

**Appendix D: List of 2019 Financial Plan Motions**

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### **FESTIVAL INVESTMENT GRANTS PROGRAM: (See Strategic Plan Action 4.4)**

That Council direct staff to report back on options for a funding increase of \$50,000 for the Festival Investment Grants starting in 2019 potentially from new assessed revenue.

#### **BACKGROUND:**

The Festival Investment Grant program was established to create and sustain a healthy community, vibrant downtown core and enhance economic development. Over the past twenty years, the City has supported festivals through the Festival Investment Grant Program. Additional in-kind support is provided based on need and the availability of departmental resources.

The FIG program is perennially oversubscribed. Council directed staff to review the FIG program in 2019. Staff have examined opportunities to expand the program to community association led events, events in the shoulder season and to continue support for signature events. In addition to a thorough policy review, staff look forward to utilizing the newly appointed Music Advisory Committee in an effort to identify opportunities to better align with the local music community.

The annual FIG recommendations are typically approved by Council shortly after budget approval in February. Applicants require an indication of the level of support from the City before the financial plan is adopted in May. Should Council still be in budget deliberations when the FIG applications come forward for consideration, pre-budget approval of the potential funding increase to the program in 2019 would be required should Council desire funding be made available for 2019 festivals.

#### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Unfortunately, staff have no suggestions for funding sources that are not from the City. If Council chooses to implement this increase, funding could come from new property tax revenue from new assessment, reallocation of funding through a reduction in another service, or through a tax increase of 0.04%.

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### **FESTIVAL AND ARTS FUNDING:**

That Council direct staff to report back as part of the 2020, 2021 and 2022 budget on options for increasing investments in festivals and community arts events.

### **BACKGROUND:**

As part of the City's role as event producer, facilitator, regulator and venue/equipment manager, the Arts, Culture and Events Office assists hundreds of festivals and community arts events annually.

Through the issuance of hundreds of permits and related work orders annually, staff coordinate and allocate the appropriate City services necessary for the safe use of public space. Related City services include the deployment of traffic control equipment, sign shop, street cleaning, waste management, as well as staff support from parks, engineering and public works, fire and police.

Increases to the department's City services budget have not kept pace with service requests or with the changing nature of services required to ensure public safety at large public gatherings. As a result of evolving approaches to policing large public events, there has been a steady increase to the scope of police services required at large community events.

In 2018, Council budgeted the following for the facilitation of not-for-profit use of public space for accessible public events:

- \$222,380 – Festival Investment Grants (cash)
- \$25,000 – Seed funding Canada Day production
- \$115,430 – work orders regular time (City staff and equipment deployment)
- \$113,000 – work orders outside purchases (mostly police)

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

In addition to the potential \$50,000 increase to the Festival Investment Grant program in 2019, any increase to the annual special events City services budget would assist in maintaining the current level of access to community events. Without an increase, beyond COLA levels, proposals for increased levels of cost recovery will be necessary. Increased funding for event related City service support at accessible public events in public space will help to ensure safe accessible community events for residents and visitors and assist in maintaining the current public event inventory.

Options to be assessed as part of the 2020 Financial Plan.

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### **ART IN PUBLIC PLACES**

Council passed a number of motions regarding public art. They have been grouped in this response as they all currently draw from the same funding source.

#### **1. ARTIST IN RESIDENCE PROGRAM**

As part of the 2019 financial planning process, consider allocating an additional \$75,000 into the Culture operating budget for the Artist in Residence Program starting in 2019.

##### **BACKGROUND:**

Allocating funding for the Artist in Resident program to the culture operating budget rather than funding through the public art reserve fund would allow further public art projects to be funded from the reserve fund. The combined expenses of both the Artist and Indigenous Artist in Residence Programs totals \$144,000 which draws the total annual contribution from the reserve fund, \$135,000 annually, and an additional \$9,000 from reserves each year. This does not leave room to fund additional public art projects from the reserve fund.

#### **2. INDIGENOUS ARTIST IN RESIDENCE PROGRAM**

That Council direct staff to report back on the budget implications of continuing the Indigenous Artist in Residence Program.

##### **BACKGROUND:**

The position was created with the intent to add an Indigenous artistic presence to the City of Victoria and provide the opportunity for a local artist to develop artistic works, engage the community and City staff to produce a range of artistic works, which may include performances, workshops and/or a forum.

The Indigenous Artist in Residence works 20 hours per week for a total fee of \$42,000 per year and up to \$30,000 project budget annually. This position was funded through the City's Art in Public Places Reserve Fund in 2017 and 2018.

#### **3. ART INSTALLATIONS**

That Council direct staff to report back in the 2019, 2020, 2021 and 2022 budgets for options to increase the number of public art installations in the city.

#### **4. MURALS IN PUBLIC SPACE**

That Council direct staff to report back in the 2019, 2020, 2021 and 2022 budgets for options to increase the number of murals in public space and on private buildings to make Victoria a City of Murals.

##### **BACKGROUND:**

Currently, \$135,000 is funded annually from the public art reserve to install public art throughout the city. Staff consult with the Art in Public Places Committee, as well as Urban Design, Planning and Parks Design staff to plan out and program public art each year. Additionally, public art projects are funded from the My Great Neighbourhood grant program and the up to 1% public art policy for significant civic capital projects.

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In 2018, the Concrete Canvas project created 17 murals by international, national and local artists in the Rock Bay neighbourhood as per direction in the Burnside Gorge Neighbourhood Plan. On average, each mural was \$8,000 to \$15,000 depending on the size of the mural and artist fee.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Options for providing additional funding for the public art program include:

1. Create a mural stream through the My Great Neighbourhood grant program to fund mural projects at the neighbourhood level. Staff recommend \$50,000 for the community art stream to fund between 5-8 murals each year. A mural toolkit currently in development by Culture staff would accompany the grant stream to support community- led mural projects.
2. Increase the annual contribution to the public art reserve fund from \$135,000 to \$200,000 to fund the expansion of the public art program and number of murals.
3. Maintain \$135,000 annual contribution to the public art reserve fund and increase the culture operating budget by \$147,000 annually to fund the Artist and Indigenous Artist in Residence programs ongoing.

Should Council wish to expand the public art, residence program and murals programs, one additional FTE (\$83,000) in the Culture Department would be required. Currently, 0.8 FTE coordinates public art as well as the literary art portfolio. Staff are currently beyond capacity tracking 25 public art projects in various project stages through 2019 and 4 maintenance projects.

Should the all of the above options be approved, the total financial impact is \$345,000:

Artist in residence	\$75,000
Indigenous artist in residence	\$72,000
Expanded public art program	\$65,000
Mural stream in My Great Neighbourhood grants	\$50,000
Additional FTE	\$83,000

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### **VANCOUVER ISLAND SOUTH FILM AND MEDIA COMMISSION:**

Direct staff to consider alternative future funding options - during the 2019 City budget process and request a business plan from the Film Commission to assist staff with this work.

#### **BACKGROUND:**

The Vancouver Island South Film and Media Commission (VISFMC) creates jobs and economic development by marketing the locations, crew, talent, business and services of Greater Victoria to the international film and television industry. The commission works to help develop the necessary infrastructure for production, communication, standards of practice and workforce training for the region and supports the growth of local production services and expertise. The VISFMC was the first Film Commission in BC (1971). The commission is a registered not-for-profit society and has 3 full time staff. The VISFMC estimated that through their efforts they have helped generate an estimated \$10 million in direct economic impact in the region in 2017.

City grant awards since 2015:

2015 requested \$45,000 - awarded/paid \$45,000  
2016 requested \$45,000 - awarded/paid \$45,000  
2017 requested \$45,000 - awarded/paid \$35,000  
2018 requested \$45,000 - awarded/paid \$20,000

The remarks from the External Grant Review Committee in 2018 were as follows:

“Final report incomplete. Scope extends beyond Victoria; should consider broader regional funding support.”

The City currently has 6 grant funding streams. 5 are competitive and 1 is “direct award”. The Film Commission currently applies under the Strategic Plan grant category and goes through a competitive process. Direct award grants (i.e. grants that do not go through a competitive process) are for organizations that deliver a service on behalf of the City, including operating City-owned facilities, with an agreement in place. These include recreation and youth programming at the City’s community centres, the City of Victoria Youth Council and the City’s heritage programs administered through two heritage societies established by the City.

