of citizens.

The new approach for consideration would accelerate the implementation of priorities relating to the Urban Forest Master Plan and recent Climate Leadership Plan. This direction involves restructuring the Parks division to establish a dedicated team focused on the management and enhancement of the urban forest. Led by a new full-time leadership position, the section would consist of a combination of new and existing planning and operational staff. This team would be responsible for long-term planning, coordination with stakeholders, execution of all arboriculture activities and practices, as well as reporting on progress.

The short-term actions for this section would include, but not be limited to, the following proposed Strategic Plan actions outlined by Council:

- 4. Develop and lead the implementation of the Urban Forest Master Plan*
- 5. Strengthen the Tree Protection bylaw*
- 21. Strengthen tree protection and enhance tree canopy and urban forest*
- 37. Create annual tree planting festival like "Tree Appreciation Day"*

## Appendix D: List of 2019 Financial Plan Motions

The new team would be structured with three areas of focus.

- **Planning:** City-wide, long-term planning (ie risk management, design guidelines, etc), as well as support for trees located on private property (land-use application review, partnership opportunities, community events and education)
- **Large Tree Care:** Management and maintenance of large trees on City property
- **New Tree Care:** Planting and maintenance of new trees on City property

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Staff have identified two potential investment approaches to accelerating the implementation of the UFMP. Both options focus on increasing the level of new tree planting, maintenance of existing trees, as well as support for private tree programs (ie protection, education). Option 2 is presented as a “leading practice” example for urban forestry management. Either option would allow the City to undertake nearly all operational tree care functions with in-house resources, other than specialized functions.

#### *Human Resource Implications:*

<b>Staffing Implications</b>			
	<b>Current</b>	<b>Option 1</b>	<b>Option 2</b>
<b>Planning</b>	2 FTE (1 full-time, 1 temporary)	<b>Add: 1 FTE</b>	<b>Add: 1 FTE</b>
<b>Operations</b>	12.5 FTE <ul style="list-style-type: none"> <li>- 4 Arborists</li> <li>- 2 Trades Assistants</li> <li>- 3.5 Senior Parks Maintenance Workers</li> <li>- 1 Parks Maintenance Worker</li> <li>- 1 Assistant Supervisor</li> <li>- 1 Supervisor</li> </ul>	<b>Add: 7.5 FTE</b> <ul style="list-style-type: none"> <li>- 1 Arborist</li> <li>- 1 Trades Assistant</li> <li>- 4.5 Senior Parks Maintenance Workers</li> <li>- 1 Assistant Supervisor</li> </ul>	<b>Add: 11.5 FTE</b> <ul style="list-style-type: none"> <li>- 5 Arborists</li> <li>- 1 Trades Assistant</li> <li>- 4.5 Senior Parks Maintenance Workers</li> <li>- 1 Assistant Supervisor</li> </ul>
<b>Leadership</b>	.33 FTE Manager, Park Operations	<b>Add: 1 FTE</b> Manager, Urban Forestry	<b>Add: 1 FTE</b> Manager, Urban Forestry
<b>Change</b>		<b>+9.5 FTE</b>	<b>+13.5 FTE</b>
<b>Key Outcomes</b>	<ul style="list-style-type: none"> <li>- Tree inspections 1,500 trees per year</li> <li>- Inspection/pruning ~20 years per tree</li> <li>- Planting 250 trees per year</li> <li>- Limited capacity for private trees</li> </ul>	<ul style="list-style-type: none"> <li>- Tree inspections increased to 2,000 per year</li> <li>- Inspection/pruning to 15-16 years per tree</li> <li>- Planting 450 trees per year (2,250 over 5 years)</li> <li>- Increased focus on private trees</li> </ul>	<ul style="list-style-type: none"> <li>- Tree inspections increased to 4,500 trees per year</li> <li>- Inspection/pruning to 7 years per tree</li> <li>- Planting 450 per year (2,250 over 5 years)</li> <li>- Increased focus on private trees</li> </ul>

## Appendix D: List of 2019 Financial Plan Motions

### *Financial Implications:*

The projected costs of increasing the level of service for each option are provided below. The capital estimates are associated with increased maintenance of existing trees as well as planting and caring for new trees, include new vehicles and heavy equipment. The operating costs include trees, tool/vehicle maintenance, supplies, equipment, and staffing.

<b>5-Year Projected Incremental Cost</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>5-Year</b>
<b>Option 1</b>						
<b>Capital Costs</b>	\$ 401,000	\$ 104,040	\$106,120	0	\$0	\$611,160
<b>Operating Costs</b>	\$1,060,490	\$1,093,890	\$1,139,840	\$1,158,150	\$1,176,830	\$5,629,200
<b>Option 2</b>						
<b>Capital Costs</b>	\$1,189,220	\$ 104,040	\$106,120	0	\$0	\$1,399,380
<b>Operating Costs</b>	\$1,713,740	\$1,748,060	\$1,802,080	\$1,828,630	\$1,855,710	\$8,948,220

Acceleration of the implementation of the UFMP requires a substantial increase in focus and resourcing. Staff have outlined above the key elements based on an assessment of the incremental changes in resourcing necessary to meet the priority outcomes in the UFMP and a healthy, sustainable urban forest.



## **Appendix D: List of 2019 Financial Plan Motions**

### **ANIMATION PROGRAM:**

1. Council direct staff to review the delivery model for the city's animation program and report back to Council.
2. That Council direct staff to report back on options for increasing the diversity of the elements of the seasonal animation program.

### **BACKGROUND:**

The animation of the public realm can take many forms including events, festivals, public art, heritage and historical interpretative signage, and placemaking. The seasonal animation program is an important part of the mix to add vibrancy, animation and economic spin off for the business and tourism sectors.

Over the past 15 years, the City in conjunction with partners Downtown Victoria Business Association and Destination Greater Victoria, have worked together to coordinate a year-round display highlighting the winter season (November to January), Chinese New Year (January – February), summer banners (May-September) and Halloween (October).

Recognition of community and cultural anniversaries, holidays and annual celebrations is best served through the festivals, events and public art programs due to the short-term nature of these celebrations and the desire by the community to actively participate in the programming, animation and celebration of cultural customs and beliefs.

The maintenance of infrastructure for lighting, banners and seasonal décor within trees and lamp standards is a major component of this program and requires a heavy workload to ensure the current program is well maintained including replacement of bulbs, electrical and banner infrastructure and general overall condition of décor due to weather conditions. The removal and installation of lighting and décor requires considerable contracted staff time, maintenance and capital costs.

The current delivery model for the animation program is through contracted services for labour to install and dismantle décor and lighting throughout the year. Currently, the budget line is \$64,000 for these services. The contractors provide a vehicle with lift, insurance and additional staff as required.

The focus will be on décor elements using colours and lighting styles rather than specific iconic symbols to ensure the program is inclusive as possible and interpretation is limited.

Staff will also endeavour to promote the My Great Neighbourhood and Festival Investment Grant opportunities to community and multi-cultural groups to ensure groups are aware of the funding and special event permitting function to facilitate request to celebrate community and cultural events throughout the year.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

To diversify the current program, staff require time to consult and study the matter further. This work could be undertaken in 2019 with report back as part of the 2020 Financial Plan. This work can be accommodated within existing resources.

## **Appendix D: List of 2019 Financial Plan Motions**

Should Council wish to bring the service in-house, ongoing operating costs would total approximately \$90,000 for labour and equipment operating costs. The additional FTE would also be able to support the Festival & Event Coordinator who is fully subscribed during the summer months.

## **Appendix D: List of 2019 Financial Plan Motions**

### **POET LAUREATE PROGRAM**

That Council direct staff to report back on increasing the project funding for the poet laureate and youth poet laureate from \$1000 to \$2000.

#### **BACKGROUND:**

The Poet Laureate, “people’s poet”, is an honorary position that was established by City Council in December 2006, to honor and celebrate the contribution of literature and poetry in the life of Victoria.

Created in 2013, the Youth Poet Laureate position provides the community access to strong youth voices. The Youth Poet Laureate is tasked with reaching out to vulnerable youth populations and encouraging peer to peer education and inspiration through new works and by developing a community youth poetry event.

Past projects have funded poetry events, workshops, outreach and learning opportunities for the community typically through the month of April during National Poetry Month.

#### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Although additional staff time would be needed to support promotions and event coordination beyond April’s poetry month activities, it can be accommodated within existing resources.

The financial impact is \$2000 in ongoing funding.

## **Appendix D: List of 2019 Financial Plan Motions**

### **CHILD FRIENDLY SPACES:**

That Council direct staff to report back as part of the 2019, 2020, 2021 and 2022 budget on options to create more child friendly spaces downtown.

### **BACKGROUND:**

The downtown core has a limited inventory of parks to accommodate activities and events, particularly for children. To address this issue, in recent years staff and representatives of other agencies have identified both temporary and permanent opportunities to use the public realm for child-friendly activations. Recent examples include the orca whale installation in Centennial Square, playground at the Hudson Walk development, and temporary play features at Ship Point.

Staff understand Council desires to increase the focus in the immediate term on creating more play spaces in the downtown core. Given this, staff recommend initiating a project in 2019 to seek ideas from the community, investigate creative solutions in other jurisdictions, and assess costs, along with a list of potential actions. This work would expand on the outputs from the Downtown Public Realm Plan, Draft Centennial Square Action Plan, and Parks and Open Spaces Master Plan and would inform potential future capital investments.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Funding of \$70,000 would be required in 2019 to hire a consultant to support this initiative. Any funding requirements resulting from this work would be reported back as part of the 2020 financial planning process.

## **Appendix D: List of 2019 Financial Plan Motions**

### **LIFE PROGRAM: (See Strategic Plan Action 5.8)**

That Council direct staff to report back on the implications of extending the LIFE program for a one-year pilot project in 2019 to allow for unlimited use of the Crystal Pool and the arena community ice time for holders of the pass.

### **BACKGROUND:**

The LIFE program provides a combination of annual credit and program fee discounts to eligible individuals and families facing financial barriers, towards recreational programs and services in City facilities, community centres, and participating regional municipalities. At present there are approximately 15,750 residents who are eligible for the program in the City of Victoria. Approximately 18% of the eligible population in Victoria currently participate in this program.

Program participant benefits:

- Up to 52 drop-in visits or 50% off the annual pass
- \$40 to \$60 credit that can be used towards annual pass, drop-in punch cards and program registration fees

The program generates approximately \$26,000 in revenue from membership passes and the City currently budgets \$52,000 in subsidy annually to fund the credit received by participants of the program. On average the actual cost of the subsidy is appropriately \$43,160 (83% the City's allocation).

Program eligibility requirements and guidelines are standardized across the participating municipalities, based on a national formula. Victoria is the only municipality that offers the credit benefit as part of the program, which allows for participants to apply towards programs and services at the Crystal Pool and Fitness Centre, the Save On Foods Memorial Centre, and local community centres. In 2019 approximately 799 program participants took advantage of the credit benefit equating to 28% of the program's total participants.

Staff interpreted the motivation behind Council's direction as the intention to provide program participants unlimited drop-in use of the Crystal Pool and arena. This program adjustment has the potential to increase the value of the program, with relatively low financial and human resource implications. Should Council wish to move ahead with this program change, staff recommend a minimum two-year pilot program, to account for the time required at the outset to update systems, train staff and communicate the adjustment to potential participants and stakeholders.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

If Council chooses to implement this program change, the proposed adjustment to the program would result in a loss of \$26,000 in revenue, thereby increasing the subsidy beyond the existing value. As the proposal is intended to increase participation, staff suggest increasing the annual budget to \$100,000 for the service. The total additional funding required would be \$74,000.

This change could be managed within existing staffing resources.

## **Appendix D: List of 2019 Financial Plan Motions**

### **VIC HIGH SOCCER PITCH:**

That Council direct staff to inquire with the School District about opportunities to create a lighted soccer pitch at Victoria High School.

### **BACKGROUND:**

Staff are engaged with School District 61 and will report back with a timeline.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Council has previously approved a \$250,000 contribution to the project 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.

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### **WASTE COLLECTION FROM CITY FACILITIES:**

That Council direct staff to report back on the cost and service level implications of having garbage from the Crystal Pool and other city operated facilities collected by municipal employees.

### **BACKGROUND:**

The City does not currently have the equipment needed to service all the waste, recycling and organics collection for City-owned facilities. Options and actions for corporate waste reductions and City collection services will be developed through the Zero Waste Strategy currently in development.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

No additional financial or human resources are required at this time as the study is currently in development.



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### **HOUSING RESERVE:**

That Council refer consideration of potentially increasing the funding allocation to the Housing Reserve Fund to the 2019 financial planning process.

### **BACKGROUND:**

As part of the 2017 Victoria Housing Strategy Annual Review, and during a 2018 report to Council at which updates to the Victoria Housing Reserve Fund program were considered, staff estimated that an increase of \$750,000 above the annual contribution rate of \$250,000 would be necessary from 2019 going forward if the City is to meet the affordable housing targets identified in Victoria's Housing Strategy.

Renewed commitments by senior levels of government to support the construction of low and moderate income housing in recent years has led to an influx of partnership requests to the City and an anticipated increase in applications to the Victoria Housing Reserve Fund.

This increase, to a total of \$1,000,000 per annum would allow the City to support the construction of approximately 80% of the 115 rooms of very low and low to moderate-income housing required per annum (the remaining 20% of the affordable housing target is anticipated to be fulfilled through the City's upcoming Inclusionary Housing and Density Bonus Policy). Increasing the allocation to the fund may further support new affordable housing projects and help the City reach its affordable housing targets.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Assuming a permanent \$750,000 increase to the allocation, Council could consider using new tax revenue from new development, reallocating funding by reducing other services, or increasing taxes by 0.57%. A one-time increase could be funded using surplus.

Human Resource impacts include additional staff time spent meeting with project proponents and processing an increased volume of applications requesting funding from the Victoria Housing Reserve Fund. It is not known how many additional applications would be received per year and per intake period (the City will now process fund applications twice per year with application deadlines of March 31 and September 30 respectively), however, an increase is anticipated. Staff would report back to Council should the need arise to increase staffing from current levels.

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### **NEIGHBOURHOOD PLANNING:**

That Council direct staff to report back on options for providing some resources for neighbourhoods to help expedite the neighbourhood planning process.

### **BACKGROUND:**

Under the accelerated local area planning program, neighbourhood planning has been undertaken concurrently in order to update and align neighbourhood plans with the vision, goals and objectives of the Official Community Plan (OCP) in a timely manner. To date, neighbourhoods which have updated local area plans that align with the OCP are Downtown and Harris Green (the Downtown Core Area Plan), Burnside and Victoria West. Neighbourhood planning in Fairfield is ongoing and nearing its final phase, and the draft neighbourhood plan for Gonzales was placed on hold to be revisited in future. The next phase of local area planning was to include North Park, Fernwood, Jubilee and Rockland, and the final phase to include James Bay, Hillside-Quadra and Oaklands.

If members of the community are interested in undertaking some work themselves to support local area planning or help expedite the planning process by undertaking work while City staff are planning in other neighbourhoods, there may be key tasks that are well suited to citizen-led initiatives. These could include:

- 1) preparing background information as many of the neighbourhood plans include chapters dedicated to the history of neighbourhoods;
- 2) identifying issues experienced in the neighbourhood across a wide variety of topics;
- 3) other topics of interest identified by neighbourhoods that are within municipal jurisdiction and would typically form part of a neighbourhood plan.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Staff time would be required to inform neighbourhoods of this initiative, prepare a program that outlines goals and parameters for the citizen-led work, provide guidance on various tools or engagement techniques community members could use, and administer any budget to support community work and activities (e.g. book venues for community meetings, etc.). Uptake on this is anticipated to vary from neighbourhood to neighbourhood as it will depend on community interest and capacity.

Should Council wish to explore this further, staff would report back to Council within 6 months on financial and human resource implications and the approach for the next phase of local area planning, following consultation with Community Association Land Use Committee representatives.

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### **NEIGHBOURHOOD ASSESSMENT OF PANDORA 900 BLOCK:**

That Council direct staff to report back on the potential to cost share a full spectrum neighbourhood assessment with Island Health and BC Housing for the 900 block of Pandora Avenue, subject to the terms of reference of the assessment being approved by Council prior to any municipal funds be expended.

### **BACKGROUND:**

The 900 block of Pandora Avenue has long welcomed people in need of assistance. In 2005, Our Place Society was formed to provide transitional shelter, food and other drop in services. The opening of the nearby Johnson Street Social Housing project in 2016, and supervised consumption services in 2018, resulted in increased social impacts on the block. 'Good neighbour' agreements between local businesses and impacted organizations resulted in various initiatives to improve the appearance and use of the public realm and limit camping and overnight loitering. Despite these initiatives, street use and activities continue to have a significant impact on businesses, perception of safety, and in the overall character of the block.

As a result of 900 Block Pandora Task Force meetings in 2018, it was acknowledged that it would be beneficial to evaluate opportunities for enhancing the block so that all people would feel as safe and welcome as they would on any other block in the City through a collaborative process led by an external consultant. A project scope, methodology and set of deliverables was co-created by members of the Task Force to develop an outcomes-based strategy including a detailed assessment of current conditions, identification of short and longer-term actions and resource requirements, a joint agreement between project partners to support project goals and resourcing, and development of a monitoring framework. Stakeholders are envisioned to include people accessing services, business owners and staff, non-profit societies, health delivery agencies, City staff and Victoria Police. The project would be focused on the 900 block of Pandora, with considerations for relevant context and conditions in the surrounding area, and based on best practice in Crime Prevention Through Environmental Design (CPTED), Change Theory, Placemaking, Peace Building and other approaches.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Should Council wish to proceed with this initiative, City staff would manage and administer the project including procurement of services and project management of the process and deliverables. The Pandora Task Force would function as the Steering Committee. The timeline would be approximately 8 months.

An additional 2.75 FTEs would be required for project management and technical support totaling approximately \$300,000.

In addition, funding of approximately \$30,000 for consulting support, engagement and events would be required. All resource and funding levels would be refined once detailed project scope has been developed.

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### **ACTIVE TRANSPORTATION ADVISORY COMMITTEE 2019 BUDGET INPUT**

#### **BACKGROUND:**

The *Active Transportation Advisory Committee* (ATAC) was established in 2016 and consists of 12 members of the community with expertise in public transit, walking, cycling, and accessibility of the built environment. The committee meets 9 times each year and has provided valuable input on capital construction design, city policy and bylaw amendments, as well as participating in local area planning processes. All committee motions are reported back to Council through the Quarterly Report process or via Council Liaison roles. The City is currently recruiting members for the next 2-year term.

At its November 2018 meeting, the following ATAC motion was forwarded for Council's consideration in the 2019 – 2023 Financial Plan.

1. At a minimum, funding levels for Pedestrian Master Plan Implementation are maintained at the same amount as 2018 levels for the 2019 Budget
2. Pedestrian Master Plan implementation funding continues to increase to a total budget of 1 million dollars between 2020 and 2022.
3. Funding for Bicycle Master Plan Implementation is allocated to design and construct all planned AAA projects by 2022
4. For the next 5 years, \$500,000 be spent annually on crosswalk installation and upgrades (new funding; maintain other budget items)
5. Council consider all other necessary resources (community engagement, design fees, data collection, maintenance and operations) associated with all active transportation capital investments.

#### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

The draft 2019 financial plan identifies capital projects and funding allocations for walking and cycling that can be achieved with existing staff resources.

