



**UPDATED AMENDED AGENDA  
GOVERNANCE & PRIORITIES COMMITTEE  
MEETING OF JANUARY 21, 2016, AT 9:00 A.M.  
COUNCIL CHAMBERS  
CITY HALL, 1 CENTENNIAL SQUARE**

Located on the traditional territory of the Esquimalt and Songhees People

Page

**CALL TO ORDER**

**APPROVAL OF THE AGENDA**

**CONSENT AGENDA**

**ADOPTION OF MINUTES**

- |    |  |        |
|----|--|--------|
| 1. | Minutes from the Special Meeting held October 26, 2015 | 5 - 12 |
|----|--|--------|

**DECISION REQUESTS**

- |    |   |         |
|----|---|---------|
| 2. | Parking Stand Allocations Under the Vehicles for Hire Bylaw | 13 - 38 |
|----|---|---------|

--C. Coates, City Clerk

**Late Item:** Presentation & Correspondence

*A report providing Committee with information and recommendations on the allocation of motorized sightseeing vehicle parking stands past April 1, 2016.*

[Addenda]

- |    |                              |         |
|----|------------------------------|---------|
| 3. | Parking Dispute Adjudication | 39 - 53 |
|----|------------------------------|---------|

--S. Thompson, Director of Finance

--K. Hamilton, Director of Citizen Engagement & Strategic Planning

*A report providing Committee with information and recommendations regarding a parking dispute adjudication model.*

- |    |  |         |
|----|--|---------|
| 4. | Festival Investment Grant 2016 Allocations | 55 - 86 |
|----|--|---------|

--J. Jenkyns, Deputy City Manager

**Late Item:** Presentation & Correspondence

*A report providing Committee with information and recommendations on the Festival Investment Grants for 2016.*

[Addenda]

5. Arts and Culture Master Plan Project Plan 87 - 112  
--J. Jenkyns, Deputy City Manager  
**Late Item:** Presentation

*A report providing Committee with information and recommendations on the proposed project plan to develop the Arts & Culture Master Plan.*

[Addenda]

## UNFINISHED BUSINESS

6. a. Update on Pandora Avenue Two-Way Protected Bike Lane 113 - 132  
--K. Hamilton, Director of Citizen Engagement & Strategic Planning  
--F. Work, Director of Engineering & Public Works  
**Late Item:** Appendix B & Updated Presentation

*A report providing Committee with updates on the proposed two-way protected bike lane.*

[Addenda]

6. b. Biketoria Network - Public Engagement Update 133 - 140  
--K. Hamilton, Director of Citizen Engagement & Strategic Planning  
**Late Item:** Correspondence & Link

*A report providing Committee with an update on the public engagement for the Biketoria network.*

LATE ITEM [Article Regarding the Effects of Bike Lanes on Retail Businesses](#)  
(Submitted by Edward Pullman - President, Greater Victoria Cycling Coalition)

[Addenda]

## NEW BUSINESS

7. Councillors Overview of Current Issues 141 - 206  
--Mayor & Council  
**Late Item:** Reports from Councillors Alto & Coleman & Pictures from Councillor Thornton-Joe

*Reports from members of Council outlining highlights and current issues.*

[Addenda]

8. Improving Equity in Support for Neighbourhoods 207 - 217  
--Councillors Isitt, Loveday & Lucas  
**Late Item:** Correspondence

*A Council Member motion regarding improving equity in support for neighbourhoods.*

[Addenda]



9. Conference Attendance Requests - Association of Vancouver Island and Coastal Communities Annual Conference 219 - 221  
--Mayor Helps & Councillor Isitt  
**Late Item:** Mayor Helps Request

*Requests to attend the Association of Vancouver Island and Coastal Communities Annual Conference being held April 8 - 10, 2016.*

[Addenda]

10. Conference Attendance Request - Civic Governance Forum 223  
--Councillor Isitt

*A request to attend the Civic Governance Forum being held April 1, 2016 and April 2, 2016.*

11. **DEFERRED**  
**Late Item:** Bylaw Definition  
~~--Councillors Thornton-Joe & Alto~~

~~A Council Member motion regarding a bylaw definition.~~

[Addenda]

#### MOTION TO CLOSE THE JANUARY 21, 2016 GOVERNANCE & PRIORITIES COMMITTEE MEETING TO THE PUBLIC

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

- Section 12(3)(e) *The acquisition, disposition or expropriation of land or improvements, if the Council considers that disclosure might reasonably be expected to harm the interests of the City.*
- Section 12(4)(b) *The consideration of information received and held in confidence relating to negotiations between the City and a Provincial government or the Federal government or both, or between a Provincial government or the federal government or both and a third party.*

#### CLOSED MEETING

#### DECISION REQUEST

12. Potential Land Acquisition (Verbal Update)  
--J. Tinney, Director of Sustainable Planning & Community Development
13. Land Lease  
--K. Moore, Manager of Strategic Relations & Business Development

**CONSIDERATION TO RISE & REPORT**

**ADJOURNMENT**

**MINUTES OF THE  
SPECIAL GOVERNANCE & PRIORITIES COMMITTEE MEETING  
HELD MONDAY, OCTOBER 26, 2015, 8:00 A.M.**

**1. THE CHAIR CALLED THE MEETING TO ORDER AT 8:01 A.M.**

**Committee Members Present:** Mayor Helps in the Chair; Councillors Alto, Coleman, Isitt, Loveday, Lucas, Madoff, Thornton-Joe and Young.

**Staff Present:** J. Johnson – City Manager; P. Bruce – Fire Chief; K. Hamilton – Director of Citizen Engagement & Strategic Planning; J. Jenkyns – Deputy City Manager; T. Soulliere – Director of Parks & Recreation; J. Tinney – Director of Sustainable Planning & Community Development; B. Dellebuur – Acting Assistant Director of Transportation & Parking Services; J. MacDougall – Assistant Director of Parks; J. O'Connor – Manager of Financial Planning; J. Schmidt – Manager of Legislative Services; C. Mycroft – Assistant to City Manager; C. Havelka – Recording Secretary.

**2. APPROVAL OF THE AGENDA**

**2.1 Approval of the Agenda**

**Action:** It was moved by Councillor Alto, seconded by Councillor Loveday, that the Agenda of the October 26, 2015, Special Governance & Priorities Committee meeting be approved.

CARRIED UNANIMOUSLY 15/GPC827

**3. Workshop – Analysis of Housing Affordability Task Force**

Committee continued discussions from the October 23, 2015, Special Governance & Priorities Committee Workshop on the recommendations from the Mayor's Housing Affordability Task Force discussions. Staff also continued with the PowerPoint Presentation.

*Councillor Young joined the meeting at 8:05 a.m.*

Committee discussed amending the *Zoning Regulation Bylaw* to permit garden suites in single-family zones and amending the Garden Suite Policy as necessary, as follows:

- Concerns about the potential effects on neighbouring properties.
- Lack of assurance that the process would be used for affordable housing.

**Action:** It was moved by Councillor Loveday, seconded by Councillor Alto, that Committee recommends that Council direct staff to report back on options to streamline the application process for Garden Suites.

Committee discussed:

- Concerns about eliminating the rezoning process.

*Councillor Isitt joined the meeting at 8:14 a.m.*

Committee discussed:

- Receiving a detailed report on how the process would be streamlined.

CARRIED 15/GPC828

**For:** Mayor Helps, Councillors Alto, Coleman, Isitt, Loveday, Lucas, Thornton-Joe and Young

**Against:** Councillor Madoff

Committee discussed amending the *Zoning Regulation Bylaw* to permit garden suites on properties with secondary suites and amending the garden suite policy as necessary, as follows:

- Potential parking impacts.
- Maintaining the existing rezoning process.

**Action:** It was moved by Councillor Alto, seconded by Councillor Loveday, that Committee recommends that Council direct staff to prepare amendments to the *Zoning Regulation Bylaw* to permit garden suites on properties with secondary suites and amend the garden suite policy as necessary, including consideration of parking regulations, the requirement of having an owner living on site, to apply across the city, and to undertake the public consultation normally undertaken as part of a bylaw change.

**Amendment:** It was moved by Councillor Isitt, seconded by Councillor Lucas, that the motion be amended as follows:

That Council direct staff to prepare amendments to the *Zoning Regulation Bylaw* to permit garden suites on properties with secondary suites and amend the garden suite policy as necessary, including consideration of parking regulations, ~~the requirement of owner living on site~~, to apply across the city, and to undertake the public consultation normally undertaken as part of a bylaw change.

Committee discussed:

- The expectation of bylaw compliance.

On the amendment:  
CARRIED 15/GPC829

**For:** Mayor Helps, Councillors Alto, Isitt, Loveday and Lucas

**Against:** Councillors Coleman, Madoff, Thornton-Joe and Young

On the main motion as amended:  
CARRIED UNANIMOUSLY 15/GPC830

Committee discussed amending the secondary suite regulations by eliminating the minimum size requirement and the restriction on dwellings that have been renovated in the past five years, as follows:

- Receiving a staff report on the size requirements.
- Concerns about potential parking impacts.

**Action:** It was moved by Councillor Alto, seconded by Mayor Helps, that Committee recommends that Council direct staff, as a part of the Municipal Housing Strategy, to examine ways to increase the number of secondary suites while maintaining livability, safety and affordability.

CARRIED UNANIMOUSLY 15/GPC831

Committee discussed minimizing and pro-rating fees for affordable housing projects, as follows:

- Establishing clear criteria for the reduced fees.

**Action:** It was moved by Councillor Alto, seconded by Councillor Thornton-Joe, that Committee recommends that Council direct staff to examine and report back on options for minimizing and/or pro-rating fees for non-profit and for-profit affordable housing projects, where at least 30 percent of units in the proposed project incorporate affordability mechanisms for the first and second income quartile.

Committee discussed:

- The average income of residents and the need for affordable housing.

CARRIED 15/GPC832

**For:** Mayor Helps, Councillors Alto, Coleman, Isitt, Loveday, Lucas, Madoff and Thornton-Joe

**Against:** Councillor Young

Committee discussed waiving development cost charges (DCCs) for affordable housing projects where applicants are willing to enter into a housing agreement, as follows:

- The housing reserve fund as a potential funding source.

*Councillor Coleman left the meeting at 9:19 a.m. and returned at 9:22 a.m.*

**Action:** It was moved by Councillor Isitt, seconded by Councillor Alto, that Committee recommends that Council direct staff to report back on the financial implications and advisability of waiving development cost charges (DCCs) for affordable housing projects where applicants are willing to enter into a housing agreement.

**Amendment:** It was moved by Mayor Helps, seconded by Councillor Alto, that the motion be amended as follows:

That Council direct staff to report back on the financial implications and advisability of waiving development cost charges (DCCs) **and suggestions for how the DCC fund could be kept whole** for affordable housing projects where applicants are willing to enter into a housing agreement.

Committee discussed:

- Identifying clear cost recovery objectives.
- Receiving a staff report with suggestions on how to fund the DCCs.
- Reviewing the DCCs on a regular basis.

On the amendment:  
CARRIED 15/GPC833

For: Mayor Helps, Councillors Alto, Coleman, Isitt, Loveday, Lucas, Madoff and Thornton-Joe

Against: Councillor Young

On the main motion as amended:  
CARRIED 15/GPC834

For: Mayor Helps, Councillors Alto, Coleman, Isitt, Loveday, Lucas, Madoff and Thornton-Joe

Against: Councillor Young

*Committee recessed at 9:30 a.m. and reconvened at 9:36 a.m.*

Committee discussed providing permissive tax exemptions to charitable, philanthropic and/or non-profit corporations that currently own or that build affordable housing in the City, as follows:

- The fiscal impacts.

**Action:** It was moved by Mayor Helps, seconded by Councillor Isitt, that Committee recommends that Council direct staff to report back on the financial implications of providing permissive tax exemptions to charitable, philanthropic and/or non-profit corporations that currently own affordable housing in the city, and include specific data on taxes paid by properties where the majority of units house people in the first income quartile.

*Councillor Isitt suggested an amendment to include the second income quartile; however, the amendment was not seconded.*

Committee discussed:

- The large costs and time involved.
- Funding from BC Housing for affordable housing developments.

**Amendment:** It was moved by Mayor Helps, seconded by Councillor Alto, that the motion be amended as follows:

That Council direct staff to report back on the financial implications of providing permissive tax exemptions to charitable, philanthropic and/or non-profit corporations that ~~currently own~~ affordable housing in the city, ~~and include specific data on taxes paid by properties~~ **develop new** where the majority of units house people in the first income quartile.

Committee discussed:

- Concerns about shifting the tax impacts onto other property owners and taxpayers.
- Considering significant renovations for the tax exemption.
- Timeframes for the tax exemptions.

**Amendment to the amendment:**

It was moved by Mayor Helps, seconded by Councillor Alto, that the amended motion be amended as follows:

That Council direct staff to report back on the financial implications of providing permissive tax exemptions, **on an ongoing basis or for a period of 10 years**, to charitable, philanthropic and/or non-profit corporations that develop new affordable housing in the city, where the majority of units house people in the first income quartile.

Committee discussed:

- The results of previous tax exemptions.

On amendment to amendment:

CARRIED UNANIMOUSLY 15/GPC835

On the amendment:

CARRIED UNANIMOUSLY 15/GPC836

On the main motion as amended:

CARRIED 15/GPC837

For: Mayor Helps, Councillors Alto, Coleman, Isitt, Loveday, Lucas, Madoff and Thornton-Joe  
Against: Councillor Young

Committee discussed contributing land at no cost or at reduced market value for the development of affordable housing projects.

**Action:**

It was moved by Councillor Isitt, seconded by Councillor Alto, that Committee recommends that Council refer the idea of contributing land at no cost or at reduced market value for the development of affordable housing projects to the City's Strategic Real Estate Function to report back as part of the triple bottom line approach that that function will employ.

Committee discussed:

- The purpose of the City's Real Estate Function.

**Amendment:** It was moved by Councillor Thornton-Joe, seconded by Mayor Helps, that the motion be amended as follows:

That Committee recommends that Council refer the idea of contributing land at no cost or at reduced market value for the development of affordable housing projects to the City's Strategic Real Estate Function **to consider and** to report back as part of the triple bottom line approach that that function will employ.

On the amendment:  
CARRIED UNANIMOUSLY 15/GPC838

Committee discussed:

- Funding model criteria.

On the main motion as amended:  
CARRIED 15/GPC839

For: Mayor Helps, Councillors Alto, Coleman, Isitt, Loveday, Lucas, Madoff and Thornton-Joe

Against: Councillor Young

Committee discussed creating incentives that support converting underutilized or unused spaces above commercial properties into residential use, as follows:

- The City's role.
- Potential of extending the seismic upgrading program.

**Action:** It was moved by Councillor Isitt, seconded by Councillor Loveday, that Committee recommends that Council direct staff to report back on the advisability and options for incentive programs to support the conversion of underutilized or unused spaces above commercial properties into affordable residential use, including potentially a "Revitalization Tax Exemption", where an area or areas are designated as "economic revitalization zones;" this Community Charter provision provides for social revitalization including affordable housing provided by the private sector.

Committee discussed:

- Looking into the amount of vacant space in the City.

**Amendment:** It was moved by Councillor Alto, seconded by Councillor Isitt, that the motion be amended as follows:

That Council direct staff to report back on the advisability and options for incentive programs to support the conversion of ~~underutilized or unused~~ **vacant** spaces above commercial properties into affordable residential use, including potentially a "Revitalization Tax Exemption", where an area or areas are designated as "economic revitalization zones;" this Community Charter provision provides for social revitalization including affordable housing provided by the private sector.

On the amendment:  
CARRIED UNANIMOUSLY 15/GPC840



Committee discussed:

- Concerns about residential uses above office spaces downtown.
- Preference to create heritage designation incentives.
- The municipal housing strategy.

**Amendment to the amendment:**

It was moved by Councillor Alto, seconded by Councillor Loveday, that the amended motion be amended as follows:

**That Council refer to the review of the 2016 Municipal Housing Strategy the following motion:**

That Council direct staff to report back on the advisability and options for incentive programs to support the conversion of vacant spaces above commercial properties into affordable residential use, including potentially a "Revitalization Tax Exemption", where an area or areas are designated as "economic revitalization zones;" this Community Charter provision provides for social revitalization including affordable housing provided by the private sector.

On the amendment to the amendment:  
CARRIED 15/GPC841

For: Mayor Helps, Councillor Alto, Coleman, Isitt, Loveday, Lucas, Madoff, Thornton-Joe and Young

Against: Councillor Isitt

On the main motion as amended:  
CARRIED 15/GPC842

For: Mayor Helps, Councillor Alto, Coleman, Isitt, Loveday, Lucas, Madoff, Thornton-Joe and Young

Against: Councillor Isitt

Committee discussed investigating and implementing appropriate incentives that can assist landlords in maintaining and/or improving affordable market and non-market housing.

**Action:**

It was moved by Councillor Isitt, seconded by Councillor Loveday, that Committee recommends that Council direct staff to convene a workshop with partner stakeholders (CRD Housing, BC Housing, CMHC, Co-operative Housing Federation of British Columbia, BC Non-Profit Housing Association, LandLord BC, Urban Development Institute) to examine ways and means of retaining and refurbishing the existing affordable rental housing supply within the City, and report back on possible actions the City can take within municipal jurisdiction to support retention and renewal of this housing supply.

Committee discussed:

- Operational challenges.
- The maintenance of affordable housing buildings.

- A renewed mandate for the housing policy.
- Ensuring there is opportunity for public consultation.

CARRIED UNANIMOUSLY 15/GPC843

*Councillor Lucas left the meeting 10:53 a.m.*

Committee discussed implementing inclusionary zoning as a way to support the development of more affordable housing, as follows:

- The range of amenities.

**Postpone:** It was moved by Mayor Helps, seconded by Councillor Alto, that Committee recommends that consideration of the following motion be postponed to the October 29, 2015 Planning & Land Use Committee Meeting:  
That Council direct City staff to report to Council with recommendations on implementing inclusionary zoning as a way to support the development of more affordable housing, examining models in other jurisdictions, and providing options for the implementation of inclusionary zoning both downtown and throughout the city in the context of work currently being undertaken on community amenity contributions.

CARRIED UNANIMOUSLY 15/GPC844

*Mayor Helps brought forward the tabled motion from the Special Governance and Priorities Workshop of October 23, 2015:*

**Postpone:** It was moved by Councillor Alto, seconded by Councillor Loveday, that Committee recommends that consideration of the following motion be postponed to the October 29, 2015 Planning & Land Use Committee Meeting:  
That Council direct staff to examine opportunities to use the Housing Reserve for Secondary Suites and Garden Suites

#### 4. ADJOURNMENT

**Action:** It was moved by Councillor Alto, seconded by Councillor Coleman, that the Special Governance & Priorities Committee meeting of October 26, 2015, be adjourned at 10:56 a.m.

CARRIED UNANIMOUSLY 15/GPC845

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Mayor Helps, Chair



## Governance and Priorities Committee Report

### For the Meeting of January 21, 2016

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**To:** Governance and Priorities Committee      **Date:** January 14, 2016  
**From:** Chris Coates, City Clerk  
**Subject:** Parking Stand Allocations under the Vehicles for Hire Bylaw

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### RECOMMENDATION

That Council direct staff to:

1. Bring forward amendments to the Vehicles for Hire Bylaw for Council consideration that would:
  - a) extend the current motorized sightseeing vehicle parking stand allocations for Parking Stands 1, 2 and 4 to March 31, 2017
  - b) allow the City to displace stand users if required for capital improvements, and
  - c) require stand users to participate, upon request, in a possible City-led bus study, which could include the installation of GPS/data logging equipment on buses.
2. Conduct a competitive process for the allocation of Parking Stand 3 for a period starting April 1, 2016 and the allocation of Parking Stands 1, 2 and 4 for a period starting April 1, 2017 and bring forward recommended allocations for Council approval.
3. Continue to explore opportunities to reduce community sightseeing vehicle emissions through discussions with sightseeing business operators and other partners, including the Greater Victoria Harbour Authority.

### EXECUTIVE SUMMARY

The purpose of this report is to obtain Council direction regarding the allocation of motorized sightseeing vehicle parking stands past April 1, 2016. The Vehicles for Hire Bylaw designates four motorized sightseeing vehicle parking stands on Belleville and Government Streets and names the motorized sightseeing vehicle companies that are exclusively allowed to use each stand. Since 2012, a competitive process has been used to determine the operators that are entitled to use each parking stand.

Council granted a one-year extension to the current stand users on February 12, 2015. At that time, Council directed staff "to report no later than September 30, 2015 about encouraging more fuel efficient vehicles on parking stands on City streets." This report has been delayed until this meeting in an attempt to align the City's work in this regard with similar work being undertaken by the Greater Victoria Harbour Authority (GVHA). Because of this delay, it is recommended that current stand allocations be extended for an additional year to March 31, 2017. A competitive



process would commence in February 2016 for allocation of Parking Stand 3 for a period starting April 1, 2016 and the allocation of Parking Stands 1, 2 and 4 for a period starting April 1, 2017.

The approach used in the last competitive process does encourage operators to use low emission vehicles but is limited in its effectiveness because the type and quality of vehicles used at stands is entirely dependent upon the nature of the proposals received. Operators who propose using low emission vehicles are rewarded with additional points during the evaluation process. Stand users indicate that this approach to allocation of parking stands has prompted actual and planned investments in lower emission vehicles.

Although existing stand users are gradually making improvements in their fleets, if Council wishes to see a significant change in the types of vehicles operated from parking stands, a new approach to the competitive process would be required. Staff have reviewed possible changes to the competitive process, including the introduction of a minimum model year requirement or minimum emission standard. Either of these approaches could have significant operational and/or financial impact on current and prospective stand users, depending upon the composition of their fleets. For example, Wilson's Transportation has indicated that a minimum 1998 model year standard would have a significant impact on their ability to operate from a parking stand, as the majority of the buses used at their stands are the iconic red vintage double deckers. They have plans to convert some of these buses to electric motors over the next several years but at present none of these vehicles would meet emission standards applicable to 1998 vehicles.

Because of these potentially significant impacts on sightseeing operators, it is recommended that the approach used in the last competitive process be continued for the next process. Improvements in emissions can be expected in the coming years through various operator initiatives, which have been prompted by the City's approach to parking stand allocations. Staff will continue to work with operators and other partners to explore opportunities for reducing emissions associated with sightseeing vehicles operating in the city.

## **PURPOSE**

The purpose of this report is to obtain Council direction regarding the allocation of motorized sightseeing vehicle parking stands past April 1, 2016.

## **BACKGROUND**

The Vehicles for Hire Bylaw designates four motorized sightseeing vehicle parking stands on Belleville and Government Streets and names the motorized sightseeing vehicle companies that are exclusively allowed to use each stand. An exclusive stand allows an operator to park their vehicles and load and unload passengers. It also gives an operator the ability to advertise and sell tickets for sightseeing tours on the sidewalk adjacent to the stand. Otherwise, the Vehicles for Hire Bylaw prohibits advertising or offering to sell tickets for sightseeing tours on streets and sidewalks. Sightseeing tour operators without an exclusive stand are able to load and unload passengers on private property or at general passenger loading zones.

Since 2012, a competitive process has been used to determine the operators that are entitled to use each parking stand. The competitive process provides businesses with fair and equal opportunities to access these spaces and also allows the City to select stand users based on criteria that reflect the Council-approved Guiding Principles for the Use of Public Space.



For reference purposes, the notice used to advertise the most recent competitive process (from 2013) is attached as Appendix A to this report. The notice:

- describes the criteria used in evaluating proposals
- includes a map of parking stand locations, and
- includes a copy of the agreement that the City enters into with parking stand users (“the parking stand agreement”). The form of the parking stand agreement is included in the Vehicles for Hire Bylaw as Appendix E.

The current stand allocations expire on April 1, 2016. Stands are currently allocated to the following companies:

- Stand 1 – CVS Cruise Victoria
- Stand 2 – Wilson’s Transportation
- Stand 3 – Vacant (allocated to Hippo Tours, but currently unused)
- Stand 4 – Wilson’s Transportation

Council adopted an amendment to the Vehicles for Hire Bylaw on February 12, 2015 that granted a one-year extension to the current stand users. When that bylaw amendment was given third reading on January 29, 2015, Council directed staff “to report no later than September 30, 2015 about encouraging more fuel efficient vehicles on parking stands on City streets”. The relevant excerpt from the minutes of the January 29, 2015 Council meeting is attached as Appendix B. This report responds to that motion. This report has been delayed until this meeting in an attempt to align the City’s work in this regard with similar work being undertaken by the Greater Victoria Harbour Authority (GVHA).

The GVHA is in the process of developing a 10-year Ground Transportation Strategy to mitigate bus traffic, noise and emissions issues for vehicles servicing Ogden Point. GVHA has been collaborating with bus operators, the local community and City staff from within the Engineering and Public Works Department in the strategy’s development. Although the GVHA’s 10-year strategy will not directly apply to parking stand operations, the strategy will outline a set of minimum standards for buses accessing Ogden Point that reflect best practices in Victoria’s sightseeing vehicle industry. The development of this 10-year strategy presents an opportunity for the City and the GVHA to align their efforts to mitigate the community impacts associated with sightseeing bus traffic. It was hoped that the 10-year strategy would have been completed and approved prior to Committee consideration of this report but development of the strategy is still underway.

## ISSUES & ANALYSIS

### *Timing for Next Competitive Process*

Conducting a competitive process for use of all four stands starting April 1, 2016 will impact stand users’ ability to properly and effectively plan and market their services, as stand allocations would not be finalized until shortly before the start of the 2016 summer season. Sightseeing operators have indicated that they should know about stand allocations months in advance of their operating season for proper marketing and advertising. Current stand users indicate that they have already committed to marketing and advertising for the 2016 summer season, in the expectation that they would be operating from their current locations.

In response to these concerns, it is recommended that the current users of Stands 1, 2, and 4 be granted one-year extensions to March 31, 2017. A competitive process would be initiated in February 2016 to allocate Parking Stand 3 for a period starting April 1, 2016 and the other three stands for a period starting on April 1, 2017.



*Using the Competitive Process to Encourage Lower Emission Vehicles*

To evaluate parking stand proposals, the approach used during the last competitive process was to assign points based upon a series of evaluation criteria. Those criteria included:

- whether the proponent was able to demonstrate that their proposed operations will contribute to City efforts to reduce community greenhouse gas emissions, particularly through the use of low emission vehicles or fuels, and
- efforts to minimize noise, nuisance and other impacts on businesses, residents and visitors, both at the stands and along travel routes.

The evaluation approach used in the last competitive process does encourage operators to use low emission vehicles. Operators who propose using low emission vehicles are rewarded with additional points during the evaluation process. The limitation with this type of evaluation approach is that the type and quality of vehicles used at stands is entirely dependent upon the nature of the proposals received.

Staff are not aware of any new entrants in the city's sightseeing tour market who are using "greener" vehicles than current stand users. This means that it is unlikely that a competitive process conducted at this time using the same criteria described above will result in any significant changes in the types of vehicles operated from parking stands. Although existing stand users are gradually making improvements in their fleets, if Council wishes to see a significant change in the types of vehicles operated from parking stands, a new approach to the competitive process is required.

A best practices review showed that some jurisdictions procuring vehicles or vehicle-based services set a minimum standard for greenhouse gas and noise emissions, and award additional points to respondents who exceed these standards. Another option would be to set a minimum model year standard for vehicles used at parking stands. Model year is not an exact predictor of emissions; however, a minimum model year standard would be relatively simple to implement and monitor. Older vehicles would be allowed if the stand user provided documentation indicating that the vehicle had been retrofitted to meet the newer emission standard. Additional points could be awarded during the competitive process for any vehicles meeting more stringent emission standards applicable to later model years.

Based on a review of:

- federally-established heavy duty vehicle emission standards
- model years of sightseeing buses currently operating within the city, and
- actual emission test results

it was determined that a 1998 minimum model year standard may provide some improvement in emissions associated with vehicles used at parking stands. Although emissions associated with vehicles used at stands could be reduced even further by using a later model year as a minimum standard, it is likely that most sightseeing businesses currently operating in the city would be unable to meet a later model year standard without significant capital investment in newer vehicles. Of a total 138 licensed sightseeing buses in Victoria in 2015, only 59 (approximately 42%) were from model year 1998 or newer.

To determine possible impacts on existing and prospective stand users from a 1998 minimum model year requirement, existing stand users were asked for feedback. CVS Cruise Victoria indicated that this type of prohibition would have little impact on their operations, as they currently use only one vehicle at their parking stand that is older than 1998. Many of the vehicles they currently use from their parking stand are from model year 2010 or newer. They plan to partner with the GVHA to lease an all-electric double decker bus for use during the upcoming cruise season.



and have indicated they will use that bus from their parking stand when it is not in use at the cruise ship terminal.

Wilson's Transportation has indicated that a 1998 minimum model year standard will have a significant impact on their ability to operate from a parking stand, as the majority of the buses used at their stands are the iconic red vintage double deckers. The oldest of these vehicles is from 1959. They have plans to convert some of these buses to electric motors over the next several years but at present none of these vehicles would meet emission standards applicable to 1998 vehicles.

While a new approach to the parking stand competitive process may lead to a reduction in emissions from vehicles used at parking stands, the impacts on established sightseeing businesses currently operating from parking stands could be significant. For this reason, it is recommended that the evaluation approach used in the last competitive process continue to be used for the next process. Staff will also continue to explore opportunities to reduce community sightseeing vehicle emissions through discussions with sightseeing business operators and other partners, including the Greater Victoria Harbour Authority.

There are opportunities for emission reductions with the current evaluation approach. Stand users indicate that the City's current approach to allocation of parking stands has prompted actual and planned investments in lower emission vehicles. The evaluation criteria used for the competitive process will continue to give additional points to any operators who propose using low emission vehicles.

#### *Other Enhancements to the Competitive Process and Parking Stand Agreement*

Staff have identified several other opportunities for improvement in the competitive process and subsequent stand agreements. To assist with the evaluation of proposals, a clause will be included in the notice indicating that, if requested, proponents must provide documentation indicating that their proposed vehicles are either licensed or eligible for licensing as commercial passenger vehicles within the Province of BC. During the last competitive process, one proponent proposed using electric vehicles imported from China. Ultimately, that proponent was unable to obtain the necessary regulatory approvals necessary to operate the vehicles on public roadways in Canada.

It is recommended that the parking stand agreement be amended to require participation in a potential City-led bus study as a condition of parking stand use. If a separate budget supplementary request is approved, a study to assess the greenhouse gas impact of the sightseeing and charter buses licensed to operate in the city will occur in 2016. This study would involve the installation of data logging equipment on a sample of buses for a period of up to one year. The data obtained would be used to estimate total tailpipe emissions and measure their relative impact on greenhouse gas emissions, air quality and congestion. The study, using simulation models, would also evaluate the potential emissions reductions and cost/benefit of transitioning buses from diesel to electric or hybrid technologies. Existing stand users have been invited to participate in the bus study and provide consent to having data logging equipment installed on a sample of their vehicles; each has expressed a willingness to participate. An amendment to the parking stand agreement would ensure the participation of future stand users, should the study proceed. The parking stand agreement should also be revised to clarify that a stand user may need to be temporarily relocated in the event that capital improvements are occurring in the vicinity of a parking stand.

## OPTIONS & IMPACTS

### Option 1 – Do not extend current allocations and proceed with competitive process

Under this option, staff will immediately proceed with a competitive process for allocation of all four motorized parking stands using the same criteria as previous processes. Where interest exceeds the number of available stands, the City will give preference to operators who are able to demonstrate that their proposed operations will contribute to City efforts to reduce community greenhouse gas emissions, particularly through the use of low emission vehicles or fuels.

#### Impacts:

- some improvement in emissions can be expected through operator initiatives to replace or retrofit vehicles
- provides greatest opportunity for any business to access stands for the period starting April 1, 2016
- will result in significant financial and operational impacts on existing stand users, if they are not successful in obtaining a stand for April 1, 2016. Impacts could extend to other businesses associated with Victoria's tourism economy.

### Option 2 – Grant one-year allocation extensions and proceed with competitive process (Recommended)

Under this option, staff will bring forward amendments to the Vehicles for Hire Bylaw that would extend current stand allocations for stands 1, 2 and 4 for one year. A competitive process using the same criteria as the last process would begin in February 2016 for allocation of stand 3 for a period starting April 1, 2016 and for the other three stands for a period starting on April 1, 2017.

#### Impacts:

- some improvement in emissions can be expected through operator initiatives to replace or retrofit vehicles
- no financial or operational impacts on prospective stand users

### Option 3 – Grant one-year allocation extensions, proceed with competitive process and limit vehicles to model year 1998 or newer starting on April 1, 2017

Under this option, staff will bring forward amendments to the Vehicles for Hire Bylaw that would extend current stand allocations for stands 1, 2 and 4 for one year. A competitive process would begin in February 2016 for allocation of stand 3 for a period starting April 1, 2016 and for the other three stands for a period starting on April 1, 2017.

Vehicles used at stands after April 1, 2017 will have to be from the 1998 model year or newer. Older vehicles will also be allowed, if the stand user is able to demonstrate that the vehicle meets the emission standards that would be applicable to a similar 1998 model year vehicle. To assist with compliance monitoring, decals will be used to identify vehicles meeting these standards.

#### Impacts:

- an improvement in emissions from vehicles used at parking stands could be expected after April 1, 2017. Some improvement in emissions before April 1, 2017 can also be expected through operator initiatives to replace or retrofit vehicles.
- operational and/or financial impacts on prospective stand users could be significant, depending upon composition of their fleets. The implementation date of April 1, 2017 may not provide sufficient time for some prospective stand users to upgrade or retrofit their fleets.



*2015 – 2018 Strategic Plan*

The recommendation strikes an appropriate balance between several objectives from the 2015 – 2018 Strategic Plan. The recommendation supports Objective 5: Create Prosperity Through Economic Development, by providing fair and equal opportunities for sightseeing businesses to access parking stands.

*Impacts to 2015 – 2018 Financial Plan*

This recommendation should have no impact on the 2015 – 2018 Financial Plan. The revenue generated from parking stands is expected to remain at current levels of approximately \$6,000 per month or \$70,000 annually.

*Official Community Plan Consistency Statement*

The recommendation is consistent with some of the broad economic objectives from the Official Community Plan, including 14(b) – That growth of the local and regional economy is sustained, and a greater share of households are lifted out of poverty.

**CONCLUSIONS**

Council has asked for advice on how to encourage the use of more fuel efficient vehicles at parking stands. The approach used in the last competitive process for allocation of parking stands does encourage operators to use low emission vehicles but is limited in its effectiveness because the type and quality of vehicles used at stands is entirely dependent upon the nature of the proposals received. Although existing stand users are gradually making improvements in their fleets, if Council wishes to see a significant change in the types of vehicles operated from parking stands, a new approach to the competitive process is required.

Several possible approaches have been considered, including the establishment of either a minimum model year or vehicle emission standard for vehicles used at parking stands. Either approach could have significant financial or operational impacts on prospective or current stand users. For this reason, it is recommended that the approach used in the last competitive process continue for the next process.

Some improvement in emissions can be expected with this current approach. Existing stand users have indicated that they are taking steps to reduce emissions from their parking stand operations, through introduction of newer vehicles and retrofitting of older vehicles. Any new operators who propose using low emission vehicles at a parking stand will continue to be rewarded with additional points during the evaluation process.

Respectfully submitted,

  
Shannon Craig  
Policy Analyst  
Legislative and Regulatory Services

  
Chris Coates  
City Clerk  
Legislative and Regulatory Services

  
Jocelyn Jenkyns  
Deputy City Manager

Report accepted and recommended by the City Manager: \_\_\_\_\_

Date: \_\_\_\_\_

  
Jan. 14, 2016

**List of Attachments**

Appendix A – Notice from 2013 Competitive Process

Appendix B – Excerpt from January 29, 2015 Council meeting minutes

## Appendix A – Notice from 2013 Competitive Process



## NOTICE TO MOTORIZED SIGHTSEEING VEHICLE BUSINESSES

REQUEST FOR EXPRESSIONS OF INTEREST FOR  
USE OF EXCLUSIVE MOTORIZED SIGHTSEEING VEHICLE PARKING STANDS

The City of Victoria is soliciting expressions of interest from motorized sightseeing vehicle businesses for use of four exclusive motorized sightseeing vehicle parking stands beginning April 1, 2013. The table below describes the location of each stand and the proposed monthly fee to be charged for its use.

	Description	Monthly Fee (includes GST)
<b>Parking Stand 1</b>	The east side of Government Street, a distance of 21.4 m measured northerly from a point 68.4 m north of the north property line of Belleville Street	\$1,755.00
<b>Parking Stand 2</b>	The east side of Government Street, a distance of 21.4 m measured northerly from a point 39.5 m north of the north property line of Belleville Street	\$1,755.00
<b>Parking Stand 3</b>	The north side of Belleville Street, a distance of 14.0 m measured westerly from a point 30.5 m west of the northerly lateral extension of the west property line of Menzies Street	\$1,170.00
<b>Parking Stand 4</b>	The north side of Belleville Street, a distance of 14.0 m measured westerly from a point 59.7 m west of the northerly lateral extension of the west property line of Menzies Street	\$1,170.00

The map in Schedule A to this notice illustrates the locations of the 4 stands. Use of the stands will be governed by an agreement between the operator and the City. The agreement will be substantially in the form attached as Schedule B to this notice.



### **Submission of responses**

If you are interested in responding to this notice, please submit your expression of interest in writing to:

Shannon Craig, Policy Analyst  
Legislative and Regulatory Services Department  
City of Victoria  
1 Centennial Square  
Victoria, BC  
V8W 1P6

### **Deadline for responses**

Please submit your response by no later than 4:30 pm on February 22, 2013.

### **Content of responses**

The following items should be included, in sequential order, in your response as they will be the basis for the evaluation. If the response is a joint submission from more than one company or business, this information should be provided for each company or business participating in the submission.

1. Registered company or business name and contact person
2. The parking stand(s) you are interested in using
3. The length of time you would like to use the stand.
4. Details of your proposed operation and activities at the parking stand, including tour descriptions, travel routes, schedules and ticket sales
5. A description of each vehicle that you propose to use at the stand, including type of vehicle, exterior noise and air emission measurements and a description of how those measurements were obtained
6. A description of how your proposed operation will contribute to the vibrancy and aesthetic character of the Inner Harbour Area
7. A description of any efforts to reduce or minimize greenhouse gas emissions associated with your proposed operation
8. A description of any efforts to minimize noise, nuisance and other impacts on businesses, residents and visitors, both at the stands and along tour routes
9. Any letters of support from directly adjacent businesses. General letters of support from business or associations are not necessary and will not be considered.

### **Allocation of stands**

The allocation of stands will be dependent upon the volume and nature of responses received. The City may decide not to allocate any or all of the stands.

Where interest exceeds the number of available stands, the City may give preference to operators who are able to demonstrate that their proposed operations will contribute to City efforts to reduce community greenhouse gas emissions, particularly through the use of low emission vehicles or fuels.

The City may also consider the following factors when evaluating proposals and allocating stands:

- whether the proposed operation will contribute to the downtown tourist economy
- whether the proposed operation will contribute to the vibrancy and aesthetic character of the Inner Harbour Area
- efforts to minimize noise, nuisance and other impacts on businesses, residents and visitors, both at the stands and along travel routes, and
- support from directly adjacent businesses.

The City will consider allocations for a period of up to 5 years. However, the City reserves the right to cancel or change allocations at any time.

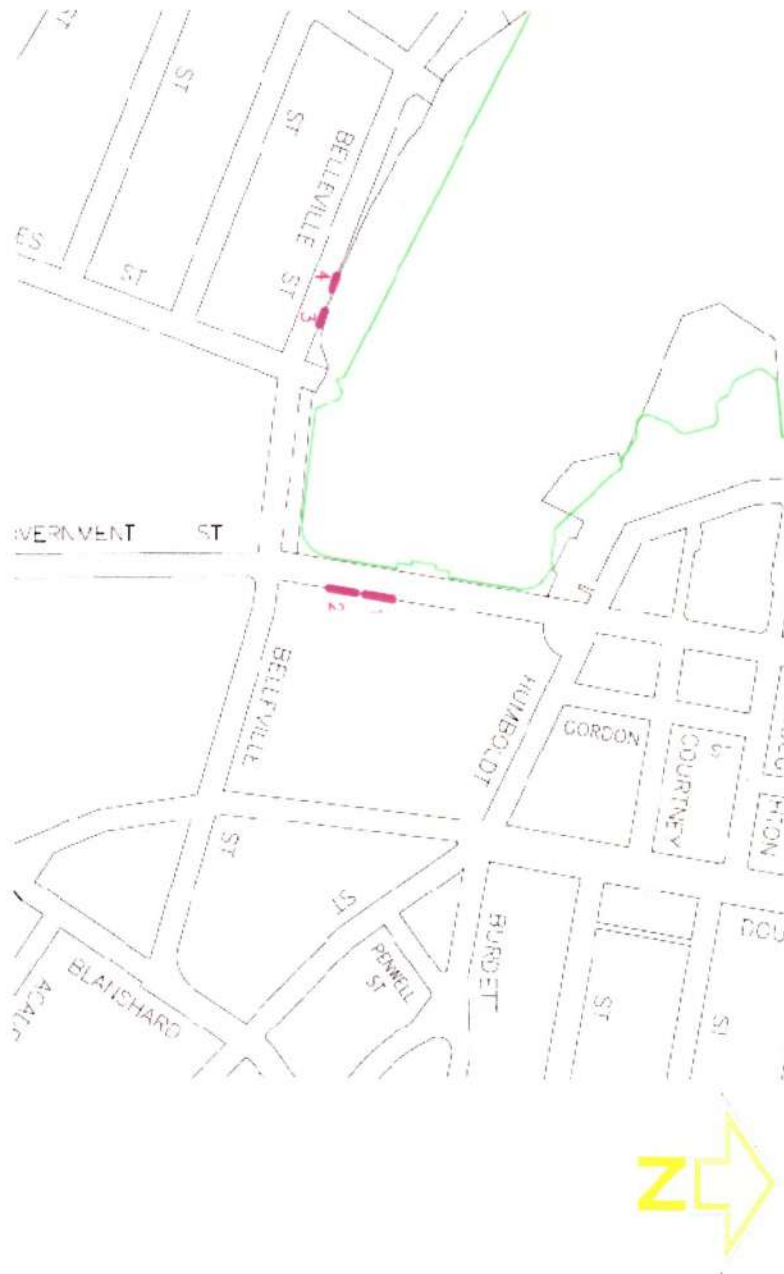
### **Timeline**

Staff recommendations for allocation of parking stands will be presented to Council for approval in March 2013.

### **For further information**

If you have any questions regarding this notice or the process for submitting a response, please contact Shannon Craig at 250-361-0588 or [scraig@victoria.ca](mailto:scraig@victoria.ca).

Schedule A



**SIGHTSEEING VEHICLE PARKING STAND LOCATIONS**  
**2012.02.08 N.T.S.**



**Schedule B**

**Parking Stand Agreement**

THIS AGREEMENT MADE AS OF \_\_\_\_\_.