As outlined in a presentation by VISFMC to Council, many film commissions in BC are funded through Regional Districts. Staff’s understanding is that VISFMC is not eligible under the CRD’s grant programs. Council may wish to request the CRD to change its eligibility criteria so that this could be a potential funding option for VISFMC.

Staff’s understanding of the intent of Council’s motion, is to provide funding that is not through a competitive process. Should Council wish to move in this direction and since the VISFMC does not fit the definition of an organization that receives direct award grants under the City’s policy, Council could consider setting up a new category with a definition that pertains to VISFMC. To ensure transparency for all organizations who may wish to apply for a City grant, it would be important to differentiate VISFMC to other non-profits who do have to go through a competitive process, such as Our Place Society, VIATEC, Destination Greater Victoria, Maritime Museum, School Crossing Guards, and Victoria Compost and Conservation Education Society, to name a few.

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### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

If Council chooses to implement this new grant category, funding could be reallocated from the Strategic Plan grants budget (which is where all the grant funding was pooled when the new program was introduced in 2015/16), a reallocation through a reduction in another service, new property tax revenue from new development or through a tax increase.



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### **CITY STUDIO**

That Council direct staff to report back as part of the 2020 budget process on the opportunities for engaging a City Studio Coordinator and on potential funding partnerships.

### **BACKGROUND:**

CityStudio Victoria was a deliverable from the Mayor's Economic Development & Prosperity action plan called *Making Victoria – Unleashing Potential*.

The CityStudio Victoria concept/model (based on Vancouver CityStudio) started as a partnership between the City and our three post-secondary institutions; Camosun, Royal Roads University, and University of Victoria. The CityStudio space is owned by the City and solely operated and managed by the City and has since opening in February 2016. We have made requests for funding from our partner post secondary institutions to support a full-time Program Coordinator. In 2017 and 2018, management of the space was further supported by co-op students to help alleviate staff time. However, the co-op students required orientation/onboarding, regular supervision, and regular evaluation reports to be completed, which added a different workload onto staff.

In March 2018, Camosun decided to leave the CityStudio partnership and through recent discussions with Royal Roads University and University of Victoria they have also decided to leave the partnership. This is primarily due to the size of the space which they all feel is too small and the layout it awkward with the change in location to 711 Douglas. Further to this the space is more heavily used by non-profit community groups, which has caused harsher wear and tear and in some cases the user groups are difficult to manage.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

The City continues to be responsible for all costs associated with CityStudio. Costs include; all utilities, wifi, website, booking platform and all hard goods (tables, chairs, etc). Staff time to manage impacts higher priority projects and day to day business.

Option 1:

There are interested groups both within the arts community and other non-profit community groups that may be interested in responding to an Expression of Interest to operate the space at a reduced lease cost that provides a valuable return to the community.

Option 2:

Close CityStudio and return the asset to Real Estate to lease.

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### **PARTICIPATORY BUDGETING:**

That Council direct staff to report back as part of the 2022 budgeting process on taking a participatory budgeting approach to neighbourhood transportation.

### **BACKGROUND:**

Participatory budgeting empowers people to decide together how to invest a portion of the City of Victoria's annual budget. It is practiced in more than 1,500 cities across North America and around the globe.

In 2018, following a successful pilot project, Council directed staff to take a participatory budgeting approach to allocating \$60,000 of the City's budget for the next three years in the following areas: Youth (2019), Newcomers (2020) and Neighbourhood Spaces (2021).

An independent community-led Steering Committee will lead and administer the process each year, with support from the City's Engagement department. Proposals from residents for infrastructure, programs, services or events that will improve the City of Victoria in the designated focus area will be put to the public for voting to determine how to allocate the funds.

The goals of the City's Participatory Budgeting process, developed in collaboration with the citizen-led Steering Committee are to:

1. **Increase civic engagement**
  - Engage and empower more people in the budgeting process to deepen democracy.
2. **Showcase City decision-making processes**
  - Allow residents a greater role in and understanding of municipal spending decisions and increase transparency.
3. **Build community relationships and support diverse communities**
  - Inspire people to more deeply engage in their communities, and to create new networks, organizations and community economic opportunities.
4. **Encourage inclusive participation**
  - A focus on equitable participation, by working hard to engage the most marginalized populations, will lead to a more diverse and representative process.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

As part of the 2022 Financial Planning process, staff will recommend for Council's consideration a participatory budgeting approach to neighbourhood transportation. This recommended approach will be based on lessons learned from the City's 2019-2021 process and the experience of other cities that use participatory budgeting to empower citizens to decide how to allocate a portion of their transportation or other departmental budgets. The approach will support the City's strategic plan goals for neighbourhood transportation.

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### **BACK-UP BEEPERS IN THE DOWNTOWN**

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

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

### **BACKGROUND:**

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

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

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

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

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

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

An important issue of concern is that broadband beepers may be impacted significantly by surrounding noise, where the warnings may be less effective in busy urban centres, with high levels of background or surrounding noise. These issues question its suitability for use during the vehicle's high-idle periods, and/or in areas with interfering background noise, masking the broadband alarm's discrete frequencies. In these circumstances, the broadband alarm may not meet ISO or OHS standards.

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Approximately 100 of Victoria fleet vehicles have back-up alarms installed and comprise only a very small percentage of the total number of urban vehicles operating in the City (including private waste collection, commercial delivery, and construction companies); converting the City's fleet to broadband alarms would have a small impact on overall noise associated with vehicle backing movements. A number of City fleet vehicles (such as mini-sweepers and other street cleaning equipment) currently have manual over-ride capabilities, giving operators the option to suppress the backup alarm, once the ability to carry out a safe backing movement has been confirmed by the operator.

Vehicle safety sensors and related technology continue to advance, and replacement optical/proximity sensors will likely replace any need for audible alarms in the future. The speed at which this transition will occur will be related to cost and regulatory requirements, which would have to be studied further. Municipal regulations for backup alarms may also not be enough on their own to incent the shift for commercial operators and be difficult to enforce – any requirement for the use of this type of technology should be mandated at a provincial or federal level.

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

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

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

Further study and investment would be required to research and determine the most suitable equipment alternatives, review risks/benefits/considerations, implementation plans, policy review, etc. Such an exercise could cost between \$20-50,000 or more to complete with support from an external consultant to cover required resources. A pilot program would likely be required, which would add further costs.

This work is currently beyond the staff and financial capacity based on Council's approved commitments for the City's fleet management priorities. Staff would assess any investment in backup beepers to be lower than the work required to plan the future fleet replacement program, assess and review vehicle telematics information to inform procurement priorities, and continue work on fleet emissions and GHG reductions. Staff would assess that any additional resources in fleet would be best allocated to work on these priority issues.

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

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### COMMUNITY AND SENIOR CENTRE MAINTENANCE:

That Council direct staff report back on the financial implications of providing a uniformly high level of service to community and senior centres with respect to janitorial services, facilities maintenance, solid waste services and cost of utilities.

### BACKGROUND:

Currently services for these City facilities are delivered through either City staff or contractors. The following table demonstrates which community facilities are serviced by City staff.

Site	Janitorial	Maintenance	Solid Waste	Utilities
Burnside Gorge Community Centre	X	✓	X	✓
Vic West Community Centre	X	✓	X	✓
Quadra Village Community Centre	✓	✓	✓	✓
Fernwood Community Centre	✓	✓	✓	✓
Fairfield CC / Garry Oak Room	X	✓	X	✓
Cook Street Village Activity Centre	✓	✓	X	✓
James Bay New Horizons	X	✓	X	✓
<b>James Bay Community School*</b>	X	X	X	X
<b>Oaklands Community Centre*</b>	X	✓	X	✓

*\*Serviced by School District 61*

The following is a brief description of services the City provides.

#### Janitorial Services

The general daily cleaning of each facility includes mopping, vacuuming, and dusting of all rooms including washrooms, as well as garbage and recycling collection. The service standard also consists of weekly floor burnishing, along with annual deep cleaning. Daycare staff would be responsible for minor cleaning requirements during the day.

