



**AMENDED AGENDA**  
**GOVERNANCE & PRIORITIES COMMITTEE**  
**MEETING OF MAY 8, 2014, AT 9:00 A.M.**  
**COUNCIL CHAMBERS**  
**CITY HALL, 1 CENTENNIAL SQUARE**

Page

**CALL TO ORDER**

**APPROVAL OF THE AGENDA**

**CONSENT AGENDA**

**ADOPTION OF MINUTES**

1. Minutes from the Meeting held April 24, 2014

**PRESENTATION**

2. Quarterly Reporting to Council 5 - 66  
--J. Johnson, City Manager

**DECISION REQUEST**

3. Consideration of 40 kmh Speed Limits - Richmond/Douglas/Bay/Gorge 67 - 128  
--D. Kalynchuk, Director of Engineering & Public Works

**Late Items:**

A. Motion - Consideration of 40km/h Speed Limits  
--Councillors Gudgeon and Isitt

B. Correspondence regarding Consideration of 40km/h Speed Limit

C. Attachment - Report from November 2013

4. Regulation of Vessels in Selkirk Waterway 129 - 162  
--R. Woodland, Director of Legislative & Regulatory Services
5. Proposed Open Data Licence and Update on Open Government & Open Data Initiatives 163 - 195  
--K. Hamilton, Director of Communications & Civic Engagement

- |    |   |           |
|----|---|-----------|
| 6. | Progress on Customer Service Action Plan<br><i>--K. Hamilton, Director of Communications &amp; Civic Engagement</i>   | 197 - 247 |
| 7. | 45 Bastion Square / 1118 Langley Street<br>Tax Incentive Program Application # 00025<br><i>--D. Day, Director of Sustainable Planning &amp; Community Development</i> | 249 - 273 |
| 8. | Animal Control Bylaw Amendments<br><i>--R. Woodland, Director of Legislative &amp; Regulatory Services</i>  | 275 - 286 |
| 9. | Relocation of Exclusive Parking Stand on Belleville Street<br><i>--R. Woodland, Director of Legislative &amp; Regulatory Services</i>                                 | 287 - 297 |

## **NEW BUSINESS**

- |     |  |     |
|-----|--|-----|
| 10. | Conference Attendance Request - FCM Annual Conference<br><i>--Councillor Coleman</i> | 299 |
|-----|--|-----|

## **---MOTION**

## **---COUNCILLOR INQUIRY**

## **---COUNCILLOR SHARING**

## **RECESS**

MOTION TO CLOSE THE MAY 8, 2014 GOVERNANCE & PRIORITIES COMMITTEE MEETING TO THE PUBLIC (To consider the following items in a closed meeting of Governance & Priorities Committee, the following motion is required: "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.")  
*Section 12 (3) (b) personal information about an identifiable individual who is being considered for a municipal award or honor, or who has offered to provide a gift to the municipality on condition of anonymity.*  
*Section 12 (3) (c) – Labour relations or employee relations*

## **CLOSED MEETING**

## **CONSENT AGENDA - CLOSED MEETING**

## **ADOPTION OF THE CLOSED MINUTES**

- |     |  |
|-----|--|
| 11. | Minutes from the Closed Meeting held April 24, 2014<br><b><u>Late Item</u></b> : Addition of Minutes |
|-----|--|

## **DECISION REQUEST**

- |     |                              |
|-----|------------------------------|
| 12. | Honorary Citizen Nominations |
|-----|------------------------------|



13.

**Late Item:**

Personnel (Verbal)

--J. Johnson, City Manager

**CONSIDERATION TO RISE & REPORT**

**ADJOURNMENT**





## Governance and Priorities Committee Report

**Date:** April 29, 2014      **From:** Jason Johnson, City Manager  
**Subject:** Quarterly Reporting to Council – Q1

### Purpose

A formal quarterly reporting process has been established by the City of Victoria to provide Council and the community with and update on progress towards the Strategic Plan, this report provides the first quarter update. This report also includes proposed improvements to the quarterly reporting process and a draft 2014 Operational Plan for Council's feedback. Establishing and maintaining an effective quarterly reporting process is a key priority to ensure Council is apprised of the organization's progress.

### Background

#### 1) Proposed 2014 Quarterly Reporting Process

This section of the report outlines to Council the proposed quarterly reporting process for the remainder of 2014. It is proposed that each quarterly report include an update on Strategic Initiatives (as outlined in the Strategic Plan), an update on the Operational Plan (presented later in this report) and departmental updates. Departmental updates will highlight trends and emerging items within each department. Departmental reports will be produced by all City departments and will include a report from the Victoria Police Department and the Economic Development function of the organization.

In addition to being informative, the quarterly reports will be an important tool for managing resources and competing priorities within the organization to ensure the City is delivering expected outcomes and communicating progress and challenges to Council and the public. Essentially, the reporting process is designed to ensure organizational accountability in a transparent manner.

With the City Manager starting on February 11, half way through the first quarter, the implementation of the 2014 quarterly reporting process will be implemented as follows:

Report Content	Comments	GPC Date
<b>Q1 Report – January to March</b>		May 8
Quarterly Report on Strategic Initiatives		
Introduction to Operational Plan	Draft for Council's information and feedback	
<b>Q2 Report – April to June</b>		July
Quarterly Report on Strategic Priorities		
Quarterly Report on Operational Plan		
Introduction to Quarterly Departmental Reports	Draft for Council's information and feedback	
<b>Q3 Report – July to September</b>		October

	Quarterly Report on Strategic Priorities Quarterly Report on Operational Plan Quarterly Departmental Reports		
<b>Q4 Report – October to December</b>			January
	Quarterly Report on Strategic Priorities Quarterly Report on Operational Plan Quarterly Departmental Reports		

The reporting process and format will be subject to continuous improvement as required and the reporting process for each year will be outlined to council annually.

## 2) Quarter 1 Report on Strategic Initiatives – January to March

For the City Manager's office, much of Q1 has been exploratory in terms of seeking an understanding of the City of Victoria, identifying areas for improvements, establishing relationships and attention to some emergent issues such as the provincial land exchange and Johnson Street Bridge.

Attached to this report is the Quarterly Progress Report on Strategic Initiatives for Q1. The following are highlights from the report:

- In February, an unprecedented land exchange occurred between the City and the Province of BC, exchanging three City properties on Harbour Road for Crystal Garden and four provincially-owned Inner Harbour properties. This exchange creates opportunities for new investment and job creation at Point Hope Maritime, in industry critical to Victoria's economy. The four Inner Harbour properties given to the City are key to Inner Harbour revitalization and advancing the City's harbour pathway from Rock Bay to Ogden Point.
- In February, a project charter for revitalization of the inner harbour was approved and much work has occurred since to prepare for public consultation and analysis for potential of three strategic sites at Ship Point, Lower Wharf, and Belleville Terminal.
- Council approved a host of recommendations to improve the downtown parking experience, and initiated consultation with the community to seek feedback on the proposed changes.
- The City held a very successful open house, with over 240 people in attendance, to collect feedback on proposed zoning regulations for the Central Business District. The changes to zoning regulations are designed to facilitate the City's growth anticipated over the next 30 years.
- Progress continues to be made on improving the City's governance model. This quarter, a successful process inviting members of the public to serve on standing committees was completed, resulting in the highest application response to date.

Progress continues on all strategic priorities however some completion dates have shifted to allow for additional work to occur. Council has been advised of the changes to these timelines at other meetings. Timelines have shifted on the following:

- Pursue Naming Rights for Victoria Conference Centre – conclusion of a naming rights process is now anticipated in September 2014.
- Review Parking Services – additional time was needed to refine draft recommendations and consult with stakeholders. Once approved, recommendations will be implemented in September.



- Manage Siem Lelum a Supportive Housing Project at 120 Gorge Road– the date for title transfer continues to be unknown.
- Update Bicycle Master Plan – an expansion of project scope means that in addition to establishing a new bicycle network for the next five years, a new Bicycle Master Plan will be developed informed by public input, and presented to Council in February 2015.
- Renovate or Replace Fire Hall #1 – external planning resources are being sought to explore detailed options for project delivery. An update on options will presented to Council in September.

Please note that several third party reports commissioned during Quarter 4 of 2013 were inadvertently omitted from the third party report list previously provided to Mayor and Council. As a result, an addendum to the Third Party Report List for October 1 to December 31, 2013, is also attached.

### 3) Introduction to Operational Plan

An Operational Plan has been produced which outlines the planned output of the organization by department for 2014. This plan outlines work on organizational initiatives above and beyond the daily responsibilities and services of each department. Appendix C outlines the draft 2014 Operational Plan.

The Operational Plan helps Council, staff and the community see where resources are allocated within the organization and what improvements/service enhancements are coming forward as a result. The Operational Plan outlines what each department is responsible for to support the delivery of organizational initiatives and facilitates a team approach.

The plan establishes timelines for each initiative which enables the City to measure organizational performance and understand when initiatives are set for completion or coming forward for Council's consideration. As new priorities arise, the Operational Plan must be adjusted to respect the capacity of the organization.

### Recommendation

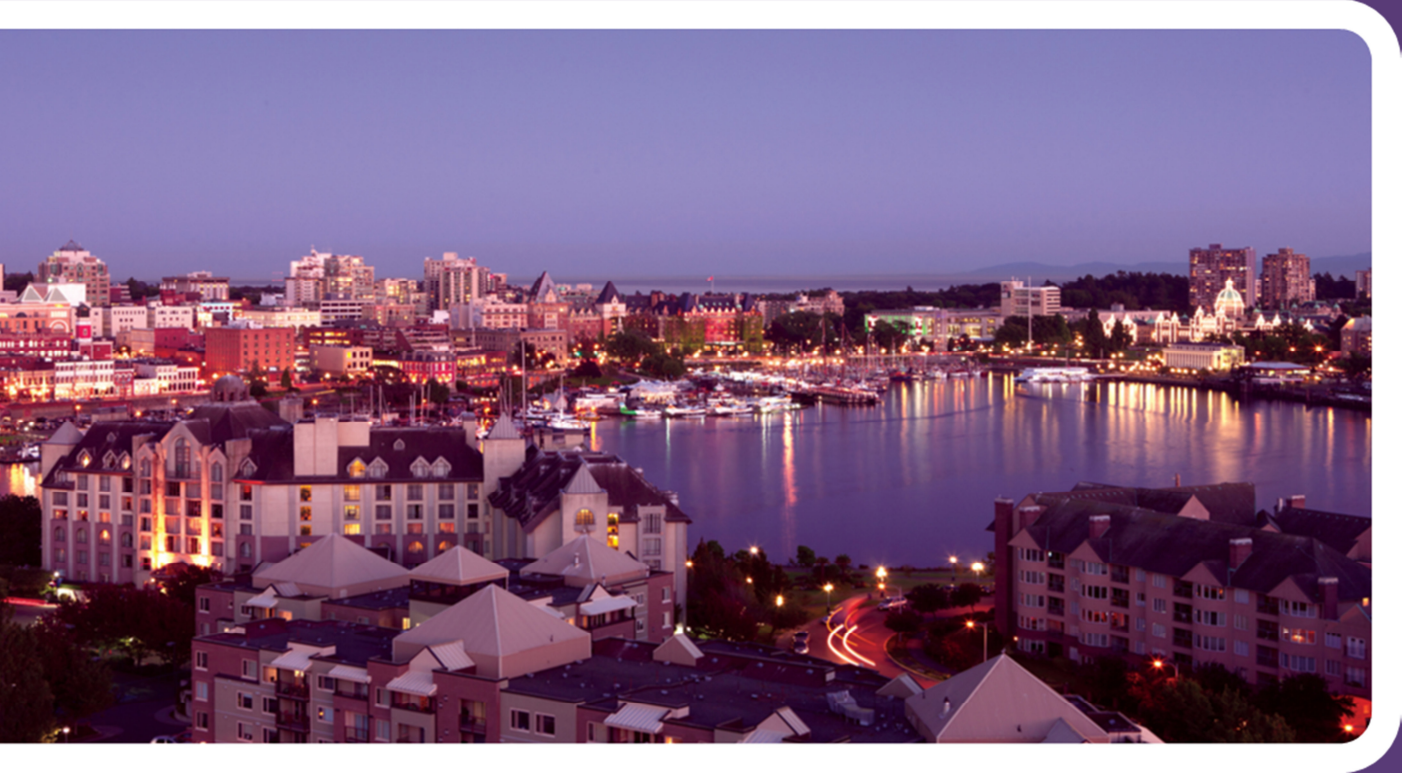
That Council receive this report.

Respectfully submitted,



Jason Johnson  
City Manager





# Quarterly Progress Report on Strategic Initiatives

January to March 2014



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## About this Report

The purpose of this report is to update Council on the status of those initiatives that have been identified as priorities for the organization to the end of 2015. The content of the report will change from quarter to quarter as new initiatives are started and others completed. This report is not meant to be a complete description of the work performed by City staff during the quarter. Staff are also engaged in delivering core services and participating in other significant initiatives.

The City of Victoria Strategic Plan for 2013 to 2015 groups strategies and key initiatives under four strategic areas:

- **Our City Government** focuses on Council decision making and the organization's performance.
- **Our Community** concentrates on issues of livability and social well-being.
- **Our Economy** focuses on what is needed to encourage economic growth and vitality.
- **Our Environment** targets our ability to protect and sustain the environment and reduce our ecological impact.



As shown in the figure above, these strategic areas are not mutually exclusive. Although initiatives are grouped in this report under the most relevant of these four strategic areas, many support achievement of goals in multiple areas.

This report has three sections:

- **Initiatives and Status at a Glance** is a snapshot of the current status of initiatives. The status reflects whether any changes in objectives, scope, resources or timelines have occurred since Council was last updated on the project.
- **Initiative Summaries** comprise the bulk of the report. These are summaries of each initiative, highlighting its contribution to the Strategic Plan for 2013 to 2015, the objectives of the project, and project phases and timeline. An explanation of each project's status can also be found in this section.
- **Other Accomplishments this Quarter** recognizes notable accomplishments from the quarter that may not be associated with an initiative featured in the report, but demonstrate significant progress in reaching the goals and strategies outlined in the Strategic Plan.

Our Service Principles emphasize our commitment to accountability. We are:

*"Open and Accountable: We listen, continually measure our performance and communicate the results."*

This document is one means for staff to demonstrate our commitment to accountability, sustainability, and willingness to take responsibility for our actions. As noted in the Strategic Plan for 2013 to 2015, this shared commitment is at the centre of the relationship between Council, staff and the community and enables us to work together to make the vision outlined in that Plan a reality.

## A. Executive Summary

This document is an update from the City Manager to Council on the progress of strategic initiatives for the period from January 1 to March 31, 2014.

Most initiatives have a “green” status, with no changes to project plans since Council was last updated on their status. A number of initiatives experienced significant milestones this quarter:

- Make Continuous Improvements to Governance – implemented the new governance model and committee structure, including recruitment of citizen members for standing committees.
- Implement Economic Development Strategy – exchanged three City properties on Harbour Road for Crystal Garden and four provincially-owned Inner Harbour properties, creating opportunities for new investment and job creation at Point Hope Maritime. The four Inner Harbour properties given to the City are key to Inner Harbour revitalization and advancing a planned five kilometre harbour pathway from Rock Bay to Ogden Point.
- Identify Opportunities for Inner Harbour Revitalization – finalized the Project Charter, which sets out the project scope, timelines and deliverables. Three strategic sites are the focus of the project: Belleville Terminal, Ship Point and Lower Wharf Street.
- Establish New Downtown Zones and Integrate Density Bonus System – held a public open house in January 2014 to collect feedback on proposed zoning regulations for the Central Business District. Two hundred and forty residents participated in this event.

Six initiatives have been assigned a “yellow” status. These are:

- Pursue Naming Rights for Victoria Conference Centre – conclusion of a naming rights agreement is now anticipated in September 2014.
- Review Parking Services – additional time was required to develop draft recommendations and consult with stakeholders. As a result, implementation is now planned to start in September 2014.
- Manage Siem Lelum (120 Gorge Road) Supportive Housing Project – date for title transfer continues to be unknown.
- Update Bicycle Master Plan – an expansion of project scope means that a new Bicycle Master Plan is now expected in February 2015.
- Renovate or Replace Fire Hall #1 – external project planning resources are being sought to complete the detailed options analysis. The results of this work will now be presented to Council in January 2015.
- Implement Esquimalt Policing Decision – a signed agreement is now expected in April 2014.

A significant “Other Accomplishment” for this quarter was the completion of extensive community engagement on the change to a stormwater utility and the proposed rainwater management credit program. Feedback was collected from ten stakeholder meetings, three open houses, five surveys, emails, phone calls, letters, social media and from engagement session feedback forms. 143 property owners participated in stakeholder meetings, 225 residents attended open houses, and 263 surveys were completed. Responsive to community input, implementation has been postponed by one year to 2015 to give property owners more time to prepare for the changes to how stormwater services are billed.



## B. Initiatives and Status at a Glance

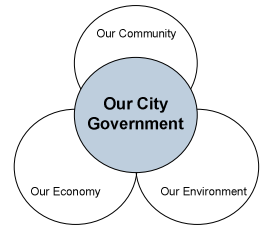
	Initiative	Status	Estimated Completion Date
<b>Our City Government</b>			
1.	Implement Customer Service Action Plan <ul style="list-style-type: none"> <li>Public Service Counter</li> <li>Land Development</li> <li>Business Licensing</li> <li>Permits and Inspections</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>	August 2014 December 2014 January 2016 Ongoing
2.	Make Continuous Improvements to Governance	●	December 2014
3.	Pursue Naming Rights for Victoria Conference Centre	●	September 2014
4.	Review Parking Services	●	Begin implementation – September 2014
5.	Introduce Open Government Initiatives <ul style="list-style-type: none"> <li>Enhanced search capability</li> <li>Closed meeting disclosure webpage</li> <li>Online document library</li> <li>Open data licence</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>	June 2014 June 2014 June 2014 June 2014
<b>Our Community</b>			
6.	Manage Siem Lelum (120 Gorge Road) Supportive Housing Project	●	TBD
7.	Examine and Improve Public Transportation Options <ul style="list-style-type: none"> <li>Transit</li> <li>Cycling</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> </ul>	Douglas Street improvements from Herald to Hillside – June 2014 Bicycle Master Plan – February 2015
8.	Introduce Housing Initiatives	●	October 2015
9.	Renovate or Replace Fire Hall #1	●	TBD
10.	Implement Esquimalt Policing Decision	●	April 2014
11.	Develop an Investment and Refurbishment Strategy for Crystal Pool and Fitness Centre	○	TBD
<b>Our Economy</b>			
12.	Implement Economic Development Strategy	●	ED contract ends – June 2015
13.	Identify Opportunities for Inner Harbour Revitalization	●	August 2014
14.	Establish New Downtown Zones and Integrate Density Bonus System	●	Central Business District zones consultation update and next steps – June 2014
<b>Our Environment</b>			
15.	Replace Johnson Street Bridge	●	Q1 2016
16.	Pilot and Evaluate Transportation Changes in Beacon Hill Park	●	October 2014
17.	Develop Asset Management Framework and Implementation Plan	●	June 2014
18.	Maximize Opportunities from Sewage Treatment Infrastructure Construction	●	TBD

**STATUS KEY**

- In planning phase
- No changes to project plan since last reporting date
- Minor changes to project plan since last reporting date, no significant change in overall objectives/scope, schedule or resources required
- Major change in objectives/scope, schedule or resources since last reporting date
- ✓ Completed

## C. Initiative Summaries

### 1. Implement Customer Service Action Plan



#### Strategy from Strategic Plan

Examine key permit and licensing functions to ensure that customer service and internal efficiency are maximized

#### Objectives

- Improve customer service
- Increase access to City information and services

#### Lead Department

Engineering and Public Works, Legislative and Regulatory Services, Sustainable Planning and Community Development, Communications and Civic Engagement (overall Action Plan lead)

#### Third Party Services (from January 1, 2013)

City Hall renovations/Public Service Counter reconstruction require:

- ongoing construction management contract with Durwest and contracts with various subcontractors
- services of Graphic Office Interiors Ltd. to supply and install furniture systems
- ongoing professional services from Chow, Low, Hammond Architects and various subcontractors

#### Status

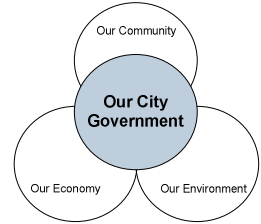


Have the objectives or scope of the project changed?	No
Have the resources required to complete the project changed?	No
Has the timeline for the project changed?	No

#### Phases

Description	Start Date	End Date
Renovate City Hall	2011	October 2013
Reconstruct Public Service Counter	September 2013	August 2014
Implement enhanced Land Development business processes	2012	December 2014
Improve Business Licensing process and update bylaw	September 2012	January 2016
Implement enhanced Permits and Inspections business processes	2011	Ongoing

## 2. Make Continuous Improvements to Governance



### Strategy from Strategic Plan

Enhance information sharing among Council, staff and the public to promote citizen and staff engagement and facilitate informed decision-making

### Objectives

- Improve role definition for elected officials and staff
- Improve organizational efficiency and effectiveness
- Improve public understanding of governance model

### Lead Department

Legislative and Regulatory Services

### Status



Have the objectives or scope of the project changed?	No
Have the resources required to complete the project changed?	No
Has the timeline for the project changed?	No

### Third Party Services (from January 1, 2013)

No third party services commissioned or expected

### Phases

Description	Start Date	End Date
Develop and deliver orientation program for the new Council to enhance Council decision-making processes	April 2011	January 2012
Review Council governance model and propose recommendations for improvement to the new Council	April 2011	November 2013
Implement new governance model	October 2013	February 2014
Develop and recommend up to date bylaws that set out administrative authorities	January 2011	TBD pending results of organizational assessment
Develop and deliver orientation program for the new Council to enhance Council decision-making processes	March 2014	December 2014

### 3. Pursue Naming Rights for Victoria Conference Centre



#### Strategy from Strategic Plan

Pursue alternative sources of revenue to complement traditional tax revenue

#### Objectives

Realize revenue commensurate with the naming rights opportunity

#### Lead Department

Victoria Conference Centre

#### Status



Have the objectives or scope of the project changed?	No
Have the resources required to complete the project changed?	No
Has the timeline for the project changed?	Yes
<ul style="list-style-type: none"> <li>Further time is required to fully investigate naming rights opportunities. Conclusion of naming rights agreement is now anticipated in September 2014.</li> </ul>	

#### Third Party Services (from January 1, 2013)

Description of services	Third party service provider	Date of commission	Value	Reports produced
Phase 1 – Research/Strategic Feasibility Report and Phase 2 – Market Development, Presentations and Conclusion	Spectrum Marketing Corporation	September 1, 2013	\$88,000 plus 12.5% conclusion fee	

#### Phases

Description	Start Date	End Date
Prepare feasibility study with opportunities for Council consideration	September 2013	January 2014
Conclude naming rights agreement process	January 2014	September 2014



## 4. Review Parking Services

### Strategy from Strategic Plan

Identify and implement changes to City service delivery that will result in cost savings or other benefits

### Objectives

- To improve the customer experience parking downtown
- To reduce operational costs
- To increase turnover on-street making it easier to find parking

### Lead Department

Engineering and Public Works

### Status



Have the objectives or scope of the project changed?	No
Have the resources required to complete the project changed?	No
Has the timeline for the project changed?	Yes
<ul style="list-style-type: none"> <li>• Implementation now planned for September, instead of June 2014, to reflect timeline shifts for other project phases</li> </ul>	

### Third Party Services (from January 1, 2013)

No third party services commissioned or expected

### Phases

Description	Start Date	End Date
Obtain Council approval of Project Charter		April 2013
Conduct technical review and consult with stakeholders	April 2013	September 2013
Develop draft recommendations and present to Council for approval	September 2013	March 2014
Consult with stakeholders on draft recommendations	April 2014	May 2014
Compile consultation results, prepare final recommendations and present to Council for approval	May 2014	May 2014
Develop Implementation Plan and communication strategies and start to implement recommendations	June 2014	September 2014



## 5. Introduce Open Government Initiatives



### Strategy from Strategic Plan

Enhance information sharing among Council, staff and the public to promote citizen and staff engagement and facilitate informed decision-making

### Objectives

Increase public and staff access to Council proceedings and other City information

### Lead Department

Legislative and Regulatory Services

### Status



Have the objectives or scope of the project changed?	No
Have the resources required to complete the project changed?	No
Has the timeline for the project changed?	No

### Third Party Services (from January 1, 2013)

Description of services	Third party service provider	Date of commission	Value	Reports produced
Digital agenda hosting services	iCompass Ltd.	January 2013	\$23,000	N/A
Webcasting hosting services	Granicus Inc.	May 2013	\$11,000	N/A
Webcasting hardware/ software supply and installation	Granicus Inc.	May 2013	\$61,500	N/A
Webcasting promotional video	Media One	September 2013	\$1,035	N/A

Phases		
Description	Start Date	End Date
Prepare Feasibility Assessment	March 2012	October 2012
Introduce online open data catalogue	Feb 2013	Enhancements will be ongoing
Launch public webmap	June 2013	Enhancements will be ongoing
Purchase and install webcasting equipment and implement webcasting	January 2013	September 2013
Develop Open Meeting Policy	September 2013	December 2013
Enhance search capability of the City's agenda management application	December 2013	June 2014
Develop an open data licence	December 2013	June 2014
Develop a webpage for public disclosure of closed Council and Committee meeting business	December 2013	June 2014
Develop an online document library for posting of routine and third party reports	January 2014	June 2014
Introduce other open government initiatives	TBD based upon Council direction	TBD based upon Council direction

## 6. Manage Siem Lelum (120 Gorge Road) Supportive Housing Project



### Strategy from Strategic Plan

Partner with regional stakeholders to address transportation and other community issues

### Objectives

Protect and create affordable small family housing and supported housing

### Lead Department

Engineering and Public Works

### Status



Have the objectives or scope of the project changed?	No
Have the resources required to complete the project changed?	No
Has the timeline for the project changed?	No
• Date for title transfer continues to be TBD	

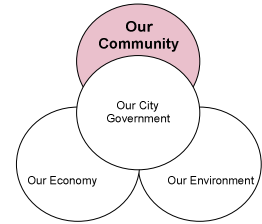
### Third Party Services (from January 1, 2013)

No third party services commissioned or expected

### Phases

Description	Start Date	End Date
Develop business case and acquire property	August 2009	June 2010
Negotiate and transfer title to Victoria Native Friendship Centre	September 2009	TBD
Pursue and confirm funding sources	January 2010	December 2012
Manage renovations	November 2012	June 2013

## 7. Examine and Improve Public Transportation Options



### Strategy from Strategic Plan

Partner with regional stakeholders to address transportation and other community issues

### Objectives

Examine and improve public transportation options

### Lead Department

Engineering and Public Works

### Status



Have the objectives or scope of the project changed?	Yes
<ul style="list-style-type: none"> <li>Entire Bicycle Master Plan now being updated; not just network priorities</li> </ul>	
Have the resources required to complete the project changed?	No
Has the timeline for the project changed?	Yes
<ul style="list-style-type: none"> <li>New Bicycle Master Plan now anticipated in February 2015 as a result of expanded scope</li> </ul>	

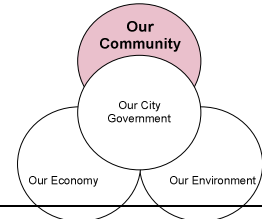
### Third Party Services (from January 1, 2013)

No third party services commissioned or expected

### Phases

Description	Start Date	End Date
<b>Transit</b>		
Work with BC Transit to develop report on Douglas Street interim measures for BC Transit Commission	2012	April 2013
Obtain Council direction on report recommendations	April 2013	May 2013
Work with BC Transit to develop Implementation Plan	June 2013	January 2014
Construct Douglas Street corridor improvements from Herald Street to Hillside Avenue	February 2014	June 2014
Future phases	TBD in 2014	TBD in 2015
<b>Cycling</b>		
Establish Cycling Task Force		May 2013
Prepare Project Charter for Council approval	June 2013	November 2013
Develop and launch Engagement Strategy	November 2013	May 2014
Report to Governance and Priorities Committee on results of engagement and recommended network priorities	June 2014	June 2014
Draft and obtain approval of new Bicycle Master Plan	July 2014	February 2015

## 8. Introduce Housing Initiatives



### Strategy from Strategic Plan

Ensure that land use policies and practices facilitate development of a diversity of housing choices to support future population needs

### Objectives

- Develop policies and initiatives to better address OCP policies related to housing diversity and affordability
- Partner with CRD, government and stakeholders to address barriers to development, identify policy solutions and pilot housing innovations

### Lead Department

Sustainable Planning and Community Development

### Status



Have the objectives or scope of the project changed?	No
Have the resources required to complete the project changed?	No
Has the timeline for the project changed?	No

### Third Party Services (from January 1, 2013)

No third party services commissioned or expected

### Phases

Description	Start Date	End Date
Conduct policy and practice review	November 2012	March 2014
Develop rental housing policies	November 2012	September 2014
Establish targets and create monitoring tools	December 2012	March 2015
Pilot housing innovations	December 2012	October 2015



## 9. Renovate or Replace Fire Hall #1

### Strategy from Strategic Plan

Enhance public safety and enable the coordination and delivery of policing and fire services

### Objectives

Provide a Fire Hall that meets department needs and is seismically resilient

### Lead Department

Engineering and Public Works

### Status



Have the objectives or scope of the project changed?	No
Have the resources required to complete the project changed?	Yes
<ul style="list-style-type: none"> <li>Work on other Council priorities has limited availability of internal resources. Request for Proposals currently being prepared to obtain external project planning services.</li> </ul>	
Has the timeline for the project changed?	Yes
<ul style="list-style-type: none"> <li>Council direction now anticipated in January 2015. Additional time required to obtain external resources to perform detailed options analysis.</li> </ul>	

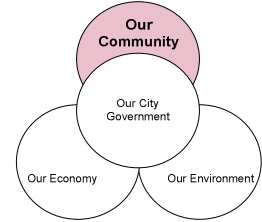
### Third Party Services (from January 1, 2013)

Description of services	Third party service provider	Date of commission	Value	Reports produced
Architectural services	Johnston Davidson Architecture and Planning Inc.	July 2013	\$10,000	
Project planning services	TBD upon contract award			

### Phases

Description	Start Date	End Date
Evaluate options		June 2013
Present options for Council consideration	June 2013	November 2013
Complete project planning on options	May 2014	September 2014
Report on options and obtain Council direction	September 2014	September 2014
Design and construction	TBD	TBD

# 10. Implement Esquimalt Policing Decision



## Strategy from Strategic Plan

Enhance public safety and enable the coordination and delivery of policing and fire services

## Objectives

Develop operating agreement for policing in Esquimalt and Victoria

## Lead Department

City Manager's Office

## Status



Have the objectives or scope of the project changed?	No
Have the resources required to complete the project changed?	No
Has the timeline for the project changed?	Yes
<ul style="list-style-type: none"> <li>Contract is now expected to be finalized in April 2014</li> </ul>	

## Third Party Services (from January 1, 2013)

Third party services may be commissioned if arbitration is required

## Phases

Description	Start Date	End Date
Finalize policing contract	June 2012	April 2014

# 11. Develop an Investment and Refurbishment Strategy for Crystal Pool and Fitness Centre



## Strategy from Strategic Plan

Engage with the public on the future of recreation facilities and programs in the city

## Objectives

- Determine resources required to address condition of the main systems in the Centre

## Lead Department

Parks, Recreation and Culture

## Status



In planning phase. Further details will be determined through consultant's work determining priorities and options for phasing of repair and replacement of major systems.

## Third Party Services (from January 1, 2013)

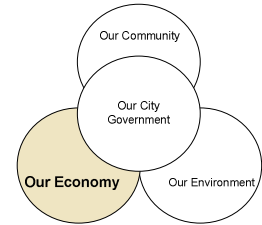
Description of services	Third party service provider	Date of commission	Value	Reports produced
Architectural and Engineering Services	TBD – RFP closed April 8, 2014			

## Phases

Description	Start Date	End Date
Conduct RFP process to select consultant	March 2014	April 2014
Update Council on project planning	August 2014	August 2014



## 12. Implement Economic Development Strategy



### Strategy from Strategic Plan

All strategies under "Our Economy"

### Objectives

- Create a sustainable economy
- Grow business in the city
- Increase sustainable prosperity in Victoria

### Lead Department

City Manager's Office

### Status



Have the objectives or scope of the project changed?	No
Have the resources required to complete the project changed?	No
Has the timeline for the project changed?	No

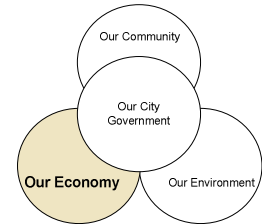
### Third Party Services (from January 1, 2013)

Description of services	Third party service provider	Date of commission	Value of services	Reports produced
Implement City's Economic Development Strategy	Sage Baker	June 2013	\$360,000	N/A

### Phases

Description	Start Date	End Date
Form Economic Development Advisory Group	March 2012	December 2012
Establish a City economic development function	November 2012	March 2013
Develop Implementation Action Plan	June 2012	September 2013
Various initiatives in support of the three identified core areas of focus (Support for the ship building industry in a working harbour; Support for an environment for entrepreneurship downtown; Working with First Nations and other relevant parties for the revitalization of Rock Bay)	July 2013	June 2015

# 13. Identify Opportunities for Inner Harbour Revitalization



## Strategy from Strategic Plan

Engage in local area planning projects that will facilitate economic development

## Objectives

To engage the public in a community dialogue to identify potential opportunities for three Inner Harbour strategic sites: Belleville Terminal Site, Ship Point site and Lower Wharf Street site

## Lead Department

Sustainable Planning and Community Development

## Status



Have the objectives or scope of the project changed?	No
Have the resources required to complete the project changed?	No
Has the timeline for the project changed?	No

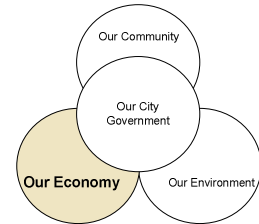
## Third Party Services (from January 1, 2013)

Description of services	Third party service provider	Date of commission	Value of services	Reports produced
Environmental and Geotechnical Analysis of City-owned Lands at Ship Point	SNC Lavalin Environment	May 15, 2013	\$ 40,803	Stage 1 and Stage 2 Preliminary Site Investigations - July 2013 and October 2013  Geotechnical Analysis – November 2013
Seasonal groundwater sampling and ground penetrating radar survey	SNC Lavalin Environment	March 2014	\$28,000	
Urban planning and public engagement services	WPC Holdings Ltd. (Dr. David Witty)	March 2014	\$9,250	

## Phases

Description	Start Date	End Date
Develop Project Charter and present to Council for approval		February 2014
Conduct background research	February 2014	March 2014
Develop and initiate public engagement process	March 2014	June 2014
Obtain Council direction on proposed revitalization opportunities	June 2014	July 2014
Obtain Council approval of final concepts and recommendations	July 2014	August 2014

# 14. Establish New Downtown Zones and Integrate Density Bonus System



## Strategy from Strategic Plan

Engage in local area planning projects that will facilitate economic development

## Objectives

Increase certainty for development industry and community

## Lead Department

Sustainable Planning and Community Development

## Status



Have the objectives or scope of the project changed?

No

Have the resources required to complete the project changed?

No

Has the timeline for the project changed?

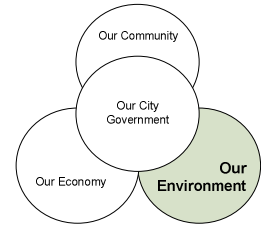
No

## Third Party Services (from January 1, 2013)

Likely will be third party services required, although the exact nature of these services depends upon future internal capacity and is unknown at this time

## Phases

Description	Start Date	End Date
Prepare draft zoning regulations for Central Business District, undertake architectural testing of proposed zones, consult public, report outcome of public engagement and develop recommendations for Council regarding next steps	July 2012	June 2014
Complete Central Business District bylaw amendments based on Council direction and advance to public hearing	July 2014	TBD
Prepare bylaw amendments for remainder of Bonus Density Area	TBD	TBD
Prepare bylaw amendments for Downtown Core Area districts outside Bonus Density Areas, where needed	TBD	TBD



# 15. Replace Johnson Street Bridge

## Strategy from Strategic Plan

Develop and implement asset management policies and plans that will facilitate prioritization and decision-making regarding capital assets

## Objectives

Replace the existing bridge with a more reliable, safer and more sustainable bridge with improved cyclist and pedestrian amenities

## Lead Department

Johnson Street Bridge Project

## Status



Have the objectives or scope of the project changed?	No
Have the resources required to complete the project changed?	No
Has the timeline for the project changed?	Yes
<ul style="list-style-type: none"> <li>Timeline for completion of final design extended; overall project timeline remains unchanged</li> </ul>	

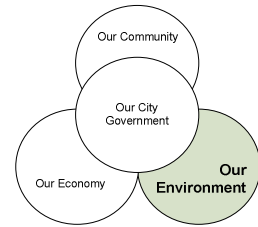
## Third Party Services (from January 1, 2013)

Description of services	Third party service provider	Date of commission	Value of services	Reports produced
Overhead primary service relocation 203 Harbour Road	BC Hydro	August 8, 2013	\$5,520	N/A
Supply and install new 45' pole	Horizon Power	August 9, 2013	\$14,480	N/A
Fish Habitat Monitoring for three years	Golder Associates Ltd.	September 13, 2013	\$14,850	October 29, 2013
Three annual audits of PST payments	MNP Ltd.	September 30, 2013	\$15,570	
BC Hydro plant relocate for JSB road alignment	BC Hydro	December 9, 2013	\$44,366	N/A

## Phases

Description	Start Date	End Date
Complete final design of bridge and public realm	Q1 2011	Q2 2014
Award general contract	Q1 2012	Q4 2012
Construct new bridge	Q2 2013	Q4 2015
Remove old bridge	Q4 2015	Q1 2016

## 16. Pilot and Evaluate Transportation Changes in Beacon Hill Park



### Strategy from Strategic Plan

Develop and implement plans for sustainable management of the City's natural resources, including parks, urban forest, native ecosystems and species at risk

### Objectives

- Enhance bicycle and pedestrian use of Beacon Hill Park
- Reduce car traffic in Beacon Hill Park
- Improve park pathway system

### Lead Department

Parks, Recreation and Culture

### Status



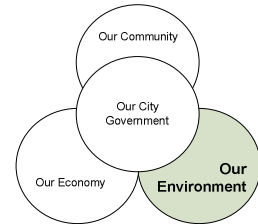
Have the objectives or scope of the project changed?	No
Have the resources required to complete the project changed?	No
Has the timeline for the project changed?	Yes
<ul style="list-style-type: none"> <li>• Dates for implementation of changes now determined</li> </ul>	

### Third Party Services (from January 1, 2013)

No third party services commissioned or expected

### Phases

Description	Start Date	End Date
Pilot transportation changes	July 2012	September 2013
Evaluate results of pilot project and develop recommendations for Council approval	August 2012	December 2013
Prepare detailed budget for implementation of approved changes and present to Council for approval	January 2014	April 2014
Implement temporary changes	June 2014	June 2014
Implement permanent changes	September 2014	October 2014



# 17. Develop Asset Management Framework and Implementation Plan

## Strategy from Strategic Plan

Develop and implement asset management policies and plans that will facilitate prioritization and decision-making regarding capital assets

## Objectives

- Provide the City of Victoria with an Asset Management Strategy that will be a guide for the implementation of integrated asset management practices across the entire organization
- Promote informed decision-making and effective stewardship of all publicly owned municipal assets

## Lead Departments

Engineering and Public Works , Finance

## Status



Have the objectives or scope of the project changed?	No
Have the resources required to complete the project changed?	No
Has the timeline for the project changed?	Yes
<ul style="list-style-type: none"> <li>• Development of Implementation Plan now scheduled for completion in April, rather than January 2014. Software acquisition and implementation remains unchanged.</li> </ul>	

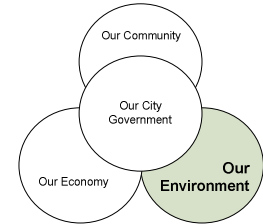
## Third Party Services (from January 1, 2013)

Will require ongoing software maintenance services once software acquired

## Phases

Description	Start Date	End Date
Develop Strategic Framework for Asset Management	July 2010	October 2012
Develop Asset Management Implementation Plan	February 2013	April 2014
Acquire asset management software (part of Implementation Plan)	June 2013	June 2014
Implement asset management software (part of Implementation Plan)	July 2014	ongoing
Formalize asset management plans and policies (part of Implementation Plan)		ongoing

# 18. Maximize Opportunities from Sewage Treatment Infrastructure Construction



## Strategy from Strategic Plan

Develop and implement asset management policies and plans that will facilitate prioritization and decision-making regarding capital assets

## Objectives

- Maximize opportunity to align other capital works with the CRD sewage construction work
- Enhance public realm along Dallas Road

## Lead Department

Engineering and Public Works

## Status



Have the objectives or scope of the project changed?	No
Have the resources required to complete the project changed?	No
Has the timeline for the project changed?	Yes
<ul style="list-style-type: none"> <li>• Next steps are now TBD pending clarity on the sewage treatment project.</li> </ul>	

## Third Party Services (from January 1, 2013)

No third party services commissioned or expected

## Phases

Description	Start Date	End Date
Develop preliminary concept	2011	2011
Present preliminary concept for Council endorsement	2012	July 2013
Consult with the public on preliminary concept	October 2013	TBD
Next steps TBD pending clarity on sewage treatment project		

## D. Other Accomplishments this Quarter



### Our City Government

- Received the Canadian Award for Financial Reporting for the 2012 Annual Report from the Government Finance Officers Association of the United States and Canada
- Ratified a two-year collective agreement with the International Association of Firefighters Local 730
- Successfully passed an internal audit to achieve the Certificate of Recognition of the City's Safety Management Program and Return to Work / Stay at Work program for the second year

### Our Community

- Obtained community input on upgrades to Alexander Park Playground and Hollywood Park Playground through open houses and online surveys
- Closed a section of the 900 Block of Rockland Avenue between Vancouver and Quadra Streets to motorists to make this Victoria greenway safer and more enjoyable for pedestrians and cyclists
- Announced Morgan Purvis, Camosun College student, as Victoria's new Youth Poet Laureate. She will serve as an ambassador for youth in Victoria, performing at City Council and City of Victoria Youth Council meetings, and completing a project of her choice to engage her peers through poetry.

### Our Economy

- Built partnership with gaming industry to host the "GottaCon" gaming convention at the Victoria Conference Centre. The event doubled in attendance and related economic impact over 2013 and positions Victoria as a serious "gaming destination" for future gaming events.

### Our Environment

- Completed engagement with the community to collect feedback on the change to a stormwater utility model and the proposed rainwater management credit program



## List of Third Party Reports Commissioned between January 1 and March 31, 2014

	Description of Report	Name of third party	Value of commission*	Date of commission	Anticipated or actual report completion date
<b>Engineering and Public Works</b>					
1.	Topaz Electrical Service	Stantec	\$10,000	January 14, 2014	March 2014 - Project Cancelled
2.	2014 Brick Storm Drain Main Condition Assessment	Aecom Canada Ltd.	\$82,971	January 15, 2014	June 30, 2014
3.	FGCC – Front Entrance Design	Stantec	\$7,600	January 23, 2014	End of April 2014
4.	Consulting Services – Douglas Street Retaining Wall	Morrison Hershfield	\$72,847	March 12, 2014	June 30, 2014
5.	Point Ellice Bridge Structural Assessment	Stantec	\$23,369	March 14, 2014	June 2014
6.	Rainwater Credit Program Case Studies	Kerr Wood Leidal Consulting Engineers	\$44,793	March 31, 2014	May 2014
<b>Finance</b>					
7.	Fiscal 2013 Disclosure for Post-Employment Benefits	Mercer Canada Ltd.	\$6,900	January 2014	February 12, 2014
8.	Claim Status Report (Quarterly)	MIA BC	Included in annual premium – not a separate cost	Scheduled	April 2, 2014
<b>Sustainable Planning and Community Development</b>					
9.	Analysis of Pro-Forma for Heritage Tax Incentive Program application (45 Bastion Square/1118 Langley)	Coriolis Consulting Corp.	\$3,500	January 31, 2014	March 3, 2014
10.	Ship Point seasonal groundwater sampling and ground penetrating radar survey	SNC Lavalin	\$28,020	March 5, 2014	May 2014
11.	Inner Harbour Dialogue	WPC Holdings Ltd. (Dr. David Witty)	\$9,250	March 26, 2014	June/July 2014
12.	Bonus Density Study (Outside Downtown Core Area)	Coriolis Consulting Corp.	\$72,000	March 26, 2014	June 2014

\* Note that, for some third party reports, the reported commission value is a best estimate made at the time of contract award and may not accurately reflect the ultimate value of the commission.