BETWEEN:

**THE CORPORATION OF THE CITY OF VICTORIA**

#1 Centennial Square  
Victoria, B.C. V8W 1P6  
(the "City")

AND:

**[NAME OF SIGHTSEEING VEHICLE LICENSEE]**

(the "Licensee")

- A. The City is the owner of a parking stand identified as Parking Stand \_\_\_\_ (the "Parking Stand") in Column \_\_\_\_ of Schedule D to the Vehicles for Hire Bylaw No. 03-60 (the "**Vehicles for Hire Bylaw**");
- B. The Licensee has been issued a sightseeing vehicle licence (as defined in the Vehicles for Hire Bylaw) to load and transport passengers in a sightseeing vehicle;
- C. The City has allocated the Parking Stand to the Licensee for the Licensee's use;
- D. The Vehicles for Hire Bylaw requires the Licensee to enter into this Agreement with the City as a condition of the Licensee using the Parking Stand.

**THEREFORE** in consideration of the fee paid by the Licensee to the City and the mutual promises contained in this Agreement, the City and the Licensee covenant and agree with each other as follows:

- 1.0 Right to Occupy** - The City, subject to the performance and observance by the Licensee of the terms, conditions, covenants and agreements contained in this Agreement, grants to the Licensee, for the Licensee and its employees, the right to occupy the Parking Stand during the Licensee's hours of operation for the purposes of loading or unloading passengers from a licensed sightseeing vehicle and for parking a licensed sightseeing vehicle between daily sightseeing tours, and for no other purpose. For certainty, but without limiting the foregoing, the Licensee shall not park a sightseeing vehicle in a Parking Stand overnight.
- 2.0 Special Events** - Notwithstanding section 1 or any other provision in this Agreement to the contrary, the Licensee agrees it will not be permitted to occupy the Parking Stand if, in the opinion of the Director of Parks, Recreation and Culture for the City in his or her sole and absolute discretion, use of the Parking Stand is required by the City for a special event or the Licensee's use of the Parking Stand is incompatible with a special event occurring in the City of Victoria. The Director of Parks, Recreation and Culture will notify the Licensee, in writing, of the date and times the Parking Stand is required for a special event and the Licensee will not occupy the Parking Stand on such days and during the times indicated.
- 3.0 Reservation of Rights** - The City hereby reserves to itself from the grant and covenants made by it to the Licensee under section 1 above the right for the City, its agents, employees, contractors and subcontractors to have full and complete access to the Parking Stand for any and all purposes.
- 4.0 Fee** - In consideration of the right to occupy the Parking Stand, the Licensee shall pay to the City the rental fee set out in the Vehicles for Hire Bylaw, such fee payable in advance on the 1<sup>st</sup> day of every month.

**5.0 Maintenance** - The Licensee will keep the Parking Stand free of any garbage or other refuse and otherwise in a state of cleanliness.

**6.0 Insurance** - The Licensee will maintain insurance as follows:

- (a) The Licensee will take out and maintain during the term of this Agreement a policy of commercial general liability insurance against claims for bodily injury, death or property damage arising out of the use of the Parking Stand in the amount of not less than five million (\$5,000,000) dollars per single occurrence or such greater amount as the City may from time to time designate, naming the City as an additional insured party thereto and will provide the City with a certificate of insurance prior to commencement of use of the Parking Stand.
- (b) All policies of insurance shall contain a clause requiring the insurer not to cancel or change the insurance without giving the City thirty (30) days prior written notice.
- (c) If both the City and the Licensee claim to be indemnified under any insurance required by this Agreement, the indemnity shall be applied first to the settlement of the claim of the City and the balance, if any, to the settlement of the claim of the Licensee.

**7.0 Indemnification** - The Licensee releases and will indemnify and save harmless the City, its elected and appointed officials, employees and agents from and against all lawsuits, damages, costs, expenses, fees or liability that the City, the Licensee or anyone else may incur, suffer or allege by reason of this Agreement or the use of the Parking Stand by the Licensee or its agents, employees, tenants and invitees.

**8.0 Termination** - If the Licensee is no longer allocated the Parking Stand under the Vehicles for Hire Bylaw, then without further notice this Agreement shall lapse and be absolutely forfeited.

**9.0 Suspension** - If the Licensee:

- (a) fails to pay the rental fee prescribed by the Vehicles for Hire Bylaw,
- (b) fails to comply with the provisions of the Vehicle for Hire Bylaw or any covenant, condition or agreement in this Agreement, or
- (c) ceases to be a sightseeing vehicle licensee as defined by the Vehicles for Hire Bylaw,

then the Licensee will, immediately upon written notice from the City, cease using the Parking Stand until such breach or non-compliance has been remedied by the Licensee to the satisfaction of the City or until the Licensee obtains a sightseeing vehicle licence (as the case may be).

**10.0 Regulations** - The Licensee will comply promptly at its own expense with all provincial, federal and local government statutes, regulations and bylaws applicable to the use of the Parking Stand by the Licensee, including without limitation the Vehicles for Hire Bylaw.

**11.0 No Compensation** - The Licensee will not be entitled to compensation for any loss or injurious affection or disturbance resulting in any way from the termination of this Agreement.

**12.0 Miscellaneous:**

- (a) This Agreement will not be interpreted as granting any interest in the Parking Stand to the Licensee.
- (b) The Licensee expressly agrees that his or her vehicles and their contents while parked in a Parking Stand shall be at the risk of the Licensee.



- (c) The Licensee agrees the Parking Stand may be occupied only by those licensed sightseeing vehicles approved by the City in writing to occupy the Parking Stand.
- (d) Waiver of any default by a party will not be interpreted or deemed to be a waiver of any subsequent default.
- (e) This Agreement will be construed in accordance with and governed by the laws applicable in the Province of British Columbia.
- (f) Nothing in this Agreement will be construed to create a relationship of partners, joint venturers, fiduciaries or any other similar relationship between the Licensee on the one hand and the City on the other.
- (g) Nothing contained or implied in this Agreement will derogate from the obligations of the Licensee under any other agreement with the City or prejudice or affect the City's rights, powers, duties or obligations in the exercise of its functions under all public and private statutes, bylaws, orders and regulations, which may be as fully and effectively exercised in relation to the Parking Stand and the Licensee as if this Agreement had not been executed and delivered by the Licensee and the City. For certainty, the City may amend or repeal the Vehicles for Hire Bylaw and the allocation of the Parking Stand and otherwise terminate this Agreement notwithstanding anything contained or implied in this Agreement.

**IN WITNESS** of its terms, the parties hereto have executed this Agreement.

Signed by **THE CORPORATION OF THE  
CITY OF VICTORIA** on the \_\_\_\_ day of  
\_\_\_\_\_, \_\_\_\_\_ by its authorized signatories:

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Corporate Administrator

Signed by the **[NAME OF SIGHTSEEING  
VEHICLE LICENSEE]** on the \_\_\_\_\_ day  
of \_\_\_\_\_, \_\_\_\_\_ by its authorized signatories: \_\_\_\_\_  
\_\_\_\_\_  
Authorized Signatory: \_\_\_\_\_  
\_\_\_\_\_  
Authorized Signatory: \_\_\_\_\_

**Appendix B – Excerpt from January 29, 2015 Council meeting minutes**

**3. THIRD READING**

It was moved by Councillor Coleman, seconded by Councillor Thornton-Joe, that the following bylaw **be given third reading:**

Vehicles for Hire Bylaw, Amendment Bylaw (No. 13)

Carried

**For:**

***Mayor Helps, Councillors Coleman, Loveday,  
Lucas, Madoff, Thornton-Joe and Young***

**Against:**

***Councillor Isitt***

**Motion:**

It was moved by Councillor Isitt, seconded by Councillor Loveday, that Council direct staff to report no later than September 30, 2015 about encouraging more fuel efficient vehicles on parking stands on City streets.

*Councillor Young asked about the process.*

Robert Woodland: The requirement for fuel efficient vehicles is not contained within the bylaw, but the Request for Proposal process for licence stands will encourage innovation to meet the City's environmental objectives.

Carried Unanimously



## James Bay Neighbourhood Association

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

[www.jbna.org](http://www.jbna.org)

January 20, 2016

Mayor & Council,  
City of Victoria.

Dear Councilors,

**Re: Parking Stand Allocations under the Vehicles for Hire**

Four years have passed since we last had the opportunity to comment to Mayor and Council on the Vehicles for Hire program. The short notice of the proposal provides limited time for response, and all information may not be available to neighbourhoods affected by this program.

As seen from review of the CoV staff report and recommendations before you, little progress has been made towards the goals espoused by the City and by most Council members over the past year(s). Indeed, the report and recommendations can be seen as a regressive step whereby the City's approach may be seen as an attempt on the City's part to insulate itself from the responsibility of managing the use of our streets.

- The Report and recommendations fail in many ways:
- Unlike 2011/12, the City has not **consulted** with the neighbourhoods most impacted.
  - Consideration of resident **quality of life impacts** has not been included (including indirect routing impacts).
  - The report is silent on the pyramidal-hierarchy of transportation modes wherein **pedestrian** needs are on top.
  - The City appears to have relied on GVHA for leadership in this matter, raising questions of the City's competence and commitment to public process and **community well-being**.
  - **Statements** are made within the report, some of which may not be substantiated.
  - The recommendation favoured by staff is the weakest of the three proposed and essentially represents the **status quo**.
  - The proposed monthly fee schedule appears low, hence **may not represent optimum public interest**.
  - The choice of the least effective alternative may contribute to the growing concern of residents of a **bias** against or in favour of a particular operator; such a bias may also diminish public interest and create a non-level playing field for business interests.

Following is a discussion of the forgoing and requests for changes to the proposal.

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**Following rather than Leading:**

The rationale behind the City's delay of the Vehicles for Hire report, to align with GVHA's work, must be challenged. GVHA's long-standing "10-year plan" has been offered up in previous years. The term has become in itself "spin". GVHA has commissioned at least three studies directed towards the development of a transportation strategy. The most substantive report, with targets to guide implementation, is the Boulevard report dated May, 2012. The recent Dillon Report, dated November 2015, does not build on the Boulevard study. It offers less in the way of targets and objectives. And where it does offer targets, such as **25% of fleet renewal in 5-10 years**, it condemns both residents and the City to decades of renewal to reach where other jurisdictions are now. By contrast, the Boulevard report set guides for the retiring of sub-current buses. One measure identified/used to guide transformation of the fleet was Exterior Noise levels:

*May 31<sup>st</sup>, 2012: Boulevard Transportation Group memo*

Table 1: GVHA Proposed Noise Level Performance Measures		
Cruise Seasons	Exterior Noise Level	Interior Noise Level
2013 – 2014	No vehicles > 75 dBA	
	Max 20% vehicles = 70-75 dBA	Max 20% vehicles = 76-80 dBA
	Min 80% vehicles ≤ 70 dBA	Min 80% vehicles ≤ 75 dBA
2015 – 2017	No vehicles > 70 dBA	No vehicles > 75 dBA
	All fleet ≤ 70 dBA	All fleet ≤ 75 dBA
2018 – 2022	No vehicles > 65 dBA	No vehicles > 70 dBA
	All fleet ≤ 65 dBA	All fleet ≤ 70 dBA
Note: Noise level to be tested using SAE J366b		

In late 2014, after months of discussion, we had anticipated that GVHA would announce that it would limit access to Ogden Point for pre-1999 buses. Instead, it committed to limiting the age of buses being added to the fleet, with no phase out of old technology buses.

Some GVHA Board members have openly questioned whether GVHA has been co-opted by the cruise-industry. The City's willingness to veer from its role, its responsibility to lead, begs the question **"has the regulator been captured by those regulated"**? Further, it raises questions of the City's competence and commitment to public process and **community well-being**.

**Questionable Statements:**

The City report appears to mirror communications with, or accepts assertions made by, GVHA without testing or addressing the validity or appropriateness of the statements. For example, although the avowed intent of the City is to effect a reduction in bus emissions through the licencing stand program, it implies that the reflecting "best practices in Victoria's sightseeing vehicle industry" is meaningful. However, it is likely that the best practices in Victoria would not be accepted in cities striving to become more environmentally responsible. Indeed, much

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apparent that new technology is available. There seems to be an over-riding concern for one operator, namely Wilson's Transportation. The choice of the least effective alternative contributes to the growing concern of residents of a **bias** against or in favour of particular operators; such a bias may also diminish public interest and create a non-level playing field for business interests.

The 1982/83 buses illustrate the issue. If a transportation provider purchases a bus with lower emissions at a cost of, for example, \$800,000, it cannot be expected to compete against a transportation provider, which could purchase old buses at \$8,000. We are not talking about fleet renewal when old buses are purchased such as the 1982/83 buses that are no longer used in Alaska or Seattle. The words Seattle and Alaska were still visible on the 1982/83 Wilson's buses as of last season.

Providers of new technology, or newer, are at a disadvantage if they are trying to respect the City's and societal expectations for more environmentally responsible transportation, while others do not.

In conclusion, we ask that Council send this report back to staff with the objective of staff:

- Filling the information gaps of impacts of the stands and types of buses (age/emissions/noise) on the neighbourhoods,
- Proposing licensing limit numbers of tour bus operations, and/or hop-on hop-off bus operations, as done with the more environmentally-friendly, modes of transportation,
- Proposing a balance of transportation routing for bus tour and hop on/off operators which includes the transportation associated with events and cruise-industry activities,
- Obtaining the highest financial return possible for the City for seasonal and non-seasonal use of the stands as befitting use of the most premier locations in the City,
- Creating a truly incentive based pricing system with a significant charge differential for old technology versus new technology, such differentiation to be based on age of bus (2004 vs built before 2004) or based on noise and emission levels, and
- Consulting with all stakeholders, on equal footing.

Respectfully submitted,



Marg Gardiner  
President, JBNA

Cc: Shannon Craig  
Chris Coates

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## *Attachment B: Other jurisdictions*

*The greening of cities throughout Europe and North America is progressing at a good clip. Initiatives and analysis recently in the news include but are not limited to the following:*

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[http://www.fastcoexist.com/3040634/7-cities-that-are-starting-to-go-car-free?utm\\_content=buffer37bd8&utm\\_medium=social&utm\\_source=facebook.com&utm\\_campaign=buffer#3](http://www.fastcoexist.com/3040634/7-cities-that-are-starting-to-go-car-free?utm_content=buffer37bd8&utm_medium=social&utm_source=facebook.com&utm_campaign=buffer#3)

By 2020, the mayor of Paris plans to double the number of bike lanes in the city, ban diesel cars, and limit certain high-traffic streets to electric cars and other ultra-low-emission vehicles.

---

### *India to ban old trucks and buses to curb pollution*



*India will ban trucks and buses more than 15 years old to curb record pollution levels, the government says.*

*3 December 2015*

<http://www.bbc.com/news/world-asia-india-34998622>

---

<http://www.transitchicago.com/electricbus/>

*Breathe easier. With lower harmful emissions, operating one electric bus is the equivalent of removing 23 cars from the road each year! Reduction in harmful emissions also reduces incidents of illnesses and respiratory diseases, which is valued at \$55,000 annually per bus, or \$660,000 over the expected 12-year bus lifespan.\**

---



**JBNA**

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

**James Bay Neighbourhood Association**[www.ibna.org](http://www.ibna.org)

### **Vehicles for Hire ByLaw Review: JBNA Principles**

**1. Consultation:** The people most affected by the socio-environmental impacts of vehicles for hire, and particularly large highway-sized tour buses, should first and foremost be consulted about changes in the vehicles for hire bylaw.

**2. Community Livability:** People most affected include many James Bay residents. The 2009 James Bay residents' survey, with 573 respondents, identified tourist bus volume and tourist bus noise as the top two problems requiring priority attention from the perspective of community livability.

**3. Measurement:** Recent traffic counts undertaken by the City of Victoria indicate that each average-sized cruise ship call at Ogden Point generates an additional 384 vehicle movements along Dallas Road of which 42 are large highway-sized bus movements. Given the scheduling of cruise ship calls, many of these movements occur during the evening hours.

**4. Nature of Vehicles:** One of JBNA's long-standing priorities is to "establish near-term goals to reduce systematically, until phase out, the number of large highway buses that are licensed to transfer cruise ship passengers, replacing these buses, where necessary, with lighter, more community friendly vehicles". Rewrite of sections 4(1), 15 (6)(h) (passenger fee per bus passenger – also see point 5).

**5. Noise & Emissions:** To remedy the gap between the Noise, Nuisance, and Vehicle for Hire Bylaws the City could:

- (a) implement noise and emissions testing of all motor vehicles for hire;
- (b) deny licenses to vehicles that do not comply with current legislated limits; and
- (c) implement differential fees - assess higher fees to noisier and more polluting vehicles.

**6. Bus Parking:** Short-term tour bus parking, for passenger pick-up and delivery purposes, should only be permitted in front of hotels. Overnight tour bus parking (other than for cruise-related buses) should be outside of James Bay. It is inefficient to bring these buses into a *cul-de-sac* to park at water's edge. Indeed, another long-standing JBNA priority is for the City to "locate a dedicated parking lot outside of James Bay for non-cruise-related buses of all kinds so that Ogden Point is no longer used for this purpose". The Motor Coach Driver's Guide should be amended to reflect re-location.







## PARKING STAND ALLOCATIONS UNDER THE VEHICLES FOR HIRE BYLAW

Governance and Priorities Committee  
January 21, 2016



## Parking Stand Map





## Allocation Process

- Prior to 2012, there were no time limits placed on stand allocations
- Allocations are now time-limited and operators are determined through a competitive process
- Council approves operators and allocation periods
- Current allocations expire on April 1, 2016



## Council Direction

- Council directed staff to report about encouraging more fuel efficient vehicles
- Possible opportunity to align with similar work being undertaken by GVHA as it develops its 10-year Ground Transportation Strategy





## Timing for Next Process

- Conducting a competitive process now could have significant impacts
- Recommended that current allocations be extended for another year to March 31, 2017
- Competitive process would start in February for April 1, 2017 stand allocations



## Encouraging Lower Emissions

- Last competitive process did encourage low emission vehicles
- Stand users have invested, or plan to invest, in lower emission vehicles
- Alternative approaches could include setting minimum standards for either:
  - emissions, or
  - vehicle model year





## Impacts of a New Approach

- A 1998 model year standard could provide some improvement in emissions
- Emission standards for a 1998 model year vehicle are stricter than previous years
- Less than half of sightseeing buses currently in operation in Victoria are from model year 1998 or newer
- Operational and financial impacts on prospective stand users could be significant



## Recommendations

- No changes to competitive process, which will begin this February
- Continue to work with operators and partners to reduce emissions
- Extend current allocations for one year to April 1, 2017
- Minor changes to parking stand agreement





## Governance and Priorities Committee Report

### For the Meeting of January 21, 2016

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**To:** Governance and Priorities Committee      **Date:** January 7, 2016  
**From:** Susanne Thompson, Director of Finance & Katie Hamilton, Director of Citizen Engagement and Strategic Planning  
**Subject:** Parking Dispute Adjudication

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#### RECOMMENDATION

1. That Council direct staff to prepare:
  - Bylaw Notice Dispute Adjudication Bylaw,
  - Administration Fees Bylaw, Amendment Bylaw (No. 3)
 generally in accordance with draft bylaws attached as appendices B and C.

#### EXECUTIVE SUMMARY

In 2004, the Province enacted the *Local Government Bylaw Notice Enforcement Act*. This legislation allows local governments to establish a dispute adjudication system as an alternative to the provincial court system for the resolution of minor bylaw offenses. Since the legislation was passed, approximately 73 local governments have adopted the adjudication model.

At the Council meeting of October 22, 2015, staff was directed to prepare a draft bylaw for the Provincial bylaw dispute adjudication system. Appendix B to this report details the proposed bylaw.

Implementation of the adjudication model would enhance customer service in several ways. Customers who dispute their tickets will benefit from a transparent and fair escalation process. Customers who would historically had to attend provincial court to await for their dispute to be heard will have the opportunity to appear before an independent adjudicator at a specified date and time. Hearings may be conducted via telephone or video conference.

Furthermore, the adjudication model would be consistent with and complement the City's new parking ambassador program. City staff can be designated as Level One screening officers who can cancel unwarranted or inaccurate parking fines.

Incremental operating costs are not expected to exceed \$19,000. The City currently has the staffing required to implement the adjudication model as the parking ticket review office has recently been brought in house. One-time implementation costs are expected to be no more than \$25,000. Other municipalities have experienced an increase of between 5-10% of voluntary payments after five years of implementing the adjudication model. Based on the experience in other municipalities, it is anticipated that the additional operating and one-time implementation costs will be offset by the increase in payments. Implementation could occur as early as March 2016.

## PURPOSE

*The purpose of this report is report back to Council on the details of the parking dispute adjudication model and seek Council approved to proceed with the implementation.*

## BACKGROUND

At the Council meeting of October 22, 2015, staff was directed to prepare a draft bylaw for the Provincial bylaw dispute adjudication system. Appendix B to this report details the proposed bylaw. Furthermore, staff was directed to report back further implementation details of the adjudication system.

In 2004, the Province enacted the *Local Government Bylaw Notice Enforcement Act*. This legislation allows local governments to establish a dispute adjudication system as an alternative to the provincial court system for the resolution of minor bylaw offenses. Since the legislation was passed, approximately 73 local governments have adopted the adjudication model.

## ISSUES & ANALYSIS

### A. Benefits

1. *Customer Service:* Parking customers will benefit from a streamlined adjudication process. A well-defined escalation process for parking disputes will accompany the adjudication model so that all customers have an opportunity to discuss a parking fine in detail. The adjudication model would be consistent with and complement the City's new parking ambassador program. The proposed adjudication program would delegate the authority for parking ambassadors, review officers and other personnel to cancel or reduce tickets. This would help customers from being subject to inaccurate, excessive or unnecessary fines.

The process would remain transparent and fair as the dispute adjudicators are provincially appointed and independent from the City. The dispute timeliness should improve for a number of reasons. Firstly, the dispute process will be well defined and secondly dispute hearings will be efficiently scheduled. Currently, dispute customers are required to wait in provincial court on a specified date until the dispute is heard.

2. *Increased Operational Efficiency:* A parking adjudication model would ensure that staff no longer spend any time in the provincial court system waiting for hearings to occur. Rather, dispute hearings will be scheduled at a specific time and date. Also a systematic and streamlined dispute escalation process would ensure that the appropriate staff can quickly review and respond to disputes.
3. *Increased Collectability:* When a parking fine results in a conviction through the provincial court system, the City has expanded options to collect a parking fine. Without a conviction through the court system, the City must rely on voluntary compliance. The City typically takes between 100 – 400 tickets to court on an annual basis which can occupy between 125 – 500 staffing hours. An undisputed ticket, or a ticket confirmed by an adjudicator becomes collectible in the same way as a fine conviction in the provincial court system.

In 2014 there were over 156,000 parking tickets issued (approximately 30,000 were later cancelled). Of this amount, approximately 35,000 (or \$1.57M) were sent to collections and fewer

than 400 were taken to court. Therefore the bylaw adjudication model would expand the City's options for the collection of approximately 35,000 tickets annually.

4. *Financial Considerations:* There will be additional operating and implementation costs if Council approves the parking adjudication model. Such costs are detailed below.

Incremental Annual Operating Expenses	Cost
Independent Adjudicator	\$10,000
Facility Rental	6,000*
Hearing Security	3,000
Total	\$19,000

\*Hearings could potentially be hosted free of charge using City owned facilities.

Incremental Implementation Expenses	
Software upgrade	\$15,000
Reformatting of parking tickets	10,000
Total	\$25,000

It is difficult to predict at what rate the City's collection of parking fines will increase with the implementation of the adjudication model. Based on the experience in other municipalities, it is anticipated that the additional operating and one-time implementation costs will be offset by the increase in payments. In addition, the City's ability to collect becomes significantly more cost effective under the adjudication model because the delay and cost of attending Provincial court can be avoided.

It is also proposed that a \$25 adjudication fee be introduced for tickets that are unsuccessful in their appeal. This fee will help offset the ongoing incremental operating costs. This fee would be included in the proposed bylaw (section 7(2) in appendix B).

#### B. Proposed Bylaw

1. *Bylaw designation:* Under Section 2 of the *Local Government Bylaw Notice Enforcement Act*, the bylaw must designate the bylaw contraventions to be dealt with by bylaw notice. Staff recommend that the parking-related contraventions of the *Streets and Traffic Bylaw* that are enforced by the City's parking ambassadors be dealt with by bylaw notice. The specific sections are set out in Schedule "A" of the proposed bylaw.
2. *Significant components:* Significant components of the proposed bylaw are detailed below:

Feature	Recommendation	Comment	Bylaw Section
Dispute Period	14 days	When the dispute period elapses, a customer can no longer request an adjudication. If, however, a customer indicates that they did not obtain their original parking ticket, the dispute period can be reset. This dispute period is consistent with most other municipalities.	6(5)

Discount Period & Amount	14 days	It is recommended that the discount period be harmonized with the dispute period for streamlined administration. Furthermore, this timeline encourages a quick resolution to disputes.	5(b) and Schedule A
Adjudication Fee	\$25	An adjudication fee would be added to all unsuccessful disputes. This is the maximum fee permitted under the Act and is to help offset the cost of administering the program.	7(2)

3. *Screening officer:* The Act permits the City to designate one or more screening officer positions in the adjudication process. This position, if established, must review the parking ticket before the dispute can proceed to adjudication. After reviewing the ticket, the screening officer may cancel or confirm the ticket.

Staff recommend that two levels of screening officers be established so that front line and parking ambassador staff may cancel unwarranted or inaccurate tickets without delay. This will reduce customer frustration in cases where a ticket has erroneously been issued.

Level One screening officers would include parking ambassadors, customer service ambassadors, public service centre representatives, parking service clerks, and the parking review representative. Level Two screening officers would include the parking services supervisor, the Manager-Parking Services, the Manager-Revenue, the Director of Finance, and the Director of Citizen Engagement and Strategic Planning.

#### C. Adjudication Program Details

1. *Independent adjudication:* Bylaw adjudicators are independent adjudicators appointed by the Province through a competitive process. Currently there are two adjudication firms appointed. The City is free to enter into a contract with one or both of the firms.
2. *Process Diagram:* The proposed bylaw and program is summarized in a process diagram found in Appendix A.
3. *Location:* The City has a wide range of options regarding venue for the adjudication hearing. Hearings can be held at City hall or an alternative location. Furthermore, customers can attend via teleconference or video conference.

#### D. Administrative Fee Bylaw Amendment

In conjunction with the parking ticket adjudication program, staff is recommending that the administrative fee bylaw be amended to include a fee to offsets the cost of sending unpaid tickets to collections. The collection agency that works on behalf of the City collects a commission on all revenues collected. The proposed bylaw in Appendix C of this report outlines such an amendment.

### OPTIONS & IMPACTS

#### Option 1: Implement the Bylaw Adjudication Program:

With the implementation of the program, the City will be able to improve customer service by streamlining the dispute process and providing more options for customers to attend. Furthermore, the City will expand its ability to collect on legitimate infractions.



Option 2: Do not implement the Bylaw Adjudication Program

The City and its customers would not be able to benefit from the streamlined adjudication process. The City continues to improve customer service related to the issuance and administration of parking fines. Nevertheless, to certify parking fines as debt, the City must take parking fine customers to provincial court. The provincial court system can be a frustration for some customers as hearing times are not specifically scheduled. Furthermore, the adjudication program allows the City to collect undisputed or confirmed parking fines in the same manner as had they been certified in provincial court.

*2015 – 2018 Strategic Plan*

The proposed bylaw adjudication program is aligned with the Strategic Plan objective to build the financial capacity of the organization.

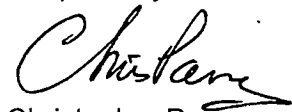
*Impacts to 2015 – 2018 Financial Plan*

Implementation costs of the bylaw adjudication program have been included in the 2016 Financial Plan. Incremental operating costs will likely be offset by increased operating revenues. Both costs and revenues will be represented in the parking division budget.

*Official Community Plan Consistency Statement*

Not Applicable.

Respectfully submitted,

  
Christopher Paine  
Manager-Revenue

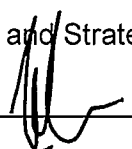
  
Ismo Husu  
Manager-Parking Services

  
Susanne Thompson  
Director of Finance

  
Katie Hamilton  
Director of Citizen Engagement and Strategic Planning

**Report accepted and recommended by the City Manager:** \_\_\_\_\_

**Date:** \_\_\_\_\_

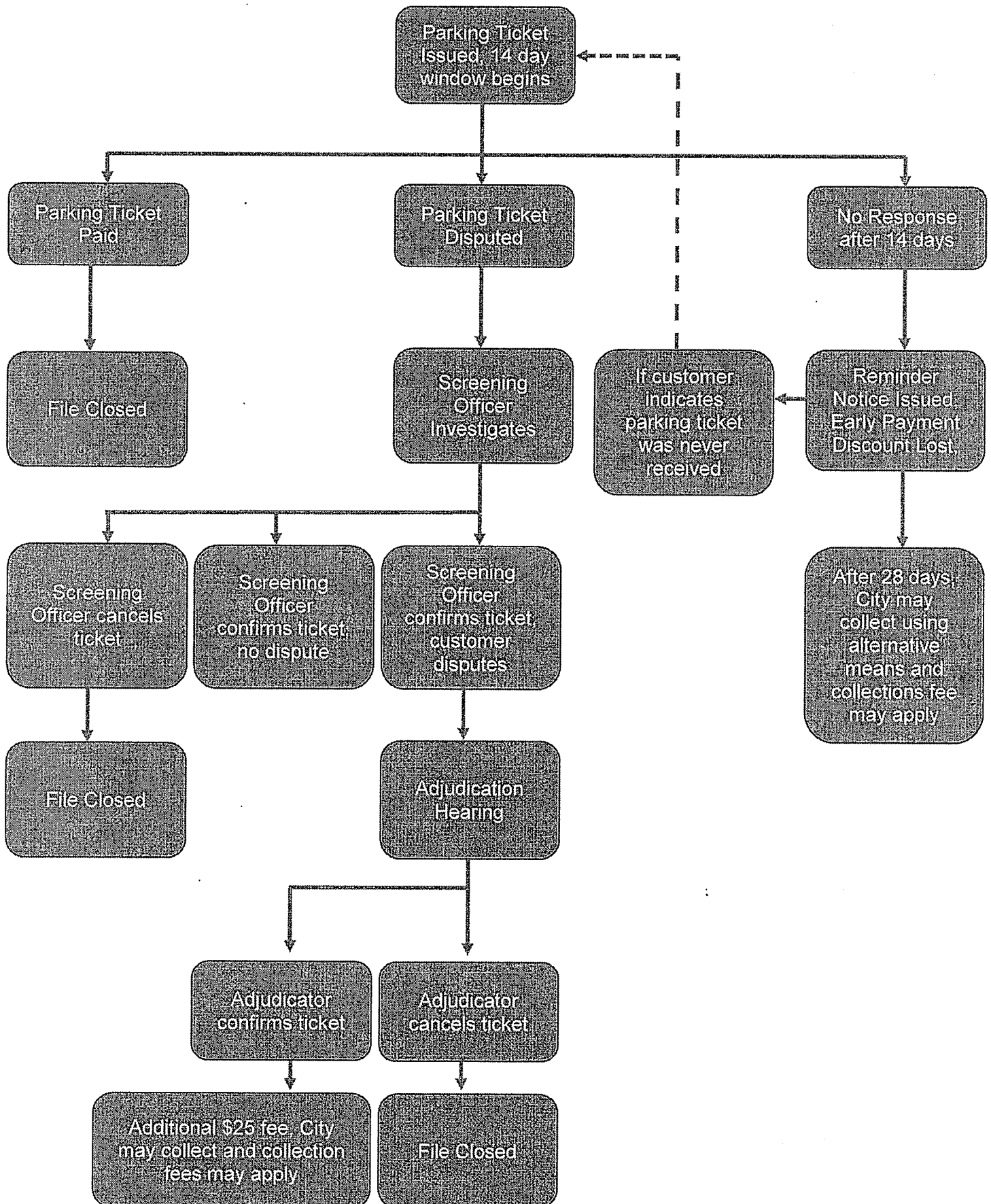


Jan 14, 2016

**List of Attachments**

- Appendix A: Proposed Parking Adjudication Process Diagram
- Appendix B: Proposed Parking Dispute Adjudication Bylaw
- Appendix C: Proposed Administrative Fee Bylaw, Amendment Bylaw
- Appendix D: List of municipalities who have implemented Bylaw Notice Dispute Adjudication

# Appendix A: Proposed Parking Adjudication Process Diagram



# Appendix B: Proposed Bylaw Notice Dispute Adjudication Bylaw

NO. 16-XXX

## BYLAW NOTICE ADJUDICATION BYLAW A BYLAW OF THE CITY OF VICTORIA

The purpose of this Bylaw is to establish a bylaw notice dispute adjudication system and designate bylaw contraventions that are to be enforced by bylaw notice under the *Local Government Bylaw Notice Enforcement Act*.

Under its statutory powers, including sections 2, 4, and 14 of the *Local Government Bylaw Notice Enforcement Act*, the Council of The Corporation of the City of Victoria, in a public meeting assembled, enacts the following provisions:

### TABLE OF CONTENTS

1	Title
2	Definitions
3	Schedules
4	Bylaw Contraventions
5	Penalty
6	Paying or Disputing Notice
7	Bylaw Notice Dispute Adjudication System and Notice Dispute Fee
8	Screening Officers
9	Severability
10	Effective Date

Schedule "A" Designated Bylaws, Bylaw Contraventions and Penalties

#### 1 Title

- (1) This Bylaw may be cited as the "BYLAW NOTICE ADJUDICATION BYLAW"

#### 2 Definitions

- (1) In this Bylaw,

"**Act**" means the *Local Government Bylaw Notice Enforcement Act*;

"**Bylaw notice**" means a bylaw notice referred to in section 4 of the Act and issued under this bylaw;

"**City**" means the Corporation of the City of Victoria

"**Council**" means the Council of the Corporation of the City of Victoria

"**Screening officer**" means a person designated and appointed under section 8 of this bylaw to act as a Screening Officer I or Screening Officer II.

### **3 Schedules**

- (1) The schedule attached to this bylaw forms part of this bylaw.

### **4 Bylaw Contraventions**

- (1) The bylaws and bylaw contraventions designated in Schedule "A" may be enforced by bylaw notice.

### **5 Penalty**

- (1) The penalty for a contravention referred to in section 4 is:
  - (a) subject to paragraph (b), the penalty amount set out in column A of Schedule "A"
  - (b) if payment is received by the City within 14 days of the person receiving or being presumed to have received the bylaw notice, the penalty set out in column A is reduced by the discount amount set out in column B of Schedule "A".

### **6 Paying or Disputing Notice**

- (1) A bylaw notice may be delivered:
  - (a) in person to the named person,
  - (b) by mailing a copy of the bylaw notice,
    - (i) if the bylaw notice is in respect of a contravention involving a vehicle, to the address for each registered owner of the vehicle involved;
    - (ii) to the actual or last known address of the named person; or
    - (iii) if the named person is a corporation or a business, to the registered office or head office,
  - (c) if the bylaw notice is in respect of a parking contravention, by leaving the bylaw notice on the vehicle involved.
- (2) A bylaw notice delivered under paragraph 6(1)(b) is presumed to have been received by the person to whom it is addressed on the 7<sup>th</sup> day after mailing.
- (3) A bylaw notice delivered under paragraph 6(1)(c) is presumed to have been received by each registered owner of the vehicle on the day it is left on the vehicle.
- (4) A person who receives a bylaw notice, or their authorized agent, must, within 14 days of the date on which the person received or is presumed to have received the bylaw notice:
  - (a) pay the penalty; or

(b) request dispute adjudication;

by following the appropriate instructions on the bylaw notice.

- (5) A person may pay the indicated penalty after 14 days of receiving a bylaw notice, but no person may dispute a bylaw notice after 14 days of receiving the bylaw notice.

## **7 Bylaw Notice Dispute Adjudication System and Notice Dispute Fee**

- (1) A bylaw notice dispute adjudication system in accordance with Part 3 of the Act is hereby established in order to resolve disputes in relation to bylaw notices.
- (2) Every person who is unsuccessful in a dispute adjudication in relation to a bylaw notice under the dispute adjudication system established under this section shall pay an administrative fee of \$25.00, in addition to any other penalty amount imposed under this bylaw.

## **8 Screening Officers**

- (1) The positions of Screening Officer I and Screening Officer II are hereby established.
- (2) Council hereby designates all persons employed by the City as a Customer Service Ambassador, Public Service Centre Representative, Parking Services Clerk, Parking Review Representative and Parking Ambassador, as persons that may be appointed as a Screening Officer I, and hereby appoints them as Screening Officers I.
- (3) Council hereby designates all persons employed by the City as a Manager-Parking Services, Supervisor – Parking Services, Manager-Revenue, Director of Finance, and Director of Citizen Engagement and Strategic Planning as persons that may be appointed as Screening Officer II, and hereby appoints them as a Screening Officers II.
- (4) Every Screening Officer I and Screening Officer II has the power to review disputed bylaw notices, including the power to cancel a bylaw notice if in the opinion of the screening officer:
- (a) the contravention did not occur as alleged;
  - (b) the bylaw notice does not comply with section 4(4) of the Act; or
  - (c) cancellation is otherwise in accordance with the City's policies and procedures established from time to time by the Manager of Parking Services with respect to the cancellation of a bylaw notice.

## **9 Severability**

- (1) If any provision of this bylaw is found to be invalid by a Court of competent jurisdiction it may be severed from the bylaw and the remainder of this bylaw is

deemed to have been adopted with the severed section, subsection, paragraph, subparagraph, clause or phrase.

**10 Effective Date**

(1) This Bylaw comes into force on March 1, 2016.

READ A FIRST TIME the                      day of                      2016.

READ A SECOND TIME the                      day of                      2016.

READ A THIRD TIME the                      day of                      2016.

ADOPTED on the                      day of                      2016.

CORPORATE ADMINISTRATOR

MAYOR



**SCHEDULE "A"****DESIGNATED BYLAWS, BYLAW CONTRAVENTIONS AND PENALTIES**

Bylaw and Bylaw Section	Description	A Penalty	B Discount
Street and Traffic Bylaw No. 09-079			
48	Stopping where prohibited	60	30
49	Parking where prohibited	40	20
50	Parking in City lane	40	20
51	Parking in limited time zone	40	20
53	Parking in a residential zone	60	30
54	Parking without a residential permit	60	30
55	Parking in a truck loading zone	60	30
56	Parking in a hotel zone	40	20
57	Parking in a general loading zone	40	20
58	Parking in school loading zone	40	20
59	Parking in a church loading zone	40	20
60	Parking in a handicapped persons loading zone	150	75
61	Parking in a taxi stand	40	20
62	Parking in a bus zone	80	40
63	Parking in a shuttle bus zone	40	20
65	Parking in a safety zone	60	30
66	Improper parking in an angle parking zone	40	20
67	Parking in a reserved parking area	40	20
68	Parking in a special parking zone	40	20

69	Parking in a compact parking spot	40	20
70	Parking in a passenger zone	40	20
71	Parking in a metered zone	40	20
75	Trailer parking in metered zone	40	20
76	Parking in a temporarily reserved zone	40	20
77	Improper objects inserted in pay station	350	175
78	Parking in ticket controlled parking zone	40	20
79	Parking in a sightseeing stand	100	50
80	Parking in horsedrawn sightseeing stand	100	50
81	Parking in a tourist parking zone	40	20
82	Unloading merchandize or freight	40	20
83	Prohibited parking at night	60	30
84	Sleeping in a parked vehicle overnight	40	20
85	Parking with inadequate space between vehicles	40	20
86	Parking on a one way street	40	20
87(2)(b), (c), (e) to (k), (n), (o)	Miscellaneous stopping, standing and parking prohibitions	40	20
87(2)(d),(l), (m)	Miscellaneous stopping, standing and parking prohibitions	60	30
88	Parking in relation to a curb	40	20
90	Parking adjacent to yellow curb lines	60	30
95	Parking commercial vehicles in residential zones	40	20
96	Parking trailer left on street	40	20
102(1)	Prohibited items on street and sidewalk	102.50	51.25
110	Parking, stopping, standing on sidewalk	60	30
117	Chalk on vehicle	102.50	51.25

## Appendix C: Proposed Administrative Fees Bylaw, Amendment Bylaw

NO. 16-XXX

### ADMINISTRATION FEES BYLAW, AMENMENT BYLAW (NO. 3) A BYLAW OF THE CITY OF VICTORIA

The purpose of this Bylaw is to amend the Schedule "A" of the Administration Fees Bylaw to include a fee for turning over unpaid accounts to a collection agency.

Under its statutory powers, including sections 194 of the *Community Charter*, the Council of The Corporation of the City of Victoria enacts the following provisions::

1. This Bylaw may be cited as the "ADMINISTRATION FEES BYLAW, AMENDMENT BYLAW (NO. 1)".
2. Schedule "A" of the Bylaw No. 04-40, the Administration Fees Bylaw, is deleted and the Schedule "A" attached to this bylaw is substituted for it.

READ A FIRST TIME the	day of	2016.
READ A SECOND TIME the	day of	2016.
READ A THIRD TIME the	day of	2016.
ADOPTED on the	day of	2016.

### Schedule "A"

## Administration Fees

Matter to which fee applies	Administration Fee
- processing information requested by mortgagee in relation to property that is subject to a mortgage held by that person	\$10.00 per folio
- request for special utility billing of a fee or charge under the Waterworks Bylaw, the Sanitary Sewer and Stormwater Utilities Bylaw, or the Solid Waste Bylaw	\$30.00 per request
- returned cheque or dishonoured credit card in respect of the payment of a fine, penalty, fee, or charge prescribed by or under a City bylaw or the <i>Community Charter</i>	\$25.00 per returned item
- Account turned over to a Collection Agency	Additional 50% of amount outstanding prior to being turned over to a Collection Agency
- Bylaw Notice issued under the Bylaw Notice Adjudication Bylaw turned over to a Collection Agency.	Additional 50% of amount outstanding prior to being turned over to a Collection Agency



## Appendix D: Municipalities who have implemented Bylaw Notice Dispute Adjudication

City of North Vancouver	Saturna Island Local Trust Committee
District of North Vancouver	Town of Oliver
District of West Vancouver	Town of Gibsons
City of Chilliwack	City of Vernon
City of Coquitlam	Corporation of the City of Nelson
City of Richmond	Sun Peaks Mountain Resort Municipality
District of Hope	Sunshine Coast Regional District
District of Kent	Town of Creston
Fraser Valley Regional District	City of Vancouver
City of Duncan	District of Maple Ridge
The Municipality of the Village of Lions Bay	Gabriola Island Local Trust Committee
Bowen Island Municipality	Hornby Island Local Trust Committee
District of Pitt Meadows	Lasqueti Island Local Trust Committee
District of Squamish	Mayne Island Local Trust Committee
Village of Harrison Hot Springs	South Pender Island Local Trust Committee
City of Abbotsford	Thetis Island Local Trust Committee
Township of Langley	Northern Rockies Regional Municipality
City of Burnaby	Peace River Regional District
City of Port Coquitlam	The Corporation of Delta
Greater Vancouver Regional District	Village of Valemount
Cariboo Regional District	District of Sechelt
Corporation of the City of New Westminster	City of Nanaimo
City of Cranbrook	Town of Golden
City of Parksville	Regional District of Central Okanagan
District of Tofino	Thompson-Nicola Regional District
City of Kelowna	District of Coldstream
City of Penticton	Regional District of Central Kootenay
District of West Kelowna	City of Williams Lake
District of Summerland	The Corporation of the Village of Fruitvale
District of Peachland	Corporation of the Township of Esquimalt
Regional District of Okanagan-Similkameen	City of Port Alberni
Denman Island Local Trust Committee	District of Wells
District of Lake Country	City of Dawson Creek
Galiano Island Local Trust Committee	Squamish-Lillooet Regional District
Gambier Island Local Trust Committee	Corporation of the City of Enderby
North Pender Island Local Trust Committee	Corporation of the City of Victoria
Salt Spring Island Local Trust Committee	





## Governance and Priorities Committee Report

For the Meeting of January 21, 2016

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**To:** Governance and Priorities Committee      **Date:** January 7, 2016  
**From:** Jocelyn Jenkyns, Deputy City Manager  
**Subject:** Festival Investment Grant 2016 Allocations

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### RECOMMENDATION

That Council approve the Festival Investment Grant allocations as recommended in Appendix I and 2 for total cash grants of \$156,000 and in-kind grants of up to \$95,500

### EXECUTIVE SUMMARY

Festivals and celebrations add to Victoria's vitality, vibrancy and diversity. The City's annual grant and in-kind support nurtures the development of high quality accessible events and creates significant economic activity in the city.