The Sustainable Mobility Strategy (SMS), informed by 2019 pavement and sidewalk condition assessments, will ensure a robust policy and data framework is in place to ensure the most appropriate scope, priority and delivery approach is undertaken for infrastructure and asset management plans that support human powered mobility in the City. Further allocation of funding at this time would be considered premature until such a time these are in place.

Staff will report back separately on the implementation of the Bicycle Master Plan.

Other capital budget programs have significant investment planned in the next four years, much of which enhances pedestrian, transit and cycling infrastructure, improves safety and functionality for all modes of transportation.

The ATAC motion calls for an increased level of funding for pedestrian master planning activities (increasing to \$1m in 2022) and \$500,000 for crosswalk installations (see separate motion on crosswalks), as well as increases in staff complement across disciplines. Funding levels for these

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programs currently sit at \$371,000 for pedestrian master plan projects, and \$260,000 for crosswalk installations, split into dedicated and capital improvement funding lines.

Any increases in 2019 spending or additional FTEs will directly impact taxation, or conversely could displace higher priority capital investments in safety and service across several domains (parks, fleet, facilities, streets - to name a few).

The SMS (completing in 2019) will provide further direction to staff in the prioritization and recommendations for healthy, long-term funding requirements for these and other important transportation asset groups. Staff would assess that SMS completion and subsequent financial planning is critical *before* any major changes to these funding allocations. Master planning processes, like the SMS, that are currently underway, are the best tools we have for defining asset-group long term funding needs. Improved tools / systems to prioritize projects across domains would improve our ability to prioritize across asset groups. Awaiting the outcomes from the SMS and other priority management plans will greatly reduce the risk of spending funds in a manner that does not align with priorities of public safety and other important municipal services.

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### **ACCESSIBILITY WORKING GROUP 2019 BUDGET INPUT**

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.

#### **BACKGROUND:**

Since its inception in 2015, the *Accessibility Working Group (AWG)* has raised a number of issues for the City's consideration. The establishment of a city-wide accessibility policy and framework was a key recommendation of the Working Group. This project is currently under development and includes the following within the approved scope of work:

- City-wide accessibility policy
- Accessibility guidelines and standards
- Training and awareness for city staff
- Dedicated staff position to support enhanced accessibility in City services and projects
- Cross-department accessibility planning
- Risk, budget and prioritization of accessibility actions to set a multi-year barrier reduction plan
- Accessibility Impact lens
- Progress monitoring and reporting
- Compliance and enforcement
- Individual Accommodation
- New terms of reference and operational guidelines for an Accessibility Working Group

The comprehensive list of topics, issues, and ideas that have been raised at the Working Group meetings and/or through formal motions have been shared with the City's consulting team for their professional consideration and integration into draft documents.

City staff plan to present the draft accessibility framework and policy to the Accessibility Working Group in Q1 2019 for review and insights, before presenting to Council and completing broader public consultation. The framework will provide further direction to staff in the prioritization and recommendations for healthy, long-term funding requirements for this program. Staff would assess that Framework completion and subsequent financial planning is critical *before* any major changes are made to funding allocations identified by any single stakeholder group.

There are 5 motions that were specifically identified by the AWG for consideration in the 2019 Financial Plan.

**As the actions for the Accessibility Framework will occur outside of the 2019 financial planning process, Council may wish to allocate funding for potential expenditures before the 2020 financial planning process or to accelerate certain actions within the calendar year. Council could consider allocating the already planned \$250,000 addition to the Accessibility Capital Reserve to an operating reserve instead to be able to fund initiatives that are not capital in nature, such as staff training.**

**MOTION 1: Barriers in Council Documents and Procedures:** *That Council direct staff to research and plan to address barriers in the Council documents and webcasting service and*

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*system/page and report to Council on financial implications as part of the 2019 Financial Planning process.*

### **BACKGROUND:**

The Accessibility Working Group has identified barriers related to the publishing of documents and webcasting services for persons with disabilities. Specific topics include, but are not limited to:

1. People with hearing impairments being able to watch webcasts
2. Reliability of webcasts for people who cannot attend in person at city hall
3. Navigation issues on the page for people using screen readers
4. Lack of process for people who cannot attend City Hall in person

### **FINANCIAL & HUMAN RESOURCE IMPLICATIONS:**

The development of the City-wide accessibility policy and framework includes establishment of tools to prioritize investments to reduce systematic barriers in different areas, including city communications and governance documents.

A few of the recommendations can be implemented quite easily and will be actioned. Closed captioning for the webcasts will be implemented, to enable people with hearing impairments to watch the webcasts. This functionality is part of the existing system. Staff have established additional procedures with the service provider to reduce reliability issues of the webcasts, including adjusting automatic re-boot schedules of backend systems. Staff will continue to monitor this. For the navigation issues we will explore options to improve screen reader access to the webcasting landing pages. Should the options for improving the navigation issues be more difficult than anticipated, staff will report back to Council.

The remaining recommendations are best integrated as part of broader city governance considerations. The implications of introducing processes to appear before Council without attending in person should be analyzed as part of a comprehensive approach to support effective decision-making. For resource implications of such a review, please refer to the Strategic Plan motion response.

**MOTION 2: Accessibility of the Planted Environment:** *That Council direct staff to plan, scope, cost and look at options to resource a project for 2019 to consult, research, analyze and develop a long-term, phased plan and policies for addressing accessibility of the planted environment, to remove barriers for people with environmental disabilities, consistent with the accessibility objectives of the Parks and Open Spaces Master Plan.*

### **BACKGROUND:**

Balancing accessibility considerations with pollinator habitat is a complicated task given the numerous variables at play in the outside environment and the relatively limited ability to control all sources of allergens. The characteristics of Victoria's natural ecosystem must also be taken into account. For example, Garry Oaks are high on the allergy index scale and yet are a critically important part of the City's natural ecosystem.

In November 2017, Council directed staff to work with the Accessibility Working Group and Urban Food Table and to report back on options for balancing accessibility considerations with pollinator habitat, including in the vicinity of playgrounds.



## **Appendix D: List of 2019 Financial Plan Motions**

In July 2019, through the Parks and Open Spaces Master Plan, staff reported back on these issues and committed to undertaking two actions in an effort to balance accessibility considerations with the management of the City's natural habitats. This includes working with the Accessibility Working Group and the Urban Food Table on the development of information resources for the public in effort to raise awareness among residents about allergen considerations and pollinator plants in the public realm; and, developing a reference list for staff that identifies low allergen plants that are sensitive to Victoria's natural ecosystem. This work is underway and will be completed in 2019.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Should Council wish to undertake a more detailed study to address accessibility considerations within the planted environment, staff recommend *developing a scope of work in 2019* for a consultant to assist the City with a study in the 2020. Staff estimate the cost of the study to be \$100,000.

**MOTION 3: Accessible / Barrier-Free Parking:** *That Council direct staff, when reporting back to Council as part of Financial Plan with resource estimates for AWG recommendations, that staff consider combining the AWG's recommendations regarding conducting a parking study for City-provided parking, with the scope of the accessible parking study for privately-provided parking, to determine any efficiencies that might be gained.*

See response under a separate parking motion that covers accessible parking standards on private lands and on City streets / parkades.

**MOTION 4: Accessibility Awareness Training:** *That one-time operational funding for 2019 be allocated, sufficient to address recommendations arising from the Accessibility Framework, with the highest priority activity being delivery of accessibility awareness training to staff and Council, consistent with recommendations from the Accessibility Framework consultant's pending training needs assessment.*

### **BACKGROUND:**

Staff training and education is a topic included in the city-wide accessibility policy and framework which is under development. This motion requests that Council provide an allocation of funds specifically for rolling out training and development activities in 2019 after adoption of the framework.

The BC Public Service has recently launched a three-year action plan to support Diversity and Inclusion. As part of this action plan, a new training for provincial government employees will be launched in the Spring of 2019. The City is exploring opportunities to access Provincial training and will be meeting with representatives from the BC Learning Agency in January 2019 to gain insight into the applicability and focus of their inclusion training. It is possible the Government of BC may launch additional resources in future to support accessibility, as Bill M219 The British Columbia Accessibility Act has had first reading.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Allocation of \$30,000 towards the *City's Core Learning Program* to initiate new accessibility and inclusion awareness training would help to accelerate training actions in 2019 for frontline staff, the City's Management team and Council. Staging and sequencing of learning should first be delivered to the Senior Leadership Team and Management so that they are equipped to support

## Appendix D: List of 2019 Financial Plan Motions

further roll-out. In order to manage the operational impacts, a staged approach will be used with existing staff while newly hired staff will participate within their first year of being hired. Additional work will inform the 2020 budget cycle on appropriate funding for on-going support training for all staff.

**MOTION 5: Accessible and Audible Pedestrian Signal implementation:** *That Council direct staff to develop and implement a plan to install APS/audible signals at all existing controlled intersections/ crossings, to be completed by 2021 and that staff work with the AWG to determine priority intersections/crossings to be addressed each year.*

### **BACKGROUND:**

Accessible Pedestrian Signals are Audible Pedestrian Signals (APS) with enhanced features (locator tones/vibro-tactile pushbuttons) intended to provide improved accessibility for users with visual impairments. Many traffic signals are already updated with audible tones, but do not include the APS with enhanced features.

In 2018 the city installed APS with enhanced features at the following locations:

- Gorge/Washington
- Hillside/Gosworth
- Bay/Richmond
- Quadra/Finlayson

The following intersections have been identified for the installation of audible tones and APS with enhanced features in 2019:

- Quadra/Caledonia
- Quadra/Fisgard
- Johnson/Fernwood
- Humboldt/Wharf/Government

With the completion of the intersections identified above, the City will have completed all intersections identified by the Accessibility Working Group and funded by the accessibility reserve. A total of 79 intersections in the City have audible tones with an additional 5 installations planned in 2019. With a total of 132 signalized intersections in the City there are a remaining 49 signals without audible tones. The typical cost of retrofitting a signal with audible tones is \$14,000 representing a funding commitment of approximately \$229,000/year over three years.

A total of 10 intersections in the City have APS with enhanced features. With a total of 132 signalized intersections in the City there are a remaining 122 signals without APS with enhanced features. The typical cost of retrofitting a signal with APS with enhanced features is \$15,000 representing a funding commitment of approximately \$610,000/year over three years. In order to accommodate APS, traffic signal hardware upgrades could be required, which could impact costs.

APS at traffic signals is an existing program within the City in alignment with the city's broader direction to develop a barrier free street environment. Priority is given to those locations identified by interested stakeholders and by staff's own assessments taking into account factors including pedestrian volumes and adjacent land uses. APS is also included in all new signal installations, within any changes associated with new development, other capital projects and as part of traffic signal rebuilds.

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### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

The Accessibility Framework currently under development will help staff and the public understand the level of priority and in turn investment that should be given to all of the above programs.

Should Council wish to accelerate the funding or actions in these program areas ahead of the completion of the Accessibility Framework, then additional staff and resources would need to be made available now, depending on what mix of initiatives they wish to support. Additional direction from Council and details of scope would be required to define resultant resource needs. The current uncommitted capital funding available in the reserve is \$947,000.

The Accessible Framework will inform Council, staff and the public of important considerations for how to best spend any accessibility investment and also how best to prioritize that against other important City safety and service areas.

The framework (completing in Q1/Q2 2019) will provide further direction to staff in the prioritization and recommendations for healthy, long-term funding requirements for this program. Staff would assess that Framework completion and subsequent financial planning is critical *before* any major adjustments are made to funding allocations identified by stakeholders.

Master planning processes, like the Accessibility Framework, that are currently underway, are the best tools we have for defining asset-group long term funding needs. Improved tools / systems to prioritize projects across domains would improve our ability to prioritize across asset groups. Awaiting the outcomes from the Framework and other priority management plans will greatly reduce the risk of spending funds in a manner that does not align with priorities of public safety and other important municipal services. That being said, in anticipation of the completion of the Accessibility Framework and funding needs, Council may consider allocating the already planned additional funding of \$250,000 to an operating reserve rather than the Accessibility Capital Reserve, so that the funding can be used for initiatives that are not capital in nature, such as training and program development.

## **Appendix D: List of 2019 Financial Plan Motions**

### **BIKE MASTER PLAN:**

That Council direct staff to report back on the resources required and/or de-scoping required to complete phases 2 to 4 of the Bike Network by 2022 or earlier.

### **BACKGROUND:**

A full staff report will be brought to Council in Q1 2019.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

A full staff report will be brought to Council in Q1 2019

## Appendix D: List of 2019 Financial Plan Motions

### **BLANSHARD STREET/KINGS ROAD AND OTHER CROSSWALK UPGRADES:**

Direct staff to report back on options for expediting the implementation of crosswalk installations and upgrades including Blanshard/Kings crosswalk.

#### **BACKGROUND:**

The Transportation Division has historically had a crosswalk budget of approximately \$110,000/year. In 2019, the budget was increased to \$260,000. Improvements can range in cost from \$5,000 for a simple signed and marked crossing, to \$250,000+ for a pedestrian signal. This program typically funds two crosswalk improvements a year. Priority is given to projects where analysis has shown the crossing is warranted, there is a history of collisions involving pedestrian injury and other locations which have been identified as community priorities. This program in isolation does not fully accommodate the implementation of the higher priority crosswalks contained within the City's crosswalk assessment matrix. The delivery of new and upgraded crosswalks is supplemented by crosswalk implementation within other capital projects.

When evaluating locations for new crosswalks, or crosswalk upgrades, staff use the nationally adopted Transportation Association of Canada (TAC) *Pedestrian Crossing Control Guide (2012)* to determine the appropriate level of facility warranted at a crossing. The TAC guide considers several factors including pedestrian volumes, vehicle volumes and the ability for pedestrians to find gaps in traffic, road classification and geometry and the level of risk to pedestrians when they are crossing.

Once a location has been identified for improvements, staff assess its level of priority within the context of other warranted pedestrian crossings elsewhere in the City using an assessment matrix which takes into account network connections, (eg Greenway crossing), adjacent land uses (eg proximity to a school) and pedestrian safety.

For the 2019 Crosswalk Improvement Program, 2 installations are identified:

- Gorge Road at Rock Bay, which has an identified collision history involving pedestrians. This is the top priority within the crosswalk assessment matrix.
- Hereward Road at Wilson Street, which was identified as a community priority in the Vic West Neighbourhood Plan (2018), for a new crosswalk installation.

In addition to the city crosswalk capital program, crosswalks and upgrades, are also delivered in coordination with other capital programs as well as through requirements of new development. The following projects are anticipated to be delivered in 2019, beyond the two funded within the \$260,000 crosswalk program, representing approximately an additional \$1M of investment in crosswalks.

- Wharf Street at Yates Street
- Wharf Street at Broughton Street
- Wharf Street at Bastion Square
- Mid-block on Humboldt at St. Ann's Academy
- Vancouver Street at Bay Street
- Vancouver Street at Caledonia Avenue
- Fort Street at Fern Street
- Morrison Street at Fort Street
- Fernwood Road at Denman Street
- Fernwood Road at Johnson Street

## Appendix D: List of 2019 Financial Plan Motions

- Superior Street at Menzies Street

The Wharf Street projects at Yates Street, Broughton Street and at Bastion Square are all identified as high priority projects within the City's priority matrix. The Crosswalk Evaluation Council Report from 2016 identified 35 priority crosswalks. Since 2016, 17 of these crosswalks have been improved with another 5 expecting upgrade in 2019. Of the top 25 identified crosswalks, it is expected that 19 will have been improved by the end of 2019. The majority of the outstanding crosswalks on the list are awaiting coordination with redevelopment or other transportation planning initiatives.

In the Summer of 2018, the Transportation Association of Canada published the new Pedestrian Crossing Control Guide (Third Edition) containing new assessment criteria and recommended treatments. Through 2019, staff will be undertaking a review of the new guidelines to determine the potential implications on the city's current inventory of crosswalks. Future upward pressure on funding and staffing resources is expected in order to bring these up to current recommended standards.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

The transportation division design resources are fully committed on the 2019 capital program and consulting engineering services would be required to advance this project including an RFP to be developed and technical oversight for the design process. Consultation with the community would be required, including private property access. The Public Works Department is fully allocated and would not be able to accommodate an additional project of this scope without eliminating other established capital construction projects from its planned 2019 list.

At this time, the Engineering Department is unable to absorb the additional work required to consult with the community and tender and manage a contractor to build a new signal at Blanshard at Kings without additional resources. The design and construction of this intersection improvement is anticipated to be complex and costly due to the length of the pedestrian crossing, impacts to an arterial road, and the need to coordinate with other traffic signals on Blanshard. Preliminary estimates of any project at this location indicate a cost up to \$500,000. It is noted that this location is identified for upgrades as a part of the Bicycle Master Plan program implementation in 2020/2021 and staff expect improvements to be advanced at that time.

The existing priority list of warranted crosswalks, the crosswalk retrofits and upgrades expected with the new TAC Guidelines, plus the need to undertake a system-wide review of current crossings and the public desire to see additional crosswalks, in combination, requires significant staffing effort through 2019 and 2020 in order to establish an updated prioritization and sustainable funding framework.

Without additional staff or a reduction in work in other operational areas, the transportation division and public works does not have funds or capacity to increase the number of crosswalks being delivered in 2019 and beyond.

An additional 0.5-1.0 FTE plus seasonal staffing (approximately \$50,000 - \$100,000) is required for data collection and updating the crosswalk prioritization. Updating this prioritization tool is critical for staff to be able to respond to public concern and ensure that funding is used as effectively as possible in future years. A traffic/crosswalk monitoring and survey program supported by dedicated staff and investment in survey equipment is considered a critical 2019 pre-requisite to continue to deliver or expedite crosswalks in the city.

## **Appendix D: List of 2019 Financial Plan Motions**

Additionally, Council may wish to allocate capital funding contingency for potential expenditures to accelerate the implementation of additional priority crosswalks within the 2019 calendar year. An additional allocation of \$250,000, above the \$260,000 in the proposed financial plan, would provide staff with additional flexibility for an additional signalized crossing to be designed and constructed by consultant/contractor teams in 2019.



## **Appendix D: List of 2019 Financial Plan Motions**

### **DALLAS ROAD/SIMCOE STREET CROSSWALK:**

That Council direct staff to report on the implications and options of installing a marked crosswalk at Dallas Road and Simcoe Street on a cost-sharing basis with the Greater Victoria Harbour Authority.

### **BACKGROUND:**

Staff and the Greater Victoria Harbour Authority have discussed how to work together to provide improved crossing options from Ogden Point, across Dallas Road, into James Bay. Staff are examining options for improvements at both Simcoe Street and between Niagara and Montreal Streets.

The installation of the crosswalk in the block of Dallas Road between Niagara and Montreal Streets would need to be coordinated with the current CRD sewer force main works on Dallas Road. This Dallas Road location provides the most direct connection from the cruise ship terminal into James Bay and towards downtown.

A pedestrian crossing at Dallas Road and Simcoe Street has been reviewed and is challenged due to the geometry of Dallas Road. The intersection of Simcoe Street and Dallas Road is located adjacent to a sharp corner and on a hill which reduce sightlines between the crossing pedestrian and motor vehicles and would require additional interventions to allow it to operate safely.

Staff assessed a number of alternative options at this location including:

- A new traffic signal
- A raised crosswalk
- Centre crossing island
- Signed and painted crosswalk

Staff support implementation of a centre crossing island which will cost approximately \$40,000. Considerations include accessibility features and design geometries that can support large tour buses. Impacts of introducing a new crossing at this location include removal of on-street parking on Dallas Road between Simcoe Street and the Coast Guard Base and signage considerations for cyclists who will be required to “take the lane” in this segment.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Investment in a crosswalk for a Dallas Road crosswalk at either location would be included within the 2020 financial planning process and a more thorough review will determine the most appropriate location (Niagara Street, Montreal Street or a mid-block crossing in line with the new pedestrian access to the cruise ship terminal). The priority of these locations is based on the premise of receiving cost sharing with the Greater Victoria Harbour Authority, and a lack of cost sharing would likely delay the implementation timeline.