School District 61 currently provides janitorial services for the community facilities located adjacent to schools, namely Oaklands Community Centre and the James Bay Community School. For this reason, staff have excluded these two centres from the assessment of options and implications.

#### Maintenance Services

This service consists of repair and maintenance of the building, including mechanical systems, building envelope, structure, electrical systems, paint, carpentry components, and graffiti removal. This includes all permits and regulated inspections for all life safety equipment, but excludes service specific repairs or permitting, such as Island Health requirements for specialized programs like daycare.

#### Solid Waste

The City does not currently have the equipment needed to service all the waste, recycling and

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organics collection for City-owned facilities. Options for corporate waste collection services will be outlined in the *Zero Waste Strategy* currently in development.

### Utilities

Water, natural gas, and electricity use at community centres are presently funded by the City, with the exception of James Bay Community School. This does not include internet or cable services where applicable.

### Conclusion

Based on the discussion with Council, staff understand Council's motion to assume staff (CUPE Local 50) would be responsible for the additional scope of work. At present, each community centre operator sets the level of service based on the needs of the society. Staff have not investigated the level of service being provided by other parties at the centres where janitorial service is not through City staff. Based on previous dialogue with community centre operators in 2018, there appears to be a preference for City funding support, but with flexibility for operators to determine their own delivery model and service levels. The financial and human resource impacts outlined in this response reflect providing the same service level as the centres that City staff currently support.

Should Council wish to move forward with this initiative to expand the provision of janitorial and solid waste management at all centres not currently being serviced by the City or School District 61, Council may consider directing staff to first consult with the impacted operators regarding the potential impacts of this change. Subsequently, staff should be directed to amend the contracts with centre operators and allocate the necessary funding to the operating budget for the Facilities division.

Currently the City provides a total of \$111,000 in janitorial funding (grants) to three of the centres. Having City staff provide the janitorial services would mean these grants could be allocated into the operating budget for janitorial expenses. The total operating cost to provide all the building services and materials including janitorial, maintenance, solid waste management, and utilities would be approximately \$372,000. The incremental increase in cost would include \$261,000 in ongoing operating expense, plus a one-time capital investment of approximately \$80,000 for two fleet vehicles and janitorial tools to deliver these services.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

- Financial Implications
  - One-time capital expense for two janitorial fleet vehicles - \$80,000
  - Total additional ongoing annual operating expenses required \$372,000 (incremental increase of \$261,000)
    - Labour - \$309,000
    - Janitorial Supplies - \$15,500
    - Fleet fuel/maintenance - \$9,000
    - Solid Waste Disposal - \$38,500
- Human Resources Implications
  - Additional - Building Service Workers (3.25 FTE)
  - Additional - Assistant Supervisor of Building Services (1 FTE)

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### **WASHROOMS AND DRINKING FOUNTAINS:**

That Council direct staff to report back as part of the 2019, 2020, 2021 and 2022 budgets on opportunities to expand public washrooms and drinking fountains, with a priority in the north half of the city, and;

That the City give consideration to a new “sidewalk washroom” in the 900 block of Douglas Street in the 2019 budget.

### **BACKGROUND:**

The City does not have a formal plan that identifies the number, location, and design of public washrooms and drinking fountains required in the municipality.

Staff recommend hiring an external professional to assess opportunities for additional public washrooms and drinking fountains based on leading practices in other jurisdictions and local demand, and to develop an implementation plan to guide future investments.

In response to Council’s direction to give consideration to build a new “sidewalk washroom” in the 900 block of Douglas Street, staff have already completed a preliminary review of two potential sites. Should Council wish to move this forward, the next steps would include hiring a consultant to complete the planning and design work.

Should Council wish to move forward with this initiative, additional funding of \$287,000 is required to cover the professional service expenses and additional Project Administration staff resources required to complete both the design and construction phases.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

- Financial Implication
  - One-time capital expense (design services) - \$75,000 (cost of construction to be determined once the design of the Douglas Street washroom is complete)
- Human Resources Implications
  - Additional - Project Administrator (1 FTE for 2 years)
    - 2019 Design Phase - \$106,000
    - 2020 Construction Phase- \$106,000

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### **FAIR TRADE:**

That Council direct that this item be considered as part of the 2019 budget process.

### **BACKGROUND:**

Since April 2009, the City's Dining and Catering Policy has implemented a practice of Fair Trade which states that the catering of all civic meetings and events at City Hall, only Fair Trade coffee may be purchased. However, this does not extend to other City facilities.

As well, the City of Victoria's Purchasing Policy incorporates sustainability guidelines that consider the environmental, social and economic value of the goods and services being purchased. The intent is to shift spending away from goods and services that negatively impact the environment and society towards products and services that are more environmentally sound and socially beneficial. The evaluation criteria used are tailored to the specific competition; however, more points will be awarded for higher impact activities.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

With Council direction, City staff can amend the purchasing policy to add a clause for Fair Trade. This can be accommodated within existing resources.

A full promotional campaign will require additional resources. Engagement staff resources are fully allocated to completing priorities previously approved by Council or contemplated in the 2019-2022 Strategic Plan. Implementing this item in 2019 require an additional 0.2 FTE (approximately \$20,000) in the Engagement Department to meet Council's direction to develop and implement a communications strategy to attract media attention and promote the City's status as a Fair Trade Town, publish campaign/designation information on the municipality's website, and work with City staff in Sustainability to develop and implement a public awareness campaign to promote ethical and sustainable consumption.

Activities to promote sustainable food consumption are already part of the 2019 Financial Plan. Additional operational resources of \$10,000 would be required to expand those activities to include education and promotion of ethical consumption.

Alternatively, simply adding information to our website and sharing information via social media can be accommodated within existing resources.



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### **COUNCIL BUDGET:**

That Council direct staff to report back on the financial implications of increasing the Council travel and conference budget to \$45,000 for the conferences and travel with the direction that this be indexed to inflation in subsequent years.

### **BACKGROUND:**

The 2019 Draft Financial Plan includes a \$35,000 budget for Council's conference and travel expenditures.

In accordance to the City's Travel Policy, members of Council are reimbursed for their travel expenses while representing the City, engaged in City business or attending a meeting, course or convention related to representation of the City, City business or the duties of the office of Mayor or other members of Council. All Council travel require a Council Resolution to authorize the reimbursement.

Actual travel expenses allocated to the Council conference budget have ranged \$25,000 to \$47,000 over the last 5 years, with an average expense of \$37,400. In addition to this budget, protocol and trade mission related travel have separate funding allocations and are not included in these figures.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

If Council chooses to increase the funding, the financial impact would be \$10,000. If this is a permanent increase, it could be funded through new property tax revenue from new development, a reallocation by reducing another budget, or increasing property taxes by 0.01%.

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### **COUNCIL BUDGET:**

That Council direct staff to report back with options and implications for including budgetary allowance in 2019 for constituency funds for up to \$8,000.

### **BACKGROUND:**

This would be a new budget line item.

Should Council wish to move ahead with this funding, an overarching reimbursement policy should be considered that would outline the purpose and use of the funds, as well as the process and required documentation for reimbursement. Council may also wish to consider how the funding would be allocated between each member of Council. This could be done on a first-come first-served basis, through an equal allocation between each Council member, or by identifying the specific planned activities for the year during the financial planning process. Staff could develop the policy based on further Council direction.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

If Council chooses to add an additional \$8,000 budget to the 2019 Financial Plan, this ongoing increase could be funded through new property revenue from new development, a reallocation by reducing a different budget, or by a property tax increase of 0.01%.

## **Appendix D: List of 2019 Financial Plan Motions**

### **GRANT BUDGET:**

That Council direct staff to report back on how the youth outreach grants are allocated and the implications of increasing the youth outreach grants by the rate of inflation.

### **BACKGROUND:**

In October 2015, Council approved classifying the youth outreach programs administered by the Burnside Gorge and the Fairfield Gonzales Community Associations as Direct Award Grants since the City already has existing agreements with both organizations for operating City-owned facilities. The outreach grant amounts were allocated based on the requirements requested from the individual Community Associations.