The federal "Building Communities through Arts and Heritage" (BCAH) grant program requires applicants to confirm local support (cash and/or in-kind) for their festivals or celebrations to qualify for federal funding, therefore this report is presented well in advance of the 2016 festival season

There are 29 applications for Festival Investment Grants (FIG) with a total request for funding of \$277,762. Should Council choose to allocate the same amount of funding as in 2015 the funding available for this grant is \$156,000. 27 of the applications meet the criteria and are recommended for approval. Two applications do not meet the FIG criteria. 17 of the recommended festivals have applied for funding through the BCAH program.

All applications are reviewed based on the approved FIG policy, which includes:

- Program criteria, including a free component
- Artistic and cultural merit of the event
- Economic impact
- Community support
- Organizational effectiveness

A comprehensive list of requests and recommendations is detailed in Appendix I.

The economic impact of these events can be measured by spending activity generated by festival goers in local restaurants and businesses, overnight stays in hotels by visitors and visiting performers, festival employment, and increased tourism for popular annual festivals.

The six largest events are estimated to generate a total economic impact of over \$10 million with attendance for all recommended events estimated to exceed 624,000. The total operating budgets of the recommended events is projected to be over \$5.6 million in direct spending. This reflects a positive impact through employment (207 full and part-time positions), event production sales and rentals, and the purchase of goods and services. Corporate investment by local, regional and national corporations total more than \$1.8 million.



## PURPOSE

The purpose of this report is to seek Council's approval on the Festival Investment Grants recommendations for 2016.

## 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 seventeen 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.

In-kind support can include City services such as policing, traffic control equipment, festival equipment labour, venue fees waived, sound operator and security in Centennial Square and waived lost parking revenue. See appendix 2 for a detailed breakdown of recommended in-kind grants.

The Festival Investment Grant program was created to meet the following objectives:

- Increase the quality of life for our citizens
- Enable a vibrant downtown core
- Support economic development
- Offer exposure to new art forms

To qualify for funding, festivals and celebrations must meet the criteria outlined in the 2011 Council approved Festival Investment Grant Policy and Guidelines. See appendix 3 attached.

The federal "Building Communities through Arts and Heritage" (BCAH) grant program has expanded to include 3 separate intake periods. The department of Heritage no longer requires municipalities to confirm municipal support by year end. Council will now be able to consider requests within the context of the budget process and review allocations earlier in the new year.

Grant applications, policy, guidelines and reporting documentation can be found on the City website. The grant program is showcased in the online, web application and print versions of the City Vibe which is made available throughout the year. Moving forward the City will continue to enhance content available on the City website and through City social media. Three to four weeks prior to the Festival Investment Grant deadline reminders are sent to previous recipients outlining the timeline for reporting. Final reporting must be received before the annual application deadline of October 31<sup>st</sup> in order to be considered.

Tourism Victoria and the Greater Victoria Harbour Authority support a variety of festivals and special events with both cash and in-kind grants. Prior to final Festival Investment Grant review and recommendations, Culture staff liaise with Tourism Victoria and Greater Victoria Harbour Authority representatives to gain a better understanding of total funds and services requested and supported in Victoria.

## ISSUES & ANALYSIS

Festival organizers are increasingly faced with funding and sponsorship challenges. Reductions in corporate sponsorship, decreases in provincial gaming grants and increased production costs

make it difficult for organizers to successfully sustain and grow events.

Event organizers leverage their municipal support through provincial and federal funding bodies and secure credibility with corporate and community sponsors.

Last year, the City of Victoria awarded \$156,000 in grants and \$97,250 in in-kind support to 29 festivals and celebrations. This year there were 29 cash grant requests totalling \$359,795. Of these, six are new applicants indicating both growth and vibrancy in the festival scene. Two applicants do not qualify under the funding guidelines, resulting in recommendations to fund 27 festivals and celebrations for a total of \$156,000 cash and up to \$95,500 in in-kind support. The 27 recommended Festivals and celebrations include:

Seed Festival Grants - new festivals in first five years of operation (7)

- Victoria International Chalk Art Festival
- Victoria Flamenco Festival
- Free B – Film Festival
- Victoria International Kite Festival
- Out Stages
- Persia New Year
- Victoria's Shakespeare By the Sea

Established Festival Grants (17)

- Victoria International Accordion Festival
- Vancouver Island Blues Bash
- Victoria International Buskers Festival
- Victoria Film Festival
- French Fest
- Victoria Fringe Fest
- 153<sup>rd</sup> Victoria Highland Games and Celtic Festival/Tartan Parade
- Integrate Arts Festival (10th Annual)
- TC Victoria International JazzFest
- Kaleidoscope Theatre's Family Theatre Festival
- One Wave Festival (9<sup>th</sup> Annual)
- Pacific Baroque Festival
- Victoria Pride Week
- ROMP in the Square
- Victoria's 17<sup>th</sup> Annual Ska Fest
- SKAMpede
- Uno Fest

Signature Festival Grants (3)

- TD Art Gallery Paint-In, 29<sup>th</sup> Annual
- Island Farms Victoria Day Parade/Island Farms Santa Parade
- Victoria Symphony in the Summer

Two applications did not meet the criteria for FIG support:

- Oaklands Spring Festival - Oaklands Community Association
- Yalda - The Longest Night of the Year - Victoria Iranian-Persian Cultural Society

With many requests for funds, staff recommendations consider evaluation criteria and support for as many eligible events as possible. Four new applicants for 2016 are recommended for support including:

- Integrate Arts Festival (10th Annual) - Integrate Art Society
- Victoria International Kite Festival - Victoria International Kite Festival Society
- One Wave Festival (9th) - Pacific Peoples' Partnership
- Persia New Year - Victoria Iranian-Persian Cultural Society

Two previous applicants missed the application deadline and have made requests to submit applications after the deadline:

- Victoria Dragon Boat
- Victoria India MELA

Four other 2015 recipient festivals did not apply for 2016:

- First Peoples Festival
- Creatively United for the Planet
- Interplay
- Puppets for Peace

## OPTIONS & IMPACTS

### Option 1 (Recommended)

That Council approve the Festival Investment Grant allocations as recommended in Appendix 1 and 2 for total cash grants of \$156,000 and in-kind grants of up to \$95,500 .

### Option 2

Council directs staff to revise the recommendations in Appendix 1 & 2 and bring back new recommendations for Council's consideration at a later date. Delaying or denying some or all of the recommended allocations may prevent applicants from leveraging grant funding from senior levels of government.

### *Impacts to 2015 – 2018 Financial Plan*

The Festival Investment Grant budget has remained unchanged since 2008. Council may wish to consider expanding the program in future. The current level of funding has been considered in the budgetary process and is included in the draft 2016-2020 Financial Plan..

### *Official Community Plan Consistency Statement*

*The recommendation aligns with the following objectives in the Official Community Plan:*

#### *Section 14: Economy*

*14 (f) That the function of the Urban Core as the primary regional centre of employment, learning, arts, culture, entertainment, recreation and specialty retail is maintained and enhanced with high quality facilities, services and events*

#### *Section 16: Arts and Culture*



16.6 *Encourage broad access to arts and culture facilities, events and activities for people of all ages, incomes, backgrounds and lifestyles.*

16.7 *Encourage education, training and informal learning opportunities in the arts, design and culture.*

16.19 *Establish and maintain partnerships with professional artists and arts and cultural organizations to program the use of public space.*

16.20 *Continue to permit festivals, celebrations and special events in public spaces, such as streets, parking lots, plazas, civic squares and other open space.*

16.21 *Increase the use of parks for festivals, celebrations and special events*

16.22 *Continue to support and enable local, non-profit groups to host festivals, celebrations and special events through services, incentives and regulations.*

## CONCLUSIONS

The Festival Investment Grant Program assists the creation of a more vibrant downtown through the traditional festival season, enhancing tourism, local business success and the local economy. The program also broadens the festival season to the shoulder months to attract residents and visitors to the downtown year round thereby supporting economic development in traditionally slower economic activity periods.

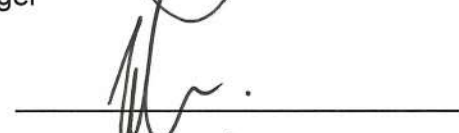
Respectfully submitted,

  
Jeff Day  
Cultural Services Coordinator

  
Jocelyn Jenkyns  
Deputy City Manager

Report accepted and recommended by the City Manager:

Date:

  
Jan. 14, 2016

## List of Attachments

- Appendix 1 – Detailed list of FIG allocations
- Appendix 2 – FIG City service allocation details
- Appendix 3 – 2011 Festival Investment Grant policy and guidelines

	Event Name	Event Dates	Event Description	2015 Grant	2015 In-Kind	2016 Grant Request	FIG 2016 Recommend	2016 In-Kind Recommend	Proposed Event Budget	Rationale
1	Victoria International Accordion Festival - The BC Accordion Society	July 26-31	The 10th Victoria International Festival, attracting accordion lovers from all over the world is the perfect event for the BC Day weekend. Presenting some of the best soloists, groups and larger orchestras, from six continents culminating in a free day of concerts, workshops, accordion parade and competitions.	\$ 1,500.00	\$ 1,000.00	\$ 10,000.00	\$ 3,000.00	\$ 1,000.00	\$ 100,000.00	Leap in scope (84k). Audience increasing from a reported 10,000 to 20,000. Narrow focus very little earned sponsorship revenue (6%). Organizational effectiveness needs improvement.
2	Vancouver Island Blues Bash - Victoria Jazz Society	Sept 3-5	16 blues and roots performances over labour day weekend at Ships Point.	\$ 6,000.00	\$ 3,500.00	\$ 12,000.00	\$ 7,000.00	\$ 3,500.00	\$ 179,850.00	Provides animation to inner harbour over labour day weekend. High % of out of town visitors (18%) Complements the Classic Boat Festival
3	Victoria International Buskers Festival - Victoria International Buskers Festival Society	July 15-24	Over 400 performances by more than 40 performers from around the world to perform on stages through the inner harbour. Features musicians, acrobatic acts, mimes etc. Abandoning Gov't St venues citing lack of support from City, DVBA and merchants	\$ 9,000.00	\$ 1,500.00	\$ 20,000.00	\$ 9,000.00	\$ 10,000.00	\$ 283,078.00	Free outdoor festival bring vibrancy and colour to downtown streets. Economic impact - many out of town performers. Very popular with tourists and locals
4	Victoria International Chalk Art Festival - Victoria International Chalk Art Society	Sept 9-11	Chalk artists creating large pavement works around the Inner Harbour. Local artists, First Nations artists, professional international artists and children. Art work will be complimented by music, children's entertainment and vendors. Abandoning Gov't St venues citing lack of support from City, DVBA and merchants	\$ 2,000.00	\$ 2,500.00	\$ 6,500.00	\$ 2,000.00	\$ 2,500.00	\$ 97,100.00	Similar scope but focused on Inner Harbour. Small deficit. RBCM venue will not be utilized in 2016. Last year's 82k budget resulted in less than 51k spending. 3k increase proposed for staff in 2016 (including ED) - propose increased spending for artists.
5	Victoria Film Festival - Victoria Independent Film and Video Festival	Feb 5-14	Celebrates independent film through screening more than 150 films and educates the public to further their participation in media arts. Shares the art, lifestyles, philosophies and innovative ideas from across Canada and around the world with visiting and local audiences.	\$ 6,000.00	\$ 1,000.00	\$ 10,000.00	\$ 7,000.00	\$ 1,500.00	\$ 853,575.00	Popular shoulder season event. Significant economic impact for downtown hotels and restaurants. High quality programming and presentation. Limited free content is barrier to participation. Converge event on Broad St returns on Feb 12
6	Victoria Flamenco Festival - Flamenco de la Isla Society	Aug. 8-14	Week long free festival with an artist market and main stage cultural presentations, education, dancers, guitarists, singers, percussionists, international performers, workshops and food.	\$ 3,500.00	\$ 2,000.00	\$ 6,900.00	\$ 5,000.00	\$ 1,000.00	\$ 38,940.00	Fourth year for this new music & dance festival in Victoria from an established society, high quality performances & solid organizational effectiveness. 2016 will see more investment in production and event staff, artist fees and their associated travel costs



Investment #	Event Name	Event Dates	Event Description	2015 Grant	2015 In-Kind	2016 Grant Request	FIG 2016 Recommend	2016 In-Kind Recommend	Proposed Event Budget	Rationale
9	Free - B Film Festival - Victoria Independent Film & Video Festival	Aug 5, 6, 13, 14, 19, 20, 26, 27	The Free- B Film festival screens films on Fridays and Saturdays in August as a free community outreach summer supplement to VFF's main festival. Films are aimed at a general audience and have a broad demographic appeal held outdoors at BHP and the Legislature	\$ 5,000.00	\$ 2,000.00	\$ 7,500.00	\$ 5,000.00	\$ 2,000.00	\$ 30,100.00	Very popular family friendly free program. Older feature films with broad appeal in public space. Nightly audiences up to 2000+ Partnership with Francophone Affairs to bring a Quebec film.
10	French Fest - La Societe francophone de Victoria (SFV)	May 26-29	4 day festival celebrating French culture (includes school day programs, art exhibitions, workshops, networking and partnership opportunities, live music and traditional food.)	\$ 4,000.00	\$ 2,500.00	\$ 10,000.00	\$ 6,000.00	\$ 3,000.00	\$ 140,350.00	Only French festival in the region. Used to animate CSQ in the shoulder season but is moving into May hoping people will stay longer and avoid costly weather complications
9	Victoria Fringe Fest - FringeKids Fest and Fringe Square - Intrepid Theatre Company Society	Aug 24 - Sep 4	In partnership with other arts organizations(past partners include Romp, Rifflandia, GottaGettaGimmick and ICA/Luminara), pre-Fringe kick-off events in Centennial/"Fringe" Square, to promote the festival, welcome touring artists, commission new works and animate our downtown festival site. FringeKids Fest will continue to attract families to a day of free kid-friendly art and activities in Market Square, will continue to feature a special program of theatre created for children 12 and under	\$ 8,600.00	\$ 1,500.00	\$ 13,600.00	\$ 9,000.00	\$ 1,500.00	\$ 537,500.00	30th anniversary this year. Strong economic activity proposing 537k in direct spending, 15% out of town visitors, high level of artistic merit, community impact and organizational effectiveness. Loss of St Andrew's School venue will result in enhanced outdoor offering returning to a single evening street closure to complement "Fringe Square"
10	153rd Victoria Highland Games & Celtic Festival/Tartan Parade - Victoria Highland Games Association	May 14, 21, 22, 23	4 day event in Topaz Park celebrating Celtic traditions and culture (including piping, highland dancing, Heavy Event Challenge, historical demonstrations and children's activities),Free pre-event components include Tartan Parade and Tartan Day celebration in Market Square. Holiday Monday programming to be offered again this year.	\$ 6,000.00	\$ 2,000.00	\$ 7,500.00	\$ 7,000.00	\$ 2,000.00	\$ 461,500.00	Victoria's longest running event! Ticketed event with free under 12 - Free Tartan Parade and Tartan Day celebration. Significant economic impact for hotel stays - estimated \$2,000,000 economic impact. Volunteer run event
11	Integrate Arts Festival (10th Annual) - Integrate Art Society	August 26-28	Three days, opening reception with musical/performing arts, art crawl between downtown galleries, bike tour and outdoor performances in Market Square.			\$ 3,500.00	\$ 2,500.00	\$ -	\$ 14,400.00	Small festival with solid artistic merit, organizational effectiveness and community building.
12	TD Victoria International JazzFest - Victoria Jazz Society	June 24 - July 3	Presenting 80 individual jazz, blues and world music performances on multiple indoor and outdoor venues over a 10 day period, free concerts in Centennial Square.	\$ 11,000.00	\$ 10,000.00	\$ 25,000.00	\$ 12,000.00	\$ 10,000.00	\$ 1,049,700.00	No major changes. Ten days animation - economic impact for downtown.

Event #	Event Name	Event Dates	Event Description	2015 Grant	2015 In-Kind	2016 Grant Request	FIG 2016 Recommend	2016 In-Kind Recommend	Proposed Event Budget	Rationale
3	Kaleidoscope Theatre's Family Theatre Festival - Kaleidoscope Theatre Productions Society	28-May-29	Family Theatre Festival is family friendly all-ages festival of plays designed to introduce children to the magic of live theatre in an affordable and interactive manner. An outdoor component will be introduced (Beacon Hill Park is proposed)	\$ 4,000.00	\$ 1,500.00	\$ 5,000.00	\$ 4,500.00	\$ 1,500.00	\$ 22,000.00	New leadership - this established arts organization changed from an arts series to new Family Arts Festival. Roughly 50% free content. Proposing BHP as venue for free content shows and as a result will have difficulty finding corporate sponsorship.
4	Victoria International Kite Festival - Victoria International Kite Festival Society	May 27-29	Festival opens with "Kites with Lights" where international flyers light up the night sky. The main program includes children's kite making, general public flying, demonstrations by local and international kite flyers, food and non-food vendors, along with musical and theatrical entertainment.			\$ 3,000.00	\$ 3,000.00	\$ 1,000.00	\$ 61,080.00	Ancient art form rooted in eastern cultures, kite design, making and choreography during aerial performance encourages community participation. Family friendly free spectacle.
5	Oaklands Spring Festival - Oaklands Community Association	15-May-15	To celebrate, promote and educate the community in local food systems, food security and sustainability.			\$ 1,100.00	\$ -		\$ 5,869.00	Not predominantly arts and culture focused and is an activity already funded through neighbourhood grant program. According to the FIG policy, applications are considered ineligible if they relate to activities already funded through other City programs.
16	One Wave Festival (9th) - Pacific Peoples' Partnership	Sept 17 -18	Free outdoor Arts & Culture Festival that celebrates the Pacific community and inspires action on Pacific issues. Features a multi-disciplinary and multi-cultural showcase of Indigenous, Pacific and social and environmentally engaged artists and not-for-profits.			\$ 4,650.00	\$ 3,000.00	\$ 1,000.00	\$ 20,080.00	Prominently features arts and culture content. Free to attend interactive festival animates Centennial Square for two days in late September. Special efforts are made to ensure indigenous and youth representation drawing attention to pacific and climate issues.
	Out Stages - Intrepid Theatre Company Society	21-26, July 10	OUTstages is a celebration of theatre and queer culture featuring a public all-ages event in conjunction with Pride parade, followed by four days of performances, celebrations, cabarets, and artists encounters from and for the queer community, featuring artist from Victoria and across Canada.	\$ 2,000.00		\$ 4,000.00	\$ 3,000.00	\$ -	\$ 97,500.00	Victoria's only Queer theatre festival bookending Pride. Largely indoor - it is difficult to mount quality outdoor theatre. Pride Playground component features costumed artists / performers guiding Pride-sters of all ages in creating their own costumes, masks and make-up to then bring these characters to life in walking the parade similar to Fringe Kids. No Market Square component this year.



#	Event Name	Event Dates	Event Description	2015 Grant	2015 In-Kind	2016 Grant Request	FIG 2016 Recommend	2016 In-Kind Recommend	Proposed Event Budget	Rationale
18	Pacific Baroque Festival - Victoria Conservatory of Music	Previews outside Victoria Jan 28-30 and Feb 4-7 in Victoria	Winter season festival presents performances over 4 days on period instruments which reflect how music would have been performed while the composer was alive. 300th anniversary of the Conservatory. Program will feature the works of German composers before Bach.	\$ 2,000.00		\$ 6,000.00	\$ 3,000.00	\$ -	\$ 89,300.00	Strong artistic merit and organizational effectiveness for off season event in downtown core. Provides education opportunities relating to Baroque music, limited free program
19	TD Art Gallery Paint-In - 29th Annual - Art Gallery of Greater Victoria	July 16	Free signature event - Largest visual arts festival on the Island. 160+ artists line Moss St. who discuss, demonstrate, and invite participation with the public. Art Gallery open with a food and beverage garden and musical performances.	\$ 7,500.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 121,784.00	Solid artistic merit, organizational effectiveness and community impact.
20	Persia New Year - Victoria Iranian-Persian Cultural Society	26-Mar	Persian new year celebration including handcraft display, special sweets offering with tea and coffee, live music and dance and cultural story telling.			\$ 1,412.00	\$ 900.00	\$ 1,000.00	\$ 5,650.00	Similar event two years ago. This initiative by the local Iranian community will need to be evaluated post event to determine fit for the FIG program. Could be a fit for the our existing Centennial Square program in future if not a fit for FIG.
21	Victoria Pride Week - Victoria Pride Society	July 1-10 (parade on 10th)	Week long festival creating awareness and education on GLTB rights culminating with Pride Parade and celebration at MacDonald Park	\$ 3,000.00	\$ 5,000.00	\$ 15,000.00	\$ 6,000.00	\$ 6,000.00	\$ 96,000.00	Solid community and economic impact. The Parade grows each year and now requires substantially more City resources to maintain a safe route. Poorly presented grant application - lacks detail.
22	ROMP In the Square (The 18th ROMP! Festival of Independent Dance) - Suddenly Dance Theatre Society	July 8-17	Only independent dance festival: live performance from emerging and established dance artists, art exhibitions and film focused on the dance medium. Proposed new additional free programming to be offered in Beacon Hill Park. 75% of this festival is free of charge to the public.	\$ 5,000.00	\$ 2,000.00	\$ 10,000.00	\$ 6,000.00	\$ 2,000.00	\$ 99,000.00	Off season event in downtown core, 5 days of outdoor free performances Urban spectacle (roughly 75% of programme is free) An increase in 2015 ticketed performances indoors. No longer partnered with Intrepid or with Kaleidoscope. Increased event budget by 20k

	Event Name	Event Dates	Event Description	2015 Grant	2015 In-Kind	2016 Grant Request	FIG 2016 Recommend	2016 In-Kind Recommend	Proposed Event Budget	Rationale
23	Island Farms Victoria Day Parade/Island Farms Santa Parade - Greater Victoria Festival Society	May 18 / Nov. 28	Seasonal parades along Douglas St and Government St.	\$ 14,400.00	\$ 22,000.00	\$ 19,200.00	\$ 12,600.00	\$ 20,000.00	\$ 89,000.00	Popular downtown parades. Combined grant of 9k cash and up to \$3597 City contribution towards insurance costs (council motion to decrease insurance assistance annually). 2015 FIG in-kind amounted to \$17,657 (plus Policing covered by Police Board)
24	Victoria's Shakespeare By The Sea - Vancouver Island Shakespeare Arts Society	Tentatively July 2-Aug 2	A Shakespeare drama festival with a free youth school, invited performance artists in drama, music, painting and dance running for 5 weeks.	\$ 2,500.00	\$ 500.00	\$ 7,000.00	\$ 3,000.00	\$ 500.00	\$ 32,000.00	5th season, 5 week run. 2015 spent and earned 20k. 2015 anticipates 10k budget growth to raise production values, rates for actors / crew etc. Will attempt to mount two productions at 2 separate venues - Clover Point and Ogden Point
25	Victoria's 17th Annual SKA Festival - Victoria BC Ska Society	June 22-26	Multi-day cultural music festival that celebrates ska music. Longest and largest running event of its kind in North America with free and ticketed concerts, workshops and art galas.	\$ 7,000.00	\$ 1,000.00	\$ 10,000.00	\$ 8,000.00	\$ 5,000.00	\$ 389,159.00	Date shift into Late June to avoid conflict with other major festivals. No other major change this year. Appeals and serves a younger demographic. Large free components. Half of the budget goes directly to artists.
26	SKAMpede - Theatre Skam Association	July 8-10	Audiences on bicycles travel in small groups to ticketed theatrical performances along the Galloping Goose. Hub at Cecilia Ravine Park is a free interactive site with live music, bike decorating and food market. 12 & under free.	\$ 3,500.00	\$ 500.00	\$ 20,000.00	\$ 4,500.00	\$ 500.00	\$ 94,505.00	New brand and a new hub venue for 2016. Relocate the HUB to Harbour Rd, increased hours of free content and include live music. Reduced ticket prices \$10 and free to those under 16. High quality programming (also receives Canada Council grant).
27	Victoria Symphony in the Summer - Victoria Symphony Society	July 18-31	13 free Symphony concerts will be performed throughout the region leading up to the Symphony Splash on the August long weekend in the Inner Harbour.	\$ 11,500.00	\$ 10,500.00	\$ 25,000.00	\$ 12,000.00	\$ 11,000.00	\$ 488,607.00	Marquee signature City event, significant free program with many free performances leading up to Splash. Free family fun zone. Economic impact and tourism spectacle.
28	Uno Fest (18th Annual) - Intrepid Theatre Company Society	May 18-29	Canada's only international festival devoted to outstanding one-person theatre. Longest running festival of its kind anywhere and only ongoing festival of its kind in Canada.	\$ 4,000.00	\$ -	\$ 7,000.00	\$ 4,000.00	\$ -	\$ 173,200.00	Late night activity downtown, impact on downtown restaurants and cafes. Prolific media. Administratively heavy for primarily indoor ticketed event during high season, reduced support 2014 accordingly

	Event Name	Event Dates	Event Description	2015 Grant	2015 In-Kind	2016 Grant Request	FIG 2016 Recommend	2016 In-Kind Recommend	Proposed Event Budget	Rationale
	Yalda - The Longest Night of the Year - Victoria Iranian Persian Cultural Society	20-Dec	Cultural ceremony that celebrates the longest day of the year. Activities include poetry reading, music, dancing and refreshments.			\$ 843.00			\$ 3,370.00	Does not meet FIG criteria. Ticketed event with no free content. No venue identified. Very little information provided.
			<b>TOTAL</b>			\$ 279,705.00	\$ 156,000.00	\$ 95,500.00	\$ 5,674,197.00	
			<b>TOTAL (excluding ineligible festivals)</b>			\$ 277,762.00	\$ 156,000.00	\$ 95,500.00	\$ 5,664,940.00	



# Appendix 2

#	Event Name	2015 In-Kind	2016 In-Kind Recommend	In-Kind Detail
1	Victoria International Accordion Festival - The BC Accordion Society	\$ 1,000.00	\$ 1,000.00	CSQ rental, sound operator and equipment, festival equipment labour, police officers & traffic control equipment (if parade approved for streets), street occupancy
2	Vancouver Island Blues Bash - Victoria Jazz Society	\$ 3,500.00	\$ 3,500.00	Festival equipment labour, sign shop, traffic control equip, street occupancy, Ship Pt Rental (lost revenue)
3	Victoria International Buskers Festival - Victoria International Buskers Festival Society	\$ 1,500.00	\$ 10,000.00	Ships Pt rental (\$7,700 lost revenue over projected 11 days use), sidewalk and street occupancy, parking, noise bylaw exemptions, festival equip labour (\$1800)
4	Victoria International Chalk Art Festival - Victoria International Chalk Art Society	\$ 2,500.00	\$ 2,500.00	Ship Pt rental (approximately \$2000 of lost revenue over projected 2-3 days of use), festival equipment labour, traffic control equipment, signage
5	Victoria Film Festival - Victoria Independent Film and Video Festival	\$ 1,000.00	\$ 1,500.00	Street occupancy and lost parking revenue at parkade (10 spaces) and Broad St (\$600)
6	Victoria Flamenco Festival - Flamenco de la Isla Society	\$ 2,000.00	\$ 1,000.00	CSQ fees, security, sound operator and equipment labour



#	Event Name	2015 In-Kind	2016 In-Kind	In-Kind Detail
			Recommend	
8	Free - B Film Festival - Victoria Independent Film & Video Festival	\$ 2,000.00	\$ 2,000.00	Waive fees for public space and related city services including sound and some security
9	French Fest - La Societe francophone de Victoria (SFV)	\$ 2,500.00	\$ 3,000.00	Electrical tie-in, garbage P/U, sound operator and equipment, CSQ rental, festival equipment labour and parking
9	Victoria Fringe Fest - Fringekids Fest and Fringe Square - Intrepid Theatre Company Society	\$ 1,500.00	\$ 1,500.00	Public space fees, sound operator and equipment, parking, festival equipment and labour
10	153rd Victoria Highland Games & Celtic Festival/Tartan Parade - Victoria Highland Games Association	\$ 2,000.00	\$ 2,000.00	Park fees and related City services and festival equipment labour
11	Integrate Arts Festival (10th Annual) - Integrate Art Society		\$ -	
12	TD Victoria International JazzFest - Victoria Jazz Society	\$ 10,000.00	\$ 10,000.00	Spirit Stage Enhancement, Electrical Set-up, Sound Operator, CSQ Rental, Garbage Pick up and Security (overnight equipment), Street Parking Hoods, Festival Equipment Labour

Festival Investment Grant 2016 Allocations	#	Event Name	2015 In-Kind	2016 In-Kind	In-Kind Detail
				Recommend	
1		Kaleidoscope Theatre's Family Theatre Festival - Kaleidoscope Theatre Productions Society	\$ 1,500.00	\$ 1,500.00	Festival equipment labour, City of Victoria City services, venue fees charges and required parking
14		Victoria International Kite Festival - Victoria International Kite Festival Society		\$ 1,000.00	Festival equipment labour, City of Victoria City services, venue fees charges and required parking
15		Oaklands Spring Festival - Oaklands Community Association			
16		One Wave Festival (9th) - Pacific Peoples' Partnership		\$ 1,000.00	Festival equipment labour, City of Victoria City services, venue fees charges and required parking (3 hoods)
17		Out Stages - Intrepid Theatre Company Society		\$ -	

#	Event Name	2015 In-Kind	2016 In-Kind Recommend	In-Kind Detail
18	Pacific Baroque Festival - Victoria Conservatory of Music		\$ -	
19	TD Art Gallery Paint-In - 29th Annual - Art Gallery of Greater Victoria	\$ 8,000.00	\$ 8,000.00	Police Officers, traffic control equipment, signage, bylaw
20	Persia New Year - Victoria Iranian-Persian Cultural Society		\$ 1,000.00	Centennial Square venue fees and services (3 parking hoods)
21	Victoria Pride Week - Victoria Pride Society	\$ 5,000.00	\$ 6,000.00	Festival labour, police officers, traffic control equipment and related City services, street occupancy, City venue fees
22	ROMP In the Square (The 18th ROMP! Festival of Independent Dance) - Suddenly Dance Theatre Society	\$ 2,000.00	\$ 2,000.00	Sound operator and equipment labour, CSQ rental and security, City outdoor venue and parking fees and associated City Services

#	Event Name	2015 In-Kind	2016 In-Kind Recommend	In-Kind Detail
23	Island Farms Victoria Day Parade/Island Farms Santa Parade - Greater Victoria Festival Society	\$ 22,000.00	\$ 20,000.00	Police officers, traffic control equipment, street occupancy, City services, partial insurance and required parking to ensure a safe route. Without policing, 2015 in-kind amounted to \$17,657 and lost parking revenue for Santa Parade amounting to \$1080
24	Victoria's Shakespeare By The Sea - Vancouver Island Shakespeare Association	\$ 500.00	\$ 500.00	City venue fees and related City services
25	Victoria's 17th Annual SKA Festival - Victoria BC Ska Society	\$ 1,000.00	\$ 5,000.00	Festival equipment labour, site fees and services, 6 days of lost parking revenue at Ship Point (\$4200)
26	SKAMpede - Theatre Skam Association	\$ 500.00	\$ 500.00	Festival equipment labour and related City fees and services
27	Victoria Symphony in the Summer - Victoria Symphony Society	\$ 10,500.00	\$ 11,000.00	Police officers, traffic control equipment, street cleaning, sign shop, street occupancy, parking
28	Uno Fest (18th Annual) - Intrepid Theatre Company Society	\$ -	\$ -	

Appendix 2

Festival Investment Grant 2016 Allocations --J. Jenkyns, Dep...	Event Name	2015 In-Kind	2016 In-Kind Recommend	In-Kind Detail
	Yalda - The Longest Night of the Year - Victoria Iranian-Persian Cultural Society			
			\$ 95,500.00	
			\$ 95,500.00	





City of Victoria

Festival Investment Grant

GRANT POLICY &amp; GUIDELINES

Revised October 2011

## PURPOSE

The purpose of the grant program is to provide cash and city services support for the specific costs associated with the presentation of festivals and celebrations in the City of Victoria.

The City of Victoria recognizes that local, regional, national and international events of all types have an important role to play in contributing to improved quality of life of Victoria residents. Community-based festivals and celebration reflect the vibrant, distinct and diverse character of Victoria and its residents. Events offer opportunities to create economic, social, health and community benefits. The Festival Investment Grant program is designed to provide support to organizations producing festivals and celebrations that will deliver significant economic impact, vitality and vibrancy within the City of Victoria, particularly the downtown core.

The program is comprised of four funding streams. Please contact the City grant administrator for more information regarding the appropriate funding stream.

### Community Celebration Grants

The purpose of this funding stream is to assist community celebrations with the production of one-day celebratory events within the City of Victoria. These events are often run and organized by volunteer non-profit boards and involve a broad base of support from the local community.

### New Festival Grants

The purpose of the New Festival Grant stream is to provide support to new events in their first year and stability through the developmental years 2 – 5. The applications for this grant program are required to provide evidence of sponsors, audience identification, a marketing plan and a detailed budget. Applicants are required to identify the target market for the new festival, articulate the expected positive impacts and describe how it fits with the objectives for funding under the program.

### Established Festival Grants

The purpose is to provide financial assistance to established festivals to produce a multi-day event in the City of Victoria. Applicants must have a demonstrated consistent track record of achievement for a successive five year period. Managing organizations must have a solid organizational structure, long-term financial stability and an artistically produced program.

### Signature Festival Grants

The purpose of the Signature event program is to showcase the City as a great place to live, work, play, and do business. The term "signature event" is used to describe an organized note-worthy event designed for a definite purpose or occasion that is free and open to the general public, and which generates 15,000 + visitors each day. Festivals and events that create jobs, attract tourists, stimulate local economies and provide entertaining activities for citizens across the Capital region would be suitable applicants in this funding stream.

## ELIGIBILITY CRITERIA

The City of Victoria receives many requests for funding therefore allocation of funding is competitive. To be eligible:

**FESTIVALS** must meet the Festival definition:

*A series of theme related events, predominately arts and cultural in nature, held annually for two or more consecutive days, possessing city-wide and regional appeal and produced by a registered non-profit society.*

**CELEBRATIONS** must fit the definition of a celebration:



*An arts and cultural event, organized for the purpose of building and celebrating a sense of community in response to a desire that is best addressed through celebration. These events are sponsored and organized by a registered non-profit society and possess city wide appeal.*

Festivals and Celebrations must also:

- Occur primarily outside in a public space within the boundaries of the City of Victoria. Indoor events that occur between November 1 - March 31 will be considered.
- The applicant organization must be a not-for-profit society in good standing with the Registrar of Companies.
- Offer a unique experience not duplicated by other organizations and their activities.
- Be supported by budgets which are distinct from regular operating budgets of lead organizations.
- Prominently feature art, cultural and/or heritage content.
- Be free admission events or events with a free component open to the public.
- Have followed the application process guidelines and met the required timelines.
- The applicants must demonstrate need for financial assistance.
- The proposed budget must demonstrate significant support from other sources other than the City of Victoria.

Applications will be considered **ineligible** if they relate to:

- Events that are commercial in purpose
- Sporting and athletic events and competitions unless there is a demonstrated link to an artistic and/or cultural activity
- An event fundraiser (over and above event costs)
- An event that occurs outside the City of Victoria.
- Retroactive funding
- Capital expenditures
- One time, non-recurring events
- Activities already funded through other City programs
- Organizations in arrears with the City of Victoria
- Individuals
- Demonstrations, marches, rallies
- Trade shows and trade fairs
- Conferences, workshops, training and professional development
- Block parties, picnics, garden shows, street markets, carnivals

## MAXIMUM GRANT AMOUNT

The City of Victoria will not fund more than 25% of the overall operating costs of the festival or celebration.

## EVALUATION CRITERIA

All Applications will be evaluated on the following assessment criteria:

### a) Artistic Merit (40%)

- Solid vision, direction, goals and objectives that reflect and fulfill the purpose of the event
- Innovative and unique development of program of activities
- Excellence of program of activities – quality/variety/production
- Proven track record in program delivery
- Impact on specific cultural community or artistic discipline
- Does not duplicate and compliments other Festival and Celebration activities
- A priority in the context of the community vision
- Event expansion and improvements and innovation
- Quality, diversity and innovativeness of program

### b) Economic Impact (25%)

- Demonstrates quantifiable economic benefits to the City (dollars spent in the community, staff hired, number of local volunteers, training offered to staff/volunteers, local performer/producers/technicians, etc. engaged, hotel rooms rented, tour packages sold, etc.)
- Extent of Partnership initiatives and efforts to form new alliances
- Extent to which activities are undertaken to attract visitors to the Festival or Celebration

- Extent of destination marketing, including the use of media outlets
- Timing of Event: when the event is held during the calendar year i.e. During off-peak (October to March) or high peak (April - September) periods. Under this criterion, an event staged in a low season is often more attractive than an event staged in a high season.
- Level of event profile and media exposure
- Appropriate audience development, outreach and marketing strategies

**c) Community Impact and Involvement (20%)**

- Extent to which Festival or Celebration contributes to social and cultural development of the City of Victoria
- Demonstrated knowledge and understanding of potential audience and participants
- Extent to which there is opportunity for volunteers to participate in organizing and implementing festival
- Extent to which applicant will ensure an appropriate measure of public access (i.e. free component & ticketed event vs. ticket price), including access by the City's diverse communities and local residents
- Support of Victoria -based performers / producers / technicians / business/ community as applicable to your event
- Extent to which quality of life is enhanced by offering opportunities for City of Victoria residents
- Demonstration of community support for arts, cultural and festival events as measured by volunteer participation, membership, and or audience participation

**d) Organizational Effectiveness and Competence (15%)**

- Solid leadership structure and consistent management in professional, competent manner
- Financial stability and accountability and evidence of effective long-term and short-term planning
- Extent to which applicant's revenues are derived from multiple sources to create a stable funding base
- Demonstrated need for financial assistance from the City of Victoria
- Potential financial impact (i.e. jobs created, spending, number of visitor days created and how this information might be tracked.)
- Evidence of financial stability and accountability
- Evidence of a clear mandate, competent administration and a functional volunteer committee
- Shows a viable plan for ensuring resources are in place to continue the festival or celebration and the potential for long term community benefits.

**APPLICATION PROCESS**

The administration of the Festival Investment Grant Program is managed as per the defined policy through the Recreation & Culture Division of the Parks, Recreation and Culture Department.

The official application form must be used. Forms can be obtained from the City's Recreation & Culture Division office or online through the City's website at [www.victoria.ca](http://www.victoria.ca). Questions should be directed to Nichola Reddington, Community Recreation Coordinator at (250) 361-0357 or [jday@victoria.ca](mailto:jday@victoria.ca).

All application documents should be typed or written on white, letter sized paper (8.5" x 11"). Please do not staple applications or bind them in any way in folders, binders or plastic covers.

Incomplete or late applications will not be considered for funding. No grant application will be considered from organizations that received funding in the past but did not submit a final report.

All applicants are required to submit the required materials to:

Jeff Day  
City of Victoria  
Arts Culture and Events Division  
#1 Centennial Square, Victoria BC, V8W 1P6  
Office Location: 720 Douglas St BC, V8W 3M7  
Phone: (250) 361-0357 Fax: (250) 361-0385 or visit [www.victoria.ca](http://www.victoria.ca)  
Email: [jday@victoria.ca](mailto:jday@victoria.ca)

**Annual Timeline:**

October 31 - Application Deadline  
December to January - Council Approval  
July 1 - Grant Payment (80%),  
Prior to November 1 on receipt of final report - Final Payment (20%)



## **APPROVAL PROCESS**

Each application will be reviewed and assessed by Recreation & Culture Division staff. Following the staff review, the applications along with a report and recommendations is provided to City Council for their consideration and final approval. Applicants will receive a letter detailing Council's decision once it is finalized.

## **CONDITIONS OF ASSISTANCE**

Grant funds must be applied to current expenses associated with the approved project, and not used to subsidize any other project of the applicant, or to reduce or eliminate accumulated deficits. The City must be notified in writing of any significant changes to the funded event scale and or purpose. In the event that the project is not completed, the City of Victoria reserves the right to request the return of the grant.

As a condition of funding, the support of the City of Victoria must be acknowledged on promotional materials related to funded activities, including brochures, print ads, programs, posters, signage and media releases as well as websites, e-newsletters, and social media campaigns. City of Victoria logo files and usage standards will be provided to successful applicants. The City of Victoria reserves the right to an onsite presence, or formal role, at signature events. Failure to acknowledge the City's support may result in the inability of an organization to obtain grant support in future years.

The term of the grant is one year, and previously funded projects must be completed before a new application can be approved. Receipt of a grant does not guarantee funding the following or any subsequent year.

The successful applicant agrees that the City shall not be liable for any incidental, indirect, special or consequential damages, injury or any loss of use, revenue or profit of the Society arising out of or in any way related to the program.

## **REPORTING**

The applicant must submit a final report which includes a brief description of the event; event evaluation; a financial statement of actual revenue and expenses; copies of print material (ads, programs etc.) which acknowledge the financial support from the City; attendance figures; number of participants in the event (volunteers and audience) and a description of the economic impact on the City of Victoria, (number of visitors, room nights, etc.) Report forms will be provided to all successful applicants.



## Purpose

The purpose of this report is to seek Council's approval on the Festival Investment Grants recommendations for 2016



## Overview

Outdoor festivals and celebrations add to the vitality and cultural diversity of the City. The City's annual grant and in-kind support nurtures the development and sustainability of high quality annual festivals and celebrations.