The existing warranted crosswalks waiting for implementation including those above, the changes expected with the new TAC Guidelines, the need to undertake a system-wide review of current crossings and the public desire to see additional crosswalks, in combination, requires significant staffing effort through 2019 and 2020 in order to establish a prioritization and sustainable funding framework.

## **Appendix D: List of 2019 Financial Plan Motions**

Additional staffing (0.5 FTE, \$50,000) for design and data collection and analysis would provide the potential to reduce this timeline. Staff are in discussions with the Greater Victoria Harbour Authority for matched funding towards the Dallas Road improvements.

## **Appendix D: List of 2019 Financial Plan Motions**

### **JSB REVENUE**

That Council direct staff Council direct staff to report back on options for and implications of increasing revenues to offset the costs of opening the Johnson Street Bridge for marine users.

### **BACKGROUND:**

The Johnson Street Bridge crosses a navigable waterway where the marine vessels have the right of way. As a result, the City of Victoria is required to lift the bridge for marine traffic when requested and does so at its own cost. The city has a Bridge Operator on shift seven days per week, between 8:00am and 4:00pm, to perform bridge lifts as requested and to perform inspections and maintenance functions. Outside of these hours, the bridge lifts are done on an “on call” basis by other trained staff who are on shift attending to other duties.

The only revenues for opening the Johnson Street Bridge come from Special Lifts. These are defined as any lifts that take place between the hours of midnight and 7:00am, Monday to Saturday and after 4pm Saturday and Sunday. This definition has been in place for many years, previously negotiated with the relevant marine users. When the Special Lift has been completed, the marine user is charged a fee of \$75.00. When a Special Lift has been arranged and the vessel fails to arrive at the appointed time, or the special lift is cancelled once the Bridge Operator has been called out, the company having made the arrangements is billed. Legal advice would be required if consideration is being given to change this agreement with marine users. The current rate of \$75 has not changed since at least 1975.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

City records show out of about 1000 lifts per year about 15% or 150 of the lifts are Special Lifts. This equates to a revenue of approximately \$11,250 annually. Making changes to the fee structure and rates for the JSB bridge lifts will require:

1. Initial legal review;
2. Determination of the objective of the financial price scheme:
  - a. Is it to achieve full cost recovery for all lifts or Special Lifts only?
  - b. Should the price scheme take into account time delays and costs for the travelling public who use the bridge?
  - c. Are there other costs associated with providing this service to marine traffic such as the maintenance of traffic signal equipment and advance electronic message board signs
3. Engagement with marine and harbour stakeholders;
4. Review of rate classifications and consideration of possible modifications of these rates depending on the operational requirements for lifting the new bridge
5. Reporting back to Council with proposed amendments to the bylaw, including new provisions for an annual review of lift-rates

If directed by Council, this work can be planned for 2020 using existing resources.

If Council wishes to accelerate this review in 2019, other higher priority work in the 2019 plan would have to be de-scoped/deferred across safety, service and waste, climate, fleet or other planning priorities.

## **Appendix D: List of 2019 Financial Plan Motions**

### **PARKING:**

That Council direct staff to report back on funding in the budget for policy work in 2019 on accessibility, including accessible parking.

### **BACKGROUND:**

Where previously the 2012 BC Building Code prescribed minimum accessible parking supply requirements, the new 2018 BCBC refers to the National Building Code which simply defers all regulatory authority to the local jurisdiction. As such, the City will need to establish new supply requirements to be included in Schedule C under the City of Victoria Zoning Bylaw.

The accessibility working group has also identified the need to develop design guidelines for on-street or parkade parking stalls. This work can be done at the same time and would inform a subsequent retrofit program on City streets and in the parkades.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

The estimated cost of undertaking this work is \$100,000 and includes:

- Review and collate previous and current City documentation including feedback, information and insights already documented from the Accessibility Working Group and members of the Victoria Disability Resource Centre's parking committee
- Undertake a best-practice review of barrier-free parking regulations in other jurisdictions;
- Review guidance provided by National and International standards;
- Development of a new set of requirements for accessible / barrier free parking and engage with stakeholder groups including:
  - The Accessibility Working Group;
  - Victoria Disability Resource Centre;
  - Community Association Land Use Committees
  - Urban Development Institute; and
  - Rental / property management organization(s).
- Host a public event to share draft recommendations for public review and comment;
- Prepare a final report that includes:
  - A summary of the process undertaken;
  - Recommended requirements and associated zoning bylaw amendments;
  - Recommended operational design guidelines for on-street and parkade accessible parking stalls

There is no budget established for this project in the 2019 Financial Plan. Resources would need to be allocated. Staff assess that this work is led by existing staff in the Transportation Division with support from an external consultant, and existing staff in Parking Services, Engagement and Sustainable Community Planning & Development departments. Funding for a city-wide retrofit program would be required as a part of 2020 and 2021 financial plan to implement the recommended changes to on-street and parkade parking stalls. Accelerating this work before the introduction of the Accessibility Framework risks expenditures that are misaligned with other important accessibility priorities. These risks are mitigated somewhat by the coupling of this work with the on-street and parkade accessible parking assessment project.

## **Appendix D: List of 2019 Financial Plan Motions**

### **TRAFFIC CALMING: (See Strategic Plan Action 7.12)**

That Council direct staff to report back with options and implications for increasing traffic calming in general.

#### **BACKGROUND:**

In the 1990's the City of Victoria developed Neighbourhood Traffic Management Plans (NTMPs) for the different neighbourhoods in the city. Over the decades the actions laid out in these plans have been completed and staff are working to finalize the final outstanding locations. Since the completion of these plans there remains some public concern about the impact of traffic on local residential streets with council and staff continue to receive requests for traffic calming. Changes to land use and re-development of private land may also contribute to new traffic related concerns on neighbourhood streets.

Community concerns should be acknowledged and so it is an appropriate time to update the City's approach and criteria for traffic calming.

When vehicle speed data is collected, it is often below the current speed limit meaning that traffic calming would be unlikely to offer further reductions in speed.

Individual residents can perceive problems on their own street while discounting similar problems on their neighbours' street. In addition, responding to a traffic issue on one street in a piecemeal way can result in traffic diversion onto other local streets potentially creating a problem on a neighbouring street.

Through the Sustainable Mobility Strategy the contribution that traffic calming will make to broader transportation outcomes will be better understood allowing appropriate approaches and resources to be established within new policy.

Through 2019, staff will continue to assess and prioritize any neighbourhood traffic calming requests taking an evidence-based approach.

Traffic calming is also introduced as a part of capital construction projects. For example, traffic calming features are being installed as a part of the implementation of All Ages and Abilities (AAA) bicycle route implementation. The following streets are identified for traffic calming in 2019/2020 as a part of the Bicycle Master Plan implementation:

- Vancouver Street (Park to Bay)
- Graham / 5<sup>th</sup> (Bay to Tolmie)
- Haultain (Cook to Shelbourne)
- Richardson (Cook to Foul Bay)

In general, safety on our local streets is good with few serious collisions being reported. The majority of motor vehicle related collisions occur on arterial and collector roadways. Traffic calming on local roads can help respond to the perception of danger and create a more comfortable experience on neighbourhood streets. Currently, traffic calming is mostly being implemented on a squeaky wheel basis, which does not foster a positive and transparent relationship between residents and staff.

The consistent, fair, equitable and sustainable implementation of traffic calming requires the use of objective data on the speed and volume of traffic in conjunction with established criteria to allow prioritization of projects in those locations where there is the highest need and the greatest

## **Appendix D: List of 2019 Financial Plan Motions**

benefits will be achieved. Currently the City has limited base line data on neighbourhood traffic speeds and staff have identified the need for relevant and objective data on vehicle speeds and volumes as a critical element of any future policy development.

The implementation of traffic calming at individual locations where speed is already low as well as the over use of traffic calming within the City can result in the loss of support for it from the broader travelling public.

Any future traffic calming program also requires a comprehensive process to effectively establish the broader nature of community concerns and the level of community buy in to traffic calming. Once established, a funded, prioritized annual program with criteria and proposed projects would be developed.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Establishing the contribution and broader priority of traffic calming to transportation priorities within the SMS (completing in 2019) and developing specific policy, criteria and longer-term funding requirements will support the implementation of projects at locations where there is the greatest need and where the most benefits will be achieved in a transparent and consistent way.

Staff would assess that SMS completion and subsequent financial planning is critical *before* any major changes to these funding allocations. Awaiting the outcomes from the SMS and other priority management plans will greatly reduce the risk of spending funds in a manner that does not align with priorities of public safety and other important municipal services.

If Council wishes to advance this work ahead of the results of the SMS, additional staffing resources to support any future development of criteria and city policy for a traffic calming program and appropriate community outreach process will be required – 2 FTEs and approximately \$250,000. It is important to be aware of the risks of advancing this work ahead of the SMS, such as not investing in the highest priority areas and potential re-do of work. Establishment of a traffic monitoring and survey program supported by dedicated staff and investment in survey equipment is considered a critical 2019 pre-requisite. Improved data collection capabilities are being sourced within the SmartCity program to allow more convenient, efficient and real time data collection with enhanced analytics and reporting. Following the dedication of staff resources, staff could report back to council on options for implementing traffic calming programs citywide.

## **Appendix D: List of 2019 Financial Plan Motions**

### **VCC CONTRACT SERVICES:**

That Council direct staff to report back with information on contracting out janitorial and security services for the Victoria Conference Centre.

### **BACKGROUND:**

Housekeeping and security services have been contracted since opening of the facility 1989. These contracts were initiated to ensure that the facility opened with professional services in each department which would establish the reputation of the excellent service that the VCC has today. The event industry is highly competitive.

These contracts have a 5-year term. Each contractor is an expert and national leader in their industry and backed by 35 to 40 years of best practices of event industry standards.. They are also familiar with the VCC client base users across Canada and understand the specific needs of the clients. The VCC is a 24/7-hour operation and backed by companies offering 24/7 support for specialized resources, trends, planning, regulatory, legislation, training, health and safety protocols, licensing, fluctuating labor needs, with proactive processes. The experience of these companies offers a depth of experience which enhances the services offered to VCC clients. Both contracts are members of the Building Owner Management Association aligning their sustainability practices with the VCC Boma Best Platinum accreditation and the City Victoria Climate Leadership Plan.

Security requirements are complex and in this global world, there are many issues that have affected our client's programs, and the security operation of the building for all users. Ranges from protective services, levels of specialty first aid services, Client RFP security plan advice, relationships with all levels of military and police personnel, and pertinent client industry knowledge and more.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Should Council wish to explore this further, funding for a consultant (\$50,000) would be recommended to analyze the complexity of these services to ensure that the needs of the clients and the VCC reputation are considered to maintain the current excellent customer service and to avoid any negative financial impact to revenue generation.



# Reference Sheet for Color Codes of Action Item Response Status

Staff Response Category	Description
1. Underway	Proposed Action is already underway within the City's on-going operational work plan. No further resources are required.
2. 2019 Financial Plan	Actions can be accommodated within the draft 2019 Financial Plan.
3. Preliminary Assessment	Staff have identified initial resource requirements for 2019 to complete an initial review, pilot or phase project, but not a full scope of the initiative.
4. Complete Assessment	Staff have completed the assessment and resource estimates. Confirmation of the direction, including sources of funding to undertake the new work is required.
5. Clarification of Scope	Staff are requesting Council provide additional information and direction on the scope of the Action and the intended outcomes.
6. Additional Time Required	Staff were unable to assess Action due to complexity and time constraints and will report back to Council.
7. Legal or Authority Issues	Proposed Action is contrary to existing legislation under the Community Charter or other legislation.



## Special Meeting of Council

### February 2019

## Surplus Funding

- Surplus is one-time funding arising from the previous year's expenditure budgets being underspent or revenue budgets being exceeded, or a combination of the two.
- Financial Sustainability Policy provides that prior year surplus can be used for one-time expenditures and/or is transferred to infrastructure reserves.
- Reason for this Policy is to ensure that ongoing expenditure requirements are funded by ongoing revenues, not surplus which cannot be counted on annually.

	Year 1 Municipal Taxes for Average Household	Year 2 Municipal Taxes for Average Household	Year 3 Municipal Taxes for Average Household
Taxes to pay for ongoing costs without current year increase	\$ 2,300	\$ 2,300	\$ 2,350
Current year tax increase needed to fund ongoing costs	\$ 50	\$ 50	\$ 50
One-time reduction using surplus	\$ (20)	\$ (20)	\$ -
Tax bill	\$ 2,330	\$ 2,330	\$ 2,400
Tax increase \$		\$ 30	\$ 70
Tax increase %		1.30%	3.00%

## Attachment A: Council Led Actions

### Attachment A: Council Led Action Items

#### Council Led Actions: 2019-2022 Draft Strategic Plan

The following is a listing of the 2019-2022 Draft Strategic Plan Actions organized by Strategic Objective that are solely the responsibility of Council and/or have little no staff until further direction is provided. These action items have not been assessed for resource impacts, however are listed here for reference purposes as it is anticipated that later in 2019 or future years, some may require staff resources.

Strategic Plan Action*	Responsible
<b>Strategic Objective #1: Good Governance</b>	
3. Work to regionalize police services and consider the possibility of a single amalgamated police service for the region	Mayor
23. Exercise fiscal responsibility in policing expenditures	Council
7. Create a structure / process for Councilors to share and be accountable for their work on committees and other appointments	Council
19. Set and measure targets for each of the Objectives	Council (set) and Staff (measure)
20. Measure wellbeing and use results to inform budgeting process. Set target from 2019 baseline. Increase belonging and	Staff (measure) and



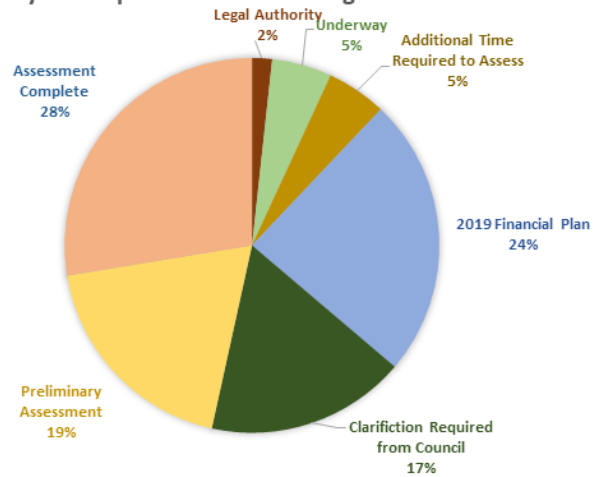
## Attachment B: Staff Assessment

1. Underway (On-Going Operations)
2. 2019 Financial Plan
3. Preliminary Assessment
4. Complete Assessment
5. Clarification of Scope Required
6. Additional Time Required
7. Legal or Authority Issues



## Attachment C: Assessment

Summary of Responses to the Strategic Plan Actions



## Attachment D: Financial Plan

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BACK-UP BEEPERS IN THE DOWNTOWN .....	10
COMMUNITY AND SENIOR CENTRE MAINTENANCE .....	12
WASHROOMS AND DRINKING FOUNTAINS .....	14
FAIR TRADE .....	15

### Appendix D: List of 2019 Financial Plan Motions

#### **LIFE PROGRAM:** (See Strategic Plan Action 5.8)

That Council direct staff to report back on the implications of extending the LIFE program for one-year pilot project in 2019 to allow for unlimited use of the Crystal Pool and the are community ice time for holders of the pass.

#### **BACKGROUND:**

The LIFE program provides a combination of annual credit and program fee discounts to eligible individuals and families facing financial barriers, towards recreational programs and services City facilities, community centres, and participating regional municipalities. At present there are approximately 15,750 residents who are eligible for the program in the City of Victoria. Approximately 18% of the eligible population in Victoria currently participate in this program.

#### Program participant benefits:

- Up to 52 drop-in visits or 50% off the annual pass
- \$40 to \$60 credit that can be used towards annual pass, drop-in punch cards and program registration fees

The program generates approximately \$26,000 in revenue from membership passes and the use of the pass.



## **Committee of the Whole Report**

**For the meeting of February 4, 2019**

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**To:** Committee of the Whole **Date:** January 31, 2019  
**From:** Susanne Thompson, Deputy City Manager/Chief Financial Officer  
**Subject:** Proposed Adjustments to the Draft 2019-2023 Financial Plan

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### **RECOMMENDATIONS**

That Council:

1. Provide direction regarding any funding allocations for items identified by the public or through responses to Council's motions passed during budget discussions.
2. Approve surplus funding for the following Council Commitments:
  - a. Citizens' Assembly \$250,000
  - b. South Island Prosperity Project \$220,000
3. Approve the following ongoing allocation of the remaining estimated \$2.174 million new property tax revenue from new development:
  - a. Any ongoing funding needs identified by the public or through responses to Council's motions during budget discussions, as determined by Council
  - b. Ongoing Supplemental Requests
    - i. Asset Management
      1. Asset Management Technician \$85,500
      2. Business Analyst \$102,000
      3. Work Order Administrator \$92,500
    - ii. Service Improvement and Corporate Initiatives
      1. Service Improvement Team (3) \$380,000
    - iii. Recruitment and Retention
      1. Disability Coordinator \$128,500
      2. Talent Specialist \$96,500
    - iv. Youth Initiatives
      1. Youth Leaders in Training Program \$20,000
    - v. Any VicPD ongoing supplementary requests
  - c. Additional Grant Request
    - i. Victoria Civic Heritage Trust 2%, \$2,250
  - d. Any remainder evenly shared between the Buildings and Infrastructure Reserve and the Vehicles and Heavy Equipment Reserve
4. Approve the following one-time allocation of the remaining estimated \$3.725 million 2018 surplus:
  - a. Any one-time funding needs identified by the public or through responses to Council's motions during budget discussions, as determined by Council.



- b. Supplementary Requests:
  - i. Managing Growth and New Development
    - 1. Secretary - Planning \$72,500
    - 2. Secretary - Legislative Services \$72,500
    - 3. Planner – Development Services \$107,250
    - 4. Planner – Parks \$107,250
  - ii. Managing Green Spaces
    - 1. Overnight Sheltering – Support and Clean-Up \$362,000
  - iii. Youth Initiatives
    - 1. Youth Strategy Coordinator \$30,000
  - iv. Any VicPD one-time supplementary requests
- c. Any remainder to the Buildings and Infrastructure Reserve
- 5. Direct staff to replace the Central Park Renewal Plan capital project with Laurel Point Park Planning and Design
- 6. Authorize up to \$4 million be borrowed, under Section 175 of the Community Charter, from the Municipal Finance Authority, for the purpose of vehicle fleet funding, and that the loan be repaid within five years, with no rights of renewal
- 7. Direct staff to bring forward the Five Year Financial Plan Bylaw, 2018, as amended, to the April 11, 2019 Council meeting

## EXECUTIVE SUMMARY

The purpose of this report is to seek direction regarding adjustments to the draft 2019-2023 Financial Plan based on the feedback from public consultation before Council gives final approval to the Financial Plan Bylaw prior to May 15 as required by the *Community Charter*.