Direct Award Grants are for organizations who provide a service or program on behalf of the City on an ongoing basis, including a service to operate City-owned facilities and have agreements with the City. These grants are awarded annually by Council without a competitive process; annual reporting back to the City is required.

The 2019 Draft Financial Plan includes a budget of \$10,000 and \$15,000 for the Burnside Gorge and Fairfield Gonzales Community Centre's youth outreach grants respectively. The budgets have remained the same since 2015.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

If Council chooses to increase the youth outreach grants by the rate of inflation or 2.4% for 2019, this would result in a budget increase of \$600 resulting in a total budget of \$10,240 and 15,360 each.

## **Appendix D: List of 2019 Financial Plan Motions**

### **GRANT BUDGET:**

That Council direct staff to report back on the implications of increasing the per capita base grants to community associations by the rate of inflation.

### **BACKGROUND:**

Neighbourhood base grants are a per capita allocation provided to all neighbourhood associations for the purposes of space rental, communications and celebrations. The per capita base grant is determined through the formula of 0.75 times the population of each neighbourhood.

The 2019 Draft Financial Plan includes a total budget of \$64,500 for the per capita base grants for the neighbourhoods of Blanshard (Hillside Quadra), Burnside/Gorge, Downtown, Fairfield Gonzales, Fernwood, James Bay, North and South Jubilee, North Park, Oaklands, Rockland and Vic West.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

If Council chooses to increase the neighbourhood per capita base grants by the rate of inflation or 2.4%, this would result in a budget increase of \$1,548 or total budget of \$66,048.

## **Appendix D: List of 2019 Financial Plan Motions**

### **GRANT BUDGET:**

That Council direct staff to report back on the implication of indexing the Strategic Plan grants to the rate of inflation.

### **BACKGROUND:**

Strategic Plan Grants are awarded annually by Council through a competitive process and are for eligible organizations working on a project or program that supports the actions and outcomes of the City's Strategic Plan.

On August 25, 2016, Council approved to implement an external grant review committee for the City's Strategic Plan Grants. The external grant review committee was established to promote a merit-based evaluation process by appointing members with expertise in the areas that are eligible under the grant program.

The Strategic Plan Grant budget of \$510,000 is comprised of both Micro Grants and Strategic Plan Grants. Micro Grants are grants of up to \$500 to cover supplies needed for food production in commons and community gardens.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

If Council chooses to increase the Strategic Plan and Micro Grant budget by the rate of inflation or 2.4%, this would result in a budget increase of \$12,240 or total budget of \$522,240.

## **Appendix D: List of 2019 Financial Plan Motions**

### **GRANT BUDGET:**

That Council direct staff to report back on the implications of increasing the community garden volunteer coordinator grant to \$10,000 per neighbourhood in 2019 with indexation to inflation for subsequent years.

### **BACKGROUND:**

Community Volunteer Coordinator Grants are available to neighbourhoods that have community gardens which are established under the City's Community Garden Policy, with food production as the primary focus. These grants are to fund a person to coordinate volunteers.

The 2019 Draft Financial Plan includes a budget of \$49,840 for eight neighbourhoods that have community gardens with food production. The neighbourhoods are Vic West, Fairfield-Gonzales, Fernwood, Burnside-Gorge, James Bay, Hillside-Quadra, Downtown and North Park.

This grant budget is comprised of a \$6,230 budget for each neighbourhood, with the exception of Fernwood where the grant is equally split between the Fernwood Neighbourhood Resource Group and the Fernwood Community Centre. The budget is annually indexed at a rate of inflation.

Council may wish to direct staff to engage with the neighbourhoods who currently receive this grant to explore whether an increase to the coordinator funding is desired or whether other funding, such as funding for materials, would be preferred.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

If Council chooses to increase the Community Garden Volunteer Coordinator Grants budget to \$10,000 per neighbourhood, this would result in an increase to the budget of \$30,160 for a total budget of \$80,000.

## **Appendix D: List of 2019 Financial Plan Motions**

### **GRANT BUDGET:**

That Council direct staff to report back on implications of indexing the My Great Neighbourhood grant program to the rate of inflation.

### **BACKGROUND:**

The My Great Neighbourhood Grant Program was developed to support strong, connected neighbourhoods through funding for projects that would be bring neighbours together and empower them to shape their local area.

The 2019 Draft Financial Plan has a budget of \$125,000. This budget is comprised of \$120,000 for the grant program and a budget of \$5,000 which the City provides for placemaking projects to match the equivalent contribution from the neighbourhood.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

If Council chooses to increase the My Great Neighbourhood Grant Program by the rate of inflation or 2.4%, this would result in a budget increase of \$3,000 or total budget of \$128,000.

## **Appendix D: List of 2019 Financial Plan Motions**

### **PARKING:**

That Council direct staff to report back on the revenue generating potential of charging for parking on Sundays.

### **BACKGROUND:**

The City of Victoria has nearly 2,000 on-street parking spaces downtown. On-street parking is free in the evenings Monday to Saturday from 6pm – 9am and free all day Sundays and holidays. On-street parking generates approximately \$7 million in revenue annually.

Parking is also free in parkades on Sundays. The following analysis pertains to on-street parking only, with the assumption that parkades would remain free. The rationale for this assumption is that parkades do not currently reach capacity on Sundays (with the exception of Yates Street) and that on-street turnover is the main concern rather than revenue-generation. Should this assumption be incorrect, staff can report back on estimates for revenue generation in parkades.

Paid parking on Sundays has been considered by Council in the past though no direction was given to staff for further exploration. In the past, discussions with some business owners that are open on Sundays have revealed there is a concern regarding the turnover of on-street parking on Sundays.

In the past, this discussion has generated high interest in the community. Therefore, Council may wish to consider an engagement strategy before a final decision is made.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Currently, staff do not have detailed on-street statistics for Sundays as parking is free. Though previous studies over the years have indicated that a large number of cars park on-street for over four hours. To determine the revenue impact on Sundays, staff have used pro-rated Saturday statistics in addition to past Sunday survey results to estimate the financial impacts.

Like most new initiatives there are many factors to take into account, therefore staff have provided two options for Council's consideration:

1. Implementing on street pay parking at the current rates and time limits on Sundays is forecasted to generate approximately \$600,000 in revenue a year. This calculation is based on total Saturday space availability of 18,000 hours (2,000 spaces multiplied by 9 hours of pay parking) that generates approximately \$1 million a year. A pro-rated percentage of 60% has been applied for Sunday estimates which factors in a reduction of businesses that are open on Sundays and the possible reduction of cars parking due to a rate increase.
2. Implementing on street pay parking at a reduced rate of one dollar an hour with no maximum time limit is forecasted to generate approximately \$500,000 in revenue a year. This calculation is based on estimating the total amount of Sunday parking at 10,000 hours (2,000 spaces multiplied by 5 hours of pay parking) multiplied by a rate of one dollar an hour. With this model, the assumption is that the introduction of Sunday pay parking will have less of an impact on the number of cars parking.



## **Appendix D: List of 2019 Financial Plan Motions**

Currently, the Yates Street parkade reaches full or near full capacity on Sundays. With the implementation of either on-street parking option, it is anticipated that this parkade will become busier. The increased volume is expected to create a low turnover and a higher demand for short-term parking. One option for Council's consideration is to increase the rates in this parkade only equivalent to current rates or one dollar based on the options above.

Should Council wish to move forward with this initiative, staff would develop the scope for an engagement strategy and report back on the resource implications.

## **Appendix D: List of 2019 Financial Plan Motions**

### **PARKING:**

That Council direct staff to increase on-street and parkade parking for people with disabilities on an ongoing basis and report to Council on a quarterly basis with the net new number of spots added.

### **BACKGROUND:**

The City provides permits and specific parking spots for people with accessibility challenges. There are approximately 28 designated metered on-street parking spaces in the downtown core for use by people with a valid disabled placard on their vehicle. Drivers with disabilities can purchase up to two hours of parking time at all these spaces.

To maximize choice and accessibility, the City offers an additional hour of free parking time at any 90-minute (or greater) parking space for drivers displaying a valid BC Disability Parking Permit.