## Leverage



**Event organizers leverage their municipal support through senior government funding bodies and secure credibility with corporate and community sponsors.**

- 17 FIG applications also seeking Canadian Heritage Grants
- FIG funding helps leverage roughly 2 million in cash and in-kind corporate sponsorship





## Policy

All applications were reviewed based on the Council approved 2011 FIG policy which includes:



- program criteria, including a free component
- the artistic and cultural merit of the event
- economic impact
- community support and impact
- organizational effectiveness.



## By the Numbers

- Over the 18 year history of the Festival Investment Program, the City has invested more than \$2.2m cash and allocated 1.6m in-kind support to Victoria festivals and celebrations.





## By the Numbers

- 29 applications received reflects a total cash request of \$277,762
- FIG funding available remains relatively unchanged since 2008.



## By the Numbers

- Operating budgets total \$5.7 million in direct spending



## By the Numbers

- 3,300 volunteers @ 41,000 hrs. of service



## By the Numbers

- 207 full and part time positions



## By the Numbers

- 728,075 attendees



## By the Numbers

- The recommended cash grants reflect just over 2.7 % of the total event operating budgets (more than 5.7 million dollars in combined operating budgets).



## Recommendation

That Council approve the Festival Investment Grant allocations as recommended in Appendix I and 2 for total cash grants of \$156,000 and in-kind grants of up to \$95,500



## Questions?







**Alicia Ferguson**

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**Subject:** RE: Victoria Dragon Boat Festival

Begin forwarded message:

**From:** Jennifer Loo [REDACTED]  
**Date:** January 14, 2016 at 10:33:50 AM PST  
**To:** "Charlayne Thornton-Joe (Councillor)" <[cthorton-joe@victoria.ca](mailto:cthorton-joe@victoria.ca)>  
**Subject:** Victoria Dragon Boat Festival

Hi Charlayne, I would like to apologize and thank you in advance for reviewing this request for the Victoria Dragon Boat Festival.

I am writing on behalf of the Victoria Dragon Boat Festival & Fairway Gorge Paddling Club. I am unsure if you know some of the changes that have happened internally between the festival and the Fairway Gorge Paddling club. The festival has now moved under the management of the paddling club. The team at the paddling club will be producing the Victoria Dragon Boat Festival, for the 2016 festival season, the Fairway Gorge Paddling Club is working diligently to learn and catch up on festival planning, due to the transition from the past festival organizing team to the club team. You may have been informed that the FIG Application was not submitted on time. We are hoping the council would consider accepting the application. We are aware this would be a difficult request to fulfill but do to several unforeseen circumstances the festival over the last couple of years has endured issues and the 2015 season was one of the toughest. The past 20 years the festival has been very diligent with management of their funds and planning, like any private and public organizations the economy has been tough. With the festival handover and some miss information passed to the Fairway Gorge paddling Club team the FIG application was missed. The City Events department did try and contact the office but the office was closed and the information transfer was delayed and the Fairway Gorge Paddling club could not access documents and emails. When the information was received and contact was made the application date had passed. I will be very honest to say this year the Victoria Dragon Boat festival is in very much in need of these funds, we have gone back to the basics for the festival and working on a very small budget. This plead to the council to reallocate funds to the festival is something I hate asking but because of the last couple of years of key issues that's landed the festival to this position which is very disappointing since I personally have been with the festival 17 years working hard to provide community, cultural oriented festival for our city to be proud. The new management team at the paddling club has a daunting task ahead and the loss of the FIG grant from the city and the federal grant has been very stressful issue. This will impact the energy of the event for the upcoming season. If possible like many of our partners if we can work out an opportunity, we would be most grateful for the support. For example if a combination of monetary donation and in kind donation to meet the missing dollars would be most grateful.

We are proud to say the Victoria Dragon Boat festival attracts several thousands of paddlers/families/friends/surrounding communities to the downtown Victoria which brings business to our local retailers/hotels/restaurants. As many of the council members are familiar with our festival and have participated in our cultural events like the Eye dotting and the Awakening of the dragons and the Blessing of the festival, we bring a true

cultural event to the City of Victoria. The history of dragon boat comes from centuries of Chinese history which we are proud to showcase and share with the community and visitors.

I have attached the application for your reference. I truly hope the councillors will accept our desperate request for the application. I hope you could vouch for the festival contribution to the community. Thanks again!

Cheers,

Jennifer Loo

Fairway Market  
Marketing & Development  
Community Relations  
[www.fairwaymarkets.com](http://www.fairwaymarkets.com)

*"Proud to be Local"*



## Governance and Priorities Committee Report

### For the Meeting of January 21, 2016

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**To:** Governance and Priorities Committee      **Date:** January 14, 2016  
**From:** Jocelyn Jenkyns, Deputy City Manager  
**Subject:** Arts and Culture Master Plan Project Plan

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### RECOMMENDATION

That Council approve the Project Plan for the Arts and Culture Master Plan.

### EXECUTIVE SUMMARY

The City of Victoria's Arts and Culture Master Plan project is a year-long process of cultural assessment, research, and community engagement undertaken to chart a course for Victoria's future cultural development. The plan will be a comprehensive, strategic and integrated policy framework to advance key direction in the City's Official Community Plan (OCP) and Strategic Plan towards the goal of a common vision, policy framework and action plan for arts and culture.

The planning process will be divided into three phases with completion in the winter of 2017. A supplementary request of \$116,000 has been included as part of the financial budgeting process.

Phase 1 will involve the mapping and assessment of Victoria's cultural resources building on the mapping completed in 2010 and maintained annually by the community. The Cultural Resource Framework, developed by Statistics Canada, will define the scope of inventory management.

This phase will also include developing and approving the Terms of Reference for the project's Steering Committee and the appointment of its members, issuing a Request for Offers (RFO) to secure a cultural planning consultant, drafting the engagement strategy, and reviewing existing City planning documents and best practices in North America.

Phase 2 will include broad community engagement to inform and guide the development of a Cultural Policy document. The purpose of the policy will be to provide a vision, guiding principles, goals and strategic priorities for the Arts and Cultural Master Plan. The draft Policy will be available for public feedback prior to Council presentation and approval.

Phase 3 will include the development of the City's draft Arts and Culture Master Plan that turns the approved Cultural Policy into action items for implementation based on a five-year period. Each action will align with the broader goal and strategy approved in the Cultural Policy. The public will have an opportunity to review and comment on the draft Plan prior to presentation and approval by Council.



The Arts and Culture Master Plan will be the guiding document to continue to elevate the City as a destination for creativity, innovation and excellence in the arts. The Plan will build on Victoria's current cultural resources, vibrant community, and collaborative community partnerships.

## PURPOSE

The purpose of this report is to seek Council endorsement of the proposed project plan to develop the Arts and Culture Master Plan.

## BACKGROUND

Cultural planning can be defined as a process of inclusive community consultation and decision making that helps local government identify cultural resources and think strategically about how these resources can help a community to achieve its goals. It is a strategic approach that integrates the community's cultural resources into a wide range of municipal planning initiatives to fulfil strategic objectives including social cohesion and economic prosperity.

Cultural planning looks at the benefits these cultural resources could bring to a community if planned for strategically. By looking at the community through a cultural lens it can provide fresh perspective in finding ways to:

- Combat social exclusion
- Provide community-driven design opportunities to develop pride of place and civic identity
- Support community empowerment through involvement and ownership of community initiatives
- Support development of partnerships
- Review, assess and improve current programs and services and develop new initiatives in response to identified community needs
- Improve communication and cooperation among stakeholders
- Integrate culture into a larger policy and planning documents to meet strategic objectives
- Improve visibility of artists, cultural workers and organizations
- Improve access Victoria's to arts community
- Improve cultural facilities
- Review, assess and improve funding models to meet the needs of the community.

There is an increasing awareness worldwide that culture and creativity are necessary for cities to thrive. The role of culture in creating vibrant, vital communities is evident and cultural activities such as public art, festivals, and cultural programs are extremely effective tools for engaging a community and articulating a community's value.

Creativity is also an engine of the new economy. Victoria's creative sector contributes directly and indirectly to the community's prosperity by generating economic activity, providing employment and making the city attractive to today's mobile knowledge and technology workers.

## ISSUES & ANALYSIS

Currently the City does not have a cultural policy framework to guide decision making and set direction for cultural investment in the community. The City has a Special Event Policy (1999) to provide guidelines on special event permitting in public space and an Art in Public Places Policy (2010) for the funding, placement and selection of public art. The Master Plan will address the policy gaps and review current policies, bylaws and guidelines that provide direction arts, culture and event service delivery.

The proposed project plan will guide the preparation and delivery of the plan. It identifies the

overview, deliverables, scope, and timeframe including major milestones and resources. Further detail is included under Section 6.0 Major Deliverables and 7.0 Scope (Appendix 1).

The scope of the Arts and Culture Master Plan does not include library services. In conducting best practise research with other municipal cultural planning documents and considering the current governance model for the Greater Victoria Public Library and the region, staff do not recommend inclusion of a library services review as part of the Master Plan.

## OPTIONS & IMPACTS

The project schedule and resources required to complete the Master Plan are outlined in section 9.0 Budget and 10.0 Staff Resources in the project plan. This project will be completed by the first quarter in 2017 using a combination of existing staff resources and hiring a cultural planning consultant with expertise in cultural mapping, research, assessment and planning to facilitate the completion of the Plan within the timeframe.

The Project Plan recognizes that the proposed budget is to be considered at part of the financial planning process for supplementary budget requests. If the project budget is reduced impacts to the schedule, scope and deliverables will need to be reviewed and brought back to Council for consideration.

Long term budget implications will be identified in the Arts and Culture Master Plan and included as part of the annual financial budgeting process.

The engagement strategy will be developed by the Citizen Engagement and Strategic Planning Department, in consultation with the Steering Committee, and approved by Council prior to engagement with the community. Development and approval of the engagement strategy will commence during the second phase of the project beginning in April 2016.

The City will adhere to the International Association of Public Participation's spectrum of public participation which identifies the level of community involvement in decision-making. The process will focus on the Inform, Consult, Involve and Collaborate levels. The engagement strategy will outline a range of engagement opportunities for public and key stakeholder participation.

### *Strategic Plan 2015-2018*

The City's Strategic Plan identifies the development of an Arts and Culture Master Plan as a 2016 Action which states:

- Develop Arts and Culture Master Plan
- Fund an Economic Impact Study linked to an Arts and Culture Master Plan
- Identify scope and develop budget strategy for a new Central Library and for a library branch at Capital Park in James Bay

### *Impacts to 2015 – 2018 Financial Plan*

In addition to staff resources, the total project budget has been estimated at \$116,000 as a supplemental request in 2016. \$76,000 has been allocated to hire a consultant and project expenses for engagement and communication. \$40,000 has been allocated for a contract position to back-fill full time staff responsibilities during the project.

### *Official Community Plan Consistency Statement*



The proposed Arts and Culture Master Plan is consistent with the direction in OCP Chapter 16 Arts and Culture.

16.9 Provide direction for cultural planning through the development and regular update of a Cultural Plan, that:

16.9.1 Establishes a vision and action plan for arts and culture in Victoria;

16.9.2 Seeks opportunities for partnership with the public, private and non-profit sectors;

16.9.3 Maintains, develops and enhances the delivery of City arts and culture programs;

16.9.4 Enhances support to local, non-profit groups engaged in arts or culture programs;

16.9.5 Sets targets for future cultural spaces, including new or upgraded civic, institutional and private facilities; and,

16.9.6 Identifies tools to secure new cultural spaces, including: senior government funding; land donations; developer contributions, private donations; and, changes to regulations.

16.10 Maintain and regularly update an inventory of cultural resources.

## CONCLUSIONS

Victoria is poised to establish itself as a city that embraces and celebrates the past through the celebration and preservation of our history and heritage while being on the leading edge of art, design, culture, emerging creative industries and innovation. The Master Plan can provide momentum for the City to progress forward by leveraging and harnessing our cultural resources to meet civic and community goals.

Respectfully submitted,



Nichola Reddington  
Arts and Culture Coordinator



Jocelyn Jenkyns  
Deputy City Manager

Report accepted and recommended by the City Manager:

Date:

Jan 15, 2016

## List of Attachments

Appendix 1: Project Plan: Arts and Culture Master Plan

# PROJECT PLAN

## Arts and Culture Master Plan

January 21, 2016

**Prepared by:**  
Nichola Reddington  
Arts and Culture Coordinator  
Arts, Culture and Events Office

**Project Sponsor:**  
Jocelyn Jenkyns  
Deputy City Manager

## Project Overview

The purpose of the Arts and Culture Master Plan is to advance key directions in the City's Official Community Plan (OCP) and Strategic Plan towards the goal of a common vision, policy framework and action plan for arts and culture.

The City of Victoria's Arts and Culture Master Plan project is a year-long process of cultural assessment, research, and community engagement undertaken to chart a course for Victoria's future cultural development. The Plan will be a comprehensive, strategic and integrated policy framework to guide and set direction for future decision making.

The Plan will articulate a common vision, goals, recommendations and action plan built on the understanding that in addition to being fundamental to our quality of life, arts and culture are vital to Victoria's expanding economy.

The planning process will be divided into three phases, with completion in the winter of 2017:

- Phase 1: Research and Analysis
- Phase 2: Citizen Engagement
- Phase 3: Plan Development and Adoption

Phase 1 will involve the mapping and assessment of Victoria's cultural resources building on the mapping completed in 2010 and maintained annually by the community. The Cultural Resource Framework, developed by Statistics Canada, will define the scope of inventory management.

This phase will also include developing and approving the Terms of Reference for the project's Steering Committee and the appointment of its members, issuing a Request for Offers (RFO) to secure a cultural planning consultant and reviewing existing City planning documents and best practices in North America.

Phase 2 will include drafting and Council approval of an engagement strategy to inform and guide the development of a Cultural Policy document. The purpose of the policy will be to provide a vision, guiding principles, goals and strategic priorities for the Arts and Cultural Master Plan. The draft Policy will be available for public input prior to Council presentation and approval.

Phase 3 will include the development of the City's draft Arts and Culture Master Plan that turns the approved Cultural Policy into action items for implementation based on a five-year period. Each action will align with the broader goal and strategy approved in the Cultural Policy. The public will have an opportunity to review and comment on the draft Plan prior to presentation and approval by Council.

The City of Victoria's Arts and Culture Master Plan will be the guiding document to continue to elevate the City as a destination for creativity, innovation and excellence in the arts. The Plan will build on Victoria's current cultural resources, vibrant community, and collaborative community partnerships.



## Background

Cultural planning can be defined as a process of inclusive community consultation and decision making that helps local government identify cultural resources and think strategically about how these resources can help a community to achieve its goals. It is a strategic approach that integrates the community's cultural resources into a wide range of municipal planning initiatives to fulfil strategic objectives including social cohesion and economic prosperity.

Cultural planning looks at the benefits these cultural resources could bring to a community if planned for strategically. By looking at the community through a cultural lens it can provide fresh perspective in finding ways to:

- Combat social exclusion
- Provide community-driven design opportunities to develop pride of place and civic identity
- Support community empowerment through involvement and ownership of community initiatives
- Support development of partnerships
- Review, assess and improve current programs and services and develop new initiatives in response to identified community needs
- Improve communication and cooperation among stakeholders
- Integrate culture into a larger policy and planning documents to meet strategic objectives
- Improve visibility of artists, cultural workers and organizations
- Improve access Victoria's to arts community
- Improve cultural facilities
- Review, assess and improve funding models to meet the needs of the community.



### Cultural Resource Framework

Cultural Resource Framework is a consistent set of categories of cultural resources. The foundation is Statistic's Canada Canadian Framework for Cultural Statistics. The framework is a cultural mapping tool to systematically identify, record, classify a community's tangible and intangible cultural resources for assessment and analysis as part of the cultural planning process.



Source: Municipal Cultural Planning: A Toolkit for Ontario Municipalities

Cultural assessment involves quantitative and qualitative analysis of cultural resources, including strengths, weaknesses, opportunities and threats. The assessment helps communities understand the local cultural ecology, identify what is needed to strengthen the management of the resources and how they can be leveraged to address civic priorities, inform decision-making and target investment.

The mapping and assessment of cultural resources is the foundational step in cultural planning and will inform the engagement strategy and policy direction as well as establish benchmarks to assess future growth and change.



Source: Municipal Cultural Planning: A Toolkit for Ontario Municipalities

There is an increasing awareness worldwide that culture and creativity are necessary for cities to thrive. The role of culture in creating vibrant, vital communities is evident and cultural activities such as public art, festivals, and cultural programs are extremely effective tools for engaging a community and articulating a community's value.

Creativity is also an engine of the new economy. Victoria's creative sector contributes directly and indirectly to the community's prosperity by generating economic activity, providing employment and making the city attractive to today's mobile knowledge and technology workers.

Victoria's "culture of creativity" also contributes to its highly praised quality of life by building community spirit, social cohesion, and tolerance. It contributes to neighborhood revitalization, and meaningful experiences for youth.

### **Guiding Principles**

The following principles will guide the cultural planning process:

Active Engagement: To actively engage community stakeholders and City staff across all departments in the planning process by following the Core Values for the Practice of Public Participation.

Responsive: Ensure the Plan is flexible and responsive to changing internal and external factors in the community by building in mechanisms to deal with unforeseen circumstances.

Timely Completion: The development of the Plan is completed within the approved resources, timeline and budget.

Forward Thinking: The City is innovative and forward thinking in its approach.

Integrated Planning: The process is coordinated with other City plans including the Strategic Plan and Neighbourhood Plans.

### **Definitions**

Common definitions are critical for the cultural planning process to define scope and build common understanding among all stakeholders. Definitions in the Official Community Plan will be used in the cultural planning process:

Culture defined as practices and values, heritage and place, the arts, diversity and social history.

Arts include visual media (e.g. painting, print-making, drawing, sculpture, crafts, pottery and ceramics, photography, film and video), theatre, music, song, spoken word, literary arts and dance.

Cultural industries is an umbrella term for areas of creative work and cultural production, such as advertising, architecture and interior design, art and antique markets, artisan crafts, fashion design, industrial design, performing arts, print media and publishing, radio and television and visual media.

Arts and Culture Master Plan: Project Plan



These definitions will be further refined through Phase 1 and 2 in consultation with the Steering Committee and planning consultant and used in community engagement.

## Policy Framework

Currently the City of Victoria does not have a cultural policy framework to guide decision making and set direction for cultural investment in the community. The City has a Special Event Policy (1999) to provide guidelines on special event permitting in public space and an Art in Public Places Policy (2010) for the funding, placement and selection of public art.

The Arts and Culture Master Plan project is guided by the following documents and policies.

### Strategic Plan 2015-2018

The City's Strategic Plan identifies the development of an Arts and Culture Master Plan as a 2016 Action which states:

- Develop Arts and Culture Master Plan
- Fund an Economic Impact Study linked to an Arts and Culture Master Plan
- Identify scope and develop budget strategy for a new Central Library and for a library branch at Capital Park in James Bay

### Official Community Plan

The City's Official Community Plan sets out three broad goals for Victoria arts and culture industry:

- Victoria is a place where artists are able to thrive and where people from all walks of life enjoy formal and informal opportunities to create and enjoy the arts, culture and entertainment activities.
- Victoria's cultural and natural resources are protected and celebrated.
- Lifelong learning opportunities that are culturally appropriate are available for diverse learners of all ages and income levels.

The Official Community Plan references the need for a vision and action plan for arts and culture and to enhance support for local non-profit groups, seek opportunities for partnerships and set targets for future cultural spaces. It also articulates specific direction to complete a Culture Plan including:

- Continue to foster community-led arts and culture programs that engage local residents, organizations and business owners.
- Seek opportunities to partner and collaborate with the Songhees and Esquimalt First Nations on initiatives that acknowledge and celebrate the traditional territory and cultural values of First Peoples.
- Provide direction for cultural planning through the development and regular update of a Cultural Plan, that:
  - Establishes a vision and action plan for arts and culture in Victoria;
  - Seeks opportunities for partnership with the public, private and non-profit sectors;

Arts and Culture Master Plan: Project Plan



- Maintains, develops and enhances the delivery of City arts and culture programs;
- Enhances support to local, non-profit groups engaged in arts or culture programs;
- Sets targets for future cultural spaces, including new or upgraded civic, institutional and private facilities; and,
- Identifies tools to secure new cultural spaces, including: senior government funding; land donations; developer contributions, private donations; and, changes to regulations.

#### Special Event Policy

The Special Event Policy adopted in 1999 provides requirements applicable to the permitting of special events in the City of Victoria and the regulatory guidelines for people involved in organizing and promoting special events as well as to manage and facilitate the use of limited public spaces and resources.

#### Festival Investment Grant Policy

The Festival Investment Grant Policy provides direction, guidelines, a purpose statement and criteria for supporting cash and in-kind support to festivals and celebrations to non-profit organizations.

#### Public Art Policy

In 2010, Victoria City Council approved a new policy to increase funding for art in public spaces and expand opportunities for artists and members of the public to participate in the process. The Art in Public Places Policy was the result of a six-month review of the City's 17 year old public art policy. The Art in Public Places Policy upholds the intentions of the original 1993 document, but reflects more clearly articulated goals, and includes changes in structure, responsibilities and practices. The policy also sets out a new funding formula for public art and ensures ongoing resources for funding through a new Art in Public Places Reserve Fund.

#### Heritage Strategic Plan

Completed in 2002, The Heritage Strategic Plan provides direction for heritage planning and resources. The Official Community Plan and neighbourhood plans also identify historic resources as a community issue in policies for heritage conservation areas, building types and uses, landmarks and features.

#### Neighbourhood Plans

Staff will working closely with the Community Planning Division to integrate the Arts and Culture Master Plan and Neighbourhood Plans. The Master Plan will provide broader citywide policy direction and link specific neighbourhood action items and recommendations for inclusion in the Neighbourhood Plans.

### **Major Deliverables**

The Arts and Culture Master Plan project will provide the following deliverables:

- An inventory of City-owned and community run arts and culture facilities and assets building on the cultural mapping that was completed in 2010. It will use the Cultural Resource Framework to define the scope of inventory management.
- Develop and deliver a public engagement process to facilitate community dialogue, identify issues and opportunities, analyze the impacts of different

Arts and Culture Master Plan: Project Plan

options and seek feedback on the draft Cultural Policy and the draft Arts and Culture Master Plan.

- A Cultural Policy framework to guide future decision making in cultural development including vision statement, guiding principles, goals and strategic priorities.
- An Arts and Culture Master Plan that will include recommendations to implement the goals and strategic priorities, timelines, budget and measurement tools to monitor, assess and evaluate progress including cultural impact and quality of life indicators.
- An Economic Impact Study to analyze and summarize the direct economic impact of Victoria's arts and creative industries.

## Scope

The Arts and Culture Master Plan will be limited in scope and does not include library services for review.

The scope of activities to be addressed in the cultural planning process includes:

- Compiling and reviewing existing policies, plans and previous studies related to arts and culture and draw on this information to inform the engagement strategy and topic themes.
- Identifying and assessing opportunities and gaps for cultural service delivery and articulate the City's role in the delivery of arts and cultural services in the community.
- Assessing and identifying opportunities and gaps in current indoor and outdoor cultural spaces and provide direction on future cultural spaces to be integrated into land use discussions as per direction from the Official Community Plan and Local Area Plans.
- Analyzing and reviewing of current arts and cultural grant programs delivered by the City.
- Reviewing the role of arts and culture in achieving civic goals tied to economic development, placemaking, and community wellness as per direction from the Official Community Plan and Strategic Plan
- Reviewing the role of arts and culture in achieving civic goals tied to animating public space, programming and permitting of civic squares and downtown revitalization as per direction from the Downtown Core Area Plan.
- Review Royal and McPherson operating agreements and reporting structure
- Exploring innovative ways to fund initiatives identified in the Arts and Culture Master Plan.

## Engagement Strategy

The Engagement Strategy will build on previous engagement efforts during the Arts Scan Cultural Mapping project completed in 2010. Engagement activities during the mapping project included online and in person surveys, key stakeholder interviews, community dialogue sessions with First Nations and multicultural groups, and stakeholder focus groups.

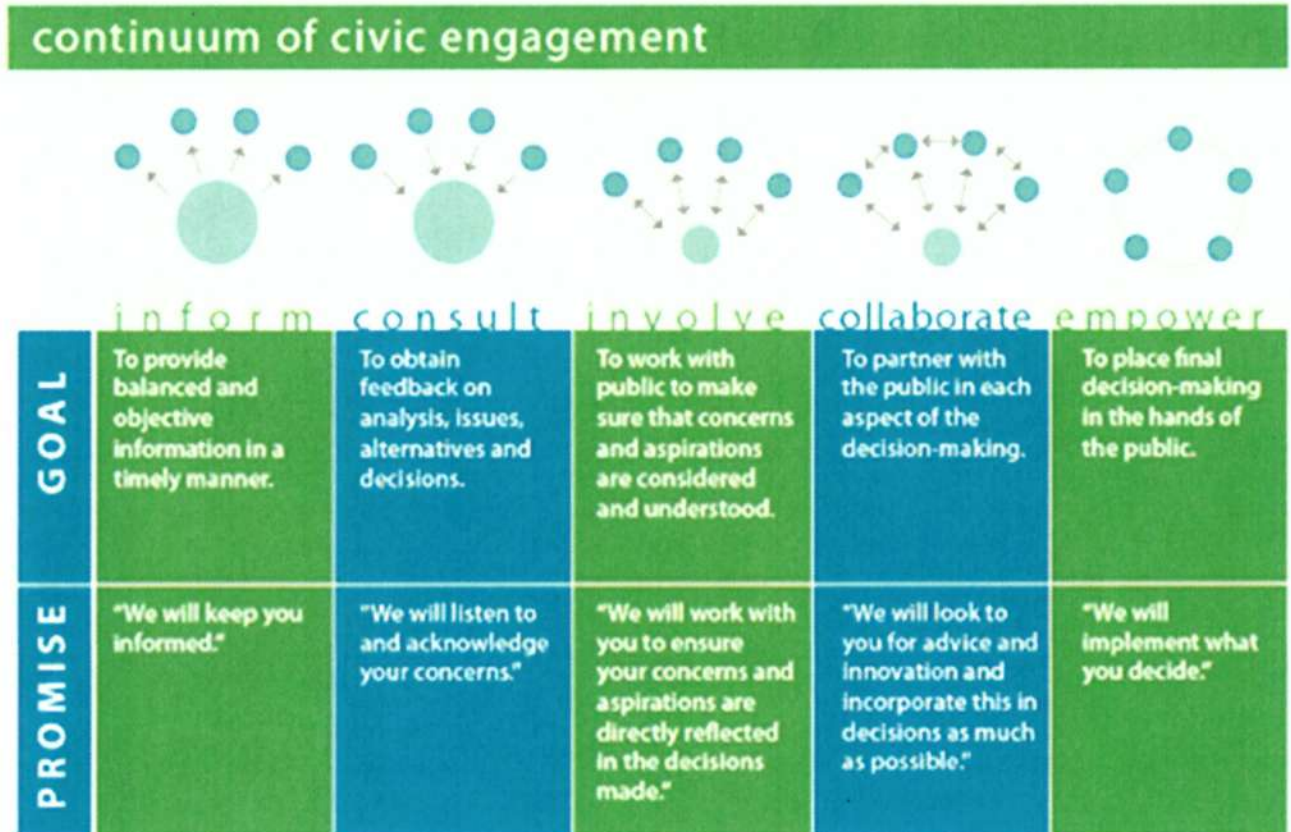
The engagement strategy will outline a range of engagement opportunities for public and key stakeholder participation. The engagement strategy will be developed,

Arts and Culture Master Plan: Project Plan



implemented and evaluated by the Citizen Engagement and Strategic Planning Department in consultation with the Master Plan Steering Committee and the planning consultant during the first phase of the project.

The City will adhere to the International Association of Public Participation's spectrum of public participation which identifies the level of community involvement in decision-making. The process will focus on the Inform, Consult, Involve and Collaborate levels.



Source: IAP2, Auditor General of BC

### Project Schedule

The Arts and Culture Master Plan will be completed by the end of 2016. The project will follow a phased approach where tasks, deliverables and milestones of the later phases will be informed by earlier findings in the process.

Key milestones for the project include:

#### Quarter 1 2016 (January to March)

Terms of Reference: Arts and Culture Master Plan Steering Committee

A terms of reference for the Arts and Culture Master Plan Steering Committee will be drafted and brought to Council in February for consideration and approval. The Steering Committee will participate in the review of the engagement strategy, shaping topic areas

and providing overall guidance, expertise and advice on all phases of the Plans development.

#### Cultural Planning Consultant

Following approval of the Project Plan staff will issue a detailed Request for Offers for a cultural planning consultant. The scope of the contract will include research; analysis and a summary document of cultural data and best practices, an inventory of cultural resources and assessment of resources, developing and reporting the Economic Impact Study, preparation of the draft policy and plan, facilitation and participation in the community engagement process and assistance in preparing communication and presentation materials.

#### Background Research

The cultural planning consultant(s) will work closely with the Steering Committee and staff on gathering research and best practice information to inform the engagement strategy and topic areas for discussion.

### **Quarter 2 2016 (April to June)**

#### Development of an Engagement Strategy

Led by the Citizen Engagement and Strategic Planning staff, an engagement strategy will be developed and brought to Council for approval before engagement begins.

#### Project Initiation

This phase of the project will include creating a communication plan and building awareness about the project publicly. Key messages will be developed for the project and opportunities for engagement will be outlined in the communication plan.

### **Quarter 3 2016 (July – September)**

#### Engagement

Broad community engagement is guided by the International Association of Public Participation's spectrum of public participation.

#### Research Assessment and Analysis

Ongoing research and strategic assessment of cultural resources continues drawing on the expertise and knowledge of the consultant retained to support the planning and engagement process.

#### Cultural Policy Development

Following the first stage of engagement, research and analysis will be completed, policy development will commence and options recommended to Council for approval. The Cultural Policy will articulate a policy statement, purpose, common vision, guiding principles, goals and strategic priorities.

### **Quarter 4 2016 (October - December)**

#### Draft the Plan

Following endorsement of the Cultural Policy, an action plan will be created based on approved goals. The Plan will set out recommendations and actions to achieving the



goals and will include an implementation plan with resource allocation based on a five-year time frame.

#### Engagement – Review Draft Plan

After the plan is drafted the public will have an opportunity to review the draft plan and provide feedback.

#### **Quarter 1 2017 (January - March)**

#### Council Approval and Adoption

The plan will be finalized and presented to the Steering Committee and then presented to City Council for final approval.

#### Implementation

A key component of the Plan will be setting benchmarks and indicators of success. Mechanisms to assess and monitor cultural impacts, including quality of life indicators will be utilized. These monitoring and accountability tools will be in place to keep the plan relevant.

#### **Budget**

In addition to staff resources, the total project budget has been estimated at \$116,000 as a supplemental request in 2016. \$76,000 has been allocated to hire a consultant and project expenses for engagement and communication. \$40,000 has been allocated for a contract position to back-fill full time staff responsibilities during the project.

Consultation	\$40,000.00
Economic Impact Study/Analysis	\$20,000.00
Engagement Implementation:	\$15,000.00
Meeting Expense	\$1,000.00

Contract Cultural Programmer:	\$40,000.00
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Total:	\$116,000.00
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#### **Staff Resources**

This project will be led by the Arts, Culture and Events Office, with the following staff resources:

Project Sponsor: Jocelyn Jenkyns, Deputy City Manager

Project Manager: Nichola Reddington, Arts and Culture Coordinator

An inter-departmental team approach will be taken and will include representatives from the Community Planning Division, Parks, Recreation and Facilities, Citizen Engagement and Strategic Planning, with support from Finance, Legal Services and Legislative and Regulatory Service as needed.

The cross departmental staff team will support the Plan's development by sharing expertise and ensuring an open stream of information among departments. The timing and level of involvement of individual members will vary based on the topic area and

Arts and Culture Master Plan: Project Plan

phase. Staff will advise on the feasibility of potential policy and implementation actions, identify issues, opportunities and work engagement events.

The Engagement Strategy will be developed, led and delivered by the Citizen Engagement and Strategic Planning Department and will require investment of staff resources to complete the Plan.

Stakeholder groups and individuals, including amateur and professional arts organizations, individual artists, community and neighbourhood associations, business and tourism representatives, creative industry sector and educational institutions will have opportunities to contribute in the same way as the broader community, but also be the subject of focused consultation with respect to their particular areas of expertise and interest. All citizens are invited to participate in the planning process through generating and commenting on policy ideas, concepts and recommendations.





### Purpose



The purpose of this report is to seek Council endorsement of the proposed Project Plan to develop the Arts and Culture Master Plan.





## Project Overview



Process of cultural assessment, research, and community engagement undertaken to chart a course for Victoria's future cultural development.



## Official Community Plan and Strategic Plan



Create a common vision, policy framework and action plan for arts and culture.



## Cultural Planning Definition

Cultural planning is a process of inclusive community consultation and decision making that helps local government identify cultural resources and think strategically about how these resources can help a community to achieve its goals.



## Project Overview

The planning process will be divided into three phrases, with completion in the winter of 2017:

Phase 1: Research and Analysis

Phase 2: Citizen Engagement

Phase 3: Plan Development and Adoption



## Project Deliverables

- An inventory of cultural resources
- Develop and deliver a public engagement process to facilitate community dialogue, identify issues and opportunities, analyze the impacts of different options and seek feedback
- A Cultural Policy framework to guide future decision making in cultural development including vision statement, guiding principles, goals and strategic priorities.
- An Arts and Culture Master Plan that will include recommendations to implement the goals, timelines, budget and measurement tools to monitor, assess and evaluate progress.
- An Economic Impact Study



## Project Scope

- Reviewing existing policies, plans and previous studies related to arts and culture.
- Identifying and assessing opportunities and gaps for cultural service delivery and articulate the City's role.
- Identifying opportunities and gaps in current cultural spaces and provide direction on future cultural spaces as per direction from the Official Community Plan.
- Analyzing and reviewing of arts and cultural grant programs delivered by the City.
- Reviewing the role of arts and culture in achieving civic goals tied to economic development, placemaking, and community wellness.
- Reviewing the role of arts and culture in achieving civic goals tied to animating public space, programming and permitting of civic squares and downtown revitalization.
- Review Royal and McPherson operating agreements and reporting structure.
- Exploring innovative ways to fund initiatives identified in the Arts and Culture Master Plan.



## Phase One

Mapping and assessment of Victoria's cultural resources

Steering Committee Terms of Reference

Request for Offers (RFO) Cultural Planning consultant

Review existing City planning documents and best practices in North America.



## Phase Two

Council approval of an Engagement Strategy

Engagement with citizens and stakeholders

Development City of Victoria Cultural Policy

Engagement on draft Cultural Policy and approval by Council





## Phase Three

Draft Arts and Culture Master Plan

Engagement on Draft Master Plan recommendations

Council approval of Arts and Culture Master Plan



## Guiding Principles



**Active Engagement:** To actively engage community stakeholders and City staff across all departments in the planning process by following the Core Values for the Practice of Public Participation.

**Responsive:** Ensure the Plan is flexible and responsive to changing internal and external factors in the community by building in mechanisms to deal with unforeseen circumstances.

**Timely Completion:** The development of the Plan is completed within the approved resources, timeline and budget.

**Forward Thinking:** The City is innovative and forward thinking in its approach.

**Integrated Planning:** The process is coordinated with other City plans including the Strategic Plan and Neighbourhood Plans.



## Project Schedule

### Quarter 1 2016 (January to March)

Terms of Reference:  
Steering Committee

RFO: Cultural Planning Consultant

Background Research

### Quarter 2 2016 (April to June)

Development of an Engagement Strategy and Council Approval

Project Initiation

### Quarter 3 2016 (July – September)

Engagement Begins

Research and Analysis

Engagement on Draft Policy

Cultural Policy Adopted

### Quarter 4 2016 (October-December)

Draft Arts and Culture Master Plan

Engagement – Review Draft Plan

### Quarter 1 2017 (January - March)

Council Approval and Adoption

Implementation



## Project Budget and Staff Resources

Total budget \$116,000 as a supplemental ask in 2016.

\$76,000 to hire a consultant and project expenses for engagement and communication.

\$40,000 for a contract programmer position to back-fill full time staff responsibilities.

An inter-departmental team approach will be taken and include representatives from the Community Planning Division, Parks, Recreation and Facilities, Citizen Engagement and Strategic Planning, with support from Finance, Legal Services and Legislative and Regulatory Service as needed.



## Recommendation

That Council approve the Project Plan for the Arts and Culture Master Plan.





## Governance and Priorities Committee Report

### For the Meeting of January 21, 2016

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**To:** Governance and Priorities Committee      **Date:** January 14, 2016

**From:** Katie Hamilton, Director, Citizen Engagement and Strategic Planning  
Fraser Work, Director, Engineering and Public Works

**Subject:** Update on Pandora Avenue Two-Way Protected Bike Lane

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#### RECOMMENDATION

That Council receive this update on the two-way Pandora Avenue protected bike lane.

#### EXECUTIVE SUMMARY

This report provides Council with an update on the detailed design of the 1.2 kilometre, two-way bicycle lane on Pandora Avenue between Store Street and Cook Street, which will be the first fully protected bike facility in the City of Victoria. The Pandora Avenue bike lane project has reached 60% design maturity, and final detailed design will be completed by March 2016.

Based on the 60% design, the final design of a two-way bike lane, using bollard and paint separation is now estimated at \$2.09 million, slightly higher than the original estimate of \$2.06 million (Class D, with a 25% contingency). Further cost savings will be sought through the final design phase. Appendix B includes the current designs.

Based on the current design, expected parking space loss has been reduced from the original estimate of 44 spots to 32 parking spots. Further consultation will focus on liaising with affected residents, business owners, customers and cyclists, and there are a few specific properties where further consultation and refinement is required. Upon completion of final design, a presentation to Council will include mitigation strategies for impacts to related traffic, parking and sidewalk changes.

A Request for Proposals/tender documents and implementation plan will be developed, leading to construction commencing in April. Final designs will be shared with Council in March 2016.

In addition to the protected lanes on Pandora Avenue, a traditional painted marked bike lane will be introduced on Johnson Street starting in April, as approved by Council in July of 2015.

#### BACKGROUND

On July 2, 2015, the Governance and Priorities Committee received the results of public consultation on a proposed bike facility on Pandora Avenue, including two design options and requested Council approval on the design option for a two-way protected bike lane. Council approved the following motions:



1. That Council endorse the design and construction of a two-way fully protected bike lane with traffic signal changes on Pandora Avenue, and marked bike lanes on Johnson Street.
2. That physical separation used in the design be primarily parked vehicles and bollards, with enhanced separation (concrete islands) used at bus zones, mid-block crosswalks, and at the approach to intersections where parking is not permitted.

Since July, the following progress has been achieved and next steps are outlined in the table below.

Progress to Date	2015
Public engagement commenced on three design options	May
Council received results of public consultation and directed staff to proceed with detailed design of a two-way bicycle facility on Pandora Avenue, including construction starting in the spring of 2016	July
Advertisement of RFP to undertake detailed design work	Aug
Retained external consultants to undertake detailed design of Pandora Avenue bike facility	Sep
External consultants undertook an assessment of design options and impacts	Oct-Nov
Staff received 60% detailed design options and cost estimates from external consultants. Designs are under further review and refinement	Dec
Next Steps	2016
Consultants to finalize full detailed design, with on-going staff assessment	Jan/Feb
Staff to develop implementation and mitigation strategies and communications plans	Feb
Tender /advertise construction; start public communications	Mar-Apr
Construction (~4-6 months. Schedule driven by electrical signalling modifications)	June – Sep to Nov
Project close	Dec

The design of the two-way bicycle facility, as directed by Council, is to be physically separated by parked vehicles with separation treatments including bollards and paint, as well as dedicated signals. Some landscaped medians will also provide for separation treatments. The initial Class D cost estimates (presented in July 2015) for the approved two way bike lane was \$2,060,000. Current estimates for the bike lane are very close to the original estimate provided by staff and approximately \$30,000 over the original design.

### Detailed Design Status

The final design for the bicycle facility is required to deliver a safe and attractive experience for a broad range of age groups, skill levels and mobility options (i.e. bikes, skateboards, roller blades, scooters, etc.). The Pandora Avenue two-way bike facility will have an optimal width of 3.5 metres for the cycle track, with a minimum 1.0 metre physical buffer between either moving traffic or parked vehicles.

An assessment of Pandora Avenue dimensions and safety design requirements determined that a 3.5 metre wide bicycle facility provides the appropriate safety separation clearances for anticipated user volumes. These dimensions accommodate standard 3.0 metre wide traffic lanes, consistent with other traffic corridors in the City. Certain bicycle facility sections will be reduced to 3.0 metres wide, to minimize impacts to existing road, sidewalk, intersection and parking infrastructure (see figure 1 for general layout). Although three trees in the 600 block of Pandora will need to be removed, all will be replaced in alternate locations, resulting in a net zero of tree removal. There could be a net increase in trees in the downtown hub as landscaping opportunities

will exist in a few locations where available space can accommodate transportation clearances and a buffer width of 1.5 metres or more (see figure 2).



**Figure 1: Bollards and Parking Buffer**

The type of bollards to be installed is currently being assessed. Through the Biketoria project, various options for bollards are being prepared by the consultants, and will be considered for the Pandora Avenue bike lane to ensure consistency in treatments across the larger network.



**Figure 2: Landscaping and Parking Buffer**

### Impacts and Mitigation

- **Loss of Parking:** A total of 32 parking spaces will be removed. This is 25% lower than the original estimate of 44 spaces, and less than a 1% reduction of the parking spaces downtown. No significant impact is expected.
- **BC Transit:** Two of the five bus stops (existing zones at Vancouver Street and at Quadra Street) are proposed to be consolidated to reduce the number of potential conflict points between bike riders and transit users. BC Transit is supportive of this consolidation plan.
- **Sidewalk Redesign:** Narrowing of the sidewalk is required at the transit stop on the 700 block of Pandora Avenue, to accommodate the additional infrastructure and integration of bike paths with the space required for transit embarkation/disembarkation (see Figure 3). The width of the sidewalks at the bus zone will be maintained at no less than 2.8 metres. Additional space required for bus zones in the 900 and 1000 block of Pandora Avenue will reduce the existing



boulevard, and will not impact the existing sidewalks. The changes in sidewalk design is within appropriate guidelines for sidewalk widths.

- Additional design work and examination of options /trade-offs is required for specific zones, as part of ongoing liaison with key stakeholder groups (i.e. Swans Hotel, MacPherson Playhouse etc) is required. Further information dissemination on changes to Transit users will also be undertaken.