## Addendum to List of Third Party Reports Commissioned between October 1 and December 31, 2013

	Description of Report	Name of third party	Value of commission	Date of commission	Anticipated or actual report completion date
<b>Finance</b>					
1.	Audit Findings Report on 2013 Financial Statements	KPMG	\$52,500	November 2013	April 24, 2014 <sup>14</sup>
2.	Loss Control Inspections	SCM Risk Management Services Inc.	\$750	December 18, 2013	January 29, 2014 & June, 2014
<b>Parks, Recreation and Culture</b>					
3.	Condition Report for Public Art Collection – for insurance and maintenance plan purposes	Nadine Power Conservatory Services	\$8,030	November 6, 2013	January 13, 2014
4.	Public Art Collection Appraisal – for insurance purposes	MacIntyre Appraisals	\$13,000	December 2, 2013	April 9, 2014
5.	Tree Inventory Reports	Davey Resource Group	Included in existing contract	December 2013	September 2014



## City Manager's Office

	Key Initiative	Milestones				Status
		Q1	Q2	Q3	Q4	
1.	Outline a new financial plan process for 2015		June			In progress
2.	Outline orientation package/process for Council consideration			August		In progress
3.	Outline strategic planning process for Council 2015			September		
4.	Implement Esquimalt Policing Decision					In progress
5.	Implement Economic Development Strategy <ul style="list-style-type: none"> <li>Explore downtown hub for entrepreneurs</li> <li>Support #thisisvic</li> </ul>	Ongoing				In progress
6.	Lead multi-property land swap with Province of BC					Complete
7.	Outline additional organizational goals for 2014		June			
8.	Present JSB review Council		June			
9.	Quarterly updates to Council on Strategic Operational Plan		July	October	January 2015	In progress
10.	Review of City Policies				December	



## Communications and Civic Engagement

	Key Initiative	Milestones				Status
		Q1	Q2	Q3	Q4	
1.	Support development of new budget process					In progress
2.	Open Government/Open Data: <ul style="list-style-type: none"><li>Enhance open data catalogue and develop open data licence</li><li>Develop Online document library</li><li>Raise awareness of VicMap enhancements and how to use</li></ul>		June June			In progress
		Ongoing				
3.	Lead Customer Service Action Plan <ul style="list-style-type: none"><li>Progress report</li><li>Create position of Customer Service Ambassador</li></ul>	May May				In progress
4.	Assist development of HR Orientation and recognition programs			TBD		
5.	Redevelop employee intranet				December	In progress
6.	Conduct consultation on proposed parking recommendations Develop communication and customer service program for changes to Parking Services			May September		In progress
7.	Education program for new stormwater utility				December	In progress
8.	Develop communications and engagement plan to support new budget process and communicating taxpayer impacts			TBD		
9.	Develop communications to support 2014 Municipal Election			November		In progress
10.	Revise Public Notice advertising for brand and plain language			Sept GPC		In progress
11.	Implement web enhancements: <ul style="list-style-type: none"><li>Blog</li><li>Online consultation portal “Have Your Say Victoria”</li><li>Emergency Notification system</li><li>Online registration for recreation programs</li><li>Responsive design for mobile devices</li><li>Freshen homepage</li></ul>		May May May  June	August September		In progress

	Key Initiative	Milestones				Status
		Q1	Q2	Q3	Q4	
12.	Develop communications strategy and support updating Bicycle Master Plan			July		In progress
13.	Develop communications strategy to support priority capital projects, including Bay Street Bridge and Fire Hall #1			July		
14.	Develop communications strategy to support Dallas Road bike path		TBD			
15.	Develop engagement strategy for redevelopment of Johnson Street Bridge S-curve lands				December	
16.	Develop communications to support Local Area Planning processes					TBD
17.	Support engagement on Harbour Dialogue		March to	July		In progress
18.	Manage communications to support Johnson Street Bridge Replacement Project	On-going	On-going	On-going	On-going	In progress
19.	Develop communications strategy for improving communication of capital projects			September		
20.	Review Wayfinding Program: • Scope project with SPCD		June			
21.	Engagement summary for Central Business District Zoning regulations		May			Complete
22.	City Employee Forum		June			In progress

## Engineering and Public Works

	Key Initiative	Milestones				Status
		Q1	Q2	Q3	Q4	
1.	Conduct a Parking Services Review <ul style="list-style-type: none"> <li>Report to GPC on consultation results</li> <li>Implement recommendations</li> </ul>		May 22		December	In progress
2.	Renovate Public Service Centre in City Hall			August		
3.	Implement the Stormwater Utility: <ul style="list-style-type: none"> <li>Consolidate sewer and stormwater bylaws and create stormwater utility. To GPC</li> </ul>		June			In progress
4.	Purchase of 2920 Bridge Street for improved storage for City equipment	February				Complete
5.	Transfer Siem Lelum (120 Gorge Road) Supportive Housing Property to province				TBD	
6.	Implement Douglas Street Corridor transit improvements		June			In progress
7.	Update the Bicycle Master Plan <ul style="list-style-type: none"> <li>GPC report on engagement and next steps</li> <li>Update plan</li> </ul>			July	Sept-Dec	In progress
9.	Develop policy for Post-Seismic Standards for Civic Buildings and Infrastructure				December	
10.	Launch new cigarette butt recycling program for downtown aimed at keeping city streets clean					Complete
11.	Complete exterior lighting on City Hall			August		
12.	New seasonal decorations for Douglas and Blanshard and install new banners for 2014 holiday season				December	
13.	Upgrade lighting in Centennial Square to LED to add colour and improve visibility				October	
14.	Introduce new community “paint- out kit” program to remove graffiti in neighbourhoods		May			Complete





	Key Initiative	Milestones				Status
		Q1	Q2	Q3	Q4	
15.	Replace Johnson Street Bridge and replace utilities in area <ul style="list-style-type: none"> <li>Independent review</li> <li>Quarterly reports</li> </ul>	On-going	On-going	On-going	On-going	In progress
16.	Renovate or Replace Fire Hall #1: <ul style="list-style-type: none"> <li>Project Planning RFP</li> <li>Report to GPC on options</li> </ul>		May	September		In progress
17.	Dallas Road Bike Path					TBD
18.	Issue RFP for developing Sanitary Sewer Master Plan			September		
19.	Advance environmental sustainability initiatives: <ul style="list-style-type: none"> <li>Update Council on preparation and implementation of Climate and Energy Resiliency Plan</li> <li>Update Council on implementation of Carbon Neutral Plan</li> <li>Update Council on preparation and implementation of Climate Change Adaptation Plan</li> <li>Prepare solar roof capability mapping</li> </ul>		May		December December  December	
20.	Review potential for point of renovation energy audits				December	In progress
21.	Complete preliminary design and costing for Point Ellice Bridge: <ul style="list-style-type: none"> <li>Update cost estimates for GPC</li> </ul>		June			
22.	Repair Dallas Road seawall to address immediate repair needs		April-June			In progress
23.	Progress report on Late Night Great Night to GPC			August		
24.	Review of Sidewalk Café bylaw				December	
25.	Commercial Alley Improvement Project			September		
26.	Highway Access Bylaw		June			
27.	Support development of new budget process					In progress

## Finance

	Key Initiative	Milestones				Status
		Q1	Q2	Q3	Q4	
1.	Develop new Budget Process <ul style="list-style-type: none"> <li>Implement new budget process</li> </ul>		June	TBD		In progress
2.	Introduce Electronic Billing for: <ul style="list-style-type: none"> <li>Property Taxes</li> <li>Utilities</li> <li>Business Licences</li> </ul>		May May		December	On-going
3.	Finalize Policing Agreement					Complete
4.	Update Waterworks Bylaw to clarify billing adjustments				December	In progress
5.	Budget monitoring and reporting for Johnson Street Bridge Replacement project <ul style="list-style-type: none"> <li>Annual report</li> <li>Annual financial audits</li> </ul>		June June			In progress
6.	Support development of stormwater utility credit and establish billing system				December	In progress
7.	Information Technology enhancements					In progress



**Fire**

	Key Initiative	Milestones				Status
		Q1	Q2	Q3	Q4	
1.	Support development of new budget process					In progress
2.	Renovate or Replace Fire Hall #1: <ul style="list-style-type: none"> <li>Project Planning RFP</li> <li>Report to GPC on options</li> </ul>		May	September		In progress
3.	Develop Victoria Emergency Response Plan				December	In progress
4.	New Fire Prevention Bylaw			September		In progress
5.	Implement fire company commercial inspection program		April			Complete
6.	Review response capacity based on risk assessment. Report to GPC				December	
7.	Host BC Fire Chief's Convention (VCC)		June			In progress
8.	Develop tsunami map and education program for Victoria residents and businesses				December	In progress
9.	Launch new partnership and hoarding awareness program		April			Complete
10.	Shakeout Event				October	



## Human Resources

	Initiative	Milestones				Status
		Q1	Q2	Q3	Q4	
	<b>Our City Government</b>					
1.	Develop new employee orientation program			September		In progress
2.	Enhance the City's employee recognition program <ul style="list-style-type: none"> <li>Conduct employee focus groups</li> <li>Develop new program</li> </ul>			September December		In progress
3.	Conduct collective bargaining (CUPE, Trades, etc.)		April - TBD			In progress
4.	Develop Manager Resource Program <ul style="list-style-type: none"> <li>Manager session</li> <li>Develop training program</li> <li>Roll-out Module/training program</li> </ul>		June	August	TBD	In progress
5.	Day of Mourning		April 28			Complete
6.	Maintain WorkSafe BC Certificate of Recognition <ul style="list-style-type: none"> <li>Communicate results</li> <li>Conduct 2014 audit</li> </ul>		May		December	In progress
7.	Conduct Workplace Bullying and Harassment Prevention Training sessions		June			In progress
8.	Return to Work/Stay at Work programs to reduce Worksafe and sick leave time by 25% over 2013				December	In progress
9.	National Occupational Health and Safety Awareness Week		May 5-9			In progress
10.	Whistleblower Policy to GPC		June			In progress
11.	Employee Indemnification Policy		May			In progress
12.	Review spareboard		April			Complete
13.	Support development of new budget process					In progress

## Legal Services

	Key Initiative	Milestones				Status
		Q1	Q2	Q3	Q4	
1.	Finalize Police Agreement		April			Complete
2.	Provide contract and other legal services to Johnson Street Bridge Replacement Project					On-going
3.	Building Bylaw (new)			July		In progress
4.	Fire Inspection Bylaw (new)			July		In progress
5.	Highway Access Bylaw amendment		June			In progress
6.	Impounding Bylaw amendment		June			In progress
7.	Inspection Bylaw amendment			September		In progress
8.	Land Use Procedures Bylaw amendment				December	In progress
9.	Sign bylaw (housekeeping amendments)			July		In progress
10.	Special Event Permits (new)		June			In progress
11.	Streets and Traffic Bylaw (updates)				October	In progress
12.	Zoning Regulation Bylaw (updates)					On-going
13.	Support development of new budget process					On-going

## Legislative and Regulatory Services

	Key Initiative	Milestones				Status
		Q1	Q2	Q3	Q4	
1.	Implement Council Governance improvements: <ul style="list-style-type: none"> <li>Prepare for Council Standing Committees <ul style="list-style-type: none"> <li>coordinate recruitment of public members</li> <li>conduct orientation for new members</li> <li>establish meeting schedule</li> </ul> </li> <li>Governance manuals – roles, responsibilities, Council-staff relations, guide for public</li> <li>New Council/Committee report format and staff training</li> <li>Develop Delegation Bylaw</li> </ul>		April May May	September  July	December	Complete In progress  In progress
2.	Improve organizational awareness of Freedom of Information and Protection of Privacy Act (FIPPA): <ul style="list-style-type: none"> <li>Deliver FIPPA awareness training to staff</li> </ul>		June			In progress
3.	Improve public access to Archives' digital record collection				December	In progress
4.	Conduct 2014 Civic Election <ul style="list-style-type: none"> <li>New Council orientation and governance education</li> </ul>			Sept. to	November December	In progress
5.	Implement Records Management Development Program: <ul style="list-style-type: none"> <li>Recruit records manager</li> <li>Prioritize records management development projects</li> </ul>		May		October	Complete
6.	Propose Secondary Suite Enforcement Policy			July		In progress
7.	Propose new policy and bylaw to regulate special events			TBD		In progress
8.	Allocate exclusive parking stands for sightseeing vehicles (effective April 1, 2015): <ul style="list-style-type: none"> <li>Council direction on proposed process</li> <li>Conduct competitive process</li> </ul>		June	September		In progress

	Key Initiative	Milestones				Status
		Q1	Q2	Q3	Q4	
	<ul style="list-style-type: none"> <li>Seek Council approval of recommended stand allocations</li> <li>Update Vehicles for Hire Bylaw to reflect new allocations</li> </ul>				December December	
9.	Enhance delivery of Bylaw and Licensing Services: <ul style="list-style-type: none"> <li>Revise Inspection Bylaw</li> <li>Develop Impounding Bylaw</li> </ul>		June June			In progress In progress
10.	Explore lease of Selkirk Waterway from Province: <ul style="list-style-type: none"> <li>Report to Council</li> <li>Implement Council direction</li> </ul>		May TBD			In progress
11.	Develop Consultation Bylaw to address development on parks and green spaces: <ul style="list-style-type: none"> <li>Report to Council on options</li> <li>Implement Council direction</li> </ul>		June	TBD		In progress
12.	Honorary Citizen Awards: <ul style="list-style-type: none"> <li>Coordinate nominations process and select members</li> <li>Awards ceremony</li> </ul>		April May			Complete In progress
13.	Conclude Inner Harbour floatplane terminal lease			July		In progress
14.	Support development of new budget process					On-going
15.	Review contaminated site studies and develop and implement remediation plans for 1012/1014 Yates Street: <ul style="list-style-type: none"> <li>Complete technical studies</li> <li>Report to Council on proposed plan</li> </ul>		May	July		In progress In progress

## Parks, Recreation and Culture

	Key Initiative	Milestones				Status
		Q1	Q2	Q3	Q4	
1.	Introduce new online registration system for Crystal Pool and Fitness Centre programs			August		In progress
2.	Support development of new budget process					In progress
3.	David Foster Way Project Charter to GPC David Foster Way Implementation: <ul style="list-style-type: none"> <li>Janion/JSB Connection Planning and Design</li> <li>Raymur and Heron Coves Planning and Design</li> </ul>		May	TBD	TBD	In progress
4.	Develop Crystal Pool Investment Strategy <ul style="list-style-type: none"> <li>RFP</li> <li>Report to GPC</li> </ul>		April	August		In progress
5.	Call for Public Art for Johnson Street Bridge					TBD
6.	Select new Poet laureate for next three years and host LitArtCity variety of poetry events in April, Poetry Month		April			Complete
7.	Evaluation of Welcome Pole in Centennial Park to restore to reinstall in 2015 <ul style="list-style-type: none"> <li>Removal</li> <li>Report to GPC</li> </ul>	March		TBD		In progress
8.	Partner with Open Space Gallery to offer "Reclaim the Streets"		April			Complete
9.	Create new playgrounds at Alexander and Hollywood parks: <ul style="list-style-type: none"> <li>Consultation</li> <li>Installation</li> </ul>	February		November		Complete
10.	Consultation on Pilot Rockland Avenue Greenway <ul style="list-style-type: none"> <li>Road closure</li> <li>Consultation</li> </ul>	January	On-going	On-going	On-going	In progress
11.	Advance Greenways plan: <ul style="list-style-type: none"> <li>Oaklands Pathway</li> <li>Higgins Road greenway and Hillside drainage</li> <li>Hereward stairway connection to E &amp; N Rail.</li> </ul>			August	November November	In progress
12.	Open new rose garden in Beacon Hill Park		June			In progress



	Key Initiative	Milestones				Status
		Q1	Q2	Q3	Q4	
13.	Install three new outdoor fitness stations: <ul style="list-style-type: none"> <li>Topaz Park</li> <li>Cecelia Ravine Park</li> <li>Oaklands Park</li> </ul>				November November November	In progress
14.	Michigan Street Community Garden relocation <ul style="list-style-type: none"> <li>Identify site and report to GPC</li> <li>Infrastructure improvements</li> </ul>		TBD		November	In progress
15.	Acquire property for new park in Burnside Gorge neighbourhood					TBD
16.	Support development of engagement plan for Johnson Street Bridge S-Curve Lands				December	In progress
17.	Implement Beacon Hill Park transportation changes <ul style="list-style-type: none"> <li>Temporary completed</li> <li>Permanent completed</li> </ul>		June 30	October		In progress
18.	Trans Canada Trail Alignment		TBD			In progress
19.	Host Urban Forest Conference				October	In progress
20.	Royal Athletic Park upgrades: <ul style="list-style-type: none"> <li>new seating</li> <li>field improvements</li> <li>parking lot lighting</li> </ul>		April		All complete by November	In progress
21.	Memorandum of Understanding for Beacon Hill Park Burial Ground				December	In progress
22.	Scope development of Natural Areas Management Plan including priorities for protection, policy.				November	In progress
23.	Report to GPC about urban forest inventory and removals			September		In progress
24.	Clawthorpe Playground consultation				September	
25.	Implement Park Management Improvements: <ul style="list-style-type: none"> <li>Complete road pathway connection at Summit Park – Blackwood</li> <li>Pioneer Square Restoration</li> </ul>			September  November		In progress

## Sustainable Planning & Community Development

	Key Initiative	Milestones				Status
		Q1	Q2	Q3	Q4	
1.	Initiate Local Area Planning: <ul style="list-style-type: none"> <li>Project charter for local area plan program</li> <li>Project charter for Priority Area 1</li> </ul>				October December	In progress
2.	Implement OCP and DCAP Monitoring and Evaluation Program <ul style="list-style-type: none"> <li>Annual report</li> </ul>				December	In progress
3.	Density Bonus System for outside downtown				December	In progress
4.	Report on engagement results for Central Business District changes to Downtown Core Area Zoning Bylaw			July		In progress
5.	Inner Harbour Revitalization for Ship Point, Lower Wharf lot and Belleville terminal <ul style="list-style-type: none"> <li>Public Engagement</li> <li>Technical analysis</li> </ul>			July		In progress
6.	Initial finds of senior housing and support needs assessment to GPC				December	In progress
7.	Update on Housing Action Plan				December	In progress
8.	Update Zoning Regulation Bylaw (through Zoning Bylaw Improvement Project) to address: <ul style="list-style-type: none"> <li>"Urgent" housing fixes</li> <li>Grade Calculations in in Low Density Residential Areas</li> <li>Commercial Zoning in Residential Neighbourhood</li> <li>Home Occupation</li> </ul>				December	In progress
9.	Workshop on delegation of authority on special development and heritage applications		June			In progress
10.	Update Land Use Procedures bylaw				December	In progress
11.	Update Building Bylaw				July	In progress

	Key Initiative	Milestones				Status
		Q1	Q2	Q3	Q4	
12.	Renew Victoria Accord Lands Agreement/Legislative Precinct					On-going
13.	Support development of new budget process					On-going

## Victoria Conference Centre

	Key Initiative	Milestones				Status
		Q1	Q2	Q3	Q4	
1.	Pursue Naming Rights Agreement			September		In progress
2.	Complete VCC Optimization Review			September		In progress
3.	Complete acquisition and transfer of Crystal Garden from Province		June			Complete
4.	Energy management to retain BOMA BEST certification	On-going	On-going	On-going	On-going	In progress
5.	Develop and implement Business Ambassador Program	On-going	On-going	On-going	On-going	In progress
6.	Reduce energy consumption and carbon footprint (over 2013)	On-going	On-going	On-going	On-going	In progress
7.	Support development of destination business brand for meetings and events			September		In progress
8.	Continued measurement and refinement of VCC/TVIC collaboration agreement (deliverable)		On-going	On-going	On-going	In progress
9.	Leadership in the Victoria Conference Optimization Network <ul style="list-style-type: none"> <li>• Project Charter</li> <li>• Form collaboration group</li> </ul>		June	On-going	On-going	In progress
10.	Documenting lifecycle of VCC to prepare for asset management				December	In progress
11.	Support development of new budget process					In progress



# Quarterly Reporting to Council

Quarter 1 2014



# Outline

- Proposed 2014 Quarterly Reporting Process
- Quarter 1 Report on Strategic Initiatives – Jan to Mar
- Introduction to Operational Plan
- Next Steps

# Proposed 2014 Quarterly Reporting Process

Report Content	Comments	GPC Date
<b>Q1 Report – January to March</b>		May 8
Quarterly Report on Strategic Initiatives		
Introduction to Operational Plan	Draft for Council’s information and feedback	
<b>Q2 Report – April to June</b>		July
Quarterly Report on Strategic Priorities Quarterly Report on Operational Plan		
Introduction to Quarterly Departmental Reports	Draft for Council’s information and feedback	
<b>Q3 Report – July to September</b>		October
Quarterly Report on Strategic Priorities Quarterly Report on Operational Plan Quarterly Department Reports		
<b>Q4 Report – October to December</b>		January
Quarterly Report on Strategic Priorities Quarterly Report on Operational Plan Quarterly Department Reports		



# Quarter 1 Report on Strategic Initiatives – January to March

# First Quarter Highlights:

- Unprecedented land exchange with Province
- Initiated Harbour Dialogue process to identify future potential for Belleville, Ship Point and Lower Wharf sites
- Successful open house for Central Business District zoning changes
- New governance model implemented, introducing public advisory members on standing committees



# First Quarter Highlights:

- Pursuing VCC Naming Rights
- Advancing Parking Services Review amended to include public consultation
- Initiated public engagement on Bicycle Master Plan
- Advanced planning on Fire Hall #1
- Finalized Esquimalt Policing Agreement for signing in April
- Concluded stormwater engagement program





# First Quarter Highlights:

- Received Canadian Award for Financial Reporting
- Awarded Certificate of Recognition
- Consultation on Alexander Park and Hollywood Parks
- Rockland Greenway Pilot
- Selected Youth Poet Laureate
- Hosted “GottaCon” gaming convention



# Introduction to Operational Plan

- An Operational Plan outlines the planned output of the organization by department by year
- The plan outlines work on organizational initiatives above and beyond the daily responsibilities and services of each department
- Plan increased transparency and accountability
- As new priorities arise, the Operational Plan must be adjusted to respect the capacity of the organization

# Example

## Communications and Civic Engagement

	Key Initiative	Milestones				Status
		Q1	Q2	Q3	Q4	
1.	Support development of new budget process					In progress
2.	Open Government/Open Data: <ul style="list-style-type: none"><li>Enhance open data catalogue and develop open data licence</li><li>Develop Online document library</li><li>Raise awareness of VicMap enhancements and how to use</li></ul>		June June			In progress
		Ongoing				
3.	Lead Customer Service Action Plan <ul style="list-style-type: none"><li>Progress report</li><li>Create position of Customer Service Ambassador</li></ul>	May May				In progress
4.	Assist development of HR Orientation and recognition programs			TBD		
5.	Redevelop employee intranet				December	In progress
6.	Conduct consultation on proposed parking recommendations Develop communication and customer service program for changes to Parking Services			May September		In progress
7.	Education program for new stormwater utility				December	In progress
8.	Develop communications and engagement plan to support new budget process and communicating taxpayer impacts			TBD		
9.	Develop communications to support 2014 Municipal Election			November		In progress
10.	Revise Public Notice advertising for brand and plain language			Sept GPC		In progress
11.	Implement web enhancements: <ul style="list-style-type: none"><li>Blog</li><li>Online consultation portal “Have Your Say Victoria”</li><li>Emergency Notification system</li><li>Online registration for recreation programs</li><li>Responsive design for mobile devices</li><li>Freshen homepage</li></ul>		May May May  June	August September		In progress

# Next Steps

## Quarter 2 Report to include:

- Update on Strategic Initiatives (as per current practice)
- Departmental Updates (Council feedback)
- Operational Plan Update





## Governance and Priorities Committee Report

**Date:** April 30, 2014 **From:** Brad Dellebuur, Manager, Transportation

**Subject:** Consideration of 40 kmh Speed Limits – Richmond/Douglas/Bay/Gorge

### Summary

Following receipt of a staff report on a neighbourhood pilot project to reduce speed limits, Council passed the following motion at its November 28, 2013 meeting:

*That Council request that the Governance and Priorities Committee consider adding the following arterial roads to Schedule B of the Streets and Traffic Bylaw, subject to public consultation and staff analysis:*

- Richmond Road
- Douglas Street south of Belleville Street
- Bay Street, and
- Gorge Road

*and that the following information be provided for consideration:*

- City wide speed data
- James Bay Pilot Report, and
- Schedule B of the Streets and Traffic Bylaw.

Staff analysis on whether reduced speed limits on the above-noted streets were warranted has been completed. Based on a review of operating speeds, and roadway features/physical environment, there is no technical data to support the reduction in speed limits on the arterials.

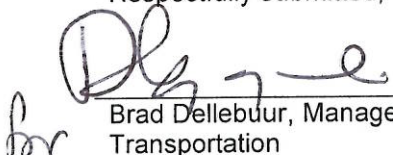
However, Council has the authority to change speed limits if they wish as staff are providing the technical analysis. Should Council wish to proceed, this report recommends a process to consult and then proceed with a final report back to Council prior to a bylaw revision.

The recommended consultation approach on a proposed change to a 40kmh speed limit on Richmond Road, Douglas Street south of Belleville, Bay Street and Gorge Road would include opportunities for the public to provide feedback. In addition, feedback would be sought from impacted stakeholders, such as delivery and transportation companies, tourism, business community and affected neighbourhood associations.

### Recommendation:

That the existing 50kmh speed limit be maintained on Richmond Road, Douglas Street south of Belleville Street, Bay Street, and Gorge Road, consistent with vehicle operating speeds and user expectations associated with current road design.

Respectfully submitted,

  
 Brad Dellebuur, Manager  
 Transportation

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

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

  
 Jason Johnson

**Date:** May 2, 2014

## Purpose

To provide Council with analysis on setting appropriate speed limits on several arterial streets in the City of Victoria.

## Background

Following receipt of a staff report on a neighbourhood pilot project to reduce speed limits, Council passed the following motion at its November 28, 2013 meeting:

*That Council request that the Governance and Priorities Committee consider adding the following arterial roads to Schedule B of the Streets and Traffic Bylaw, subject to public consultation and staff analysis:*

- Richmond Road
- Douglas Street south of Belleville Street
- Bay Street, and
- Gorge Road

*and that the following information be provided for consideration:*

- City wide speed data
- James Bay Pilot Report, and
- Schedule B of the Streets and Traffic Bylaw.

City-wide speed data (85<sup>th</sup> percentile speeds, and study date) is shown on Figure 1 and Figure 2. The November 18, 2013 Neighbourhood Pilot Projects to Reduce Speed Limits staff report, including Schedule B of the Streets and Traffic Bylaw (the list of streets with speed limits other than 50kmh), is also attached.

## Issues & Analysis

While the default 50kmh speed limit for municipalities in British Columbia is contained in the Motor Vehicle Act, Council has the authority to set alternative speed limits on individual streets by bylaw. An amendment to Schedule B of the Streets and Traffic Bylaw would be required.

### 1. Setting Speed Limits - Provincial Practice:

Staff reviewed the recommended practice used in British Columbia, which includes the Institute of Traffic Engineering's (ITE) guidelines for reviewing and setting speed limits. The 85th percentile speed is cited as a good indicator of the appropriate speed limit on a street.

The 2003 document "Review and Analysis of Posted Speed Limits and Speed Limit Setting Practices in British Columbia" noted that speed zoning has been used for many years in British Columbia to influence motorist behaviour. Speed zoning is the process of establishing a safe and reasonable speed limit on a highway segment. Speed limits are primarily set for safety reasons, i.e., to reach a balance between travel time and crash risk, and to provide a basis for enforcement of inappropriate speeding behaviour.

The following fundamental concepts have been used to establish realistic speed zones in BC:

- The majority of motorists drive at a speed they consider reasonable, and safe for road, traffic, and environmental conditions. Posted limits which are set higher or lower than dictated by roadway and traffic conditions are ignored by the majority of motorists.
- The normally careful and competent actions of a reasonable person should be considered legal.
- A speed limit should be set so that the majority of motorists observe it voluntarily and enforcement can be directed to the minority of offenders.
- A driver's choice of speed can impose risks on other road users. Crash severity increases with increasing speeds because in a collision, the amount of kinetic energy dissipated is proportional to the square of the velocity. Crashes, however, appear to depend less on speed and more on the variation in speeds. The likelihood of a crash occurring is significantly greater for motorists traveling at speed slower and faster than the mean speed of traffic.
- Maximum speed limits are set for ideal road, traffic, and environmental conditions.

Establishing safe and realistic uniform speed zones is important because it invites public compliance by conforming to the behaviour of the majority of motorists and provides a clear reminder to violators.

Speed data collected on these arterial streets indicate the 85<sup>th</sup> percentile speed is in the range of 47-50kmh, confirming the appropriateness of a 50kmh speed limit.



## 2. Speed Limits – Evaluation based on Roadway Features/Physical Environment:

Staff at the Université de Québec, while working for the Québec Ministry of Transport on the impact on driver behaviour of lowering posted speed limits, developed a model in 2011 for setting 'credible' speed limits in urban areas. The model included eight key parameters that were found to have a significant impact on the operating speed of drivers – the number of vehicle lanes, width of the lateral visual clearance, length of consistent environment, number of commercial buildings, type of surroundings, number of institutional entrance/exit points, percentage of the street with on-street parking that is continuously occupied, and available pavement width - see <http://www.ite.org/membersonly/itejournal/pdf/2013/JB13AA40.pdf> for more information.

The model was designed to propose a credible speed limit, according to the roadway features and the road environment.

Staff used the model to evaluate the four streets to determine if an alternate speed limit was appropriate. The results indicated that lowering the speed limit below 50kmh was not supported or warranted.

According to the authors, if a speed limit was implemented that was lower than what was suggested by the model, it was unlikely drivers would respect the posted speed limit (without the presence of accompanying measures like traffic calming or police enforcement). Lowering the posted limit on these arterial streets would also mean lower-classified side streets would have a higher default limit. Given the hierarchy of street classification and the existing use of these streets - intuitively, lower posted limits would be more appropriately considered on minor streets. This would also be consistent with the 2013 Council motion forwarded to Union of British Columbia Municipalities, calling for a reduced default speed limit in municipalities.

Should Council wish to proceed with a speed limit change, staff would undertake the following public engagement.

### Public Engagement

Should Council wish to implement 40kmh speed limits on Richmond Road, Douglas Street south of Belleville, Bay Street and Gorge Road, public consultation is recommended. The recommended consultation approach on a proposed change to a 40kmh speed limit on these streets would include opportunities for the public to provide feedback. In addition, feedback would be sought from impacted stakeholders, such as delivery and transportation companies, tourism, business community and affected neighbourhood associations.

Active consultation could be completed over the course of four weeks but would require lead time to adjust other workplan items.

Greater direction from Council on where in the public participation spectrum this issue would reside would be needed to guide development of both public information and tools to support consultation.

### Recommendation

Maintain 50 km speed limit on Richmond Road, Douglas Street south of Belleville, Bay Street and Gorge Road. (staff recommendation)

#### Impacts:

- Consistent with vehicle operating speeds and user expectations associated with current road design.
- Would not create the situation of having lower speed limits on arterials roads and higher limits on local (side) streets.

### Alternate Recommendation

Consult the public and impacted stakeholders on a proposed change to a 40kmh speed limit on Richmond Road, Douglas Street south of Belleville, Bay Street and Gorge Road.

#### Impacts:

- Technical data does not support changing the speed limit from 50kmh to 40kmh on Richmond Road, Douglas Street south of Belleville, Bay Street and Gorge Road.
- Consultation could be impacted without having technical data that supports a change in speed limit.
- Consultation is not currently in workplan. Workplans would need to be adjusted.
- Based on public feedback heard through earlier discussions on this topic, strong public opinions exist in both support and opposition to 40km/h limit.

**Conclusion**

Based on a review of operating speeds, and roadway features/physical environment, staff recommend maintaining the existing speed limit on Richmond Road, Douglas Street south of Belleville Street, Bay Street, and Gorge Road.

**Attachments:**

November 18, 2013 staff report - Neighbourhood Pilot Projects to Reduce Speed Limits.

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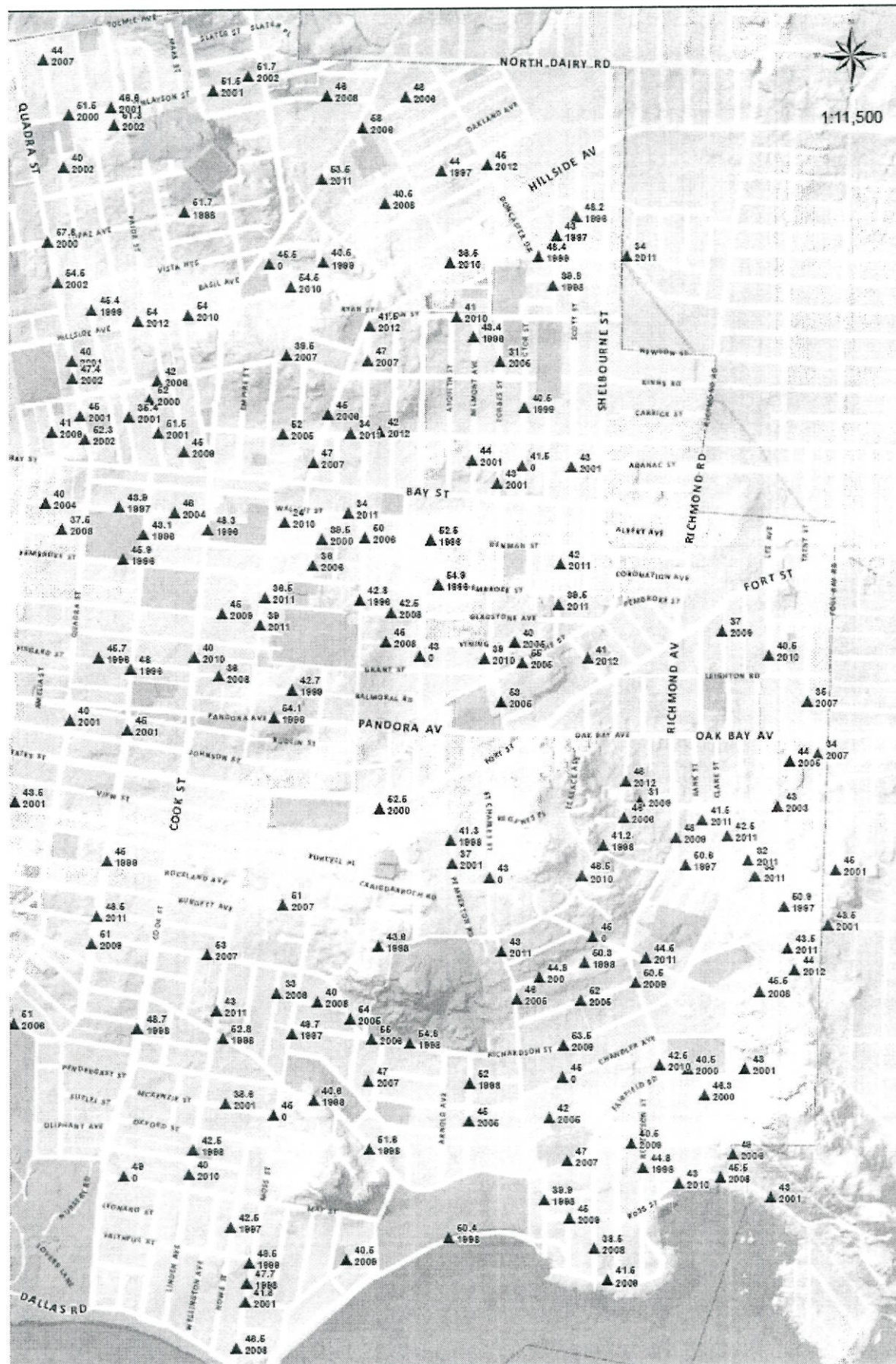


Figure 1: Traffic Speeds - west half of Victoria





Figure 2: Traffic Speeds – east half of Victoria







## Community Development / Environment and Infrastructure Standing Committee Report

**Date:** November 18, 2013      **From:** Brad Dellebuur, Manager of Transportation  
**Subject:** Neighbourhood Pilot Projects to Reduce Speed Limits (CR-808)

### Executive Summary:

At its June 13, 2013 meeting, Council requested staff report on options and recommendations for neighbourhood pilot projects to reduce speed limits, including comments from VicPD.

With the current 50 km/h default speed limit on municipal roads in British Columbia, each block of every street where a lower or higher speed limit is desired must be signed. Installing speed limit signs at the vehicle entrance points to a neighbourhood is not enforceable.

Road geometry, available pavement width and frequency of on-street parking have the greatest impact on vehicle speeds on local streets. The majority of motorists tend to base their travel speed on the physical environment presented to them. As a result, it is staff's opinion that signing local streets in James Bay as 40kmh will not have a noticeable impact on driver behaviour.

However, should Council wish to proceed with a reduced speed limit trial, the James Bay neighbourhood could be considered for a pilot project. The cost to install required signs needed for a trial would be \$65,000. Follow-up data collection and analysis could be done in the summer of 2014, with staff subsequently reporting on impacts to driver behaviour.

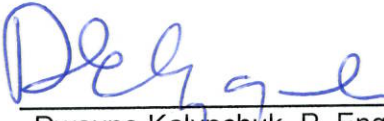
The VicPD Traffic Section does not see the need to increase enforcement activities during a pilot project as collision data does not support diverting police resources to this task.

### Recommendation:

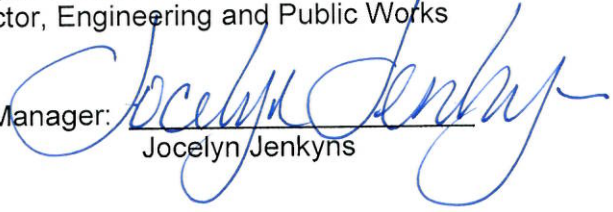
That Council receive this report for information.

Respectfully submitted,

  
 Brad Dellebuur  
 Manager of Transportation

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

Report accepted and recommended by the Acting City Manager:

  
 Jocelyn Jenkyns

**Purpose:**

*The purpose of this report is to provide Council with options and recommendations for neighbourhood pilot projects to reduce speed limits, including comments from VicPD Traffic Enforcement Department.*

**Background**

At its June 13, 2013 meeting, Council approved the following motion:

*That Council request that staff be asked to report to the Governance and Priorities Committee on options and recommendations for neighbourhood pilot projects to reduce speed limits, including comments from VicPD Traffic Enforcement Department.*

**Issues & Analysis****Regulatory Compliance:**

With the current 50 km/h default speed limit on municipal roads in British Columbia, each block of every street where a lower or higher speed limit must be signed. Installing speed limit signs at the vehicle entrance points to a neighbourhood is not enforceable.

**Existing Enforcement Strategy:**

To ensure resources are responsibly deployed, the VicPD Traffic Section focuses on high collision frequency areas and/or on areas with a higher percentage of violators, where major causal factors are speed, and impaired and/or distracted driving. In addition, they also conduct enforcement to address specific issues such as the CounterAttack program to catch impaired drivers, distracted driving campaigns, pedestrian safety, bicycle safety, and others.

The VicPD Traffic Section will respond to community concerns in various neighbourhoods for speed enforcement, and conduct limited enforcement accordingly. They initially send Speed Watch volunteers to a neighbourhood to get a sense of area vehicle speeds, and conduct follow-up enforcement if warranted. Their observation is that, while they receive complaints on a regular basis, in many instances the perception of a speeding problem is greater than what is occurring.

**Options & Impacts****James Bay:**

The James Bay neighbourhood could be considered for a pilot project for reduced speed limits. In addition to having a limited number of streets that would require re-signing (Fig.01), there is historical speed data (Fig. 02) for many local streets in James Bay that could be used for "before-and-after" analysis.

**Installation Costs:**

Signs, posts, and other associated hardware would have to be installed for a reduced speed limit trial. This type of work would typically be funded through the Engineering Department's Operating budget (Traffic Order Installation) – this budget is used for installing new traffic regulations throughout the City. Currently, the annual budget for traffic order installation is \$25,000.



The projected cost to install signs, posts, and other associated hardware needed for the reduced speed limit signs would be \$65,000.

#### Follow-up Study:

The collection of speed data following the installation of a reduced speed limit on local roads in James Bay could be integrated with the Engineering Department's 2014 data collection program. A subsequent staff report in Q4 of 2014 would detail what impact reduced posted limits had on driver behaviour.

#### Additional Enforcement:

The VicPD Traffic Section has conducted targeted enforcement in James Bay in the past, notably on Montreal Street and Dallas Road (responding to complaints about taxis servicing Ogden Point), and in School Zones on Douglas Street and on Oswego Street (intended to increase driver awareness near James Bay School and South Park School). Generally, monitoring School Zones makes up the bulk of the current speed enforcement activity in James Bay. Police staff noted these areas have relatively low traffic volumes, and an even smaller percentage of violators.

A VicPD review of ICBC collision data indicated there were 23 collisions in the James Bay neighbourhood in 2012, with the highest number of collisions occurring at the Belleville/Menzies intersection (3 collisions). For comparison, the Bay/Quadra intersection had the same number of injury collisions in 2012 as the entire James Bay neighbourhood. A similar review of the Douglas Street, Blanshard Street, Bay Street, and Hillside Avenue corridors reinforces the VicPD Traffic Section view that the majority of traffic enforcement should be focussed on those routes.

Should a pilot reduced speed limit be installed on local streets in James Bay, the VicPD Traffic Section does not see the need to increase enforcement activities as collision data does not support diverting police resources to this task.

#### Conclusions

Road geometry, available pavement width and frequency of on-street parking have the greatest impact on vehicle speeds on local streets. The majority of motorists tend to base their travel speed on the physical environment presented to them. As a result, it is staff's opinion that signing local streets in James Bay as 40kmh will not have a noticeable impact on current driver behaviour.

However, should Council wish to proceed with a reduced speed limit trial, the James Bay neighbourhood could be considered for a pilot project. The cost to install required signs needed for a trial would be \$65,000. Follow-up data collection and analysis could be done in the summer of 2014, with staff subsequently reporting on impacts to driver behaviour.







The VicPD Traffic Section does not see the need to increase enforcement activities during a pilot project as collision data does not support diverting police resources to this task.


#### Recommendation

That Council receive this report for information.