On December 13, 2018, following review and discussion, Council gave first reading of the 2019 Financial Plan Bylaw indicating preliminary approval and signalling to the public that Council had an opportunity to review the draft prior to commencing public consultation. The opportunity to provide feedback on the draft financial plan concluded on January 20, 2019. In addition to requesting feedback on the content of the entire draft Financial Plan, the City also sought feedback on how to allocate the 2018 surplus and the 2019 new property tax revenue from new development. Council directed staff to bring forward options, upon completion of public consultation, for the use of new property tax revenue from new development, 2018 surplus, and funding options for supplementary budget requests (Appendix A) and an additional grant request (Appendix B). During the budget meetings, Council approved shifting the Overnight Sheltering supplemental request from on-going funding to one-time funding. The ongoing supplementary requests now total \$905,000 and one-time requests total \$751,500.

The new property tax revenue from new development is estimated at approximately \$3.5 million. However, the amount available from this revenue is \$2.174 million as Council has already allocated \$500,000 to the Buildings and Infrastructure Reserve, \$239,000 to repay the Buildings and Infrastructure Reserve for the tenant improvements at the new library branch in James Bay, \$250,000 for 2 FTE's for the Strategic Real Estate Division, \$114,000 (\$90,000 plus pension, benefits and employer costs) for the Mayor's Office Support, and \$223,000 for two new positions for the Climate Action program. This new property tax revenue is likely to change before it is finalized due to assessment appeals that property owners file with BC Assessment. The final amount will not be known until the end of March.



The 2018 year-end is not yet complete, but the surplus (one-time revenue) is estimated at \$4.5 million. Council has already approved \$50,000 for the Victoria 2020 Francophone Games, \$55,000 for the 55+ Games BC 2021 and \$200,000 for the Medical Services Plan Premiums. In addition, Council commitments for a Citizen's Assembly up to \$250,000 and \$220,000 for the South Island Prosperity Project, should Council approve the funding from surplus, leaves a remaining balance of \$3.725 million to allocate.

Through the financial planning process, Council sets services levels and makes difficult funding decisions between competing priorities, including determining the merit of supplementary budget funding requests. Should Council wish to fund any supplementary requests, the ongoing requests are recommended to be funded by new development property tax revenue, and the one-time requests are recommended to be funded by 2018 surplus.

Three separate reports form part of today's agenda that will provide information for Council's review in preparation for the budget meetings scheduled in February. One report provides information in response to the Council Motions and draft Strategic Plan actions, and two separate reports summarize the consultation results from the survey, Town Hall and Summit. A summary of the public input will be included in the final Financial Plan.

The online survey shows that 50% of respondents indicated they were moderately or very satisfied with value for tax dollars, with 51% agreeing with the proposed 2.85% tax increase for City operations, 34% felt the increase should be reduced, and 15% felt the increase should be higher to address additional services or service levels. The majority or 63% of respondents indicated the Employer Health Tax should be funded from tax revenue from new development, 22% recommended a property tax increase and 15% suggested that the City cut current services levels. In terms of surplus, the highest response was to invest some surplus in reserves and some in new initiatives (50%), followed by saving for future infrastructure investment (41%) and investing in new initiatives (9%). For new property tax revenue from new development, the majority (52%) indicated a preference to save for future infrastructure investment, followed by a reduction to the tax increase (44%) and to invest in new initiatives (34%).

Any adjustments approved by Council will be incorporated into the 2019-2023 Financial Plan and the Five Year Financial Plan Bylaw, which is scheduled to be given second and third readings, and adoption in April once the final assessment data has been received from BC Assessment.

Tax notices will be sent out once the financial plan and tax rate bylaws have been adopted by Council.

## **PURPOSE**

The purpose of this report is to seek direction regarding adjustments to the draft 2019-2023 Financial Plan based on the feedback from public consultation before Council gives final approval to the Financial Plan Bylaw prior to May 15 as required by the *Community Charter*.

## **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.



The draft 2019 Financial Plan was developed based on Council's direction for a maximum tax increase of inflation plus 1% plus the cost of the new Provincial Employer Health Tax, as well as the City's Financial Sustainability Policy as the guiding document for budget development. Budgets were developed to maintain existing services and service levels; staff's recommendations on service level changes are presented as supplementary budget requests for Council's consideration.

The draft operating budget totals \$244.7 million and the draft capital budget totals \$118 million for 2019. The proposed budgets would result in an overall increase in property taxes of 4.30%, (2.85% for City operations and 1.45% for the Provincial Health Tax) combined with utility user fee increases, the total is 3.76% for the average residential property.

On December 13, 2018, Council passed the following motions, for which direction is sought today:

- Direct staff to bring forward options for the use of the remainder of new property tax revenue from new development (non-market change) upon completion of public consultation
- Direct staff to bring forward options for the use of 2018 surplus upon completion of public consultation
- Direct staff to bring forward options for funding supplementary budget requests upon completion of public consultation
- Direct staff to bring forward options for funding increased grant requests upon completion of public consultation

After detailed review and discussion, Council gave first reading to the Financial Plan Bylaw on December 13, 2018 prior to commencing public consultation that took place through an online survey and a Town Hall/eTown Hall part way thorough December and January. Building on the activities and tools used during the 2018 financial planning process, the process for 2019 included summary materials in print and online, the budget simulator, the property tax estimator and the budget video explaining municipal budgets. Three separate reports are part of today's meeting agenda which outline the results of the consultation and provide information in response to budget motions passed to-date and Strategic Plan actions.

## **ISSUES & ANALYSIS**

### **Available Funding**

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

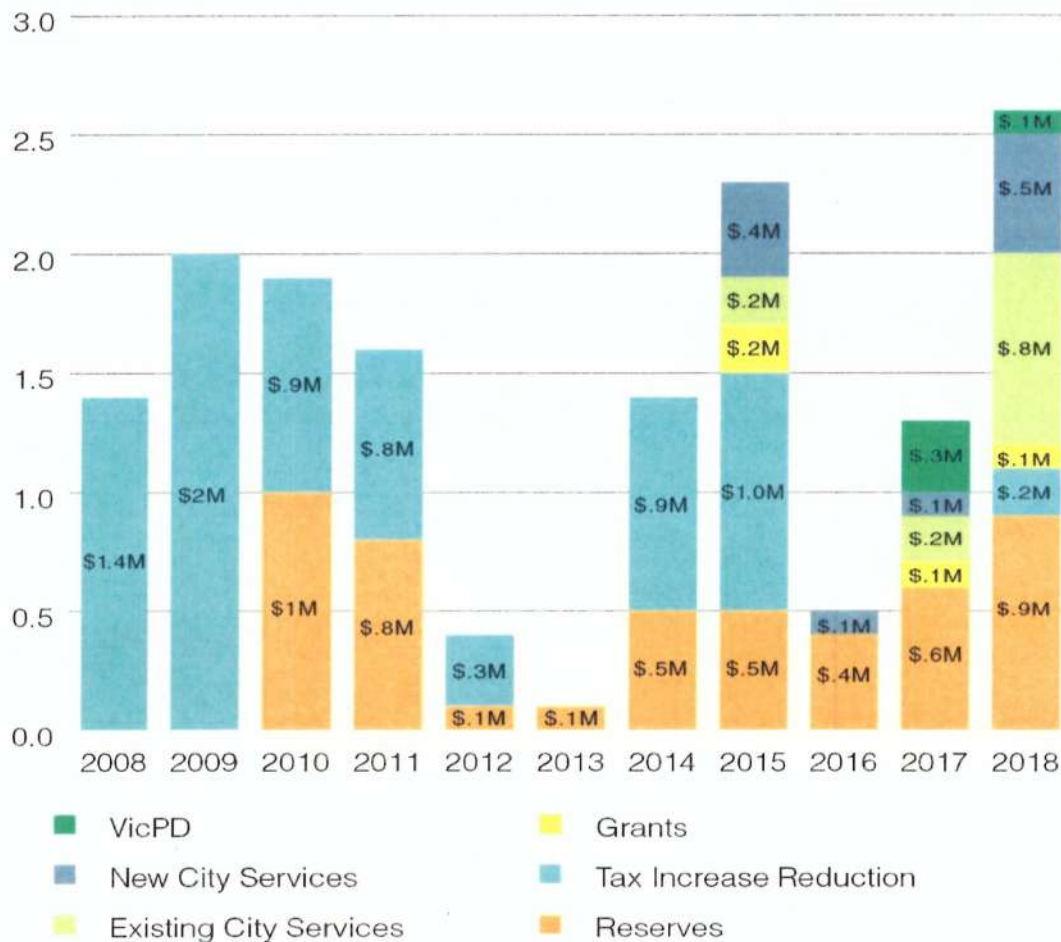
Non-market change revenue is new property tax revenue resulting from new development that the City will be collecting on an ongoing basis each year. The Financial Sustainability Policy, as amended by Council in 2015, recommends that \$500,000 of new property tax revenue resulting from new construction be transferred to reserves.

The most recent estimate is \$3.5 million, though this new estimate is likely to change again due to assessment appeals filed by property owners before the assessment roll is finalized in March. Council has already approved allocating \$500,000 to the Buildings and Infrastructure Reserve, \$239,000 to pay back the Buildings and Infrastructure Reserve for the new library branch in James Bay, \$250,000 for 2 FTE's for the Strategic Reals Estate Division, \$114,000 (including pension, benefits and employer costs) for the Mayor's Office Support, and \$223,000 for two new positions for the Climate Action program leaving \$2.174 million available to allocate.

The remaining estimated new property tax revenue from new development is equivalent to an approximate 1.7% reduction to the tax increase.

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:

Assessment Growth (Non Market Change) Allocation  
2008 to 2018



The following table outlines the allocation of new property tax revenue from new development 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
		Total	\$2,332,000	Total	\$425,000	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

### 2018 Surplus

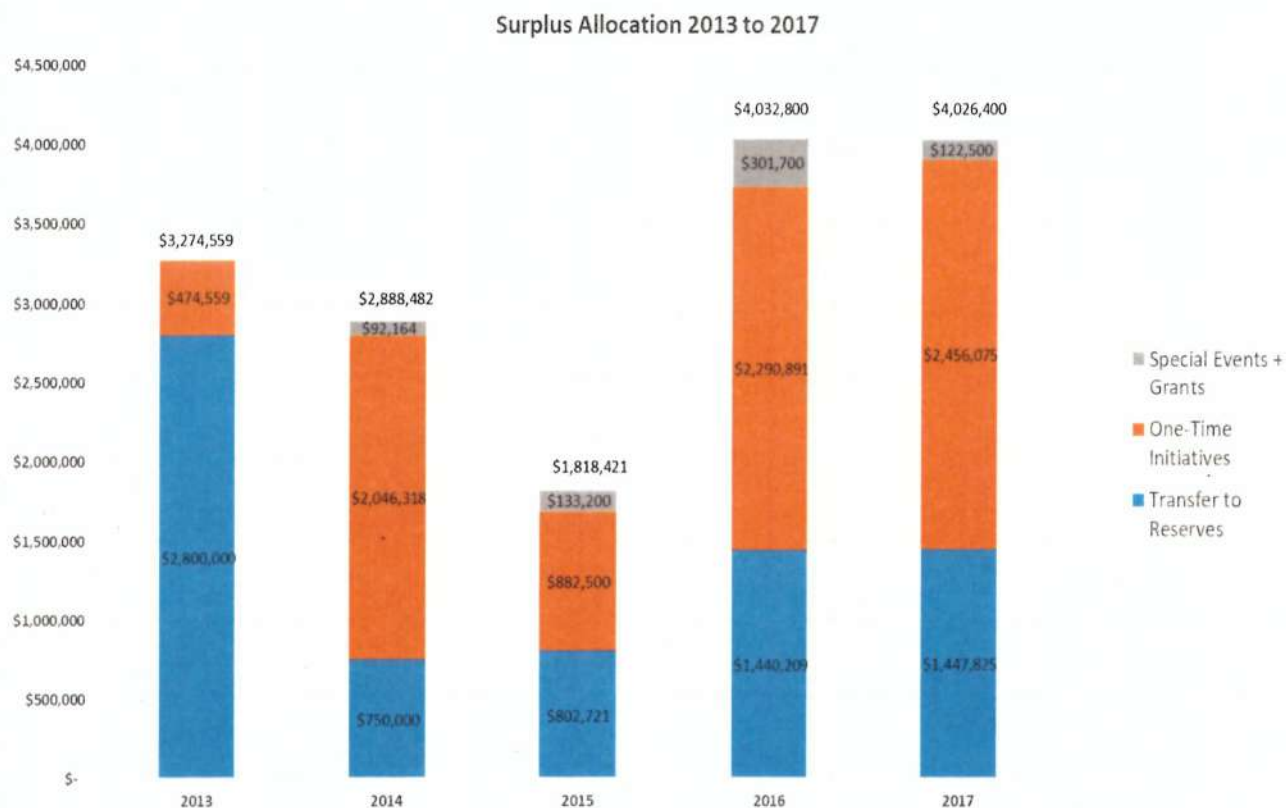
Surplus is one-time funding arising from the previous year's expenditure budgets being underspent or revenue budgets being exceeded, or a combination of the two. The Financial Sustainability Policy provides that prior year surplus can be used for one-time expenditures and/or is transferred to infrastructure reserves. The reason for this policy is to ensure that ongoing expenditure requirements are funded by ongoing revenues, not surplus which cannot be counted on annually.

To illustrate this rationale, the following very simplistic example shows that the increase is not eliminated, but rather deferred to the following year:

	Year 1 Municipal Taxes for Average Household	Year 2 Municipal Taxes for Average Household	Year 3 Municipal Taxes for Average Household
Taxes to pay for ongoing costs without current year increase		\$ 2,300	\$ 2,350
Current year tax increase needed to fund ongoing costs		\$ 50	\$ 50
One-time reduction using surplus		\$ (20)	\$ -
<b>Tax bill</b>	<b>\$ 2,300</b>	<b>\$ 2,330</b>	<b>\$ 2,400</b>
<b>Tax increase \$</b>		<b>\$ 30</b>	<b>\$ 70</b>
<b>Tax increase %</b>		<b>1.30%</b>	<b>3.00%</b>

The 2018 surplus is estimated at \$4.5 million primarily as a result of higher than expected revenues in parking, higher revenues for the Victoria Conference Centre, savings due to vacancies, and unspent contingency. As part of the report on 2018 Financial Statements coming to Council in April, finalized details about the 2018 surplus will be provided. Council has already approved one-time allocations of \$50,000 for the Victoria 2020 Francophone Games, \$55,000 for the 55+ Games BC 2021 and \$200,000 for the Medical Services Plan Premiums. Should Council fund the Citizens' Assembly (\$250,000) and the South Island Prosperity Project (\$220,000) through surplus, the remaining balance will be \$3.725 million.

The following graph table outlines 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
<b>Total</b>	<b>\$ 3,274,559</b>	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 Meis 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	<b>Total</b>	<b>\$ 1,818,421</b>	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
		<b>Total</b>	<b>\$ 2,888,482</b>			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
						<b>Total</b>	<b>\$ 4,032,800</b>	Youth Strategy Liaison	\$ 30,000
								Youth Leaders in Training Program	\$ 20,000
								Step Code Implementation	\$ 10,000
								Ending Violence Association of BC	\$ 2,500
								<b>Total</b>	<b>\$ 4,026,400</b>

### Annual Gas Tax Funding

The City receives annual funding from the Federal Government through their gas tax program. Each year, the amount received is transferred to the City's Gas Tax Reserve which Council approves allocations from through the annual capital plan. 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. The unallocated balance is currently \$3.289 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 Gas Tax Agreement outlines which types of projects are eligible. There are a number of capital projects that would qualify for this funding including the Bicycle Master Plan and David Foster Harbour Pathway. Staff are not proposing any allocation

from this reserve at this point since those programs are already funded to align with staff capacity. However, subsequent to the Climate Action workshop, initiatives identified may align with this funding source and staff will report back at that time.

### **Funding Considerations for Council**

#### **Council Commitments**

On July 12, 2018, Council approved spending up to \$250,000 to establish a Citizens' Assembly to explore the costs, benefits and disadvantages of the amalgamation between the District of Saanich and the City of Victoria. During the 2018 election this question was asked with the electors voting in favour.

Council has committed funding for the South Island Prosperity Project. The annual funding of \$220,000 has been through surplus for the past three years.

The recommended funding source for these items is surplus.

#### **Supplementary Requests and Additional Grant Request**

The draft Financial Plan includes proposed funding to maintain existing services and service levels. Proposed service level changes are brought to Council as supplementary requests and summaries are attached as Appendix A. The annual financial planning process involves making difficult decisions between competing priorities. Council sets service levels and allocates funding to the approximately 200 services and over 200 capital projects the City provides through this process as well as determines the merit of each supplementary request.

A direct award grant organization, the Victoria Civic Heritage Trust is requesting a 2% or \$2,250 increase. This request is attached as Appendix B.

Should Council wish to fund any of these, the recommended funding for ongoing requests is new property tax revenue from new development, and surplus for one-time requests. Alternatively, Council could consider a tax increase as a funding source.

The table below outlines the estimated remaining balances for new property tax revenue from new development and surplus, in addition to the supplemental requests put forth by staff and the additional grant request.



<b>Requests</b>	<b>2019 Ongoing</b>	<b>2019 One-Time</b>
<b>Estimated Funding Available</b>	<b>\$2,174,000</b>	<b>\$3,725,000</b>
<b>Supplemental Requests</b>		
<b>Asset Management</b>		
Asset Management Technician	\$85,500	
Business Analyst	\$102,000	
Work Order Administrator	\$92,500	
<b>Managing Growth and New Development</b>		
Secretary - Planning		\$72,500
Secretary – Legislative Services		\$72,500
Planner – Development Services		\$107,250
Planner - parks		\$107,250
<b>Service Improvement and Corporate Initiatives</b>		
Service Improvement Team (3)	\$380,000	
<b>Managing Public Green Spaces - Sheltering</b>		
Overnight Sheltering – Support & Clean Up *Note 1		\$362,000
<b>Recruitment and Retention</b>		
Disability Coordinator	\$128,500	
Talent Specialist	\$96,500	
<b>Youth Initiatives</b>		
Youth Leaders in Training Program	\$20,000	
Youth Strategy Coordinator		\$30,000
<b>Total Supplemental Requests</b>	<b>\$905,000</b>	<b>\$751,500</b>
<b>Victoria Civic Heritage Trust</b>	<b>\$2,250</b>	

#### Other Considerations for the 2019 Financial Planning Process

A draft policy on Conflict of Interest Matters have been prepared (Appendix C) which outlines the procedures for Council to seek legal advice related to conflict of interest matters and the terms of reimbursement. If Council chooses to add this new budget, it is recommended that \$10,000 be funded from new property tax from new development.



### Capital Budget Adjustment

Council has directed a change in the approach to delivering the Crystal Pool and Wellness Centre Replacement Project, shifting the proposed site from Central Park to the parking lot next to the City's arena. As outlined to Council during those discussions, the Financial Plan is proposed to be updated to shift the funding (\$80,000) from the Central Park Renewal Plan to the planning and design for Laurel Point Park.

### Victoria Police

In addition to the above requests, as part of the financial planning process, VicPD put forward requests for additional funding – some ongoing and some one-time. The VicPD 2019 provisional budget presented to Council on November 27, 2018 is attached in Appendix D.

### Remaining Funding

As outlined during the 2019 financial planning process, three asset areas require additional funding to maintain current service levels: roads, facilities, and fleet. In addition, the Climate Leadership Plan presented to Committee of the Whole on January 31, 2019, identified several opportunities for facilities, transportation and fleet. Therefore, it is recommended that any remaining funding, once Council has approved funding for any supplementary requests or Strategic Plan actions, be transferred to the Buildings and Infrastructure Reserve and the Vehicle and Heavy Equipment Reserve.