The City offers two types of parking permits for people with disabilities: a Monthly Permit and a Periodic All-Day Permit to support mobility and accessibility to jobs and services while offering maximum flexibility.

Staff continue to review the current policies developed in 2002 and explore opportunities to increase and enhance accessible parking spaces throughout the City. Staff in Parking Services and Transportation work with the Disability Resource Centre (who provide ongoing input on changes to the parking system) to identify options for improvements. Continual review of the use of on-street accessible metered spaces is done to provide meaningful information on usage at the various locations.

Recent service improvements have included moving an accessible parking spot on Yates Street closer to the Post Office and a recently installed ramp adjacent to a loading zone to provide better access to the sidewalk. Also, six accessible spaces were added to the View Street Parkade.

Further analysis through the Accessibility Framework will inform future work in this area. See more information provided through the motion responses related to the Accessibility Working Group.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

This work can be accomplished within existing resources. Any future resource implications will be reported back upon completion of the Accessibility Framework.

## **Appendix D: List of 2019 Financial Plan Motions**

### **PARKING:**

That Council direct staff to report back on the option of bringing the operations of the Victoria Conference Centre parkade in house.

### **BACKGROUND:**

The parkade operations have been contracted since opening of the facility 1989. The contract was initiated to ensure that the facility opened with professional services in each department which would establish the reputation of the excellent service that the VCC has today. All in an effort to compete in the highly competitive event industry.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

In order to provide a complete analysis of the options and implications of changing the service delivery model for this operation, external expertise would be required to analyze both the needs of the Victoria Conference Centre and best practices in running parkade facilities in that industry. In addition, since the VCC is operated under an agreement, legal review of that agreement and any other agreements would be required.

Should Council wish to explore this further, staff could develop a complete scope of work and associated resource needs and bring back to Council for consideration in 6 months.

## **Appendix D: List of 2019 Financial Plan Motions**

### **PROTOCOL FUNCTION FUNDING:**

That Council direct staff to report back on the budget implications of adding resources to the City Manager's office sufficient to facilitate a dedicated protocol function.

### **BACKGROUND:**

The Protocol Liaison position would oversee the protocol functions of the City of Victoria, including the relationships, events, activities and services that benefit, promote, celebrate and enhance the City of Victoria. The position would develop and coordinate the provision of protocol programs and executive support including: preparing and managing annual operational budget; leading protocol relations between the City of Victoria and its Twin Cities, representatives of home and foreign governments, and First Nations; determining annual corporate protocol events, level of involvement and budget; advising the Mayor, Council and City staff on protocol relations; developing and implementing policies, standards and procedures to guide protocol activities.

This position would represent the City to other organizations, government agencies and the public including liaising with Twin City and other dignitaries during protocol visits. This position would also manage the delivery of protocol services including: briefing Council and staff on protocol matters, coordinating protocol for visiting delegations and arrangements for City officials conducting international visits.

This position would develop and implement strategies and operating plans for protocol, aligned with the City's Strategic Plan and key objectives.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

If Council chooses to proceed, this would result in one additional FTE and a budget requirement of \$95,000 - \$100,000.

## **Appendix D: List of 2019 Financial Plan Motions**

### **HOUSING ADDITION TO FIRE HALL # 3:**

That Council direct staff to report back on the feasibility of locating housing on top of the emergency management facilities on Bay Street.

#### **BACKGROUND:**

The discussion at Committee of the Whole referred to the mechanics bays facility to be constructed at the property of Fire Hall #3. Although the above motion says “emergency management facilities”, this response is regarding adding housing to the new mechanical facility, not the existing Fire Station.

Council directed that staff work towards the replacement of Fire Station No. 1, through public process to determine if privately owned siting was available for exploration of the development of this project. Through the process, a site identified on Johnson Street was selected for rebuilding and replacing Fire Station #1. Due to the post-seismic nature of construction, costs associated with this type of construction and, land value associated with the downtown core, it was determined that relocation of the mechanical facility would be included in planning. Staff focused on location for fire mechanical in addition to review of all operational aspects of maintaining “specialized” mechanical services, both corporately and regionally, in addition to maintaining and enhancing fire department training grounds located at 740 Bay Street, Fire Station # 3.

Geotechnical work to further stabilize the rear area of No. 3 Fire Station is required work to ensure the viability of the area with regards to fire department routine standards training, with exploration on enhancement to the site to further prepare for improved departure for emergency response and, re-entering the fire station from Bay Street, upon return. Additionally, exploration of providing an apparatus maintenance bay in the planning to allow the Victoria Fire Department Historical Society with an area to refurbish and maintain their historical apparatus, when required. The Society provides great promotion of the City of Victoria and the Fire Department in relation to public display of historical apparatus and artifacts.

A portion of this area also presently includes a “drafting” pit which, when filled with water, is used to complete the annual industry testing of each fire “pumping” apparatus to ensure Fire Apparatus meet Industry Standards and are compliant with information provided to Fire Underwriter’s Survey to determine public fire protection rating for the City of Victoria. This is also a source of revenue generation as the mechanical division completes these tests for regional fire departments such as Sooke, Langford and Metchosin, in addition to annual inspections and required maintenance of their equipment and apparatus.

The planning proposes a three-bay mechanical facility with potential for an extended roofline to provide a carport type protection to fire department assets such as engines and/or trailers requiring protection from the weather, electrical and air connectivity to ensure operational readiness and, storage for equipment to be utilized for training. Specifically, with the ability to expedite “return to service”, any equipment used for training that needs to be re-assigned to first line response capacity. The geotechnical surveys of the property indicate the need for restructuring the asphalt section of the property and redesigning of the drafting pit to convert to a “confined space” training aid when not in use for apparatus testing. This will provide effective an efficient training opportunity for members of the service and potentially, external training opportunity for other agencies. This and other training aids coordinated with the installation of the training tower (erected in 2008) will confirm and provide long term strategy for utilization of this area for fire department and emergency response training. Once further work is detailed, the

## **Appendix D: List of 2019 Financial Plan Motions**

departure of the apparatus from the station will be reviewed to allow for an emergency response from the north of the station as opposed to the south to create a greater safety to personnel and traffic, as well as to provide a different angle of departure which is impacting the apparatus springs and alignment as they maneuver the tight turns on to Bay Street when exiting the station.

Due to the limited space at this site and the use as both a mechanical facility and an active operational training area, adding housing to the mechanical facility is not viable from an operational perspective. However, in the future, when Fire Station #3 is refurbished/replaced, there may be an opportunity to explore the addition of rentable housing units through that planning process.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

The Financial Plan provides for funding for the design of the mechanical facility in 2019 with construction commencing in 2020/2021.

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### **LATE NIGHT TASK FORCE:**

That Council direct staff to report back on the Late Night Great Night Task Force, including options for adjusting the allocation to policing and/or delivering services through non-police resources.

That Council direct staff to report back with options for recovering costs related to the Late Night Great Night Task Force from bar and nightclub operators through business license fees

### **BACKGROUND:**

The Late Night Great Night Task Force was formed in 2009 by the Mayor to examine a range of late night issues. Part of the resulting Late Night Strategy approved by Council in 2010 included four VicPD Special Duty Officers assigned to the downtown entertainment district from 10:30pm to 3:30am on Friday and Saturday nights (accompanied by two auxiliary officers).

Other elements of the strategy included supervised taxi stands (hosted through the City's current private security contractor), portable urinal program (sponsored by several late night businesses), three late night food vendors, and other related support (e.g. sexual harassment awareness workshop). The Late Night Advisory Committee, comprised of business organizations and government agency representatives, meets quarterly to review issues and make suggestions for achieving strategy objectives. The Multi-Agency Task Force also tours late night venues and public spaces quarterly to monitor conditions and identify issues. A Council update on the Late Night Strategy is planned for 2019.

On the first motion, commissioning of Special Duty officers was chosen over regular patrols because (1) the service was specific to Victoria and not shared with Esquimalt, and (2) police personnel would otherwise be directed by VicPD command to a variety of duties as they saw fit, rather than specifically to late night patrols. Police report that there are currently insufficient existing resources to dedicate solely to late night downtown patrols.