LEGEND

-  PROPOSED "40 km/h" SIGN
-  PROPOSED "END OF 40 km/h" SIGN
-  TRIAL 40 km/h ZONE
-  EXISTING 20 km/h ZONE (EXEMPT FROM TRIAL)
-  EXISTING 30 km/h ZONE (EXEMPT FROM TRIAL)
-  STREET CLASSIFICATION SECONDARY COLLECTOR TO ARTERIAL (EXEMPT FROM TRIAL - REMAIN AS 50 km/h DEFAULT)

	
CORPORATION OF THE CITY OF VICTORIA	
TITLE 40km/h SPEED LIMIT - TRIAL	
LOCATION: JAMES BAY	
ENGINEERING DEPARTMENT	
SCALE 1:1000	SHT. NO. 1 of 2
DATE 2013.11.15	DRAWING NUMBER TA - 142
APP'D BY	





## LEGEND

▲ XXXX DENOTES YEAR OF SPEED STUDY

(m) DENOTES MULTIPLE STUDIES AT THE SAME LOCATION

 **XX** DENOTES 85 PERCENTILE SPEED

CORPORATION OF THE CITY OF VICTORIA	
TITLE EXISTING SPEED DATA LOCATION: JAMES BAY	
ENGINEERING DEPARTMENT	
SCALE 1:1000	SHT. NO. 2 of 2
DATE 2013.11.15	DRAWING NUMBER TA - 140
APP'D BY	

**SCHEDULE B****Streets and Traffic Bylaw****Speed Zones**

For the purposes of section 17, the rate of speed designated in each of the following headings is the maximum rate of speed at which a motor vehicle, or a type of motor vehicle specified under each respective heading, may be driven on the streets or lanes listed under those headings:

20 km/h

- (a) Lewis Street;
- (b) Terrace Avenue;
- (c) on a lane that is 8 m or less in width;
- (d) trucks operated along Wharf and Government Streets, between Humboldt and Courtney Streets.

30 km/h

- (a) all streets through Beacon Hill Park, excluding Dallas Road, Douglas Street, and that part of Heywood Avenue that is not between Park Boulevard and Southgate Street;
- (b) Bridge Street between Garbally Road and Hillside Avenue;
- (c) Cook Street between Southgate and May Streets;
- (d) Craigflower Road between Coventry Avenue and Russell Street;
- (e) Crescent Road between Robertson Street and Foul Bay Road;
- (f) Esquimalt Road from the westerly end of Johnson Street Bridge to Harbour Road;
- (g) Fairfield Road between Cornwall and Kipling Streets, and between Quadra and Blanshard Streets;
- (h) Fernwood Road between Fort Street and Ryan Street;
- (i) all those portions of Foul Bay Road that are
  - (i) between Oak Bay Avenue and Crescent Road, and
  - (ii) within the City;
- (j) Government Street between Wharf and Yates Streets;
- (k) Harbour Road;
- (l) Hereward Road between Pine and Wilson Streets;
- (m) Humboldt Street between Blanshard and Quadra Streets;
- (n) Hollywood Crescent;
- (o) Johnson Street Bridge;
- (p) Johnson Street from Store Street to the easterly end of Johnson Street bridge;
- (q) Leighton Road between Fort Street and Lee Avenue;
- (r) Montreal Street between Dallas Road and Superior Street;
- (s) Richardson Street between Gonzales Avenue and Cowichan Street;
- (t) Robertson Street from its northerly intersection with Hollywood Crescent to Ross Street;
- (u) Rockland Avenue between Moss Street and Oak Bay Avenue;
- (v) St. Lawrence Street between Simcoe and Niagara Streets;
- (w) Skinner Road between Russell and Langford Streets;
- (x) Songhees Road;
- (y) Wilson Street between Catherine and Dalton Streets;
- (z) motor vehicles, that are not trucks, operated along Wharf and Government Streets, between Humboldt and Courtney Streets;

This bylaw may or may not contain the latest amendment(s). It is provided for convenience only and should not be used in place of the actual bylaw. The latest version can be obtained from Legislative Services, City Hall, (250) 361-0571.

68

- (aa) Jutland Road between Gorge and Garbally Roads;
- (bb) Waterfront Crescent;

40 km/h

- (a) Richmond Road from the south property line of Oak Shade Lane to a point 91.44 m north of the north property line of Quamichan Street;
- (b) Southgate Street between Douglas Street and Heywood Avenue;
- (c) Quadra Street between Market and Empress;
- (d) Quadra Street between Spruce Avenue and a point 125 m north of Finlayson Street.

This bylaw may or may not contain the latest amendment(s). It is provided for convenience only and should not be used in place of the actual bylaw. The latest version can be obtained from Legislative Services, City Hall, (250) 361-0571.







## GPC Report

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**Date:** May 5, 2014      **From:** Councillors Gudgeon and Isitt  
**Subject:** Consideration of 40km/h Speed Limits

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### MOTION

BE IT RESOLVED THAT Council convene a special meeting to receive input from the public, particularly neighbourhood associations and City of Victoria residents, on the following amendments to Schedule B of the Streets and Traffic Bylaw:

(1) Revise the section designating roads at 40 km/h to read as follows:

- (a) Richmond Road;
- (b) Southgate Street;
- (c) Quadra Street;
- (d) Bay Street from Blanshard to Richmond;
- (f) Douglas Street south of Belleville Street;
- (e) Gorge Road;
- (g) Richardson Street.

(2) Revise item (c) in the roads designated at 30 km/h to read as follows:

- (c) Cook Street between Southgate Street and Dallas Road.

*Alternately:*

BE IT RESOLVED THAT Council direct staff to consult the public, particularly neighbourhood associations and City of Victoria residents, on the amendments to Schedule B of the Streets and Traffic Bylaw referenced above.

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

Councillor Shellie Gudgeon

A handwritten signature in blue ink, appearing to read "Ben Isitt".

Councillor Ben Isitt

**SCHEDULE B****Streets and Traffic Bylaw****Speed Zones**

For the purposes of section 17, the rate of speed designated in each of the following headings is the maximum rate of speed at which a motor vehicle, or a type of motor vehicle specified under each respective heading, may be driven on the streets or lanes listed under those headings:

20 km/h

- (a) Lewis Street;
- (b) Terrace Avenue;
- (c) on a lane that is 8 m or less in width;
- (d) trucks operated along Wharf and Government Streets, between Humboldt and Courtney Streets.

30 km/h

- (a) all streets through Beacon Hill Park, excluding Dallas Road, Douglas Street, and that part of Heywood Avenue that is not between Park Boulevard and Southgate Street;
- (b) Bridge Street between Garbally Road and Hillside Avenue;
- (c) Cook Street between Southgate and May Streets;
- (d) Craigflower Road between Coventry Avenue and Russell Street;
- (e) Crescent Road between Robertson Street and Foul Bay Road;
- (f) Esquimalt Road from the westerly end of Johnson Street Bridge to Harbour Road;
- (g) Fairfield Road between Cornwall and Kipling Streets, and between Quadra and Blanshard Streets;
- (h) Fernwood Road between Fort Street and Ryan Street;
- (i) all those portions of Foul Bay Road that are
  - (i) between Oak Bay Avenue and Crescent Road, and
  - (ii) within the City;
- (j) Government Street between Wharf and Yates Streets;
- (k) Harbour Road;
- (l) Hereward Road between Pine and Wilson Streets;
- (m) Humboldt Street between Blanshard and Quadra Streets;
- (n) Hollywood Crescent;
- (o) Johnson Street Bridge;
- (p) Johnson Street from Store Street to the easterly end of Johnson Street bridge;
- (q) Leighton Road between Fort Street and Lee Avenue;
- (r) Montreal Street between Dallas Road and Superior Street;
- (s) Richardson Street between Gonzales Avenue and Cowichan Street;
- (t) Robertson Street from its northerly intersection with Hollywood Crescent to Ross Street;
- (u) Rockland Avenue between Moss Street and Oak Bay Avenue;
- (v) St. Lawrence Street between Simcoe and Niagara Streets;
- (w) Skinner Road between Russell and Langford Streets;
- (x) Songhees Road;
- (y) Wilson Street between Catherine and Dalton Streets;
- (z) motor vehicles, that are not trucks, operated along Wharf and Government Streets, between Humboldt and Courtney Streets;

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68

- (aa) Jutland Road between Gorge and Garbally Roads;
- (bb) Waterfront Crescent;

40 km/h

- (a) Richmond Road from the south property line of Oak Shade Lane to a point 91.44 m north of the north property line of Quamichan Street;
- (b) Southgate Street between Douglas Street and Heywood Avenue;
- (c) Quadra Street between Market and Empress;
- (d) Quadra Street between Spruce Avenue and a point 125 m north of Finlayson Street.

This bylaw may or may not contain the latest amendment(s). It is provided for convenience only and should not be used in place of the actual bylaw. The latest version can be obtained from Legislative Services, City Hall, (250) 361-0571.





**JBNA**

## **James Bay Neighbourhood Association**

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

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

May 7<sup>th</sup>, 2014

Mayor Dean Fortin & Council,  
City of Victoria,

Dear Mayor Fortin,

**Re: James Bay - 40km/h initiative**

Further to correspondence sent to Mayor and Council on the subject of a 40 km/h initiative, we are now in receipt of the April 30 staff report to be considered on May 8<sup>th</sup>.

We note that the focus of considerations was motorists and their needs and reactions. There has been little consideration of resident and visitor needs, and the impacts of heavily used roadways, namely the difficulty in crossing the road and the noise levels.

If Victoria is sincere in becoming a “truly pedestrian friendly city”, the roads between pedestrians and the signature greenspace of Victoria, namely Beacon Hill Park (BHP), should deserve a high priority in being more easily crossable.

At this time we request that Douglas Street from Belleville to Dallas be signed as a 40 km/h roadway. This would be in keeping, but still higher, than the 30 km/h speed limits posted on streets in Fairfield which also border BHP and be the same speed as Southgate which borders the northern edge of the Park. It would also lower, somewhat modestly, the noise level created by the heavy cruise-ship bus traffic.

BHP is a *home park* for both Fairfield and James Bay residents. If the residents on the east side of BHP warrant a 30 km speed limit, why would the residents of James Bay not warrant the same consideration? Additionally, the main pedestrian and vehicular BHP access point for residents and visitors is from Douglas at Niagara Street.

Other factors that should be recognized are:

- Douglas Street alongside BHP is residential, not commercial.
- 37% of James Bay residents are over 60 years of age (compares to 23% for the rest of Victoria). The Pedestrian Plan speaks to the need for longer crossing times for the elderly.

...2

- 2 -

The city staff report to the Community Development and Environment & Infrastructure Standing Committee, dated 2013.11.15, and presented at the November 28<sup>th</sup>, 2013 meeting, suggested that about 136 signs (95 stating 40 km/h speed and 41 stating end of 40 km/h speed) would cost \$65,000. Using the existing provincial requirements and the staff report, the cost of signage for a speed limit reduction on Douglas Street should be expected to be way less than  $\frac{1}{10^{\text{th}}}$  of the cost estimated for the staff's 2013.11.15 project. Between Dallas Road and Superior Street there are no roads to the east and only seven streets connecting on the west side of Douglas (and two of these roads are one-way streets requiring less signage).

We look forward to the City moving forward on the 40 km/h initiative.

Yours truly,



Marg Gardiner  
President, JBNA

Cc: City of Victoria Neighbourhoods

**Christine Havelka**

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**Subject:** FW: Safer speed limits

**From:** jane baigent [mailto: ]

**Sent:** Monday, May 5, 2014 3:38 PM

**To:** Geoff Young (Councillor); Lisa Helps; Ben Isitt; Chris Coleman (Councillor); Marianne Alto; Charlayne Thornton-Joe (Councillor); Pam Madoff (Councillor); Shellie Gudgeon; Mayor (Dean Fortin)

**Subject:** Safer speed limits

Dear Mayor and Councillors,

I have been working on transportation issues with the community association and neighbourhood in Vic West since 2002. Everything I've researched has indicated that lower vehicle speeds save lives and promote walkability.

Walkability was the highest priority issue in ALL our transportation plan meetings.

If the speed limit is lowered on some main corridors, motorists will get used to driving slower on all streets.

I heartily support Councillor Gudgeon and Isitt's proposal to proceed with public consultation to lower speed limits on specific streets.

Jane Baigent  
1040 Alston Street  
Victoria BC

**Christine Havelka**

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**Subject:** FW: public consultation

**From:** susan [mailto: ]

**Sent:** Tuesday, May 6, 2014 4:24 PM

**To:** Councillors

**Subject:** Re: public consultation

I think it is imperative that the City of Victoria consult the public on amendments to the Streets and Traffic Bylaw to provide for safer speed limits on arterial and neighbourhood roads. It would also be of benefit if the public complied with the current speed limits.

With appreciation,  
Susan Bartol-Drinker  
Rockland Avenue

**Christine Havelka**

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**Subject:** FW: amendments to the Streets and Traffic Bylaw

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**From:** Bill Birney [mailto: ]  
**Sent:** Tuesday, May 6, 2014 10:20 PM  
**To:** Councillors  
**Subject:** amendments to the Streets and Traffic Bylaw

Please do not “consult the public on amendments to the Streets and Traffic Bylaw to provide for safer speed limits on several arterial and neighbourhood roads” ... just leave everything the way it is. Every time Council changes traffic patterns it makes things worse. The latest was the blocking of Rockland beside Pioneer Square. Before that it was the blocking of Heywood Way, forcing all traffic onto Camas Crescent thence to a dangerous left turn onto Dallas Road. Just get the traffic lights synchronised.  
If you want people to slow down, why not enforce the existing speed limits.

Bill Birney  
1215 Rockland Avenue (in the 50 km/h stretch of Rockland where there is a 30 km/h section where it seems people drive 60 km/h)

**Christine Havelka**

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**Subject:** FW: Streets and Traffic Bylaw Amendments - Public Consultation

From: **Aimee Botje** <[REDACTED]>

Date: Tue, May 6, 2014 at 10:30 AM

Subject: Streets and Traffic Bylaw Amendments - Public Consultation

To: [Ben@isitt.ca](mailto:Ben@isitt.ca)

Cc: janet ellen simpson <[REDACTED]>

Dear Ben Isitt,

As an avid cyclist, I applaud your and Shellie's proposal to hold public consultations on safer speed limits on a number of busy neighbourhood streets.

We need every opportunity to bring home the considerable and continuing speed violations of existing speed limits with the rising volume of motorized traffic as well as cyclists.

Two streets in my neighbourhood are of particular concern in that regard: Richardson Street and Richmond Road. I understand that a proposal for a pre-school exists near the corner of Richardson and Richmond. If that becomes reality, it may bring some regular police enforcement of speed limits to the neighbourhood. Since that is not a certainty, we need a forum to voice our concerns for a safer environment at all times by establishing a speed limit that is more likely to provide a safe environment for kids, pedestrians, and cyclists (and motorists).

So, I strongly support a public consultation on this important issue.

Thanks to you and Shellie for your proposal to hear our voices.

Aimée Botje

7-1759 Rockland Ave.





**Christine Havelka**

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**Subject:** FW: Speed restrictions - Richardson Street

**From:** Caroline Bowles [mailto: ]  
**Sent:** Tuesday, May 6, 2014 9:02 PM  
**To:** Councillors  
**Subject:** Speed restrictions - Richardson Street

May 6th 2014

1673, Richardson Street,  
Victoria,  
V8S1R5

To Whom It May Concern,

I am writing in strong support for the introduction of speed limits along the 1600 block of Richardson Street and hope that you will give this matter your serious consideration. Speeding traffic has been a problem since I have lived here and it is truly time that this is acknowledged and something put into place to slow people down.

All I ask is that, my family, neighbours and community can go about their daily lives safely, please do not wait until a tragedy occurs before acting on this. please help us with this matter.

Thank you for your time,  
Caroline Bowles

**Christine Havelka**

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**Subject:** FW: Support for public consultation on amending Street & Traffic bylaw

-----Original Message-----

From: GRAHAM BRIGGS [mailto: ]  
Sent: Tuesday, May 6, 2014 8:54 PM  
To: Councillors; Mayor (Dean Fortin)  
Subject: Support for public consultation on amending Street & Traffic bylaw

Dear Mayor and Councillors,

I am a Victoria resident and am writing to voice my support for Councillors Gudgeon and Isitt's proposal for public consultations on amending Schedule B of the Streets and Traffic Bylaw to reduce speed limits on the following roads:

- \* Bay Street from Blanshard to Richmond;
- \* Cook Street adjacent to Beacon Hill Park;
- \* Douglas Street south of Belville;
- \* Gorge Road;
- \* Quadra Street;
- \* Richardson Street;
- \* Richmond Road; and,
- \* Southgate Street.

Also, I strongly support reducing speed limits on these roads ASAP, and believe that over the medium-term, the top-end speed limit should be 40km/hr for all of Victoria. Reduced speed limits will make our city more walkable and bicycle-friendly, safer and healthier, and more sustainable and livable.

Lastly, I think the list of roads above should be tweaked slightly to include all of Cook St. within the City of Victoria, and all of Douglas south of Bay St.

Thank you for considering my comments.

Best,

Graham Briggs  
213 - 710 Vancouver  
Victoria BC  
V8V4P9

**Christine Havelka**

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**From:** Shellie Gudgeon  
**Sent:** Wednesday, May 7, 2014 9:37 AM  
**To:** Christine Havelka  
**Subject:** FW: Speed Limits Richardson Street

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**From:** Aubrey Brown [mailto: [REDACTED]]  
**Sent:** Wednesday, May 7, 2014 9:36 AM  
**To:** Councillors  
**Subject:** Speed Limits Richardson Street

Dear Councillor Gudgeon/Isitt

Dear Mayor and Councillors

I understand that the subject of possible speed reductions on some City streets will be considered at a special meeting on May 8, 2014. I also understand that as part of this initiative, some of my neighbours on the 1600 block of Richardson Street have been advocating traffic calming measures for our block. I am writing to lend my support to these efforts.

One view is that in the interests of moving traffic economically and efficiently, traffic should move through neighbourhoods as expeditiously as is safe. However, we must balance that against the interest of making our streets compatible with a liveable neighbourhood for all citizens, young and old and perhaps slow traffic to a more leisurely pace. Some may liken this to "NIMBYism", but in view of similar approaches throughout the City and neighbouring municipalities, I think not.

From personal experience, having lived at 1608 Richardson Street for over 39 years, I can attest to the fact that traffic in my block has worsened. There is much more traffic on the street due to the addition of a bus route, traffic to the revitalized Fairfield Shopping Centre and commuter traffic from Oak Bay to downtown. The 1600 block is a half kilometer long, wide relatively straight section. Motorists frustrated by the frequent changes in speed limits – (from 40 km/hr to 50 to 30 and back to 50 km/hr between the junction of McNeil/Foul Bay to the junction Richardson/Richmond) - see the 1600 block as a chance to make up time, and frequently do so. I live near St Charles Street on a bit of a curve and I frequently find it difficult to safely back out of my driveway.

Then there is the issue of crossing the street. The only safe and legal places to cross are the 4-way stops at Richmond or St Charles Streets, 500 meters or 1600 feet apart. For someone in mid block, there is a long walk to a safe crossing place. It raises concerns, especially for children or senior citizens.

As a solution, it seems sensible to me to lower the speed limit to 40 km/hr on Richardson Street. It will make our street much safer and eliminate the confusing changes of speed limit existing on the Foul Bay to Richmond section. Also, consideration should be given to installing a cross walk mid-block in the 1600 block, especially to allow the safe crossing of children heading to Margaret Jenkins School.

Thank you for taking time to read my views. I hope that you can see your way clear to support the resolution of Councillors Gudgeon and Isitt.

Yours truly

Aubrey Brown

**Christine Havelka**

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**Subject:** FW: FINAL VERSION: Safer speed limits in the City of Victoria  
**Attachments:** Schedule\_B\_Streets\_and\_Traffic\_Bylaw.pdf

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**From:** Ted Button [mailto: ]  
**Sent:** Monday, May 5, 2014 3:41 PM  
**To:** Councillors  
**Subject:** Fwd: FINAL VERSION: Safer speed limits in the City of Victoria

Per the note/proposal attached, I support this proceeding to the public consultation process.

In addition, at some time in the not too distant future, I believe Erie Street should be added to this list as Erie Street is becoming more dangerous to the public with the adding/success of the new Fisherman's Wharf Park, bus stops, the new Finest at Sea food cart and congestion caused by cruise ship resulting traffic in particular Fridays and Saturdays of the week. This block long street traffic challenge is also compounded by not having a crosswalk from Dallas Road to St Lawrence and on-street parking on both sides where vehicles and large tourist buses park as they are prohibited by GVHA from parking on Fisherman's Wharf Park premises.

Thx,  
Ted Button

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**From:** "Ben Isitt" <BIsitt@victoria.ca>  
**To:** "Ben Isitt" <BIsitt@victoria.ca>  
**Cc:** "Shellie Gudgeon" <SGudgeon@victoria.ca>  
**Sent:** Monday, May 5, 2014 3:24:17 PM  
**Subject:** FINAL VERSION: Safer speed limits in the City of Victoria

(\*\* This version can be shared, please delete previous versions. Apologies for multiple postings. \*\*)

Dear Community Leaders,

We are writing to ask your opinion on a proposal that Councillor Shellie Gudgeon and I are bringing forward to Victoria City Council at this Thursday's meeting of the Governance and Priorities Committee.

Following discussions with representatives of all neighbourhood / community associations at meetings since the autumn of 2013, we are proposing that the City of Victoria consult the public on amendments to the Streets and Traffic Bylaw to provide for safer speed limits on several arterial and neighbourhood roads:

- \* Bay Street from Blanshard to Richmond;
- \* Cook Street adjacent to Beacon Hill Park;
- \* Douglas Street south of Belleville Street;
- \* Gorge Road;
- \* Quadra Street;

- \* Richardson Street;
- \* Richmond Road;
- \* Southgate Street.

If possible, please write to Victoria City Council before the morning of Thursday May 8 at [Councillors@Victoria.ca](mailto:Councillors@Victoria.ca), indicating whether you wish to have public consultation proceed. Letters from individual citizens as well as neighbourhood / community associations are appreciated.

Schedule B of the Streets and Traffic Bylaw, showing current speed zones within the City of Victoria, is attached for your information.

Please share this message with your Board, association members and residents in your neighbourhood.

Thank you for sharing your views on this matter.

Ben

Ben Isitt  
Victoria City Councillor and CRD Director  
Email. [Ben@Isitt.ca](mailto:Ben@Isitt.ca) / Tel. 250.882.9302  
Web. [www.BenIsitt.ca](http://www.BenIsitt.ca)

**Christine Havelka**

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**Subject:** FW: Richmond Avenue residents call for reduced speed limit

**From:** Ross Crockford [mailto:ross.crockford@cityofvictoria.ca]  
**Sent:** Wednesday, May 7, 2014 9:28 AM  
**To:** Mayor (Dean Fortin); Councillors  
**Cc:** Bill (Times-Colonist) Cleverley  
**Subject:** Richmond Avenue residents call for reduced speed limit

Dear Mayor Fortin and City of Victoria Councillors,

**RE: 40KM/H SPEED LIMIT ON RICHMOND AVENUE**

We are residents of the 700-, 800-, 900- and 1000- blocks of Richmond Avenue.

We understand that this Thursday, May 8, you will consider reducing the speed limit of Richmond Avenue, along with several other City streets, from 50 km/h to 40 km/h.

We fully support this initiative. Current traffic speeds of 50 km/h are too fast for our section of Richmond, and the absence of stop signs, lights or crosswalks can make it difficult for children and elderly people to cross it safely at rush hour.

There are no signs along Richmond between Fort and Fairfield indicating a speed limit. The only exceptions are pairs of signs immediately before and after a bend in the road near Quamichan that say "Maximum 40 km/h" and then "End of 40 km/h", the latter of which encourages drivers to speed up even when it may be excessive for the street's conditions.

In the 700- and 800-blocks of Richmond, no speed limit signs are posted at all, even though the road passes alongside the sports field of Glenlyon-Norfolk School. We note that speed limits of 30 km/h are clearly posted in many urban school zones:

[http://www.th.gov.bc.ca/key\\_initiatives/legislation/mvb-amend.htm](http://www.th.gov.bc.ca/key_initiatives/legislation/mvb-amend.htm)

We also note that parallel sections of Foul Bay Road, the next major north-south street, are posted with a speed limit of only 30 km/h.

We ask that the City post signs clearly indicating a 40km/h speed limit on Richmond Avenue, and 30 km/h in school zones.

With kind regards,  
Ross Crockford, 942 Richmond  
Donna Olson, 712 Richmond  
Stephan Tuomi, 723 Richmond  
Michelle Vinay, 723 Richmond



D'Arcy Green, 750 Richmond  
Adrienne Holierhoek, 750 Richmond  
Ruth Kirby, 758 Richmond  
Jason Heinz, 851 Richmond  
Michelle Zeleschuk, 851 Richmond  
Matt Dupuis, 859 Richmond  
Valerie Dupuis, 859 Richmond  
Susan Temple, 875 Richmond  
Kathy Burch, 901 Richmond  
David Cox, 901 Richmond  
Gregory Thomas-Tench, 905 Richmond  
Lisa Thomas-Tench, 905 Richmond  
Wendy Wilson, 907 Richmond  
Frank Macdonald, 927 Richmond  
Joanne Macdonald, 927 Richmond  
Jo Bywater, 940 Richmond  
Jennifer Wise, 942 Richmond  
Fione Wilson, 944 Richmond  
Gillian Wayman, 944B Richmond  
Sara Conkin, 946 Richmond  
Geoffrey MacDonald, 946 Richmond  
Judy Atkinson, 950 Richmond  
Richard Games, 950 Richmond  
Patricia Gatey, 952 Richmond  
Joan Kagan, 1009 Richmond  
Erwin Shulman, 1009 Richmond  
Pauline Stynes, 1019 Richmond  
Ron Carter, 1025 Richmond  
Susan Henderson, 1025 Richmond  
Mary Shields, 1057 Richmond  
Richard Shields, 1057 Richmond  
Kenna Miskelly, 1060 Richmond  
Susan Duckworth, 1061 Richmond  
Shirley McGill, 1071 Richmond

Bcc: signatories

**Christine Havelka**

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**Subject:** FW: Safer speed limits

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**From:** Steeve Deschenes [mailto:[REDACTED]]  
**Sent:** Wednesday, May 7, 2014 8:27 AM  
**To:** Councillors  
**Subject:** Safer speed limits

Dear City Councillors,

I strongly support the adoption a a safer speed on the roads of Victoria. For the safety of our citizens, I wish to have a public consultation on the matter.

Thank you very much for improving the life quality of all Victorians.

Sincerely,

--

Steeve Deschênes, MSc  
Geography  
University of Victoria

**Christine Havelka**

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**Subject:** FW: Reducing Speed Limit to 40 km/hour on Certain Secondary Roads

**From:** Jan Drent [mailto:[REDACTED]]

**Sent:** Tuesday, May 6, 2014 10:58 AM

**To:** Councillors

**Subject:** Reducing Speed Limit to 40 km/hour on Certain Secondary Roads

We support the reduction proposed by Councillors Gudgeon & Isett. Jan & Janice Drent postal code V8S 1W8

**Jan and Janice Drent**

[REDACTED]

**Christine Havelka**

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**Subject:** FW: support for consultation

**From:** Art Hamilton [mailto: [REDACTED]]  
**Sent:** Tuesday, May 6, 2014 1:19 PM  
**To:** Councillors  
**Subject:** support for consultation

I would like to express support for the idea that the City of Victoria consult the public on amendments to the Streets and Traffic Bylaw to provide for safer speed limits on several arterial and neighbourhood roads:

- \* Bay Street from Blanshard to Richmond;
- \* Cook Street adjacent to Beacon Hill Park;
- \* Douglas Street south of Belleville Street;
- \* Gorge Road;
- \* Quadra Street;
- \* Richardson Street;
- \* Richmond Road;
- \* Southgate Street.

Regards,  
Art Hamilton

**Christine Havelka**

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**Subject:** FW: Consultation on Lowering Speed Limits on specific streets motion

**From:** Rowena and John [mailto: ]  
**Sent:** Tuesday, May 6, 2014 6:59 PM  
**To:** Councillors  
**Subject:** Consultation on Lowering Speed Limits on specific streets motion

Hello Councillors,

I would like to express my support for the motion to consult the public on amendments to the Streets and Traffic Bylaw to provide for safer speed limits on several arterial and neighbourhood roads:

- \* Bay Street from Blanshard to Richmond;
- \* Cook Street adjacent to Beacon Hill Park;
- \* Douglas Street south of Belleville Street;
- \* Gorge Road;
- \* Quadra Street;
- \* Richardson Street;
- \* Richmond Road;
- \* Southgate Street.

This is a great start to a conversation which needs to happen to reach the goal of Victoria being a great walking and biking city. Some areas of the city meet that criteria, and some clearly do not.

Thanks,

Rowena Locklin  
2815 Prior St.

**Christine Havelka**

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**Subject:** FW: 1600 Richardson St. Needs Attention  
**Attachments:** petition.pdf

**From:** Ronald Schouten [mailto: [REDACTED]]  
**Sent:** Tuesday, May 6, 2014 11:08 AM  
**To:** Councillors  
**Subject:** 1600 Richardson St. Needs Attention

Dear Councillors,

I am writing to request help to calm down traffic on the 1600 block of Richardson St. As a heavily used motorist and cyclist commuting route, high speeds make this section of Richardson St. treacherous to use and less livable for residents.

Many motorists already travel at lower speeds appropriate for a residential street lined with parked cars; however, a significant portion of traffic is travelling at high speeds and would benefit from some guidance. To this end, a reduced speed with traffic calming measure would be very appropriate. The 1500 and 1400 blocks already employ traffic calming medians and crosswalks, the 1700 block has a 30km/h section and crosswalks, and feeder roads like Richmond and McNeil are already posted at 40km/h. Simply put, making improvements fits into the community design and existing road infrastructure.

Not only does it make sense, but this section of Richardson St. has existing features that could be enhanced and extended to implement traffic calming measures. The public path at the centre of the block could be enhanced/maintained so that it is more usable (i.e. fix rut and drainage issues) and connect to a cross-walk with meridian. This would have the added benefit of making it easier to cross the extra long block and furthering the network of greenways.

I've spoken to many residents on the street and almost 90% agreed that traffic speeds were a concern and that they would like to see changes made. Please see the attached letter and petition signed by residents of 1600 Richardson St.

Petition Summary

-----  
44 residences on the 1600 block of Richardson St (including Church rectory and seniors home)  
27 residents available  
24 signed petition  
-----  
89% support

I hope you take this request for action seriously and I look forward to meaningful dialogue to resolve this issue.

Kind regards,

Ronald Schouten



Residents of 1600 Richardson Street  
Victoria, B.C. V8S 1R4

March 10, 2014

City Manager, City of Victoria  
1 Centennial Square  
Victoria BC V8W 1P6

**Re: 1600 Block of Richardson Street**

Dear Sir or Madam:

As residents of the 1600 block of Richardson St., we are writing to request that you take immediate effective action to reduce motor vehicle speeds and improve motorist and pedestrian safety on this section of the road.

Richardson St. is used by a wide variety of commuters: motorists (secondary collector), cyclists (designated cycling route), and pedestrians (nearby schools, daycares, and community centres). But Richardson St. is also home for its many residents whose ability to safely move in and out of driveways, park along curbs, and walk to nearby facilities is seriously hindered by the high volume of high speed traffic on this block.

The benefits of making changes to encourage safer driving speeds is self-evident for residents, cyclists, and pedestrians, but, we realize, must also strike a balance with the needs of motorists. Possible solutions might include reducing the speed limit to 40km/h (consistent with other sections of Richardson St.) and introducing traffic calming techniques to actually ensure the posted speed limit is followed.

We thank you for taking our request under consideration and we look forward to ongoing meaningful discussions with the City of Victoria to improve safety on our street.

---

Regards,



Signature	Name	Address	Date
Caroline Bowles	CAROLINE BOWLES	1673, RICHARDSON	11/03/2014
Victoria Levesque	VICTORIA LEVESQUE	1652 RICHARDSON	11/03/2014
<del>John McLeod</del>	<del>JOHN MCLEOD</del>	<del>1680 " #104</del>	<del>"</del>
Berry Hykin	Berry Hykin	1648 Richardson	13/03/2014
Alastair Chusson	Alastair Chusson	1642 Richardson	13/3/2014
Jim Thomas	Jim THOMAS	1624 RICHARDSON	13/3/2014
Janyce Rowson	JANYCE ROWSON	1608 Richardson	02/04/2014
Carol Porteous	Carol Porteous	1611 Richardson	02/04/2014
Derek Lauch	Derek Lauch	1615 Richardson	02/04/2014
Jacalyn Lyon	JACALYN LYON	1617 Richardson	02/04/2014
Nichole Fairbrother	Nichole Fairbrother	1619 Richardson	02/04/14
Denise D'Arjs	Denise D'Arjs	1625 Richardson	10/04/14
Carla Brickwell	Carla Brickwell	1645 Richardson	10/04/14
Corinne House	Corinne House	1649 Richardson	10/04/14
Gordon Young	Gordon Young	1651 Richardson	10/04/14
Barbara Abercrombie	Barbara Abercrombie	1657 Richardson	10/4/14
Elizabeth Moss	ELIZABETH MOSS	1661 Richardson	10/4/14
Arthur Brown	ARTHUR BROWN	1608 RICHARDSON ST	15/4/14
Kim Balfour	KIM BALFOUR	1663 RICHARDSON ST	15/4/14
D. Gutosky	D. Gutosky	1693 Richardson	15/4/14
C. Harker	C. HARKER	1695 RICHARDSON	15/4/14
D. Brusson	D. BRUSSON	1699 RICHARDSON	15/4/14
Stephen Martin	STEPHEN MARTIN	1670 RICHARDSON	27/04/14
Stephen Martin	STEPHEN MARTIN	1680 RICHARDSON	27/04/14

**Christine Havelka**

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**From:** Shellie Gudgeon  
**Sent:** Wednesday, May 7, 2014 9:12 AM  
**To:** Christine Havelka  
**Subject:** FW: amendments to the Streets and Traffic Bylaw

-----Original Message-----

From: janet ellen simpson [mailto: ]  
Sent: Monday, May 5, 2014 5:04 PM  
To: Councillors  
Subject: amendments to the Streets and Traffic Bylaw

Dear Mayor and Councillors,

We understand that a proposal will be brought to City Council's Thursday meeting of the Governance and Priorities Committee regarding amendments to the Streets and Traffic Bylaw to provide safer speed limits on several arterial and neighbourhood roads.

This is something that we have been needing for years. Finally there is an opportunity to have streets such as Richardson and Richmond recognized as popular cycling and walking routes that should be made safer and more inviting. Currently, Richardson Street is a designated cycling route; however, the volume and speed of the traffic is definitely a deterrent to any but the bravest cyclists. It is also unpleasant to walk along a street with traffic zooming by constantly.

Public consultation definitely needs to go ahead so that we have a chance to voice our support for this proposal to improve our neighbourhoods.

Sincerely,

Janet Simpson, President  
Rockland Neighbourhood Association

**Christine Havelka**

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**Subject:** FW: Public Consultation

**From:** susan simpson [mailto: ]  
**Sent:** Monday, May 5, 2014 6:24 PM  
**To:** Councillors  
**Cc:** janet ellen simpson  
**Subject:** Public Consultation

I strongly agree with the proposal to engage the public in a consultative process regarding the Streets and Traffic Bylaw particularly as it relates to speed limits on Richardson and Richmond.

Susan Simpson  
Rockland

**Christine Havelka**

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**Subject:** FW: Safer Streets

**From:** Maggie Thompson [mailto:t[REDACTED]]

**Sent:** Monday, May 5, 2014 8:53 PM

**To:** Councillors

**Subject:** Safer Streets

I'm pleased to read of your initiative and would like to participate in a consultation that thoroughly considers safety on these streets.

As a driver and cyclist I find several areas you've identified to be a bit nerve wrecking.

Thank you for your service to our community

--

Maggie

Maggie R.Thompson  
1039 Verrinder Ave  
Victoria

**Christine Havelka**

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**Subject:** FW: Traffic Bylaw consultation

-----Original Message-----

From: John Walmsley [REDACTED]  
Sent: Tuesday, May 6, 2014 11:03 PM  
To: Councillors  
Subject: Traffic Bylaw consultation

I support the proposal that the City consult the public on amendments to the Streets and Traffic Bylaw so that we can have safer speed limits.

I live just off Quadra St near Hillside and can't help feeling that a consistent 40km/h would not be an inconvenience and would greatly improve the safety and feel of the neighbourhood.

Thank you for your support.

John Walmsley  
[REDACTED]



**Christine Havelka**

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**Subject:** FW: Safer speed limits in the City of Victoria

**From:** Norman

**Sent:** Wednesday, May 7, 2014 1:08 PM

**To:** Councillors

**Cc:** RNA - Janet Simpson; RNA - Bob June; RNA - Dave Clark; RNA - Ian Mayhill; RNA - Jane Wheatley; RNA - Marc Hunter; RNA - Stephen Roughley; RNA - Vanessa Dingley

**Subject:** Safer speed limits in the City of Victoria

### **Victoria City Council ...**

On behalf of the ***Rockland Neighbourhood Association Traffic Committee*** the Committee solidly supports the need for public consultation regarding amendments to the streets and traffic by-laws to provide safer streets.

City residents should be telling what they want to city staff engineers and technicians, not vice versa.

The City relies too much on the outdated 15 percentile tool to justify speed limits. For than reason we dismiss the City staff recommendation against selective lowering the speed limit.

The 15 percentile formula works best on highways but results in a one-for-all speed limit applied across the province, (except where a different speed limit is posted). The 15 percentile formula isn't a magic tool by any means ... it's only a small part of the many features ignored by the City that should be considered in determining a speed limit.

In addition, in our experience, City staff are prone to use sources and data inaccurately to support decisions.

Staff recommendations and decisions should be thoroughly checked before accepted.

Norman Clark

Rockland Neighbourhood Association, Director, Chair Traffic Committee

<b>Governance &amp; Priorities Committee</b>
MAY - 8 2014
Late Item# <u>3</u>
Page# <u>          </u>



**Christine Havelka**

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**Subject:** FW: Traffic calming in Victoria

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From: Jennifer Ferris [  
Sent: Wednesday, May 07, 2014 11:36 AM  
To: Councillors  
Subject: Traffic calming in Victoria

Hi,

I support proposed consultation on slowing traffic to 40Km on certain streets, including Quadra Street.

regards,

Jennifer

**Christine Havelka**

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**Subject:** FW: Lower city speed limit rejected

From: Bob Etheridge  
Sent: Wednesday, May 07, 2014 11:30 AM  
To: letters@timescolonist.com  
Subject: Re: Lower city speed limit rejected

Two thumbs up for Victoria Councillors Gudgeon and Isitt for trying to bring a little sanity to our car-centric city. Thumbs down for the city engineers who continue to rely on the out-dated and discredited excuse of the 85th percentile. Google <http://www.copenhageneize.com/2012/11/the-85th-percentile-folly.html> and learn why this reliance on the 85th percentile is being misapplied to city streets when it was originally designed for interstate highways and major roads like the Pat Bay Hwy. Just because 85 percent of drivers travel at a certain speed doesn't mean it is safe to do so. Most people think they are competent drivers, and yet every Friday in the TC, columnist and expert driving instructor Steve Wallace demonstrates that this is not so. And then there are the 15% who are definitely well beyond safe limits who continue to thumb their noses at public safety, without any censure. A pedestrian hit at 50 kph has an 80% chance of dying, and at 30 kph this drops to 5%.

Another excuse both the engineers and the police use is: "If we lowered the speed limit everyone would just ignore it." Anyone who has travelled the streets of Oak Bay or Brentwood Bay, where the speed limit is 40 kph, will immediately notice how calm and pleasant these locations are. The speed limits are being respected. If you check, you will find that the police departments in both places do no more enforcement than anywhere else. The only thing stopping making our municipalities more pleasant places to live is a lack of political will.

Bob Etheridge

**Christine Havelka**

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**Subject:** FW: 40 km/h speed limits

**From:** Ross Crockford  
**Sent:** Wednesday, May 07, 2014 3:51 PM  
**To:** frank.stanford@bellmedia.ca  
**Cc:** Councillors  
**Subject:** 40 km/h speed limits

Hi Frank,

I'm afraid I disagree with your editorial today that it would "violate common sense" to reduce speed limits on a few roads to 40km/h when parallel streets would have an (unposted) limit of 50 km/h. Fact is, we do this already, all over town: there are numerous school zones and neighbourhood villages (Cook Street, Fernwood, Quadra) with posted limits of 30 or 40 km/h, while lesser streets nearby don't have posted limits. Are you saying it would be more sensible to eliminate school zones, and let people drive 50km/h everywhere?

I also disagree with the argument of the City engineering department that by some natural phenomenon of trial and error, drivers will magically find the optimum speed on a road, supposedly 50 km/h in urban areas. Following that same logic, we should get rid of all speed limits, along with traffic lights, stop signs, and crosswalks -- and transportation engineers, for that matter -- and leave everything up to drivers to figure out. *That's* what I call ridiculous. Roads are completely man-made environments, and we have direct influence over how they are built and used. I am completely in favour of our politicians experimenting with 40 km/h on a few roads. Like a new stop sign or a bike lane, drivers may just get used to it.

I do agree with you on one point: tomorrow's council meeting will be interesting.

Ross Crockford  
942 Richmond(!)

**Christine Havelka**

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**Subject:** FW: Burnside Gorge comment on the 40km/hr speed limit proposal

**From:** Tracy James  
**Sent:** Wednesday, May 07, 2014 4:24 PM  
**To:** Councillors  
**Cc:** Tamara Leonard-Vail; TJ Schur; Burnside Gorge Community Association  
**Subject:** Burnside Gorge comment on the 40km/hr speed limit proposal

Dear Mayor and Councillors:

The Land Use Committee of the Burnside Gorge Community Association is writing to express its support for the proposal to change the speed limits on several major roads in the City of Victoria to 40km/hr. We would like to see this proposal move to public consultation.

In the proposal, the change that would affect our neighbourhood is Gorge Road, from Harriet St to Douglas St. This is a high priority. In earlier discussions with Councillors Gudgeon and Isitt, the speed limit proposal also included the entire length of Bay St from Esquimalt Road to Richmond Road; we would prefer this, as the Burnside Gorge-affected portion is from the Bay Street bridge to Blanshard St.

Burnside Gorge Community Association believes that addressing transportation and street design issues in the neighbourhood is critical. Our neighbourhood boundaries includes eight multi-lane roads designated as arterials that carve our residential, commercial, and recreational spaces into isolated islands instead of a vibrant connected area that welcomes human-powered transportation. The road designs and road speeds actively discourage walking and cycling. Unfortunately, there are no quiet side streets to serve as alternative routes for cyclists and pedestrians travelling inside and through the neighbourhood, so the reality is that drivers and all other users must share these arterial roads. For this reason alone, we must seriously look at how to improve the experience on existing busy roads so that we can enhance safety and encourage more people to use non-car transportation. This includes speed reductions.

During the development of Victoria's new Official Community Plan, we requested that the City downgrade Burnside Road and Gorge Road from arterial status to secondary/collector roads. We are interested in all initiatives that move us toward this goal.

The OCP makes three commitments in the Burnside Gorge Strategic Directions that are directly relevant to the 40km/hr speed limit proposal. These are:

21.2.1 Integrate Selkirk Village into the Burnside neighbourhood by enhancing land use and urban design conditions at Jutland road and Gorge road and exploring potential expansion of village footprint north of Gorge road.

21.2.6 Seek strategic opportunities to complete the greenways network to improve pedestrian and cycling connections within the neighbourhood, particularly the east-west connection, and to the rest of the city; and utilise the Hierarchy of Transportation and Mobility Priorities in Burnside Gorge including along arterials and secondary arterials.



21.2.10 Create an attractive, convenient pedestrian, cycling and transit-friendly environment along Gorge and Burnside roads

There is extensive evidence that street design, and the associated infrastructure changes, are the major factor in encourage multiple modes of transportation and in enabling vibrant, engaged neighbourhoods with healthy residential and commercial activity. We strongly believe making investments within the Burnside Gorge area will benefit the thousands of people who live, work or visit the neighbourhood daily. Street redesign efforts on Gorge Road, Burnside Road and Bay Street would undoubtedly have a much greater impact in the long run than speed limit reductions alone.