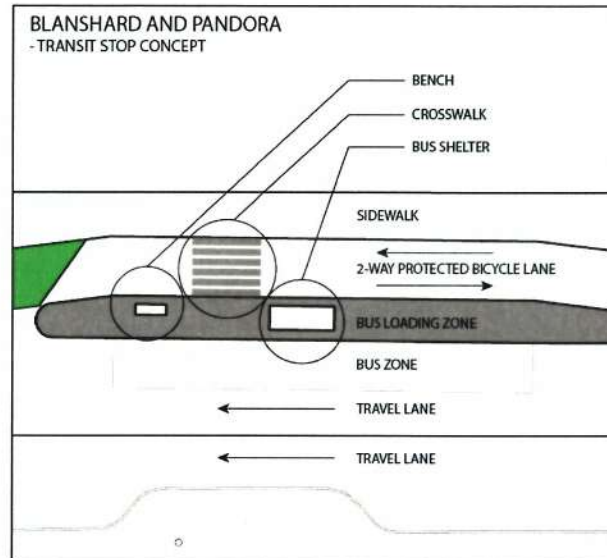


Figure 3: Transit Stop Concept

### FINANCIAL IMPACT

The final design of a two-way protected bike lane using bollard and paint separation, with limited median separation with landscaping is currently \$2.09 million. The estimated construction costs for this project as presented to Council in July of 2015 was \$2.06 million, which includes a 25% contingency (Class D). The \$190,000 cost for retaining the external consulting firm to undertake detailed design for Pandora Avenue is being funded from the \$500,000 allocated to consultant fees of the \$7.75 million gas tax funding for the bike network initiative. As this is a gas-tax funded initiative, external contractors must be utilised to complete construction.

There is some potential for external funding sources, such as Bike BC, which are currently being investigated in hopes to further reduce City costs for this, and future projects.

### NEXT STEPS


Transportation Design: The external consultants will complete their contractual commitments at the final detailed design by March 2016, including construction drawings. The on-going design process will finalize the detail, and trade-offs for the consideration of physical lane characteristics, loading zones, landscaping, specific tree removals/additions, intersection layout, electrical infrastructure and traffic signal design and phasing. During this time, staff will prepare tender documents and implementation plans. Construction is estimated to begin in June 2016 and be completed by the end of the year. Construction timelines will be governed mainly by underground electrical and signal works, which may be coordinated in such a way to gain overall timeline efficiencies. All opportunities to reduce construction duration and to minimize disruption are currently being explored.

Public Engagement/Communications: Given the high level of public engagement that has occurred

to date, the focus of the Pandora Avenue bike lane will be on communications and information sharing with residents, road users (motorists, cyclists, and transit riders), businesses owners and customers. Information will be provided on upcoming changes that are expected impacts (traffic signal changes, parking removal, lane removal, etc.) as well as expected short term delays and disruptions during the construction period. Communications will include website and social media updates, construction and road closure advisories, an open house and service change notices at BC Transit stops. Although most property concerns raised earlier have been addressed in the refined design, further consultation with specific property owners will continue, specifically as it relates to loading areas and driveway accesses.

Next Presentation: Staff will present final design proposal to Council in the March of 2016.

Respectfully submitted,

  
Brad Dellebuur  
Manager, Transportation

  
Fraser Work  
Director, Engineering and Public Works

  
Katie Hamilton  
Director, Citizen Engagement and Strategic Planning

Report accepted and recommended by the City Manager: 

Date: Jan. 14, 2016

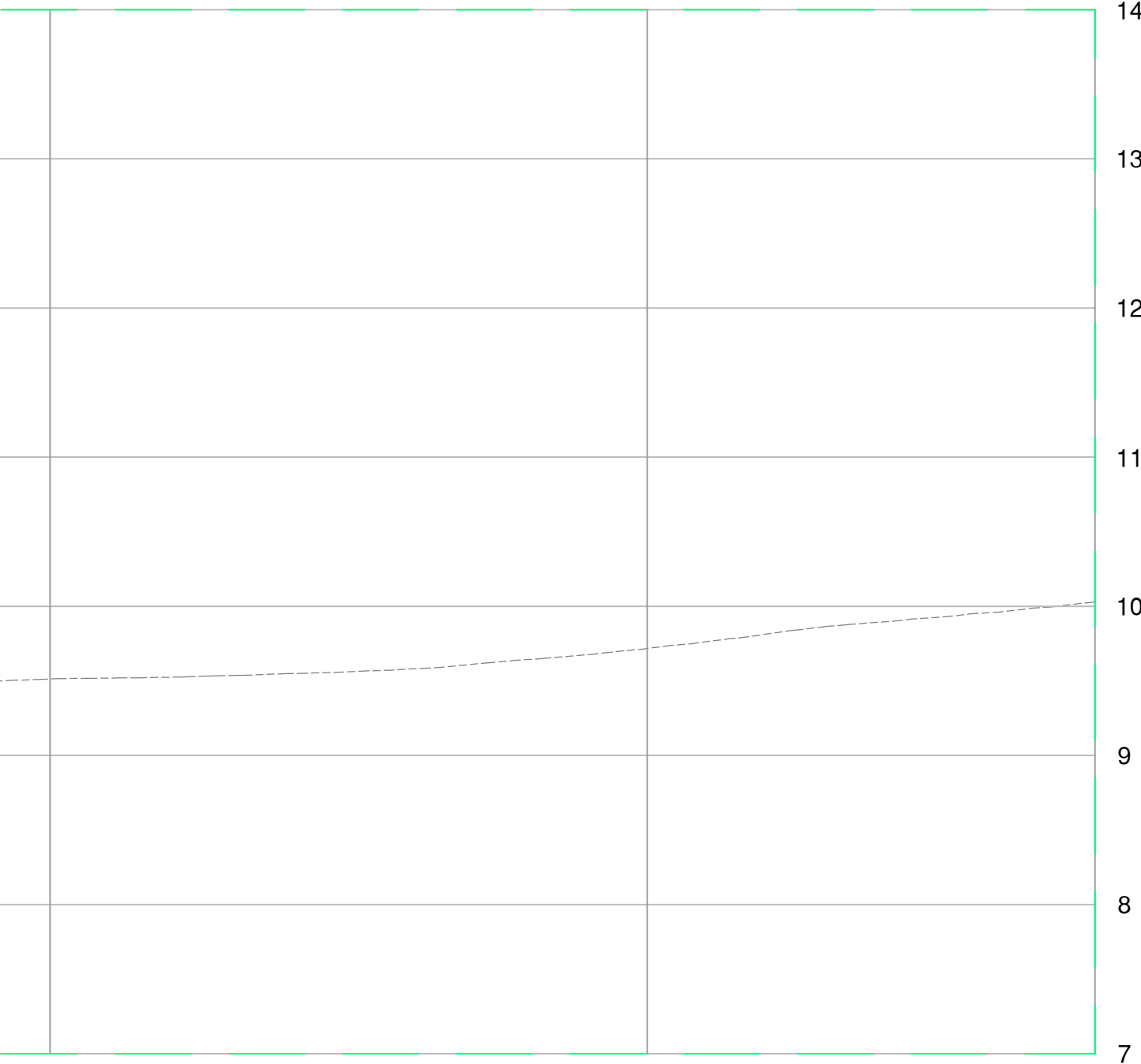
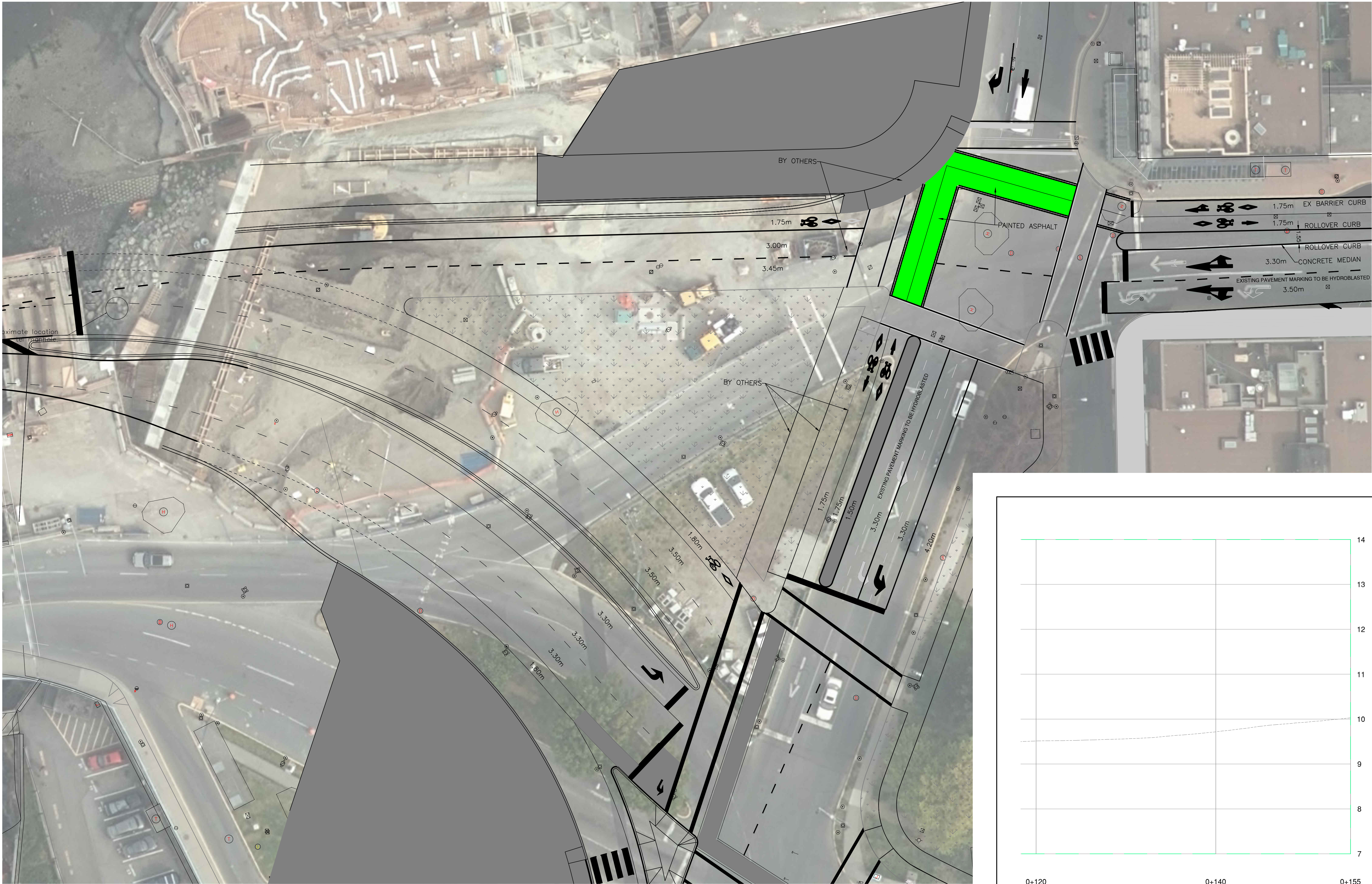
#### List of Attachments

Appendix A – Excerpt from 2 Jul 2015 Governance and Priorities Committee meeting  
Appendix B – 60% Design Drawings









**SURFACE DETAIL**

- STORM DRAIN MANHOLE
- STORM DRAIN VENT
- CATCH BASIN
- DRAIN CLEANOUT
- DRAIN LATERAL
- SANITARY SEWER MANHOLE
- SANITARY SEWER VENT
- SEWER CLEANOUT

- CYCLE TRACK PICKET
- HYDRO MANHOLE
- HYDRO POLE
- HYDRO POLE WITH DIP
- JOINT POLE
- HYDRO POLE WITH LIGHT
- HYDRO SERVICE BOXES
- HYDRO VAULT

- SEWER LATERAL
- WATER VALVE ON MAIN
- WATER SERVICE VALVE
- WATER METER
- BOULEVARD SERVICE
- FIRE HYDRANT
- REDUCER
- LIGHT MANHOLE
- LIGHT PULL BOX - SIDEWALK

- TEL MANHOLE
- TEL POLE
- TEL POLE WITH DIP
- TEL POLE WITH LIGHT
- TEL SERVICE BOXES
- TEL VAULT
- POLE ANCHOR
- HYDRO/TEL POLE TO BE RELOCATED

- SIGNAL PULL BOX - SIDEWALK
- LIGHT/SIGNAL PULL BOX - STREET
- LIGHT POLE (STEEL)
- SIGNAL POLE (STEEL)
- LIGHT/SIGNAL POLE (STEEL)
- CLUSTER LAMP - TYPE A
- CLUSTER LAMP - TYPE B
- STREET SIGN
- PARKING METER

- HYDRO/TEL POLE TO BE REMOVED
- GAS METER
- GAS VALVE
- GAS SNIFFER
- TEST HOLE
- FENCE LINE
- RETAINING WALL
- TREE
- ROCK OUTCROP

**ENGINEERING AND PUBLIC WORKS**

NO.	REVISION	DESCRIPTION	DATE
03	REVISED	60% DESIGN DRAWING	2016-JAN-11
02	ISSUED FOR	60% DESIGN DRAWING	2015-NOV-12
01	ISSUED FOR	40% DESIGN DRAWING	2015-NOV-04

**GENERAL NOTES**

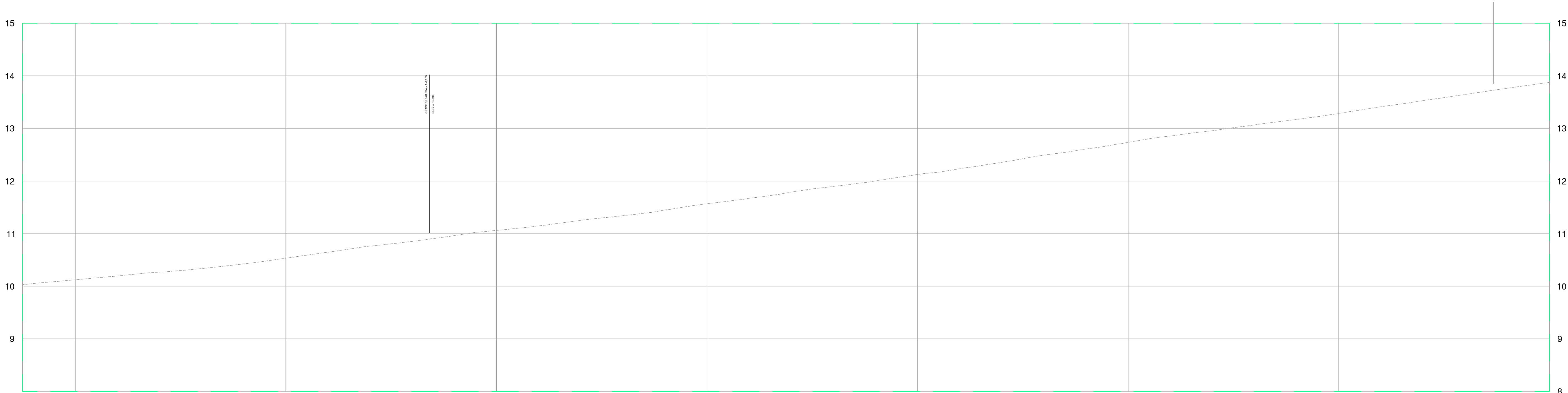
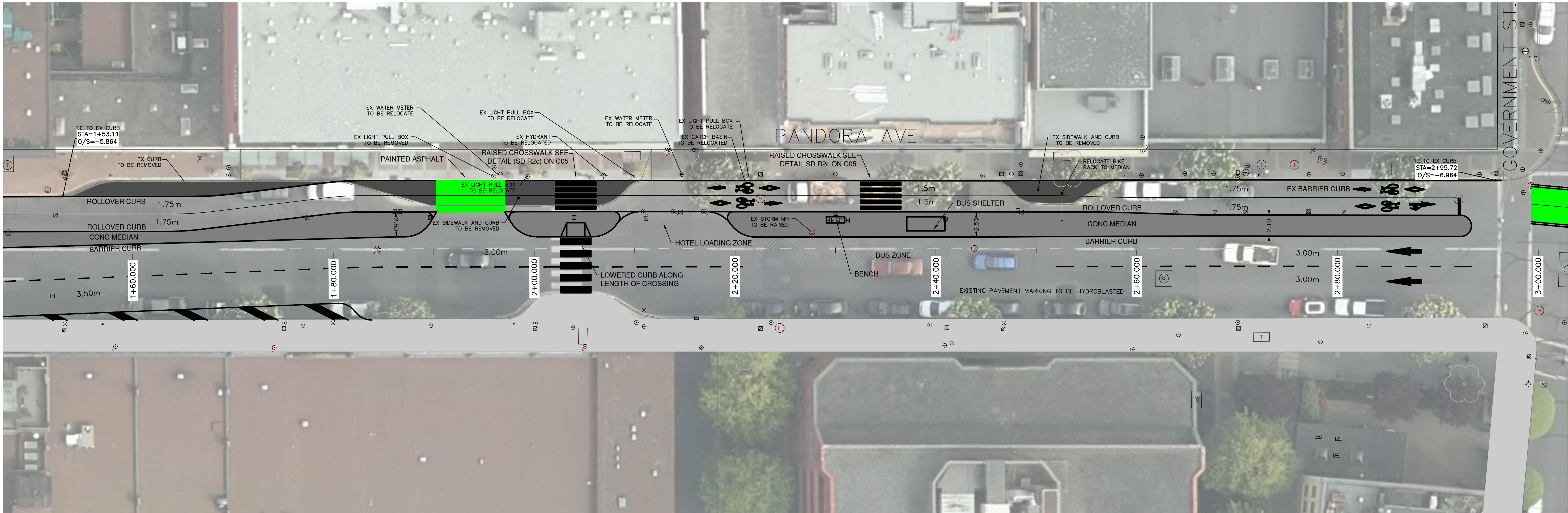
- ALL MATERIALS AND CONSTRUCTION TO MEET THE MASTER MUNICIPAL CONSTRUCTION DOCUMENTS (MMCD) & CITY SUPPLEMENTARY SPECIFICATIONS.
- USE EXTREME CAUTION WHEN WORKING NEAR UTILITIES.
- MAINTAIN 5.0 m PROTECTED ROOT ZONE (PRZ) AROUND ALL TREES. REFER TO SUPPLEMENTAL DRAWING SD P2- WORKING AROUND TREES.
- UTILITIES AND STRUCTURES SHOWN ON THIS PLAN ARE PLOTTED USING HISTORICAL DATA. THE CITY OF VICTORIA CANNOT GUARANTEE THE ACCURACY OF THE DEPTH AND LOCATIONS OF UTILITIES AND STRUCTURES.
- ANY PROPOSED CHANGE MUST BE APPROVED BY PROJECT MANAGER PRIOR TO CONSTRUCTION. ALL CHANGES MUST BE NOTED ON THE CONSTRUCTION PLANS.
- ELEVATIONS SHOWN US THE CANADIAN GEODETIC VERTICAL DATUM 1928 (CGVD28).

**PASSED FOR CONSTRUCTION**

APPROVED: \_\_\_\_\_  
SECTION: \_\_\_\_\_  
DATE: \_\_\_\_\_

DRAWING TITLE: PLAN-PROFILE FROM STA. 0+050 TO 0+155			
PROJECT: PANDORA AVENUE TWO WAY CYCLING FACILITY			
CHECKED BY: RA	CITY ENGINEER: F. WORK	APPROVED BY: BT	SCALE: H 1:200 V 1:40
DRAWN BY: RA	DESIGN BY: BT	SHT. No. C50 OF XX	DATE: 2016-JAN-11
		DRAWING NUMBER	





LEGEND

SURFACE DETAIL											
	STORM DRAIN MANHOLE		CYCLE TRACK PICKET		SEWER LATERAL		TEL MANHOLE		SIGNAL PULL BOX - SIDEWALK		HYDRO/TEL POLE TO BE REMOVED
	STORM DRAIN VENT		HYDRO MANHOLE		WATER VALVE ON MAIN		TEL POLE		LIGHT/SIGNAL PULL BOX - STREET		GAS METER
	CATCH BASIN		HYDRO POLE		WATER SERVICE VALVE		TEL POLE WITH DIP		LIGHT POLE (STEEL)		GAS VALVE
	DRAIN CLEANOUT		HYDRO POLE WITH DIP		WATER METER		TEL POLE WITH LIGHT		SIGNAL POLE (STEEL)		GAS SNIFFER
	DRAIN LATERAL		JOINT POLE		BOULEVARD SERVICE		TEL SERVICE BOXES		LIGHT/SIGNAL POLE (STEEL)		TEST HOLE
	SANITARY SEWER MANHOLE		HYDRO POLE WITH LIGHT		FIRE HYDRANT		TEL VAULT		CLUSTER LAMP - TYPE A		FENCE LINE
	SANITARY SEWER VENT		HYDRO SERVICE BOXES		REDUCER				CLUSTER LAMP - TYPE B		RETAINING WALL
	SEWER CLEANOUT		HYDRO VAULT		LIGHT MANHOLE		POLE ANCHOR		STREET SIGN		TREE
			HYDRO VAULT		LIGHT PULL BOX - SIDEWALK		HYDRO/TEL POLE TO BE RELOCATED		PARKING METER		ROCK OUTCROP

ENGINEERING AND PUBLIC WORKS

	SIGNAL PULL BOX -SIDEWALK		HYDRO/TEL POLE TO BE REMOVED
	LIGHT/SIGNAL PULL BOX -STREET		GAS METER
	LIGHT POLE (STEEL)		GAS VALVE
	SIGNAL POLE (STEEL)		GAS SNIFFER
	LIGHT/SIGNAL POLE (STEEL)		TEST HOLE
	CLUSTER LAMP - TYPE A		FENCE LINE
	CLUSTER LAMP - TYPE B		RETAINING WALL
	STREET SIGN		TREE
	PARKING METER		ROCK OUTCROP

GENERAL NOTES

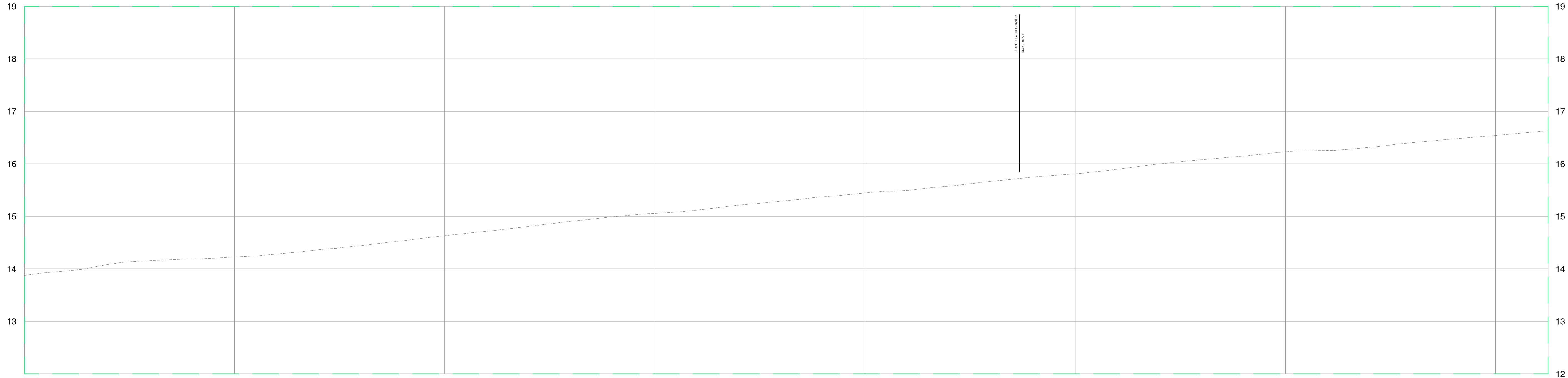
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PASSED FOR CONSTRUCTION

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SECTION: \_\_\_\_\_  
DATE: \_\_\_\_\_

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LEGEND

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	STORM DRAIN VENT		HYDRO MANHOLE		WATER VALVE ON MAIN		TEL POLE		LIGHT/SIGNAL PULL BOX -STREET		GAS METER
	CATCH BASIN		HYDRO POLE		WATER SERVICE VALVE		TEL POLE WITH DIP		LIGHT POLE (STEEL)		GAS VALVE
	DRAIN CLEANOUT		HYDRO POLE WITH DIP		WATER METER		TEL POLE WITH LIGHT		SIGNAL POLE (STEEL)		GAS SNIFFER
	DRAIN LATERAL		JOINT POLE		BOULEVARD SERVICE		TEL SERVICE BOXES		LIGHT/SIGNAL POLE (STEEL)		TEST HOLE
	SANITARY SEWER MANHOLE		HYDRO POLE WITH LIGHT		FIRE HYDRANT		TEL VAULT		CLUSTER LAMP - TYPE A		FENCE LINE
	SANITARY SEWER VENT		HYDRO SERVICE BOXES		REDUCER				CLUSTER LAMP - TYPE B		RETAINING WALL
	SEWER CLEANOUT		LIGHT MANHOLE		LIGHT PULL BOX -SIDEWALK		POLE ANCHOR		STREET SIGN		TREE
			HYDRO VAULT		LIGHT PULL BOX -SIDEWALK		HYDRO/TEL POLE TO BE RELOCATED		PARKING METER		ROCK OUTCROP

ENGINEERING AND PUBLIC WORKS

NO.	REVISION DESCRIPTION	DATE
03	REVISED 60% DESIGN DRAWING	2016-JAN-11
02	ISSUED FOR 60% DESIGN DRAWING	2015-NOV-12
01	ISSUED FOR 40% DESIGN DRAWING	2015-NOV-04

GENERAL NOTES

1. ALL MATERIALS AND CONSTRUCTION TO MEET THE MASTER MUNICIPAL CONSTRUCTION DOCUMENTS (MMCD) & CITY SUPPLEMENTARY SPECIFICATIONS.
2. USE EXTREME CAUTION WHEN WORKING NEAR UTILITIES.
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6. ELEVATIONS SHOWN US THE CANADIAN GEODETIC VERTICAL DATUM 1928 (CGVD28).

PASSED FOR CONSTRUCTION

APPROVED: \_\_\_\_\_  
SECTION: \_\_\_\_\_  
DATE: \_\_\_\_\_

DRAWING TITLE

PLAN-PROFILE FROM STA. 0+300 TO 0+445

PROJECT

PANDORA AVENUE TWO WAY CYCLING FACILITY

CHECKED BY

RA

CITY ENGINEER

F. WORK

APPROVED BY

BT

SCALE

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DRAWN BY

RA

DESIGN BY

BT

SHT. No.

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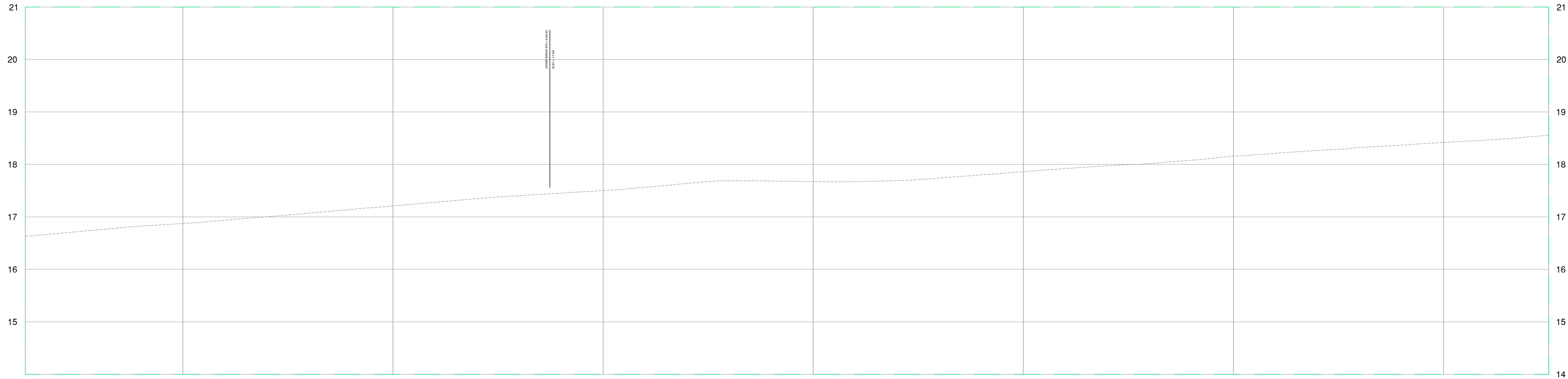
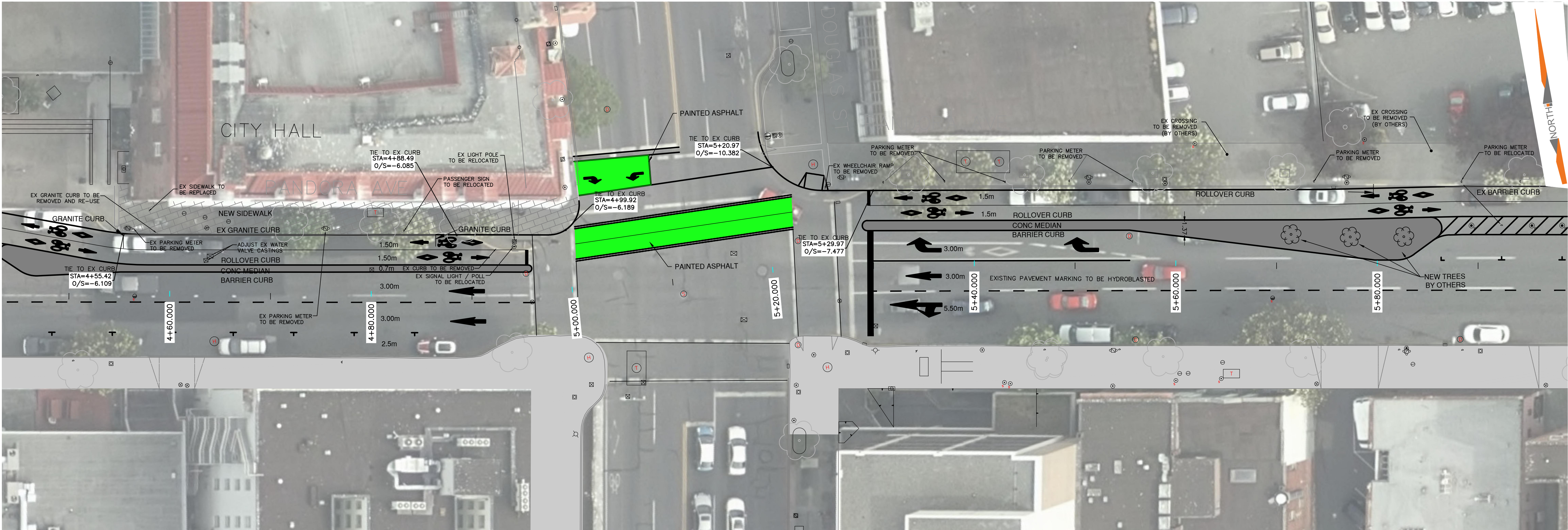
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2016-JAN-11











































C52

DRAWING NUMBER





LEGEND

SURFACE DETAIL											
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	STORM DRAIN VENT		HYDRO MANHOLE	W	WATER VALVE ON MAIN		TEL POLE		LIGHT/SIGNAL PULL BOX -STREET		GAS METER
	CATCH BASIN		HYDRO POLE	W	WATER SERVICE VALVE		TEL POLE WITH DIP		LIGHT POLE (STEEL)		GAS VALVE
	DRAIN CLEANOUT		HYDRO POLE WITH DIP	W	WATER METER		TEL POLE WITH LIGHT		SIGNAL POLE (STEEL)		GAS SNIFFER
	DRAIN LATERAL		JOINT POLE	W	BOULEVARD SERVICE		TEL SERVICE BOXES		LIGHT/SIGNAL POLE (STEEL)		TEST HOLE
	SANITARY SEWER MANHOLE		HYDRO POLE WITH LIGHT	W	FIRE HYDRANT		TEL VAULT		CLUSTER LAMP - TYPE A		FENCE LINE
	SANITARY SEWER VENT		HYDRO SERVICE BOXES	W	REDUCER		POLE ANCHOR		CLUSTER LAMP - TYPE B		RETAINING WALL
	SEWER CLEANOUT		HYDRO VAULT	W	LIGHT MANHOLE		HYDRO/TEL POLE TO BE RELOCATED		STREET SIGN		TREE
					LIGHT PULL BOX -SIDEWALK				PARKING METER		ROCK OUTCROP

ENGINEERING AND PUBLIC WORKS

NO.	REVISION DESCRIPTION	DATE
03	REVISED 60% DESIGN DRAWING	2016-JAN-11
02	ISSUED FOR 60% DESIGN DRAWING	2015-NOV-12
01	ISSUED FOR 40% DESIGN DRAWING	2015-NOV-02

GENERAL NOTES

1. ALL MATERIALS AND CONSTRUCTION TO MEET THE MASTER MUNICIPAL CONSTRUCTION DOCUMENTS (MMCD) & CITY SUPPLEMENTARY SPECIFICATIONS.
2. USE EXTREME CAUTION WHEN WORKING NEAR UTILITIES.
3. MAINTAIN 5.0 m PROTECTED ROOT ZONE (PRZ) AROUND ALL TREES. REFER TO SUPPLEMENTAL DRAWING SD P2 - WORKING AROUND TREES.
4. UTILITIES AND STRUCTURES SHOWN ON THIS PLAN ARE PLOTTED USING HISTORICAL DATA. THE CITY OF VICTORIA CANNOT GUARANTEE THE ACCURACY OF THE DEPTH AND LOCATIONS OF UTILITIES AND STRUCTURES.
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6. ELEVATIONS SHOWN US THE CANADIAN GEODETIC VERTICAL DATUM 1928 (CGVD28).

PASSED FOR CONSTRUCTION

APPROVED: \_\_\_\_\_  
SECTION: \_\_\_\_\_  
DATE: \_\_\_\_\_

DRAWING TITLE

PLAN-PROFILE FROM STA. 0+445 TO 0+590

PROJECT

PANDORA AVENUE TWO WAY CYCLING FACILITY

CHECKED BY

RA

CITY ENGINEER

F. WORK

APPROVED BY

BT

SCALE

H 1:200 V 1:40

DRAWN BY

RA

DESIGN BY

BT

SHT. No.

C53 OF XX

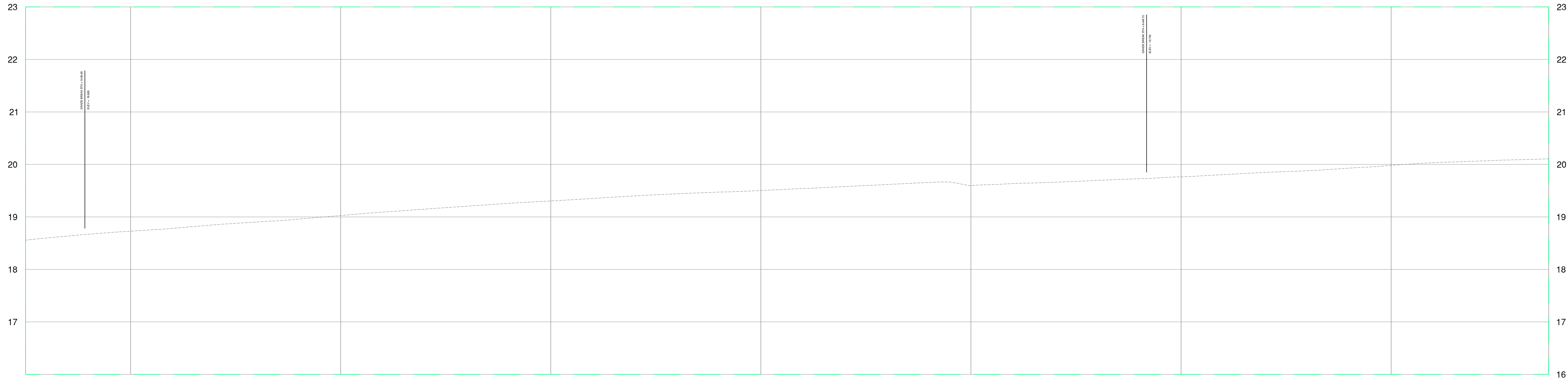
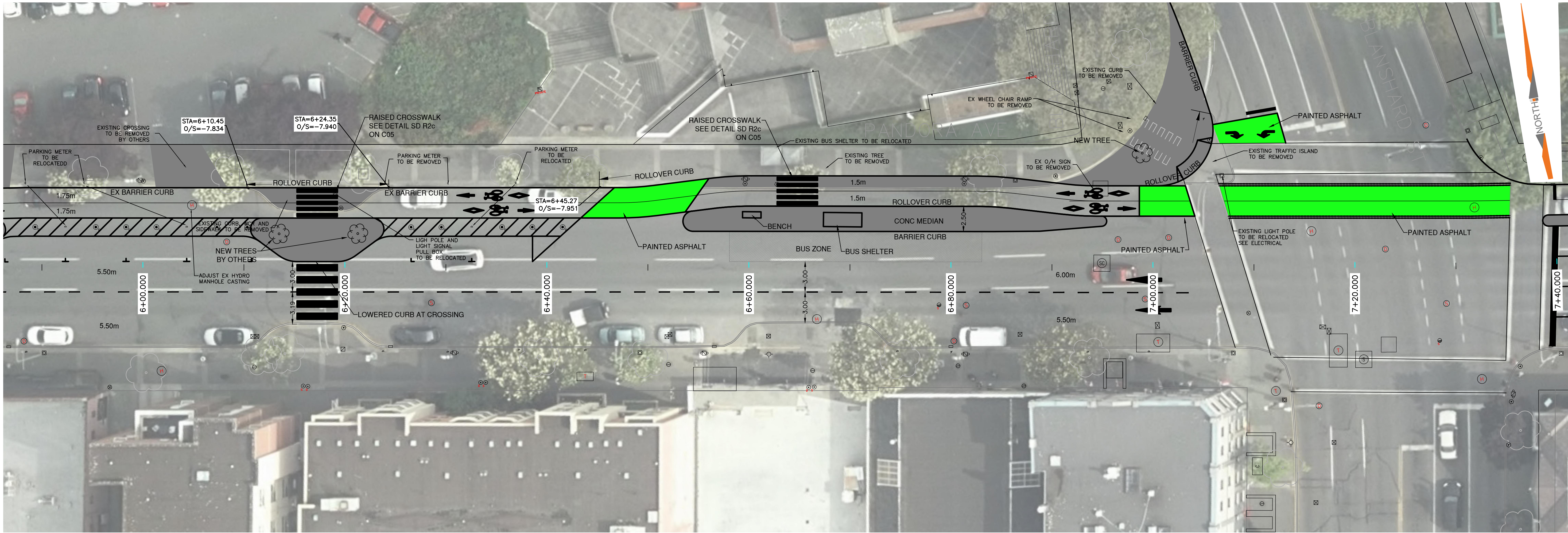
DATE

2016-JAN-11



















































C53

DRAWING NUMBER





LEGEND

SURFACE DETAIL											
	STORM DRAIN MANHOLE		CYCLE TRACK PICKET	Y	SEWER LATERAL		TEL MANHOLE		SIGNAL PULL BOX -SIDEWALK		HYDRO/TEL POLE TO BE REMOVED
	STORM DRAIN VENT		HYDRO MANHOLE		WATER VALVE ON MAIN		TEL POLE		LIGHT/SIGNAL PULL BOX -STREET		GAS METER
	CATCH BASIN		HYDRO POLE		WATER SERVICE VALVE		TEL POLE WITH DIP		LIGHT POLE (STEEL)		GAS VALVE
	DRAIN CLEANOUT		HYDRO POLE WITH DIP		WATER METER		TEL POLE WITH LIGHT		SIGNAL POLE (STEEL)		GAS SNIFFER
	DRAIN LATERAL		JOINT POLE		BOULEVARD SERVICE		TEL SERVICE BOXES		LIGHT/SIGNAL POLE (STEEL)		TEST HOLE
	SANITARY SEWER MANHOLE		HYDRO POLE WITH LIGHT		FIRE HYDRANT		TEL VAULT		CLUSTER LAMP - TYPE A		FENCE LINE
	SANITARY SEWER VENT		HYDRO SERVICE BOXES		REDUCER				CLUSTER LAMP - TYPE B		RETAINING WALL
	SEWER CLEANOUT		HYDRO VAULT		LIGHT MANHOLE		POLE ANCHOR		STREET SIGN		TREE
					LIGHT PULL BOX -SIDEWALK		HYDRO/TEL POLE TO BE RELOCATED		PARKING METER		ROCK OUTCROP

ENGINEERING AND PUBLIC WORKS

NO.	REVISION DESCRIPTION	DATE
03	REVISED 60% DESIGN DRAWING	2016-JAN-11
02	ISSUED FOR 60% DESIGN DRAWING	2015-NOV-12
01	ISSUED FOR 40% DESIGN DRAWING	2015-NOV-04

GENERAL NOTES

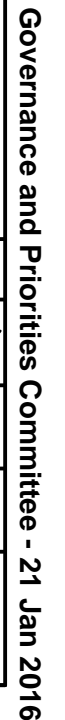
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PASSED FOR CONSTRUCTION

APPROVED: \_\_\_\_\_  
SECTION: \_\_\_\_\_  
DATE: \_\_\_\_\_

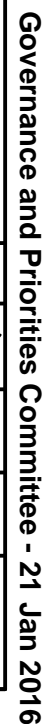
DRAWING TITLE: PLAN-PROFILE FROM STA. 0+590 TO 0+735			
PROJECT: PANDORA AVENUE TWO WAY CYCLING FACILITY			
CHECKED BY: RA	CITY ENGINEER: F. WORK	APPROVED BY: BT	SCALE: H 1:200 V 1:40
DRAWN BY: RA	DESIGN BY: BT	SHT. No. C54 OF XX	DATE: 2016-JAN-11
DRAWING NUMBER: C54			