On the second motion, the question of recovery of costs associated with the Late Night Strategy was previously referred to staff in 2015 and again in 2017. In these cases, the question related to *per drink levies* and *per licensed seat levies*, respectively. These reviews both indicated that such levies would constitute taxes that are not permissible through the Community Charter. The analysis undertaken at the time by Legal Services suggests that any levy intended to pay for additional costs, especially policing costs, related to Late Night Strategy would most likely constitute a tax and would be outside of the City's authority to collect.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

The impact of service delivery through non-police resources, rather than continuing to deploy VicPD officers to patrol the entertainment district includes:

- Commanding less respect from late night patrons than police officers
- Less proactive identification and resolution of issues that may otherwise escalate
- No mandate to enter private businesses and to implement the successful Bar Watch program that combats gang and criminal influence
- Absence of skill set and capacity to immediately respond to dangerous situations, and

## **Appendix D: List of 2019 Financial Plan Motions**

- Less effective communication and coordination with the police force when issues arise that require additional support

Re-examination of these issues and development of possible fee options, including associated research into best practices in other municipalities and legal considerations, would involve the following:

Legal Services preliminary estimate suggests that another review of options for recovering Late Night Task Force costs, if it included development of bylaws, would involve approximately 50 hours of legal time (0.04 FTE) and cost between \$17,500 and \$20,000 if handled through external counsel. There is no in-house capacity to take this work on and additional funding would be required.

Existing staff could research and review any viable alternatives to Special Duty Officers.



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### **URBAN FOOD TABLE:**

That Council refer to the City's 2019 budget process consideration of an annual allocation of \$6,000 for the Urban Food Table.

### **BACKGROUND:**

Since 2015, the Urban Food Table has provided advice to Council and staff on matters related to urban agriculture, including input into the Official Community Plan, Parks and Open Spaces Master Plan and the "Growing in the City" initiative.

In July 2018, Council adopted revised Terms of Reference and referred "to the City's 2019 budget process consideration of an annual allocation of \$6,000 for the Urban Food Table".

Should Council approve this, staff recommend that the Urban Food Table report to the City annually on outcomes resulting from the allocated funding.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

The impact to the financial plan would be an annual allocation of \$6,000 and there would be no human resource implications.

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### **ARTIFICIAL TURF REPLACEMENT:**

That Council direct staff to report back with information on the current condition of the artificial turf field and the implications of deferring the replacement to 2021 including options for reducing design costs.

### **BACKGROUND:**

Council approved the Topaz Park Improvement Plan in June 2018. The proposed implementation approach considered replacement timelines for existing amenities, impacts on park users, construction efficiencies, priorities from public consultation, and financial impacts.

#### **Artificial Turf Field: Current Condition**

The existing artificial turf field was installed in 2005 and is currently entering its 14th year of service. A recent condition assessment by a contractor who specializes in these facilities, concluded that the field is in relatively poor condition. The reasonable serviceable life for similar synthetic turf fields is about 10 years, with most surfaces replaced between 10 to 12 years. According to the consultant, the City has maximized the usable wear of the turf fibres, as well as safe and conducive playing condition for field users. When a synthetic turf field ages, the playing surface characteristics change, turf fibers wear down lowering the depth of the fill and making the playing surface harder. As a result, risks to player safety increases with respect to concussion and other injuries.

The consultant recommends replacing the field as soon as feasible. If field replacement is deferred, the consultant recommends the City undertake a risk management review to consider how best to proceed with programming until the field is replaced.

#### **Deferring Replacement to 2021**

Detailed design of both the artificial turf field and southern park enhancements were recommended to commence in early 2019, with construction of the artificial turf field proceeding in 2020, construction of the southern park enhancement proceeding in 2021. Staff understand Council's request for deferring work, to relate specifically to the construction and assumes that the design work would still proceed in 2019.

Deferring construction of the artificial turf field to 2021 would primarily impact local sport groups, who currently use the playing fields in Topaz Park.

At present approximately 26 sport organizations currently use the grass field in the south area of the park, for games and practices each year, representing roughly 20 hours of use per week. These users were expected to be accommodated within the expanded artificial turf field in the park, however, the change in the sequence of work would require that these clubs find alternative arrangements elsewhere in the region, during the construction period.

#### **Design Costs**

The estimated design cost for the artificial turf field (\$430,000) included for consideration in the draft 2019 Financial Plan, is based on professional advice and industry standards for cost estimation, given the scope of improvements planned as approved in the Topaz Park

## **Appendix D: List of 2019 Financial Plan Motions**

Improvement Plan. Following a competitive procurement process, the project team will work with the consultant to explore opportunities for maximizing value and reducing costs as the design work progresses.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS**

There are no financial or human resource implications related to this motion. Budget requirements for implementation of the turf field will be brought to Council upon completion of the design work.

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### **DOG FRIENDLY SPACES DOWNTOWN:**

That Council direct staff to report back as part of the 2019, 2020, 2021 and 2022 budget on options to create more dog friendly spaces downtown.

### **BACKGROUND:**

Dog owners and their pets are a large user group of park spaces. Pets often provide the impetus for people to visit parks, to exercise and to socialize with others while visiting the park. Developing leash-optional facilities in parks, provide dog friendly spaces that also help to reduce conflicts with other park users.

There are currently 15 parks with leash-optional areas throughout the city, three of which were established as pilot sites in 2017. There are currently no designated leash-optional park spaces in the downtown core. Completion of a “Dogs in Parks” Strategy is identified as a priority action in the Parks and Open Spaces Master Plan (2017).

To address Council’s immediate focus on creating dog-friendly spaces in the downtown core, staff recommend completing a study to engage with residents and assess existing public sites, investigate creative solutions in other jurisdictions, and provide recommendations. This work would inform future investment proposals. Information from this downtown-focused study would also help be helpful in the development of a future city-wide strategy.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Should Council wish to advance this initiative, \$50,000 would be required for consultant support. Staff support to manage the consultant could be accommodated within existing resources.

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### **DOWNTOWN GREEN SPACE:**

That Council direct staff to report back as part of the 2019, 2020, 2021 and 2022 budget on options to create more greenspaces downtown.

### **BACKGROUND:**

In 2019, the City will be proceeding with three projects that will create approximately 2.5 acres of new greenspace in the downtown area, including the Songhees Park expansion, new public space adjacent to the Johnson Street Bridge, and the Wharf/Humboldt AAA Cycling Corridor.

<b>Project</b>	<b>Area of Green Space (m2)</b>
Songhees Park Expansion	6,200
Public Space next to Johnson Street Bridge	3,800
Wharf/Humboldt Cycling Corridor	280

The further development of existing public space and acquisition of new land are further potential tools for meeting Council's strategic objectives. The completion of a Park Development and Acquisition Strategy is identified as a priority action in the Parks and Open Spaces Master Plan (POSMP), and in the draft Strategic Plan. The proposed Strategy is intended to explore options for acquisition (purchase, establishing first rights of refusal, interagency land transfers, joint use agreements, leases, easements and rights-of-way), in order to achieve the City's parks and open space goals.

In 2019, staff recommend developing the scope of work for a consultant to assist the City with the new Strategy in 2020. Once completed, this material will be incorporated into the City's overall Real Estate Strategy and related capital reserve requirements.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Should Council wish to advance this initiative, funding of \$125,000 for consultant support would be required in 2020. Staff support for the consultant can be accommodated within existing resources.

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### **GARDEN BED NATURALIZATION:**

That Council direct staff to report on climate implications and options for re-naturalizing all the City's garden beds between 2019 and 2022, with the exception of Beacon Hill Park and the hanging basket program.

### **BACKGROUND:**

In 2017, the Parks division initiated a change in planting practices to prioritize species that are drought tolerant/resistant and are native to the local environment. Annual display beds have been reduced in certain areas, including medians, and have been replaced with lower maintenance, drought tolerant, environmentally sensitive plants that are friendly to pollinators.