However, we recognize that investments also take time, and we would therefore encourage the City of Victoria to embark on initial steps to improve street safety and enjoyability. City transportation engineers note that the roads currently under discussion were designed for cars travelling 50km/hr; we think it is essential to also consider that the surrounding areas and use of these streets have changed a lot since the original car-centric street design, and that there are more people walking, biking and living around Gorge Road and Bay Street in the past decade. For this reason, we support the proposal to implement 40km/hr limits on selected arterials including those specific to our neighbourhood. In fact, we suggest that Burnside Road also be added to the 40km/hr pilot as this would be consistent with the City of Victoria's OCP commitments to create an attractive, convenient pedestrian, cycling and transit-friendly environment.

As you prepare to initiate broad public consultation on the 40km/hr limits, we have the following requests and suggestions:

- There should be targeted, deep consultation effort with the residents and businesses in Burnside Gorge. Our Community Association would be pleased to take a leadership role in these consultations, together with City staff.
- There should be draft criteria presented to the public on how the City will measure the effectiveness of any speed limit reduction pilot project. Those criteria should be meaningful, measurable, and specific.
- There should be information presented to the public on proposed enforcement measures and costs, as lowered speed limits are not effective unless they correspond with changed driver behavior.

Thank you for your consideration.

Tracy James, member  
Burnside Gorge Land Use Committee and  
Vice-President, Board of Directors

TJ Schur, Chair  
Burnside Gorge Land Use Committee

CC: Tamara Leonard-Vail, President  
Burnside Gorge Community Association

CC: Suzanne Cole, Executive Director  
Burnside Gorge Community Association

**Christine Havelka**

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**Subject:** FW: Safer speed limits

**From:** Ian Abbott  
**Sent:** Wednesday, May 07, 2014 9:13 PM  
**To:** Councillors  
**Subject:** Safer speed limits

Dear Victoria City Council,

I am in support of a public consultation process to amend current Street and Traffic bylaws in Victoria. I would be particularly interested to see Victoria follow Vancouver's lead by making the speed limit for designated bike routes (Vancouver Street) 30 km, as a daily commuter I feel this would make life safer.

I would also like to see existing speed limits better enforced, I am a business owner in Cook Street Village and the posted 30 km/h speed limit is rarely observed and even less rarely enforced. If all three crosswalks in the village were to be raised, that would go a long way to making the village safer for shoppers, tourists, and residents alike.

Thanks for your time.

Ian Abbott

**Christine Havelka**

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**Subject:** FW: Support for safer speed limits and public consultation

**From:** Kate Berniaz  
**Sent:** Thursday, May 08, 2014 12:26 AM  
**To:** Councillors  
**Subject:** Support for safer speed limits and public consultation

Dear Mayor and Council,

I am writing to support the safer speed limit initiative in the City of Victoria, and begin public consultation swiftly. Speed limits that are more appropriate for livable streets will allow children to play, seniors to walk and locals to shop at neighbourhood shops. Lower speed limits will increase safety and comfort for all road users- drivers, pedestrians and cyclists.

I urge you to support the safer speed limit initiative in Victoria and take leadership on creating safer, friendlier streets. Please take this initiative to the next step of public consultation.

Thank you,

Kate Berniaz  
102-1137 View St  
Victoria, BC  
V8V 3L9



**Christine Havelka**

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**Subject:** FW: Safer Speed Limits in the City of Victoria

**From:** ryan mijker  
**Sent:** Wednesday, May 07, 2014 11:52 PM  
**To:** Councillors  
**Subject:** Safer Speed Limits in the City of Victoria

I am writing to support the initiatives for safer speed limits in the City of Victoria. As a parent with two young children slower motor vehicle speeds is a very important safety issue to me. Lower speed limits is also important to encouraging more people to bike and walk. Communities around the world where speed limits have been reduced to 30km/h or less have seen a dramatic reduction in collisions, injuries and fatalities. I urge council to support this important initiative.

--

Thanks  
Ryan Mijker  
103-1137 View Street

**Christine Havelka**

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**Subject:** FW: Support letter for 'Safer Speed Limits Pilot Project Proposal'.  
**Attachments:** NPNA speed limits letter.pdf

**From:** Tim Hewett  
**Sent:** Wednesday, May 07, 2014 10:02 PM  
**To:** Councillors  
**Subject:** Support letter for 'Safer Speed Limits Pilot Project Proposal'.

Dear Mayor and Council,

Please find attached a letter in support of the safer speed limits Pilot Project Proposal.

Thank you for your shared concern and consideration.

Respectfully,

Tim Hewett.

President and Land Use Chair,  
North Park Neighbourhood Association.



North Park Neighbourhood Association  
P.O. Box 661, #185-911 Yates Street  
Victoria, B.C., V8V 4Y9

---

Date: May 7<sup>th</sup>, 2014.

To the attention to:  
Mayor and Councillors

**Re: Safer Speed Limits Pilot Proposal**

We are writing in support of the "safer speed limits pilot" proposal being brought forward by Councilors Gudgeon and Isitt, including the suggestion to consult with the public.

Other communities in our region and elsewhere have introduced safer speed limits with positive effects.

Our downtown neighbourhood is impacted by the large volume of non-residential traffic and higher speed arterial roads.

We encourage measures that improve the walkability and cycle-ability of our neighbourhood streets.

Thank you for helping to make our streets safer for all modes of transportation.

Submitted via email to [Councillors@Victoria.ca](mailto:Councillors@Victoria.ca)

Sincerely,

Timothy John Hewett, MSc.  
President of NPNA, and chair of the Land Use Committee

A handwritten signature in black ink, appearing to read "Tim Hewett", written over a horizontal line.

**Christine Havelka**

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**Subject:** FW: Proposal: Speed limit reduction: pubic consultation  
**Attachments:** 2014 May Speed Limit Reduction Proposal.pdf

**From:** Wendy Bowkett [  
**Sent:** Wednesday, May 07, 2014 10:03 PM  
**To:** Councillors; Mayor (Dean Fortin)  
**Subject:** Proposal: Speed limit reduction: pubic consultation

Please find attached a letter of response from the DRA regarding the proposed speed limit reduction and related public consultation.

Cheers,  
Wendy

Wendy Bowkett  
Chair  
Victoria Downtown Residents' Association  
[chair@victoriadra.ca](mailto:chair@victoriadra.ca)



1715 Government Street  
Victoria, BC  
V8W 1Z4  
250.386.5501

Mayor and Council  
City of Victoria  
No.1 Centennial Square  
Victoria, BC  
V8W 1P6

7 May 2014

**Re: Consideration of 40 kmh Speed Limits**

Dear Mayor and Council,

Having read the supporting documents, the board members of the Downtown Residents Association have provided their comments and feedback to the proposal to reduce speed limits on the arterial and neighbourhood roads identified below:

- Bay Street from Blanshard to Richmond;
- Cook Street adjacent to Beacon Hill Park;
- Douglas Street south of Belleville Street;
- Gorge Road;
- Quadra Street;
- Richardson Street;
- Richmond Road; and,
- Southgate Street.

**Summary**

Of the nine board members, one board member supports exploring the proposal through a public consultation prior to reaching a decision on the proposal to reduce speed limits, seven board members support the staff recommendation to maintain the current speed limits and dispense with a public consultation, and one member is absent, so could not provide feedback. The different comments and viewpoints from our board members have been included below but have been edited for the sake of brevity.



### Comments of Opposition

For those seven members who are opposed to the proposed reduction in speed limits, the following comments are relevant.

We support the staff recommendation that the current speed limits are appropriate and there is no engineering/public safety data to support the proposed decrease in speed limits on these arterial and collector-designated roads. The data presented in the report very much supports this view.

The report states that, "The majority of motorists drive at a speed they consider reasonable, and safe for road, traffic, and environmental conditions. Posted limits which are set higher or lower than dictated by roadway and traffic conditions are ignored by the majority of motorists." It also concludes that "Speed data collected on these arterial streets indicate the 85th percentile speed is in the range of 47-50 kmh, confirming the appropriateness of a 50 kmh speed limit." Therefore it follows that since the majority of motorists are now driving at the posted speed limit, then the current speed limit must be an appropriate speed for those roads.

However, there is no evidence to back up arbitrarily reducing speed limits, especially if the solution is to just post new signage at a substantial expense. If the City is truly committed to reducing speed on these streets, investment needs to be made in infrastructure so that the environment naturally calms traffic by design. A higher police presence on the enforcement side isn't a plausible solution either – budget implications, diversion from more important tasks, and the relationship between citizens and law enforcement are all concerns.

While we are in favour of public consultation, in the absence of any supporting data, political will and a budget for infrastructure change, any public consultation process would be a waste of time and money. However, should this proceed to public consultation, all impacted stakeholders including transportation companies, taxis, etc. as well as neighbourhood associations must be included.

### Comments of Support

The comments provided by the one board member who supports moving to public consultation are outlined below.

There are questions around the analysis and the conclusions referred to in the staff report. For example, what range of data and factors were included in the analysis? There should be considerable data that the city transportation planners can access from other jurisdictions that have reduced speed limits in urban areas. What were the outcomes in those communities? Were there fewer accidents, fewer injuries, was there an increase in cycling and pedestrian use, etc.? Certainly, the evidence is clear in terms of the inverse correlation of vehicle speeds with injuries. These are worth discussing and debating as part of the public consultation process - a process that should include all impacted stakeholders.

Sincerely,

Wendy Bowkett  
Chair  
Downtown Residents Association

**Christine Havelka**

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**Subject:** FW: Support for public consultation on amending Street & Traffic bylaw

**From:** DOUGLAS BOYD

**Sent:** Wednesday, May 07, 2014 9:53 PM

**To:** Councillors; Mayor (Dean Fortin)

**Subject:** Support for public consultation on amending Street & Traffic bylaw

Dear Mayor and Councillors,

I am a Victoria resident and am writing to voice my support for Councillors Gudgeon and Isitt's proposal for public consultations on amending Schedule B of the Streets and Traffic Bylaw to reduce speed limits on the following roads:

- \* Bay Street from Blanshard to Richmond;
- \* Cook Street adjacent to Beacon Hill Park;
- \* Douglas Street south of Belville;
- \* Gorge Road;
- \* Quadra Street;
- \* Richardson Street;
- \* Richmond Road; and,
- \* Southgate Street.

In my view, the staff report should not be the only basis for decision making. It only considered the technical aspects of average speed vs the speed limits, so a very narrow approach. What needs to be considered are the important aspects of working towards achieving a liveable community, one where there is a priority on safety as a pedestrian or cyclist. Clearly, a reduced speed limit would facilitate this objective.

As a long term initiative, I encourage consideration of an overall standard speed limit be 40km/hr for a majority of Victoria.

Thank you for considering my comments.

DOUGLAS BOYD

305, 648 Herald Street  
Victoria



**Christine Havelka**

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**Subject:** FW: Streets and Traffic Bylaw

**From:** William Lake  
**Sent:** Wednesday, May 07, 2014 6:42 PM  
**To:** Councillors  
**Subject:** Streets and Traffic Bylaw

Dear Councilors,

Please do not slow the traffic down more. It is slow enough as it is.

William Lake



## Governance and Priorities Committee Report

---

**Date:** April 30, 2014      **From:** Robert Woodland  
**Subject:** Regulation of the Water Lot in the Gorge Waterway Northwest of the Selkirk Trestle

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### Executive Summary

The purpose of this report is to seek Council direction regarding municipal regulation of the lands covered by water (water lot) in the area of the Gorge Waterway northwest of the Selkirk Trestle.

The City is concerned with the negative impacts that unregulated activities, including long term anchoring of vessels in the Gorge Waterway is having on the marine environment, adjacent City parks and residents. Research indicates that the City may apply its authority to regulate land use to the water lot. Proactive municipal regulation is possible if the City combines its zoning authority with additional authority granted by senior governments.

Based on analysis to date, staff recommend that the City pursue regulations that would enhance the use of the Gorge Waterway for recreational purposes, and prohibit residential use and the storage of vessels. Obtaining a licence of occupation for the water lot and implementing a management plan for that area (Option B) is the most straightforward and cost effective approach. This approach is consistent with the City's Official Community Plan and Harbour Plan objectives for the Gorge Waterway.

A similar scheme implemented by the District of West Kelowna on Okanagan Lake was recently upheld in Court. To initiate action toward a proposed municipal regulatory scheme for the Gorge Waterway Council direction is required. As a part of this process, consultation with the Esquimalt and Songhees First Nations will be undertaken.

Other actions in support of protecting the marine ecosystem are also recommended. Approval of the recommendations provided in this report will start that process. Enactment of *Zoning Regulation Bylaw* amendments and applying for and receiving a Licence of Occupation are expected to take 6 to 8 months. Up to ten months may be required for implementation depending upon the approach chosen (anchoring v. mooring).

### Recommendations

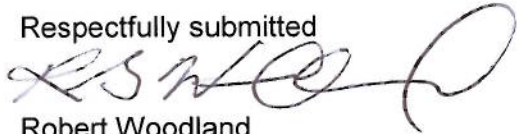
That Council approves the following actions:

1. That Council directs staff to prepare *Zoning Regulation Bylaw* amendments for Council's consideration that would limit the use of the Gorge Waterway to recreational activities, and prohibit live-aboard use or long term anchoring. An expedited, City-initiated rezoning process is recommended.
2. That Council directs staff to apply to the Province of British Columbia for a licence of

occupation by the City for the Gorge Waterway, northwest of the Selkirk Trestle for:


- a. A term of at least ten years; and
  - b. For nominal rent, on the grounds that the City of Victoria is seeking to better manage the licence area for community use, recreation and the public interest.
3. That Council directs staff to develop a Project Charter to support implementation of Option B, and allocate up to \$126,000 in total funding from Contingencies in 2014 and 2015 to fund this project.
  4. That the Mayor informs the Esquimalt and Songhees First Nations of the City's intention to apply for a licence and regulate the water lot area of the Gorge Waterway, and seek First Nations' comment on the City's plans.
  5. Should Council adopt the proposed zoning regulations the Mayor sends a letter to the Minister of Lands, Forests and Natural Resource Operations and request the Minister to remove any mooring buoys and any derelict, abandoned and live-aboard vessels from the Gorge Waterway in the City of Victoria.
  6. The Mayor sends a letter to the Minister of Environment to inquire as to the process for having the Gorge Waterway declared a sensitive, protected ecological area.
  7. The Mayor sends a letter to the Capital Regional District Board to ask for their consideration of an ecosystem study of Portage Inlet, which includes the Gorge Waterway, to inform long-term ecosystem protection strategies.

Respectfully submitted



Robert Woodland  
Director, Legislative & Regulatory Services

Report accepted and recommended by the City Manager:

  
\_\_\_\_\_  
Jason Johnson

Date: Aug 2, 2014



## Purpose

The purpose of this report is to seek Council direction regarding municipal regulation of the land covered by water (water lot) in the area of the Gorge Waterway northwest of the Selkirk Trestle.

## Background

The water lot area is the part of the Gorge Waterway within the City of Victoria that lies northwest of the Selkirk Trestle between Cecelia Creek and Banfield Park. The Province of British Columbia (Province) owns the sea bed underlying the Gorge Waterway and is responsible for the regulation of the use of the public waterway, subject to Federal marine regulations. The City of Victoria leases from the Province a water lot adjacent to Banfield Park that is part of the Gorge Waterway. A reference plan of the area is appended to this report as Appendix "A".

This sheltered waterway has become a popular area for vessel anchoring by adjacent onshore residents and residents who live-aboard their vessels. Long term vessel anchoring in the Gorge Waterway is not compatible with the land uses in the area and presents the following concerns:

- Discharge of sewage effluent and garbage from live-aboard vessels;
- Discharge of fuel and lubricants from unseaworthy vessels;
- Noise and nuisance activities from live-aboard vessel residents;
- Abandonment of unseaworthy vessels and vessel debris;
- Obstruction of the waterway that affects recreational use by the public.

While the Province, as the owner of the sea bed, has authority to manage the surface and sub-surface of the water lot they have no plans to exercise their authority and undertake regulation of the Gorge Waterway. The Province advises they are prepared to grant a licence of occupation for the water lot area of the Gorge Waterway to the City. The licence must be for a valid "community use/recreation" purpose, but would provide the City authority to implement a management plan for the Gorge Waterway that could include regulation of long term anchoring and/or mooring. The Federal government (Transport Canada) has jurisdiction over navigation and shipping, including anchoring in the Gorge Waterway, and has expressed no interest in regulating the area beyond ensuring that the navigational channel is kept clear.

The Gorge Waterway is designated as "Marine" in the Urban Place Designation section of the Official Community Plan. This contemplates the following uses: marine open waters, public foreshore areas, marine transportation, recreation, moorage and harvesting. The OCP identifies the area as having ecologically significant shoreline and riparian areas. The Harbour Plan does not support further development of private docks or structures at the foreshore.

The City has the authority to regulate the use of land, including land covered by water, through its Zoning Regulation Bylaw. Zoning regulations should reflect community needs and can regulate permitted uses as long as they do not improperly interfere with legitimate navigational requirements. In particular zoning can limit or prohibit uses that are not compatible with the character of the area or the use of neighbouring properties, such as long term anchoring or live-aboard vessels.

## Issues

The following issues would need to be addressed as part of any City initiative to manage public marine use of the Gorge Waterway:



## 1. Zoning Regulations

The City's zoning authority enables the City to pass regulations respecting the use of lands within the municipality. The City's authority to regulate the use of land also applies to land covered by water. In the case at hand, zoning regulations that limit the use of the Gorge Waterway for recreational purposes and prohibit residential accommodation (live-aboard vessels) or the storage of vessels (by long term anchoring or mooring) may be considered. Such regulations, if enacted following a public hearing, provide the foundation for the Council to define the community's expectations regarding the use of these public lands.

## 2. Licence of Occupation and Management Plan

The Province advises that it is prepared to consider granting a licence of occupation to the City that would facilitate further municipal regulation of the water lot in the Gorge Waterway. It is expected that the Province would initially offer a ten year term for the licence to ensure that the City's proposed regulation satisfies their tenure objectives. If satisfactorily administered by the City, the Province would be prepared to commit to a longer term licence for nominal consideration.

The Province advises that the City would need to submit a management plan for the licence area. The management plan would set out the City's objectives for the use of the licence area, which may include use of the area for recreational purposes and associated restrictions on long term anchoring and/or mooring in the area. Formal input from the Esquimalt and Songhees First Nations will be sought as part of the licence application process. A Council resolution is required to support the City's application for the licence of occupation, including a request for nominal rent.

The management plan for the Gorge Waterway would outline the City's objectives for regulating public use of this waterway. The City's primary management objective would be to ensure the availability of the water lot area for recreation in a manner that is compatible with neighbouring land uses. A secondary objective would be to protect the marine and foreshore environment by reducing the discharge of sewage, contaminants and garbage from vessels that anchor in the water lot.

Management activities would need to be consistent with the objective of public use and access of the water surface. For example, the City could not prohibit the transit of vessels across the waterway, nor could the City prohibit activities that are a consequence of vessel navigation such as temporary anchoring.

From a practical point of view, if the City obtains the licence of occupation then the City may have two approaches for proactively regulating public (vessel) use of the water lot:

- I. *Anchoring* – with this approach the City enacts reasonable regulations that permit limited time period vessel anchoring in the licence area consistent with recreational use. This might range from day anchoring only to a limited overnight stay. The appropriate time period should reflect the City resources available for enforcement and the City's intention not to interfere with a vessel's right to anchor as a consequence of navigation.

- II. *Mooring* – with this approach the City prohibits overnight anchoring in the Gorge Waterway and as an alternative installs mooring buoys and regulates their use. A permitting system with fees and maximum lengths of stay would be a consequence of mooring buoys. The City might retain a third party operator for such a scheme, but it is expected that the City would need to remain involved in subsequent enforcement of the mooring regulations.

A longer term management plan objective for protecting the Gorge Waterway may be to seek a declaration that the marine ecosystem is sensitive and requires protection. The Province advises that a management plan based on ecosystem protection is possible, but such a plan would have to be founded on evidence that there is:

- A sensitive or unique marine ecosystem that requires protection; and
- The anchoring or mooring of vessels in the Gorge Waterway is causing harm to that marine ecosystem and should therefore be prohibited.

Satisfying the evidentiary requirements for such an approach with the Ministry of Environment would likely take considerable time and resources to complete required environmental studies. However, over time and with increasing urbanization this approach may prove to be a valid long-term objective for the Gorge Waterway. The City may wish to ask the CRD to examine the ecosystem health of the Gorge Waterway and Portage Inlet as part of its natural environment stewardship mandate.

### 3. Budget

The choice of management plan will inform the budget required for the City's program. Expected capital and operating budget expenditures include:

- Capital
  - installation of signs
  - installation of mooring buoys (optional)
  - subsequent repair and maintenance of signs and/or buoys
- Operating
  - monitoring and enforcement
  - a permitting system (optional)
  - dealing with legal challenge(s) to the new regulatory scheme
  - vessel impoundment and owner prosecution
  - vessel disposal

Expenses for specific elements have not been quantified at this time and would vary depending on the management plan approach chosen. For example, the *Anchoring* approach might eliminate the need for permits (operating cost) and would eliminate the need for mooring buoys (capital cost).

If the City was to pursue having Gorge Waterway declared a protected ecosystem area then the City might expect the Province to require the City to provide evidence in support of the declaration. The cost of producing such a study to support a management plan whose purpose is ecosystem protection is unknown at this time. There may be merit in asking the CRD to consider studying all of Portage Inlet, including the Gorge Waterway, for long-term strategies to preserve this unique inland marine environment.



#### 4. Federal Government Approvals

It is expected that Transport Canada and possibly Fisheries & Oceans' prior approval will be needed for any mooring buoys or navigation aids placed in the water lot. Transport Canada's interest is to ensure there is a navigable channel through the water lot, while Fisheries & Oceans may need to assess marine habitat impacts. Mooring buoys and navigation aids must comply with Transport Canada regulations as to size, configuration and markings.

Transport Canada's approval may also be required for any prohibition on anchoring within the waterway. Implementing the *Anchoring* approach may prove to be the option that is the most consistent with Transport Canada's objectives.

#### 5. Installation of Improvements

Marine work required for the planning, design and installation of mooring buoys and navigation aids is specialized and would have to be tendered to qualified contractors. There may also be a need to survey the sea bottom in the mooring area for depth and obstructions prior to installation. Signs will be required at strategic locations around the waterway.

Improvements such as signage and buoys may also be required if the Gorge Waterway is declared a sensitive ecosystem and the City assumes a management role.

Recreational use regulations that limit vessel anchoring in the water lot have the least requirement for the installation of any improvements. Signs are anticipated and it may be necessary to define the navigation channel with a system of marker buoys.

#### 6. Permitting, Monitoring and Enforcement

Monitoring and enforcement will be necessary for any City regulatory scheme for the Gorge Waterway, be it zoning regulations or the management plan.

Issuing permits for anchoring, or for mooring to City-installed buoys is an option for the management plan. If anchoring and mooring were prohibited as a consequence of the Gorge Waterway being declared a protected ecosystem then a permitting scheme is not required.

Neither the Parks Department nor Bylaw & Licensing Services are currently equipped to undertake routine compliance monitoring or enforcement on the water. Victoria Police and Victoria Fire Department have vessels capable of operating in the Gorge Waterway; however, their routine use for compliance monitoring would need to be confirmed with these agencies.

The City has no direct resources available for vessel towing, impoundment or disposal. Vessel impounding and disposal is specialized marine work for which a third party contractor would be required to work under the City's supervision.

It is also expected that additional legal resources may be needed to prosecute vessel



owners who do not comply with City regulations, who abandon their vessels in the City's licence area, or those who choose to challenge the new regulatory scheme. Maritime law is complex and vessel owners are often hard to track down due to the voluntary nature of the vessel registration system. The City should not expect to recover much of its costs for any prosecutions or for the disposal of abandoned vessels.

If the City assumes a management role over the licence area and the area is declared a sensitive ecological area then the City would have similar enforcement obligations and costs to the ones noted above. It is unknown whether the Province would enforce its own ecosystem protection regulations if the City did not obtain a licence of occupation over the water lot.

## Analysis

The Gorge Waterway is designated as "Marine" in the Urban Place Designation section of the Official Community Plan. In terms of uses, this contemplates: marine open waters, public foreshore areas, marine transportation, recreation, moorage and harvesting. The OCP identifies the area as having ecologically significant shoreline and riparian areas; the reduction of vessel sewage and pollutant discharge is an objective consistent with protecting these marine systems. Finally, the Harbour Plan does not support increasing the number of private docks and other foreshore structures that reduce the public's use of the Gorge Waterway.

Due diligence undertaken to date indicates that it is possible for the City to implement a management scheme for the area of Gorge Waterway north west of the Selkirk Trestle. The extent of possible regulation is subject to receiving the authority to do so from the Provincial and Federal governments. City prohibition of vessel transit or anchoring under the management scheme, or City regulations that would unreasonably interfere with "community use/recreation" on the waterway would not be permitted. All costs associated with any City management scheme would be borne by the City.

It may be possible to seek a declaration from the Provincial Ministry of Environment that the Gorge Waterway is a sensitive ecosystem. If such a declaration is made, it may be possible for the City to lease the water lot and to create a "marine park" that would exclude mooring and anchoring in the water lot, but not the transit of vessels over the water lot.

In either case, undertaking the lease of Gorge Waterway for the purpose of regulating public access and use of the water lot will require the dedication of City resources. These resources are expected to be needed in two distinct phases:

### 1. Service Planning & Design

Issues 1 and 2 will need to be actioned in order for the City to regulate the Gorge Waterway. The implementation of new zoning regulations and the preparation, submission and review of a City tenure application to the Province are expected to take up to eight months. External consulting resources may be required for some elements of this phase.

### 2. Service Implementation

Issues 3 thru 6 would be implemented once the Province grants a licence of occupation to the City. Council will need to approve a budget for the proposed service level that is



chosen. This phase is expected to take up to ten months, depending upon which regulatory approach (anchoring or mooring) is chosen, and receipt of subsequent senior government approvals.

## Options

### *Option A – Enact Specific Zoning Regulations for the Gorge Waterway*

This would entail adopting *Zoning Regulation Bylaw* amendments following a public hearing that would restrict the use of the Gorge Waterway to recreational activities and would prohibit residential uses (live-aboards) or storage of vessels (long term anchoring). This action may be taken independent of any other action, and would provide a basis for City compliance monitoring and enforcement.

Expected timeline is 6 to 8 months to enact zoning regulations and install signs.

One-time costs (rezoning and signs) estimated at \$11,000.

Ongoing compliance and enforcement costs estimated at \$112,000 and diminishing over time (vessel impound, vessel disposal, legal expenses).

Advantages: Does not require senior government approval; relatively straightforward implementation; provides legal foundation for subsequent City compliance monitoring and enforcement; may provide basis to compel Provincial compliance action.

Disadvantages: No City interest in water lot area; Province may not respond to requests to take compliance action; likely to trigger a legal challenge to the new regulations.

### *Option B – Option A plus Licence of Occupation with Anchoring Regulations*

This would entail adopting Zoning Bylaw amendments (Option A) and applying for a Licence of Occupation for the Gorge Waterway. The new zoning regulations and the management plan would work together to regulate recreational use of the Gorge Waterway. This combination of actions would provide a stronger basis for City compliance monitoring and enforcement of recreational use of the Gorge Waterway.

Expected timeline is 6 to 8 months to enact zoning regulations, obtain Licence of Occupation and install signs.

One-time costs (rezoning, licence and signs) estimated at \$14,000.

Ongoing compliance and enforcement costs estimated at \$112,000 and diminishing over time (vessel impound, vessel disposal, legal expenses).

Advantages: Province consents to the proposed regulatory scheme; regulations are relatively simple and straightforward; provides stronger legal foundation for subsequent City compliance monitoring and enforcement.

Disadvantages: City becomes solely responsible for administrative, compliance monitoring and enforcement costs; likely to trigger a legal challenge to the new regulations

### *Option C – Option A plus Licence of Occupation with Mooring Buoys Only*

This would entail adopting Zoning Bylaw amendments (Option A) and applying for a Licence of Occupation for the Gorge Waterway. The new zoning regulations and the management plan (licence) would work together to prohibit anchoring and require vessels to moor to City-installed

mooring buoys. This combination of actions would provide the strongest basis for City compliance monitoring and enforcement of recreational use of the Gorge Waterway. Expected timeline is 6 to 8 months to enact zoning regulations and obtain Licence of Occupation. Installation of signs and mooring buoys expected to take up to 10 months. One-time costs (rezoning, licence, signs, mooring buoys) estimated at \$54,000. Ongoing compliance and enforcement costs estimated at \$112,000 and diminishing over time (vessel impound, vessel disposal, legal expenses).

**Advantages:** Province consents to the proposed regulatory scheme; regulations are relatively straightforward; provides strongest legal foundation for subsequent City compliance monitoring and enforcement.

**Disadvantages:** City becomes solely responsible for administrative, compliance monitoring and enforcement costs; design and capital costs for installation of mooring buoys; operating costs for a permitting system and repair/maintenance of buoys; likely to trigger a legal challenge to the new regulations

#### *Option D – Protected Marine Ecosystem Designation – No Mooring or Anchoring*

This would entail seeking a Ministry of Environment declaration that the Gorge Waterway is a sensitive or protected marine ecosystem. A consequence of such a declaration would be to prohibit mooring or anchoring in the Gorge Waterway, and may require the City to hold a Licence of Occupation.

Estimated timeline is unknown.

Cost to undertake studies is unknown.

**Advantages:** Province makes the declaration; prohibition is straightforward to enforce; provides strong legal foundation for compliance monitoring and enforcement.

**Disadvantages:** City may be responsible for compliance monitoring and enforcement costs; ecosystem declaration will require environmental studies to provide supporting evidence for declaration; timeline and City costs for this process are unknown.

### **Conclusion**

The OCP and Harbour Plan assign priority to public access to and use over the Gorge Waterway, and to protecting the foreshore and riparian (marine) environment. If Council is supportive of advancing the OCP and Harbour Plan objectives then Council should support municipal regulation of the Gorge Waterway.

A regulatory scheme designed to support recreational use, and prohibit residential use and the long-term storage of vessels in the Gorge Waterway (Option B) is likely the simplest and most efficient approach to achieving those objectives. In summary, this approach would involve:

1. Implementing zoning regulations that limit the use of the Gorge Waterway for recreational purposes and prohibit residential use and the storing of vessels.
2. Developing a management plan whose objective is to regulate anchoring in the Gorge Waterway for a limited time period (to be implemented as part of the licence of occupation).
3. Obtaining a licence of occupation over the Gorge Waterway from the Province.



4. Implementing the City's management plan, including routine compliance monitoring and enforcement.

A similar approach was successfully employed by the District of West Kelowna, which sought to regulate the anchoring of float homes in Gellatly Bay, Okanagan Lake. The Supreme Court of British Columbia upheld the municipality's regulatory scheme when it was challenged in Court.

Council must be prepared to set aside financial resources to enable this proposed scheme. At this point in time, it is estimated that Council should set aside up to \$126,000 from contingencies for the planning and implementation of *Option B*. Ongoing funding for compliance monitoring and enforcement is expected to decline over time as the City's enforcement actions will deter vessel owners from using this area for live-aboards or long-term vessel storage. The most significant impacts on work plans would be borne by Bylaw & Licensing Services Division (compliance monitoring and enforcement) and Legal Services (prosecutions, Court actions).

Further detail of expected on-going financial obligations and specific work plan impacts would be set out in the Project Charter.

If Council directs staff to undertake work on the proposed zoning regulations and management plan then it would be prudent to take these additional actions in support of the OCP's environmental objectives:

1. If Council adopts zoning regulations that prohibit residential use or the storing of vessels in the Gorge Waterway, then the City should write to the Minister of Lands, Forests and Natural Resource Operations and request the Minister to remove any mooring buoys and any derelict, abandoned and live-aboard vessels from the Gorge Waterway in the City of Victoria.
2. The City should write to the Minister of Environment to inquire as to the process for having the Gorge Waterway declared a sensitive, protected marine ecosystem.
3. The City should write to the Capital Regional District Board to ask for their consideration of an ecosystem study of Portage Inlet, which includes the Gorge Waterway, to inform long-term ecosystem protection strategies.

### Recommendations

That Council approves the following actions:

1. That Council directs staff to prepare *Zoning Regulation Bylaw* amendments for Council's consideration that would limit the use of the Gorge Waterway to recreational activities, and prohibit live-aboard use or long term anchoring. An expedited, City-initiated rezoning process is recommended.
2. That Council directs staff to apply to the Province of British Columbia for a licence of occupation by the City for the Gorge Waterway, northwest of the Selkirk Trestle for:
  - a. A term of at least ten years; and
  - b. For nominal rent, on the grounds that the City of Victoria is seeking to better manage the licence area for community use, recreation and the public interest.
3. That Council directs staff to develop a Project Charter to support implementation of Option

B, and allocate up to \$126,000 in total funding from Contingencies in 2014 and 2015 to fund this project.

4. That the Mayor informs the Esquimalt and Songhees First Nations of the City's intention to apply for a licence and regulate the water lot area of the Gorge Waterway, and seek First Nations' comment on the City's plans.
5. Should Council adopt the proposed zoning regulations the Mayor sends a letter to the Minister of Lands, Forests and Natural Resource Operations and request the Minister to remove any mooring buoys and any derelict, abandoned and live-aboard vessels from the Gorge Waterway in the City of Victoria.
6. The Mayor sends a letter to the Minister of Environment to inquire as to the process for having the Gorge Waterway declared a sensitive, protected ecological area.
7. The Mayor sends a letter to the Capital Regional District Board to ask for their consideration of an ecosystem study of Portage Inlet, which includes the Gorge Waterway, to inform long-term ecosystem protection strategies.

#### **List of Attachments**

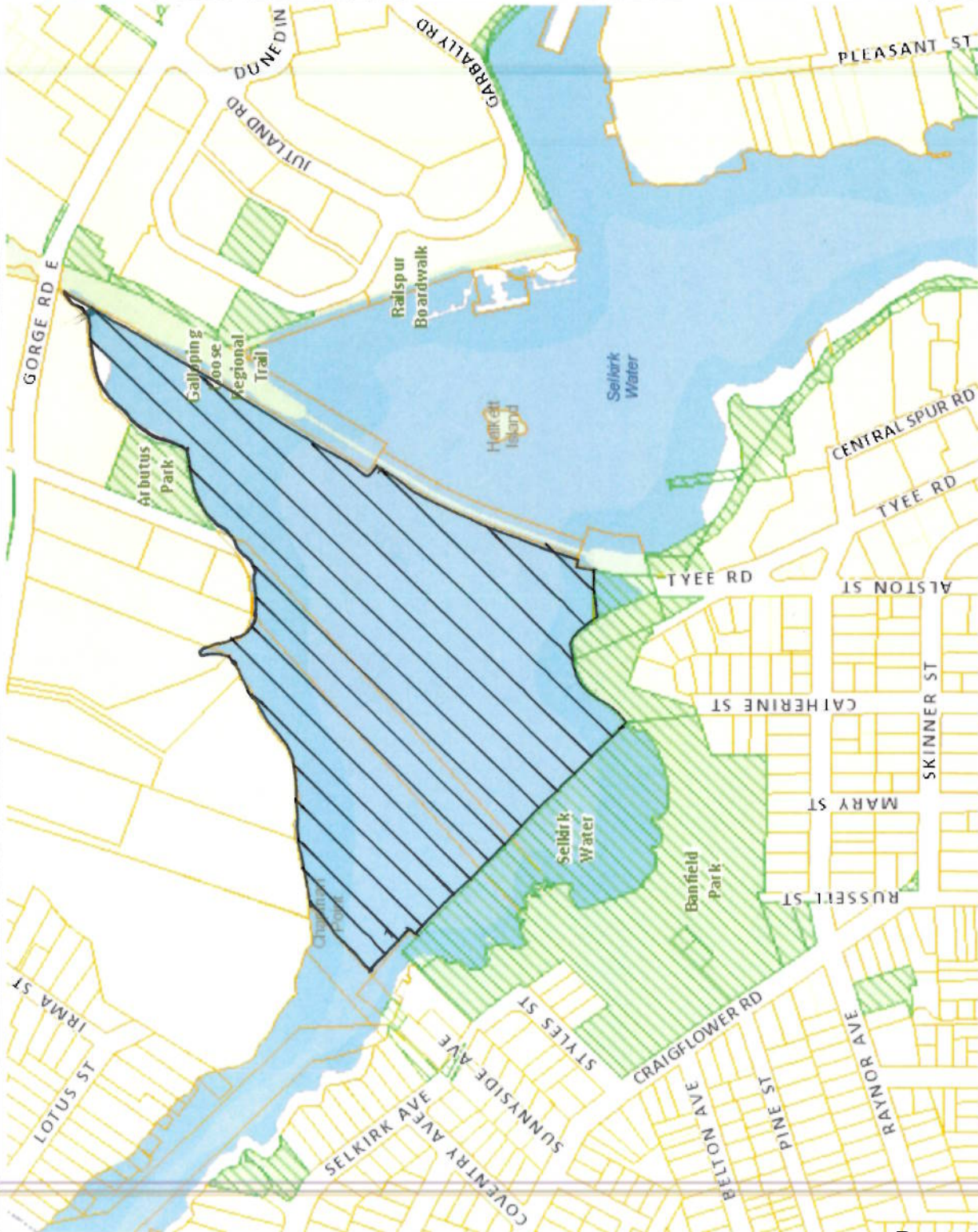
Plan and aerial photo of the water lot in the Gorge Waterway  
Report and GPC Minutes from August 22, 2013





04/07/2014

Printed from VicMap (Internal Version)



**Legend**

- City Owned Parcels
- Victoria Parcels

Proposed City of Victoria Licence area

1: 5,356

**Notes**

This map is a user generated static output from an Internet mapping site and is for reference only. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable.  
THIS MAP IS NOT TO BE USED FOR NAVIGATION

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04/07/2014

Printed from VicMap (Internal Version)



Legend

- City Owned Parcels
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NAD 83 CSRS UTM Zone 10N  
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## Governance and Priorities Committee Report

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**Date:** July 26, 2013      **From:** Robert Woodland  
**Subject:** Regulatory Principles for Selkirk Water Northwest of the Selkirk Trestle

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At the June 13, 2013 meeting Council adopted the following resolution:

1. *That Council direct staff to report back to Committee with draft principles regarding objectives for the management of the Selkirk Waterway; then*
2. *Meet with representatives of the Provincial and Federal Governments to gain information about the management of the Selkirk Waterway and explore possible changes to marine navigation rules.*

Currently, the public has a right to transit and moor in the Selkirk Water, which arises from the Provincial Crown's ownership of the water lot and from the Federal Crown's regulation of the navigable waterway. The City understands that any proposed City management scheme must respect and accommodate these rights. To that end, a proposed City management scheme would likely involve mooring or anchoring permits that set reasonable limits on the number and condition of vessels in the Selkirk Water, and on the duration of stay. Further objectives of a City management scheme could include protection of marine habitat and maintaining a defined navigation channel through the waterway.

### *Proposed Management Plan Objectives*

The following City management plan objectives are believed to be consistent with the Province's community use and recreation objectives for the Selkirk Water:

1. To reduce the impacts of moored vessels on the environment through municipal regulation.
2. To reduce the impacts of moored vessels on the community through municipal regulation.

### *Proposed Regulatory Approach*

These proposed regulatory approaches would support the management objectives:

- Implement a system of mooring or anchoring permits in the Selkirk Water to:
  - Regulate the number of vessels that may moor/anchor in the Selkirk Water;
  - Regulate the period of time that a vessel may moor/anchor under the permit;
  - Require vessels mooring/anchoring to have a sewage holding tank;
  - Require vessels mooring/anchoring to be seaworthy.
- Delineate areas where vessels are prohibited from mooring or anchoring in order to:
  - Protect wildlife and marine habitat;
  - Keep a clear navigation channel through the waterway.

The following are the intended outcomes of the *Management Plan Objectives*:

- Reduction in sewage discharged from moored vessels;
- Reduction in other waste discharged from vessels (fuel, lubricants, garbage);
- Reduction in the number of abandoned vessels and/or the amount of vessel debris;
- Reduction in noise and nuisance activities caused by vessel occupants;
- Healthier marine ecosystems within the water lot;
- An unobstructed navigation channel.

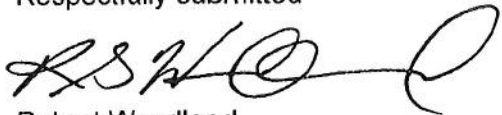
Discussion with Transport Canada is required to ensure that these proposed objectives and approaches can be supported by Federal marine regulations. If Transport Canada is supportive then their input will be reviewed with the Province in the context of the proposed objectives and approaches. A report summarizing these discussions will be brought to Council before any further action is taken by the City.

Once the discussions are complete the City will have a better sense of the potential options for regulating vessel mooring/anchoring in the Selkirk Water. A budget for each option will need to be developed so that Council may determine whether the City has the capacity and resources to undertake a regulatory role. Before implementing any option community consultation is recommended.

**Recommendation:**

1. That the Committee approve the proposed *Management Plan Objectives and Regulatory Approach* for discussion with the Provincial and Federal governments; and
2. That a further report be prepared for Committee once these discussions are complete.

Respectfully submitted



Robert Woodland  
Director, Legislative & Regulatory Services



Acting General Manager  
Corporate Services

Report accepted and recommended by the City Manager:

  
Gail Stephens



## 6.2 Regulatory Principles for Selkirk Water Northwest of the Selkirk Trestle

At the June 13, 2013, meeting Council adopted the following resolution:

1. That Council direct staff to report back to Committee with draft principles regarding objectives for the management of the Selkirk Waterway; then
2. Meet with representatives of the Provincial and Federal Governments to gain information about the management of the Selkirk Waterway and explore possible changes to marine navigation rules.

Currently, the public has a right to transit and moor in the Selkirk water, which arises from the Provincial Crown's ownership of the water lot and from the Federal Crown's regulation of the navigable waterway. The City understands that any proposed City management scheme must respect and accommodate these rights. To that end, a proposed City management scheme would likely involve mooring or anchoring permits that set reasonable limits on the number and condition of vessels in the Selkirk water, and on the duration of stay. Further objectives of a City management scheme could include protection of marine habitat and maintaining a defined navigation channel through the waterway.

### *Proposed Management Plan Objectives*

The following City management plan objectives are believed to be consistent with the Province's community use and recreation objectives for the Selkirk Water:

1. To reduce the impacts of moored vessels on the environment through municipal regulation.
2. To reduce the impacts of moored vessels on the community through municipal regulation.

### *Proposed Regulatory Approach*

These proposed regulatory approaches would support the management objectives:

- Implement a system of mooring or anchoring permits in the Selkirk water to:
  - Regulate the number of vessels that may moor/anchor in the Selkirk Water;
  - Regulate the period of time that a vessel may moor/anchor under the permit;
  - Require vessels mooring/anchoring to have a sewage holding tank;
  - Require vessels mooring/anchoring to be seaworthy.
- Delineate areas where vessels are prohibited from mooring or anchoring in order to:
  - Protect wildlife and marine habitat;
  - Keep a clear navigation channel through the waterway

The following are intended outcomes of the Management Plan Objectives:

- Reduction in sewage discharge from moored vessels;
- Reduction in other waste discharge from vessels (fuel, lubricants, garbage);

- Reduction in the number of abandoned vessels and/or amount of vessel debris;
- Reduction in noise and nuisance activities caused by vessel occupants;
- Healthier marine ecosystems within the water lot;
- An unobstructed navigation channel.

Discussion with Transport Canada is required to ensure that these proposed objectives and approaches can be supported by Federal marine regulations. If Transport Canada is supportive then their input will be reviewed with the Province in the context of the proposed objectives and approaches. A report summarizing these discussions will be brought to Council before any further action is taken by the City.

Once the discussions are complete the City will have a better sense of the potential options for regulating vessel mooring/anchoring in the Selkirk water. A budget for each option will need to be developed so that Council may determine whether the City has the capacity and resources to undertake a regulatory role. Before implementing any option, community consultation is recommended.

**Action:** Councillor Isitt moved that Committee:

1. Approve the proposed *Management Plan Objectives and Regulatory Approach* for discussion with the Provincial and Federal governments; and
2. That a further report be prepared for Committee once these discussions are complete.