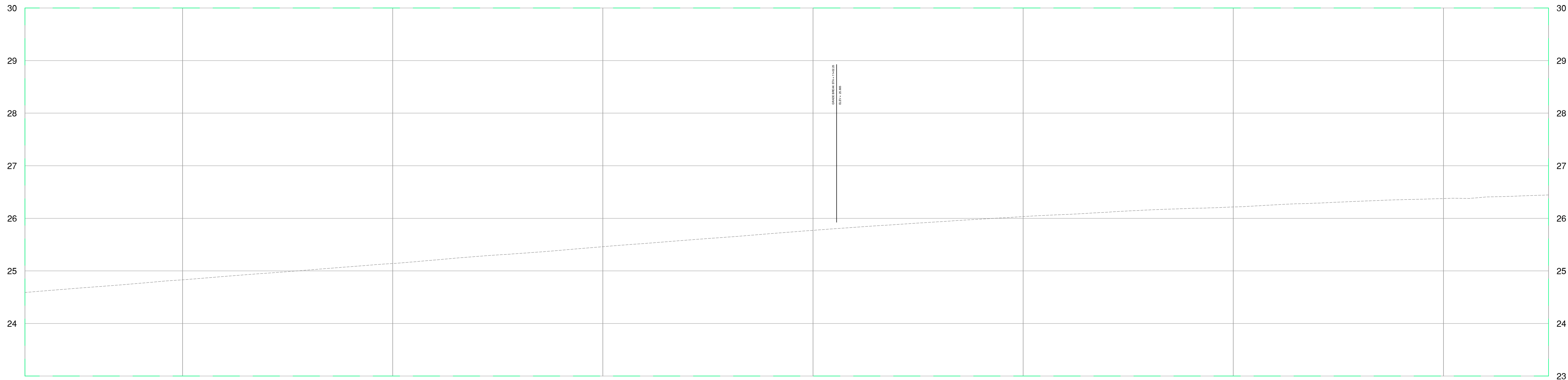
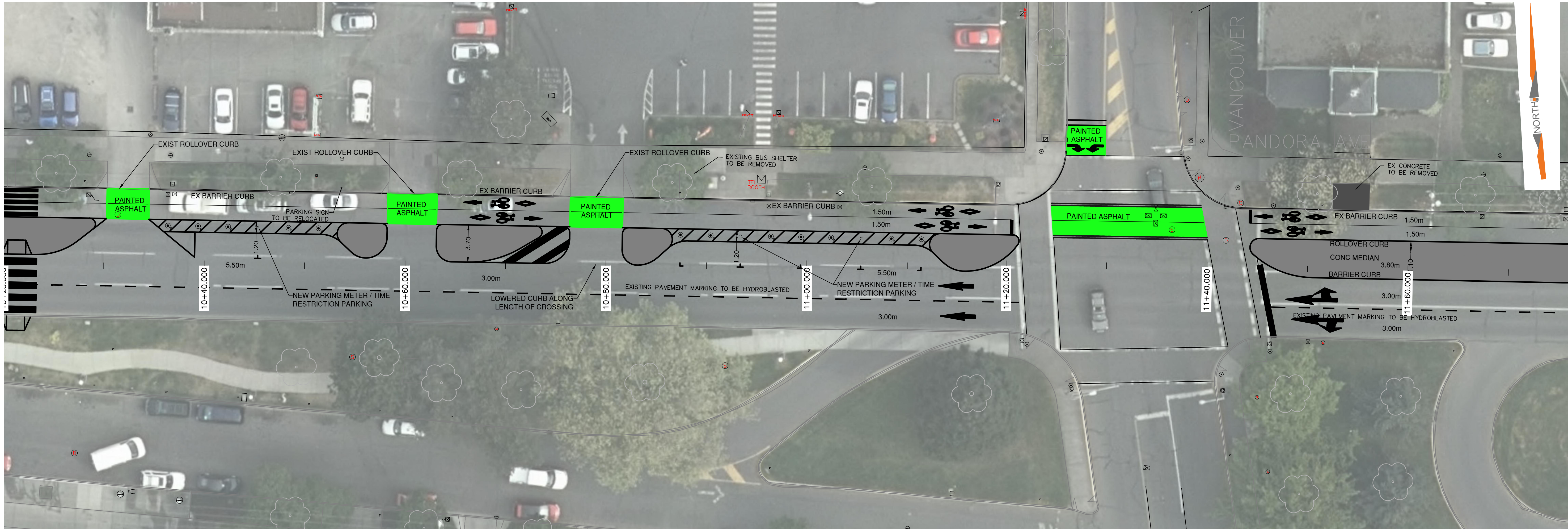
LEGEND										ENGINEERING AND PUBLIC WORKS				GENERAL NOTES				PASSED FOR CONSTRUCTION				DRAWING TITLE: PLAN—PROFILE FROM STA. 0+735 TO 0+875	
SURFACE DETAIL														1. ALL MATERIALS AND CONSTRUCTION TO MEET THE MASTER MUNICIPAL CONSTRUCTION DOCUMENTS (MMCD) & CITY SUPPLEMENTARY SPECIFICATIONS.				PROJECT				PANDORA AVENUE TWO WAY CYCLING FACILITY	
														2. USE EXTREME CAUTION WHEN WORKING NEAR UTILITIES.				CHECKED BY				CITY ENGINEER	
														3. MAINTAIN 5.0 m PROTECTED ROOT ZONE (PRZ) AROUND ALL TREES. REFER TO SUPPLEMENTAL DRAWING SD P2 - WORKING AROUND TREES.				APPROVED BY:				SCALE	
														4. UTILITIES AND STRUCTURES SHOWN ON THIS PLAN ARE PLOTTED USING HISTORICAL DATA. THE CITY OF VICTORIA CANNOT GUARANTEE THE ACCURACY OF THE DEPTH AND LOCATIONS OF UTILITIES AND STRUCTURES.				DESIGN BY				F. WORK	
														5. ANY PROPOSED CHANGE MUST BE APPROVED BY PROJECT MANAGER PRIOR TO CONSTRUCTION. ALL CHANGES MUST BE NOTED ON THE CONSTRUCTION PLANS.				SHT. No.				H 1:200 V 1:40	
														6. ELEVATIONS SHOWN US THE CANADIAN GEODETIC VERTICAL DATUM 1928 (CGVD28).				DATE				2016—JAN—11	
																		DRAWN BY				RA	
																		BT				C55	
																		CITY OF VICTORIA				C55	
																		DRAWING NUMBER					





LEGEND										ENGINEERING AND PUBLIC WORKS				GENERAL NOTES				PASSED FOR CONSTRUCTION			
SURFACE DETAIL														1. ALL MATERIALS AND CONSTRUCTION TO MEET THE MASTER MUNICIPAL CONSTRUCTION DOCUMENTS (MMCD) & CITY SUPPLEMENTARY SPECIFICATIONS.				PROJECT PANDORA AVENUE TWO WAY CYCLING FACILITY			
①	STORM DRAIN MANHOLE	Ⓜ	CYCLE TRACK PICKET	Y	SEWER LATERAL	①	TEL MANHOLE	⊖	SIGNAL PULL BOX –SIDEWALK	✱	HYDRO/TEL POLE TO BE REMOVED			2. USE EXTREME CAUTION WHEN WORKING NEAR UTILITIES.		APPROVED: _____					
Ⓢ	STORM DRAIN VENT	Ⓜ	HYDRO MANHOLE	☒	WATER VALVE ON MAIN	Ⓢ	TEL POLE	Ⓢ	LIGHT/SIGNAL PULL BOX –STREET	Ⓢ	GAS METER			3. MAINTAIN 5.0 m PROTECTED ROOT ZONE (PRZ) AROUND ALL TREES. REFER TO SUPPLEMENTAL DRAWING SD P2 – WORKING AROUND TREES.		SCALE H 1:200 V 1:40					
□	CATCH BASIN	Ⓜ	HYDRO POLE	☒	WATER SERVICE VALVE	Ⓢ	TEL POLE WITH DIP	☒	LIGHT POLE (STEEL)	Ⓢ	GAS VALVE	03		REVISED 60% DESIGN DRAWING		2016-JAN-11					
△	DRAIN CLEANOUT	Ⓜ	HYDRO POLE WITH DIP	Ⓢ	WATER METER	Ⓢ	TEL POLE WITH LIGHT	☒	SIGNAL POLE (STEEL)	Ⓢ	GAS SNIFFER	02		ISSUED FOR 60% DESIGN DRAWING		2015-NOV-12					
△	DRAIN LATERAL	Ⓜ	JOINT POLE	□	BOULEVARD SERVICE	Ⓢ	TEL SERVICE BOXES	☒	LIGHT/SIGNAL POLE (STEEL)	Ⓢ	TEST HOLE	01		ISSUED FOR 40% DESIGN DRAWING		2015-NOV-02					
Ⓢ	SANITARY SEWER MANHOLE	Ⓜ	HYDRO POLE WITH LIGHT	Ⓢ	FIRE HYDRANT	Ⓢ	TEL VAULT	Ⓢ	CLUSTER LAMP – TYPE A	Ⓢ	FENCE LINE	NO.		REVISION		DESCRIPTION					
Ⓢ	SANITARY SEWER VENT	Ⓜ	HYDRO SERVICE BOXES	Ⓢ	REDUCER	Ⓢ	POLE ANCHOR	Ⓢ	CLUSTER LAMP – TYPE B	Ⓢ	RETAINING WALL	DATE									
Ⓢ	SEWER CLEANOUT	Ⓜ	HYDRO VAULT	Ⓢ	LIGHT MANHOLE	Ⓢ	HYDRO/TEL POLE TO BE RELOCATED	Ⓢ	STREET SIGN	Ⓢ	TREE										
		Ⓜ		Ⓢ	LIGHT PULL BOX –SIDEWALK	Ⓢ		Ⓢ	PARKING METER	Ⓢ	ROCK OUTCROP										
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														5. ANY PROPOSED CHANGE MUST BE APPROVED BY PROJECT MANAGER PRIOR TO CONSTRUCTION. ALL CHANGES MUST BE NOTED ON THE CONSTRUCTION PLANS.				DATE: _____			
														6. ELEVATIONS SHOWN US THE CANADIAN GEODETIC VERTICAL DATUM 1928 (CGVD28).				CITY OF VICTORIA C56 DRAWING NUMBER			





**SURFACE DETAIL**

- STORM DRAIN MANHOLE
- STORM DRAIN VENT
- CATCH BASIN
- DRAIN CLEANOUT
- DRAIN LATERAL
- SANITARY SEWER MANHOLE
- SANITARY SEWER VENT
- SEWER CLEANOUT

- CYCLE TRACK PICKET
- HYDRO MANHOLE
- HYDRO POLE
- HYDRO POLE WITH DIP
- JOINT POLE
- HYDRO POLE WITH LIGHT
- HYDRO SERVICE BOXES
- HYDRO VAULT

- SEWER LATERAL
- WATER VALVE ON MAIN
- WATER SERVICE VALVE
- WATER METER
- BOULEVARD SERVICE
- FIRE HYDRANT
- REDUCER
- LIGHT MANHOLE
- LIGHT PULL BOX -SIDEWALK

- TEL MANHOLE
- TEL POLE
- TEL POLE WITH DIP
- TEL POLE WITH LIGHT
- TEL SERVICE BOXES
- TEL VAULT
- POLE ANCHOR
- HYDRO/TEL POLE TO BE RELOCATED

- SIGNAL PULL BOX -SIDEWALK
- LIGHT/SIGNAL PULL BOX -STREET
- LIGHT POLE (STEEL)
- SIGNAL POLE (STEEL)
- LIGHT/SIGNAL POLE (STEEL)
- CLUSTER LAMP - TYPE A
- CLUSTER LAMP - TYPE B
- STREET SIGN
- PARKING METER

- HYDRO/TEL POLE TO BE REMOVED
- GAS METER
- GAS VALVE
- GAS SNIFFER
- TEST HOLE
- FENCE LINE
- RETAINING WALL
- TREE
- ROCK OUTCROP

**ENGINEERING AND PUBLIC WORKS**

NO.	REVISION DESCRIPTION	DATE
03	REVISED 60% DESIGN DRAWING	2016-JAN-11
02	ISSUED FOR 60% DESIGN DRAWING	2015-NOV-12
01	ISSUED FOR 40% DESIGN DRAWING	2015-NOV-04

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**PASSED FOR CONSTRUCTION**

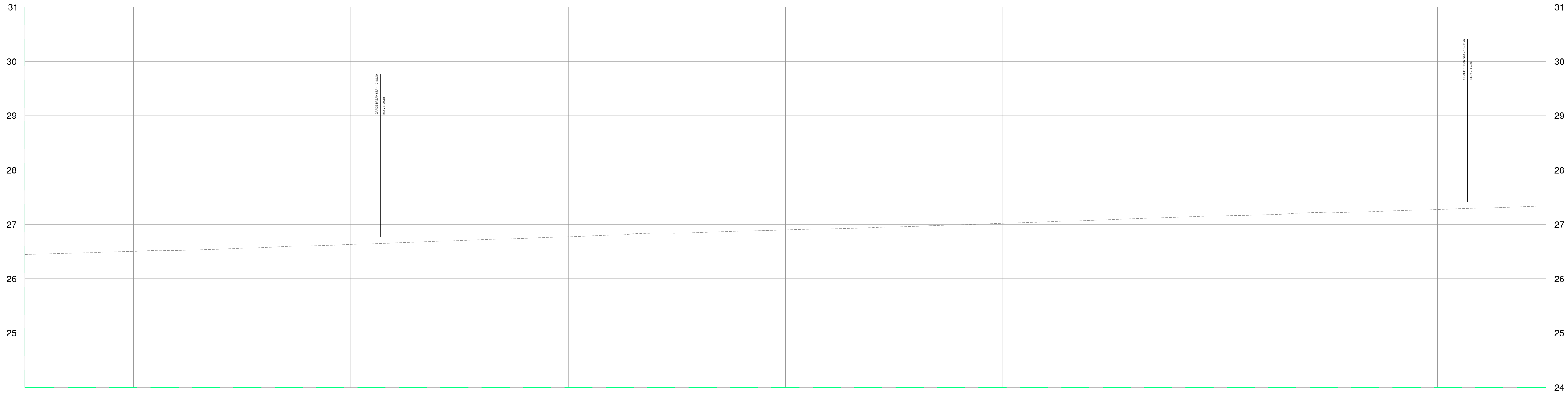
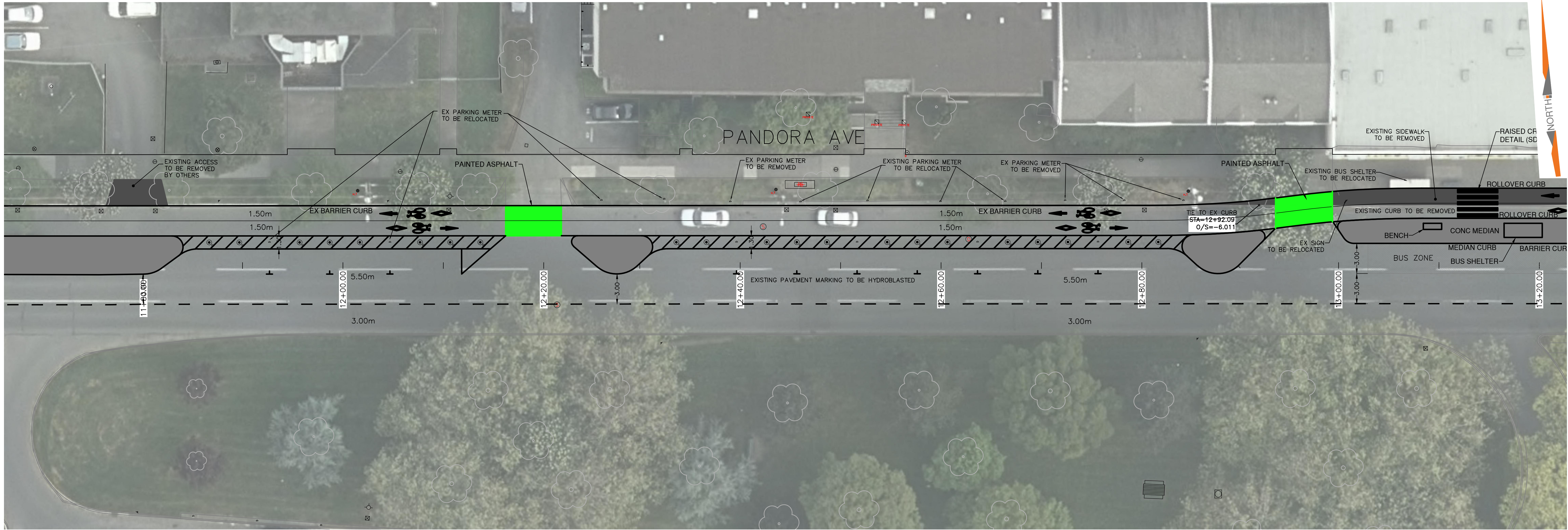
APPROVED: \_\_\_\_\_  
SECTION: \_\_\_\_\_  
DATE: \_\_\_\_\_

**PLAN-PROFILE FROM STA. 1+025 TO 1+170**

PROJECT		SCALE	
PANDORA AVENUE TWO WAY CYCLING FACILITY		H 1:200 V 1:40	
CHECKED BY	CITY ENGINEER	APPROVED BY:	DATE
RA	F. WORK	BT	2016-JAN-11

Governance and Priorities Committee - 21 Jan 2016





LEGEND

SURFACE DETAIL											
	STORM DRAIN MANHOLE		HYDRO MANHOLE		SEWER LATERAL		TEL MANHOLE		SIGNAL PULL BOX -SIDEWALK		HYDRO/TEL POLE TO BE REMOVED
	STORM DRAIN VENT		HYDRO POLE		WATER VALVE ON MAIN		TEL POLE		LIGHT/SIGNAL PULL BOX -STREET		GAS METER
	CATCH BASIN		HYDRO POLE WITH DIP		WATER METER		TEL POLE WITH DIP		LIGHT POLE (STEEL)		GAS VALVE
	DRAIN CLEANOUT		JOINT POLE		BOULEVARD SERVICE		TEL POLE WITH LIGHT		SIGNAL POLE (STEEL)		GAS SNIFFER
	DRAIN LATERAL		HYDRO POLE WITH LIGHT		FIRE HYDRANT		TEL SERVICE BOXES		LIGHT/SIGNAL POLE (STEEL)		TEST HOLE
	SANITARY SEWER MANHOLE		HYDRO SERVICE BOXES		REDUCER		TEL VAULT		CLUSTER LAMP - TYPE A		FENCE LINE
	SANITARY SEWER VENT		HYDRO VAULT		LIGHT MANHOLE		POLE ANCHOR		CLUSTER LAMP - TYPE B		RETAINING WALL
	SEWER CLEANOUT		HYDRO VAULT		LIGHT PULL BOX -SIDEWALK		HYDRO/TEL POLE TO BE RELOCATED		STREET SIGN		TREE
									PARKING METER		ROCK OUTCROP

ENGINEERING AND PUBLIC WORKS

NO.	REVISION DESCRIPTION	DATE
03	REVISED 60% DESIGN DRAWING	2016-JAN-11
02	ISSUED FOR 60% DESIGN DRAWING	2015-NOV-12
01	ISSUED FOR 40% DESIGN DRAWING	2015-NOV-04

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PASSED FOR CONSTRUCTION

APPROVED: \_\_\_\_\_  
SECTION: \_\_\_\_\_  
DATE: \_\_\_\_\_

DRAWING TITLE  
PLAN-PROFILE FROM STA. 1+170 TO 1+310

PROJECT  
PANDORA AVENUE TWO WAY CYCLING FACILITY

CHECKED BY  
RA

CITY ENGINEER  
F. WORK

APPROVED BY  
BT

SCALE  
H 1:200 V 1:40

DRAWN BY  
RA

DESIGN BY  
BT

SHT. No.  
C58 OF XX

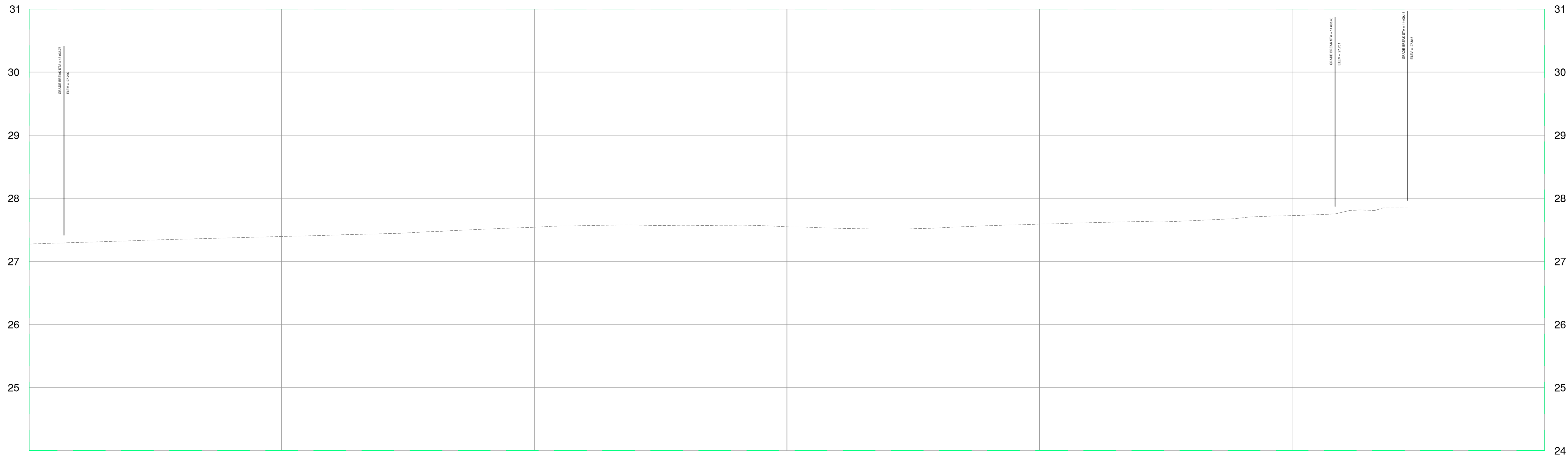
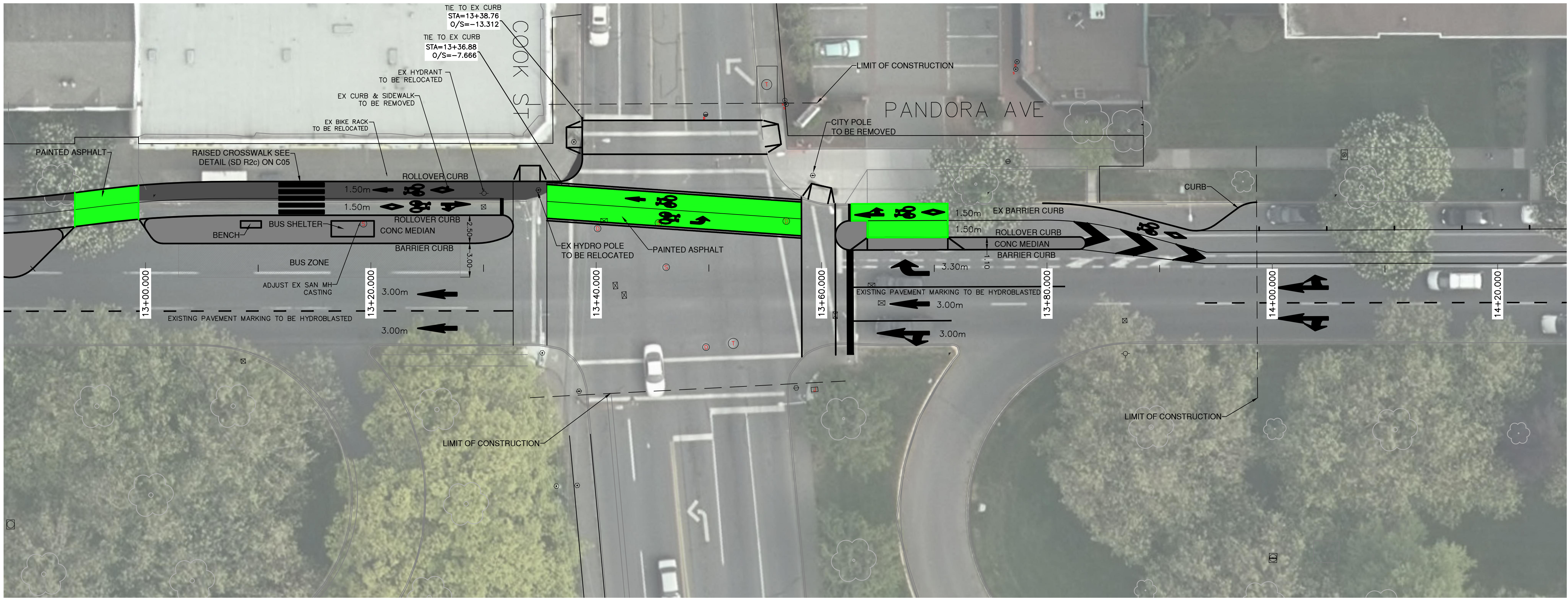
DATE  
2016-JAN-11

CITY OF VICTORIA

C58

DRAWING NUMBER





LEGEND				ENGINEERING AND PUBLIC WORKS		GENERAL NOTES		PASSED FOR CONSTRUCTION		DRAWING TITLE: PLAN-PROFILE FROM STA. 1+310 TO 1+420													
<b>SURFACE DETAIL</b> ① STORM DRAIN MANHOLE ② STORM DRAIN VENT ③ CATCH BASIN ④ DRAIN CLEANOUT ⑤ DRAIN LATERAL ⑥ SANITARY SEWER MANHOLE ⑦ SANITARY SEWER VENT ⑧ SEWER CLEANOUT				<b>CYCLE TRACK PICKET</b> ⑨ HYDRO MANHOLE ⑩ HYDRO POLE ⑪ HYDRO POLE WITH DIP ⑫ JOINT POLE ⑬ HYDRO POLE WITH LIGHT ⑭ HYDRO SERVICE BOXES ⑮ HYDRO VAULT		<b>SEWER LATERAL</b> ⑯ WATER VALVE ON MAIN ⑰ WATER SERVICE VALVE ⑱ WATER METER ⑲ BOULEVARD SERVICE ⑳ FIRE HYDRANT ㉑ REDUCER ㉒ LIGHT MANHOLE ㉓ LIGHT PULL BOX - SIDEWALK		<b>TEL MANHOLE</b> ㉔ TEL POLE ㉕ TEL POLE WITH DIP ㉖ TEL POLE WITH LIGHT ㉗ TEL SERVICE BOXES ㉘ TEL VAULT ㉙ POLE ANCHOR ㉚ HYDRO/TEL POLE TO BE RELOCATED		<b>SIGNAL PULL BOX - SIDEWALK</b> ㉛ LIGHT/SIGNAL PULL BOX - STREET ㉜ LIGHT POLE (STEEL) ㉝ SIGNAL POLE (STEEL) ㉞ LIGHT/SIGNAL POLE (STEEL) ㉟ CLUSTER LAMP - TYPE A ㊱ CLUSTER LAMP - TYPE B ㊲ STREET SIGN ㊳ PARKING METER		<b>HYDRO/TEL POLE TO BE REMOVED</b> ㊴ GAS METER ㊵ GAS VALVE ㊶ GAS SNIFFER ㊷ TEST HOLE ㊸ FENCE LINE ㊹ RETAINING WALL ㊺ TREE ㊻ ROCK OUTCROP		<b>REVISION</b> NO. REVISION DESCRIPTION DATE 03 REVISED 60% DESIGN DRAWING 2016-JAN-11 02 ISSUED FOR 60% DESIGN DRAWING 2015-NOV-12 01 ISSUED FOR 40% DESIGN DRAWING 2015-NOV-04		<b>GENERAL NOTES</b> 1. ALL MATERIALS AND CONSTRUCTION TO MEET THE MASTER MUNICIPAL CONSTRUCTION DOCUMENTS (MMC) & CITY SUPPLEMENTARY SPECIFICATIONS. 2. USE EXTREME CAUTION WHEN WORKING NEAR UTILITIES. 3. MAINTAIN 5.0 m PROTECTED ROOT ZONE (PRZ) AROUND ALL TREES. REFER TO SUPPLEMENTAL DRAWING SD P2 - WORKING AROUND TREES. 4. UTILITIES AND STRUCTURES SHOWN ON THIS PLAN ARE PLOTTED USING HISTORICAL DATA. THE CITY OF VICTORIA CANNOT GUARANTEE THE ACCURACY OF THE DEPTH AND LOCATIONS OF UTILITIES AND STRUCTURES. 5. ANY PROPOSED CHANGE MUST BE APPROVED BY PROJECT MANAGER PRIOR TO CONSTRUCTION. ALL CHANGES MUST BE NOTED ON THE CONSTRUCTION PLANS. 6. ELEVATIONS SHOWN US THE CANADIAN GEODETIC VERTICAL DATUM 1928 (CGVD28).		<b>APPROVED:</b>  <b>SECTION:</b>  <b>DATE:</b>		<b>CITY OF VICTORIA</b> PROJECT: PANDORA AVENUE TWO WAY CYCLING FACILITY CHECKED BY: RA CITY ENGINEER: BT APPROVED BY: DATE: 2016-JAN-11 SCALE: H 1:200 V 1:40 DRAWING NUMBER: C59			



## Pandora Two-Way Protected Bike Lane Update

January 21, 2016

### Governance and Priorities Meeting



## Background

On July 2, 2015 Council approved:

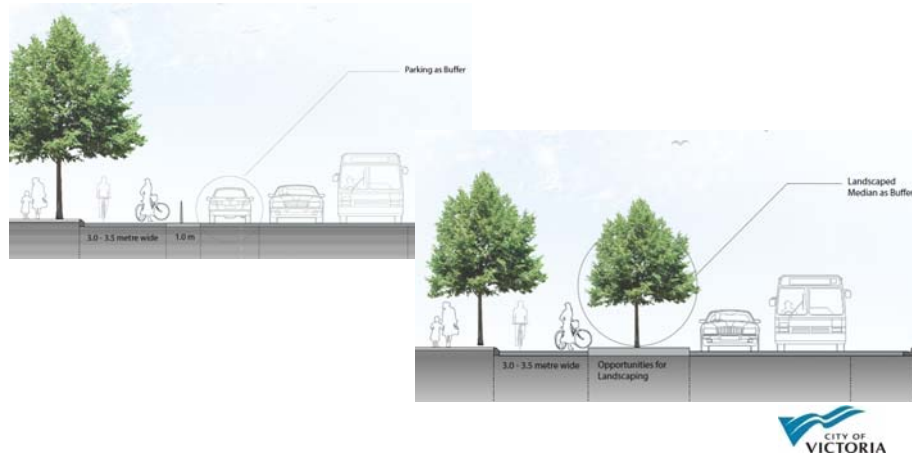
- That Council endorse the design and construction of a two-way fully protected bike lane with traffic signal changes on Pandora Avenue, and marked bike lanes on Johnson Street
- That physical separation used in the design be primarily parked vehicles and bollards, with enhanced separation (concrete islands) used at bus zones, mid-block crosswalks, and at the approach to intersections where parking is not permitted





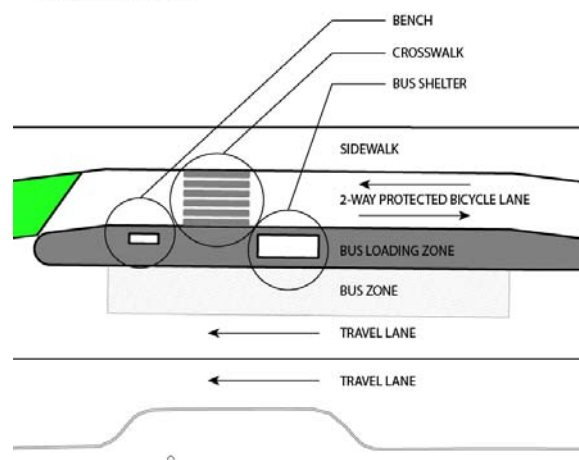
## Detailed Design Status

3.5 metre wide two-way facility is recommended to ensure future capacity for protected bike lane users with a minimum 1.0 metre buffer. Landscaping opportunities exist where buffer exceeds 1.5 metres.



## Detailed Design Status

BLANSHARD AND PANDORA  
- TRANSIT STOP CONCEPT



Narrowing of the sidewalk is required at the transit stop on the 700 block of Pandora Avenue, to accommodate the additional infrastructure of bike paths and transit bays.

The width of the sidewalks at the bus zone will be maintained at no less than 2.8 metres.

Additional space required for bus zones in the 900 and 1000 block of Pandora Avenue



## Impacts and Mitigation

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- Loss of Parking: A total of 32 spaces to be removed (44 spaces was originally estimated), including 25 metered/time restricted stalls, two commercial loading zones stalls and five drop off stalls (reducing total downtown City parking by less than 1%)
- BC Transit: Two of the five bus stops (existing zones at Vancouver Street and at Quadra Street) are proposed to be consolidated to reduce the number of potential conflict points between bike riders and transit users. BC Transit is supportive of this consolidation plan
- Sidewalk Redesign: Additional design work and examination of options / trade-offs is required for specific zones, as part of ongoing liaison with key stakeholder groups



## Project Budget

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- Estimated project costs of \$2,090,000 (25% contingency)
- \$190,000 for retention of external consulting firm (detailed design, survey, electrical works)
- \$500,000 allocated to consultant fees of the \$7.75 million gas tax funding for the bike network initiative



## Next Steps

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- The external consultants will complete the final detailed design by end of February 2016
- Tender documents and implementation plans to be developed
- Communications and information sharing with residents, road users (motorists, cyclists, and transit riders), businesses owners and customers
- Final designs will be shared with Council in March 2016







## Governance and Priorities Committee Report

### For the Meeting of January 21, 2016

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**To:** Governance and Priorities Committee      **Date:** January 14, 2016  
**From:** Katie Hamilton, Director of Citizen Engagement and Strategic Planning  
**Subject:** Biketoria Network – Public Engagement Update

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#### RECOMMENDATION

That Council receive this report for information.

#### EXECUTIVE SUMMARY

While the first corridor of protected bike lanes is proceeding to final design and construction starting soon, the #Biketoria network planning process is underway. Upon Council consideration of the proposed network in late October, the consultancy team of Urban Systems, Gehl and Associates, 8 -80 Cities, and Alta Planning + Design, initiated the public engagement process to seek input and feedback on a proposed All Ages and Abilities cycling network of protected bike lanes.

Initial engagement has included the establishment of a technical advisory committee, a kick-off weekend of public events including the "Biketoria Summit", and a pop-up bike lane, as well as an online and social media presence, and three neighbourhood salons in three different areas of the city were held. These engagement activities were an opportunity to share the recommended network and proposed cycling facilities and to start to test preferred options with the community in terms of connectivity, potential separations, and benefits and impacts along various corridors. An estimated 2,500 people have participated to date, and further engagement is required.

The recommended Biketoria network is premised on the design of a minimum grid of protected bikes lanes within the downtown core, known as the "hub", with neighbourhood connectivity east-west and north-south, known as "spoke" corridors. Informed by public input and extensive technical review, the Biketoria consultancy team, will make a final recommendation on an All Ages cycling network to City Council in the spring of 2016. It will outline concept designs for the priority corridors, a capital implementation plan with prioritized corridor sequencing, and recommendations for future consultation.

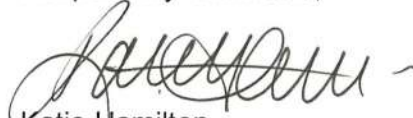
To date, the engagement approach has been broad, and has attracted a lot of interest, and constructive feedback. However it has moved quickly, and further engagement is still required with neighbourhood residents and businesses, and their associations, before recommending a network to Council. There are a few specific areas where impacts are greater, or perceived to be greater, and in areas where limited alternatives exist to address some community concern.

In particular, more detailed engagement is required within neighbourhood urban villages. Cook Street businesses have submitted a petition to Council opposing any protected lanes on Cook Street. Staff have followed up to provide accurate information and have offered a meeting.

In December, staff also indicated a meeting for neighbourhood associations representatives would occur for an update on the early feedback received through the public engagement process, and to discuss further public engagement opportunities specific to their neighbourhood needs. The potential scenarios within each neighbourhood vary broadly, and as such there are various opportunities to advance further discussions. This meeting is being scheduled for the first week of February, and the date confirmed before this report is considered by Governance and Priorities Committee.


With the recently approved schedule for accelerated local area planning, including the Burnside Gorge Local Area Plan in development now, staff feel there are opportunities to integrate the detailed dialogue on specific corridors within those processes, in particular those that are outside the minimum downtown grid. Upon approval of the network, this may allow for a more holistic complete streets approach to corridor planning, and provide residents and businesses a greater understanding and influence over the opportunities and trade-offs in specific areas.

Respectfully submitted,



Katie Hamilton  
Director of Citizen Engagement and Strategic Planning

**Report accepted and recommended by the City Manager:**

Date: Jan 15, 2016



709 Yates. St.  
PO Box 8586, Victoria Main Post Office  
Victoria, B.C. V8W 3S2

Dear Mayor and City Council,

The Greater Victoria Cycling Coalition is strongly supportive of Biketoria and the larger goal of establishing a comprehensive All Ages and Abilities bicycle network throughout the city of Victoria. We are excited to see the implementation of the proposed plan beginning this spring, but are concerned that progress may be delayed. The Jan 21st Public Engagement Report before you proposes additional consultation. However, after nearly two years of extensive consultation, over multiple phases, it is time to keep moving.

As Biketoria moves closer to implementation, we understand why concerns are being raised by some businesses and voices in the community. The City can help reduce these concerns by providing clear information about the social and economic benefits of quality bicycle facilities and how they fit into the city's larger planning context: outlines of existing municipal policies, OCP goals and objectives that have long supported investments and priorities on cycling and related initiatives.

#### **Victoria keeps asking for better bicycle facilities**

For many years, Victoria residents have been looking for better, safer and more comfortable bicycle facilities. Over the past two years, the City has engaged thousands of residents via surveys and open houses as it has updated its 1995 plan. Hundreds more responded in the City's 2015 budget consultation, with bicycle investments making the top of the priority list. Similar results were found during the Official Community Plan process in 2012. The message has been consistent and clear: Victoria residents want comfortable routes and safe corridors to ride their bikes with their families, friends and co-workers. *Further consultations should not drift into inaction or delay.*

#### **A complete network is more than the sum of its parts**

Biketoria is intended as the start of a complete All Ages and Abilities (AAA) network. The plan is best conceived and built as a single piece. As the City of Calgary showed, building a complete network all at once can significantly increase the number of people biking. As the current piecemeal approach has shown, individual routes are less successful on their own.

#### **Use pilot projects to allow flexibility**

The City of Victoria should follow the lead of many other cities by using pilot projects and temporary route designs as a means of consultation and public engagement. Pilot projects can get the complete network built faster, and still alleviate neighbourhood concerns by allowing greater flexibility after construction. Small changes can be made and adjusted easily and quickly, whether that is loading zones for businesses or providing more protection for those riding bikes.

Finally, we reiterate the need to keep moving on Biketoria, for time is ticking away to achieve our goals of making Victoria the best small city for biking by 2018. We look forward to helping the city meet its goals in any way we can.

Yours,

Edward Pullman  
President, Greater Victoria Cycling Coalition





## The Road to Becoming One of North America's Best Cycling Cities: Public Engagement Update

Governance and Priorities Committee Meeting - January 21, 2016

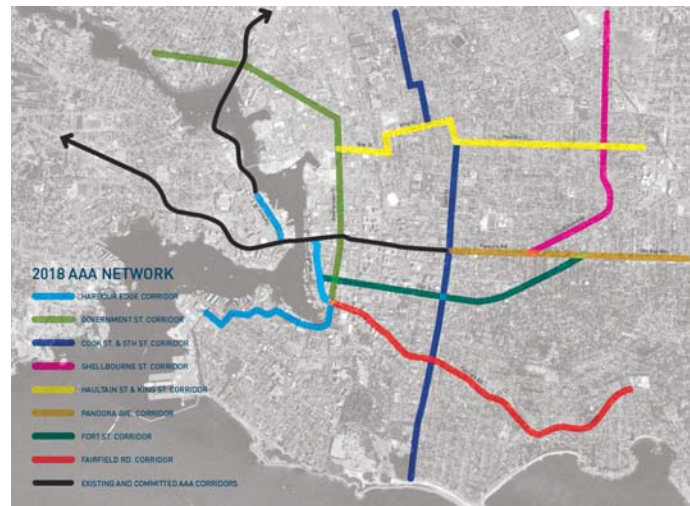


## Background

Progress to Date	2015
International consulting team retained and Biketoria launched	September
Interim report and project update provided to Council. Direction for: <i>"...staff and consultants to proceed with public engagement and detailed conceptual design of priority corridors."</i>	October
Public engagement activities and events	November-December



## Proposed Network Map



## Public Engagement Activities

- Technical Advisory Committee formed by consultants
- Biketoria Summit and Pop-up Engagement Labs (400 participants)
- Three Neighbourhood Salons (250 attendees)
- Over 1700 surveys completed
- 65 emails
- Social Media
  - 264 Facebook comments
  - 366 Tweets
  - 24 Instagram posts





## Engagement Activities

**December 1, 2015 - Cook Street Village**

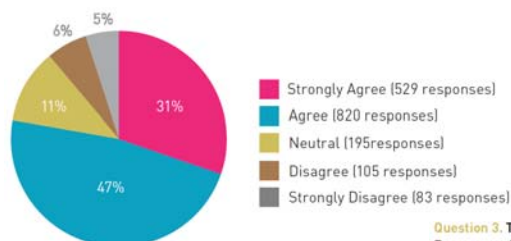
**December 2, 2015 - Caffè Fantastico**

**December 3, 2015 - Habit Coffee**

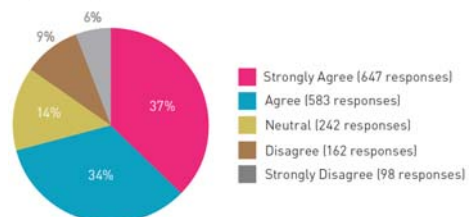


## Input Highlights

**Question 1. The proposed bicycling network connects you to the places you want to go.**  
Responses: 1,732



**Question 3. The proposed bicycling network comes close enough to my home.**  
Responses: 1,732



## Next Steps

---

- Cook Street Village businesses – January 26
- North Park Neighbourhood Association meeting - TBD
- Neighbourhoods Meeting – February 3
- Further focused engagement - February
- Final Biketoria Recommendations - March





For the Governance and Priorities Committee meeting of January 21, 2016

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**Date:** Thursday, January 14, 2016      **From:** Mayor Helps

**Subject:** Mayor Helps Activity Update to Council and the Public

---

### **Background on the Process**

Last fall Council began the practice of reporting on issues and activities undertaken as part of appointments to other bodies. Council's first reporting was done verbally, in a time-limited way, at a public meeting. After discussion, Council felt that this format would be best supplemented by receiving a short written report from each councillor and the Mayor to be included on the public agenda. This will increase transparency and information sharing. Members of Council work very hard on many issues with a diverse range of bodies and stakeholders in between the time we spend at Council meetings and Committee meetings of Council. This new reporting structure is meant to capture some of that work.

### **Mayor Helps Appointments and Activities**

In addition to being mayor, my appointments are as follows. I sit on the Capital Regional District (CRD) board and I chair the Core Area Liquid Waste Management Committee (CALWMC). I also sit on the Capital Regional District Hospital board, the CRD Finance Committee, the CRD Integrated Waste Management Task Force, and the CRD Housing Corporation. I am Co-Chair of the Victoria and Esquimalt Police Board and Co-Chair of the Greater Victoria Coalition to End Homelessness. I have structured my report not according to appointment but rather to focus on the three areas where I have focussed the majority of my time and energy in the past year (2015) and past quarter (Q4 2015) and where I will focus my time and energy in 2016.

### **Economic Development**

In November 2015, Council voted to become a member of a new, regional economic development entity and appointed me as the City's member to that organization. Since November, I have been working hard with my colleagues from across the region to get this new organization ready for incorporation and launch. We have developed a constitution and bylaws (see attached for your information) and worked to ensure that the purposes of the new society reflect the goals and aspirations of the region, including support for entrepreneurs and small businesses to increase their ability to prosper and create jobs. We have struck a Nominating Committee for the Board of Directors to which I have been appointed, and have put out a call for Directors as well as for an Executive Director (postings can be found here: <http://www.yyjprosperity.ca/jobs/>) As of Monday January 11th, 12 out of 13 local governments in Greater Victoria have joined the South Vancouver Island Economic Development Association (SVIEDA).