### Borrowing Authority from Municipal Finance Authority

In the next five years, there are a number of larger aging vehicles that are scheduled for replacement, totalling approximately \$4 million. As identified in the November 2018 report on the draft financial plan, there is a funding gap for fleet. Staff have identified a funding option that would increase capacity to narrow that gap – namely short-term borrowing through the Municipal Finance Authority at a very low interest rate (approximately 2.7%). This would free up reserve funding that could, among other things, enable electrification of the fleet in the nearer-term. This short-term borrowing option requires a Council resolution providing authorization to staff to initiate. The City has used previous iterations of this MFA program in the past, specifically for very large purchases.

### Public Consultation Input and Council Motions

During the budget and strategic plan meetings in November and December, Council passed a number of motions requesting additional information. Responses to these are also part of today's agenda, as are the reports summarizing the feedback from public consultation.

It is recommended that Council provide direction to staff to address the public feedback and any actions regarding the information provided in response to the Council motions passed during and after the strategic plan and budget discussions.

Some motions Council passed during budget deliberations provided direction for staff to action and some related to Council advocacy; these will be actioned or tracked. Some will be reported back on as part of future year budget processes; these are listed in Appendix E.

For Council's awareness, staff is intending on hiring 12 permanent FTE's for underground utilities using existing ongoing funding. This would increase the FTE count to 828.03. This is being actioned based on staff's interpretation of the following motion:

"That Council adopts the policy that the FTE count indicated in the Financial Plan for each department / division / business unit is approximate, meaning that the FTE count will not be

interpreted in a restrictive manner to prevent in-house delivery of services, subject to expenditures not exceeding the maximum budgeted amount for the relevant department / division / business unit.”

The discussion at Committee was regarding *temporary* hiring of staff, however, the motion does not specify this. Therefore, staff are bringing this to Council's attention to ensure alignment with the intent of Council's motion. Should Council wish that all permanent FTE additions be approved by Council, clarifying direction to that effect would accomplish this.

### **Next Steps**

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

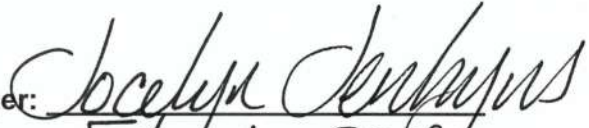
<b>Tentative Dates</b>	<b>Task</b>
February 4, 5, 6, 11 and 12, 2019 Committee of the Whole	Present consultation results and seek direction on changes to financial plan.
April 11, 2019 Committee of the Whole	Final report on financial plan including incorporated changes; report on 2019 tax rates.
April 11, 2019 Council	Second and third reading of financial plan bylaw; first, second and third reading of tax bylaw.
April 25, 2019 Council	Adoption of financial plan bylaw and tax bylaw

Respectfully submitted,

  
Jo-Ann O'Connor  
Deputy Director of Finance

  
Susanne Thompson  
Deputy City Manager/Chief Financial Officer

Report accepted and recommended by the City Manager:

  
Date: Feb 1, 2019

Appendix A: Supplementary Operating Budget Requests  
Appendix B: Additional Grant Request  
Appendix C: Draft Policy - Obtaining Legal Advice on Conflict of Interest Matters by Council  
Appendix D: 2019 Police Provisional Budget  
Appendix E: Future Years Motions

## APPENDIX A

Requests	2019 Ongoing	2019 One-Time
<b>Supplemental Requests</b>		
<b>Asset Management</b>		
Asset Management Technician	\$85,500	
Business Analyst	\$102,000	
Work Order Administrator	\$92,500	
<b>Managing Growth and New Development</b>		
Secretary - Planning		\$72,500
Secretary – Legislative Services		\$72,500
Planner – Development Services		\$107,250
Planner - parks		\$107,250
<b>Service Improvement and Corporate Initiatives</b>		
Service Improvement Team (3)	\$380,000	
<b>Managing Public Green Spaces - Sheltering</b>		
Overnight Sheltering – Support & Clean Up *Note 1		\$362,000
<b>Recruitment and Retention</b>		
Disability Coordinator	\$128,500	
Talent Specialist	\$96,500	
<b>Youth Initiatives</b>		
Youth Leaders in Training Program	\$20,000	
Youth Strategy Coordinator		\$30,000
<b>Total Supplemental Requests</b>	<b>\$905,000</b>	<b>\$751,500</b>

**Note 1: Council Direction to move funding source from ongoing to one-time**

# 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.

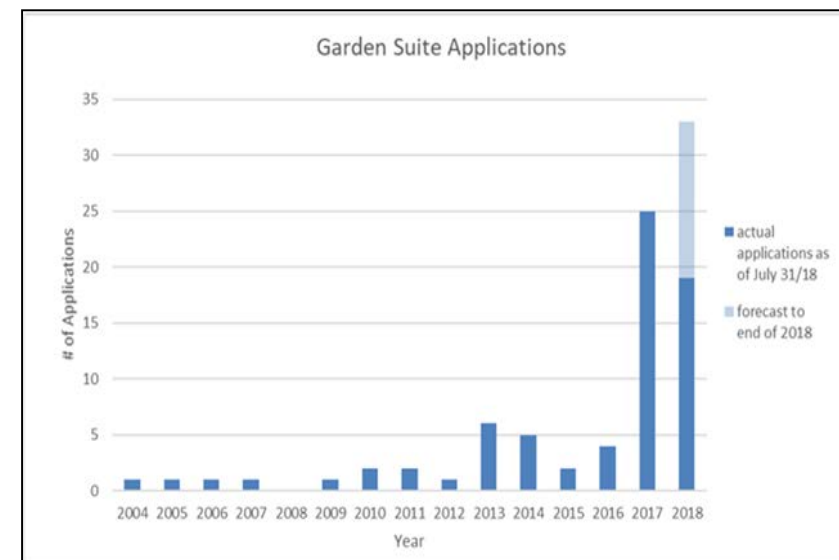
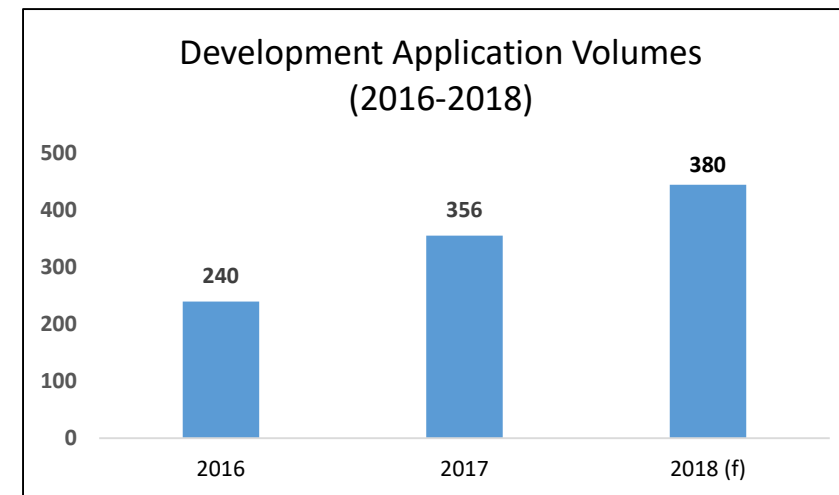
## BENEFITS:

- 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.

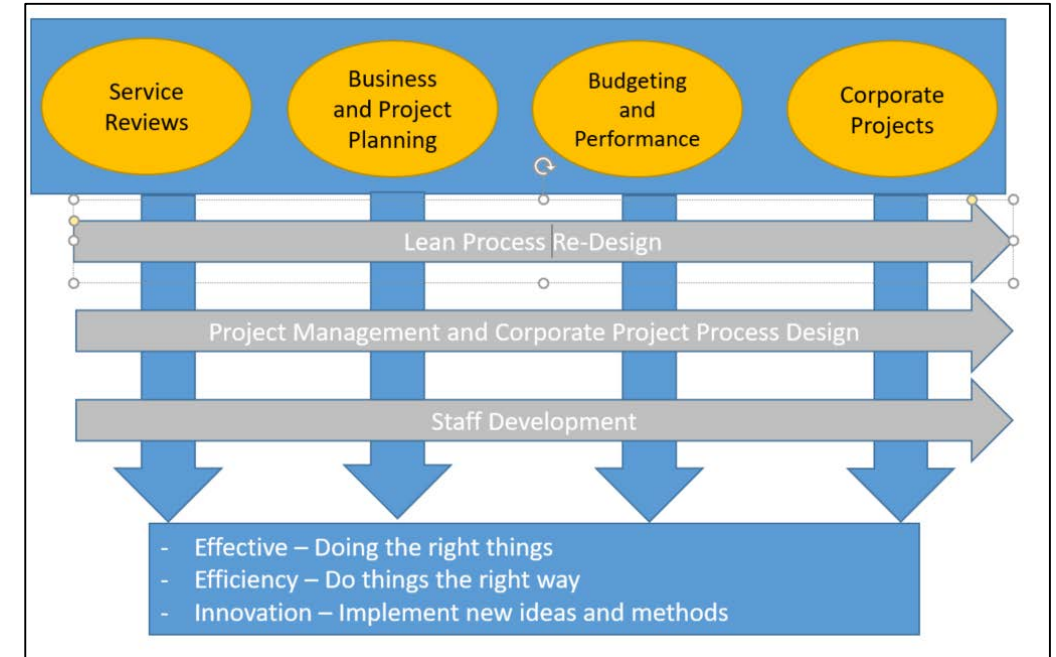
## BENEFITS:

- 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 Team (3)                      \$380,000





# Managing Public Green Spaces - Sheltering

## BACKGROUND:

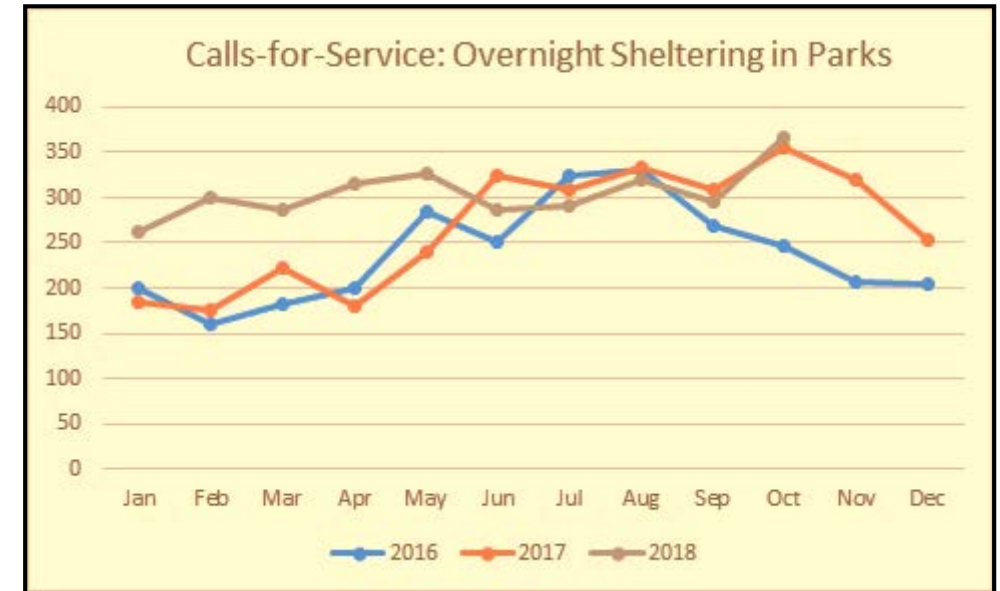
- The Overnight Sheltering Program responds to demands associated with outdoor sheltering in parks.
- Costs include extended hours at select washrooms, security patrols and cleaning support in parks.

## 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.

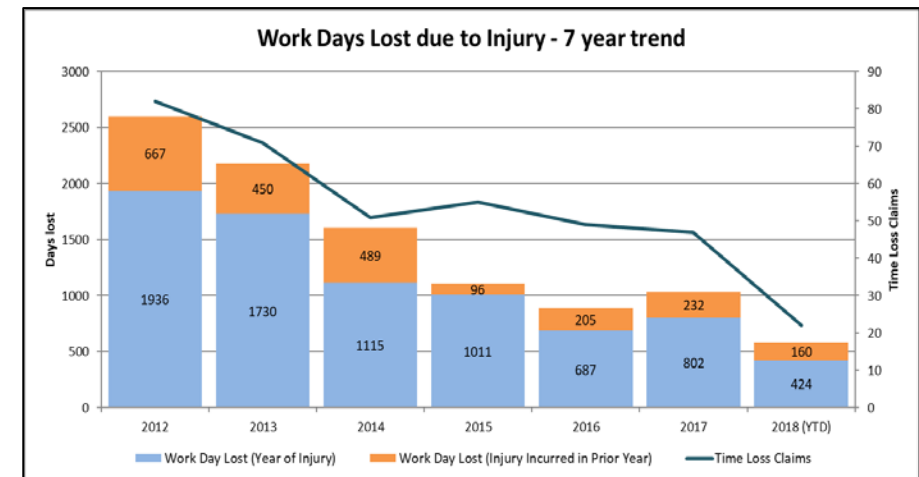
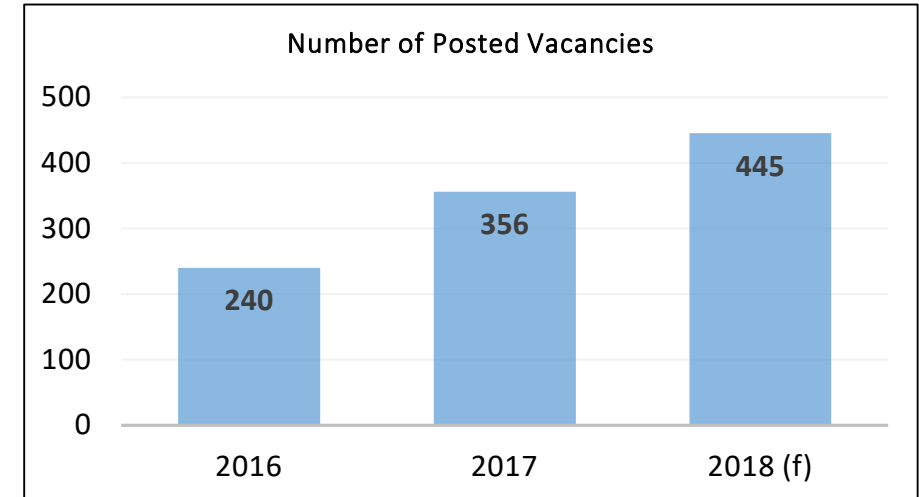
## BENEFITS:

- 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

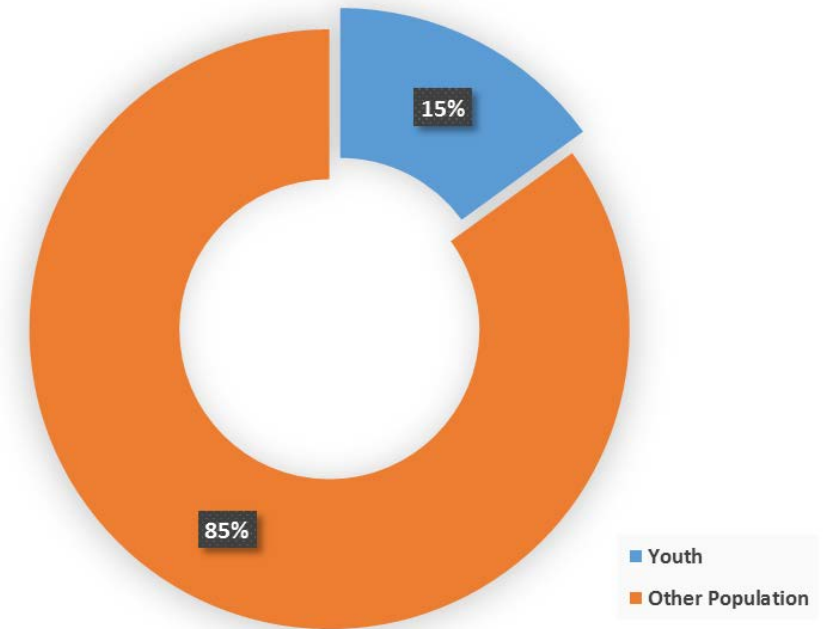
### Ongoing:

- 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 B

Requests	2019 Ongoing	2019 One-Time
<b>Grant Request</b>		
Victoria Civic Heritage Trust – 2%	\$2,250	
<b>Total Grant Request</b>	<b>\$2,250</b>	





Victoria  
CIVIC  
HERITAGE  
TRUST

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

18 December 2018

**Victoria Civic Heritage Trust  
2019 Expenditure Budget  
2019 Capital and Operating Direct-Award Funding Requests**

Dear Mayor Helps and Council Members:

As requested by the department of Sustainable Planning and Community Development, the Victoria Civic Heritage Trust (VCHT) respectfully submits our **2019 Expenditure Budget**, approved by our Board of Directors on 15 October 2018. The 2019 Capital request is the same as 2018 based on anticipated demand; the 2019 Operating request is the same as 2018 plus a 2% cost of living increase.

The VCHT had strong demand in 2018 for application requests under the Building Incentive Program (BIP), with some applications submitted in 2018 and a number of others expected in 2019. Projects approved in 2018 were located in the downtown, Rock Bay, Fernwood, Hillside, and Jubilee neighbourhoods. Projects expected in 2019 include significant heritage buildings in and outside of the downtown core. We are excited to continue working with several Chinese Associations on heritage conservation projects in Chinatown.

The VCHT continues to emphasize the seismic upgrading of heritage buildings. The Seismic Parapet Incentive Program introduced in 2015 generates sustained interest and a number of projects are in the works for 2019. This pilot initiative operates through BIP using existing resources and is the first of its kind in Canada.

In 2018 the VCHT participated in conference planning and conducting sessions at the *Understanding Risk Conference: UR + BC in the Built Environment* in Victoria on 16-17 April 2018 hosted by the BC Construction Association, which focused on natural risks to the built environment such as earthquakes, fire, and floods.

Members of our Board participated in the City's Old Town Design Guidelines working group May-December 2018. VCHT staff also reviewed with City staff the Market Rental Revitalization program and proposed Inclusive Housing and Density Bonus policy with respect to heritage conservation projects.

A one-time special project funding award of \$4,000.00 was approved for the preparation of *Heritage Conservation Guidelines for Modern Architecture in Greater Victoria*, which also received funding from the Victoria Heritage Foundation, Oak Bay Heritage Foundation, Saanich Heritage Foundation, and UVic.

The VCHT Board of Directors looks forward to welcoming and working with Councillors Jeremy Loveday and Charlayne Thornton-Joe in 2019-2020, and Councillors Marianne Alto and Sharmarke Dubow in 2021-2022.

**PROJECTED APPLICATIONS**

In 2018 approved applications include **seven Building Incentive Program** and **three Design Assistance Grant** funding awards plus administration of **two extensions**, **one transfer** to a different owner, and **three BIP** site visits and payouts plus **one DAG** payout. **Two PIP-DAG** funding awards under the **Parapet Incentive Program** were approved in 2018; one PIP application was reviewed but declined. The VCHT also reviewed **one Tax Incentive Program** application and conducted final financial reviews for **two TIP buildings**. City and VCHT staff met with a number of TIP applicants, with most looking to submit in 2019.

Potential projects for 2019 based on current applications are listed on page two of the attached 2019 Expenditure Budget. This list includes heritage buildings located in various neighbourhoods in the city.