Committee discussed:

- The risk of the City having to assume the indemnity or the cost of removing derelict vessels and any environmental damage that could occur.
- Does the City want to add another service? Perhaps this could be done through a subcontract and further discussions with CRD or the Greater Victoria Harbour Authority to manage the marine park.
- The recommendation does not commit the City to any path but is to contemplate the issue with full information. It provides a path of more responsible use of water ways for the community.
- This is a problem not unique to Victoria and the biggest concern is who will bear the regulatory costs.
- The rules already exist, but they are not being enforced by the Federal and Provincial Governments. Why should the City use our resources to work on this? If the City takes the lead on this problem we will be saddled with it.

**Action:** Councillor Isitt moved that Committee consider the following amendment:

1. Approve the proposed *Management Plan Objectives and Regulatory Approach* for discussion with the Provincial and Federal governments; **including ongoing Provincial or Federal funding to remove vessels from the waterway; and**
2. That a further report be prepared for Committee once these discussions are complete.



On the amendment:  
CARRIED 13/GPC374

For: Mayor Fortin, Councillors Coleman, Gudgeon, Isitt, Madoff,  
Thornton-Joe and Young  
Against: Councillor Helps

On the main motion as amended:  
CARRIED 13/GPC375

For: Mayor Fortin, Councillors Coleman, Gudgeon, Isitt, Madoff,  
Thornton-Joe and Young  
Against: Councillor Helps



# ***Regulation of the Water Lot in the Gorge Waterway NW of Selkirk Trestle***

May 2014

# Gorge Waterway – Selkirk Water



# Community Issues

- Nuisance, sewage & garbage from live-aboards
- Pollution from unseaworthy vessels
- Vessel abandonment and derelicts
- Misuse of Parks facilities
- Interference with other recreational uses



# Vessels in Park Foreshore





# Vessels Moored to Trestle



29.08.2012 11:39

# Derelict Vessel on Park Foreshore





# Multiple Vessels Off Banfield Park



# Live-aboard Moored in Park Area





# Rafted Vessels Congest Water Lot



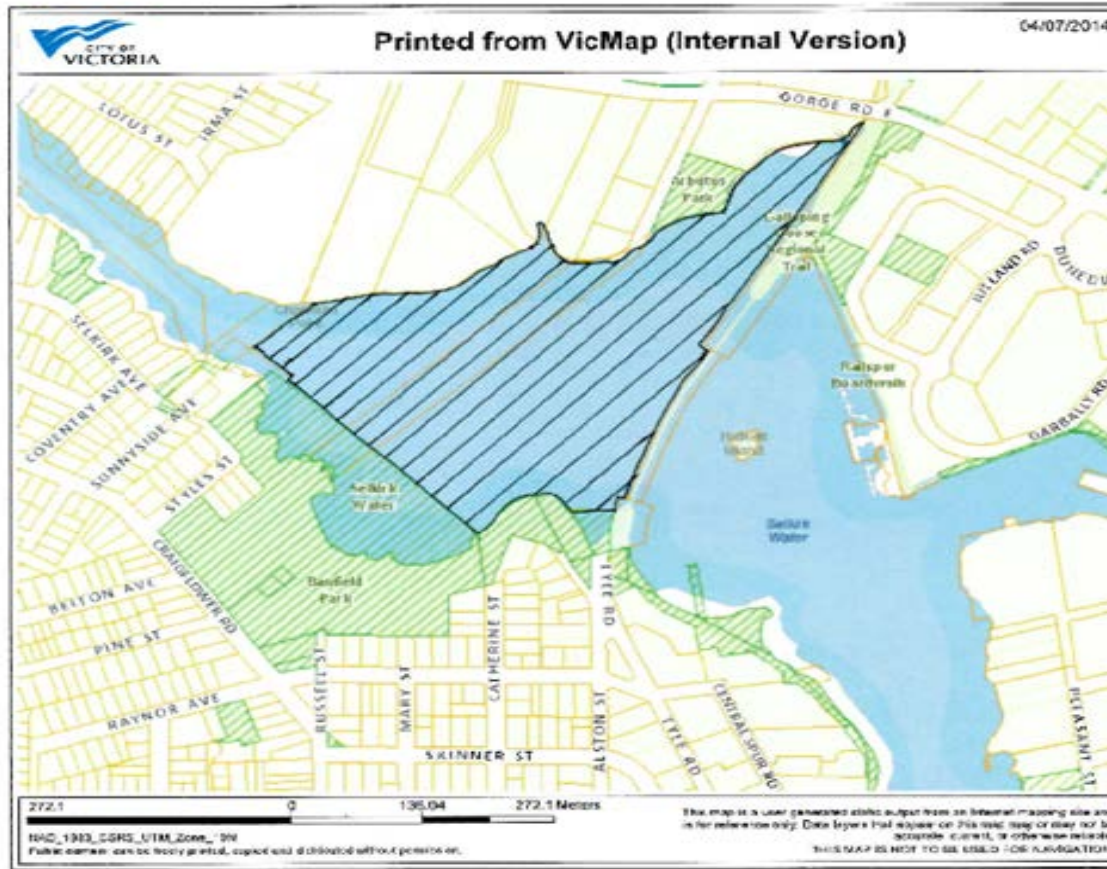
# Recommended Approach

- Enact Zoning Regulations
  - Consistent with Official Community Plan objectives
  - Support recreational uses
  - Prohibit residential uses
  - Prohibit vessel storage uses
- Seek Licence of Occupation
  - To support Zoning Regulations
  - To enable compliance monitoring & enforcement

# Expected Outcomes

- Reduce nuisance, pollution, sewage discharge
- Improve health of the marine environment
- Improve recreational access over water lot
- Reduce wear and tear on adjacent parks

# Proposed Licence Area



# Longer Term Objectives

- Portage Inlet a large tidal lagoon within an urban area
- Gorge Waterway and Portage Inlet serves as:
  - Important plant and wildlife habitat
  - Park space for human inhabitants
- Need to protect the unique marine ecosystem and aesthetic quality of the waterway



# Council Role

- Approve recommended action plan
- Seek support of Esquimalt & Songhees First Nations
- Request Province to clean-up water lot
- Inquire with Province on ecosystem protection process
- Request CRD to consider long-term ecosystem protection strategies for Gorge Waterway & Portage Inlet



## Governance and Priorities Committee Report

### For the May 8th Meeting

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**To:** Governance and Priorities Committee **Date:** April 20, 2014

**From:** Katie Hamilton, Director of Communications and Civic Engagement

**Subject:** Proposed Open Data Licence and Update on Open Government and Open Data Initiatives

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#### Executive Summary

The goal of Open Government and Open Data initiatives is to remove barriers to access to information created or managed by government institutions, while respecting privacy and sensitivity concerns. Facilitating access to this information allows individuals, entrepreneurs, academics, community groups and others to study communities and develop applications that leverage the data to improve community experience and stimulate economic growth.

The City of Victoria is committed to operating a local government that is open, transparent and accessible to its citizens. The guiding principle for public access to data should be that any data paid for by the City (and thus the taxpayers) should be accessible to any taxpayer.

Open data is a philosophy and practice requiring that certain data are made freely available to the public, in machine-readable format without restrictions from copyright, patents or other mechanisms of control. The recommended default position for the organization should be to proactively share information unless one of the mandatory exceptions under *Freedom of Information and Protection of Privacy Acts* applies.

In 2011, City Council adopted the principles and steps outlined in the Open Government through Open Data (OG/OD) resolution. Since approval many advances have been made including more interactive online services, an open data catalogue, app development and increased resourcing of key areas to open government and open data initiatives.

Maximizing access to information and services and engaging the community in civic matters are also principles inherent in the City's Customer Service Action Plan and Civic Engagement Strategy.

An Open Data Licence has been drafted and is attached to this report for Council consideration. The draft licence is based on version 2.0 of the Open Government Licence – Canada, which was developed through public consultation and collaborative efforts by provincial and federal governments. The only substantive changes to the licence are references to the Province of BC and the City of Victoria. A common licence across jurisdictions makes data easier for the public to use as it removes the need for interpretation of multiple licences.

Much of the progress to date on the OG/OD initiative is attributed to specific staff in several departments who embrace an open data philosophy and have embraced technology to support the sharing of information. This presents particularly in the form of online enhancements such as VicMap, the website and social media, webcasting and the open data catalogue. It demonstrates that open government and open data initiatives can advance with champions in place, however, to build on progress to date and see sustained progress there are a number of organizational considerations for future.

To further identify and create data in suitable formats, the City needs to identify an organizational lead, build capacity and provide training and tools to engage staff in the proactive identification, collection and creation of data sets for public use.

### Recommendations

1. Approve the attached open data licence.
2. Direct staff to report back in January 2015 on progress to date.

Respectfully submitted



Katie Hamilton  
Director of Communications and Civic Engagement

Report accepted and recommended by the City Manager:



Date:

May 6, 2014

### Purpose



To provide an update on the City's progress towards open data and open government initiatives (OG/OD initiatives) and seek Council approval of the attached open data licence.

### Background

In October 2011, City Council approved the following motions:

#### Motion One:

To lay the foundation for the practical steps needed to facilitate open government operations and open data accessibility, the City of Victoria will adopt these Open Data Principles, which, when applicable, will guide future actions taken in our efforts to operate the most open and transparent civic government possible:

1. Complete: All public data should be made available\*. Public data is data that is not subject to legal or otherwise valid privacy, security or privilege limitations.
2. Primary: Data is as collected at the source, with the highest possible level of granularity, not in aggregate or modified forms.
3. Timely: Data is made available as quickly as possible to preserve the value of the data.
4. Accessible: Data is available to the widest range of users for the widest range of purposes.
5. Machine processable: Data is reasonably structured to allow automated processing.
6. Non-discriminatory: Data is available to anyone, with no requirement of registration.
7. Non-proprietary: Data is available in a format over which no entity has exclusive control.
8. License-free: Data is not subject to any copyright, patent, trademark or trade secret regulation. Reasonable privacy, security and privilege restrictions may be allowed.

#### Motion Two:

Working towards the practical application of these principles, the City of Victoria will take these steps:

1. Identify immediate opportunities to distribute more of its data\*
2. Record the votes cast by each Councillor at each Council and Committee meeting, whether in support or opposition to any Motion
3. Ask staff to report back on the cost associated with taking the actions identified in (a) through (j), below, including an analysis of how these Open Government/Open Data initiatives complement and can be applied in concert with the City of Victoria's Official Community Plan, Economic Development Strategy and Civic Engagement Strategy.
  - a) Build a searchable database of: existing bylaws, policies, permits, procedures, schedules and feeds, such as child care spaces, garbage collection, health inspections, election results, council meetings, open houses, public hearings, road closures, Police and Fire incidents, etc.
  - b) Post, as searchable text (not scanned images), Agendas, minutes, and other (out-of-camera) documents related to Council meetings
  - c) Post searchable archived Council agendas, minutes, and reports
  - d) Begin broadcasting live video streaming (and archiving) of council meetings
  - e) Continue to enhance interactive online services

- f) Identify an appropriate data license
- g) Index, publish and syndicate its data to the internet using prevailing open standards, interfaces and formats
- h) Ensure that data supplied to the City by third parties (developers, contractors, consultants) are unlicensed, in a prevailing open standard format, and not copyrighted except if otherwise prevented by legal considerations
- i) Release automatically all reports submitted to council that do not require confidentiality – if it could be subject to an FOI request, release it and let people know that it is available
- j) Inventory existing data, including background research where available, BC Transit Data, GIS data sets, such as locations of bike lanes, parking, park boundaries, zoning maps, air quality, seismic risk areas, community mapping projects, budget data, grant recipients, festival permits, etc.

CARRIED 11/GPC331

Maximizing access to information and services and engaging the community in civic matters are also principles inherent in the City's Customer Service Action Plan and Civic Engagement Strategy.

### Issues & Analysis

The City has completed a number of steps to implementing Open Government and Open Data strategies and has seen progress towards the Council approved principles.

In the past year, the City has completed the following:

- Webcasting of Council and Committee meetings launched in the fall. It facilitates citizen involvement in Council discussion and decisions, while removing the physical engagement barriers of transportation, schedules and effort. The meetings are available to view through live streaming and video archives, including on mobile devices. Users can access meeting videos along with relevant supporting materials like staff reports, meeting agendas and minutes, from the comfort of their own home. In addition, citizens can follow items of interest with keyword-searchable content and RSS functions. Generally, there are between 65-200 individuals live viewing Council and Governance and Priorities meetings.
- The webcasting system also integrates with the agenda management software which provides access to archived meeting agendas, reports and minutes since 2009.
- Interactive online services continue to be enhanced with the introduction of VicMap, Have Your Say Victoria, a garbage collection widget and app, a new City blog, and continued commitment to growing the City's social media interaction.
- VicMap is an online, GIS based mapping system that provides users with a wide range of data and uses, and enables citizens to directly download raw data sets from the map.
- The various layers of data on VicMap are helpful for personal and business decision-making, as well as collecting data, conducting research and creating apps. The map has a



variety of search capabilities including by address, intersection, parcel identification, park or neighbourhood. Users can add text, lines and shapes to maps to print or share with others, or add their own data to create custom maps. A detailed property report on any City property or parcel can be generated and printed.

- VicMap users can now search for any business that has a business licence by name, category, address, keyword, or within a certain area. Prospective business owners can use the map to determine where to set up shop based on geographic need, or based on what complementary or competing businesses are in the area. Current business owners can use it to see what services their neighbours provide. Individuals can use the tool to search by category - for example, to search for any restaurant or food service business in a specific neighbourhood, or locate all the medical clinics within the city.
- VicMap now offers an interactive cycling map layer where users draw on the map to show cycling origins, destinations, desired routes, and areas needing improvement. These drawings and comments will then be submitted to the City as part of the Bicycle Master Plan consultation.
- VicMap was showcased by ESRI Canada as a GIS case study in 2014 calendar featuring outstanding maps and apps from across Canada.
- A new online consultation portal "Have Your Say Victoria" and blog launched this past month. Both tools enhance the city's ability to engage in interactive discussions and create new tools for sharing information and interacting with the public on a variety of topics. The consultation portal also has interactive capability with the online agenda management and webcasting tools, which can be explored in future.
- The City's online garbage collection reminder widget at [www.victoria.ca/schedule](http://www.victoria.ca/schedule) was launched timed with changes to the garbage collection model. Designed by enterprising developers who used raw City data for garbage collection schedules it enables the resident to sign up for text, email, phone or Twitter reminders prior to garbage day, and syncs with online calendars. The result is a practical tool that improves customer service for residents receiving service from their local government.
- Over 5,400 households have signed up for active reminders (email, text, phone, Twitter, iCalendar), over 6,500 personal garbage calendars have been downloaded to date and the Mobile app has been downloaded 1,600 times.
- As of April 2014, this means over 13,500 active interactions and 11,200 City of Victoria addresses (of a potential 14,000) searched in the first 12 months. At the recent BC Open Data Summit in Vancouver, several attendees commented on the City's success with the online garbage notification system.
- The City has a robust social media following that facilitates faster two-way information sharing with local residents. In comparison to other municipalities of Victoria's population, this social media following is considered high and continues to grow.
  - Twitter: 13,300 followers (increases by about 300-400 followers per month)
  - Facebook: 8,500 fans
  - YouTube channel : 3,600 views to date of all videos (launched in September 2013)
  - Recently launched a LinkedIn profile for "City of Victoria BC" and have begun promoting job postings through social media.



- The City hosted the local open data community for International Open Data Day in February of 2013. The “hackathon” saw the local open data community review and utilize various sets of raw data from several organizations, which can then be harnessed for meaningful electronic applications.
- A special hackathon for kids was also included to introduce online tools and information to children
- Timed with Open Data Day and the one year anniversary of launching a new City website, the City introduced its online Open Data catalogue.
- The Open Data Catalogue at [www.victoria.ca/opendata](http://www.victoria.ca/opendata) contains a variety of data and mapping files outlining, among other things, property boundaries, City parks and recreation facility locations, City archival information and garbage collection routes.
- The recent addition of business licence data provides useful, practical information for residents, professionals, business owners and prospective business owners. Other updates include acquisitions by the City Archives.
- Over 30 datasets have now been uploaded to the catalogue the most recent being the addition of financial data.
- An Open Meetings policy was created and implemented in 2014, a principle statement by Council that they will conduct business in the open to the greatest extent possible. This also includes a provision to release information from closed sessions as soon as those items that can be discussed in public without harming the interests of the City or third parties.
- The new searchable document library planned for May will enable the public to search all documents posted on the website, including bylaws, third party reports, policies, application forms and in-camera rise and report items of Council.
- More staff resources to fulfill Freedom of Information and Protection of Privacy requests have been added to ensure timely release of information and compliance with privacy legislation. A records manager will also begin in May which will assist the City in developing a records management program including record categories, which are necessary for proactive identification, prioritization and provision of data to the public.
- Staff are currently exploring public notification options for posting of Council and committee agendas and minutes, as well as searchable text options for agendas, minutes, and Council documents.

Much of the progress on the OG/OD initiative is attributed to specific staff in several departments who embrace an open data philosophy and have embraced technology to support the sharing of information. This presents particularly in the form of online enhancements such as VicMap, the website and social media, and the open data catalogue. It demonstrates that open government and open data initiatives can advance with champions in place; however, to build on progress to date and see sustained progress there are a number of organizational considerations for future.

The recommended default position for the organisation should be to proactively share information unless one of the mandatory exceptions under Freedom of Information and Protection of Privacy

Acts applies. However, staff in many municipalities, including the City of Victoria, has been slow to appreciate the value and need for proactive release of information and data outside of the traditional municipal need for the information. To further identify and create data in suitable formats, the City needs to build and support strategic relationships with data publishers, essentially staff in departments that create data (all departments) and provide training and tools to engage them in the identification, collection and creation of data sets for the public. This is also necessary for ensuring third party reports and data submitted are in open standard format.

An Open Data Licence has been drafted and is attached to this report for Council consideration. The proposed Open Government Licence is based on version 2.0 of the Open Government Licence – Canada, which was developed through public consultation and collaborative efforts by provincial and federal governments. The only substantive changes to the licence are references to the province of BC and the City of Victoria.

A common licence across jurisdictions makes data easier for the public to use as it removes the need for interpretation of multiple licences. This is especially relevant in a Region with multiple agencies and municipalities.

While researching the development of the proposed licence and best practices, staff reviewed other municipal licences and sought advice from Civic Info, local Open Data chapter, and the Province of BC to ensure consistency with national and provincial standards. As well, the City has been reviewing the recommendations of the Office of the Information and Privacy Commissioner to identify additional data sets for proactive and routine release.

### Options and Impacts

1. Approve open data licence and continue to follow status quo approach to advancing OG/OD initiative.

#### Impacts:

- Pace of progress in this area will remain the same
- Open data advances will remain “opportunistic”
- Capacity and coordination of OG/OD initiatives will be increased
- OG/OD advances will be strategic and prioritized.
- Organizational awareness and regular reporting will be improved.

### Recommendations

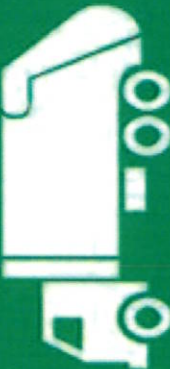
1. Approve the attached open data licence.
2. Direct staff to report back in January 2015 on progress to date.



Departments	
Mayor & Council	
Engineering & Public...	
> Downtown Beautification	
> Kitchen Scraps, Garba...	
> Collection Schedule	
> Tips	
> Garbage Bin Selection	
> Garden Waste Drop-off	
> Recycling & Composting	
> Household Hazardous W...	
> FAQs	
> Forms for Kitchen Scrap...	
> Extra Garbage Options	
> Land Development	
> Parking	
> Public Works Day	
> Road Maintenance	
> Sewer	
> Street Cleaning	
> Surveying & Mapping	
> Transportation	
> Water	

# Collection Schedule

## Kitchen Scraps and Garbage Collection Schedule



# Never miss another collection day

The 2014 collection schedule is now available.

Sign up here for email, text, voicemail or Twitter reminders, or integrate the collection schedule with your icalendar! You can also print your personal Kitchen Scraps and Garbage schedule here. Start this simple process by entering your street address in the box below.

Collection Schedules and Reminders

Need help?

Please type your home address:

Search

Example: 3112 Jackson St, Victoria, BC


### Related Links

- > Garbage Collection Schedule
- > Service Request Form
- > Street Cleaning
- > CRD Blue Box Recycling Program

Register Now

Spring/Summer Programs

More Information



### Contact Info

Public Works

250.361.0400

Email Public Works



## City Hall

Mayor, Council & Comm...

Public Notices

Archives

Budget

Bylaw Enforcement

Bylaws

Career Opportunities

Citizen & Business Surv...

City Hall Construction...

Documents & Publications

Freedom of Information

Municipal Election

Online Services

### Open Data

Open Data Licence

News Room

Public Meeting Schedule

Service Requests

Strategic Plan

Awards

## Open Data

Welcome to the City of Victoria's Open Data Catalogue.

We will continue to add data to this page as it becomes available. Please review the [licence](#) and [disclaimer information](#) before utilizing this data.

The City has recently launched [VicMap](#), an interactive, multi-layered map. Map data can be directly downloaded from the map. [Click here \[PDF - 88 KB\]](#) for instructions.

### Related Links

- › DataBC
- › Government of Canada Open Data Portal
- › VicMap
- › Digital Mapping Information Request Form [PDF - 152 KB]

### Register Now

Spring/Summer Programs

More Information

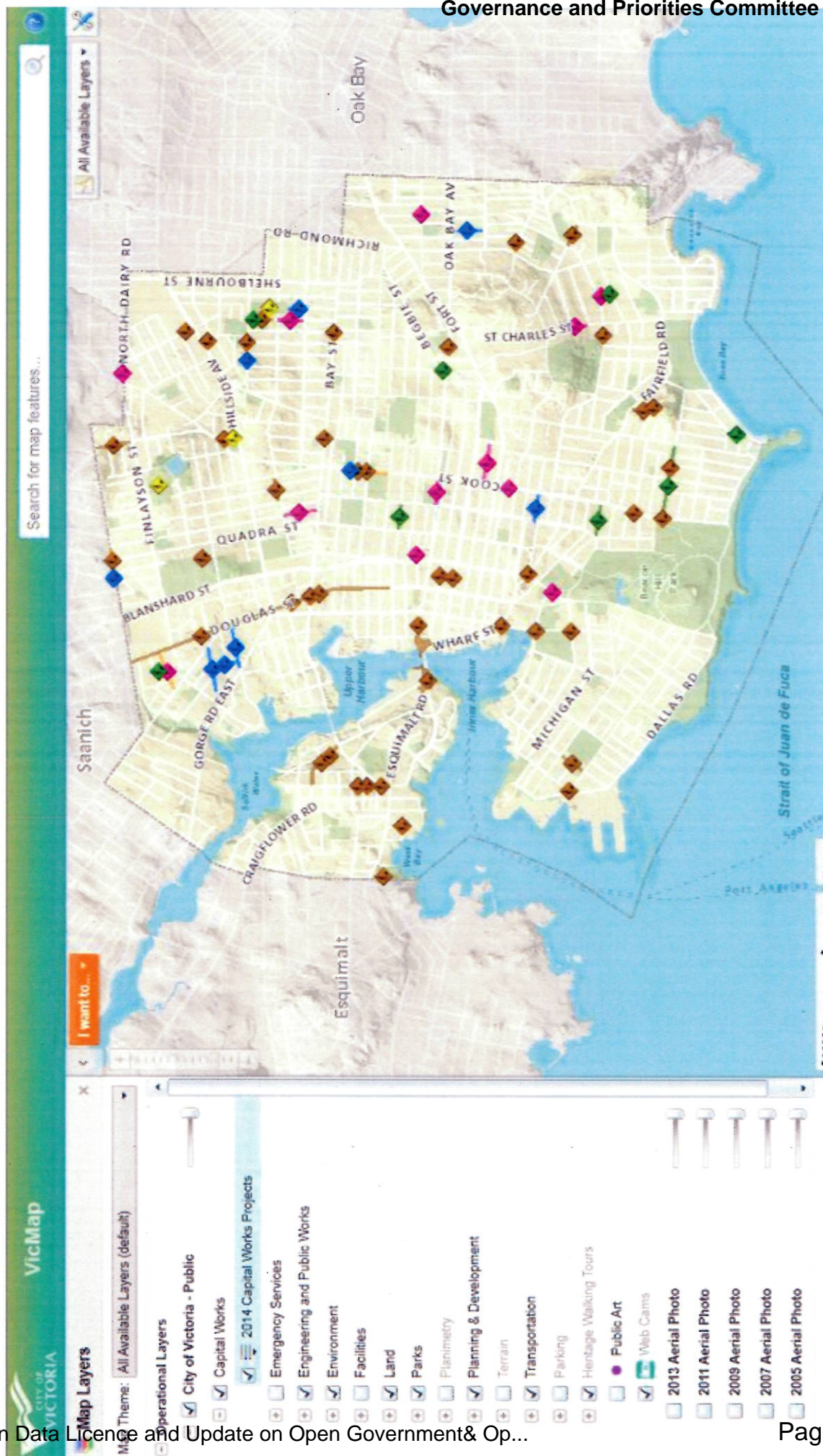


### Contact Info

Email us to request data or report a problem

Data Set	CSV	KML	SHP	Other	Date Added or Updated
Statement of Council remuneration and expenses paid - 2012	<a href="#">CSV</a> 11 <a href="#">KB</a>				April 2014
Statement of Police Board remuneration and expenses paid - 2012	<a href="#">CSV</a> 11 <a href="#">KB</a>				April 2014
Statement of employee remuneration and expenses paid - 2012	<a href="#">CSV</a> 117 <a href="#">KB</a>				April 2014
Archives - Acquisitions (last 24 months)	<a href="#">CSV</a>				January 2014
Business Licences (all businesses with a licence in the City of Victoria)	<a href="#">CSV</a>			<a href="#">XLS</a>	January 2014 (updated daily)
Bike Routes		<a href="#">KML</a> <a href="#">[KMZ - 46 KB]</a>	<a href="#">SHP</a> <a href="#">[ZIP - 47 KB]</a>		April 2013





**VicMap**

Search for map features...

**Property Report Created**  
Your report has been created. Click View Report to download copy.

[View Report](#)

**1 CENTENNIAL SQ**

**Details** **Attributes**

Field Name	Field Value
Address	1 CENTENNIAL SQ

**HERALD ST**

**CORMORANT ST**

**PANDORA AVE**

**DOUGLAS ST**

**JOHNSON ST**

**BROA**

200m 50m

X: Y:

**Property Report Created**

**Selected Results (1)**

**Close**





## Open Government Licence for the City of Victoria

### Preamble

This Open Government Licence is based on version 2.0 of the Open Government Licence – Canada, which was developed through public consultation and collaborative efforts by provincial and federal governments. The only substantive changes to the licence are references to the province of jurisdiction and the name of the public body.

### Open Government Licence – City of Victoria

You are encouraged to use the Information that is available under this licence with only a few conditions.

### Using Information under this licence

1. Use of any Information indicates your acceptance of the terms below.
2. The Information Provider grants you a worldwide, royalty-free, perpetual, non-exclusive licence to use the Information, including for commercial purposes, subject to the terms below.

### You are free to:

3. Copy, modify, publish, translate, adapt, distribute or otherwise use the Information in any medium, mode or format for any lawful purpose.

### You must, where you do any of the above:

4. Acknowledge the source of the Information by including any attribution statement specified by the Information Provider and, where possible, provide a link to this licence.

If the Information Provider does not provide a specific attribution statement, or if you are using Information from several information providers and multiple attributions are not practical for your product or application, you must use the following attribution statement:

Contains information licensed under the Open Government Licence – City of Victoria.

5. The terms of this licence are important, and if you fail to comply with any of them, the rights granted to you under this licence, or any similar licence granted by the Information Provider, will end automatically.

### Exemptions

6. This licence does not grant you any right to use:
  - a) Personal Information;
  - b) Information or Records not accessible under the *Freedom of Information and Protection of Privacy Act (BC)*.
  - c) third party rights the Information Provider is not authorized to license;
  - d) the names, crests, logos, or other official marks of the Information Provider; and
  - e) Information subject to other intellectual property rights, including patents, trade-marks and official marks.

### Non-endorsement

7. This licence does not grant you any right to use the Information in a way that suggests any official status or that the Information Provider endorses you or your use of the Information.

**No warranty**

8. The Information is licensed "as is", and the Information Provider excludes all representations, warranties, obligations, and liabilities, whether express or implied, to the maximum extent permitted by law.
9. The Information Provider is not liable for any errors or omissions in the Information, and will not under any circumstances be liable for any direct, indirect, special, incidental, consequential, or other loss, injury or damage caused by its use or otherwise arising in connection with this licence or the Information, even if specifically advised of the possibility of such loss, injury or damage.

**Governing Law**

10. This licence is governed by the laws of British Columbia and the applicable laws of Canada.
11. Legal proceedings related to this licence may only be brought in the courts of British Columbia.

**Definitions**

12. In this licence, the terms below have the following meanings:

**"Information"**

means information resources or Records protected by copyright or other information or Records that are offered for use under the terms of this licence.

**"Information Provider"**

means the City of Victoria.

**"Personal Information"**

has the meaning set out in Schedule 1 of the Freedom of Information and Protection of Privacy Act (BC).

**"Records"**

has the meaning set out in section 29 of the Interpretation Act (BC)

**"You"**

means the natural or legal person, or body of persons corporate or incorporate, acquiring rights under this licence.

**Versioning**

13. This is version 1 of the Open Government Licence for the City of Victoria. The Information Provider may make changes to the terms of this licence from time to time and issue a new version of the licence. Your use of the Information will be governed by the terms of the licence in force as of the date you accessed the Information.







# Why Open Government/Open Data

- Removes barriers to access to information
- Innovation - allows individuals, entrepreneurs, academics and community groups to study communities and develop applications
- Support economic growth
- Improves transparency
- Civic engagement is enhanced

# Open Data Philosophy

- Data is made free available to the public in machine readable format, without restrictions from copyright, patents or other mechanisms of control
- Default position should be to proactively release, unless one of the mandatory *Freedom of Information and Protection of Privacy Acts* applies

# Open Data is...

- Free for anyone to use, re-use and re-distribute

# Where We've Come From

- In October 2011, City Council approved the Open Government through Open Data initiative



# Progress to Date

- New Open Data Catalogue
- Hosted “hackathon” in 2013
- Webcasting Council and Committee meetings
- Open Meetings policy
- Vic Map
- Have Your Say Victoria
- Online garbage collection reminders
- Social media

# Progress to Date

- Recently added staff capacity
  - Information and Privacy Analyst
  - Records Manager
- Additional IT expertise and tools

# Open Data Catalogue

## City Hall

- Mayor, Council & Comm...
- Public Notices
- Archives
- Budget
- Bylaw Enforcement
- Bylaws
- Career Opportunities
- Citizen & Business Surv...
- City Hall Construction...
- Documents & Publications
- Freedom of Information
- Municipal Election
- Online Services
- Open Data**
  - Open Data Licence
- News Room
- Public Meeting Schedule
- Service Requests
- Strategic Plan
- Awards

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Data Set	CSV	KML	SHP	Other	Date Added or Updated
Statement of Council remuneration and expenses paid - 2012	<a href="#">CSV [1 KB]</a>				April 2014
Statement of Police Board remuneration and expenses paid - 2012	<a href="#">CSV [1 KB]</a>				April 2014
Statement of employee remuneration and expenses paid - 2012	<a href="#">CSV [17 KB]</a>				April 2014
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Bike Routes		<a href="#">KML [KMZ - 45 KB]</a>	<a href="#">SHP [ZIP - 47 KB]</a>		April 2013


## Related Links

- DataBC
- Government of Canada Open Data Portal
- VicMap
- Digital Mapping Information Request Form [PDF - 152 KB]

## Register Now

Spring/Summer Programs

More information >



## Contact Info

Email us to request data or report a problem

# VicMap

**Property Report Created**

Your report has been created. Click 'View Report' to download a copy.  
[View Report](#)

**1 CENTENNIAL SQ**

Zoom to Feature | Pan to Feature | Create a Report | Copy to Drawing | Add to Selected  
 Export Feature Attachments

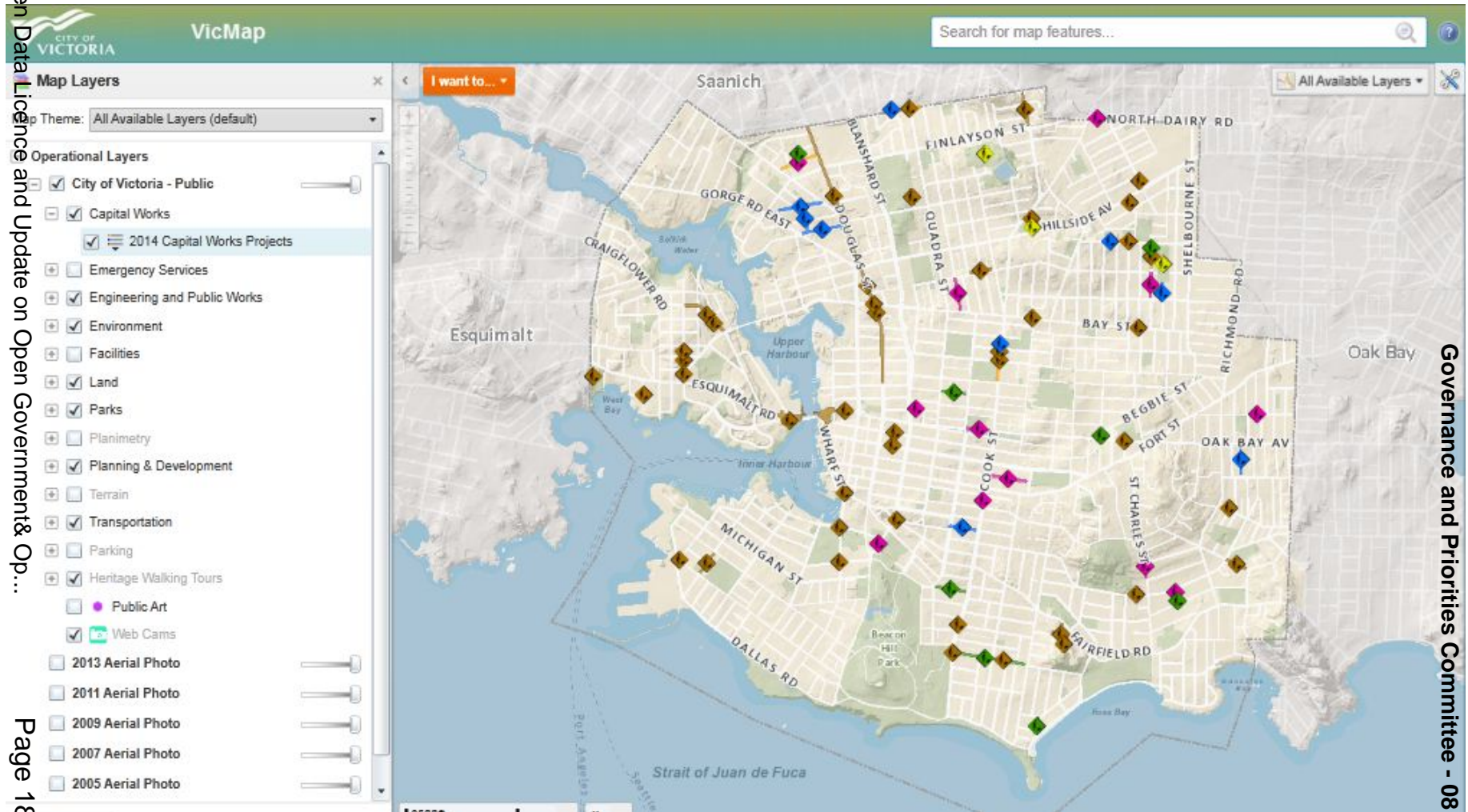
Details | Attributes

Field Name	Field Value
Address	1 CENTENNIAL SQ

Selected Results (1) | Property Report Created



# VicMap





# Webcasting



## Agenda

## Agenda



**AMENDED AGENDA**  
**GOVERNANCE & PRIORITIES**  
**COMMITTEE**  
**MEETING OF APRIL 24, 2014**  
**CLOSED MEETING AT 8:45 A.M.**

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

Page

### CALL TO ORDER

### CLOSED MEETING

MOTION TO CLOSE THE APRIL 24, 2014, GOVERNANCE & PRIORITIES COMMITTEE MEETING TO THE PUBLIC (To consider the following items in a closed meeting of Governance & Priorities Committee, the following motion is required: "That Governance & Priorities

# How Can Data Be Used

- By others
- By vendors
- By the City


# Recollect Garbage Reminder

## Departments

- Mayor & Council
- Engineering & Public...
- › Downtown Beautification
- › Kitchen Scraps, Garba...
- › **Collection Schedule**
- › Tips
- › Garbage Bin Selection
- › Garden Waste Drop-off
- › Recycling & Composting
- › Household Hazardous W...
- › FAQs
- › Forms for Kitchen Scrap...
- › Extra Garbage Options
- › Land Development
- › Parking
- › Public Works Day
- › Road Maintenance
- › Sewer
- › Street Cleaning
- › Surveying & Mapping
- › Transportation
- › Water

## Collection Schedule

### Kitchen Scraps and Garbage Collection Schedule



The 2014 collection schedule is now available.

Sign up here for email, text, voicemail or Twitter reminders, or integrate the collection schedule with your icalendar! You can also print your personal Kitchen Scraps and Garbage schedule here. Start this simple process by entering your street address in the box below.

Collection Schedules and Reminders

Need help?

Please type your home address:



Example: 3112 Jackson St, Victoria, BC


## Related Links

- › Garbage Collection Schedule
- › Service Request Form
- › Street Cleaning
- › CRD Blue Box Recycling Program

## Register Now

Spring/Summer Programs

More information >



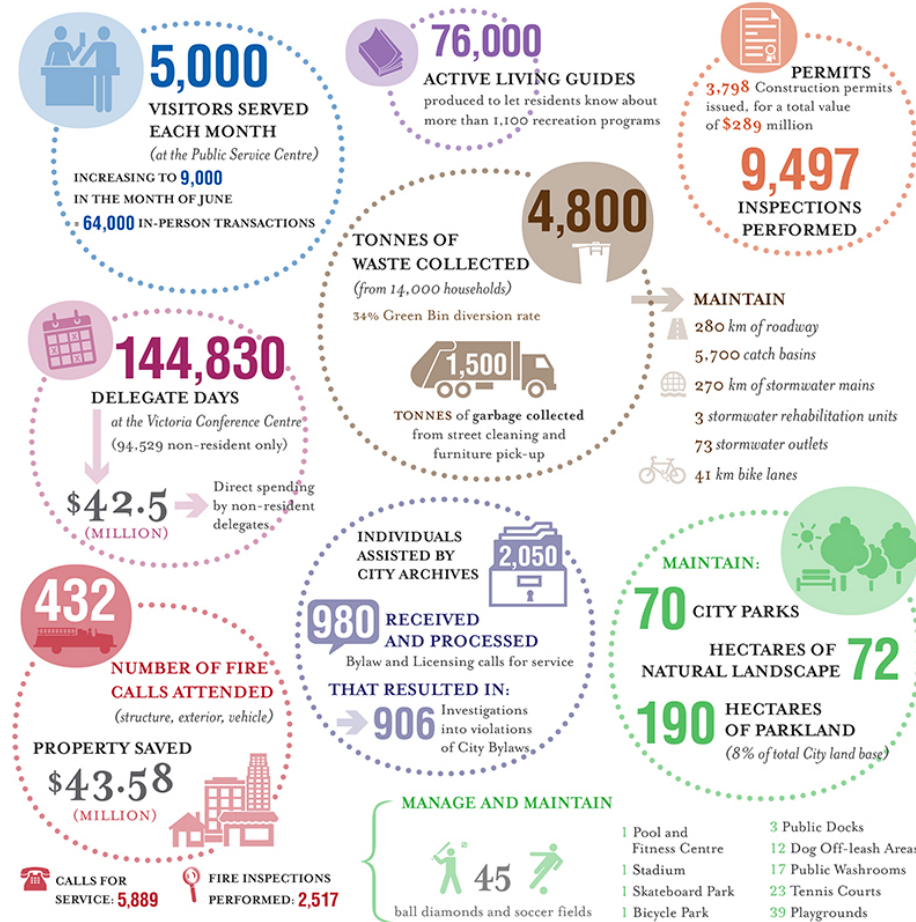
## Contact Info

**Public Works**  
250.381.0400  
Email Public Works

# Infographics

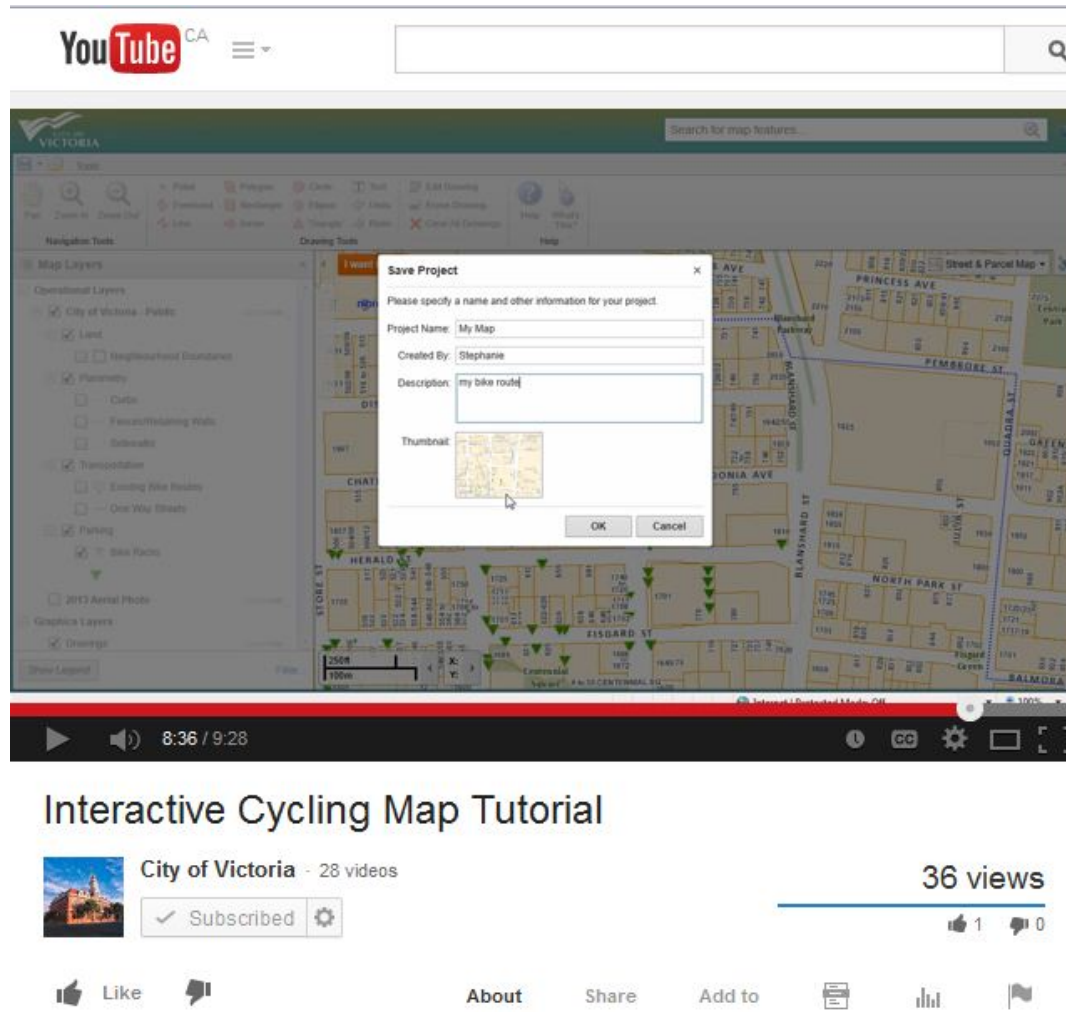
## Did you know?