In addition to a regional focus on economic development, I have been working hard with the City's Manager of Strategic Relations and Business Development, Deputy City Manager, Councillor Lucas and our partners at ViaTec, UVIC, the Downtown Victoria Business Association, the Urban Development Institute, the Alacrity Foundation, the Capital Investment Network and others to organize "A Capital Mission". From February 17 – 19 we will be hosting a delegation of 30-60 people from the San Francisco Bay Area. The goals of the mission are to connect high net worth



investors from the Bay Area with Victoria's start-up and tech community and to showcase the innovation coming out of Victoria and British Columbia. In addition we'll be profiling Victoria's human capital/talent through our three post-secondary institutions, drawing attention to prominent new and renewed developments both commercial and residential, highlighting our superb quality of life, and showcasing the City's meeting/conference attributes as well as our fantastic cultural institutions.

### **Wastewater Treatment**

As chair of the CALWMC, I have been dedicating much time and energy to this project. In the past two months we've been working hard as a committee to ensure that we have enough information on the proposed option sets for wastewater treatment in the core area to engage the public in a meaningful way. At its January 13<sup>th</sup> meeting, the CALWMC voted to begin public engagement on the option sets. Provincial legislation makes clear that the region's ability to borrow for wastewater projects without an Alternative Approval Process requires that the public consultation be meaningful and robust and that the public has an opportunity to influence the decision. As CALWMC chair, much of my time in the coming months will be spent working to support this public engagement process and continuing to broadcast opportunities for public input via [www.coreareawastewater.ca](http://www.coreareawastewater.ca) and other mechanisms. In addition to working at the CALWMC with my colleagues, I have been working hard to build relationships with funders at both the Provincial and Federal levels, including meeting with Minister Sohi, the Minister of Communities and Infrastructure when I was in Ottawa in December.

### **Housing**

As Co-Chair of the Coalition to End Homelessness I have taken a very active role in initiating and overseeing a governance review of that organization. I have chaired the Coalition's Governance Review Committee and overseen the work of a Community Review Team, which was engaged last fall to take a fresh look at the Coalition to ensure focus and direction going forward. A draft report was delivered to the Coalition's Leadership Council (Board of Directors) in December and sent to the Governance Review Team to come up with a decision-making framework. The Leadership Council will meet in early February to discuss the recommendations with the aim of making the Coalition poised and ready to lead as a key partner in the CRD's Housing First Strategy.

**Respectfully Submitted,**

A handwritten signature in black ink, appearing to read 'Z. Helps'.

Mayor Helps

**FORM 3**

**SOCIETY ACT**

**CONSTITUTION**

1. The name of the Society is the South Vancouver Island ▼ Association.
2. The purposes of the Society are:
  - (a) to promote and facilitate regional economic development in South Vancouver Island, British Columbia, including:
    - (i) diversifying and strengthening the regional economy;
    - (ii) promoting better employment opportunities and increased quality of life for the citizens of the region;
    - (iii) providing support for entrepreneurs and small business to increase their ability to prosper and create jobs;
    - (iv) maximizing federal and provincial funding for regional economic development;
    - (v) collaborating with the initiatives and activities of regional trade associations and municipal economic development officers; and
    - (vi) raising the profile of Southern Vancouver Island as a location of choice for new business endeavors.
  - (b) to receive, administer and distribute funds and property in a manner consistent with the purposes of the Society; and
  - (c) to do all such other things as are incidental and ancillary to the attainment of the foregoing purposes and the exercise of the powers of the Society.
3. The activities of the Society will be carried on without purpose of gain for its members and any income, profits or other accretions to the Society will be used in promoting the purposes of the Society. This provision is alterable.
4. Upon winding-up or dissolution of the Society, the funds and property remaining after the payment of all costs, charges and expenses properly incurred in the winding-up or dissolution, including the remuneration of the liquidator, and after payment to employees of the Society of any arrears of salaries or wages, and after payment of any debts of the Society, will be distributed to one or more non-profit organizations or registered charities having similar purposes to those of the Society, as designated by the Board. If for any reason the Board is unable to designate one or

more non-profit organizations or registered charities having similar purposes to those of the Society, then the funds or property remaining will be distributed to such registered charities and “qualified donees” as defined in the *Income Tax Act*, as are designated by the Board. Any of such funds or property remaining which were originally received for specific purposes, will, wherever possible, be distributed to registered charities and qualified donees carrying on work of a similar nature to such specific purposes. This provision is alterable.



**BYLAWS  
OF THE  
SOUTH VANCOUVER ISLAND ▼ ASSOCIATION**

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# **BYLAWS OF THE SOUTH VANCOUVER ISLAND ▼ ASSOCIATION**

## **1. INTERPRETATION**

### **1.1 Definitions**

In these Bylaws and the Constitution of the Society, unless the context otherwise requires:

- (a) **“Address of the Society”** means the address of the Society as filed from time to time with the Registrar;
- (b) **“Board”** means the Directors acting as authorized by the Constitution and these Bylaws in managing or supervising the management of the affairs of the Society and exercising the powers of the Society;
- (c) **“Board Resolution”** means:
  - (i) a resolution passed by a simple majority of the votes cast in respect of the resolution by the Directors entitled to vote on such matter:
    - (A) in person at a duly constituted meeting of the Board, or
    - (B) by Electronic Means in accordance with these Bylaws, or
    - (C) by combined total of the votes cast in person and by Electronic Means; or
  - (ii) a resolution that has been submitted to all Directors and consented to in writing by 75% of the Directors who would have been entitled to vote on the resolution at a meeting of the Board,

and a Board Resolution approved by any of these methods is effective as though passed at a meeting of the Board;
- (d) **“Business Member”** means a Person or Organization which has been accepted as a Business Member of the Society in accordance with Part 2 of these Bylaws;
- (e) **“Bylaws”** means the bylaws of the Society as filed in the office of the Registrar;
- (f) **“Chair”** means a Person elected to the office of Chair in accordance with these Bylaws;
- (g) **“Constitution”** means the constitution of the Society as filed in the office of the Registrar;
- (h) **“Directors”** means those Persons who have become directors in accordance with these Bylaws and have not ceased to be directors;
- (i) **“Elected Official”** means a member of Parliament, a member of a Legislative Assembly or Territory, or a mayor or councillor of a Municipality;

- (j) **“Electronic Means”** means any system or combination of systems, including but not limited to telephonic, electronic, radio, computer or web-based technology or communication facility, that:
  - (i) in relation to a meeting or proceeding, permits all participants to communicate with each other or otherwise participate in the proceeding contemporaneously, in a manner comparable, but not necessarily identical, to a meeting where all were present in the same location, and
  - (ii) in relation to a vote, permits all eligible voters to cast a vote on the matter for determination in a manner that adequately discloses the intentions of the voters;
- (k) **“Eligible Party”** means:
  - (i) a Director or officer of the Society, as determined in accordance with these Bylaws; or
  - (ii) such other Person described in the *Society Act* that is appointed or elected by the Directors to exercise authority to manage the activities or internal affairs of the Society as a whole or in respect of a principal unit of the Society; or
  - (iii) a Person who holds or held a position equivalent to what is described in either sub-paragraph (i) or (ii) above in a subsidiary of the Society, if any; or
  - (iv) the heir or personal or legal representative of a Person described in (i), (ii) or (iii) above.
- (l) **“First Nation”** means any one of Esquimalt Nation, the Songhees Nation, the Scia’new Nation, the T’sou-ke Nation, the Tsartlip Nation, the Tsawout Nation, the Malahat Nation, the Pauchachin Nation and the Tseycum Nation;
- (m) **“Government Member”** means a Municipality or First Nation which has been accepted as a Government Member of the Society in accordance with Part 2 of these Bylaws;
- (n) **“Income Tax Act”** means the *Income Tax Act*, R.S.C. 1985 (5<sup>th</sup> Supp.), c.1 as amended from time to time;
- (o) **“Institutional Member”** means an Organization that has been accepted as an Institutional Member of the Society in accordance with Part 2 of these Bylaws;
- (p) **“Members”** means those Persons and Organizations who are, or who subsequently become, members of the Society in accordance with these Bylaws and, in either case, have not ceased to be members;
- (q) **“Municipality”** means any one of the City of Langford, the Town of View Royal, the City of Victoria, the District of Oak Bay, the Town of Sidney, the City of Colwood, the District of Sooke, the District of Central Saanich, the District of



Saanich, the Township of Esquimalt, the District of Highlands, the District of North Saanich, and the District of Metchosin;

- (r) **“mutatis mutandis”** means with the necessary changes having been made to ensure that the language makes sense in the context;
- (s) **“Non-Profit Member”** means an Organization that has been accepted as a Non-Profit Member of the Society in accordance with Part 2 of these Bylaws;
- (t) **“Ordinary Resolution”** means:
  - (i) a resolution passed by a simple majority of the votes cast in respect of the resolution by those Members entitled to vote:
    - (A) in person at a duly constituted general meeting, or
    - (B) by Electronic Means in accordance with these Bylaws, or
    - (C) by combined total of the votes cast in person at a general meeting and the votes cast by Electronic Means; or
  - (ii) a resolution that has been submitted to the Members and consented to in writing by not less than the threshold required by the *Society Act*,

and an Ordinary Resolution approved by any one or more of these methods is effective as though passed at a general meeting of the Society;
- (u) **“Organization”** means an association, corporation, cooperative, government agency, partnership or society;
- (v) **“Person”** means a natural person;
- (w) **“Registered Address”** of a Member or Director means the address of that Person as recorded in the register of Members or the register of Directors;
- (x) **“Registrar”** means the Registrar of Companies of the Province of British Columbia;
- (y) **“Secretary”** means a Person elected to the office of secretary in accordance with these Bylaws;
- (z) **“Society”** means the “South Vancouver Island ▼ Association”;
- (aa) **“Society Act”** means the *Society Act*, RSBC 1996, c.433, as amended from time to time, and includes any successor legislation thereto;
- (bb) **“Special Resolution”** means:
  - (i) a resolution, of which the notice required by the *Society Act* and these Bylaws has been provided, passed by the majority of votes required by the *Society Act* cast in respect of the resolution by those Members entitled to vote:
    - (A) in person at a duly constituted general meeting, or

- (B) by Electronic Means in accordance with these Bylaws, or
  - (C) by combined total of the votes cast in person at a general meeting and the votes cast by Electronic Means; or
  - (ii) a resolution that has been submitted to the Members and consented to in writing by every Member who would have been entitled to vote on the resolution in person at a general meeting of the Society,
- and a Special Resolution approved by any one or more of these methods is effective as though passed at a general meeting of the Society; and
- (cc) “**Treasurer**” means a Person elected to the office of treasurer in accordance with these Bylaws.

## 1.2 **Society Act Definitions**

Except as otherwise provided, the definitions in the *Society Act* on the date these Bylaws become effective apply to these Bylaws and the Constitution.

## 1.3 **Plural and Singular Forms**

In these Bylaws, a word defined in the plural form includes the singular and vice-versa.

# 2. **MEMBERSHIP**

## 2.1 **Admission to Membership**

Membership in the Society is restricted to the applicants for incorporation and to those Persons and Organizations who are eligible for admission as a Member in accordance with these Bylaws and whose application has been accepted by the Directors by Board Resolution.

An Organization that is a Member must designate a Person to exercise the rights of membership on behalf of the Organization by notice in writing delivered to the Address of the Society.

## 2.2 **Classes of Membership**

There will be four (4) classes of voting membership in the Society:

- (a) Government Members;
- (b) Institutional Members;
- (c) Business Members; and
- (d) Non-Profit Members.

## 2.3 **Eligibility for Government Membership**

To be eligible to be a Government Member, an applicant must be a Municipality or a First Nation.

## **2.4 Eligibility for Institutional Membership**

To be eligible to be an Institutional Member, an applicant must be a post-secondary institution, a trade association, a cooperative association, an industry association or similar type of Organization, a Crown corporation, Crown agent, or a federal or provincial authority created under enabling legislation, which is interested in advancing the purposes and supporting the activities of the Society.

## **2.5 Eligibility for Business Membership**

A Person or Organization may apply to be a Business Member if he, she or it:

- (a) in the case of a Person, is 19 years of age or older; or
- (b) in the case of an Organization, is a business.

## **2.6 Eligibility for Non-Profit Membership**

To be eligible to be a Non-Profit Member, an applicant must be an Organization that is structured as a non-profit, which is not a trade or industry association, and which is interested in advancing the purposes and supporting the activities of the Society.

## **2.7 Application for Membership**

An application for membership or renewal of membership must include the payment of applicable membership dues.

## **2.8 Membership not Transferable**

Membership is not transferable.

## **2.9 Term of Government and Institutional Membership**

The term of Government and Institutional membership is five (5) years, which term will commence on the date of admission of the Member and which will expire at the close of the annual general meeting held in the final year of the Member's term.

If, after the conclusion of three (3) years of membership, a Government Member, acting in a reasonable commercial manner, concludes that the Society has not met and will not in future meet the performance expectations envisaged at the time of the Society's incorporation, such Government Member may resign its membership.

## **2.10 Term of Business and Non-Profit Membership**

The term of Business and Non-Profit membership is one (1) year, which term will commence on the date of admission of the Member and which will expire at the close of the next annual general meeting.



### 2.11 **Renewal of Membership**

A Member may apply for renewal of his, her or its membership prior to its expiry in such manner as may be determined by the Board. A Member who does not renew prior to expiry must re-apply pursuant to Bylaw 2.1.

### 2.12 **Dues**

The Board will, by Board Resolution, determine the dues payable by Members in each membership class from time to time, provided however that in the event the Greater Victoria Chamber of Commerce becomes an Institutional Member, its annual dues will be waived for the first three (3) years of its membership.

Membership dues will be payable on an annual basis.

### 2.13 **Compliance with Constitution, Bylaws and Policies**

Every Member will, at all times:

- (a) uphold the Constitution and comply with these Bylaws and the policies of the Society adopted by the Board from time to time; and
- (b) further and not hinder the purposes, aims and objects of the Society.

### 2.14 **Suspension of Membership**

A Member who is not in good standing is suspended and is not entitled to receive notice of general meetings of the Society nor vote on any matter.

### 2.15 **Expulsion of Member**

A Member may be expelled by a Special Resolution.

Notice of a Special Resolution to expel a Member will be provided to all Members and will be accompanied by a brief statement of the reasons for the proposed expulsion.

The Member who is the subject of the proposed expulsion will be provided an opportunity to respond to the statement of reasons at or before the time the Special Resolution for expulsion is considered by the Members.

### 2.16 **Cessation of Membership**

A Person or an Organization will immediately cease to be a Member:

- (a) if a Government Member, upon its resignation pursuant to Bylaw 2.9;
- (b) upon the expiry of his, her or its term;
- (c) upon his, her or its expulsion; or
- (d) upon his or her death or, in the case of an Organization, dissolution.

### **3. MEETINGS OF MEMBERS**

#### **3.1 Time and Place of General Meetings**

The general meetings of the Society will be held at such time and place, in accordance with the *Society Act*, as the Board decides.

#### **3.2 Annual General Meetings**

The first annual general meeting of the Society will be held not more than 15 months after the date of incorporation and thereafter an annual general meeting will be held at least once in every calendar year and in accordance with the requirements of the *Society Act*.

#### **3.3 Extraordinary General Meeting**

Every general meeting other than an annual general meeting is an extraordinary general meeting.

#### **3.4 Calling of Extraordinary General Meeting**

The Society will convene an extraordinary general meeting by providing notice in accordance with the *Society Act* and these Bylaws in any of the following circumstances:

- (a) at the call of the Chair;
- (b) when resolved by Board Resolution; or
- (c) when such a meeting is requisitioned by the Members in accordance with the *Society Act*.

#### **3.5 Notice of General Meeting**

The Society will provide not less than 14 days' notice in writing of a general meeting to all Members in good standing on the date notice is provided.

#### **3.6 Contents of Notice**

Notice of a general meeting will specify the place, the day and the hour of the meeting and will include a copy of any Special Resolution to be considered at that meeting.

#### **3.7 Omission of Notice**

The accidental omission to give notice of a general meeting to, or the non-receipt of notice by, any Member entitled to receive notice does not invalidate proceedings at that meeting.

### **4. PROCEEDINGS AT GENERAL MEETINGS**

#### **4.1 Business Required at Annual General Meeting**

The following business is required to be conducted at the annual general meeting of the Society:

- (a) the adoption of an agenda;
- (b) the approval of the minutes of the previous general meeting;
- (c) consideration of the report of the Directors;
- (d) consideration of the financial statements and the report of the auditor thereon;  
and
- (e) the election of Directors.

The annual general meeting may include other business as determined by the Board in its discretion.

#### **4.2 Participation in General Meetings**

The Board may determine, in its discretion, to hold any general meeting in whole or in part by Electronic Means.

Where a general meeting is conducted using Electronic Means, the Board will ensure that all participants are able to communicate and participate in the meeting adequately and, in particular, that remote participants are able to participate in a manner comparable to participants present in person, if any.

Persons participating by permitted Electronic Means are deemed to be present at the general meeting.

#### **4.3 Requirement of Quorum**

No business, other than the election of a Person to chair the meeting and the adjournment or termination of the meeting, will be conducted at a general meeting at a time when a quorum is not present.

#### **4.4 Quorum**

A quorum at a general meeting is twelve (12) Members in good standing on the date of the meeting, at least six (6) of which must be Government Members.

#### **4.5 Lack of Quorum**

If within 30 minutes from the time appointed for a general meeting a quorum is not present, the meeting, if convened on the requisition of Members, will be terminated, but in any other case it will stand adjourned to the next day, at the same time and place, and if, at the adjourned meeting, a quorum is not present within 30 minutes from the time appointed for the meeting, the Members present will constitute a quorum.



#### 4.6 **Loss of Quorum**

If at any time during a general meeting there ceases to be a quorum present, business then in progress will be suspended until there is a quorum present or until the meeting is adjourned or terminated.

#### 4.7 **Chair**

The Chair will, subject to a Board Resolution appointing another Person, preside as chair at all general meetings.

If at any general meeting the Chair and such alternate Person appointed by a Board Resolution, if any, are not present within 15 minutes after the time appointed for the meeting, the Directors present may choose one of their number to preside as chair at that meeting.

#### 4.8 **Alternate Chair**

If a Person presiding as chair of a general meeting wishes to step down as chair for all or part of that meeting, he or she may designate an alternate to chair such meeting or portion thereof, and upon such designated alternate receiving the consent of a majority of the Members present at such meeting, he or she may preside as chair.

#### 4.9 **Adjournment**

A general meeting may be adjourned from time to time and from place to place, but no business will be transacted at an adjourned meeting other than the business left unfinished at the meeting from which the adjournment took place.

#### 4.10 **Notice of Adjournment**

It is not necessary to give notice of an adjournment or of the business to be transacted at an adjourned meeting except where a meeting is adjourned for more than 14 days, in which case notice of the adjourned meeting will be given as in the case of the original meeting.

### 5. **VOTING BY MEMBERS**

#### 5.1 **Ordinary Resolution Sufficient**

Unless the *Society Act*, these Bylaws or adopted rules of order provide otherwise, every issue for determination by a vote of the Members will be decided by an Ordinary Resolution.

#### 5.2 **Entitlement to Vote**

Each Member in good standing is entitled to one (1) vote on matters for determination by the Members.

#### 5.3 **Voting Methods**

Voting by Members may occur by any one or more of the following methods, in the discretion of the Board:

- (a) by show of hands or voting cards;
- (b) by written ballot; or
- (c) by vote conducted by Electronic Means.

Where a vote is to be conducted by show of hands or voting cards, and prior to the question being put to a vote, a number of Members equal to not less than 10% of the votes present may request a secret ballot, and where so requested the vote in question will then be conducted by written ballot or other means whereby the tallied votes can be presented anonymously in such a way that it is impossible for the assembly to discern how a given Member voted.

#### **5.4 Voting by Proxy**

Voting by proxy is not permitted.

#### **5.5 Special Resolutions to be filed with the Registrar**

Any Special Resolution passed in accordance with the Bylaws will be filed with the Registrar in the appropriate form and will not take effect until such Special Resolution is accepted for filing by the Registrar.

### **6. DIRECTORS**

#### **6.1 Management of Property and Affairs**

The property and the affairs of the Society will be managed by the Board.

#### **6.2 Directors Subscribe to and Support Purposes**

Every Director will unreservedly subscribe to and support the purposes of the Society.

#### **6.3 Composition of Board**

There will be up to nine (9) Directors.

#### **6.4 Invalidation of Acts**

No act or proceeding of the Board is invalid by reason only of there being less than the required number of Directors in office.

#### **6.5 Qualifications of Directors**

A Person may not be nominated or elected to serve as a Director if he or she:

- (a) is less than 18 years of age;
- (b) is an Elected Official or a Person designated under s 2.1 to exercise the rights of membership on behalf of the Member Organization;
- (c) has been found by any court, in Canada or elsewhere, to be incapable of managing his or her own affairs;
- (d) is an undischarged bankrupt; or

- (e) has been convicted of a prescribed offence within the prescribed period, for which no pardon has been granted, in accordance with the *Society Act*.

#### **6.6 Election of Directors**

Directors will be elected by the Members at a general meeting and will take office commencing at the close of such meeting.

#### **6.7 Term of Office**

The term of office of Directors will normally be three (3) years. The Board may by Board Resolution determine that some or all vacant Directors' positions will have a term of less than three (3) years, the length of such term to be determined by the Directors in their discretion.

For purposes of calculating the duration of a Director's term of office, the term will be deemed to commence at the close of the annual general meeting at which such Director was elected. If, however, the Director was elected at an extraordinary general meeting his or her term of office will be deemed to have commenced at the close of the annual general meeting next following such extraordinary general meeting. Every Director serving a term of office will retire from office at the close of the annual general meeting in the year in which his or her term expires.

#### **6.8 Consecutive Terms and Term Limits**

Directors may be elected for up to six (6) consecutive years, by any combination of terms. A Person who has served as a Director for six (6) consecutive years may not be re-elected for at least one (1) year following the expiry of his or her latest term.

#### **6.9 Appointment to fill Vacancy**

If a Director ceases to hold office before the expiry of his or her term, the Board, by Board Resolution, may appoint a Person qualified in accordance with Bylaw 6.5 to fill the resulting vacancy.

The position occupied by a replacement Director will become available for election at the next annual general meeting and each such replacement Director will continue in office until the conclusion of the next annual general meeting unless sooner ceasing to be a Director.

The period during which a Person serves as a replacement Director does not count toward the term limits set out above.

#### **6.10 Removal of Director**

The Members may remove a Director before the expiration of such Director's term of office by Special Resolution and may elect a replacement Director by Ordinary Resolution to serve for the balance of the removed Director's term.

#### **6.11 Ceasing to be a Director**

A Person will automatically cease to be a Director:



- (a) upon the date which is the later of the date of delivering his or her resignation in writing to the Chair or to the Address of the Society and the effective date of the resignation stated therein;
- (b) upon the expiry of his or her term;
- (c) upon the date such Person is no longer qualified pursuant to Bylaw 6.5;
- (d) upon his or her removal; or
- (e) upon his or her death.

## **7. POWERS AND RESPONSIBILITIES OF THE BOARD**

### **7.1 Powers of Directors**

The Board may exercise all such powers and do all such acts and things as the Society may exercise and do, and which are not by these Bylaws or by statute or otherwise lawfully directed or required to be exercised or done by the Members in general meeting, but nevertheless subject to the provisions of:

- (a) all laws affecting the Society; and
- (b) these Bylaws and the Constitution.

Without limiting the generality of the foregoing, the Board will have the power to make expenditures, including grants, gifts and loans, whether or not secured or interest-bearing, in furtherance of the purposes of the Society. The Board will also have the power to enter into trust arrangements or contracts on behalf of the Society in furtherance of the purposes of the Society.

### **7.2 Remuneration of Directors and Officers and Reimbursement of Expenses**

A Director is not entitled to any remuneration for acting as a Director. However, a Director may be reimbursed for all expenses necessarily and reasonably incurred by him or her while engaged in the affairs of the Society, provided that all claims for reimbursement are in accordance with established policies.

### **7.3 Investment of Property and Standard of Care**

If the Board is required to invest funds on behalf of the Society, the Board may invest the property of the Society in any form of property or security in which a prudent investor might invest. The standard of care required of the Directors is that they will exercise the care, skill, diligence and judgment that a prudent investor would exercise in making investments in light of the purposes and distribution requirements of the Society. The Board may establish further policies related to the investment of the Society's funds and property, provided that such policies are not contrary to the *Society Act* or these Bylaws.

#### **7.4 Investment Advice**

The Directors may obtain advice with respect to the investment of the property of the Society and may rely on such advice if a prudent investor would rely upon the advice in comparable circumstances.

#### **7.5 Delegation of Investment Authority to Agent**

The Directors may delegate to a stockbroker, investment dealer, or investment counsel the degree of authority with respect to the investment of the Society's property that a prudent investor might delegate in accordance with ordinary business practice.

### **8. PROCEEDINGS OF THE BOARD**

#### **8.1 Procedure of Meetings**

After issuance of the certificate of incorporation, a meeting of the Board will be held at which the Directors may:

- (a) appoint officers;
- (b) make banking arrangements;
- (c) appoint an auditor to hold office until the first annual general meeting; and
- (d) transact any other business.

Subsequent meetings of the Board may be held at any time and place determined by the Board, provided that two (2) days' notice of such meeting will be sent to each Director. However, no formal notice will be necessary if all Directors were present at the preceding meeting when the time and place of the meeting were determined or are present at the meeting or waive notice thereof in writing or give a prior verbal waiver to the Secretary.

#### **8.2 Participation by Electronic Means**

The Board may determine, in its discretion, to hold any meeting or meetings of the Board in whole or in part by Electronic Means.

#### **8.3 Quorum**

The Board may from time to time fix the quorum necessary to transact business and, unless so fixed, the quorum will be a majority of the Directors.

#### **8.4 Director Conflict of Interest**

A Director who has a direct or indirect material interest in a contract or transaction of the Society (whether existing or proposed), or in a matter which is the subject of consideration by the Directors:

- (a) will be counted in the quorum at a meeting of the Board at which the contract, transaction or matter is considered;

- (b) will disclose fully and promptly to the other directors the nature and extent of his or her interest in the contract, transaction or matter;
- (c) is not entitled to vote on the contract, transaction or matter;
- (d) will absent himself or herself from the meeting or portion thereof:
  - (i) at which the contract, transaction or matter is discussed, unless requested by the Board to remain to provide relevant information; and
  - (ii) in any case, during the vote on the contract, transaction or matter; and
- (e) refrain from any action intended to influence the discussion or vote.

### 8.5 Chair of Meetings

The Chair will, subject to a Board Resolution appointing another Person, preside as chair at all meetings of the Board.

If at any meeting of the Board the Chair and such alternate Person appointed by a Board Resolution, if any, are not present within 15 minutes after the time appointed for the meeting or requests that he or she not chair that meeting, the Directors present may choose one of their number to chair that meeting.

### 8.6 Alternate Chair

If the Person presiding as chair of a meeting of the Board wishes to step down as chair for all or part of that meeting, he or she may designate an alternate to chair such meeting or portion thereof, and upon such designated alternate receiving the consent of a majority of the Directors present at such meeting, he or she may preside as chair.

### 8.7 Calling of Meetings

The Chair may at any time call a meeting of the Board.

The Secretary will, at the request of any two (2) Directors, call a meeting of the Board.

### 8.8 Notice

For the purposes of the first meeting of the Board held immediately following the appointment or election of a Director or Directors at an annual or other general meeting, or for the purposes of a meeting of the Board at which a Director is appointed to fill a vacancy in the Board, it is not necessary to give notice of the meeting to the newly elected or appointed Director or Directors for the meeting to be properly constituted.

### 8.9 Passing Resolutions

Any issue at a meeting of the Board which is not required by these Bylaws or the *Society Act* to be decided by a resolution requiring more than a simple majority will be decided by Board Resolution.



### 8.10 Procedure for Voting

Voting will be by show of hands or voice vote recorded by the secretary of the meeting except that, at the request of any one Director, a secret vote by written ballot will be required.

### 8.11 Resolution in Writing

A Board Resolution may be in two or more counterparts which together will be deemed to constitute one resolution in writing. Such resolution will be filed with minutes of the proceedings of the Board and will be deemed to be passed on the date stated therein or, in the absence of such a date being stated, on the latest date stated on any counterpart.

## 9. OFFICERS

### 9.1 Officers

The officers of the Society are the Chair, Secretary and Treasurer, together with such other offices, if any, as the Board, in its discretion, may create. All officers must be directors.

The Board may, by Board Resolution, create and remove such other offices of the Society as it deems necessary and determine the duties and responsibilities of all officers.

### 9.2 Election of Officers

At the first meeting of the Board and at each meeting of the Board immediately following an annual general meeting, the Board will elect the officers.

### 9.3 Term of Officer

The term of office for each officer will be one (1) year, commencing on the date the Director is elected as an officer in accordance with Bylaw 9.2 and continuing until the first meeting of the Board held after the next following annual general meeting. A Director may be elected as an officer for consecutive terms.

### 9.4 Removal of Officers

A Person may be removed as an officer by Board Resolution.

### 9.5 Replacement

Should the Chair or any other officer for any reason be unable to complete his or her term, the Board will remove such officer from his or her office and will elect a replacement without delay.

### 9.6 Duties of Chair

The Chair will supervise the other officers in the execution of their duties and will preside at all meetings of the Society and of the Board.

### 9.7 Duties of Secretary

The Secretary will be responsible for making the necessary arrangements for:

- (a) the issuance of notices of meetings of the Society and the Board;
- (b) the keeping of minutes of all meetings of the Society and the Board;
- (c) the custody of all records and documents of the Society, except those required to be kept by the Treasurer;
- (d) the maintenance of the register of Members; and
- (e) the conduct of the correspondence of the Society.

#### **9.8 Duties of Treasurer**

The Treasurer will be responsible for making the necessary arrangements for:

- (a) the keeping of such financial records, reports and returns, including books of account, as are necessary to comply with the *Society Act* and the *Income Tax Act*; and
- (b) the rendering of financial statements to the Directors, Members and others, when required.

#### **9.9 Absence of Secretary at Meeting**

If the Secretary is absent from any meeting of the Society or the Board, the Directors present will appoint another Person to act as secretary at that meeting.

#### **9.10 Combination of Offices of Secretary and Treasurer**

The offices of Secretary and Treasurer may be held by one Person who will be known as the Secretary-Treasurer.

### **10. COMMITTEES**

#### **10.1 Creation and Delegation to Committees**

The Board may create such standing and special committees as may from time to time be required. Any such committee will limit its activities to the purpose or purposes for which it is appointed and will have no powers except those specifically conferred by a Board Resolution.

The Board may delegate any, but not all, of its powers to committees which may be in whole or in part composed of Directors as it thinks fit.

#### **10.2 Standing and Special Committees**

Unless specifically designated as a standing committee, a committee is deemed to be a special committee and any special committee so created must be created for a specified time period only.

A special committee will automatically be dissolved upon the earlier of the following:

- (a) the completion of the specified time period; or
- (b) the completion of the task for which it was created.

### 10.3 Terms of Reference and Rules

In the event the Board decides to create a committee, it must establish Terms of Reference for such committee. A committee, in the exercise of the powers delegated to it, will conform to any rules that may from time to time be imposed by the Board in the Terms of Reference or otherwise, and will report every act or thing done in exercise of those powers at the next meeting of the Board held after it has been done, or at such other time or times as the Board may determine.

### 10.4 Meetings

The members of a committee may meet and adjourn as they think proper and meetings of the committees will be governed *mutatis mutandis* by the rules set out in these Bylaws governing proceedings of the Board.

## 11. EXECUTION OF INSTRUMENTS

### 11.1 No Seal

The Society will not have a seal.

### 11.2 Execution of Instruments

Contracts, documents or instruments in writing requiring the signature of the Society may be signed as follows:

- (a) by the Chair, together with one other director, or
- (b) in the event that the Chair is unavailable to provide a signature, by any two Directors

and all contracts, documents and instruments in writing so signed will be binding upon the Society without any further authorization or formality.

The Board will have power from time to time by Board Resolution to appoint any officer or officers, or any Person or Persons, on behalf of the Society either to sign contracts, documents and instruments in writing generally or to sign specific contracts, documents or instruments in writing.

## 12. BORROWING

### 12.1 Powers of Directors

In order to carry out the purposes of the Society, the Board may, on behalf of and in the name of the Society, raise or secure the payment or repayment of money in any manner it decides, including the granting of guarantees, and in particular, but without limiting the foregoing, by the issue of debentures.



## 12.2 Issuance of Debentures

To the extent required by the *Society Act*, no debenture will be issued without the authorization of a Special Resolution.

## 12.3 Restrictions on Borrowing Powers

The Members may by Ordinary Resolution restrict the borrowing powers of the Board.

## 13. AUDITOR

### 13.1 Audit Required

The Society is required to be audited and the Society will appoint an external auditor with the qualifications described in section 42 of the *Society Act*.

### 13.2 First Auditor

If the Society wishes to appoint an auditor prior to its first annual general meeting, that auditor will be appointed by the Board, which will also fill any vacancy occurring in the office of auditor.

### 13.3 Appointment of Auditor at Annual General Meeting

An auditor will be appointed at an annual general meeting to hold office until such auditor is reappointed at a subsequent annual general meeting or a successor is appointed in accordance with the procedures set out in the *Society Act*.

### 13.4 Removal of Auditor

An auditor may be removed by Ordinary Resolution in accordance with the procedures set out in the *Society Act*.

### 13.5 Notice of Appointment

An auditor will be promptly informed in writing of such appointment or removal.

### 13.6 Restrictions on Appointment

No Director, Member or employee of the Society will act as its auditor.

### 13.7 Attendance at Annual General Meetings

The auditor may attend general meetings.

## 14. NOTICES

### 14.1 Entitlement to Notice

Notices of a general meeting will be given to:

- (a) every Person shown on the register of Members as a Member on the day the notice is given; and

- (b) the auditor, if any is appointed.

No other Person is entitled to be given notice of a general meeting.

#### **14.2 Method of Giving Notice**

A notice may be given to a Member or a Director either personally, by delivery, courier or by mail posted to such Person's Registered Address, or, where the member has provided a fax number or electronic mail address, by fax or electronic mail, respectively.

#### **14.3 When Notice Deemed to have been Received**

A notice sent by mail will be deemed to have been given on the day following that on which the notice was posted. In proving that notice has been given, it is sufficient to prove the notice was properly addressed and put in a Canadian Government post office receptacle with adequate postage affixed, provided that if, between the time of posting and the deemed giving of the notice, a mail strike or other labour dispute which might reasonably be expected to delay the delivery of such notice by the mails occurs, then such notice will only be effective when actually received.

Any notice delivered personally, by delivery or courier, facsimile, or electronic mail will be deemed to have been given on the day it was so delivered or sent.

#### **14.4 Days to be Counted in Notice**

If a number of days' notice or a notice extending over any other period is required to be given, the day the notice is given or deemed to have been given and the day on which the event for which notice is given will not be counted in the number of days required.

### **15. MISCELLANEOUS**

#### **15.1 Inspection of Records**

The documents, including the financial and accounting records, of the Society and the minutes of general meetings, committee meetings and meetings of the Board will be open to the inspection of any Director at reasonable times and on reasonable notice to the Secretary.

A Member in good standing is entitled, upon providing not less than fourteen (14) days' notice to the Society, to examine any of the following documents and records of the Society at the Address of the Society during the Society's normal business hours:

- (a) the Constitution and these Bylaws, and any amendments thereto;
- (b) the minutes of any general meeting;
- (c) resolutions of the Members in writing, if any;
- (d) annual financial statements relating to a past fiscal year that have been received by the Members in a general meeting;
- (e) register of Directors; and

- (f) register of Members, subject, in the Board's discretion, to redaction to protect personal information, as required by law.

Except as expressly provided by statute or at law, a Member will not be entitled or have the right to examine or inspect any other document or record of the Society. However, subject to such policies as the Board may establish, a Member in good standing may request, in writing delivered to the Address of the Society, to examine any other document or record of the Society and the Board may allow the Member to examine the document or a copy thereof, in whole or in part and subject to such redaction as the Board deems necessary, all in the Board's sole discretion.

Copies of documents to which a Member is entitled or otherwise allowed to examine may be provided on request by the Member for a reasonable production fee to be determined by the Board.

## **15.2 Participation in Meetings**

The Board may, in its discretion, determine to hold any general meeting or meeting of the Board, and a committee may, in its discretion, determine to hold any meeting of that committee, to allow for participation, whether wholly or in part, by Electronic Means.

All Members, Directors, or Persons participating by Electronic Means in any such meeting will be deemed to be present in person at the stated location of such meeting.

## **16. INDEMNIFICATION**

### **16.1 Indemnification of an Eligible Party**

Subject to Bylaw 16.4 and the provisions of the *Society Act*, an Eligible Party will be indemnified by the Society against all costs, charges and expenses, including legal and other fees, actually and reasonably incurred in connection with any legal proceeding or investigative action, whether current, threatened, pending or completed, to which that Eligible Party, by reason of his or her holding or having held authority within the Society:

- (a) is or may be joined as a party to such legal proceeding or investigative action; or
- (b) is or may be liable for or in respect of a judgment, penalty or fine awarded or imposed in, or an amount paid in settlement of, such legal proceeding or investigative action.

### **16.2 Indemnification of an Eligible Party in a Subsidiary**

Notwithstanding Bylaw 16.1, the Society may, in its discretion, determine whether or not to indemnify an Eligible Party to the extent he or she is liable for or in respect of expenses by reason of holding or having held a position in a subsidiary, if any, of the Society, which position is equivalent to the position of an Eligible Party in the Society itself.

### **16.3 Advancement of Expenses**

To the extent permitted by the *Society Act* and subject to Bylaw 16.4, all costs, charges and expenses incurred by an Eligible Party with respect to any legal proceeding or investigative



action may be advanced by the Society prior to the final disposition thereof, in the discretion of the Board, and upon receipt of an undertaking satisfactory in form and amount to the Board by or on behalf of the Eligible Party to repay such amount unless it is ultimately determined that the Eligible Party is entitled to indemnification hereunder.

#### **16.4 Indemnification Prohibited**

Notwithstanding Bylaws 16.1 and 16.2, the Society must not indemnify an Eligible Party against any costs, charges and expenses, including legal and other fees, incurred in connection with any legal proceeding or investigative action, if such Eligible Party:

- (a) has already been reimbursed for such expenses;
- (b) has been judged by a court, in Canada or elsewhere, or by another competent authority to have committed any fault or to have omitted to do anything that he or she ought to have done;
- (c) in relation to the subject matter of the legal proceeding or investigative action, did not act honestly and in good faith with a view to the best interests of the Society or any subsidiary of the Society; or
- (d) in the case of a legal proceeding other than a civil proceeding, did not have reasonable grounds for believing that his or her conduct, in respect of which the legal proceeding or investigative action was brought, was lawful.

#### **16.5 Indemnification not Invalidated by Non-Compliance**

The failure of an Eligible Party of the Society to comply with the provisions of the *Society Act*, or of the Constitution or these Bylaws, will not invalidate any indemnity to which he or she is entitled under this part.

#### **16.6 Approval of Court**

The Society will apply to the court for any approval of the court to the extent such approval is required by the *Society Act* or otherwise to ensure that the indemnities herein are effective and enforceable.

#### **16.7 Indemnification Deemed Term**

Each Eligible Party of the Society on being elected or appointed will be deemed to have contracted with the Society upon the terms of the foregoing indemnities.

#### **16.8 Purchase of Insurance**

The Society may purchase and maintain insurance for the benefit of any or all Directors, officers, employees or agents against personal liability incurred by any such Person as a Director, officer, employee or agent.

## **17. BYLAWS**

### **17.1 Entitlement of Members to copy of Constitution and Bylaws**

On being admitted to membership, each Member is entitled to, and upon request the Society will provide him or her with, a copy of the Constitution and these Bylaws.

**17.2 Special Resolution required to Alter or Add to Bylaws**

These Bylaws will not be altered or added to except by Special Resolution.

DATED \_\_\_\_\_, 2016.

**Witness(es)****Applicants for Incorporation**

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Full Name)

\_\_\_\_\_  
(Resident Address)

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Full Name)

\_\_\_\_\_  
(Resident Address)

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Full Name)

\_\_\_\_\_  
(Resident Address)



**Witness(es)**

**Applicants for Incorporation**

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Full Name)

\_\_\_\_\_  
(Resident Address)

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Full Name)

\_\_\_\_\_  
(Resident Address)



Council Member Motion

For: Governance and Priorities Committee Meeting, January 21, 2016

From: Councillor Alto

Subject: Council Sharing

*Here are a few highlights of my last three months' work with Board and Committee appointments, some special projects and strategic priorities, and some notable events.*

**Appointments**

*Canadian Capital Cities Organization*

As an appointed Board member and elected Vice President, worked with colleagues across Canada through Board and three Executive committee conference calls speaking to the CCCO 2015-2018 strategic plan, 150th anniversary funding and next year's annual meeting in Quebec

*Community Action Plan on Discrimination*

Worked with colleagues from community organizations to create better GNAs, improve relationships with VicPD (including work on anti-discrimination, budget and reducing stigma), supported relationships that challenge discriminatory assumptions and barriers

*Te'mexw Treaty Advisory Committee*

Two meetings have been held at host Esquimalt Town Hall. With other members of the TTAC, met with Minister Rustad at UBCM.

*Victoria Regional Transit Commission*

At VRTC's bi-monthly meetings, worked with colleagues from around the region providing oversight to regional transit service, most recently: budget and fare review, route upgrades, introduction of automated voice bus stop call-outs, complimentary 2016 annual passes for refugees.

*Liaison to the University of Victoria*

Worked to build and support a close relationship between UVic and the City through quarterly meetings with Carmen Charette, Vice President External Relations, and other UVic staff, along with councillors from Oak Bay and Saanich. Recent issues of note: downtown land management, students in the community, transportation and parking, late night transit

*Accessibility Working Group*

With Councillor Loveday, helped draft Terms of Reference for the AWG, facilitated new membership, supported AWG members to provide feedback on the Johnson street bridge and Harbour Pathway, and to prepare comments on the upcoming city budget.