Staff understand Council's priority to address operational practices that contribute to climate change, including activities undertaken by Parks staff. The report requested by Council would provide a valuable input into the planning and implementation of further operational changes. To acquire this information, staff would need to develop a scope of work for an external consultant to assist with a Climate Impact Study, specific to plant selection, implications and options. The estimated cost of this study is \$50,000. Council may wish to consider the relative value of this action in the context of the overall priority actions within the Climate Leadership Plan.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Should Council wish to advance this initiative, funding of \$50,000 for consultant support would be required. Staff support for the consultant can be accommodated within existing resources.

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### **INCREASED FOOD PRODUCTION:**

That Council direct staff to report back in the 2019, 2020, 2021 and 2022 budgets for options to increase food production on public land including increasing community gardens in all neighbourhoods in the city and building urban food systems into our Parks operations.

### **BACKGROUND:**

In 2015, the City initiated the “Growing in the City” initiative to advance several key directives in the City’s Official Community Plan towards the goal of a more sustainable local food system. The project included developing policies and guidelines to support urban food production in the public realm as well as a series of amendments to City regulations to better support small-scale commercial urban agriculture.

Since 2016, resources to generate awareness and provide information on the new policies, programs and guidelines in relation to food production on public land have been developed and widely disseminated including:

- Urban Food Tree Stewardship Pilot Program Fact Sheet and Maintenance Agreement
- Boulevard Gardening Guidelines and Fact Sheet
- Community Gardens Policy (2016), Expression of Interest Form and a ‘Building a Community Garden on City Land’ Guide
- Interactive Map of Existing Community Gardens and the Inventory of City-Owned Land with Community Gardening Potential

Many of the regulatory amendments proposed through “Growing in the City” were new to Victoria and unique in a Canadian context. The program has resulted in new community gardens, food trees planted in parks, urban food production business licenses and public education on urban food production and boulevard gardening.

Over the next few months staff will be evaluating the “Growing in the City” initiative and working with the Urban Food Table on recommended adjustments to the program that will further support growth of urban food production in the City.

A report to Council on the results of the evaluation is planned for Q2 2019. This report will outline recommended adjustments to the program including options on increasing community gardens in all neighborhoods and building urban food systems into park operations.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

None

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### **POLLINATOR HABITAT:**

That Council direct staff to report back a part of the 2019, 2020, 2021 and 2022 budgets for opportunities to increase pollinator habitat on public and private lands.

### **BACKGROUND:**

In 2017, the Parks division shifted focus to strategically plant species that better align with the lifecycles of pollinators in an effort to provide more available sources of pollen at key times. As staff renovate garden beds and planted medians, plant trees or install new landscapes, plants are selected that are drought tolerant and are sensitive to the natural environment while providing aesthetic value and pollinator habitat. Since 2017, staff have planted upwards of 650 plants considered pollinator-friendly in the public realm including Fort Street, Bay Street and Amphion Street, as well as in parks such as Fisherman's Wharf, Stadacona, and Beacon Hill Park.

In 2018, five new mason bee hives were installed in Beacon Hill Park, with eight more installations planned for 2019. New interpretive signs are being installed near these hives to promote the value of pollinator friendly gardening. Planning for the landscaping around the Johnson Street Bridge also consists of roughly 1,500 pollinator friendly plants, including native species, to be planted in the next year. Finally, a new City webpage provides information to residents on the benefits of pollinators and resources to increase pollinator habitat

If the actions described above are insufficient in meeting the spirit of Council's direction, Council may consider instructing staff to initiate an independent study to evaluate the impact of work currently being performed and to recommend additional strategies to increase pollinator habitat. It is estimated the cost of this assessment would be no more than \$30,000.

With respect to increasing pollinator habitat on private property, staff note that further consultation with colleagues in Planning and Legal Services is required to explore the opportunities and limits of such an initiative. Therefore, this component requires a report back to Council later in 2019.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Should Council wish to advance this initiative, funding of \$30,000 for consultant support would be required. Staff support for the consultant can be accommodated within existing resources.



## **Appendix D: List of 2019 Financial Plan Motions**

### **ROSS BAY CEMETERY:**

That Council direct staff report back on options with regards to the Ross Bay Cemetery trust fund with regards to funding operations of the Ross Bay Cemetery.

That Council direct staff to explore cooperating with Royal Oak Burial Park on the marketing of grave spaces in Ross Bay Cemetery.

### **BACKGROUND:**

The Ross Bay Cemetery (RBC) Bylaw and the Provincial Cremation, Interment and Funeral Services Act includes regulations regarding the management of the RBC Perpetual Maintenance trust fund. The regulation states the interest income earned by the trust fund may be used for the purpose of paying the operator's liabilities arising out of care and maintenance services. The balance of the Perpetual Maintenance Trust at December 31, 2017 was \$755,659, and over the last 5 years earned between \$5,000 and \$10,000 per year in interest income. This income could be used for the purpose of paying for care and maintenance services, should Council wish to proceed with this direction. The draft 2019 maintenance budget for the cemetery is \$234,000. Since about 2003, this income has been accumulating within the trust to save up for larger maintenance projects.

Staff have met with a representative of Royal Oak Burial Park to discuss the potential for marketing coordination. The discussion was very positive, and unless Council objects, staff will further explore this potential with Royal Oak Burial Park staff for the remaining plots in Ross Bay Cemetery.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Should Council wish to use the annual interest to offset the costs, this would result in an offset to property taxes of 0.0038% to 0.0076%. Alternatively, Council may wish to continue setting aside this income for funding of larger maintenance projects in the future.

## **Appendix D: List of 2019 Financial Plan Motions**

### **URBAN FOREST MASTER PLAN: (See Strategic Plan Action 6.4)**

That Council direct staff to report back on options for increasing parks planning staff resources for coordinating the acceleration of implementation of the Urban Forest Master Plan.

#### **BACKGROUND:**

Council approved the City's Urban Forest Master Plan (UFMP) in 2013, following extensive consultation with community members, staff and industry experts. The plan provides guidance on the long-term management and enhancement of the urban forest, with 26 recommendations relating to trees on public and private lands to be completed over the next few decades. At present, the City has direct control over roughly one-third (33,000) of the urban forest inventory. The other two-thirds consists of trees on private land. The City's overall tree canopy coverage when last measured in 2013 was approximately 18%. The UFMP recommends increasing this coverage to 40-45%, a figure aligned with targets for cities around the world.

Over the past four years, the Victoria made limited progress towards the UFMP recommendations. Despite the efforts of staff required to make that progress, it is important to recognize the challenges presented by the recent increase in pressure on staff capacity. In the past few years, operational demands associated with supporting Victoria's unprecedented growth have resulted in reduced capacity to plan and process the recommended actions in the pro-active manner necessary. The total annual City investment in tree care and management is approximately \$1.7 million.

Staff acknowledge Council's sense of urgency regarding climate action. With increased investment and focus, the City can more effectively address the challenges highlighted by the UN Intergovernmental Panel on Climate Change in its special report on the impacts of global warming. In regards to the role of the urban forest, Victoria has the necessary strategic direction; however, to respond to this call for action staff recommend an updated approach, as envisioned in the UFMP, in pursuit of the goals identified for the long-term benefit of citizens.

The new approach for consideration would accelerate the implementation of priorities relating to the Urban Forest Master Plan and recent Climate Leadership Plan. This direction involves restructuring the Parks division to establish a dedicated team focused on the management and enhancement of the urban forest. Led by a new full-time leadership position, the section would consist of a combination of new and existing planning and operational staff. This team would be responsible for long-term planning, coordination with stakeholders, execution of all arboriculture activities and practices, as well as reporting on progress.

The short-term actions for this section would include, but not be limited to, the following proposed Strategic Plan actions outlined by Council:

- 4. Develop and lead the implementation of the Urban Forest Master Plan*
- 5. Strengthen the Tree Protection bylaw*
- 21. Strengthen tree protection and enhance tree canopy and urban forest*
- 37. Create annual tree planting festival like "Tree Appreciation Day"*

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The new team would be structured with three areas of focus.