The City provides many of the essential services you use on a regular basis, from clean water, garbage collection and safe, well-maintained roads to emergency services, local parks, recreation classes and development decisions. First-rate city services are the foundation for building a healthy, safe and sustainable community. Below is a small example of how the City works to make our community better in a typical year.





# VicMap Interactive Cycling Layer





# Open Data Uses

Home > [City Government](#) > [OpenGov](#) > [Open Data Catalogue](#)

ALSO, CLICK HERE FOR  
Edmonton's Citizen Dashboard

**City of Edmonton/NAIT Solar Panel Reference System - Per Module One Day Energy Production (Chart)**  
NAIT Solar Panel Energy Production

**WiFi Locations - Map View**  
List of WiFi locations in Edmonton

**Really Grate Tree Project, Soil Analysis - 2010-2013 (Map View)**  
Sidewalk trees

**2013 Edmonton Election Results Summary - Mayor**  
2013 Election Results - Distribution of Votes for Mayor's Race

Search & Browse Datasets and Views

Name	Popularity	Type	RSS
<b>2014 Street Construction Projects (Map VIEW)</b> A list of special projects and major road construction sites planned for 2014.	30,639 views		
<b>Residential Snow Clearing Schedule</b> A list of all City of Edmonton transportation maintenance areas and the date on which each is scheduled for residential snow clearing. Does NOT include arterials or major routes.	17,491 views		
<b>Trees - Species (Map View)</b> List of all trees owned and maintained by the City of Edmonton. Note - Trees are about 344,000 across Edmonton.	8,578 views		

# Open Data Licence

- OD Licence allows and encourages the public to use the City's data free of restrictions
- Recommend the attached Open Data Licence
- Based on BC 2.0 Licence, which was informed by the Government of Canada 2.0 licence
- Currently adopted by Vancouver, Nanaimo, Surrey and others.

# Next Steps

- Approve recommended Open Data Licence
- Strategic approach going forward
- Report back in January 2015

# Recommendations:

1. Approve the attached open data licence, with amendment in preamble to British Columbia
2. Direct staff to report back in January 2015







## Governance and Priorities Committee Report

### For the May 8, 2014 Meeting

**To:** Governance and Priorities Committee **Date:** April 22, 2014  
**From:** Katie Hamilton, Director of Communications and Civic Engagement  
**Subject:** Progress on Customer Service Action Plan

#### Executive Summary

The City's Customer Service Action Plan was approved by City Council in June 2012 and outlined three goal areas: 1) Maximize Customer's Ability to Access Information and Services, 2) Design Business Processes with the Customer in Mind and 3) Foster a "Customer-Focused" Organization.

Over the past two years significant progress has been made in all three areas and several initiatives are underway and will be completed in 2014.

From a policy perspective the organization is realizing strong synergy between the Open Government through Open Data initiative, the Customer Service Action Plan and the Civic Engagement Strategy.

#### Recommendation:

- 1) Council receive this report for information.
- 2) Staff to review 2013 Citizen and Business Surveys and customer feedback surveys received across the organization to identify areas for further focus and that Council direct staff to provide an update on customer surveys, 2013 Council and Business surveys, for Council's consideration during the 2015 strategic planning sessions.

Respectfully submitted

Katie Hamilton  
 Director of Communications and Civic Engagement

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

**Date:**

May 1, 2014

## Purpose

To update the Governance and Priorities Committee on the progress made to date on the Customer Service Action Plan.

## Background

The City's Customer Service Action Plan was approved by City Council in June 2012 and outlined three goal areas: 1) Maximize Customer's Ability to Access Information and Services, 2) Design Business Processes with the Customer in Mind and 3) Foster a "Customer-Focused" Organization.

From a policy perspective the organization is realizing strong alignment between the Council approved Customer Service Action Plan, the Open Government through Open Data initiative, and the Civic Engagement Strategy. There is opportunity for the three policy areas to be integrated more strategically as the strategies are reviewed.

Over the past two years significant progress has been made in all three areas. Due to organizational changes in the past year, some initiatives slowed and the annual progress report was postponed until now. Several initiatives are underway for completion in 2014.

## Issues & Analysis

### Maximize the Customer's Ability to Access Information and Services

Providing customers with clear, easy to access services and information has a significant impact on the customer experience. From ensuring that our physical space within public service areas is tailored to the needs of the customer, to ensuring that our information is easy to understand and available through a variety of ways; this is a major focus.

Over the past two years notable progress has been made in the area of online services. With the launch of the City's new website [www.victoria.ca](http://www.victoria.ca) in the spring of 2012, the City was well-positioned to utilize the new technology for hosting several enhancements and to integrate with other initiatives, particularly in the area of civic engagement and open government.

The redeveloped website included improved navigation, a fresh design and a number of new features making it easier to access information and City services. The design of the site and content was prepared with the customer in mind. Responsive of requests of customers and staff, a new calendar of City events, RSS feeds for latest news, and an improved search function were added. Internal web editing capacity was added; allowing staff across the organization to update the website to ensure the site includes timely and relevant information for the customer.

A new 'I Want to' section was created, enabling users to instantly jump directly to important customer service areas, and Latest News provides home page access to high priority initiatives. A Google translation feature can translate the site to one of over 40 languages with a click of a button. Accessibility options include text re-sizing and high contrast accessibility options, especially useful for low vision users. The site is mobile-friendly and is integrated with social media for ease of use with Facebook and Twitter.

On average, the website serves approximately 70,000 unique visitors each month, an increase of



over 10,000 unique visitors per month prior to the redevelopment. Consistently the top pages rotate between: parking, recreation, garbage, VicMap, and employment opportunities.

The site is a critical integration point for the City's social media channels. The City's Facebook page currently has 8,500 fans and the City's Twitter following is 13,300. Social media has become an essential tool for public information and customer service queries, in addition to the two-way conversations it facilitates directly between the organization and customers. The City's Twitter following has more than doubled in less than 18 months.

The City most recently launched a YouTube video channel hosting City videos including educational videos, promotional videos for initiatives such as webcasting, and tutorial videos for utilizing VicMap. In addition, the City recently launched a LinkedIn page to post employment opportunities and connect with professional networks.

The redeveloped website was a foundation for the launch of the City's online mapping system, known as VicMap, and webcasting council meetings in 2013. Whereas mapping information was very low in web visitor rankings prior to redevelopment, it has risen to the top with staff focus and the introduction of VicMap. This reflects the increased accessibility and volume of content available, as well the public's interest in planning and development matters, as noted in the recent 2013 Citizen surveys. VicMap has made what has historically been data and information used by the municipality, available to the public. Property information such as ownership and tax information is available, locations of bike routes, parks and parking spots are all available. Staff strive to identify and add at least one new layer per month.

An open data catalogue was introduced in 2013 supplying City data for public use. Updated in real time and routinely as available, focussed effort continues to advance open government and open data initiatives. Utilizing City data in new ways holds potential in terms of improving communication of information and services in meaningful, less traditional ways. Improved visuals and infographics have been developed in the past year to make the budget and City services more accessible.

Webcasting was introduced in October 2013. Citizens interested in municipal issues can now stay up to date with the latest decisions of City Council and watch Council meetings live online, or archived later. Live viewing is generally 65-200 individuals for Council and Governance and Priorities meetings, and increases with City and stakeholder promotion, and tends to be agenda driven in terms of highest viewership. The highest live viewing occurred in October 2013 timed with the Janion public hearing at Council. The highest viewership of an archived meeting was in April 2014, when agenda items were the financial plan and the quarterly update on the Johnson Street Bridge.

Most recently the webcasting was also utilized to live stream an open house on the financial plan, also enabling an interactive component by soliciting questions from residents via Twitter.

The garbage collection widget and app was launched in February 2013 and is a service that allows residents to sign up to receive garbage day reminders. Residents simply enter their address to sign up, and the service then sends a text, email, phone or Twitter reminder prior to garbage day, and syncs with online calendars. It also allows residents to print off a personalized PDF collection calendar.

Physical improvements to City Hall in 2013 improved physical accessibility with a new elevator, new electronic signage, new way-finding signage, and seismic upgrading. The new Development



Centre on the second floor of City Hall serves 2,500-3,000 customers each month and is an important access point from an economic development perspective. The improved space includes private meeting areas to facilitate private conversations, larger areas to rollout plans, and self-service options. The physical space also facilitated the integration of business licensing and development staff and processes in one location for greater expediency and service in one-location.

The City recently issued an RFP for "pay by cell" technology for parking providing greater payment options for customers.

#### Design Business Processes with the Customer in Mind

New technology and changing times have initiated the review of many City processes. Recognizing that time is at a premium for everyone, we are focussing on ways to "save the customer a trip" where possible and reduce steps to simplify process and increase certainty for the customer.

The City recently initiated updating the Zoning regulation bylaw for Central business District which will modernize the bylaw and provide greater certainty for property owners, and developers. Over 200 people attended the open house to provide feedback on the regulations.

Business processes were reviewed and adapted to centralize the Business Licensing function in the second floor Development Centre. This removed steps for customers as they no longer have to navigate multiple entry points to the process.

A concerted effort to review and improve application processes is on-going. Manual print forms continue to be revised and standardized for email and online formats, and are made fillable for customer ease and reduced administration for staff. In Bylaw Services, an online bylaw reporting form was introduced which prompts customer to identify the information needed for processing complaints, reducing back and forth between staff and applicant and expediting resolution.

The introduction of mobile inspections, in which inspectors can email approved permits to the customer on-the-spot, expediting timelines, has begun and will expand through the year.

Expected turnaround times have recently been developed in Development Services and Permits and Inspections: providing greater certainty for customers.

Target timelines for complete applications should be processed within:

- Outright demos, blasting, emergency repairs (fire, flood, water), plumbing, electrical: 1 - 2 business days
- Commercial Tenant Improvements: 5-7 business days
- General permits: 10-20 business days
- New bldgs. (including Commercial ): 15- 20 business days

#### For Development Applications:

- Development Permit/Heritage Alteration Permit: 3-4 months
- Rezoning: 6 - 8 months

Over the past two years, customer service surveys have been introduced in the development services area to measure customer interaction. Over 300 have been submitted to date.

In Engineering, Public Works construction coordinators have developed systems for improving notification of capital work and conducting post-construction surveys to impacted properties.

In 2012, a new engineering customer service representative was introduced to coordinate customer requests and enable technical staff to process applications faster. This has proved very successful in terms of coordination and application processing.

### **Foster a "Customer Focused" Organization**

Empowering staff to be innovative and make the best use of technology and resources represents one way of maximizing our organizational capacity, at the same time it fosters a highly engaged work force committed to continuous improvement. Supporting the City team of employees with the training and technology needed to meet this objective is essential.

Within the past year, customer service training has been provided to over 600 of the City's 990 staff.

The City has increased the frequency of organizational updates by distributing media releases to all staff as matter of routine course, improving the format for e-bulletin distribution to encourage greater readership, and the new City Manager has introduced regular staff updates for all staff.

Over the past three years, the City has also introduced employee forums for information sharing across the organization. The next forum is being planned for June 2014.

In an effort to learn about the organization and meet staff, the City Manager has been visiting all areas of the City and been working out of offices in satellite areas to his own.

Employee focus groups have been conducted to engage staff in discussions about improving information sharing and designing new employee tools, such as the intranet.

In 2012, service delivery standards were piloted and continue to be implemented, applying consistent turnaround times and tools to assist staff in consistently serving customers, regardless of department or location.

### **Customer Service enhancements in 2014 include:**

#### **1) Maximize the Customer's Ability to Access Information and Services:**

- Online registration for recreation programs
- New one-stop, searchable document library for City website for quick access to reports, forms, and applications
- Introduction of a new City blog
- Introduce new online consultation portal to improve surveying and community dialogue opportunities
- New Open Data Licence to encourage use of data sets
- Select vendor to supply new pay by cell parking application for mobile devices (likely to launch in 2015)
- Introduce new E-billing options for utilities and property taxes
- A new standardized system and communications plan for utility bill inserts to raise awareness of online services designed to save customers a trip.



- “Responsive design” will be introduced so City website automatically adjusts to customer’s device (phone, PC, tablet)
- New online emergency notification system to be introduced to public in May
- Identifying capital projects and corresponding details, on VicMap
- Improved notification and options for searchable of City agendas, meetings and minutes is being explored.

Further focus on maximizing the in-person experience at City Hall will occur.

- Free Public Wi-Fi in City Hall
- Customer Service Ambassador position created for foyer of City Hall
- Create free 15 minute customer parking in front of City Hall by eliminating dedicated Mayor/City Manager parking
- Introduce foyer signs to welcome groups and clients to City Hall, raising awareness of City Hall activities and creating a welcoming environment for groups and customers (e.g. Twin City High school groups, attendees for training, elected officials, Youth Caucus etc.)
- Renovations to the Public Service Centre, with new signage and electronic information screens consistent with the Development Centre and Crystal Pool
- Consolidated bylaws for increased usability and online access, as well as summary overviews to support plain language understanding and frequently asked questions.

2) Designing business processes with the customer in mind:

- Introduce survey mechanisms at other customer service points within the City as well as online feedback forms to solicit feedback about special events.
- Update Building Bylaw to better address roles and responsibilities of all parties involved in the building and inspections processes to clarify outcomes and accountabilities.
- A new Zoning Bylaw will come to Council for consideration, updating language and regulations providing for greater customer understanding and certainty
- Explore opportunities for increased mobile access to information for “outside employees”
- Update Sidewalk Café Bylaw to refine process for customer benefit.
- Initiate pilot for online application tracking, starting with rezoning applications.
- Booking of inspections will be available online.
- A workshop with Council on opportunities to delegate minor development permit applications to staff will occur this year

3) Fostering a “customer service focused” culture:


- Recently introduced customer service training program will continue to be provided to ensure all City employees have consistent training
- A new training program will be developed in partnership with the DVBA to improve customer service in all areas of parking services
- New employee recognition program will be developed to recognize and celebrate achievement and “above and beyond” customer service
- Raise awareness of customer service delivery standards for consistent customer response times
- New employee orientation program will be introduced to provide tools and understanding about the City’s commitment to excellence in customer service.
- City job descriptions will be updated to highlight City’s commitment to customer service.
- Parking services staff will be engaged in discussions around how to improve the



- parking experience downtown
- New intranet will be introduced to overcome physical and cultural silos, and will include a staff directory with photos and frequently asked questions, policy library and interactive components for staff to collaborate and share information.
- Utilize new blog to provide context and understanding of City services and achievements

### Recommendations

- 1) Council receive this report for information.
- 2) Staff to review 2013 Citizen and Business Surveys and customer feedback surveys received across the organization to identify areas for further focus and that Council direct staff to provide an update on customer surveys, 2013 Council and Business surveys, for Council's consideration during the 2015 strategic planning sessions.






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30	31	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	1	2	3

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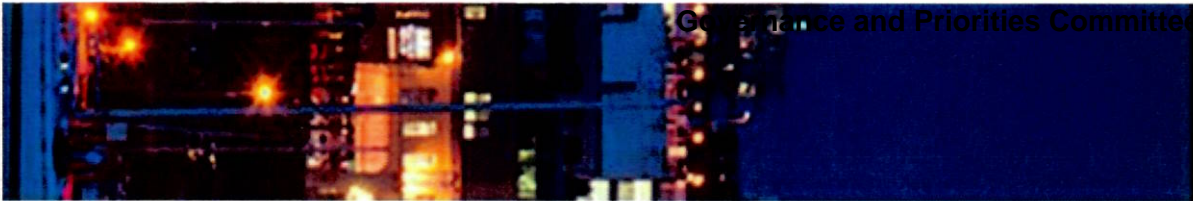
Spring/Summer Programs



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# Have Your Say, Victoria!

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We are working on making improvements to our cycling network. Whether you cycle daily, sometimes or hardly ever we want to hear from you! Email to register for one of our upcoming workshops: [bike@victoria.ca](mailto:bike@victoria.ca)

### Already cycle?

Monday, May 12, 6:30 p.m. to 9:00 p.m.

Victoria Conference Centre, 720 Douglas Street

Wednesday, May 14, 6:30 p.m. to 9:00 p.m.

De Vincl Centre, 195 Bay Street

### Rarely cycle?

Monday, May 26, 6:30 p.m. - 8:30 p.m.

Fairfield United Church, 1303 Fairfield Road

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Parking Services Review

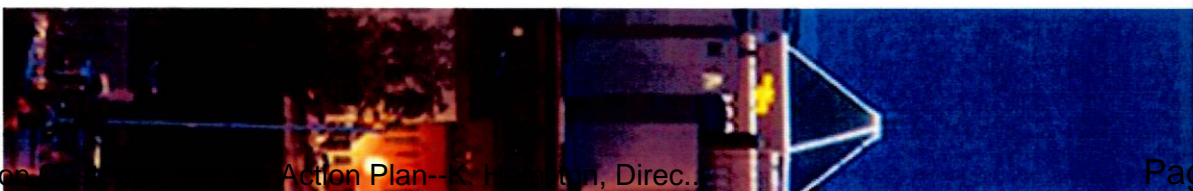
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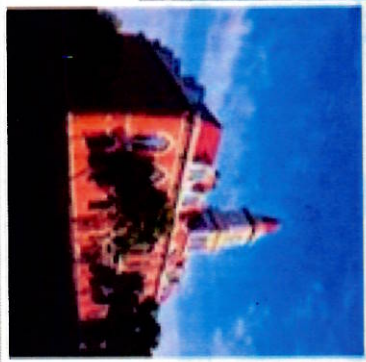
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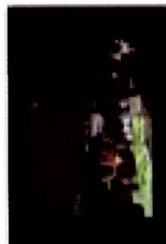
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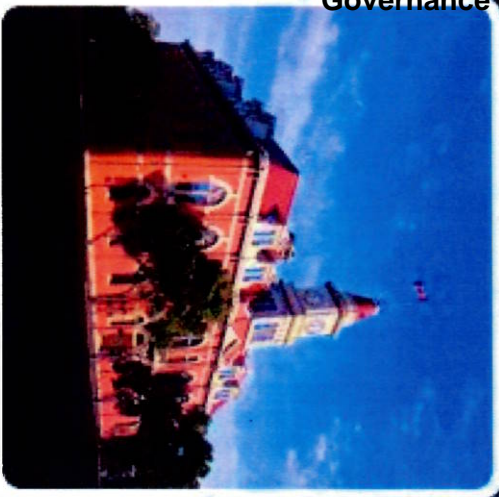
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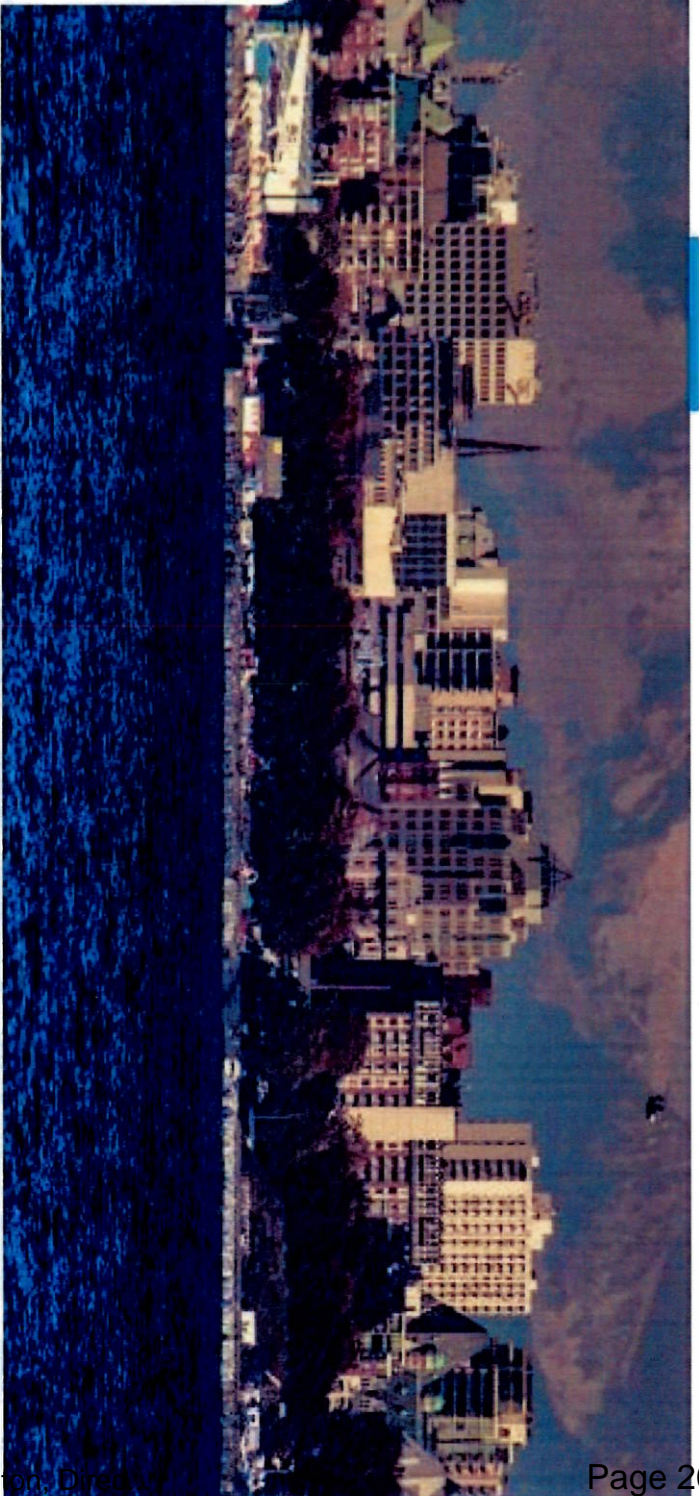
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## City of Victoria

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The capital city of BC, Victoria is a community of choice for its temperate climate, natural beauty, recreational sites and economic opportunities.



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## City of Victoria BC



The City of Victoria is located on the southern tip of Vancouver Island, one of 13 municipalities that make up Greater Victoria. The Capital City of British Columbia, Victoria is a community of choice for its temperate climate, natural beauty and recreation opportunities.

Victoria is a small urban city, with a resident population of approximately 83,000. That figure swells to 200,000 each day as the region's economic and employment hub. The region is known as a centre for technological innovation, and remains an international tourism destination. Other large industries include post-secondary education, marine use and government.

Located in a sub-Mediterranean zone, Victoria enjoys the mildest climate in Canada. This, combined with spectacular outdoor setting adorned with ocean views and mountain vistas, encourage year round recreational opportunities including hiking, golfing, cycling, gardening and kayaking.

Each day City employees work to provide the best services possible for our citizens. From the provision of clean water, garbage collection, and emergency services to recreation classes, transportation planning and land-use development, first-rate City services are the foundation for building a healthy, safe and sustainable community.

Facing new challenges each day, the City of Victoria is evolving to find innovative ways of providing the highest level of service possible.

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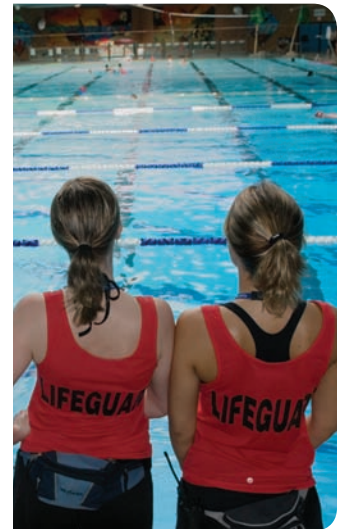
**Type**  
Government Agency

**Company Size**  
501-1000 employees





# City Government Working For You



## THE CITY OF VICTORIA'S CUSTOMER SERVICE ACTION PLAN





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# Introduction

As a local government we interact with thousands of customers each day. And each day countless others are receiving City services yet don't interact face to face with staff at all. All are our customers.

From the new business owner who visits City Hall to apply for a business licence, to a parent enrolling their children in recreation classes; from the neighbour who appreciates their neighbour having a tidy yard, to the company looking to relocate their head offices in Victoria, we serve a variety of customers and needs.

Customer service has always been at the forefront and it is part of everything we do. As times change we recognize that the needs of our customers change and we must adapt to sharpen our focus on how we provide service. This plan is designed to do just that.

**Our focus is always our customer and our strength is our people.**

There is a team of City professionals in place to support the Capital City. Some you see in the community each day and some are the behind the scenes team who support the front line services being delivered effectively each day. City of Victoria employees take great pride in both the external and internal customer service that they provide and the role they play serving the Capital City. We aim to be responsive to the needs of all of our customers and we're going the distance to provide easy access to information and services.

**How we conduct our business is as important as the business we conduct.**

This plan is the culmination of extensive consultation, a review of best practices and a thoughtful look at how your local government can support customer needs the most. Our journey towards customer service excellence never ends and this action plan will guide our collective efforts for the next five years.

# Our Service Principles



## We are an Organization and Community Built on Strong Values

**Value for money** – We strive to deliver high quality services and excellent value for your tax dollars.

**Responsiveness** – We go the distance to provide easy access to information and services.

**Continuous Improvement** – We embrace innovation, best practices, and continuous learning.

**Open and Accountable** – We listen, continually measure our performance and communicate the results.

**Future oriented** – We consider the needs of future generations when making decisions today.

### Service Highlights

- Over 200,000 people work, play or visit the Capital City each day
- We roll out the welcome mat for over 3 million tourists each year
- City Hall Public Service Centre serves 5,000 people in person each month. This swells to 9,000 during tax season.
- The Development Services serves 2,500 people each month
- [www.victoria.ca](http://www.victoria.ca) serves over 60,000 unique visitors each month, over 8,000 are on a mobile device
- Garbage is collected from over 14,000 households
- Over 9,00 business licences are issued annually
- Each year Beacon Hill Park hosts over 1 million visitors
- Over 3,900 construction permits processed in a year
- Issue nearly 200 special event permits each year
- Over 4,000 sports field bookings each year
- Streets cleaned to support 1,400 downtown businesses opening their doors each day
- Crystal Pool welcomes over 300,000 people annually



GOAL ONE

# Maximize Customer's Ability to Access Information and Services





Providing customers with clear, easy to access services and information has a significant impact on the customer experience. From ensuring that our physical space within public service areas is tailored to the needs of the customer, to ensuring that our information is easy to understand and available through a variety of ways; this is a major focus.

### Starting immediately:

- 1 To the greatest extent possible maximize the use of “in-person” reception at main City Hall Public Service Centre and the switchboard.
- 2 Make enhancements to the website and prioritize the creation of new applications and enhancements that “save customers a trip” and/or have high customer service impact such as introducing an online garbage pick-up calendar and Bylaw directory.
- 3 Introduce a new phone application to facilitate customer’s ability to pay for parking.
- 4 Raise awareness about online transaction and payment options to save time and add convenience for our customers.
- 5 Invest in information technology to connect customers to information and services faster in a way that enables a shift from in-person transactions to online.
- 6 Routinely measure the frequency and types of customer interactions at the switchboard, Public Service Centre and other service areas to continuously improve and be responsive to customer needs.

### Starting immediately and completed within 12 months:

- 1 Develop and maintain a robust [www.victoria.ca](http://www.victoria.ca) website to foster expedited customer service and access to information.
- 2 Introduce intranet that serves as one-stop location for organizational updates, provides information about functions within departments and creates a resource for staff to quickly access “need to know” information.
- 3 Make City Hall more accessible and easier to access service by seismically upgrading as well as improving customer and employee accessibility and reconfiguring customer service areas.
- 4 Establish a Development Centre on the second floor of City Hall to integrate business and development services with a convenient single point of contact.
- 5 Improve and maintain internal staff directories by including staff photos and descriptive information, to enable frontline and switchboard staff to connect customers with correct staff. Update and improve phone tree
- 6 Create a central database of frequently asked questions to support all staff in finding answers to customer queries.

### Long term:

- 1 Expand the range of services offered at the Public Service Centre with value added focus.
- 2 Improve the main Public Service Centre to enhance customer experience in this area.
- 3 Improve all City service centres to enhance customer experience in those areas.

GOAL TWO

# Design Business Processes with the Customer in Mind



New technology and changing times have initiated the review of many City processes. Recognizing that time is at a premium for everyone, we are focussing on ways to “save the customer a trip” where possible and reduce steps to simplify process and increase certainty for the customer.

### Starting immediately:

- 1 Redesign the Business Licence Application process to streamline and improve level of service offered to customers. Adopt “value added” approach to doing business with the City, connecting businesses to resources and information to be successful.
- 2 Establish formalized review processes and target turn-around timelines for applications managed through Permits and Inspections and Engineering.
- 3 Revise the Building Bylaw to better address roles and responsibilities of all parties involved in the building permit and inspections processes to clarify outcomes and accountabilities.
- 4 Implement technological improvements that enable more efficient and effective application processing and customer's access to information.
- 5 Integrate web-mapping capabilities into the Geographic Information System to facilitate customer's ability to access spatial information and regulations that detail development regulations associated with each property.
- 6 Enable the ability of basic query functions associated with web-map so customers can more easily determine appropriate locations for business and residential investment and development opportunities.
- 7 Update and revise components of the Zoning Regulation Bylaw pertaining to commercial zoning, especially Downtown to simplify and give greater certainty to a businesses' looking to set up or build in Victoria.
- 8 Continue to simplify and clarify the regulations contained in the Zoning Regulation Bylaw so that it is a more user friendly document.
- 9 Investigate the feasibility of delegating authority to staff to issue development permits and heritage alteration permits in order to streamline and accelerate the development permit and heritage alteration permit application processes as per Council's direction.
- 10 Implement strategies and enhance communication with residents and business owners to minimize disruption and inconvenience associated with planned maintenance and public works.
- 11 Improve key forms and information sheets to make them more user-friendly and use new technology to facilitate improved distribution.

### Starting immediately and completed within 12 months:

- 1 Create dedicated Engineering Customer Service Representative for the Development Centre to provide convenient customer service and to free up time for technical staff to focus on processing engineering permits.
- 2 Develop and implement categories to stream processing of less complicated Building, Electrical and Plumbing Application types such as:
  - tenant improvements
  - demolitions and “strip outs”
  - blasting
  - restorations
- 3 Consider establishing other application streams based on feasibility and complexity of application type.
- 4 Implement file management to coordinate review of building, electrical, plumbing and engineering permits.
- 5 Explore opportunities for establishing a protocol and cost recovery method for offering expedited service for time critical inspections.
- 6 Make simple housekeeping improvements to the Sign Bylaw to clarify meaning for users.
- 7 On an ongoing basis, survey our customers regarding their satisfaction levels and experiences accessing information and service to ensure that our business processes meet their needs.

### Long term:

- 1 Conduct a comprehensive review of Schedule C (Off-Street Parking Regulations) of the Zoning Regulation Bylaw and update accordingly.
- 2 Review the outdated Sign Bylaw and update accordingly with an eye to improving the content and ensuring the processes are as straightforward as possible.
- 3 Review and update the Sidewalk Café Bylaw and refine the process for Sidewalk Café applications resulting in increased coordination for customer.
- 4 Over time consider integrating additional information layers into web-mapping that will provide customers with details related to Engineering and Parks such as depth of underground services, location of connections and protected trees.



GOAL THREE

# Foster a “Customer-Focused” Organization





Empowering staff to be innovative and make the best use of technology and resources represents one way of maximizing our organizational capacity, at the same time it fosters a highly engaged work force committed to continuous improvement. Supporting the City team of employees with the training and technology needed to meet this objective is essential.

### Starting immediately:

- 1 Promote corporate learning and development programs as well as mandatory new customer service training program for every employee.
- 2 Enhance communication that focuses on organizational updates and celebrates customer service achievements. Identify ways for employees in satellite offices to be more connected to City Hall activities.
- 3 Refine Human Resource processes and systems to ensure focus on excellence in customer service. Highlight City's commitment to customer service within job descriptions and recruitment process and reinforce through annual performance reviews.
- 4 Assess and monitor the corporate culture to better understand behaviours that influence excellence in customer service.

### Starting immediately and completed within 12 months:

- 1 Develop and implement service delivery standards establishing response targets.
- 2 Develop a corporate program to encourage and celebrate excellence in customer service and foster a highly-engaged, customer-focused workforce.
- 3 Update employee orientation program to introduce customer service standards from day one and emphasize organizational commitment to excellence in customer service.

### Long term:

- 1 Continue to provide staff training and reinforce organizational customer service expectations and philosophy on an ongoing basis to establish a culture of enhanced customer service.

# An Action Plan Designed for Results



Monitoring this action plan to ensure the strategies are responsive to customer need is necessary and ongoing.

- Established baseline measures for all main service areas and tools (web, phone, customer service counters)
- Customer service training program established with high participation among employees
- Customer service support tools in place and working effectively (intranet, new telephone system, enhanced website)
- Shift in in-person visits to online visits for simple transactions
- Improved perception, both anecdotal and quantified through surveying overall and with key stakeholder groups
- Improved employee feedback, both anecdotal and quantified through employee engagement surveys
- Customer service satisfaction
- Customer satisfaction overall



1 Centennial Square  
Victoria, BC V8W 1P6  
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PUBLISHED MAY 2012





# City Government Working for You

# Customer Service Action Plan

Approved by City Council in June 2012 and outlined three goal areas:

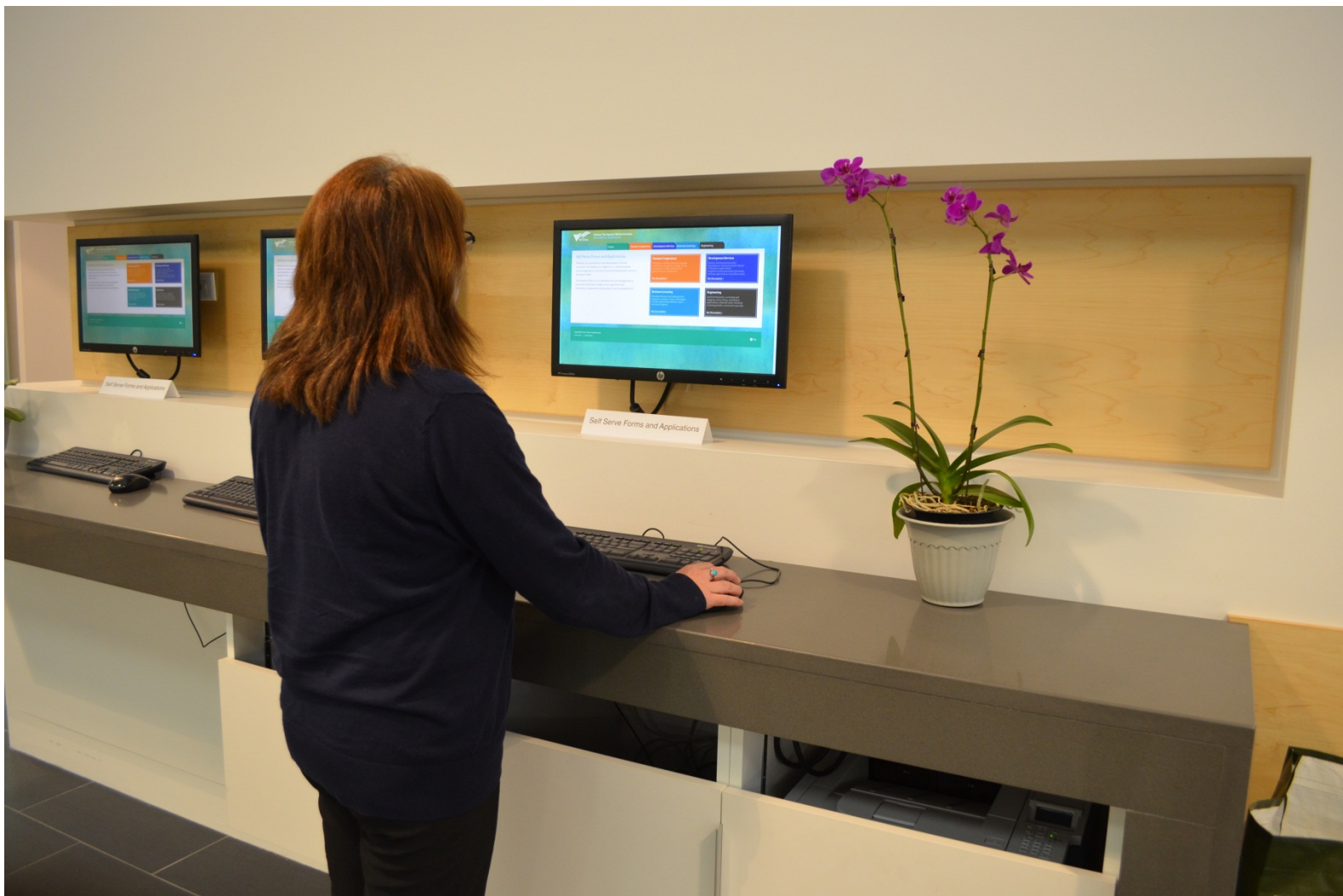
- 1) Maximize Customer's Ability to Access Information and Services
- 2) Design Business Processes with the Customer in Mind and
- 3) Foster a "Customer-Focused" Organization

# New Development Centre





# Self Service Options





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CITY OF VICTORIA

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## Latest News

- Have Your Say about the Bicycle Master Plan  
April 28, 2014
- Emergency Preparedness Workshops in May  
April 28, 2014
- Online Survey: How Can We Improve Parking Downtown?

### Events Calendar April 2014

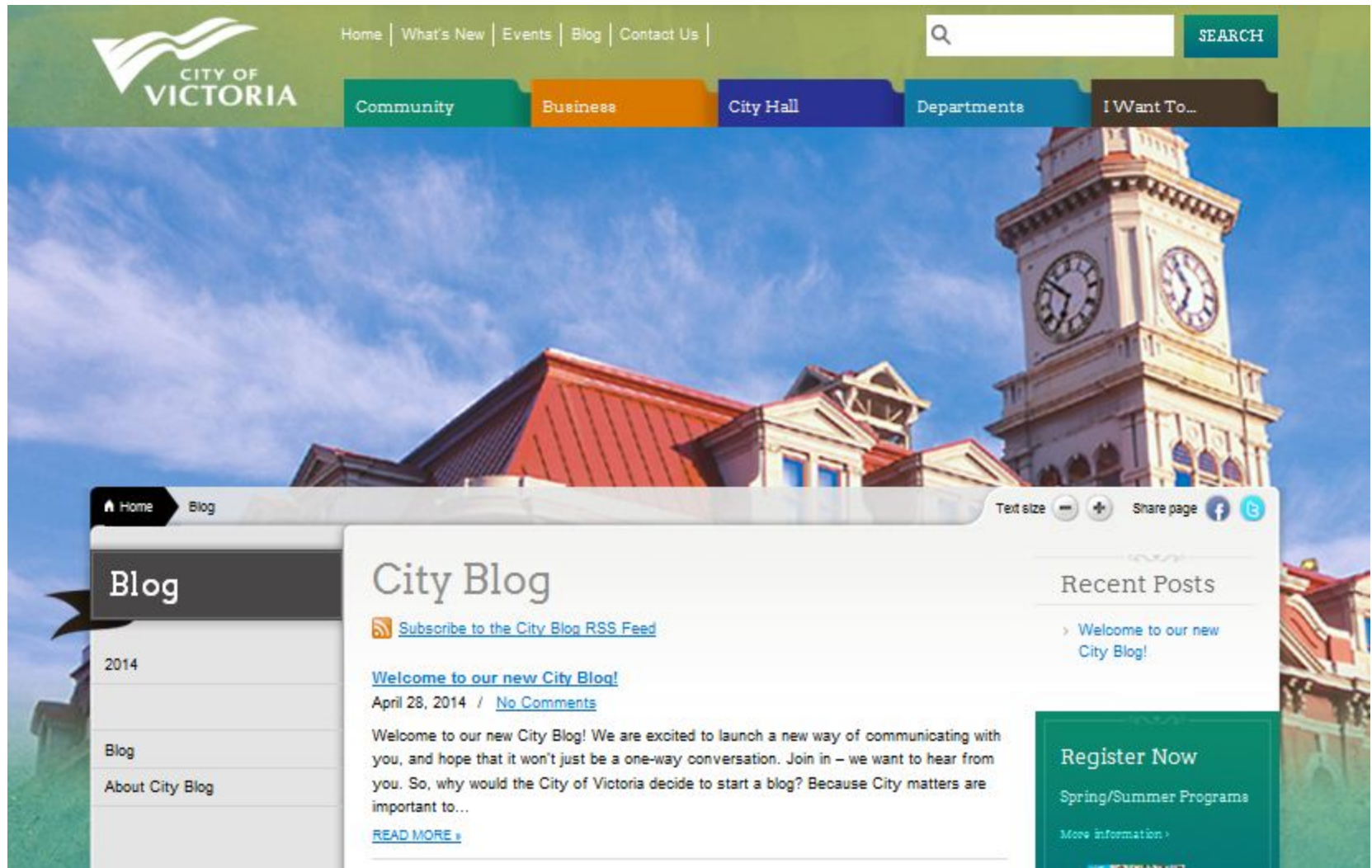
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30	31	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	1	2	3

## Register Now

Spring/Summer Programs

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# Online engagement

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**CITY OF VICTORIA**

## Have Your Say, Victoria!

Find out about current **projects**, join in on **discussions**, and take **surveys** that will help us shape the future of our city.

**SHARE** your feedback **POST** your ideas **JOIN** the discussion

### Do you have ideas on how we can improve cycling in Victoria?

We are working on making improvements to our cycling network. Whether you cycle daily, sometimes or hardly ever we want to hear from you! Email to register for one of our upcoming workshops: [bike@victoria.ca](mailto:bike@victoria.ca)

**Already cycle?**  
 Monday, May 12, 6:30 p.m. to 9:00 p.m.  
 Victoria Conference Centre, 720 Douglas Street

**Wednesday, May 14, 6:30 p.m. to 9:00 p.m.**  
 Da Vinci Centre, 195 Bay Street

**Rarely cycle?**  
 Monday, May 26, 5:30 p.m. - 8:30 p.m.  
 Fairfield United Church, 1303 Fairfield Road

**SIGN UP**  
 email address... **Sign Up**

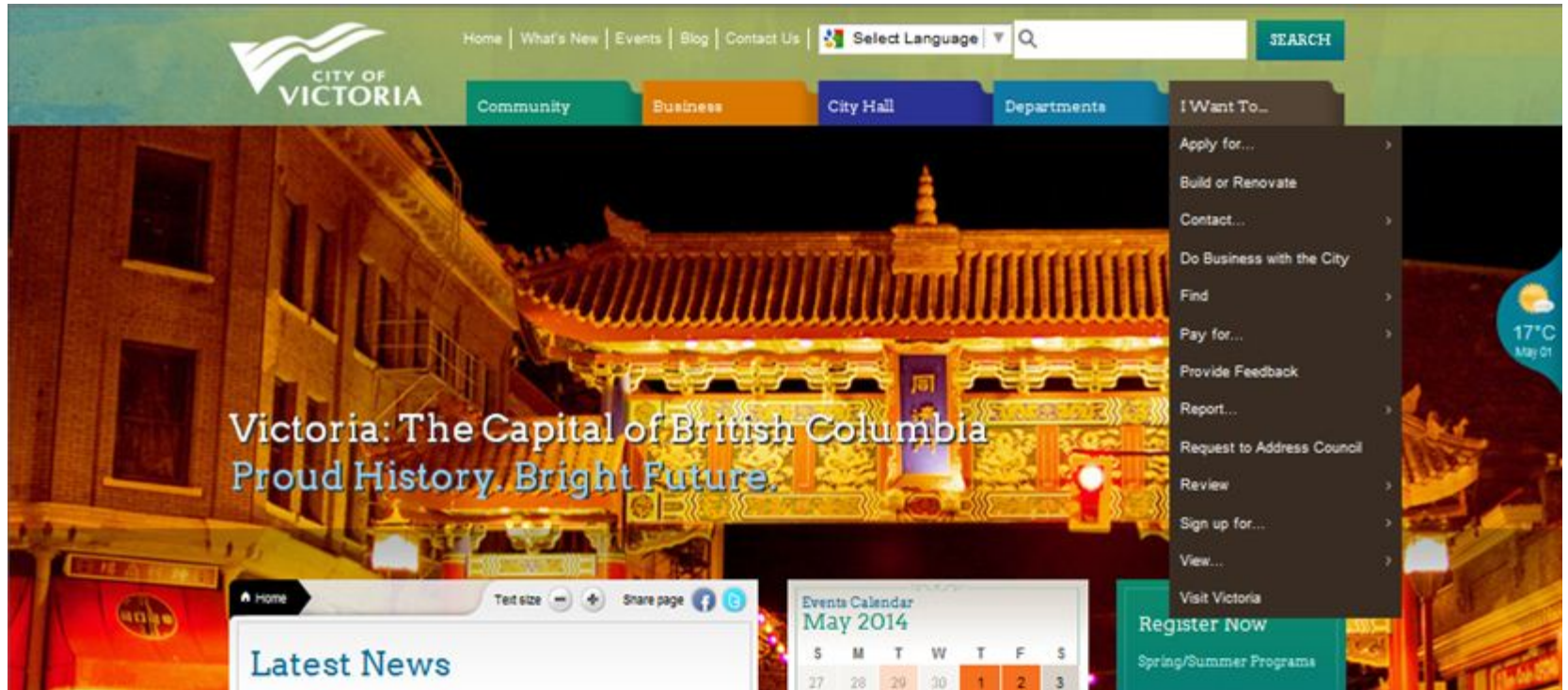
**PROJECTS**

- Parking Services Review
- 2014-2018 Draft Financial Plan
- Stormwater Engagement Summary Report

**SURVEYS**

- Bicycle Master Plan Update

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City of Victoria

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The capital city of BC, Victoria is a community of choice for its temperate climate, natural beauty, recreational sites and economic opportunities.