We anticipate very strong demand in 2019. Based on enquiries, VCHT projects the potential for **fifteen to thirty BIP applications** by 31 December 2019, not including seismic parapet program projects. All potential conservation projects are in keeping with the City's strategic goals to create a vibrant and healthy downtown.



### 2019 CAPITAL REQUEST

We respectfully submit our **2019 Capital** direct-award funding request of **\$420,000.00** for the purposes of Building Incentive Program funds and assisting with the City of Victoria's Heritage Tax Incentive Program. This is the same amount that was requested in 2018 (no increase since 2008). The list of potential applications in 2019 translates to a possible deficit of **-\$476,777.14** in the BIP fund by 31 December 2019 if all projects are approved, which substantiates the 2019 capital request of \$420,000.00.

### 2019 OPERATING REQUEST

We respectfully submit our **2019 Operating** direct-award funding request of **\$114,250.00**, which is the amount received in 2018 plus a 2% cost of living adjustment, as per last year. Please note that with the amount requested, the VCHT will continue to operate on a deficit basis as it has for a number of years.

### BACKGROUND

The VCHT was established by the City of Victoria in 1989 as a civic vehicle to administer Building Incentive Program funding, and subsequently to assist with the City's Tax Incentive Program, for the conservation and rehabilitation of downtown heritage buildings and to preserve Victoria's community heritage. Modelled on Civic Trusts in Britain that are financially supported by the local municipality, the VCHT is a widely recognized organization that has produced impressive results for the City of Victoria that would not otherwise have been achieved without these programs. To date some of these accomplishments include:

- **\$155.50 million** in private investment in **153 eligible heritage buildings** through **\$6,245,995** in 287 awards of **Building Incentive Program** funds through City Capital funding;
- Average factor of **\$24.90 private investment** for every **\$1** in BIP funds awarded;
- **82 Heritage Designations** directly related to funding applications, resulting in significantly increased protection of heritage buildings and an improved downtown environment;
- Numerous awards including: **Pinnacle Award** to the City of Victoria and VCHT by the International Downtown Association for the Tax Incentive Program; **Gold CARE Award** to the City of Victoria and VCHT by the Canadian Home Builders' Association for the Tax Incentive Program; **Prince of Wales Prize** to the City of Victoria for its heritage conservation programs; **Outstanding Achievement Award** from Heritage BC and **Communication Award** from the Hallmark Society for **Test of Time**; **BCBIA "Best in the West" Award** and \$125,000.00 funding from the Canada – BC Infrastructure Works Program for the Downtown Heritage Building Lighting Program; **Outstanding Achievement Award** and \$300,000 HARP funding from the BC Heritage Trust for the Broad & Yates Street area.

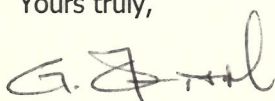
The VCHT is very proud of our strong relationship with the City of Victoria and our long record of distinguished service on behalf of the City and its residents. We look forward to continuing to work with the City of Victoria to further its strategic goals through incentive programs operated by the VCHT which successfully deal with significant community issues on multiple levels using highly cost-effective resources.

On behalf of our Board of Directors, I'd like to thank the City of Victoria for its ongoing financial commitment to Victoria's exceptional heritage programs. It is because of Council's foresight and consistent support that the City of Victoria is widely recognized as a leader in municipal heritage conservation in Canada.

More detailed program information will be available for 2018/2019 following the calendar year end.

We would be pleased to discuss our request with Council at any time.

Yours truly,



Greg Ovstaas  
President

*attachment*

**2019 EXPENDITURE BUDGET  
VICTORIA CIVIC HERITAGE TRUST**

Submitted to City of Victoria  
15 October 2018

EXPENDITURES				REVENUE	
BUDGET ITEM	EXPENDITURE BUDGET			CITY OF VICTORIA	
	Priority / Explanatory Notes	APPROVED 2018 BUDGET	2019 BUDGET	OPERATING FUNDS 2% COL Increase	CAPITAL FUNDS
<b>TOTAL BREAKDOWN</b>		<b>734,545.00</b>	<b>735,985.00</b>	<b>114,250.00</b>	<b>420,000.00</b>
<b>CORE OPERATIONS</b>					
Core Management Contract (60%)	Contract	53,725.00	54,800.00	50,050.00	
Office & Equipment Rent	Contract	11,445.00	11,675.00	11,675.00	
Office Expenses	Contract	5,000.00	5,100.00	5,100.00	
Telephone / Internet	Core	145.00	725.00	725.00	
Computer / Communications	Core	1,000.00	1,200.00		
Catering & Meeting Costs	Core	3,300.00	3,400.00	3,400.00	
Travel	Core	500.00	500.00		
Miscellaneous Costs	Core	500.00	500.00		
Insurance	Core	2,200.00	2,050.00	2,050.00	
Audit Fees	Core	5,730.00	5,600.00	5,600.00	
Reserve for Projects	Core	5,000.00	6,000.00		
Bank Charges	Core	180.00	150.00	150.00	
Interest Earned	Core	-17,500.00	-20,000.00		
5% GST Cost Estimated	Core	7,000.00	7,500.00		
50% GST Rebate Estimated	Core	-3,500.00	-3,750.00		
<b>ARCHITECTURAL CONSERVATION</b>					
ACC Committee (40%)	Contract	35,820.00	36,535.00	35,000.00	
<b>PROJECT MANAGEMENT</b>					
<b>INTERPRETATION PROJECTS</b>					
Interpretation Committee	2	0.00	0.00		
Heritage Directory Website	2	500.00	500.00	500.00	
<b>OTHER PROJECTS</b>					
Special Events (as approved by Board)	3	3,500.00	3,500.00		
<b>Total Operating Core &amp; Projects</b>		<b>114,545.00</b>	<b>115,985.00</b>	<b>114,250.00</b>	
<b>CAPITAL INCENTIVE PROGRAMS</b>					
Projected BIP Project Balance 31 Dec 2018	<b>798,629.23</b>				
2019 City Capital Contribution	420,000.00				
2019 Potential BIP Project Applications*	-1,695,406.37				
<i>* See attached list</i>					
<b>Potential BIP DEFICIT for 2019</b>	<b>-476,777.14</b>				
<b>BUILDING INCENTIVE PROGRAM</b>					
2019 Building Incentive Program Funds	Core	400,000.00	400,000.00		400,000.00
BIP Brochure / Banners	Core	4,000.00	4,000.00		4,000.00
Seismic Parapet Incentive Program (PIP)*					
<i>*\$500,000 BIP funds allocated in 2015</i>					
2019 Seismic PIP Budget - \$200,000	Core				
PIP & PIP-DAG Applications	Core	185,000.00	185,000.00		
Program Management / Expenses	Core	15,000.00	15,000.00		
Seismic/Downtn Promotion/Communications	Core	8,047.94	8,047.94		
Donation for Seismic/DT Promotion/Comm	Core	-8,047.94	-8,047.94		
<b>TAX INCENTIVE PROGRAM</b>	Core	12,000.00	12,000.00		12,000.00
BIP/TIP Promotion / Communications	Core	4,000.00	4,000.00		4,000.00
<b>TOTAL Capital Incentive Programs</b>		<b>620,000.00</b>	<b>620,000.00</b>		<b>420,000.00</b>
<b>GRAND TOTALS</b>		<b>734,545.00</b>	<b>735,985.00</b>	<b>114,250.00</b>	<b>420,000.00</b>
<b>CITY DIRECT-AWARD REQUEST</b>				<b>534,250.00</b>	



## BIP CASH PROJECTION - 2019

<b>BIP PROJECT BALANCE 31 Oct 2018</b>	<b>1,090,512.80</b>
840 Fort Street Sawyer Block	-50,000.00
612 1/2 Fisgard Street Shon Yee Benevolent Assoc	-30,000.00
2006-10 Fernwood Rd Rennie & Taylor Apts	-7,883.57
532 Herald St Wilson Bros Warehouse	-50,000.00
536-538 Herald St Wilson Bldg	-50,000.00
2110 Store St National Electric Powerhouse	-52,000.00
502 Pembroke St Victoria Gas Co Bldg	-52,000.00
<b>PROJECTED BIP BALANCE 31 Dec 2018</b>	<b>798,629.23</b>

## POTENTIAL BIP PROJECTS IN 2019

## Likely:


2621 Douglas St Times Colonist Building	-52,000.00	TIP
1314-1324 Douglas / 645-651 Johnson Morgan Blk	-52,000.00	TIP
1314-1322 Broad St Duck Block	-50,000.00	TIP
727 Yates Street	-50,000.00	TIP
1400 Vancouver / 952 Johnson McCall's Funeral	-52,000.00	
825 Fort Street BC Hardware Building	-31,951.27	
900 Johnson St Victoria Conservatory of Music	-28,500.00	
554-562 Fisgard St Chinese Consolidated Ben Assoc	-25,000.00	
614 Fisgard St Lee's Benevolent Assoc Building	-52,000.00	
3 Fan Tan Alley Lim Ging Bldg	-52,000.00	
546 Pandora Ave Macdonald Bldg	-52,000.00	
554-562 Fisgard Street CCBA Building	-52,000.00	
159 Cook St Hampton Court	-2,000.00	
159 Cook St Hampton Court	-31,562.50	
1005-1009 Broad St Counting House	-35,392.60	
1108 Government St Royal Bank / Munro's	-50,000.00	
<b>Subtotal</b>	<b>-616,406.37</b>	

## Possible:

1058 Pandora Avenue Wellburns	-52,000.00	
641 Johnson Street Victoria Building Co	-52,000.00	
1601-1609 Douglas St Fairfield Block	-52,000.00	TIP
251-253 Esquimalt Rd Roundhouse	-52,000.00	TIP-Ext
251-253 Esquimalt Rd Car Shop	-52,000.00	TIP-Ext
251-253 Esquimalt Rd Stores Building	-52,000.00	TIP-Ext
251-253 Esquimalt Rd Backshop Building	-52,000.00	TIP-Ext
251-253 Esquimalt Rd Turntable	-52,000.00	
816 Government St Customs House	-50,000.00	
819-823 Fort St	-50,000.00	
626 Blanshard St Church of Our Lord	-30,000.00	
1618-1628 Govt / 565 Fisgard St Lee Block	-52,000.00	
557-561 Fisgard St Lee Woy & Co / CCBA	-52,000.00	
1316-28 Government / 589 Johnson	-52,000.00	TIP
1314 Wharf St Northern Junk Building	-50,000.00	TIP
1316-18 Wharf St Northern Junk Building	-50,000.00	TIP
603 Pandora Ave Hotel Westholme	-52,000.00	TIP
1218 Wharf St	-25,000.00	
1713 Government St Yen Wo Society Building	-52,000.00	
923 Burdett St Mt St Angela	-50,000.00	
Unknown Applicants	-150,000.00	
<b>Subtotal</b>	<b>-1,079,000.00</b>	

**Total Potential BIP Projects in 2019 -1,695,406.37**

**PROJECTED BIP BALANCE 31 Dec 2019 -896,777.14**

		
		Page 1 of 1
<b>SUBJECT:</b> Obtaining Legal Advice on Conflict of Interest Matters by Council		
<b>PREPARED BY:</b> Tom Zworski, City Solicitor		
<b>AUTHORIZED BY:</b> Council		
<b>EFFECTIVE DATE:</b>		<b>REVISION DATE:</b>
<b>REVIEW FREQUENCY:</b> N/A		

**A. PURPOSE**

The purpose of this policy is to establish equitable rules for partial reimbursement of legal costs incurred by Council members in obtaining legal advice on questions of potential conflict of interest in relation to matters arising at Council.

**B. OBJECTIVES**

Recognizing the evolving and complex nature of rules regarding conflict of interest and the importance to the City of ensuring that, whenever possible, all Council members should participate in Council deliberations and decisions, the City shall contribute to the cost of obtaining independent legal advice on conflict issues by members of Council.

**C. PROCEDURE**

1. A Council member who is concerned that a matter before Council may give rise to a conflict of interest shall contact the City Clerk or the City Solicitor to determine whether the City has previously obtained legal advice that applies to the situation.
2. If a Council member feels that he or she needs to obtain independent legal advice regarding a potential conflict of interest, the Council member will contact a lawyer of his or her choice and seek the advice.
3. The City shall reimburse the Council member for the cost of obtaining independent legal advice up to a maximum of \$500.00 for each instance when conflict advice is sought. The City will treat this payment according to Canada Revenue Agency taxable benefit rules.
4. To obtain the reimbursement, the Council member must provide a copy of the legal bill or invoice to the City.
5. A Council member receiving reimbursement is under no obligation to disclose the content of the legal opinion to the City.
6. There is not limit on the number of times a Council member may seek legal advice during the term of Council.
7. This policy applies solely to conflict of interest issues arising at Council and does not apply to potential issues arising in other roles of Council members such as their role at the CRD Board.



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# 2019 POLICE PROVISIONAL BUDGET

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## **BACKGROUND:**

The 2019 Provisional Budget was approved by the Police Board September 18<sup>th</sup>, 2018. In accordance with the provisions of the *Police Act* and Framework Agreement the provisional budget will be presented to the councils for the City of Victoria and Township of Esquimalt. Both councils must approve the budget before final adoption by the Police Board.

Any additional resource requirements, approved by the Police Board, outside of existing core operations have been identified for presentation purposes as separate line items in the 2019 Provisional Budget.

## **Budget Targets**

The City of Victoria's council provides direction that their core budget increase must be no more than inflation plus 1%. The Township of Esquimalt does not provide specific guidance to the Police Board, but follows similar budgetary restrictions. Additionally Esquimalt relies on the amounts receivable for payments in lieu of taxes in making budget decisions. As of September 2018 Consumer Price Inflation (CPI) in Victoria is 2.48% versus the same time last year. Inflation plus 1% would therefore be 3.48%. The Police Board, in determining the provisional budget has given this input due consideration. The impact of the provincially mandated Employers' Health Tax has been treated as a separate item.

## **Employers' Health Tax**

2019 will see the implementation of the 1.95% Employers' Health Tax. This represents a significant cost for most municipalities in the Province. For the purposes of budget presentation this is presented as a separate item in the 2019 provisional budget. These amounts may already be included in costs identified within the City of Victoria's budget for the implementation of the Employers' Health Tax.

## **2019 Proposed Budget**

The 2019 Budget has been developed using the principles of Zero Based Budgeting, an approach to planning and decision-making where every budget request must be approved. Budget items that were approved in the previous fiscal year are not therefore carried forward, and expenditures must be justified in the budget process. The budget for salaries and benefits are based on current staffing levels but for all other operating expenditures managers need to build a budget from the ground up, building a case for their spending as if no baseline existed to start with. Annual work plans are prepared for each unit and submitted to the Chief and Deputies.

### **Operating Budget:**

The Core budget can be defined as the budget that is required to maintain existing operations without any additional staffing resources. This does not necessarily mean operations can be maintained without additional staffing in the medium term, but treats additional resource requests as a separate line item in the budget. Similarly any requests to increase service levels or implement improvements with resource requirements attached are identified separately. Any additional resources approved by the Board to be included in the Provisional Budget are, although identified separately, subsequently considered part of the provisional budget for presentation to councils.

### **Extraordinary Items:**

The Core budget includes expenditures that are either significant, one-time, contractually obligated, or as a result of external legislation or processes. The most significant cost drivers have been disclosed below to demonstrate the impact of these costs on the provisional budget.

## **Transition to Regional Communications Centre**

In 2019 the Communications Centre will transition over to a Regional Communications Centre, under the administration of E-Comm. The transition is expected to occur towards the end of January 2019. The budget has been amended to reflect the fact that Communications Centre staff will be managed through VicPD for the first month of the year, then transition over to a contract for service with E-Comm thereafter.

The transition to a Regional Communications Centre will provide operational efficiencies, greater levels of support and a greater safety net for peak times and seasons. It will also better prepare us for Next Generation 9-1-1 services. Additionally we expect to see some savings on an annual basis through pooling of services. For 2019, however, there will be some one-time transitional costs, including the costs associated with transitioning staff over to the new service model for both VicPD and E-Comm. The budget has been prepared on the basis of VicPD's costs being absorbed in the 2019 Budget, and E-Comm's being spread out over three years.

The five year forecast below is based on current assumptions, recognizing that the final costs may vary slightly between now and the transition date. Additional costs for the implementation of Next-generation-911 are not yet estimated. The financial impact of this significant change will be reduced through pooling of those costs through the Regional Communications Centre.

### Regional Communications Centre Costs - Five Year Forecast

	2019	2020	2021	2022	2023	Accum.
<b>Expected Costs - Regional Communications Centre</b>						
E-Comm Contract <sup>1</sup>	2,720,000	2,970,617	3,030,030	3,090,630	3,152,443	14,963,720
One-Time Transition Costs	55,000	55,000	55,000	-	-	165,000
VicPD Costs <sup>2</sup>	259,667	100,000	102,000	104,040	106,121	671,828
<b>Total Costs</b>	<b>3,034,667</b>	<b>3,125,617</b>	<b>3,187,030</b>	<b>3,194,670</b>	<b>3,258,564</b>	<b>15,800,548</b>
		3.00%	1.96%	0.24%	2.00%	
<b>Current Delivery Model<sup>3</sup></b>	<b>3,260,090</b>	<b>3,325,292</b>	<b>3,391,798</b>	<b>3,459,634</b>	<b>3,528,827</b>	<b>16,965,641</b>
<b>Expected Net Savings</b>	<b>225,423</b>	<b>199,675</b>	<b>204,768</b>	<b>264,964</b>	<b>270,263</b>	<b>1,165,093</b>

1. Assumes inflation rate of 2% per year. Based on estimates from E-Comm. Actuals could vary.

2. 2019 costs adjusted based on Jan 22, 2019 transition date to Regional Communications Centre.

2020 onwards is based on assumption that certain functions will not transition, requiring VicPD staffing

3. Forecast costs if there had been no transition to the Regional Communications Centre



## Significant Cost Drivers for 2019

### Extraordinary Expenditures:

#### 1. *Employers' Health Tax - \$690,000 (1.28%)*

The Employers' Health Tax (EHT) will be implemented in 2019 in addition, for that year to 50% of MSP premiums still being in place. In the longer term, benefits costs will increase with the EHT in comparison to MSP premiums. For 2019 the reassessed impact on the operating budget will be an increase of \$690,000, representing a 1.28% increase in the overall budget. This amount is slightly lower than original estimates, due to the expected reduction of civilian staffing levels at the end of January as the Communications Centre staff transition to E-Comm.

#### **Employers' Health Tax - Five Year Forecast**

	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Employers' Health Tax <sup>1</sup>	650,000	666,250	682,906	699,979	717,478
MSP Premiums	40,000				
<b>Total</b>	<b>690,000</b>	<b>666,250</b>	<b>682,906</b>	<b>699,979</b>	<b>717,478</b>
		-3.44%	2.50%	2.50%	2.50%

1. Adjusted for expected wage inflation

#### 2. *Increases to recruitment and equipment costs - \$154,000 (0.29%)*

The budget request for these line items will allow us to provide sufficient training in anticipation of the retirements we expect in January 2019. Additionally, due to the demographics of our employees, we expect a significant number of police officer retirements consistently over the next ten years. Historically we have been successful in attracting "exempt" (fully qualified) officers, for a third of our vacant positions. This comes with a higher salary cost, but lower training costs and a significantly faster deployment timeline.