*Liaison to Oaklands Neighbourhood*

- Hosted twice a month councillor 'open door' sessions, attended monthly Oaklands Community Association Board and CALUC meetings, met monthly with Executive Director and Board Chair, met quarterly with Executive Director of the Cridge Centre
- Some recent issues and initiatives: resolved neighbour concerns about Oaklands Neighbourhood House, Lang street parking, Cedar Hill crosswalk, Ivy Place greenway, Jewish cemetery, roadway sinks on Victor Street, resident only parking, Haultain traffic

*Capital Regional District (CRD) Board*

- Chair, First Nations Task Force – Met with Premier and Minister Rustad at UBCM; met with 7 of 9 local First Nations; reported to Governance Committee with request to extend mandate through 2016 (Board approved); worked with Aboriginal Relations Division to further First Nations' involvement in regional decision-making
- Member: Core Area Liquid Waste committee, Eastside Wastewater Treatment and Resource Recovery Select committee – worked to move forward to establish regional sewage treatment
- Member, Finance Committee – provided oversight for financial operation of the CRD
- Vice Chair, Governance Committee – a new appointment, working with regional colleagues to bring greater transparency and efficiency to CRD operations
- Greater Victoria Coalition to End Homelessness – a new appointment, working to help reduce chronic homelessness in greater Victoria

**A snapshot of a few Projects & Strategic Priorities**

- Facilitated return of Beacon hilltop to the Songhees and Esquimalt people for their use as a building site for a traditional longhouse
- Supported MicroHousing Victoria Society in their quest to build microhousing in Victoria, working with their finance and steering committees
- Facilitated preliminary conversation with Island Health, Yes2SCS, VicPD and some community allies on how to establish supervised consumption services in Victoria
- Supported Vic High in its ongoing renovation of its track and field facilities, working with a school, district and community group on fundraising and community engagement
- Facilitated the first in a series of LGBTQ community planning events

**A random sample of some memorable events at which I represented, and/or made remarks on behalf of, the city**

- Consulate General concert for Morioka/Victoria
- AIDS Walk
- Vikes Community Breakfast
- Hospice AGM
- Cops for Cancer Fundraiser with Councillor Coleman
- A Port in the Storm: Symposium on Palliative Care for Structurally Vulnerable People
- Souper Bowls
- PEERS 20th Anniversary
- AVI/PEERS anti-stigma workshop
- Lekwungen First Nations Burning Ceremony
- Red Umbrella event to end violence against sexworkers





**Council Member Motion**

**For the Governance and Priorities Committee Meeting of January 21, 2016**

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**To:** Governance and Priorities Committee      **Date:** January 18, 2016  
**From:** Councillor Coleman  
**Subject:** Council Sharing

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There has been an extraordinary number of complex issues working their way through the system in the last three months. As the Fairfield-Gonzales Neighbourhood liaison, I fielded many inquiries on:

- Tent City at the Court House (with associated concerns from neighbours having to deal with associated impacts)
- The "Biketoria" initiative (and potential loss of parking along Cook St)
- The Cool Aid Society's purchase of Mount Edwards Apartments (and the conversion to supportive housing by 2017)
- Sewage Treatment options (& costs)
- The use of the Boys & Girls Club building as a temporary shelter
- The Johnson Street Bridge project
- The ongoing process of the development application at Cook & Oliphant
- the proposal to establish a FN Long House at the top of Beacon Hill
- the use of City of Victoria Housing Trust funds outside the City boundaries
- possible casino applications in the region
- Marijuana dispensaries (medical & recreational)
- the re-emergence of the International marina application
- Art Gallery rezoning
- Changes to Bus Terminal to Douglas Street Hub
- The re-emergence of some "Reno-viction" issues in James Bay (as rental buildings are being purchased) that may spill into other neighbourhoods

For this Council update I should like to focus a different aspect.....my role as a Board member (& BC caucus chair) for the Federation of Canadian Municipalities:

In terms of time commitment, I attend three sets of 4-day Board meetings a year (end of Feb, beginning of Sept & middle of Nov) as well as the FCM AGM in early June. As one of five Regional Caucus chairs, I also sit on FCM's 10 person National Executive and participate in monthly conference calls (always set on Thursday mornings, which is why I often excuse myself from GPC!).

FCM is structured to advocate on behalf of its almost 2000 municipal members, with the Federal Government on a range of areas/issues of municipal/community concern. In order to do this efficiently, FCM has a number of Standing Committees:

- SOCIAL-ECONOMIC DEVELOPMENT (FM)
- MUNICIPAL FINANCE AND INTERGOVERNMENTAL ARRANGEMENTS
- ENVIRONMENTAL ISSUES AND SUSTAINABLE DEVELOPMENT **(M & former vice-chair)**
- THE RURAL FORUM
- COMMUNITY SAFETY AND CRIME PREVENTION (FM & vice-chair)
- MUNICIPAL INFRASTRUCTURE & TRANSPORTATION POLICY
- THE NORTHERN AND REMOTE FORUM
- INCREASING WOMEN'S PARTICIPATION IN MUNICIPAL GOVERNMENT **(M)**
- INTERNATIONAL RELATIONS **(M)**
- CONFERENCE PLANNING **(M)**

FCM also uses a Task Force Model to address a number of other issues.

I have appended the Summary Report from the last FCM Board meeting for your perusal.....if you would like the specific reports from any of the Standing Committees, please ask & I can provide.

**REPORT TO COUNCIL**  
**MEETING OF THE BOARD OF DIRECTORS**  
**OTTAWA, ON...NOVEMBER 17-20, 2015**

**SUMMARY** - The FCM Board of Directors met in Ottawa, from November 17-20. Board members spent four days addressing vital national issues playing out at the local level during Regional Caucus meetings, Standing Committee and Forum meetings, two Committee of the Whole meetings and the Board meeting.

With the House of Commons not sitting, it simply was not possible to conduct the traditional Advocacy Days that normally coincide with FCM's November Board meeting. However, that did not stop FCM leadership from achieving an unprecedented level of early engagement with the new federal government. In the span of just a few days, FCM met with six federal cabinet ministers responsible for issues that are key to the municipal agenda:

Min. Bill Morneau, - Finance;  
Min. Amarjeet Sohi, - Infrastructure and Communities;  
Min. John McCallum - Immigration, Refugees & Citizenship;  
Min. Catherine McKenna - Environment and Climate Change;  
Min. Ralph Goodale - Public Safety and Emergency Preparedness; and,  
Min. Marie-Claude Bibeau - International Development.

In each one of these meetings, FCM received very positive signs that the new government fully understands the critical importance of working in partnership with municipalities.

Board members discussed the historic level of attention given to municipal priorities during the recent federal election, and the role FCM members played in making that happen. The Board received the necessary documentation to engage local MPs in their ridings and to brief them on FCM's action plan, *Cities and Communities: Partners in Canada's Future*. This document introduces FCM to the new government, offers insights into municipal priorities, and lays out what the federal government needs to do in the first 100 days of Parliament to work with municipalities to deliver on its election commitments to Canadians.

Respectfully submitted,



Councillor Chris Coleman







**Council Member Motion**

**For the Governance and Priorities Committee Meeting of January 21, 2016**

Date: January 13, 2016

From: Councillor Isitt

Subject: Council Sharing

**Report**

The following are highlights of my work with various Board / Committee appointments:

*Hillside-Quadra Neighbourhood Action Group / Downtown Blanshard Advisory Committee*

Working with the community association and residents to provide community benefits in relation the dementia care centre being constructed at 955 Hillside Avenue, including options for community use space and greenspace, while also working to mitigate potentially negative impacts of this project on the neighbourhood.

*Capital Regional District*

Re-appointed to Regional Parks Committee and Transportation Select Committee.

Worked with Mayor Helps, Councillor Loveday and other Council Members and CRD Directors to secure Board support for the adoption of the Regional Housing First Strategy, mobilizing \$30-million in regional funds toward a substantial reduction in homelessness in the Capital Region in partnership with other levels of government and non-profit housing partners.

Pursuing a new initiative to support restoration of shellfish harvesting in indigenous communities on the Saanich peninsula, as a pilot for future initiatives with First Nations to encourage food security and cultural resurgence across the Capital Region.

*Regional Victoria Water Supply Commission*

Working with Councillor Loveday and other Commissioners to encourage increased water conservation and also pursue opportunities for rainwater harvesting and greywater reuse in the region.

*Greater Victoria Harbour Authority*

Working with James Bay residents and GVHA directors and staff to reduce negative impacts of cruise-ship transportation on residents, including revised ground transportation strategies and ongoing efforts to reduce emission impacts from ships.

Pursuing improvements of public realm at Inner Harbour Causeway and other GVHA properties, and also pursuing full utilization of Steamship Terminal Building.

*Island Corridor Foundation*

Working with communities along Vancouver Island to restore passenger rail service and upgrade infrastructure between Victoria, Courtenay and Port Alberni.

*Victoria Parks and Recreation Foundation*

Working with Foundation Board members to identify opportunities to mobilize philanthropic funds to support improvements within the City of Victoria's parks system, specifically through between alignment between Foundation priorities and capital priorities within the City of Victoria Financial Plan for 2016 and future years.

*Community Action Plan on Discrimination*

Working with Councillor Alto, street-involved people, advocates and community partners to reduce discrimination in the enforcement of municipal bylaws, policies and other municipal operations, to support the City's Strategic Priority of encouraging Social Inclusion.

Respectfully submitted,



Councillor Isitt





**Council Member Motion  
For the Governance and Priorities Committee Meeting of January 21, 2016**

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**To:** Governance and Priorities Committee      **Date:** January 21, 2016  
**From:** Councillor Loveday  
**Subject:** Council Sharing

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**Report**

**City of Victoria Youth Council**

Working with CVYC to find efficiencies and additional City supports:

- City support with communications
- Appointed City contact person for coordinator requests
- CVYC now has access to City desk space for meetings Youth Council now launching their annual projects.
- There is a desire for Councillor support on projects. Youth Council now introducing motions on issues of interest to youth
- I'll be leading a workshop on writing motions in the coming weeks

**Regional Water Supply Commission**

Working with Councillor Isitt and other commissioners to:

- increase water conservation
- pursue rainwater harvesting and greywater reuse

**CRD Arts Committee**

I am newly appointed but I have started working with Committee Chair Colin Plant to make a plan to approach and convince unsubscribed municipalities to contribute to this CRD service.

**Accessibility Working Group**

- Helped draft term of reference
- AWG is getting into its groove. Giving feedback on the Harbour Pathway and is preparing some recommendations to be brought to Council in coming months.

**Oaklands Sunset Market Committee**

- Planning for upcoming Summer market season
- Helping organize the second Word Feast Summer Poetry Slam
- Providing support for a Spring Festival in Oaklands – motion for support coming to Council soon with Councillor Alto

**Urban Food Table**

- I serve as an unofficial Council liaison to this group

**CRFAIR – Farm to School Committee**

- Working to create a policy for growing food on school property

**North Park Neighbourhood Association**

- Working with NPNA to move forward visioning and charette of North Park Village Centre on Cook St.
- NPNA just completed an excited new re-branding “Edgy to the Core”
- Concerns for Vancouver St. Greenway and potential impacts on North Park Village Centre from #Biketoria plan.

**Vic West Neighbourhood Association**

Many development projects and concerns in Vic West:

- Updates to the Dockside Green MDA – Sustainability Centre
- Working to find a resolution Gorge boats issue
- Much interest and concern about the Inner Harbour including the proposed International Marina.
- Excitement and anticipation for the Local Area Planning process

Respectfully submitted,



Councillor Loveday



## Council Member Motion

### For the Governance and Priorities Committee Meeting of January 21, 2016

**To:** Governance and Priorities Committee      **Date:** January 15, 2016  
**From:** Councillor Lucas  
**Subject:** Council Sharing

## Report

### 1. CREST – Capital Region Emergency Service Telecommunication

CREST is currently undertaking a 3-year, \$25 million technology upgrade, migrating the existing system to a new P25 North American standard. CREST has executed an agreement with Motorola Solutions Canada for the infrastructure equipment component of its planned replacement of the regional radio system. The next generation technology will replace the existing radio system that currently serves 50 emergency response agencies within the Capital Region.

### 2. TOURISM VICTORIA

Tourism Victoria is preparing for 2016 with a variety of upcoming campaigns to drive business through the off-peak season including a romance campaign through late January and February, Dine Around & Stay in Town in late February, a short push around Chinese New Year and continuing Halloween and Christmas through October, November and December. Highlights of their 5 year Strategic:

- Objective #1 – Grow Rate and Volume
- Objective #2 – Addressing Seasonality
- Objective #3 – Destination Management
- Objective #4 – Telling Tourism's Story

### 3. JAMES BAY NEIGHBOURHOOD

Community Interest/Concerns:

- BC Transit / Commercial Bus Operators have proposed changes in James Bay and the South End of Douglas Street
- Ogden Point Master Plan
- Bellville Terminal Upgrades and David Foster Walkway
- Proposed Biketoria Routes
- Yuk Yuks Comedy Club
- Advocacy for Affordability & Security of Rental Housing in James Bay – Larlyn / Starlight Renovictions
- Creating Equity Among all City of Victoria Neighbourhoods
- Branch Library for Capital Park



#### **4. ECONOMIC DEVELOPMENT TASK FORCE**

Reverse Mission San Francisco – **A Capital Mission** – February 17 – 19<sup>th</sup>, 2016

#### **5. CONFERENCE CENTRE ADVISORY COMMITTEE**

Continuing to work with their partners in VCON (Tourism Victoria, Hotel Association of Greater Victoria) to drive business to the Conference Centre.

#### **6. GOVERNANCE REVIEW OF THE COALITION TO END HOMELESSNESS**

The Honourable Ted Hughes, Brenda Eaton, Bernie Pauly and Margaret Lucas were appointed to conduct a governance review of the Coalition to End Homelessness. Our report has been finalized and submitted to the Leadership Council (Board of Directors) of the Coalition for their review and comments.

#### **7. DOWNTOWN VICTORIA BUSINESS ASSOCIATION**

- Pilot Project – Douglas Street Project is now through the concept and design phase and implementation is commencing in the next couple of months
- Car Free Day – 2<sup>nd</sup> Annual – June 2016
- Wanting to Partner with the City in branding Downtown as an Arts Hub
- Ongoing consultation with the Government & Douglas Street property owners and businesses re: Charrette's held in 2015
- Ken Kelly retirement – June 2016 - recruitment for a new Executive Director has commenced

#### **8. THE VICTORIA CIVIC HERITAGE TRUST**

Dr. Ken Elwood, guest speaker – Christchurch Earthquake: Five Years Later Wednesday, January 13<sup>th</sup> – Victoria City Hall

#### **9. THE GREATER VICTORIA AIRPORT AUTHORITY – Member Representative**

Annual report attached to the Council meeting agenda on Thursday, January 14<sup>th</sup>, 2016

#### **10. THE GREATER VICTORIA HARBOUR AUTHORITY – Member Representative**

The Ogden Point Master Plan

#### **11. CONFERENCES 2015**

Ottawa Canada – Tourism Industry Association of Canada (TIAC) San Francisco – International Downtown Association Conference (IDA) – Bridge the Gap – Innovation Inclusion Inspiration

Respectfully submitted,



Councillor Lucas



**Council Member Motion**

**For the Governance and Priorities Committee Meeting of January 21, 2016**

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**To:** Governance and Priorities Committee      **Date:** January 15, 2016  
**From:** Councillor Madoff  
**Subject:** Council Sharing

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**Report**

Greater Victoria Public Library

- Strategic Plan has been completed and will be referred to the Board approval on January 26.
- Timetable and Terms of Reference being developed for review of the GVPL Policy Manual.
- Work continues on consideration of a new branch in James Bay.

Victoria Civic Heritage Trust

- Convened a public session, "Christchurch Earthquake: Five Years Later. Impact of Decisions on Concrete Buildings on the Urban Landscape + Local Updates"
- Planning underway for Monday, February 15<sup>th</sup> session to be held in the Council Chambers at 10:30 a.m. for Council and the public. The session will provide an overview of the history of the City's award-winning heritage programs as well as updates on current initiatives.

Victoria Heritage Foundation

- Strategic Planning discussions continue with consideration being given to the amount of funding to be awarded to projects and the particular nature of each project.

Royal McPherson Theatres Society

- The Board is committed to working with the City and the CRD, specific to initiatives identified in the consultant's report which is being implemented by "The Way Forward Committee". The Board also looks forward to working closely with the City on the development of the Cultural Master Plan.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Pamela Madoff'.

Councillor Madoff







**Council Member Motion**

**For the Governance and Priorities Committee Meeting of January 21, 2016**

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**To:** Governance and Priorities Committee      **Date:** January 15, 2016  
**From:** Councillor Thornton-Joe  
**Subject:** Council Sharing

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**Regional Housing Trust Fund**

**Capital Region District**

**Background:**

- Establishment of a Regional Housing Trust Fund is highest priority of 2007 Regional Housing Affordability Strategy in recognition that housing affordability is a regional priority and key issue in the Capital Region
- CRD Bylaw 3266 adopted March 23, 2005, establishes the Fund for a term of five years
- six participating municipalities join
- CRD Bylaw 3653 adopted in March 2010 cancels the five-year term and makes the Housing Trust Fund a permanent service
- CRD Bylaw 3768 adopted in February 2011 allows for annual inflationary increase to the requisition
- In 2014, 13 participants (municipalities/electoral areas) ---annual requisition is just under \$1 million annually
- Grant provides capital for “bricks and mortar” in the acquisition, development and retention of housing that is affordable to households with low or moderate incomes in the Capital Region
- Grants are only used in the participating municipalities and electoral areas
- Fund encourages leveraging of private and government financing
- Both private and non-profit housing sector are eligible

**Recent Updates:**

- The RHTF was very active in 2014 and 2015 during which time seven projects supporting the development of 299 units of housing received funding totaling \$3,920,000 during that time (see project summary attached).
- Recent activity has drawn down the reserve account to near zero.
- In 2016, the RHTF will continue to be supported by 11 municipalities and 2 electoral areas for a total requisition of approximately \$953,200.
- The RHTF Commission will continue to receive and review Letters of Intent in the coming year pending decisions related to the Regional Housing First Strategy motion approved by CRD and CRHD Boards in December 2015 directing staff to engage in policy and program review to support the implementation of the Strategy.
- The RHTF has recently received and will be reviewing two Letters of Intent for affordable rental housing projects in Saanich and Sidney.

Respectfully submitted,

*Charlayne Thornton-Joe*

Councillor Thornton-Joe



Year	Units	Municipality	Tenant Group	Non-Profit Applicant
2005	23	Saanich	Supportive – women fleeing abuse	Victoria Women's Transition House
	5	Victoria	Supportive - families	Pacifica Housing
	4	Victoria	Family	Fernwood Neighbourhood Group
2006	22	Victoria	Seniors	Capital Region Housing
	27	Salt Spring	Supportive – mental health/family	SSI Community Services
	4	Salt Spring	Supportive – older single men	SSI Land Bank Society
	10	Sooke	Supportive - seniors	Sooke Elderly Citizens Society
	6	Victoria	Supportive – Aboriginal youth	Victoria Native Friendship Centre
2007	5	Victoria	Family	Roofs and Roots Housing Co-op
	6	Victoria	Family	Fernwood Neighbourhood Group
	45	Victoria	Supportive - homeless	Our Place Society
2008	18	Saanich	Supportive - homeless	Pacifica Housing
	19	Victoria	Seniors	Greater Victoria Housing
	8	Victoria	Supportive – women fleeing abuse	Cridge Centre for the Family
2009	12	Victoria	Supportive – persons with MS	Beacon Community Services
	25	Victoria	Workforce housing	Greater Victoria Housing
	52	Victoria	Family	Greater Victoria Housing
2010	18	Saanich	Family	Capital Region Housing
	39	Victoria	Supportive – homeless Aboriginal	Victoria Native Friendship
	36	Victoria	Supportive - homeless	Cool Aid Society
2012	11	Salt Spring	Supportive – women fleeing abuse	SSI Abbeyfield Housing / IWAV
2013	68	Victoria	Family / singles	Greater Victoria Housing
	2	Saanich	Family	Habitat for Humanity
2014	25	Sooke	Aboriginal homeless youth	M'akola Housing Society
	42	Saanich	Supportive-older women/young families with children	Saint Vincent DePaul Society
	84	Victoria	Low income singles and families	Pacifica Housing Society
	65	Victoria	Workforce Low income singles	Greater Victoria Rental Development Society
2015	4	Saanich	Family	Habitat for Humanity
	45	Saanich	Homeless Seniors	Cool Aid Society
	34	Esquimalt	Supportive - Mental Health and Addictions	Latitude Living (Private)



	764		
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Project / Address	Grant	Est. Capital Budget
Confidential	\$ 300,000.00	
2821 Irma St	\$ 75,000.00	
1301 Gladstone	\$ 75,000.00	
Parry Place	\$ 300,000.00	
268 Fulford-Ganges Rd	\$ 324,000.00	
384 Fulford-Ganges Rd	\$ 52,000.00	
Ayre Manor	\$ 120,000.00	
1250 Balmoral St	\$ 300,000.00	
1511 Bank St	\$ 75,000.00	
1222 Yukon St	\$ 90,000.00	
Our Place	\$ 50,000.00	
Clover Place – Douglas St.	\$ 270,000.00	
Forrest Heights – Quadra St	\$ 250,000.00	
Confidential	\$ 80,000.00	
834 Johnson St	\$ 180,000.00	
575 Pembroke St.	\$ 375,000.00	
15 / 21 Gorge Rd	\$ 370,000.00	
Vergo – 3808 Carey Rd	\$ 270,000.00	
120 Gorge Rd.	\$ 600,000.00	
710 Queens Ave.	\$ 600,000.00	
212 Fulford-Ganges Rd.	\$ 165,000.00	
35 – 39 Gorge Rd.	\$ 816,000.00	
409 Ker Ave.	\$ 30,000.00	
6750 W. Coast Rd., Sooke	\$ 375,000.00	
4349 West Saanich Rd.	\$ 630,000.00	
105 Wilson St.	\$ 1,260,000.00	
1950 Blanchard St.	\$ 495,000.00	
4000 Cedar Hill Cross Rd.	\$ 60,000.00	
Quadra and Tolmie	\$ 675,000.00	
521 Comerford St.	\$ 425,000.00	

<div data-bbox="224 155 760 197">Total Grants Awarded \$ 9,687,000.00</div>	<div data-bbox="812 155 1036 197">\$114,375,000.00</div>
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2005

The Capital Regional District Board approved grants from the RHTF on December 7, 2005 for three projects:

- Victoria Women's Transition House Society – 23 one-bedroom units, Saanich. New construction. Mandate to provide housing for older single women who have left abusive situations. **RHTF Grant - \$300,000.**



2006

The Capital Regional District Board approved grants from the RHTF on July 7, 2006 for three projects:

- Beckley Farm Lodge/Capital Region Housing Corporation – 22 one-bedroom assisted living – Victoria. New construction, housing for frail seniors.  
**RHTF Grant - \$300,000**





## (2007 Continued)

- Our Place – 45 units for transitional housing for single homeless persons. New construction in downtown Victoria. **RHTF grant - \$50,000.**



2008

The Capital Regional District Board approved grants from the RHTF for two projects:

- Pacifica Housing Advisory Association – conversion of an office building in Saanich to 18 units for homeless persons with mental health and addictions issues. **RHTF Grant - \$270,000.**
- Greater Victoria Housing Society – purchase of an existing 19-unit apartment building for low-income seniors. Project follows BC Housing direction of preserving affordable housing stock.  
**RHTF Grant - \$ 250,000.**





2009

The Capital Regional District Board approved a grant on January 14, 2009 from the RHTF for:

- The Cridge Centre for the Family – renovation of two existing 6-bedroom units to create eight 1-bedroom self-contained units, to be rented to single women at risk of homelessness. **RHTF Grant - \$80,000.**



(2009 Continued)

2010

The Capital Regional District Board approved four grants in 2010.

- 834 Johnson Street – 12 one-bedroom apartments in a new condo building, purchased and operated by Beacon Community Services. Clients will be adults with Multiple Sclerosis. **RHTF Grant - \$180,000.**

(No Photo)

- 575 Pembroke Street - 25 one-bedroom and bachelor apartments for low income singles owned and operated by Greater Victoria Housing Society. The project involved the conversion of a downtown warehouse into commercial space on the ground floor with two floors of housing above. **RHTF Grant - \$375,000.**





The Capital Regional District Board approved two grants on June 15, 2011 for two Travellers Inn motels which were purchased by the City of Victoria for supportive affordable housing purposes.

- 710 Queens Avenue – will be operated by the Victoria Cool Aid Society and will provide 36 units for persons who are homeless and at risk of homelessness, with addictions and/or mental health issues. **RHTF Grant - \$600,000.**



- 120 Gorge Road – will be operated by the Victoria Native Friendship Centre and will provide 39 units of housing for Aboriginal families and for Aboriginal youth transitioning out of foster care. **RHTF Grant - \$600,000.**



(2012 Continued)

- 35/39 Gorge Road. 68 new units of affordable rental housing will be built on the site of the former Friendly Inn. Greater Victoria Housing Society and Greater Victoria Rental Development Society partnered for their second project, which will also see five townhouses built for re-sale on the site, helping to fund the affordable rentals in the apartment building. Approved on September 12, 2012. **RHTF Grant - \$816,000.**





2013

The Capital Regional District Board approved one grant in 2013.

- Hope Centre, Sooke, BC. New construction - M'akola Housing Society will operate 25 studio and one-bedroom units supporting low-income Aboriginal occupants including youth at risk of homelessness. **RHTF Grant - \$375,000.**















**Council Member Motion**  
**For the Governance and Priorities Committee Meeting of January 21, 2016**

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**To:** Governance and Priorities Committee      **Date:** January 15, 2016  
**From:** Councillor Young  
**Subject:** Council Sharing

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**Burnside Gorge Liaison**

*Community participation*

Members of the community board have mentioned on more than one occasion that the general level of public participation in community committees and events tends to be low, compared to more affluent and populous neighbourhoods. The community also tends to be divided into sub-communities to a greater extent than other neighbourhoods, with the divide between the Selkirk area and the traditional residential neighbourhood being particularly marked. The light industrial areas contain few residents and the businesses tend to have different concerns than the residential areas.

*Community Plan*

I had attended several events focussed on the community plan. So far attendance by the general public has tended to be small.

*Social Services Impacts*

The neighbourhood contains two significant social housing facilities, the Ellice Street shelter and the Queen Street Cool Aid building, both of which have significant impacts on neighbours, judging by comments I have heard at community meetings. While staff at both facilities work hard to control activities there, they have no authority over people idling on the streets nearby. I am told that these are often friends (or exploiters) of residents and/or people who have been found unsuitable as residents and expelled. This area of the neighbourhood also contains at least one privately owned apartment that has tended to attract low-income transient residents and one business (the bottle exchange) that evoked many complaints when it was located nearer to the downtown. The result is that nearby businesses feel impacts in the form of theft, vandalism and perception of danger by customers. Council members will have received some of these complaints by email, while others come out at meetings.

*Sewage treatment Plant*

The BGCA is aware that the location of the sewage treatment plant will be of considerable interest to some residents. However, the impact will differ greatly depending on whether a



northern site is chosen (affecting Selkirk most heavily) or the remediated Hydro site, affecting downtown residents and businesses most heavily. I have asked the BCGA to discuss which neighbourhood amenities would be of greatest value to the neighbourhood as compensation for the impact of the plant. I have suggested a new pedestrian link across the mouth of Rock Bay linking to Bridge Street would be of most interest but have not had a response yet.

One problem will be the Local Area plan and treatment plant consultations going on at the same time (although this will increase interest, no doubt). As I am told, "LAP community consultations are in full swing into February, it has been difficult to pick dates that don't overlap as the City wishes to keep the two processes separately (understandably). There will be a lot going on in our neighborhood over the next month."

#### *Grants*

You will have had the communication from the BGCA indicating their concern with changes in our grant policy to limit size and number of grants to single organizations. This issue has also been discussed at BGCA meetings. To quote, "BGCA has concerns about one strategic grant per organization to \$25,000 as this will limit partnerships and our ability to apply for grassroots neighborhood projects in addition to programming that we see fit with the City's priorities.....don't see the benefit to limiting number of applications as long as the total does not go over the cap."

#### *Selkirk*

The Selkirk development is a dense multi-use neighbourhood and this gives rise to various frictions concerning noise from garbage collection, etc. and heavy use of parks by multiple users. Our parks and public works staff have helped work through some of these.

Respectfully submitted,



Councillor Geoff Young



**Council Report**  
**For the Governance and Priorities Meeting of January 21, 2016**

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**Date:** January 15, 2016

**From:** Councillors Isitt, Loveday and Lucas

**Subject:** Improving Equity in Support for Neighbourhoods

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**Background:**

Six neighbourhood associations that do not currently have access to dedicated City facilities – the Downtown Residents Association, James Bay Neighbourhood Association, North Jubilee Neighbourhood Association, North Park Neighbourhood Association, Rockland Neighbourhood Association and South Jubilee Neighbourhood Association – have requested through a delegation at the January 14 Council Meeting that Mayor and Council acknowledge that a funded operational capacity inequity exists between neighbourhoods and extend to all neighbourhood associations the opportunity to submit operational plans and related funding needs to the City for consideration in the annual budgeting process. The six associations have also requested to meet with staff as soon as possible to discuss near-term operational plans and submit immediate funding requests for Council's consideration as part of the 2016 financial planning process.

**Recommendation:**

THAT Council:

- (1) Acknowledges that a funded operational capacity inequity exists between neighbourhood associations that have access to dedicated City facilities and neighbourhood associations that do not have access to City facilities, and extends to all neighbourhood associations the opportunity to submit operational plans and related funding needs for Council's consideration in the annual budgeting process;
- (2) Directs staff to meet with each of the following neighbourhood associations as soon as possible, to discuss their near-term operational plans and submit any immediate funding requests for Council's consideration as part of the 2016 financial planning process: the Downtown Residents Association, James Bay Neighbourhood Association, North Jubilee Neighbourhood Association, North Park Neighbourhood Association, Rockland Neighbourhood Association and South Jubilee Neighbourhood Association.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'Isitt'.

Councillor Isitt

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

Councillor Loveday

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

Councillor Lucas

**Attachments:**

Appendix 1 – Correspondence

Appendix 2 – Neighbourhood Funding Equity Analysis





## Follow-up To Neighbourhood Operations Equity Funding Presentation

Wayne Shillington [wayneshillington@gmail.com]

**Sent:** Thursday, January 14, 2016 11:04 PM

**To:** Marianne Alto (Councillor); Lisa Helps (Mayor); Chris Coleman (Councillor); Ben Isitt (Councillor); Jeremy Loveday (Councillor); Margaret Lucas (Councillor); Pam Madoff (Councillor); Charlayne Thornton-Joe (Councillor); Geoff Young (Councillor)

**Cc:** Chris Coates; Council Secretary

**Attachments:** Neighbourhood Funding Equi~1.pdf (306 KB)

Mayor and Council,

Thank you for the opportunity to speak earlier this evening and here is the Interview Summary I referenced in my presentation.

Lines 4 to 22 describe the current situation for each neighbourhood association, while lines 23 to 26 outline each neighbourhood association's needs in the foreseeable future. Relative to the funding required to support a full scope Community Centre, the needs identified through the interviews are a very modest order of magnitude. While some neighbourhood associations are prepared to provide a detailed budget submission for 2016, others will require more planning time and likely will not submit a request until 2017.

Along with my colleagues at the other Neighbourhood Associations without community centres, I look forward to participating in an equitable operating budget development process that includes all neighbourhoods in Victoria.

Thanks

*Wayne*

Wayne Shillington

Treasurer, James Bay Neighbourhood Association

250-590-4562 (h)

250-634-8109 (m)

[wayneshillington@gmail.com](mailto:wayneshillington@gmail.com)



	A	B	C	D	E	F	G
1	<b>City of Victoria Neighbourhood Funding Equity Analysis</b>						
2							
3		<b>North Park</b>	<b>Downtown</b>	<b>James Bay</b>	<b>South Jubilee</b>	<b>North Jubilee</b>	<b>Rockland</b>
4	<b>Large Public Meetings</b>						
5							
6	<b>location</b>	North Park Manor Hall (in Sr. Residence) but have used Police Station, Save-on Arena, and First Metro Church	Downtown Community Activity Centre operated by the Cool Aid Society	James Bay New Horizons	Art Bank School for meetings and recycling event	Island Health provides space for 4 sheduled meetings per month (12 hrs). An auditorium is available at Silver Threads Victoria Centre.	Use a local church
7	<b>frequency/size</b>	Monthly with 10-20 attending	1 per year - AGM	Monthly meetings average about 60 participants, but range from 35 to 100 depending on the agenda topics.	1 meeting every 2 months plus monthly recycling event	A monthly public meeting is scheduled. Other ad hoc meetings as required.	Annual AGM
	<b>costs/arrangments</b>	Free rent but is dependent on availability and willingness to provide space. Arrangements have not worked in some of the locations e.g. janitor issues and being sent home early.	No rent is paid	Monthly rent is paid to New Horizons and they require that the amount be kept confidential.	Use space for work/help in lieu of rent	Island Health space is free. Per capita grant is used when space is rented from Silver Threads. Island Health staff have been very helpful with changes to the regular meeting schedule.	Per capita grant is used for rent. Operational issues re: AV, mics, and setup.



	A	B	C	D	E	F	G
1	<b>City of Victoria Neighbourhood Funding Equity Analysis</b>						
2							
3		<b>North Park</b>	<b>Downtown</b>	<b>James Bay</b>	<b>South Jubilee</b>	<b>North Jubilee</b>	<b>Rockland</b>
9	<b>Board/Committee and Other Meetings-most requiring privacy</b>						
10							
11	<b>location</b>	North Park Manor Hall (in Sr. Residence) but have used Police Station, Save-on Arena, and First Metropolitan Church plus committees often meet in someone's home.	Different places including: Silver Threads, 1501 Douglas (now gone) and the Central Library community use room.	Various places are used, including: individuals' homes, coffee shops, developers' offices, public parks	Art Bank small meeting rooms	Island Health provides access to a meeting room as per schedule. When Island Health has need for the space alternatives are provided.	The little red cottage at Government House for Board meetings and individual homes for committee, project, and volunteer meetings.
12	<b>frequency/size</b>	Board meets immediately prior to the public meeting	Monthly	In addition to monthly Board meetings, there are 2 to 10 committee or project meetings per week.	Occasional meetings as required	Access as required for Board or other meetings as per the scheduled availability.	Monthly Board meetings plus others as required.
13	<b>costs/arrangments</b>	The same issues as for the public meetings.	No rent but arrangements are difficult. For example the libray books on a first come basis the day of a meeting.	Because funds are not available the ad hoc rent free arrangements are the only option. Current arrangements are very unsatisfactory.	Use space for work/help in lieu of rent	Free space can usually be found through Island Health when it is needed.	It is difficult to include anyone in addition to board members in the cottage or individuals' homes.

	A	B	C	D	E	F	G
1	<b>City of Victoria Neighbourhood Funding Equity Analysis</b>						
2							
3		<b>North Park</b>	<b>Downtown</b>	<b>James Bay</b>	<b>South Jubilee</b>	<b>North Jubilee</b>	<b>Rockland</b>
4	<b>Admin and Storage Space</b>						
5							
14	<b>physical address</b>	A private mail box is used for mail and that physical address is used for registered society.	The land use chair's home is the mailing address.	No physical address is available at this time. The land use correspondence is sent to individuals' homes.	Individuals homes	The Island Health office/storage space in the Patient Care Centre provides an address and signage on the door. Space is across the hall from the meeting room and is available 32 hrs/month.	No physical space for anything.
15							
16	<b>files</b>	Files are kept in the secretary's home	Files are in individuals' homes. Scanning all files to a cloud file server to minimize paper copies.	Files and materials are in individuals' homes. Archived files are in individuals' homes and some are temporarily at New Horizons (an alternate location must be found asap).	Files and materials are in individuals' homes.	Island Health provides an office/storage space that holds a file cabinet, 2 chairs, and internet connections. Too small for meetings or work area so the scheduled meeting room is used for that.	Files are in individuals' homes. The chair has an entire home office dedicated to the NA.
17							

	A	B	C	D	E	F	G
1	<b>City of Victoria Neighbourhood Funding Equity Analysis</b>						
2							
3		<b>North Park</b>	<b>Downtown</b>	<b>James Bay</b>	<b>South Jubilee</b>	<b>North Jubilee</b>	<b>Rockland</b>
18	<b>materials storage</b>	Tents and event materials as well as supplies are stored in one or more members' homes.	Kept to a minimum as individuals' homes are the only option.	Kept to a minimum as individuals' homes are the only option.	Recycling materials are stored in the school.	Island Health provides an office/storage space that is enough room for a file cabinet and 2 chairs.	No physical space for anything.
19	<b>arrangements</b>	Current situation is very unsatisfactory	Current situation is very unsatisfactory.	Current situation is very unsatisfactory	Current situation is very unsatisfactory	A good working relationship has developed over the past four years.	Current situation is very unsatisfactory.
20	<b>Funding</b>						
21	<b>Per Capita Grant</b>	Facilities are free so grant is not used for rent. Grant is totally committed to other community needs and not available to use for rent.	Facilities are free so grant is not used for rent. Grant is totally committed to other community needs and not available to use for rent.	Facilities are rented so most of the grant is used for rent. Grant is totally committed to rent and other administrative costs.		Facilities are mostly free but when rent is required the per capita grant is used.	Because the population is small, the per capita grant is very small. Space availability and rental is a major barrier to increased community engagement and service.
22							
23	<b>What is Required</b>						



	A	B	C	D	E	F	G
1	<b>City of Victoria Neighbourhood Funding Equity Analysis</b>						
2							
3		<b>North Park</b>	<b>Downtown</b>	<b>James Bay</b>	<b>South Jubilee</b>	<b>North Jubilee</b>	<b>Rockland</b>
24	<b>arrangements</b>	Leasing of a small administrative area for the NA's exclusive use. A stable arrangement for monthly public meetings, likely through leasing of a space.	Leasing of a small administrative area for the NA's exclusive use.	Leasing of a small administrative area for the NA's exclusive use that is secure and easily accessible at almost any time. A stable arrangement for monthly public meetings, likely through leasing of a space.	Leasing of a small administrative area for the NA's exclusive use. A stable arrangement for monthly public meetings, likely through leasing of a space.	Island Health's arrangements for meeting and office space have been accommodating. The provision for these spaces are one of the terms of the Master Development Agreement between the City and VIHA.	Leasing of a small administrative area for the NA's exclusive use. A stable arrangement for 2 to 4 public meetings per year, likely through leasing of a space.
25	<b>size</b>	A large meeting room to hold the AGM and a couple more larger meetings per year. An admin area large enough to accommodate small meetings, files, and materials storage	An admin area large enough to accommodate small meetings, files, and materials storage	A large meeting room holding 50- to 100 for monthly public meetings. An admin area of approx. 250 s.f., large enough to accommodate a large volume of small meetings plus files, work area, and materials storage	An area (approx. the size of 1 classroom) large enough to hold meetings and courses as well as meet administrative needs.	Space to accommodate meetings, files, and materials storage - essentially what is now in place with Island Health. It would be an improvement to have a larger office/storage space that could accommodate small ad hoc meetings.	A large meeting room to hold the AGM and a couple more larger meetings/events per year. An admin area large enough to accommodate small meetings, files, and materials storage.

	A	B	C	D	E	F	G
1	<b>City of Victoria Neighbourhood Funding Equity Analysis</b>						
2							
3		<b>North Park</b>	<b>Downtown</b>	<b>James Bay</b>	<b>South Jubilee</b>	<b>North Jubilee</b>	<b>Rockland</b>
26	<b>funding</b>	New funds to cover rental of public meeting space and the required administration area.	New funds to cover rental of public meeting space and the required administration area.	New funds to cover rental of public meeting space and the required administration area.	New funds to cover rental of public meeting space and the required administration area.	New funds are not required at this time, but could be considered in the future as needs or circumstances evolve.	New funds to cover rental of public meeting space and the required administration area.
27	<b>Further Comments</b>	City is looking at a developer offer of free use for non-exclusive space with the same operational problems as currently. A better solution is needed.	City is considering making City Hall spaces available for community use on a cost neutral basis. This may be better than the current situation but still not adequate.	The NA has been experiencing increased engagement activity but space issues are a barrier. City has been trying to find a rent free admin space for board meetings use; however, that approach falls far short of the actual need.	Leased space in the old school or the instalation of a school portable facility in Redfern Park would meet immediate needs. City needs to consider establishing a full scope Community Centre in the neighbourhood.		The NA desires to increase its community engagement but space issues are a barrier. If funds were available, use of space at the Art Gallery or Craigdarroch may be possible.



1715 Government Street  
Victoria, BC  
V8W 1Z4  
250.386.5501

Mayor and Council  
City of Victoria  
No.1 Centennial Square  
Victoria, BC  
V8W 1P6

20 January 2016

**Re: Improving Equity in Support for Neighborhoods**

Dear Mayor and Council,

The Board of the Victoria Downtown Residents' Association supports the request for an opportunity to engage the City to discuss options for community meeting space, including discussions around funding and budgeting. We find the motion in front of the Governance and Priorities Committee, and eventually Council, timely, as we have been discussing opportunities to expand the capacity of the Downtown Residents' Association. An appropriate, accessible gathering space may prove to be an essential piece of the achieving this goal.

With no set space, the DRA has struggled to host committee and board meetings, presentations and other gatherings essential to DRA business over the past few years. For example, we have held our monthly board meetings in five separate locations over the past two years due to limited available and appropriate (size and price) space in the downtown. The Downtown Residents Association would welcome the opportunity to meet with City staff around planning for DRA operational space.

Sincerely,

Kaela Schramm and Nicholas Harrington  
Co-Chairs  
Downtown Residents Association







## Governance and Priorities Committee Report

### For the Meeting of January 21, 2016

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**To:** Governance and Priorities Committee      **Date:** January 12, 2016  
**From:** Councillor Ben Isitt  
**Subject:** Attendance at Association of Vancouver Island and Coastal Communities annual conference

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**Recommendation:** That Committee recommends that Council

- Authorize the attendance and associated costs for Councillor Isitt to the AVICC conference to be held in Nanaimo, April 8 to 10, 2016

The approximate cost for attending is:

Registration	\$200.00
Travel	\$100.00
Accommodation	\$300.00
Meals	\$120.00
<b>Approximate Cost</b>	<b>\$720.00</b>

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Ben Isitt".

Councillor Ben Isitt





## Governance and Priorities Committee Report

### For the Meeting of January 21, 2016

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**To:** Governance and Priorities Committee      **Date:** January 20, 2016  
**From:** Mayor Lisa Helps  
**Subject:** Association of Vancouver Island Coastal Communities AGM and Convention to be held in Nanaimo, BC on April 8-10<sup>th</sup>, 2016

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#### EXECUTIVE SUMMARY

Approve the attendance and associated costs for Mayor Lisa Helps at the Association of Vancouver Island Coastal Communities AGM and Convention to be held in Nanaimo, BC April 8 – 10, 2016.

The approximate cost for attending is:

Registration	\$213.15
Accommodation	\$307.00
Transportation	\$80.00
Meals	\$120.00
<b>Cost per person</b>	<b>\$720.15</b>

#### RECOMMENDATION

- 1) That Council approves the attendance of Mayor Lisa Helps at the 2016 AVICC AGM and Convention.
- 2) This Motion be forwarded to January 28<sup>th</sup>'s council meeting

Respectfully submitted,

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

---

Mayor Lisa Helps







## Governance and Priorities Committee Report

For the Meeting of January 21, 2016

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**To:** Governance and Priorities Committee **Date:** January 12, 2016  
**From:** Councillor Ben Isitt  
**Subject:** Attendance at Civic Governance Forum

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**Recommendation:** That Committee recommends that Council

- Authorize the attendance and associated costs for Councillor Isitt to the Civic Governance Forum in Harrison Hot Springs, April 1 and 2, 2016

The approximate cost for attending is:

Registration & Accommodation	\$400.00
Travel	\$260.00
Meals	\$80.00
<b>Approximate Cost</b>	<b>\$740.00</b>

Respectfully submitted,

Councillor Ben Isitt