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## City of Victoria BC



The City of Victoria is located on the southern tip of Vancouver Island, one of 13 municipalities that make up Greater Victoria. The Capital City of British Columbia, Victoria is a community of choice for its temperate climate, natural beauty and recreation opportunities.

Victoria is a small urban city, with a resident population of approximately 83,000. That figure swells to 200,000 each day as the region's economic and employment hub. The region is known as a centre for technological innovation, and remains an international tourism destination. Other large industries include post-secondary education, marine use and government.

Located in a sub-Mediterranean zone, Victoria enjoys the mildest climate in Canada. This, combined with spectacular outdoor setting adorned with ocean views and mountain vistas, encourage year round recreational opportunities including hiking, golfing, cycling, gardening and kayaking.

Each day City employees work to provide the best services possible for our citizens. From the provision of clean water, garbage collection, and emergency services to recreation classes, transportation planning and land-use development, first-rate City services are the foundation for building a healthy, safe and sustainable community.

Facing new challenges each day, the City of Victoria is evolving to find innovative ways of providing the highest level of service possible.

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#### Type

Government Agency

#### Company Size

501-1000 employees



# We're listening

## How did we do today?

**Tell us**

**We're listening**



At the City of Victoria, our focus is on providing great service. Please take a moment to let us know how we did today, and where we can improve.

Use the QR code above, or visit [www.victoria.ca/survey1](http://www.victoria.ca/survey1) to participate in a short online survey.

Thank you!

**Public Service Centre**

Please replace survey#1 notepad.  
[www.victoria.ca/survey1](http://www.victoria.ca/survey1)



## How did we do today?

**Tell us**

**We're listening**



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Use the QR code above, or visit [www.victoria.ca/survey3](http://www.victoria.ca/survey3) to participate in a short online survey.

Thank you!

**Bylaw Enforcement and Business Licensing**

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[www.victoria.ca/survey3](http://www.victoria.ca/survey3)



## How did we do today?

**Tell us**

**We're listening**



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Thank you!

**Development Services/ Permits and Inspections**

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[www.victoria.ca/survey2](http://www.victoria.ca/survey2)



## How did we do today?

**Tell us**

**We're listening**



At the City of Victoria, our focus is on providing great service. Please take a moment to let us know how we did today, and where we can improve.

Use the QR code above, or visit [www.victoria.ca/survey4](http://www.victoria.ca/survey4) to participate in a short online survey.

Thank you!

**Engineering**

Please replace survey#4 notepad.  
[www.victoria.ca/survey4](http://www.victoria.ca/survey4)



# Maximize the Customer's Ability to Access Information and Services

- Online registration for recreation programs
- New one-stop, searchable document library for City website for quick access to reports, forms, and applications
- New Open Data Licence
- Select vendor for new pay by cell parking app
- Introduce new E-billing options for utilities and property taxes

# Maximize the Customer's Ability to Access Information and Services

- Standardized communications for utility bill inserts to raise awareness of online services designed to save customers a trip.
- “Responsive design” so website automatically adjusts to customer’s device (phone, PC, tablet)
- Online emergency notification system
- Notification and searchable agendas, meetings and minutes being explored.

# Maximize the Customer's Ability to Access Information and Services

- Further focus on maximizing the in-person experience at City Hall will occur.
- Free Public Wi-Fi in City Hall
- Customer Service Ambassador position
- Create free 15 minute customer parking in front of City Hall
- Renovations to the Public Service Centre
- Consolidated bylaws



# Designing business processes with the customer in mind

- Survey mechanisms at other customer service points as well as online feedback forms for special events.
- Update Building Bylaw to better address roles and responsibilities of parties and processes to clarify outcomes and accountabilities.
- A new Zoning Bylaw updating language and regulations providing for greater customer understanding and certainty

# Designing business processes with the customer in mind

- Explore opportunities for increased mobile access to information for “outside employees”
- Update Sidewalk Café Bylaw to refine process for customer benefit.
- Initiate pilot for online application tracking, starting with rezoning applications.
- Booking of inspections will be available online.
- Council workshop on delegation of minor development permit applications

# Fostering a Customer Service Focused Culture

- Customer service training program will continue to be provided
- Training program in partnership with the DVBA to improve customer service in all areas of parking services
- New employee recognition program will be developed to recognize and celebrate achievement and “above and beyond” customer service

# Fostering a Customer Service Focused Culture

- Customer service delivery standards for consistent customer response times
- New employee orientation program
- City job descriptions will be updated to highlight commitment to customer service.
- Parking services staff engaged in discussions around to improve the parking experience
- New intranet will be introduced to overcome physical and cultural silos



# Recommendation

1. Council receive report for information.
2. Direct staff to provide update on customer feedback during 2015 strategic planning sessions.





## Governance and Priorities Committee Report

---

**Date:** April 24, 2014      **From:** Murray G. Miller, Senior Heritage Planner  
Community Planning Division

**Subject:** 45 Bastion Square/1118 Langley Street - Law Chambers Building  
Tax Incentive Program Application #00025 (Non-residential)

---

### Executive Summary

The purpose of this report is to present Council with information, analysis and recommendations regarding an application for a ten-year tax exemption under the City's Tax Incentive Program to assist in the seismic upgrading of the heritage-designated property known as the Law Chambers Building at 45 Bastion Square/1118 Langley Street. The estimated cost of the total project is \$900,000.00 of which the estimate for seismic upgrading is \$685,000.00.

Council approved the inclusion of non-residential uses under the Tax Incentive Program in March 2004 on a trial basis and limited the program to three projects. Council, at its meeting of November 8, 2012, moved to continue the program to include non-residential projects on a case by case basis, including the requirement for an independent financial analysis. The financial analysis of the Law Chambers Building was carried out by an independent consultant contracted by the City. It concluded that the rehabilitation project would require a ten-year tax incentive to be economically feasible.

The proposed rehabilitation project advances important policies outlined in the *Official Community Plan* (2012) and the *Downtown Core Area Plan* (2011) in relation to emergency management (seismic hazards), economic development, and heritage conservation. The application was reviewed by the Victoria Civic Heritage Trust at its meeting on March 17, 2014, and was recommended for approval (see attached letter dated March 18, 2014).

### Recommendations

1. That the City Solicitor be instructed to prepare a Tax Exemption Bylaw for 45 Bastion Square/1118 Langley Street for a period of 10 years, pursuant to Section 225 of the *Local Government Act*, with the following conditions:
  - a. That a covenant identifying the tax exemption be registered on the title to the property and any possible future strata titles.

- b. That the final costs of seismic upgrading be verified by the Victoria Civic Heritage Trust.

Respectfully submitted,



Murray G. Miller  
Senior Heritage Planner  
Community Planning Division

At.



Deb Day, Director  
Director  
Sustainable Planning and Community  
Development Department



Susanne Thompson  
Acting Director  
Finance Department

Report accepted and recommended by the City Manager:



Jason Johnson

Date: May 2, 2014

MGM/ljm

S:\TEMPEST\_ATTACHMENTS\PROSPERO\PLT\TIP\TIP00025\PLUSC REPORT-TIP.DOC



## 1.0 Purpose

The purpose of this report is to present Council with information, analysis and recommendations regarding an application for a 10-year tax exemption under the City's Tax Incentive Program (TIP) to assist in the seismic upgrading of the heritage-designated property known as the Law Chambers Building at 45 Bastion Square/1118 Langley Street.

## 2.0 Background

In March 1998, Council approved the Tax Incentive Program to provide tax exemptions of up to ten years to assist heritage building owners with the high cost of seismic upgrading which was affecting the economic viability of converting the upper floors of heritage buildings to residential use.

In March 2004, Council approved the inclusion of non-residential uses under the Tax Incentive Program on a trial basis and limited the program to three projects per year in order to provide a representative sampling of project costs and benefits. At its meeting of November 8, 2012, Council carried the following motion<sup>1</sup> unanimously:

1. *Continue to consider Tax Incentive Program Applications for non-residential uses on a case by case basis.*

Council's approval of the TIP and the inclusion of non-residential uses produced two distinct application streams as follows:

- a. Original TIP – focuses on the seismic strengthening and rehabilitation of heritage designated properties for predominantly residential use; and
- b. Expanded TIP – focuses on the seismic strengthening and rehabilitation of approximately three downtown heritage properties per year for non-residential use, which Council considers on a case-by-case basis

This application falls under the Expanded TIP and is subject to a more rigorous review process than the original TIP applications. Applications for the non-residential TIP are required to submit a pro forma for the rehabilitation project, which is subject to an independent financial analysis to determine whether the project would be financially viable without an incentive.

The application for 45 Bastion Square has undergone an independent review consistent with this requirement for an independent financial analysis. The application was also reviewed by the Victoria Civic Heritage Trust at its meeting on March 17, 2014, and was recommended for approval (see attached letter dated March 18, 2014).

## 3.0 Issues

- advancement of City policy objectives
- financial implications of the application.

<sup>1</sup> The November 8, 2012 motion included particulars regarding a specific application as well as the Tax Incentive Program. Only the relevant portion of the full motion has been included in this report.

## 4.0 Analysis

### 4.1 Advancement of City Policy Objectives

The proposed development advances *Official Community Plan* (2012) policies and objectives in relation to:

#### **Section 8 - Placemaking**

- 8(j) *That heritage property is conserved as resources with value for present and future generations.*
- 8.52 *Continue to enable and support heritage conservation through incentives and allowances including, but not limited to: property tax reductions; grants; bonus density provision; and zoning variances.*
- 8.6 *Conserve and enhance the heritage value, character and special features of areas, districts, streetscapes, cultural landscapes and individual properties throughout the city.*

#### **Section 14 - Economy**

- 14.32 *Continue to invest in the heritage character of the Downtown and other neighbourhoods through incentives for rehabilitation and seismic upgrades.*

#### **Section 18 - Emergency Management**

- 18(b) *That disaster mitigation reduces the risk of major hazards, including a damaging earthquake event, to property owned by senior governments, public agencies, utility providers, community organizations, businesses and individuals.*
- 18.16 *Continue incentives for seismic upgrades to owners of designated heritage property, and consider incentives for non-heritage properties.*

The proposed development advances the *Downtown Core Area Plan* (2011) policies in relation to:

#### **Section 3 - Districts**

##### **Historic Commercial District - Policies and Actions**

- 3.30 *Continue to support policies, regulations and programs to protect heritage buildings and encourage their rehabilitation, seismic upgrade and re-use.*

#### **Section 7 - Heritage**

- 7.26. *Encourage owners of property with heritage value or character in the Downtown Core Area, particularly landmarks or those in the Historic Commercial District and Inner Harbour District, to upgrade the seismic conditions of buildings and structures.*
- 7.30 *Maintain and develop financial incentives for building rehabilitation, particularly seismic upgrading, for eligible heritage-designated commercial, institutional, industrial and residential property in the Downtown Core Area.*



## 4.2 Financial Implications of the Application

The cost of the building rehabilitation is estimated to be \$900,000.00. The hard costs related to the seismic upgrading are estimated to be \$685,000.00. The existing total taxes are approximately \$55,664.21 (City portion \$32,113.51). The formula to determine the term of the tax exemption is based on the rate of the current year's property tax multiplied by the number of years (to a maximum of ten) required to meet the estimated cost of seismic upgrading. The estimated value of the tax exemption based on the existing taxes over ten years is  $\$55,664.21 \times 10 = \$556,642.10$  with the City portion being \$321,135.10. The estimated value of the tax exemption based on a 3% per year tax increase over ten years would be \$638,125.00, still less than the estimated cost of the seismic upgrades.

The financial analysis of the Law Chambers Building was carried out by an independent consultant contracted by the City. It concluded that the rehabilitation project would require a ten-year tax incentive to be economically feasible.

The City has approved thirty-three Tax Incentive Program applications since 1998. There would be no financial implications to the City because the TIP is a form of permissive exemption. This means that the tax burden arising from TIP applications is shifted for a period of ten years to the remaining tax payers within the same tax classification. This also means that, at the end of the ten-year exemption period, the majority of TIPs approved by Council will have projected after rehabilitation assessed value increases. These increases will result in additional taxable assessed values and reduce the tax burden for tax payers within the same tax classification.

The value of municipal heritage exemptions from 1998-2013 inclusive was \$5.4 million. The value of heritage exemptions in 2013 was \$995,513. It is understood that the ten-year exemption period has enabled the City to leverage approximately \$225 million of private investment in the City's built heritage. This also ensures that property values are not adversely affected by their exposure to an unmitigated risk of a moderate earthquake.

The structural engineering and technical aspects of the application were reviewed by the Victoria Civic Heritage Trust (VCHT) at its meeting on March 17, 2014. The VCHT recommended that Council approve the tax exemption (see attached letter dated March 18, 2014).

The BC Assessment Authority has reviewed the proposed plans and estimates that the revised property assessment and total taxes following rehabilitation will be as follows:

	Assessment	Taxes - City	Taxes - Other Agencies
Current	\$2,385,795.00	\$32,113.51	\$23,550.70
Proposed	\$2,385,795.00	\$32,113.51	\$23,550.70

The BC Assessment Authority concurs with the financial analysis undertaken by Coriolis Consulting Corporation that the seismic upgrade alone would not result in any significant increase to the overall value of the property. Therefore, the estimated actual value of the tax exemption based on a projection of the existing taxes over ten years is  $\$55,664.21 \times 10 = \$556,642.10$  with the City portion being \$321,135.10.

## 4.3 Resource Impacts

The City will exempt approximately \$556,642.10 in total tax revenue over the ten-year period.

## 5.0 Conclusions

This project involves the seismic strengthening of the Law Chambers Building in the heart of Victoria's Old Town. The Law Chambers is a significant example of the work of renowned architect Francis Mawson Rattenbury and it marks one of the entry points to Bastion Square.

While the seismic rehabilitation alone will not result in an increase in the assessed value of the property, the proposed rehabilitation would advance important policies contained in the *Official Community Plan* (2012) and the *Downtown Core Area Plan* (2011) for emergency management (seismic hazards), economic development and heritage conservation.

In addition, the proposed rehabilitation is consistent with Council's OCP *Implementation Strategy* and Five-Year Implementation Actions (2012-2017) regarding the mitigation of risks associated with a damaging earthquake. The *Implementation Strategy* has identified a moderate earthquake as being representative of the highest risk to the City due to its probability, potentially catastrophic impact and the need for commensurate mitigation. The seismic strengthening of the Law Chambers Building would address the need for physical interventions to unreinforced masonry buildings in order to mitigate the risk and potential impacts of such an earthquake.

The financial analysis of the Law Chambers Building was carried out by an independent consultant contracted by the City. It concluded that the rehabilitation project would require a ten-year tax incentive to be economically feasible. Staff therefore recommend that Council approve the application.

## 6.0 Recommendations

### 6.1 Staff Recommendation

That the City Solicitor be instructed to prepare a Tax Exemption Bylaw for 45 Bastion Square/1118 Langley Street for a period of 10 years, pursuant to Section 225 of the *Local Government Act*, with the following conditions:

- a. That a covenant identifying the tax exemption be registered on the title to the property and any possible future strata titles.
- b. That the final costs of seismic upgrading be verified by the Victoria Civic Heritage Trust.

### 6.2 Alternate Recommendation

That Council decline the application.

## 7.0 List of Attachments

- Photos
- Map of subject property
- Structural engineering plans of the proposed project, dated January 23, 2014
- Letter from the Victoria Civic Heritage Trust, dated March 19, 2014
- Analysis by BC Assessment Authority.





45 BASTION SQUARE





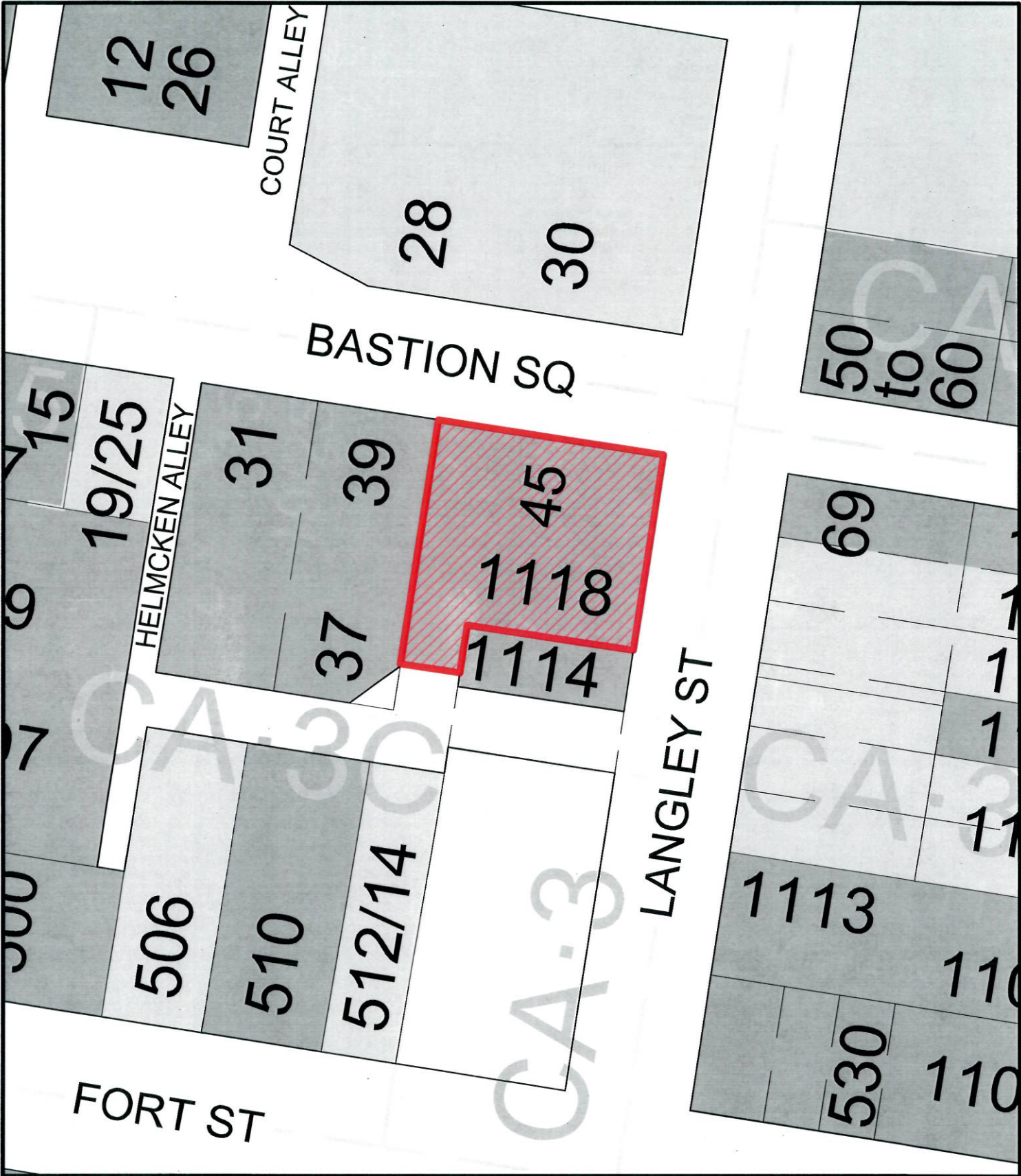
45 BASTION SQUARE





45 BASTION SQUARE





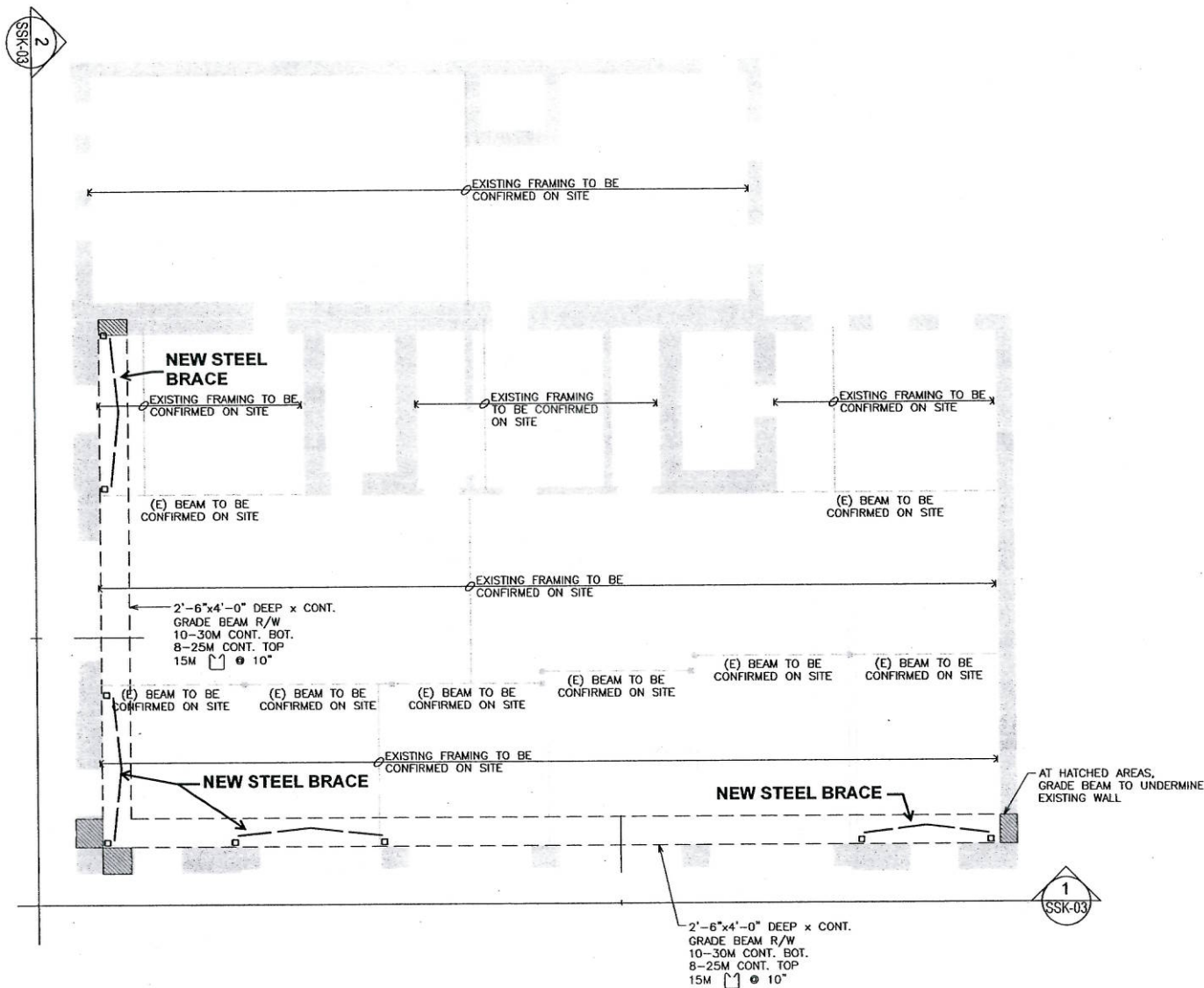
45 Bastion Square

Heritage Tax Incentive #00025

Designated Registered







Lower Floor Plan

REF.



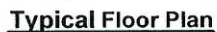
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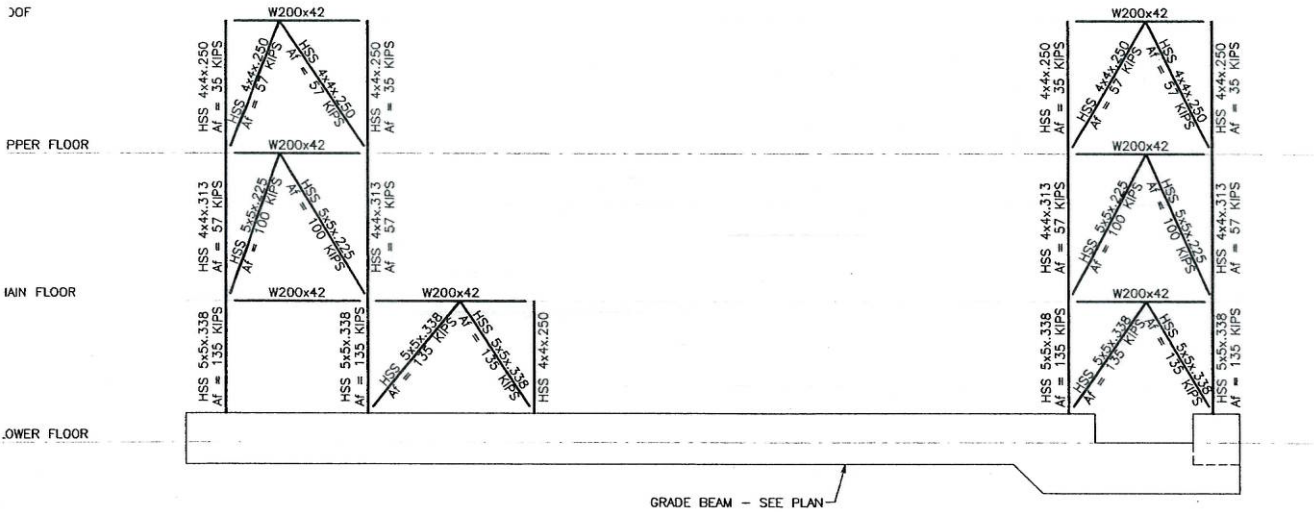
**45 BASTION SQUARE - LOWER FLOOR**

**PROPOSED SEISMIC UPGRADE**

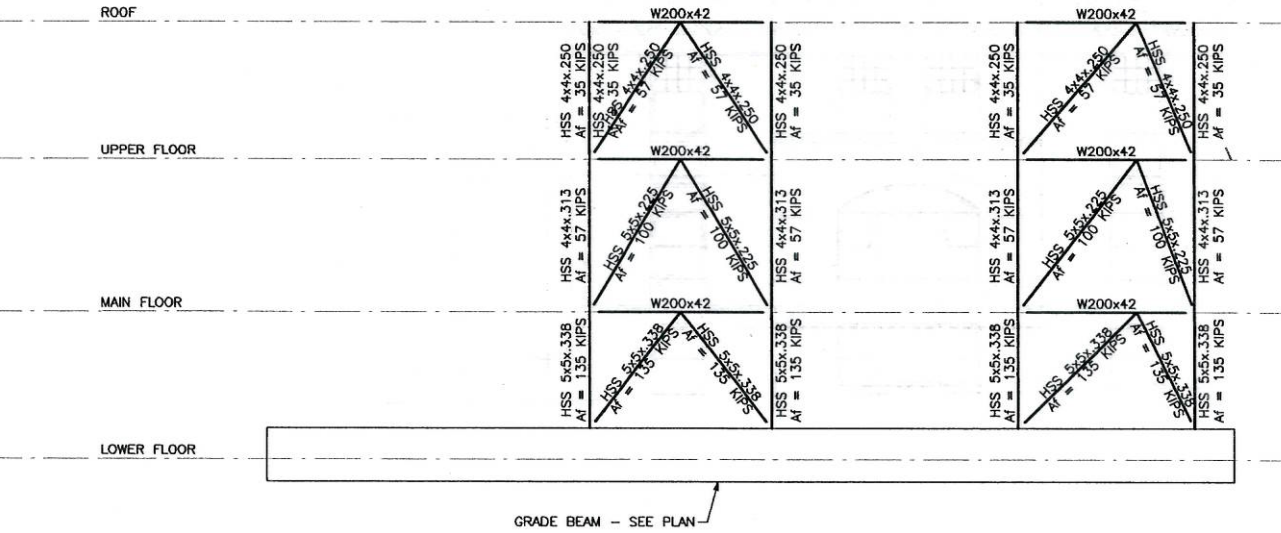
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NOT TO SCALE	JAN 13, 2014	VIC.110121.0001	<b>SSK-01</b>	.



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1 NORTH ELEVATION  
SSK-03



2 EAST ELEVATION  
SSK-03

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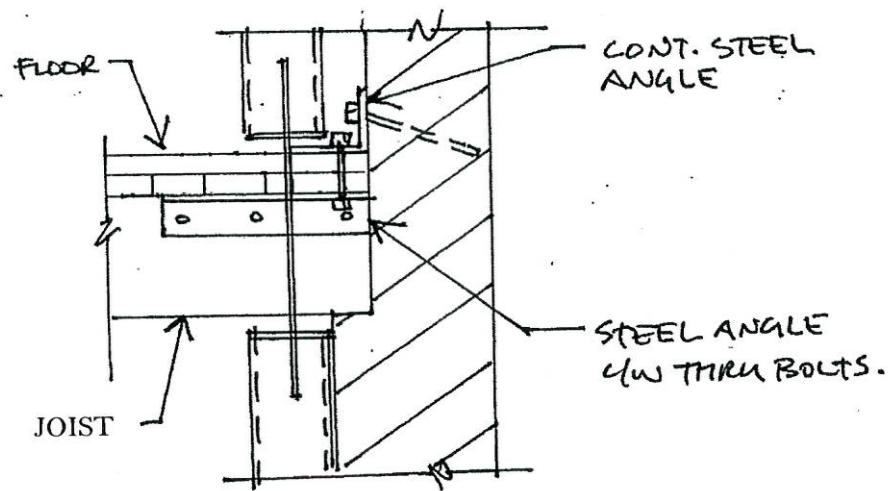


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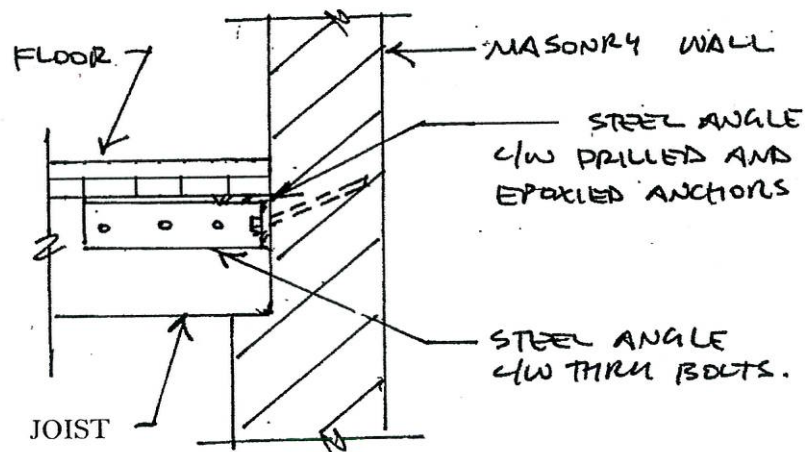
45 BASTION SQUARE - ELEVATIONS

PROPOSED SEISMIC UPGRADE

Scale	Date	Project No.	Sketch Number	Rev.
NOT TO SCALE	JAN 13, 2014	VIC.110121.0001	SSK-03	



**A** TYP. CONNECTION AT STEEL BRACES



**B** TYP. CONNECTION AT MASONRY WALLS

REF.

## 45 BASTION SQUARE - TYPICAL SECTIONS

### PROPOSED SEISMIC UPGRADE

**rjc** Read Jones Christoffersen  
Consulting Engineers  
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Suite 300, 1285 West Broadway, Vancouver, BC V6H 3X8 Canada  
Office 604 738-0048 Fax 604 738-1107 www.rjc.ca

Scale Date  
NOT TO SCALE JAN 13, 2014

Project No.  
VIC.110121.0001

Sketch Number  
**SSK-04**

Rev.





*Victoria*  
CIVIC  
HERITAGE  
TRUST



City of Victoria  
1 Centennial Square  
Victoria, British Columbia V8W 1P6

18 March 2014

Attention: Mayor and Council

**Recommendation to City of Victoria  
Approval of a Ten-Year Tax Exemption  
Downtown Heritage Tax Incentive Program for Non-Residential Buildings**

**45 Bastion Square (Law Chambers Building)  
1118 Langley Street (Law Chambers Building)**

**Lot 1, Section 18, Victoria, Plan 23995; PID 002-943-727; Folio No 01067005**

Dear Mayor and Council:

The Board of Directors of the Victoria Civic Heritage Trust reviewed a Tax Incentive Program (Non-Residential Use) application submitted by Artificer Development Corporation Inc for the two historic buildings comprising the **Law Chambers** on the consolidated property at **45 Bastion Square** (including **1118 Langley Street**) at its meeting held on 17 March 2014.

The owner requests a ten-year tax exemption period for 45 Bastion Square (including 1118 Langley Street) on the basis of extensive voluntary seismic upgrading of the two historic buildings on the edge of Bastion Square to improve life safety. Proposed work includes seismic upgrading and related interior structural, mechanical, electrical and fire alarm system work. A City-appointed financial consultant, Coriolis Consulting Corp of Vancouver BC, conducted a financial review of the proposed project. The consultant recommendations were made directly to the City of Victoria in a report dated 3 March 2014.

Total seismic and related construction costs for the two buildings are estimated to be **\$900,000.00**. The 2013 property tax for 45 Bastion Square (including 1118 Langley Street) is **\$55,664.21**.

A technical review of the project was undertaken by our Architectural Conservation Committee (ACC) on 17 March 2014. The ACC then forwarded its recommendation to the Board of Directors. Subject to a site visit following completion of the project, the Board passed a motion of recommendation to the City of Victoria on 17 March 2014:

**Subject to Council's approval and the project meeting all other City requirements, and verification of final costs, the consolidated property at 45 Bastion Square (including 1118 Langley Street) is eligible for a tax exemption period of Ten (10) Years.**

Please do not hesitate to contact our office should you have any questions regarding our review.

Sincerely yours,

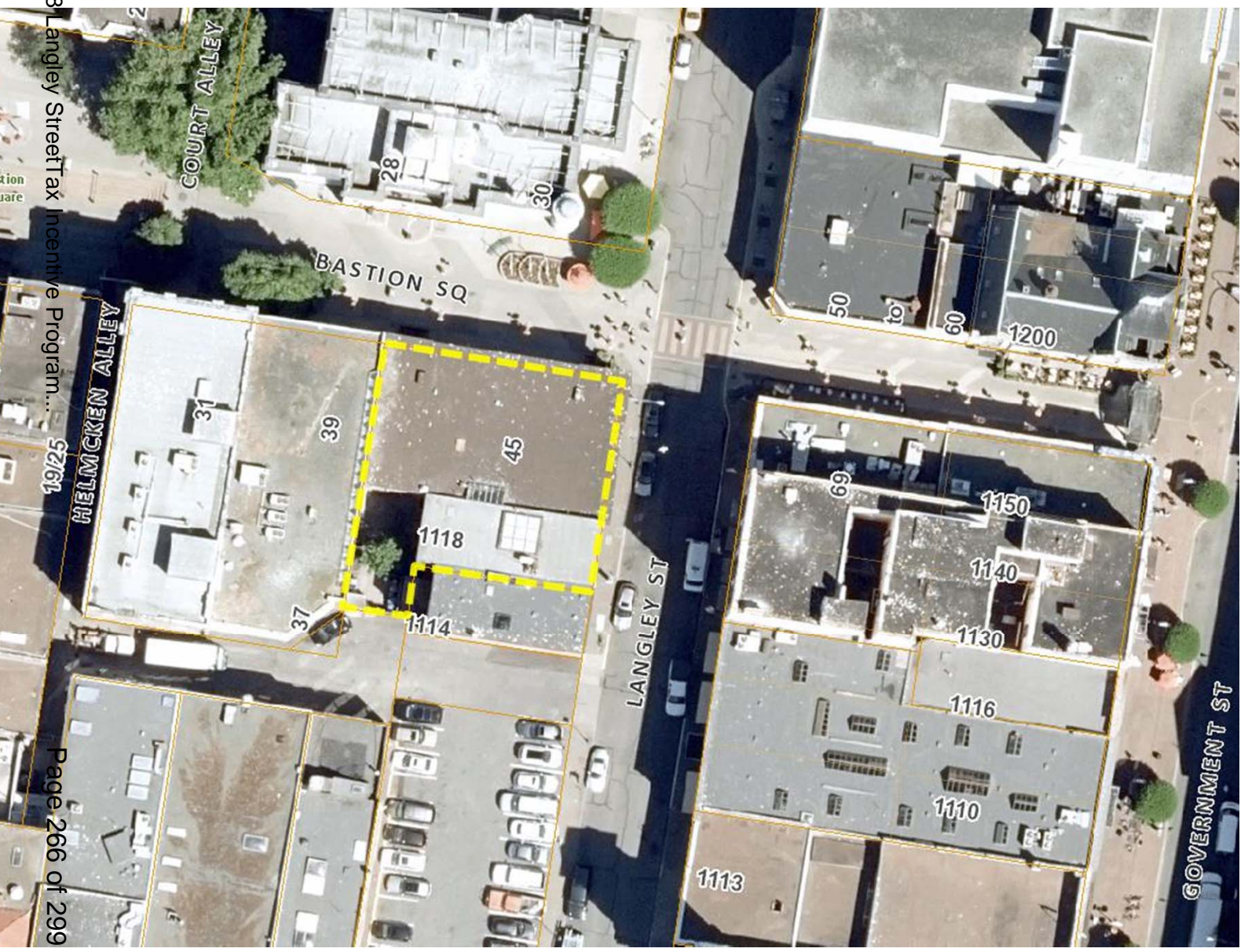
John Knappett  
President

*copy: ✓ Mr Murray Miller, Senior Heritage Planner, City of Victoria*

45 Bastion Sq		without prejudice							
Tenant	Net Area (sf)	Rate	Annual Rent	Vacancy	Expenses	Income Approach		Est Value Jul-14	
						Net Income	OCR		
Restaurant	2448	\$ 18.00	\$ 44,064	5%	6%	\$	39,349	6.00%	\$ 655,819
Retail	2299	\$ 12.25	\$ 28,163	5%	6%	\$	25,149	6.00%	\$ 419,156
Office	8901	\$ 10.00	\$ 89,010	6%	6%	\$	78,649	6.00%	\$ 1,310,821
Total NLA	13648				Total NOI	\$	143,148		\$ 2,385,795

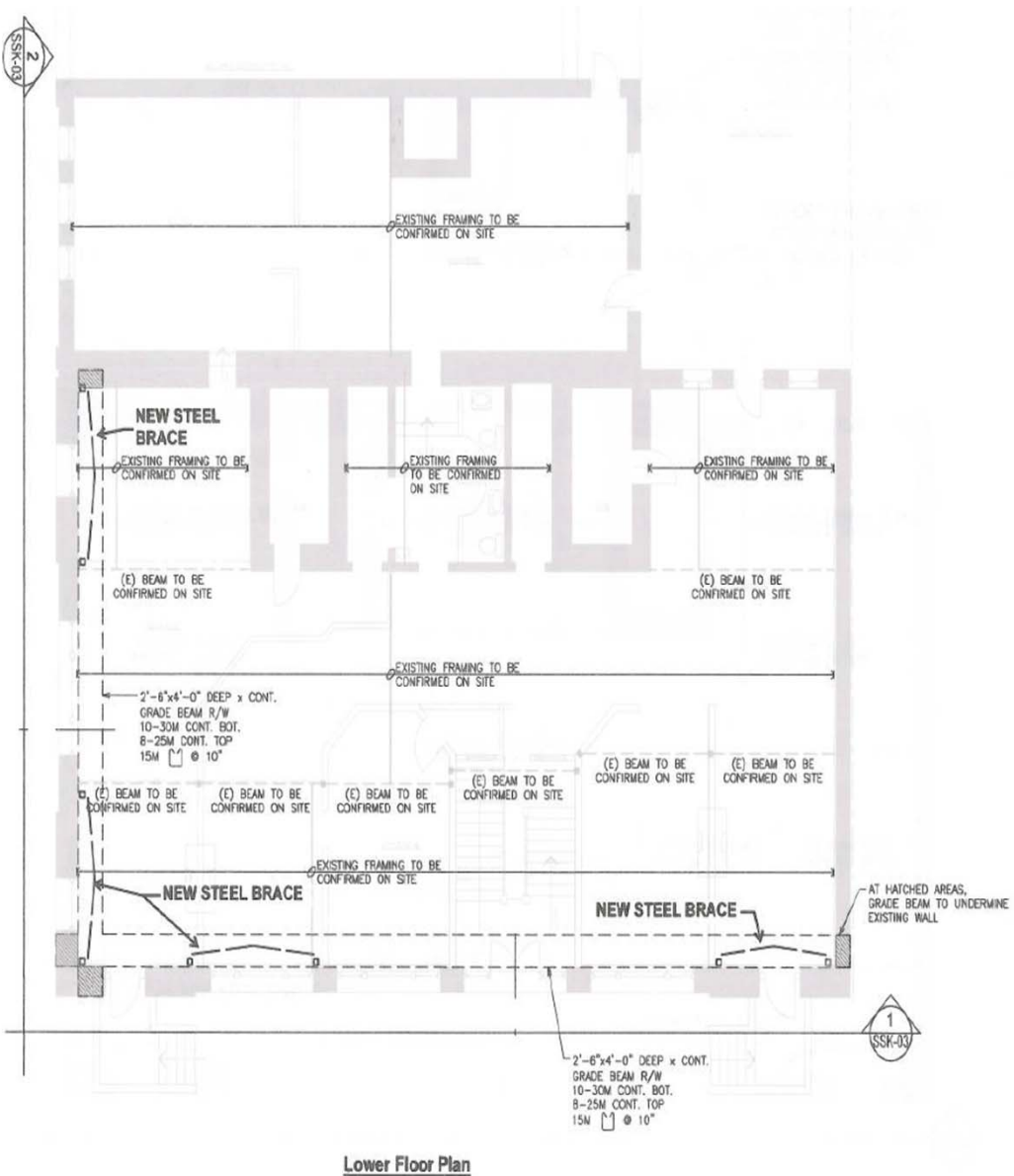


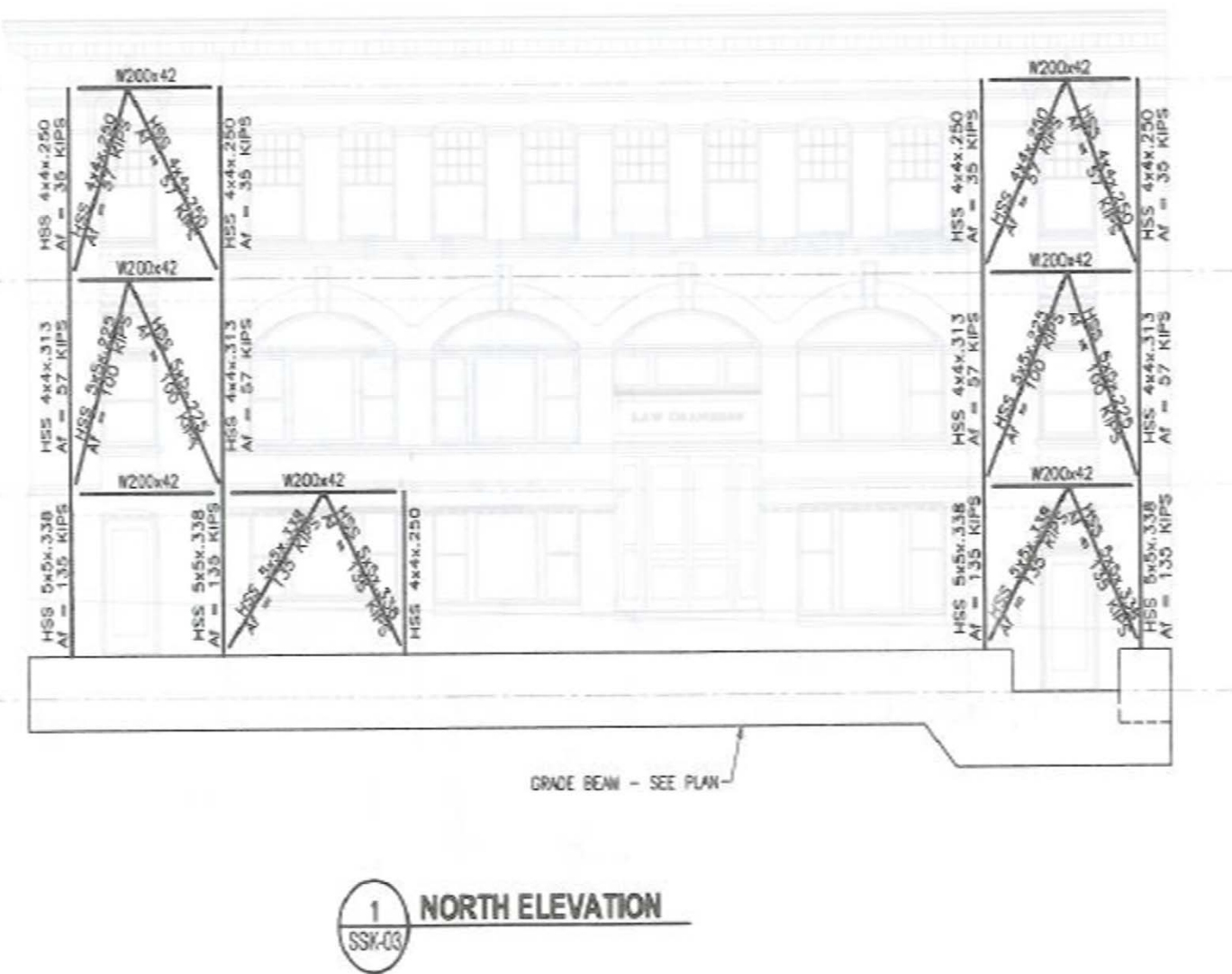












1 NORTH ELEVATION  
SSK-03





















## Governance and Priorities Committee Report

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**Date:** April 11, 2014      **From:** Robert Woodland, Director  
Legislative and Regulatory Services  
**Subject:** Animal Control Bylaw Amendments

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### Executive Summary

On February 13, 2014, Council directed staff to review and report on proposed amendments to the Animal Control Bylaw that would:

- prescribe the use of basket muzzles for muzzling dangerous dogs
- prohibit persons under 19 years of age from being in control of a dangerous dog, and
- restrict the maximum amount of time that a dog can be tethered to 90 minutes within a 24-hour period.