Costs for recruitment in either case are expensive. Based on an assessment by Mercer (Canada) Ltd. we can expect our attrition rate to remain high for the next 10 years. The current operating budget is insufficient to hire, train and equip the number of new officers we will need to maintain our authorized strength. The exact number of retirements may vary from the forecast, but we should be prepared for an average of 10-11 retirements each and every year for the next 10 years.



New recruits incur the following costs to the organization:

- Advertising
- Background checks
- Training
- Equipment
- Uniforms

### **3. *Retirement Obligations - \$300,000 (0.56%)***

The 2018 budget for retirement obligations was \$400,000. Historically this budget line item has been as high as \$800,000/annum, but had been reduced in previous budget years. These costs are related to contractually obligated payouts under union collective agreements. In 2018 we expect the actual costs to be closer to \$875,000. An actuarial 10 year forecast of the retirement payout amounts under our collective agreements indicates the average annual payout will be in the \$800-900,000 range. We therefore need to significantly increase our annual budget line item to previous amounts and properly fund expected retirements. As a result the provisional budget for retirement payouts has been increased from \$400,000 to \$700,000. Without these additional funds, reserves would be depleted in the next 8-10 years.

Based on an analysis from Mercer (Canada) Ltd. it is not recommended to draw down on the reserve and that \$800,000, adjusted annually for inflation, would provide sufficient funds to meet our obligations and sufficiently fund the EBO Reserve within a twenty year span. In future years the retirement payout line item will need to be increased again to meet this target. The amounts budgeted for 2019 are sufficient to meet projected current year obligations only.

### **4. *One-time transition costs to Regional Communications Centre - \$55,000 (0.10%)***

We expect the Communications Centre to transition over to the Regional Communications Centre at the end of January, 2019. The budget has been prepared based on this timeline. The long term impact will be positive for the Department. In 2019, however there will be some one-time transitional costs that represent a net cost for the Department. This includes costs for E-Comm to transition and implement resources, of which Victoria and Esquimalt's portion will be approximately \$170,000. It also includes an estimate for our expenditures in relation to an adjustment plan that would be required under Section 54 of the Labour Relations Code. To mitigate the financial impact of these costs on the Department, we have requested from E-Comm these costs be spread out over a three year period. The budget has been amended to reflect this.

### **5. *Changes to Bail Hearing Process - \$25,000 (0.05%)***

An estimate has been included for increases for salaries and benefits of Records staff for statutory holidays to adequately staff for the changes in the bail hearing process. These

changes will require greater availability of staff on weekends and statutory holidays. In the short term the impact on operations is likely to be minimal. We may, however, need to reassess the impact on operations for the 2020 budget process.

### **Ordinary (on-going) Expenditures**

#### **1. *Estimated Pay Increments - \$842,724 (1.56%)***

The Collective Agreement with the Victoria City Police Union will expire at the end of 2018. A new contract with CUPE is expected shortly that will run to the end of 2020. The budget has been prepared based on management estimates for pay increments.

There is an overall decrease in salaries and benefits, representing the transition of the Communications Centre staff to the Regional Communications Centre at the end of January 2019. There is also a corresponding increase in the professional services line item, representing the contractual obligations for the Regional Communications Centre from that point on.

#### **2. *Capital Funding - \$100,000 (0.19%)***

Over the last few years we have deferred significant replacements of IT and Fleet capital pending a review of the capital needs. Our current contribution levels to the capital reserves are insufficient to meet the replacement needs of our existing infrastructure. A review of IT capital has been made by the Manager of IT, prioritizing the needs of the organization and pooling of the fleet will soon be implemented. The increase of \$100,000 represents the amount required to meet our minimum replacement requirements. Future years will require further increases to ensure the capital reserves are adequately funded. The impact on the 2019 budget has been offset by the reduction of the automotive repairs and maintenance budget, after careful consideration of average maintenance costs over the last five years.

A recent review of the Fleet and IT capital requirements indicates that vehicle replacement costs will remain high for the next three years, but will decline in the fourth year as we see the benefits of vehicle pooling and a more efficient use of our fleet. IT costs will remain significant as our storage and processing requirements increase, and an overall increase in capital funding will be required to maintain the sustainability of our capital reserves.

An increase in the capital expenditure budget line to \$1.256 million, increasing annually for inflation, will allow us to sustain a capital reserve fund balance of approximately \$750,000.

#### **3. *Increases to Medical/Dental Benefits - \$126,525 (0.23%)***

In 2018 we saw an increase of 7% to medical benefit premiums, and 10% to dental premiums. In 2019 we can expect a further 10% increase in dental premiums and yet to be determined increases in medical premiums. This is a result of increases in the costs for insurance providers to provide this coverage and does not represent a significant change to

the benefits plan itself. Increases in medical costs continue to outstrip consumer price inflation and this trend is likely to continue in the short term.

#### **4. Integrated Units - \$138,895 (0.26%)**

Most Integrated Unit Budgets reflect adjustments for inflation or personnel movements. The exception is the Greater Victoria Emergency Response Team, where an increase has been deemed necessary to increase the number of monthly training hours from twenty to forty.

#### **Other Items or Adjustments of Note:**

In 2018 six officers were reassigned from School Resources, Reserves, Community Services Division and Analysis & Intel to increase the numbers at the front line. The 2019 budget reflects these staff movements. The request for the additional six Patrol officers is under review by the Province. At this time the six additional officers, requested for the 2018 budget, have not been included in the proposed 2019 core budget. The costs, should they be approved, have been disclosed below.

It is difficult to determine with any level of certainty the level of special duties revenues and expenditures in any given year. Traditionally we have budgeted for net amounts. This causes exceptions for financial reporting. For 2019 an estimated has been made for special duties revenues and expenditures based on historical averages in order to reduce the effect this has on financial analysis throughout the year.

#### **Additional Resources**

A Business case for each of the additional resources identified in the 2019 Provisional Budget has been prepared.

#### **Mental Health Integration:**

In 2017 a pilot project was approved for 2 additional officers for an expansion of Mental Health Integration program. The cost for these officers has been included in both the 2018 and 2019 budget numbers as a separate item for comparative purposes. In 2017 and 2018 the City of Victoria funded the positions from surplus. The Department is working with academia to perform an evaluation of the project with the intent that, if deemed successful, permanent funding for the positions would be requested in the 2020 Budget process. Funds are requested to continue the pilot project in 2019 subject to the results of this evaluation.

#### **Additional Items to Improve Service Levels:**

Whereas the Core budget represents the cost to maintain existing staffing levels, additional resource requests represent increases to resources that would either enhance service levels or

maintain service levels in consideration of long term growth within the communities. Although it is the practice of the municipalities to present any increases as 'supplemental requests' the Board, on recommendation from the Chief, has included these amounts in the provisional budget to ensure an adequate and effective level of policing and to generally maintain law and order within the jurisdiction. They have been itemized in the provisional budget for disclosure and presentation purposes.

#### **Information Management Strategy:**

In 2017 an Information Management (IM) Strategy was developed with the assistance of an outside consultant. The Department is now implementing this strategy. An additional resource request has been included in the 2019 budget for an analyst position in line with the Information Management Strategy. A business case has been developed in support of this position.

#### **Operational Support (Service Desk):**

2019 will see the first phase of a Service Desk function, building on the existing IT service desk model to expand services to front line officers. This will both improve access to administrative services and reduce the amount of time engaged by officers in administration, freeing up front line resources for policing. The first phase will be funded through savings realized through the pooling of radios, with no additional net cost. A business case has been developed in support of this function. Future expansions of this function will depend on an evaluation of the first phase.

#### **Integrated Team Approach to Records:**

A review of the Records Section was performed by CGI Canada in 2018, resulting in recommendations to implement a team based approach for the Records Section. This will result in greater symmetry between front line officers and the Records Section, as well as eliminate some of the time spent by front line officers on administrative work. This initiative will be implemented in early 2019.

### Provisional Core Budget:

The following is an overview of Police Department's provisional 2019 budget:

#### Victoria Police Department 2019 Proposed Budget Allocation of Provisional Budget

	2018	2019	Increase	
			\$	%
<b>Operating Budget Based on Funding Formula</b>				
Operating Budget Before Adjustments	53,631,388	55,623,760	<b>1,992,372</b>	<b>3.70%</b>
Pilot - Mental Health Integration	253,898	262,210	<b>8,312</b>	<b>0.02%</b>
	53,885,286	55,885,970	<b>2,000,684</b>	<b>3.71%</b>
Additional Officers <sup>1</sup>	-	307,660	<b>307,660</b>	<b>0.57%</b>
Research Analyst	-	102,125	<b>102,125</b>	<b>0.19%</b>
<b>Total Operating Budget Based on Funding Formula</b>	<b>53,885,286</b>	<b>56,295,755</b>	<b>2,410,469</b>	<b>4.47%</b>
<b>Optional Resources Under Framework Agreement</b>				
Special Duties Funding (Esquimalt)	23,520	24,108	<b>588</b>	<b>0.00%</b>
Special Duties Funding (Victoria)	-	139,892	<b>139,892</b>	<b>0.26%</b>
	53,908,806	56,459,755	<b>2,550,949</b>	<b>4.73%</b>
<b>Changes to Provincially Mandated Expenditures</b>				
Employers' Health Tax	-	690,000	<b>690,000</b>	<b>1.28%</b>
<b>Total 2019 Provisional Budget</b>	<b>53,908,806</b>	<b>57,149,755</b>	<b>3,240,949</b>	<b>6.01%</b>

#### Cost Allocation Formula

Esquimalt (14.7%)

Victoria (85.3%)

1. Request for 12 positions, 6 Patrol Officers under Provincial Review (2018 Budget), 4 Community Response Team Members,

1 Esquimalt Traffic Officer, 1 Cybercrime Coordinator. Phased in over 3 years.

## POLICE OPERATING BUDGET – COST DRIVERS

### Victoria Police Department 2019 Provisional Core Budget (Excluding Additional Resources) Significant Cost Drivers

		Amount	%	Accum.
<b>2018 Net Budget</b>		<b>53,908,806</b>		
<b>Ordinary (On-Going) Increases</b>				
Estimated Pay Increments - Collective Agreements	842,724		1.56%	1.56%
Body armour program for jailers	5,000		0.01%	1.57%
CEWs - increase to number, testing and replacement	20,000		0.04%	1.61%
Two Factor Authentication	29,000		0.05%	1.66%
Increases to legal services budget	26,000		0.05%	1.71%
Integrated Units	138,895		0.26%	1.97%
Reductions in fleet maintenance	(110,000)		-0.20%	1.51%
Fuel and oil	30,000			
Other net expenditures <sup>1</sup>	<u>259,128</u>	1,240,747	0.48%	2.30%
<b>Extraordinary (On-Going) Increases</b>				
Statutory Holiday Pay - Changes to bail hearing process	25,000		0.05%	2.35%
Recruitment costs (professional, training, travel, advertising)	117,000		0.22%	2.56%
Supplies and uniforms (expected recruitments)	37,000		0.07%	2.63%
Increases to Medical/Dental Benefits	<u>126,525</u>	305,525	0.23%	2.87%
<b>Extraordinary (One-Time) Increases</b>				
Transition Costs - Regional Communications Centre	<u>55,000</u>	55,000	0.10%	2.97%
<b>Increases for Expenditures with Dedicated Reserves</b>				
Capital Funding	100,000		0.19%	3.16%
Retirement Payouts	<u>300,000</u>	400,000	0.56%	3.71%
<b>Total Excluding Employers' Health Tax</b>		<b><u>55,910,078</u></b>		<b>3.71%</b>
<b>Externally Legislated Increases</b>				
<b>Employers' Health Tax</b>		<b>690,000</b>	<b>1.28%</b>	<b>4.99%</b>
<b>2019 Core Budget (Excluding Additional Resources)</b>		<b><u>56,600,078</u></b>		<b>4.99%</b>

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## **1. SALARIES AND BENEFITS:**

### **Police**

Budgets are prepared based on authorized strength and the staff allocated to each unit or division at the time the budget is prepared. Movements of personnel occur throughout the year to meet operational requirements, causing variations from year to year between units. The current collective agreement expires December 31, 2018. Budgets were estimated based on projected outcomes.

### **CUPE:**

The collective agreement with CUPE expired December 31, 2016 and a tentative agreement has been reached, extending to December 31, 2020. Budgets were estimated based on the tentative settlement.

### **Exempt:**

The Police Board's Terms of Employment govern compensation for exempt staff. Budgets were prepared based on estimates.

### **Benefits:**

Benefits include CPP, EI, Pension, Extended Health, Dental, Group Life Insurance and WCB premiums. The benefits as a percentage of salaries, has been increased to 25%. The Employers' Health Tax of 1.95% is shown as a separate line item.

## **2. OVERTIME:**

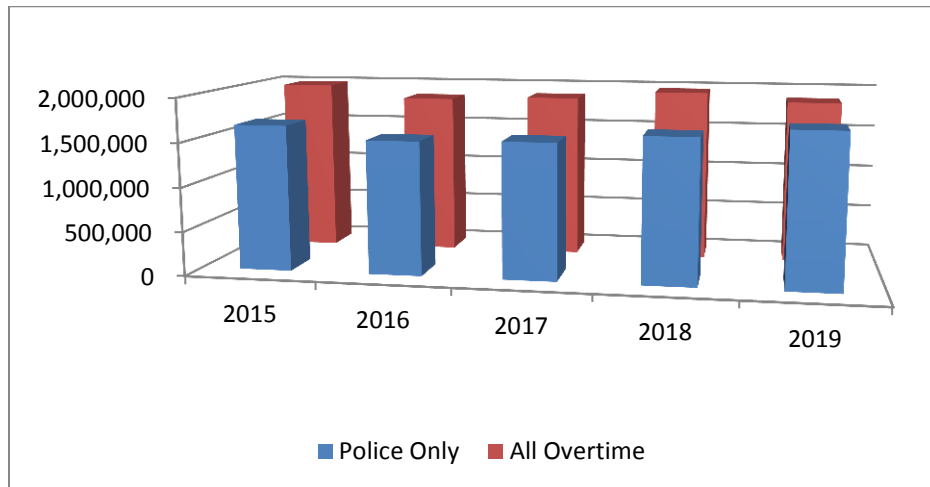
The increase in overtime is a result of the changes to the presentation of the Special Duties budget for revenues and expenditures. Once adjusted for this change in presentation, total overtime budget has decreased by approximately \$94,500. The most significant changes in overtime are:

- Communications Centre – reduction of \$224,600 (Regional Comm. Centre)
- Records Section – increase of \$25,000 for changes to bail hearing processes
- VIIMCU – increase of \$50,000 to ensure adequate resourcing of major case files

The remainder of the increase is related to ordinary increases for Patrol and other operational divisions.



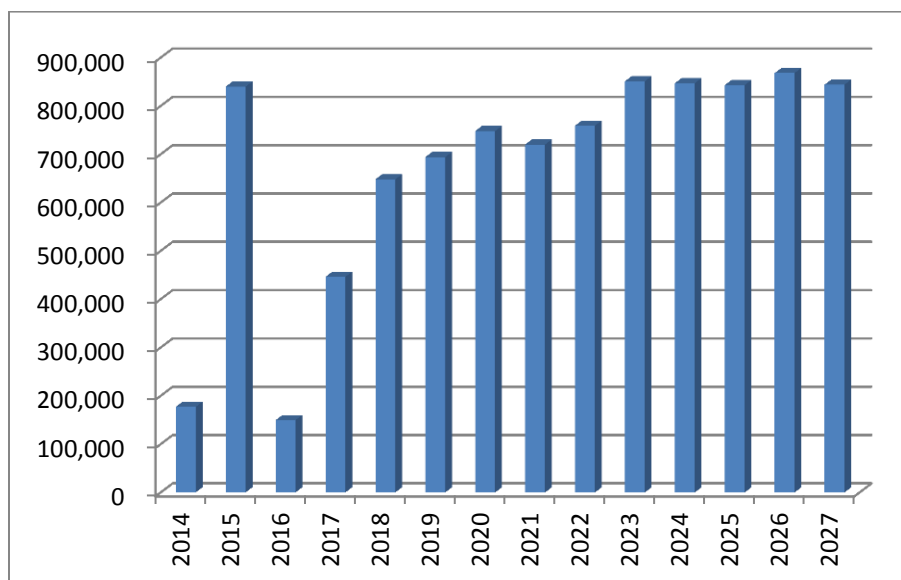
## 5 Year Analysis of Overtime Budget



	2015	2016	2017	2018	2019
Police Only	1,662,000	1,519,000	1,540,250	1,635,025	1,734,467
All Overtime	1,987,000	1,844,000	1,876,900	1,963,700	1,869,792

### 3. RETIREMENT OBLIGATIONS

Retirement obligations are tied to the collective agreements, the majority relating to obligations under the police union collective agreement. In 2019 we will have a significant amount of police officers eligible for retirement and, based on the Mercer (Canada)Ltd. report, we can expect high retirement payouts for the next few years.



#### **4. CAPITAL PROJECTS**

An analysis has been performed on the capital requests for 2019. IT requests have been prioritized based on criticality to the organization, and a 10 year fleet replacement program has been updated. The fleet replacement program will likely be refined once we start to collect and analyze data from the key tracer system, which is being implemented shortly.

Significant capital projects for 2019 include:

- Vehicles replacements of \$854,250 are based on an assessment of the kilometers, intended purpose, pooling options and general condition assessment. For 2019 this includes the replacement of;
  - 9 Patrol vehicles
  - 2 Motorcycles
  - 6 vehicles dedicated to specialty units
- Renovations to re-purpose the Communications Centre. These costs are limited to the costs for furniture, equipment and some cost sharing of the wall installations. The remainder of the costs for this project will be borne by the City of Victoria, if approved as part of their capital budgets process
- IT capital submissions include:
  - \$887,000 for critical issues
  - \$298,000 for issues that will become critical if not addressed
  - \$340,000 for issues that are important but not critical

The capital reserves balance at the end of 2018 is forecasted to be approximately \$1.644 million. The increase of annual contributions would allow us to maintain an average balance of \$750,000 over the long term. Without an increase to capital contributions of \$200,000, with annual increases to keep in line with inflation, the capital reserve will not be sustainable.

**VICTORIA POLICE DEPARTMENT**  
**Revenue Budget**

Description	2018
<b>Special Duties</b>	
	675,200
<b>Protective Services</b>	
Taxi Permits	15,000
Special Occasion Permits	0
Police Reports	28,000
Records Permits and Searches (Criminal Information Checks)	<u>130,000</u>
<b>Total Protective Services</b>	<b>848,200</b>
<b>Jail Operations</b>	
Province	35,000
Immigration	<u>2,900</u>
<b>Total Jail Operations</b>	<b>37,900</b>
<b>TOTAL REVENUE</b>	<b>886,100</b>

For 2019, the budget presentation of Special Duties revenues and expenditures has changed slightly. Previously the budget provided for net expenditures for the majority of special duties. For 2019 onwards, the budget includes a full estimated of both revenues and expenditures for recoverable special duties.