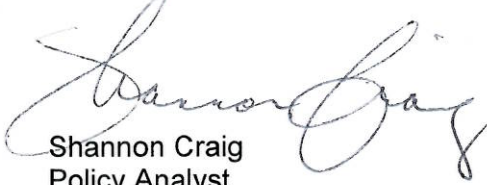
It appears that the welfare of dangerous dogs can be enhanced by an amendment that clarifies the functional requirements of a humane muzzle, without prescribing a particular type. Animal control officers have a broad authority under the *Community Charter* to seize dangerous dogs and this authority should be sufficient to allow them to effectively intervene in a situation where an individual under 19 years of age does not have adequate control over a dangerous dog in a public place. A bylaw prohibition in this regard would create a further offence, but likely not serve as a deterrent.

Indiscriminate tethering can affect the physical and psychological well-being of a dog; however, there is no scientific evidence or professional consensus on the acceptable length of time that a dog may be tethered. This makes it difficult to assess whether the proposed bylaw amendment would have a positive effect on animal welfare. Enforcement of the proposed bylaw amendment may be problematic and require a significant commitment of enforcement time to prove an offence relative to other approaches. For example, an animal control officer would need to observe a tethered dog for the full 90-minute period in order to determine whether a contravention of the bylaw has occurred. Animal control officers have other tools at their disposal that may be more effective in addressing tethering concerns, including education and enforcement of existing Animal Control Bylaw requirements relating to animal care and shelter.

### Recommendation

That Council direct staff to bring forward amendments to the Animal Control Bylaw that will clarify that a dangerous dog must be muzzled by a properly fitted humane device that allows the dog to pant and drink.

Respectfully submitted,




Shannon Craig  
Policy Analyst  
Corporate Planning and Policy Division



Robert Woodland  
Director  
Legislative and Regulatory Services

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

**Date:**

  
\_\_\_\_\_  
April 15, 2014  
\_\_\_\_\_

## Purpose

The purpose of this report is to obtain Council direction regarding proposed amendments to the Animal Control Bylaw that will add requirements relating to:

- the control of dangerous dogs in public places, and
- tethering of animals.

## Background

A Special Governance and Priorities Committee meeting was held on February 6, 2014 to review the City's 2013 – 2015 Strategic Plan and Priorities. In advance of that meeting, Councillors were asked to provide the Committee and staff with information regarding any new initiatives that they wanted to propose adding to work plans and budgets for 2014 and 2015. Two animal control-related initiatives were proposed. The information provided in support of these initiatives is attached as Appendix A.

The Committee recommended that Council refer these proposed initiatives to staff for further analysis. The minutes from that discussion are attached as Appendix B. On February 13, 2014, Council instructed staff to review and report on proposed amendments to the Animal Control Bylaw that would:

1. Amend the bylaw provision for Muzzling from “muzzled with a properly fitted humane device” to “properly fitted with a humane basket muzzle and under the immediate control of a competent person at least nineteen years of age”.
2. Amend the bylaw provision for tying Animals from “A person must not hitch, tie or fasten an animal to a fixed object by a rope, chain or cord that is directly tied around the animal's neck or to a choke collar” to “A person shall not keep any animal hitched, tied or fastened to a fixed object for more than 90 minutes in any 24 hour period”.

Relevant excerpts from the current Animal Control Bylaw are included in Appendix C. Staff have reviewed bylaws from other jurisdictions and consulted on these proposed amendments with the BC SPCA and a representative from Victoria Animal Control Services (VACS), the City's animal control contractor.

## Issues and Analysis

### 1. Control of Dangerous Dogs

An Animal Control Officer may designate a dog as “dangerous” if it bites or attacks a person or animal without provocation, or has a known propensity to do so. Section 29 of the Animal Control Bylaw outlines a variety of requirements for the control of dangerous dogs. As outlined in section 29(1), dangerous dogs are not allowed in public places unless they are:

- (a) firmly held by a person competent to restrain the dog on a leash not exceeding 2.4 m in length, and
- (b) muzzled by a properly fitted humane device.

A “humane” muzzle allows a dog to pant and drink. Basket muzzles are recommended by the BC SPCA as the humane choice of muzzle for dogs and the BC SPCA would support a bylaw amendment that specifically prescribes the use of a basket muzzle. While many BC local governments impose requirements for muzzling dangerous dogs in public places, no examples of bylaws that specifically prescribe basket muzzles could be found.



The representative from VACS could recall only one instance where animal control officers had concerns that the type of muzzle used to restrain a dangerous dog was not humane. Some dangerous dog owners in Victoria do not use a basket muzzle because it can be difficult to obtain a proper fit, or because the owner is concerned that the dog will appear threatening if wearing a basket muzzle. It is recommended that section 29(1) (b) of the Animal Control Bylaw be amended to “muzzled by a properly fitted humane device that allows the dog to pant and drink.” This will assist to clarify what is meant by a “humane” muzzle, without limiting dangerous dog owners to a particular type of muzzle.

The representative from VACS indicates that although it is uncommon, individuals under the age of 19 may own, or be in control of, dangerous dogs. Some jurisdictions do not allow individuals less than 19 years of age to buy dog licences or to be in control of dangerous dogs. The concern that prompted the proposed age restriction isn't apparent from the materials provided in support of the resolution. If the concern relates to liability, individuals under 19 can be held legally responsible for their actions. Municipal tickets can be issued to persons as young as twelve years of age. The other possible concern is that individuals under 19 may not be responsible enough to be in control of a dangerous dog. Ownership of any dog requires a certain level of responsibility. Although there occasionally are concerns or incidents associated with the control of dangerous dogs in public places, these concerns are not specific to individuals under 19. Animal control officers have a broad authority under the *Community Charter* to seize dangerous dogs and this authority is sufficient to allow them to effectively intervene in a situation where an individual under 19 does not have sufficient control over a dangerous dog in a public place. Therefore, no bylaw amendments in this regard are recommended.

## 2. Tying Animals

Dogs are social animals that crave and thrive on companionship and interaction with people and other animals. Tethered dogs can become aggressive, anxious and neurotic through lack of socialization. Tethering a dog can also bring physical harm to the animal if the chain or collar is too tight and becomes embedded in the neck or if the tether gets tangled around other objects and the dog chokes or is strangled to death. VACS occasionally receives complaints of tethered dogs. In some of these situations, a neighbour will complain of a noisy dog and the animal control officer sent to investigate will discover that the dog has been strangled after trying to jump a fence or otherwise entangling a tether.

The BC SPCA strongly opposes the indiscriminate tethering of dogs, without due regard for their physical and/or psychological well-being and is actively lobbying municipal governments to adopt animal care bylaws that prevent tethering as a primary means of confinement for dogs. Several BC local governments have adopted bylaw restrictions on the tethering of dogs that include:

- maximum tethering time limits ranging from 1 hour to 23 hours in a 24-hour period
- prohibitions against tethering unattended dogs for any length of time, and
- prohibitions against tethering as the primary means of confinement for an extended period of time.

There is no scientific evidence or professional consensus on the acceptable length of time that a dog may be tethered. Without this evidence, it is difficult to assess whether the proposed 90-minute time limit would have a positive effect on animal welfare. Excessive barking or injury may occur even if a dog is tethered for a very short amount of time.

While neighbours are often the source of tethering complaints, they may be either unable to observe a tethered animal for the full 90-minute period, or unwilling to testify in court regarding their observations. This means that, in most circumstances, animal control officers will need to remain on location and observe a tethered animal for the full 90-minute period in order to enforce the proposed amendment. Where a tethered animal is not in danger or causing a nuisance, this may not be the most effective use of the City's animal control resources. Council should also be aware that animal control officers have



no authority under the *Community Charter* to seize tethered dogs from private property. The BC SPCA does have that authority, if the animal is "in distress." Enforcement action by City animal control officers would be limited to ticketing, which may not provide an immediate resolution to the situation. For these reasons, the proposed bylaw amendment is not recommended.

The lack of a specific bylaw provision regulating dog tethering does not mean that the City has no ability or intention to take action where tethering concerns are identified. The BC SPCA has produced a variety of materials to educate dog owners about the possible dangers of dog tethering. Animal control officers can provide dog owners with copies of these materials when concerns are identified. Animal control officers frequently see associated Animal Control Bylaw violations with tethered dogs, including:

- barking/noise
- accumulation of feces
- lack of water
- lack of shelter, and/or
- unsanitary food or water bowls.

Through education and ticketing for violations of Animal Control Bylaw provisions relating to these issues, animal control officers are sometimes able to also address tethering concerns.

Section 12 of the Animal Control Bylaw relating to the tying of animals was meant to address concerns that a tethered animal could be injured if the tether was tied directly around the animal's neck or to a choke collar. As this is a separate concern from that described in the materials provided in support of Council's resolution, it is recommended that this prohibition remain in the bylaw.

## Options and Impacts

### Option 1 – Amend the Animal Control Bylaw as proposed

Under this option, the Animal Control Bylaw would be amended to:

- prescribe the use of basket muzzles for muzzling dangerous dogs
- prohibit persons under 19 years of age from being in control of a dangerous dog, and
- restrict the maximum amount of time that a dog can be tethered to 90 minutes within a 24-hour period.

An amendment to the Ticket Bylaw would also be required to reflect the new tethering prohibition. A fine of \$100 would be consistent with Council's 2010 policy on ticket fines and other similar Animal Control Bylaw offences.

Impacts:

- It is uncertain whether these changes would have a positive impact on public safety or animal welfare, although they may provide further evidence of the City's commitment to animal welfare.
- Some dog owners would need to modify their current practices or purchase new equipment in order to comply with these requirements.
- Monitoring compliance with the new tethering requirement may consume limited animal control resources.

Option 2 – Amend the Animal Control Bylaw to specify that muzzles must allow dogs to pant and drink (recommended)

Under this option, the Animal Control Bylaw will be amended to clarify that a dangerous dog must be muzzled by a properly fitted humane device that allows the dog to pant and drink.

Impacts:

- No impact on animal control resources is anticipated.
- May be a useful tool for educating dangerous dog owners about what constitutes a humane muzzle.

**Official Community Plan Consistency Statement**

Not applicable. The Official Community Plan does not address animal control issues.

**Financial and Staff Capacity Assessment**

There are no financial impacts associated with the recommendation. Education and enforcement of the bylaw amendment would not add significantly to the current duties of the City's animal control officers.

**Public Engagement and Consultation**

No additional public engagement or consultation is planned.

**Recommendation**

That Council direct staff to bring forward amendments to the Animal Control Bylaw that will clarify that a dangerous dog must be muzzled by a properly fitted humane device that allows the dog to pant and drink.

## Appendix A – Background Information Submitted

## Initiative Summary

<p><b>1. Name of Initiative</b></p> <p>Bylaw amendment to our Dangerous Dogs section of the bylaw from “muzzled with a properly fitted humane device” to a “properly fitted with a humane basket muzzled and under the immediate control of a competent person at least nineteen years of age.”</p>
<p><b>2. What is the problem or issue that the initiative will address?</b></p> <p>This issue is that other muzzles do not allow the dog to pant, drink or eat. Basket muzzles allow a more humane treatment of the dog and at the same time ensures public safety.</p>
<p><b>3. What are the objectives of this initiative?</b></p> <ul style="list-style-type: none"> <li>The objective of the bylaw amendment is for animal welfare to be considered when considering public safety.</li> </ul>
<p><b>4. What benefits do you anticipate from this initiative?</b></p> <ul style="list-style-type: none"> <li>The benefits will allow dogs that may deemed or declared dangerous to be in public areas as long as they are properly muzzled but at the same time, that the dog’s welfare is also being considered by allowing it to pant, drink water and eat.</li> </ul>
<p><b>5. How does the initiative link with the 2013–2015 Strategic Plan?</b></p> <ul style="list-style-type: none"> <li>One of our Strategic Goals is that the City of Victoria is safe, caring, inclusive and resilient.</li> </ul>
<p><b>6. What resources will be required (if known)?</b></p> <ul style="list-style-type: none"> <li>Some consultation/discussions with Animal Control, BCSPCA and possibly other municipalities that may have already brought this into effect.</li> </ul>
<p><b>7. What priority would you assign this initiative relative to the approved 22 Key Initiatives – High, Medium, Low?</b></p> <ul style="list-style-type: none"> <li>Animal welfare issues often are considered low priorities. However, I am a strong believer that ensuring public safety can be achieved without compromising the humane treatment of the animal. I believe this assists us in achieving the necessary balance.</li> </ul>
<p><b>8. Why is this initiative a priority over the next two years?</b></p> <ul style="list-style-type: none"> <li>Animal welfare is extremely important. Municipalities have a responsibility to consider bylaws that will ensure animal welfare</li> </ul>



## Initiative Summary

<p><b>1. Name of Initiative</b></p> <p>Updating the Animal Control Bylaw for Tying Animals from "A person must not hitch, tie or fasten an animal to a fixed object by a rope, chain or cord that is directly tied around the animal's neck or to a choke collar" to "A person shall not keep any animal hitched, tied or fasted to a fixed object more than 90 minutes in any 24 hour period."</p>
<p><b>2. What is the problem or issue that the initiative will address?</b></p> <ul style="list-style-type: none"> <li>This initiative will address animal cruelty issues since animals that are confined by tethering often experience stress, can become tangled in the tether and may not have access to water and shelter.</li> </ul>
<p><b>3. What are the objectives of this initiative?</b></p> <ul style="list-style-type: none"> <li>To protect dogs and ensure that they are confined in a humane way.</li> </ul>
<p><b>4. What benefits do you anticipate from this initiative?</b></p> <ul style="list-style-type: none"> <li>Tethered dogs can become injured, and due to stress may bark excessively and become aggressive. This initiative will ensure the humane treatment of dogs, may respond to any noise bylaw concerns due to barking and ensure public safety from dogs that may become aggressive due to tethering.</li> </ul>
<p><b>5. How does the initiative link with the 2013–2015 Strategic Plan?</b></p> <ul style="list-style-type: none"> <li>One of our Strategic Goals is that the City of Victoria is safe, caring, inclusive and resilient.</li> </ul>
<p><b>6. What resources will be required (if known)?</b></p> <ul style="list-style-type: none"> <li>Some consultation/discussions with Animal Control, BCSPCA and possibly other municipalities that may have already brought this into effect.</li> </ul>
<p><b>7. What priority would you assign this initiative relative to the approved 22 Key Initiatives – High, Medium, Low?</b></p> <ul style="list-style-type: none"> <li>Animal welfare issues often are considered low priorities. However, I am a strong believer that ensuring public safety can be achieved without compromising the humane treatment of the animal. I believe this assists us in achieving the necessary balance.</li> </ul>
<p><b>8. Why is this initiative a priority over the next two years?</b></p> <ul style="list-style-type: none"> <li>Animal welfare is extremely important. Municipalities have a responsibility to consider bylaws that will ensure animal welfare</li> </ul>



**Appendix B – Excerpts from the Minutes of the February 6, 2014 Special Governance and Priorities Committee Meeting**

**2.2.7 Amendments to the Animal Control Bylaw on the section of Dangerous Dogs and on the section of Tying Animals**

The two initiatives are:

1. to amend the section of the Animal Control Bylaw for Muzzling from “muzzled with a properly fitted humane device” to “properly fitted with a humane basket muzzle and under the immediate control of a competent person at least nineteen years of age”.
2. to amend the bylaw provision for tying Animals from “A person must not hitch, tie or fasten an animal to a fixed object by a rope, chain or cord that is directly tied around the animal’s neck or to a choke collar” to “A person shall not keep any animal hitched, tied or fastened to a fixed object for more than 90 minutes in any 24 hour period”.

The two initiatives address the following issues:

1. Basket muzzles are the only muzzles that allow the dogs to eat and drink; and
2. The issue of tethering is to address animal cruelty since animals that are confined by tethering often experience stress, can become tangled in the tether and may not have access to water and shelter.

The objectives are:

1. To consider animal welfare when considering public safety; and
2. To protect animals and ensuring that they are confined in a humane way.

The benefits that are anticipated:

1. This initiative will allow dogs that may be deemed or declared dangerous to be in public areas as long as they are properly muzzled but at the same time, that the dog’s welfare is also being considered by allowing it to pant, drink water and eat.
2. This initiative will ensure the humane treatment of dogs, may respond to any noise bylaw concerns due to barking, and ensure public safety from dogs that may become aggressive due to tethering.

**Action:** Councillor Thornton-Joe moved that Council instructs staff to review and report on proposed amendments to the *Animal Control Bylaw* that would:

1. Amend the bylaw provision for muzzling from “muzzled with a properly fitted humane device” to “properly fitted with a humane basket muzzle and under the immediate control of a competent person at least nineteen years of age”.
2. Amend the bylaw provision for tying animals from “A person must not hitch, tie or fasten an animal to a fixed object by a rope, chain or cord that is directly tied around the animal’s neck or to a choke collar” to “A person shall not keep any animal hitched, tied or fastened to a fixed object for more than 90 minutes in any 24 hour period”.

Committee discussed the following issues:

- These changes are operational.
- There were issues brought to Council’s attention that effective control and conflicts are seen at the Dallas Road waterfront in the vicinity of the off-leash area. If we are updating the bylaw, is there a wholesale revision to change the bylaw to that effect, of supervision and control? Would a change in wording in the bylaw make the enforcement more effective for someone who feels at risk in the vicinity of the off-leash area?
  - Staff has not heard from Animal Control that this is a problem. The problem is that we have an off-leash area in one of the most frequently visited places in the City by people of all ages. The off-leash area is not delineated by fencing. It is not necessarily a deficiency in the bylaw. It is about people’s expectations, and the owner control of their dogs in the City designated off-leash areas.

- When you say that the potential issue of fencing may arise, does that mean staff is working on the pros and cons in fencing the off-leash area?
  - The City has been experiencing an increased number of reports regarding conflicts between dogs and pedestrians. Once the decision is released with respect to the CRD Sewer Project, we plan to engage our staff and community in discussion around better dog management and rules, so we can manage the use of the off-leash areas.
  - This is an opportunity for the City to install a split rail fencing in that area and making the most out of this situation.

CARRIED UNANIMOUSLY 14/GPC083

## Appendix C – Relevant Excerpts from the Current Animal Control Bylaw, No. 11-044

### Tying animals

- 12** A person must not hitch, tie or fasten an animal to a fixed object by a rope, chain or cord that is directly tied around the animal's neck or to a choke collar.

### Control of dangerous dogs

- 29** (1) Except as allowed under subsection (2) and subject to subsection (3), the owner of a dangerous dog must not allow the dangerous dog to be in a public place or on any private lands and premises unless the dog is
- (a) firmly held by a person competent to restrain the dog on a leash not exceeding 2.4 m in length, and
  - (b) muzzled by a properly fitted humane device.
- (2) A person may allow a dangerous dog to be in areas of private lands or premises that are exclusively owned or occupied by that person so long as the dog is securely confined
- (a) indoors,
  - (b) on a deck that is no less than 3 m above ground level, or
  - (c) in a rear yard and inside a pen, enclosure or fenced area that
    - (i) is adequately constructed to prevent the dog from escaping,
    - (ii) is locked to prevent casual entry by another person, and
    - (iii) has been inspected and approved by an animal control officer.
- (3) A person must not allow a dangerous dog to be
- (a) on school grounds,
  - (b) within 30 m of any playground apparatus, or
  - (c) in any of the public places listed in section 19(4) during the times specified in that section.



**Subject:** FW: Proposed amendment to muzzling bylaw

**From:** Heel-To-Heal [mailto: ]  
**Sent:** Wednesday, April 30, 2014 11:33 PM Pacific Standard Time  
**To:** Councillors  
**Subject:** Proposed amendment to muzzling bylaw

Dear Council Members,

I'm writing in support of the proposed amendment to dangerous dog designation bylaws for our municipality - in particular, components addressing the nature of muzzle requirements for dogs falling under the dangerous dog designation protocols.

From an applied behaviour perspective, there are several key considerations in support of the shift to the proposed change to "basket muzzles" as opposed to their cloth, mesh and other counterparts.

The Baskerville, or basket muzzle was designed by veterinary behaviourist, Dr Roger Mugford order to address key design flaws of the cloth and mesh muzzle alternatives. Widely adopted as the standard muzzle by applied behaviorists, behaviour consultants and pet dog trainers, basket muzzles enable dogs to regulate body temperature through natural panting and additionally enables the animal to easily drink fluids to ensure proper hydration. Many alternate muzzle designs are unsafe for protracted use and inhibit a dogs ability to thermoregulate.

For behaviour modification programming, basket muzzles are consistently the design of choice for professional practitioners in the field. Handlers engaged in a program designed to equip the dog with suitable coping skills to minimize and extinguish aggressive responses will typically design the behaviour modification protocols "counterconditioning and desensitization". While the scope of these techniques falls outside of this discussion, it should be noted that qualified professionals would typically employ the use of high value food rewards during behaviour change. The basket muzzle design is the only muzzle design to my knowledge that enables a handler to be able to safely provide food rewards without removing the muzzle. This ensures a far greater degree of handler, public and animal safety should individuals seek out suitable professional support for their dogs following a designation.

I'm very pleased that council has made this issue a priority

Jennifer Gill, MA  
Behaviour Consultant  
Heel-To-Heal  
[www.heeltoheal.ca](http://www.heeltoheal.ca) |





## Governance and Priorities Committee Report

### For the Meeting of May 8, 2014

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**To:** Governance and Priorities Committee      **Date:** May 1, 2014  
**From:** Robert Woodland, Director of Legislative and Regulatory Services  
**Subject:** Relocation of Exclusive Parking Stand on Belleville Street

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The City has received a request from the Greater Victoria Harbour Authority (GVHA) to relocate the exclusive parking stand located on Belleville Street adjacent to the Steamship Terminal, currently assigned to Victoria Hippo Tours. The GVHA has requested the change due to concerns with pedestrian congestion in front of the main entrance to the Steamship Terminal. They propose that the City switch the location of this stand (Parking Stand 3) with a Commercial Truck Loading Zone situated further west on Belleville Street. The letter from the GVHA requesting the relocation is attached as Appendix A. Appendices B and C show the current and proposed parking stand locations respectively.

Victoria Hippo Tours is supportive of the change and letters of support for the relocation have also been received from the Steamship Grill & Taphouse and the Robert Bateman Centre, which are tenants in the Steamship Terminal, and from Wilson's Transportation, which occupies Parking Stand 4 nearby on Belleville Street. These letters are attached as Appendix D.

Because the exact location of the stand is described in Schedule D to the Vehicles for Hire Bylaw, the relocation requires Council approval. The proposed bylaw amendment is attached as Appendix E.

Staff within the Transportation Division of the Engineering and Public Works Department have reviewed the request and have no concerns with the relocation from a transportation perspective.

As the change in location is relatively minor, the affected businesses are in support, and the relocation may alleviate congestion concerns, it is recommended that Council approve the request.

Measurements taken to determine the new location of Parking Stand 3 revealed that the current description of the location of Parking Stand 4 included in the bylaw was incorrect. The attached bylaw makes the necessary correction.

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.

Since 2012, a competitive process has been used to determine the operators that are entitled to use each parking stand. On March 28, 2013, Council adopted an amendment to the Vehicles for Hire Bylaw that put in place the current stand allocations, which expire on April 1, 2015. Staff are preparing

to administer a competitive process for allocation of parking stands past that date and will be presenting a report to Council outlining the proposed approach to that process in the coming months.

### Recommendation

That Council refer the proposed Vehicles for Hire Bylaw, Amendment Bylaw (No. 11) attached as Appendix E to this report to the May 12, 2014 Special Council Meeting for three readings.

Respectfully submitted,




Shannon Craig  
Policy Analyst  
Corporate Planning and Policy Division



Robert Woodland  
Director  
Legislative and Regulatory Services

Report accepted and recommended by the City Manager:

  
\_\_\_\_\_  
Date: May 1, 2014

Appendix A – Letter from Greater Victoria Harbour Authority



April 10, 2014

City of Victoria  
Jason Johnson, City Manager  
1 Centennial Square  
Victoria, BC V8W 1P6

Dear Jason,

Further to discussions at your office on April 8th, 2014, we herein formally submit our request for minor reconfiguration of the curbside parking zones in front of the Steamship Terminal to alleviate pedestrian safety and congestion issues experienced during last year's peak tourism season.

As illustrated in the attached drawing, we propose to swap the location of the dedicated Hippo Tours zone and the general Commercial Vehicle Loading Zone, which will provide better pedestrian circulation space on the sidewalk and avoid obstruction of the main Belleville Street entrance to the Steamship Terminal. In addition, it will position Hippo Tours in closer proximity to their curbside kiosk, which was previously on the other side of the street on the Grand Pacific Hotel frontage and is planned to be relocated to the same side of the street, between the Steamship Terminal and Blackball Ferry terminal.

With the season rapidly approaching, we would kindly appreciate your support expediting the review/approval of this request.

Regards,

Curtis Grad  
President & CEO

Encl.

GREATER VICTORIA  
HARBOUR AUTHORITY

189 Dallas Road  
Victoria, British Columbia,  
Canada V8V 1A1

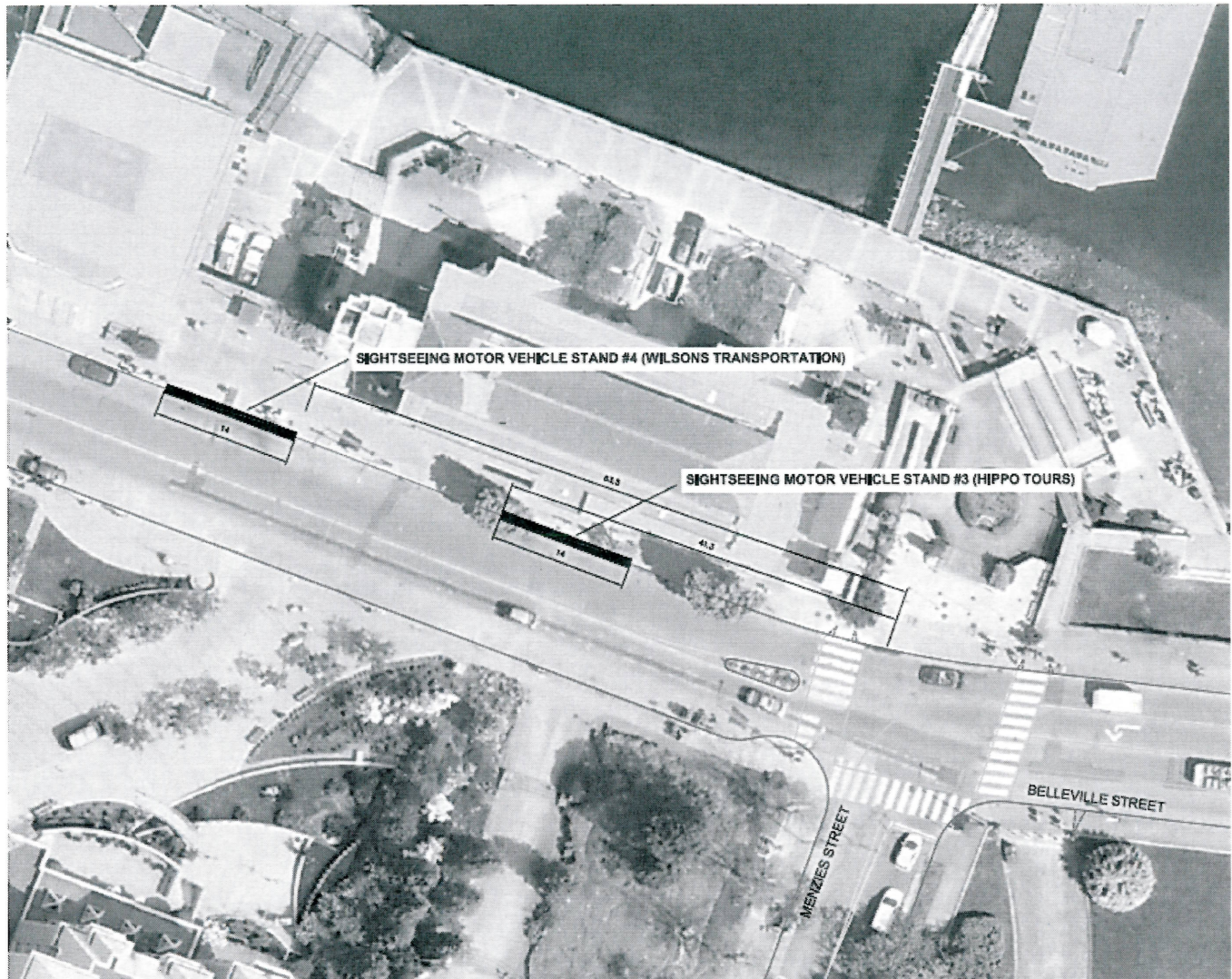
Tel: 250.383.8300

Fax: 250.383.8322

Web: [www.victoriaharbour.org](http://www.victoriaharbour.org)

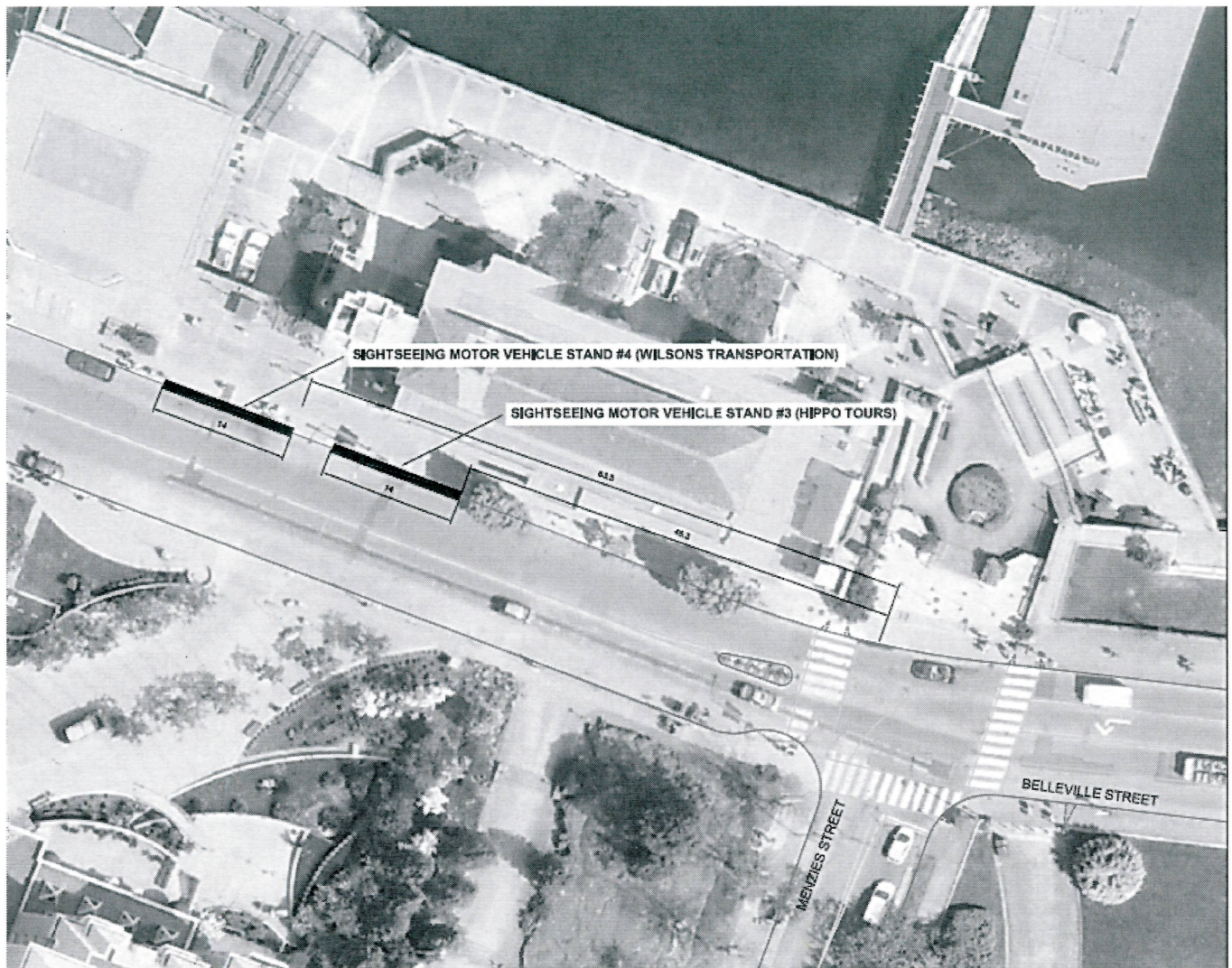


Appendix B – Current Parking Configuration





Appendix C – Proposed Parking Configuration



## Appendix D – Letters of Support

April 11, 2014

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

Attention: Jason Johnson, City Manager  
[jjohnson@victoria.ca](mailto:jjohnson@victoria.ca)

Re: Hippo Tours Inc.  
Letter of Support – Proposed Minor Reconfiguration of Curbside Parking at Steamship  
Terminal on Belleville Street

Please accept this letter confirming support by Hippo Tours Inc. of the proposed minor reconfiguration of the curbside parking zones in front of the Steamship Terminal. The proposed configuration should assist to alleviate pedestrian safety and congestion issues experienced during last year's peak tourism season.

Hippo Tours Inc. support the proposed swap of the dedicated Hippo Tours zone and the general Commercial Vehicle Loading Zone. Hippo Tours Inc. has entered into an agreement with GVHA to provide a curbside kiosk adjacent to the proposed reconfigured zone for Hippo Tours Inc. This mobile kiosk was previously on the other side of the street on the Grand Pacific Hotel frontage.

We look forward to another successful season in Victoria.

Sincerely,



Geoffrey Lind  
President  
[geoff@victoriahippotours.com](mailto:geoff@victoriahippotours.com)

Victoria Hippo Tours  
941A Ellery St. Victoria BC V9A 4R9  
Tel: 250-590-5290 855-884-4776  
[info@victoriahippotours.com](mailto:info@victoriahippotours.com)  
[www.victoriahippotours.com](http://www.victoriahippotours.com)





## THE ROBERT BATEMAN CENTRE



April 14, 2014

Jason Johnson, City Manager  
City of Victoria  
1 Centennial Square  
Victoria, BC  
V8V 1P9

### Re. Reconfiguration of the curbside parking at the Steamship Terminal

Dear Mr. Johnson,

I would like to express our support for the GVHA's request to relocate the Hippo Tours' parking location away from the main entrance to the Robert Bateman Centre.

During the 2013 tourism season we experienced concerning congestion issues in this location, and would greatly appreciate any efforts made to relieve the problem. This location was used by Hippo Tours to solicit business, and line-up their passengers. These activities significantly blocked pedestrian traffic, and added confusion to visitors wanting to enter our facility.

The Steamship Terminal is a difficult building to navigate, and due to heritage considerations, we are limited in our ability to identify this entrance as our entrance. We are working with the GVHA and the City to create the best possible signage solution, however having this moving billboard for another tourist attraction away from our front door would be a significant improvement in helping us to reach our attendance targets and sustainability.

While moving the parking for Hippo Tours down to our secondary entrance is not ideal, we do see it as a significant improvement. Once the lease has expired on this parking spot we would greatly appreciate being consulted before further renewal.

Regards,



Paul Gilbert, Executive Director  
The Robert Bateman Centre

The Bateman Centre | 470 Belleville St. Suite 300 Victoria, BC, V8V 1W9 | 250 940-3626  
www.batemancentre.org | Charitable Registration # 84698 7688 RR0001

April 15, 2014

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

Re: General loading zone and Hippo Bus parking, Belleville St.

To whom this concerns,

As the general manager of the Steamship Grill & Taphouse located at 470 Belleville Street, I am writing this letter to request a slight reconfiguration of the parking zones located just out front of the Steamship Terminal building.

During the fast approaching tourist season, our concern is the amount of pedestrian congestion directly in front of the main entrance to Steamship building this year with the addition of the restaurant and patio, our coffee house as well as the already existing Bateman Gallery and gift shop. I would like to recommend that the Hippo Tour Bus parking and the general loading zone parking simply swap locations. This will allow the Tour Bus to have a much wider sidewalk area to line up their passengers, limiting the congestion in the area previously held by them.

I very much appreciate your support on this matter.

Sincerely,

Shona Bellows  
General Manager  
Steamship Grill & Taphouse  




Lori McLaren

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**Subject:** FW: Wilsons - Belleville Parking Reconfiguration

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**From:** JV [mailto: [REDACTED]]  
**Sent:** April-16-14 12:41 PM  
**To:** Lisa Krakowski  
**Cc:** Sonterra Ross  
**Subject:** Re: Wilsons - Belleville Parking Reconfiguration

Thanks Lisa,

Please accept this as confirmation, Wilson's Transportation and affiliated companies have no objection regarding the repositioning of the Hippo Tours parking as per the diagram you provided April 15.

Do let me know if you require a more formal statement of support.

Regards  
John Varga  
[REDACTED]

**Appendix E – Proposed Vehicles for Hire Bylaw, Amendment Bylaw (No. 11)**

**VEHICLES FOR HIRE BYLAW, AMENDMENT BYLAW**

**A BYLAW OF THE CITY OF VICTORIA**

The purpose of this Bylaw is to amend the Vehicles for Hire Bylaw to change the location of Motorized Sightseeing Vehicle Parking Stand 3.

Under its statutory powers, including sections 8 and 36 of the *Community Charter*, section 3 of the 1907 *Act relating to the City of Victoria*, section 18 of the *Victoria City Act, 1919*, and section 9 of the *Victoria City Act, 1934*, the Council of The Corporation of the City of Victoria enacts the following provisions:

- 1** This Bylaw may be cited as the "VEHICLES FOR HIRE BYLAW, AMENDMENT BYLAW (NO. 11)".
- 2** Bylaw No. 03-60, the Vehicles for Hire Bylaw, is amended by deleting Schedule D and replacing it with the Schedule D attached to this Bylaw.

READ A FIRST TIME the	day of	2014
READ A SECOND TIME the	day of	2014
READ A THIRD TIME the	day of	2014
ADOPTED on the	day of	2014

CORPORATE ADMINISTRATOR

MAYOR

## Schedule D

## Motor Sightseeing Vehicle Parking Stands

<u>Licensee</u>	<u>Parking Stand Allocation</u>	<u>Allocation Period</u>	<u>Monthly Rental Fee (including applicable taxes)</u>
CVS Cruise Victoria Ltd. (Incorporation No. BC0782440)	<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	April 1, 2013 to April 1, 2015	\$1,755.00
Wilson's Transportation Ltd. (Incorporation No. BC0221816)	<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	April 1, 2013 to April 1, 2015	\$1,755.00
Hippo Tours Inc. (Extraprovincial Registration No. A0086232)	<b>Parking Stand 3</b>  The north side of Belleville Street, a distance of 14 m measured westerly from a point 45.3 m west of the northerly lateral extension of the west property line of Menzies Street	April 1, 2013 to April 1, 2015	\$1,170.00
Wilson's Transportation Ltd. (Incorporation No. BC0221816)	<b>Parking Stand 4</b>  The north side of Belleville Street, a distance of 14 m measured westerly from a point 63.5 m west of the northerly lateral extension of the west property line of Menzies Street	April 1, 2013 to April 1, 2015	\$1,170.00







## Governance and Priorities Committee Report

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**Date:** April 30, 2014      **From:** Councillor Chris Coleman  
**Subject:** Decision request to Council – Councillor Coleman's attendance at the FCM Annual Conference from May 26<sup>th</sup> to June 3<sup>rd</sup> in Niagara Falls, ON

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### Executive Summary:

Approve the attendance and associated costs for Councillor Chris Coleman to attend the FCM Annual Conference.

The approximate costs for doing so are as follows:

Registration	\$785.00
Transportation	\$641.00
Hotel	\$845.00

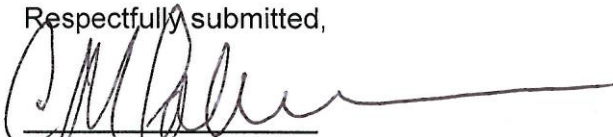
Approximate Total:      **\$2271.00**

### Recommendation:

That Council approves the attendance of Councillor Coleman and the associated travel and accommodation costs.

That Council approves funding of approximately \$2947.00 to cover related expenses.

Respectfully submitted,

  
Councillor

APR 30 2014  
Date