## Allocation of Operating Budget by Municipality

### Victoria Police Department 2019 Provisional Budget Allocation of Operating Budget by Municipality

CITY OF VICTORIA	2018	2019	Increase	
			\$	%
Operating Budget Based on Funding Formula				
Operating Budget Before Adjustments	45,747,574	47,447,067	1,699,493	3.70%
Pilot - Mental Health Integration	216,575	223,665	7,090	0.02%
	45,964,149	47,670,732	1,706,583	3.71%
Additional Officers	-	262,434	262,434	0.57%
Research Analyst	-	87,113	87,113	0.19%
Total Operating Budget Based on Funding Formula	45,964,149	48,020,279	2,056,130	4.47%
Optional Resources Requested Under Framework agreement				
Special Duties Funding	-	139,892	139,892	0.31%
	45,964,149	48,160,171	2,196,022	4.78%
Employers' Health Tax	-	588,570	588,570	1.28%
Total 2019 Provisional Budget	45,964,149	48,748,741	2,784,592	6.06%

TOWNSHIP OF ESQUIMALT	2018	2019	\$	%
Operating Budget Based on Funding Formula				
Operating Budget Before Adjustments	7,883,814	8,176,693	292,879	3.69%
Pilot - Mental Health Integration	37,323	38,545	1,222	0.02%
	7,921,137	8,215,238	294,101	3.70%
Additional Officers	-	45,226	45,226	0.57%
Research Analyst	-	15,012	15,012	0.19%
Total Operating Budget Based on Funding Formula	7,921,137	8,275,476	354,339	4.46%
Optional Resources Requested Under Framework agreement				
Special Duties Funding	23,520	24,108	588	0.01%
	7,944,657	8,299,584	354,927	4.47%
Employers' Health Tax	-	101,430	101,430	1.28%
Total 2019 Provisional Budget	7,944,657	8,401,014	456,357	5.74%

**Victoria Police Department 2019 Provisional Core Budget (Excluding Additional Resources)**
**Summary by Section**

<b>Section</b>	<b>2018</b>	<b>2019</b>	<b>Increase/(Decrease)</b>	
	<b>Budget</b>	<b>Provisional</b>	<b>\$</b>	<b>%</b>
<b>Expenditures</b>				
Executive Services	3,621,350	3,877,086	255,736	7.1%
Integrated Units	2,305,142	2,444,037	138,895	6.0%
Crime Prevention Services	1,392,474	921,064	(471,410)	-33.9%
Crime Reduction Division	3,404,480	3,833,584	429,104	12.6%
Patrol Division	17,020,817	17,211,531	190,714	1.1%
K9	803,198	999,623	196,425	24.5%
Community Services Division	2,596,141	2,318,804	(277,337)	-10.7%
Investigative Services Division	5,995,413	6,594,409	598,996	10.0%
Traffic Enforcement and Crash Investigations	1,417,543	1,413,553	(3,990)	-0.3%
Communications center - 911	3,196,107	3,034,667	(161,440)	-5.1%
Centralized Corporate Costs	1,919,700	2,255,100	335,400	17.5%
Support Services	8,662,187	10,525,864	1,863,677	21.5%
Jail Operations	943,254	960,856	17,602	1.9%
<b>TOTAL EXPENDITURES</b>	<b>53,277,806</b>	<b>56,390,178</b>	<b>3,112,372</b>	<b>5.84%</b>
<b>TOTAL REVENUE<sup>1</sup></b>	<b>(425,000)</b>	<b>(1,636,100)</b>	<b>(1,211,100)</b>	<b>285.0%</b>
<b>CAPTIAL TRANSFER</b>	<b>1,056,000</b>	<b>1,156,000</b>	<b>100,000</b>	<b>9.5%</b>
<b>EMPLOYERS' HEALTH TAX</b>	<b>-</b>	<b>690,000</b>	<b>690,000</b>	<b>N/A</b>
<b>Net Budget</b>	<b>53,908,806</b>	<b>56,600,078</b>	<b>2,691,272</b>	<b>4.99%</b>

1. Includes transfer from reserve and change in presentation of special duties from net expenditure to gross revenues and expenditures

**Victoria Police Department 2019 Provisional Core Budget (Excluding Additional Resources)**
**2019 BUDGET - Overview by Section**

<b>Section</b>	<b>2018</b>	<b>2019</b>	<b>Increase/(Decrease)</b>	
	<b>Budget</b>	<b>Provisional</b>	<b>\$</b>	<b>%</b>
<b>Expenditures</b>				
<b>EXECUTIVE SERVICES</b>				
Office of The Chief Constable <sup>2</sup>	886,342	994,789	108,447	
Executive Services, Policy and Professional Standards <sup>1</sup>	1,515,042	1,653,411	138,369	
Esquimalt Administration	550,832	552,610	1,778	
Police Board <sup>2</sup>	208,670	119,900	(88,770)	
Public Affairs <sup>3</sup>	460,464	556,376	95,912	
	<b>3,621,350</b>	<b>3,877,086</b>	<b>255,736</b>	<b>7.1%</b>
<b>INTEGRATED SERVICES<sup>4</sup></b>				
Vancouver Island Integrated Major Crime Unit	1,029,259	1,047,172	17,913	
Diversity Unit	3,500	2,918	(582)	
Integrated Mobile Crisis Response Team	95,609	114,783	19,174	
Regional Domestic Violence Unit	188,399	184,734	(3,665)	
Crowd Management Unit	30,500	33,882	3,382	
Tactical Liaison Officer	2,758	2,836	78	
Critical Incident Scribes	493	493	-	
Explosive Ordinance Disposal	7,708	12,327	4,619	
Victoria Integrated Community Outreach Team	397,875	408,263	10,388	
Crime stoppers	57,681	61,120	3,439	
Mobile Youth Service Team	49,061	61,528	12,467	
Emergency Response Team	268,415	338,508	70,093	
Municipal Undercover Program	66,229	67,554	1,325	
Restorative Justice	40,000	40,000	-	
Crisis Negotiating	13,238	23,998	10,760	
PRIME tables	1,560	1,592	31	
Youth Camp	15,500	15,810	310	
Saanich Police Camp	11,357	-	(11,357)	
Canadian Intelligence Services British Columbia	26,000	26,520	520	
	<b>2,305,142</b>	<b>2,444,037</b>	<b>138,895</b>	<b>6.0%</b>
<b>CRIME PREVENTION</b>				
Community Resource Officers	598,295	655,297	57,002	
School Resource Officers <sup>5</sup>	396,375	-	(396,375)	
Community Programs	99,108	101,791	2,683	
Volunteer Program <sup>5</sup>	272,196	137,476	(134,720)	
Reserve Program	26,500	26,500	-	
	<b>1,392,474</b>	<b>921,064</b>	<b>(471,410)</b>	<b>-33.9%</b>
<b>CRIME REDUCTION DIVISION</b>				
Strike Force	1,186,503	1,314,136	127,633	
Crime Reduction Unit	1,136,662	1,019,218	(117,444)	
Analysis and Intel	653,257	512,049	(141,208)	
Operational Planning	264,538	248,181	(16,357)	
Special Duties <sup>6</sup>	163,520	740,000	576,480	
	<b>3,404,480</b>	<b>3,833,584</b>	<b>429,104</b>	<b>12.6%</b>

<b>VICTORIA POLICE DEPARTMENT</b>		<b>2018</b>	<b>2019</b>	<b>Increase/(Decrease)</b>	
<b>2019 BUDGET - Overview by Section - Continued</b>	<b>Budget</b>	<b>Provisional</b>	<b>\$</b>	<b>%</b>	
<b>K9</b>	<b>803,198</b>	<b>999,623</b>	<b>196,425</b>	<b>24.5%</b>	
<b>PATROL - PRIMARY RESPONSE DIVISION <sup>5</sup></b>	<b>17,020,817</b>	<b>17,211,531</b>	<b>190,714</b>	<b>1.1%</b>	
<b>FOCUSED ENFORCEMENT TEAM</b>	<b>2,596,141</b>	<b>2,318,804</b>	<b>(277,337)</b>	<b>-10.7%</b>	
<b>INVESTIGATIVE SERVICES DIVISION</b>					
Detective Division - Support	1,096,835	1,082,753	(14,082)		
Special Investigations	-	750,000	750,000		
Financial Crimes	452,696	293,616	(159,080)		
Integrated Tech Crime Unit	386,357	379,456	(6,901)		
Special Victims Unit	883,676	881,222	(2,454)		
Major Crimes	1,437,515	1,507,280	69,765		
Historical Case Review Unit	175,899	154,178	(21,721)		
Behavioural Assessment and Management Unit	570,379	571,926	1,547		
Forensic Identification	992,056	973,978	(18,078)		
	<b>5,995,413</b>	<b>6,594,409</b>	<b>598,996</b>	<b>10.0%</b>	
<b>TRAFFIC SECTION</b>					
Traffic Enforcement and Crash Investigation	1,404,043	1,403,553	(490)		
Motorcycle Escort Team	13,500	10,000	(3,500)		
	<b>1,417,543</b>	<b>1,413,553</b>	<b>(3,990)</b>	<b>-0.3%</b>	
<b>COMMUNICATIONS CENTER - 911 <sup>7</sup></b>	<b>3,196,107</b>	<b>3,034,667</b>	<b>(161,440)</b>	<b>-5.1%</b>	
<b>CENTRALIZED CORPORATE COSTS<sup>8</sup></b>	<b>1,919,700</b>	<b>2,255,100.00</b>	<b>335,400</b>	<b>17.5%</b>	
<b>SUPPORT SERVICES</b>					
Automotive	908,000	844,000	(64,000)		
Marine Response Unit	-	-	-		
Critical Incident Stress Management	16,200	16,600	400		
Legal Services and Freedom of Information	297,823	377,395	79,572		
Finance, Exhibit Control and Purchasing <sup>9</sup>	2,753,781	3,347,470	593,689		
Human Resources, firearms and use of force training <sup>10</sup>	1,885,296	2,529,561	644,265		
Records Management <sup>11</sup>	1,700,398	2,320,802	620,404		
Information Systems	1,100,689	1,090,036	(10,653)		
	<b>8,662,187</b>	<b>10,525,864</b>	<b>1,863,677</b>	<b>21.5%</b>	
<b>Jail Operations<sup>12</sup></b>	<b>943,254</b>	<b>960,856</b>	<b>17,602</b>	<b>1.9%</b>	
<b>TOTAL EXPENDITURES</b>	<b>53,277,806</b>	<b>56,390,178</b>	<b>3,112,372</b>	<b>5.84%</b>	
<b>Revenue</b>					
Protective Services <sup>6</sup>	(325,000)	(886,100)	(561,100)	172.6%	
Transfer from Reserves <sup>13</sup>	(100,000)	(750,000)	(650,000)	650.0%	
<b>TOTAL REVENUE</b>	<b>(425,000)</b>	<b>(1,636,100)</b>	<b>(1,211,100)</b>	<b>285.0%</b>	
<b>Capital Transfer<sup>14</sup></b>	<b>1,056,000</b>	<b>1,156,000</b>	<b>100,000</b>	<b>9.5%</b>	
<b>Employers' Health Tax<sup>15</sup></b>		<b>690,000</b>	<b>690,000</b>	<b>N/A</b>	
<b>NET BUDGET</b>	<b>53,908,806</b>	<b>56,600,078</b>	<b>2,691,272</b>	<b>4.99%</b>	



**VICTORIA POLICE DEPARTMENT**  
**2019 BUDGET - Overview by Section - Continued**

**Notes:**

1. Includes requested increase for legal and movement of police positions
2. Elimination of Board EA position, creation of Deputy Chief EA position
3. Elimination of Records Supervisor position to fund Business Analyst position
4. Subject to amendment based on Area Chief's budget meetings. Includes increase from 20 to 40 hours/month GVERT training model
5. Adjusted for reallocation of police resources to Patrol in 2018. Actual staffing levels fluctuate throughout the year as required.
6. Special Duties revenue and expenditures have been estimated based on average to reduce the number of exceptions for financial reporting  
Previous to 2019 the budget consisted of the non-recoverable amount of special duties only.
7. Includes salaries and benefits for January 2019, 2019 expected contract costs for E-Comm and one-time transitional costs for 9-1-1
8. Includes \$300,000 increase to retirement payouts, necessary to meet actuarial forecast of payouts
9. Includes contingency for expected cost of living increases of \$842,724 and increases for supplies budget to meet hiring targets
10. Includes requested increases for recruitment increases and funding for average of 4 worksafe/ltd claimants based on actual experience
11. Includes proposed transfer of Exhibit Control to Records Section as part of IM re-organization (Business Case to follow)
12. Includes requested increase to auxiliary budget
13. Amounts requested by Investigative Services for potential major crimes investigation in 2019 (VIIMCU)
14. Requested increase to ensure financial viability of capital reserves
15. Employers' Health Tax initiated by the Provincial government

## **APPENDIX E**

### **Future Years Motions**

The following motions will be reported back on as part of future year financial planning processes.

#### **2020 Budget Process**

1. Dallas Road Dog Conflicts - That Council direct staff to report back as part of the 2020 budget process on a plan to address friction between dog owners and walkers on Dallas Rd. with the consideration of protecting migratory birds and other wildlife.
2. Leash Optional Dog Park - That Council direct staff to report back as part of the 2020 budget process on options to add another enclosed leash optional park.
3. Bamfield Park to Selkirk Bike Route - That Council direct staff to report back on the potential to incorporate into the 2020 capital budget the paving of the bike route through Bamfield Park to link with Selkirk.
4. Fleet - That Council direct staff to report back to Council as part of the 2020 budget process for options to expedite the transition of the City's fleet to renewables.
5. Inflow and Infiltration on Private Property - That Council direct staff to report back as part of the 2020 budget process on beginning a plan for mitigating the Inflow and Infiltration issue on private property.
6. Sidewalk Upgrades - That Council direct staff to report back as part of the 2020 budget process on the cost and other implications of joining the triangle at Mile Zero to Beacon Hill Park and creating an additional safe crossing of Dallas to the park South of Beacon St.

#### **2021 Budget Process**

1. Beacon Hill Apiary - That Council direct staff to report back as part of the 2021 budget on options to add an apiary in Beacon Hill Park or on other public lands.
2. Galloping Goose Lighting - That Council direct staff to report back as part of the 2021 budget process on the cost and potential cost-sharing opportunities with the CRD for lighting up the Galloping Goose for safer evening travel.
3. Beacon Field Upgrades - That Council direct staff to report back as part of the 2022 (2021) budget process on the budget implications of replacing the two all-weather fields in the South West corner of Beacon Hill Park with a lighted field and opportunities to re-naturalize the area and alternately improving the field to the northeast corner of the park.
4. That the executive support position for the Mayor's Office be instituted after approval of salary has been give by Council, and to be reviewed as part of the 2021 budget process.

#### **2021 Budget Process**

1. Tennis Court Lighting - That Council direct staff to report back as part of the 2022 budget on options for a lighted tennis courts in the City.

#### 2020, 2021 and 2022 Budget Process

1. Daylighting Streams - That Council direct staff to report back as part of the 2020, 2021 and 2022 budget process with opportunities for daylighting streams.
2. Sidewalk Upgrades - That Council direct staff to identify missing sidewalks and opportunities for sidewalks to be widened and bring these forward on a priority basis in the 2020, 2021 and 2022 budgets.
3. Undeveloped Pedestrian Routes - That Council direct staff to identify opportunities for opening undeveloped pedestrian routes and bring these forward on a priority basis in the 2020, 2021 and 2022 budgets.



# VICTORIA & ESQUIMALT POLICE BOARD

MAYOR BARBARA DESJARDINS, LEAD CO-CHAIR

MAYOR LISA HELPS, DEPUTY CO-CHAIR

January 22, 2019

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

*Via email*

Dear Councillors:

## **RE: Councils Non-Approval of the 2019 Victoria Police Department (VicPD) Budget**

On December 13, 2018 Council passed a series of motions with respect to the 2019 VicPD provisional budget. These motions included:

- *That Council does not approve all the items in the 2019 Police budget.*
- *That Council refers the budget back to the Police Board, requesting that a revised budget be submitted for Council's consideration, with the total requested increase accounting for all items in the budget not to exceed the rate of inflation plus 1% tax increase related to the police budget.*

We understand that the discussion on the second motion suggests that Council wished to include the new Employers Health Tax within in the "accounting for all items" portion of the motion.

As a result of the recent Victoria and Esquimalt Police Board meeting, the Board would like to highlight a number of points in our response to your request to review the budget. As background, the Victoria and Esquimalt Police Board is responsible under the *Police Act*, and respecting the Framework Agreement, to determine the police resources needed to provide adequate and effective policing for the City of Victoria and the Township of Esquimalt. The Board takes this responsibility very seriously and has exercised a high degree of oversight in the preparation of the 2019 police budget. To summarize, the Police Board's steps included the following:

- April - May 2018: Received input from both City and Esquimalt CAOs/CFOs
- April – June 2018: VicPD Management prepared budget
- July – September 2018: Board Finance Committee reviewed, revised, and recommended a budget to the Board
- September 2018: Board approved the provisional budget and provided it to both City and Esquimalt CAOs/CFOs
- November 2018: Joint Police Board/Council meeting to discuss the provisional budget
- November 2018 – January 2019: Budget presentations to City and Esquimalt Council

Through this process, the Board approved VicPD's 2019 budget request which included increases to resource levels that are necessary to provide adequate and effective policing service to the communities within its service area.

It is important to note that Councils' motions would result in a reduction of \$1.67 million from VicPD's anticipated budget for 2019, and a reduction in the proposed core budget of \$1.12 million. A reduction of this magnitude would translate into a staffing reduction of up to nine unionized officers and civilian employees and would result in service reductions for our citizens that in our opinion would significantly jeopardize public safety.

The Victoria and Esquimalt Police Board views these proposed reductions as unacceptable and not in the best interests of the communities that VicPD serves. Reducing policing services in two communities that are experiencing significant growth would have negative consequences for both our citizens and VicPD employees and does nothing to help address the various complexities associated with delivering police services in 2019.

While the population of both Victoria and Esquimalt continues to grow, VicPD has not experienced a permanent increase in police officers in over eight years. Meanwhile, our jurisdiction within Victoria continues to be the entertainment, government, business, traffic, and event hub for the entire region. VicPD has taken a conservative approach to requests for additional police officer positions for several years in an effort to respect the wishes of previous Councils to control overall municipal costs. We are now in a position that we must begin adding additional police positions in order to meet demands and to compensate for the lack of growth in previous years. We note that over the past few years, VicPD's budget, as a percentage of the City of Victoria's total operating budget, is in fact on the decline and that rarely has Council allocated any new growth revenue toward policing, preferring instead to allocate police budget increases to taxation.

Beyond the impact on police service delivery, the Police Board is very concerned about the effect these reductions would have on VicPD's officers and staff as they have reported that workload is the single greatest source of stress. All staff, particularly the officers, are already operating at capacity as they try to maintain the level of community policing, visible presence, and call response that our citizens expect. Operational stress injuries are on the rise which impacts the number of deployable officers that we require. The addition of resources is essential to help maintain the health and safety of our remaining officers.

VicPD takes pride in being a proactive, prevention focused and progressive police service. If the financial and staffing needs of the police department are not met, VicPD's focus will shift to the most basic and fundamental service functions at the expense of innovative and preventative approaches. We do not believe this is the direction we should go as a community or as a police service.

We recognize that Victoria and Esquimalt bear the costs of policing the region's downtown core area and that the cost of policing is higher than average as a result. However, the Police Board must concern ourselves with how we can ensure adequate policing in the communities of Victoria and Esquimalt until a more efficient approach is identified. While we work on the balance of cost and policing needs, we encourage local communities and the provincial government to discuss options for a more equitable distribution of valuable policing resources across the region.

It is the opinion of the Board that VicPD's 2019 budget request is what is required to police this jurisdiction. As a result, we are advising Council that our 2019 budget recommendation remains as originally submitted.

We will continue to work with communities, Chief Manak, and the Victoria City Police Union on ways to improve efficiencies. In the meantime, we encourage Council to fund the Victoria Police Department 2019 budget as presented.

Yours truly,



**Mayor Barbara Desjardins**  
Lead Co-Chair



**Mayor Lisa Helps**  
Deputy Co-Chair