- **Planning:** City-wide, long-term planning (ie risk management, design guidelines, etc), as well as support for trees located on private property (land-use application review, partnership opportunities, community events and education)
- **Large Tree Care:** Management and maintenance of large trees on City property
- **New Tree Care:** Planting and maintenance of new trees on City property

### FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

Staff have identified two potential investment approaches to accelerating the implementation of the UFMP. Both options focus on increasing the level of new tree planting, maintenance of existing trees, as well as support for private tree programs (ie protection, education). Option 2 is presented as a “leading practice” example for urban forestry management. Either option would allow the City to undertake nearly all operational tree care functions with in-house resources, other than specialized functions.

#### *Human Resource Implications:*

<b>Staffing Implications</b>			
	<b>Current</b>	<b>Option 1</b>	<b>Option 2</b>
<b>Planning</b>	2 FTE (1 full-time, 1 temporary)	<b>Add: 1 FTE</b>	<b>Add: 1 FTE</b>
<b>Operations</b>	12.5 FTE <ul style="list-style-type: none"> <li>- 4 Arborists</li> <li>- 2 Trades Assistants</li> <li>- 3.5 Senior Parks Maintenance Workers</li> <li>- 1 Parks Maintenance Worker</li> <li>- 1 Assistant Supervisor</li> <li>- 1 Supervisor</li> </ul>	<b>Add: 7.5 FTE</b> <ul style="list-style-type: none"> <li>- 1 Arborist</li> <li>- 1 Trades Assistant</li> <li>- 4.5 Senior Parks Maintenance Workers</li> <li>- 1 Assistant Supervisor</li> </ul>	<b>Add: 11.5 FTE</b> <ul style="list-style-type: none"> <li>- 5 Arborists</li> <li>- 1 Trades Assistant</li> <li>- 4.5 Senior Parks Maintenance Workers</li> <li>- 1 Assistant Supervisor</li> </ul>
<b>Leadership</b>	.33 FTE Manager, Park Operations	<b>Add: 1 FTE</b> Manager, Urban Forestry	<b>Add: 1 FTE</b> Manager, Urban Forestry
<b>Change</b>		<b>+9.5 FTE</b>	<b>+13.5 FTE</b>
<b>Key Outcomes</b>	<ul style="list-style-type: none"> <li>- Tree inspections 1,500 trees per year</li> <li>- Inspection/pruning ~20 years per tree</li> <li>- Planting 250 trees per year</li> <li>- Limited capacity for private trees</li> </ul>	<ul style="list-style-type: none"> <li>- Tree inspections increased to 2,000 per year</li> <li>- Inspection/pruning to 15-16 years per tree</li> <li>- Planting 450 trees per year (2,250 over 5 years)</li> <li>- Increased focus on private trees</li> </ul>	<ul style="list-style-type: none"> <li>- Tree inspections increased to 4,500 trees per year</li> <li>- Inspection/pruning to 7 years per tree</li> <li>- Planting 450 per year (2,250 over 5 years)</li> <li>- Increased focus on private trees</li> </ul>

## Appendix D: List of 2019 Financial Plan Motions

### *Financial Implications:*

The projected costs of increasing the level of service for each option are provided below. The capital estimates are associated with increased maintenance of existing trees as well as planting and caring for new trees, include new vehicles and heavy equipment. The operating costs include trees, tool/vehicle maintenance, supplies, equipment, and staffing.

<b>5-Year Projected Incremental Cost</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>5-Year</b>
<b>Option 1</b>						
<b>Capital Costs</b>	\$ 401,000	\$ 104,040	\$106,120	0	\$0	\$611,160
<b>Operating Costs</b>	\$1,060,490	\$1,093,890	\$1,139,840	\$1,158,150	\$1,176,830	\$5,629,200
<b>Option 2</b>						
<b>Capital Costs</b>	\$1,189,220	\$ 104,040	\$106,120	0	\$0	\$1,399,380
<b>Operating Costs</b>	\$1,713,740	\$1,748,060	\$1,802,080	\$1,828,630	\$1,855,710	\$8,948,220

Acceleration of the implementation of the UFMP requires a substantial increase in focus and resourcing. Staff have outlined above the key elements based on an assessment of the incremental changes in resourcing necessary to meet the priority outcomes in the UFMP and a healthy, sustainable urban forest.

## **Appendix D: List of 2019 Financial Plan Motions**

### **ANIMATION PROGRAM:**

1. Council direct staff to review the delivery model for the city's animation program and report back to Council.
2. That Council direct staff to report back on options for increasing the diversity of the elements of the seasonal animation program.

### **BACKGROUND:**

The animation of the public realm can take many forms including events, festivals, public art, heritage and historical interpretative signage, and placemaking. The seasonal animation program is an important part of the mix to add vibrancy, animation and economic spin off for the business and tourism sectors.

Over the past 15 years, the City in conjunction with partners Downtown Victoria Business Association and Destination Greater Victoria, have worked together to coordinate a year-round display highlighting the winter season (November to January), Chinese New Year (January – February), summer banners (May-September) and Halloween (October).

Recognition of community and cultural anniversaries, holidays and annual celebrations is best served through the festivals, events and public art programs due to the short-term nature of these celebrations and the desire by the community to actively participate in the programming, animation and celebration of cultural customs and beliefs.

The maintenance of infrastructure for lighting, banners and seasonal décor within trees and lamp standards is a major component of this program and requires a heavy workload to ensure the current program is well maintained including replacement of bulbs, electrical and banner infrastructure and general overall condition of décor due to weather conditions. The removal and installation of lighting and décor requires considerable contracted staff time, maintenance and capital costs.

The current delivery model for the animation program is through contracted services for labour to install and dismantle décor and lighting throughout the year. Currently, the budget line is \$64,000 for these services. The contractors provide a vehicle with lift, insurance and additional staff as required.

The focus will be on décor elements using colours and lighting styles rather than specific iconic symbols to ensure the program is inclusive as possible and interpretation is limited.

Staff will also endeavour to promote the My Great Neighbourhood and Festival Investment Grant opportunities to community and multi-cultural groups to ensure groups are aware of the funding and special event permitting function to facilitate request to celebrate community and cultural events throughout the year.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

To diversify the current program, staff require time to consult and study the matter further. This work could be undertaken in 2019 with report back as part of the 2020 Financial Plan. This work can be accommodated within existing resources.

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Should Council wish to bring the service in-house, ongoing operating costs would total approximately \$90,000 for labour and equipment operating costs. The additional FTE would also be able to support the Festival & Event Coordinator who is fully subscribed during the summer months.

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### **POET LAUREATE PROGRAM**

That Council direct staff to report back on increasing the project funding for the poet laureate and youth poet laureate from \$1000 to \$2000.

### **BACKGROUND:**

The Poet Laureate, “people’s poet”, is an honorary position that was established by City Council in December 2006, to honor and celebrate the contribution of literature and poetry in the life of Victoria.

Created in 2013, the Youth Poet Laureate position provides the community access to strong youth voices. The Youth Poet Laureate is tasked with reaching out to vulnerable youth populations and encouraging peer to peer education and inspiration through new works and by developing a community youth poetry event.

Past projects have funded poetry events, workshops, outreach and learning opportunities for the community typically through the month of April during National Poetry Month.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Although additional staff time would be needed to support promotions and event coordination beyond April’s poetry month activities, it can be accommodated within existing resources.

The financial impact is \$2000 in ongoing funding.

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### **CHILD FRIENDLY SPACES:**

That Council direct staff to report back as part of the 2019, 2020, 2021 and 2022 budget on options to create more child friendly spaces downtown.

### **BACKGROUND:**

The downtown core has a limited inventory of parks to accommodate activities and events, particularly for children. To address this issue, in recent years staff and representatives of other agencies have identified both temporary and permanent opportunities to use the public realm for child-friendly activations. Recent examples include the orca whale installation in Centennial Square, playground at the Hudson Walk development, and temporary play features at Ship Point.

Staff understand Council desires to increase the focus in the immediate term on creating more play spaces in the downtown core. Given this, staff recommend initiating a project in 2019 to seek ideas from the community, investigate creative solutions in other jurisdictions, and assess costs, along with a list of potential actions. This work would expand on the outputs from the Downtown Public Realm Plan, Draft Centennial Square Action Plan, and Parks and Open Spaces Master Plan and would inform potential future capital investments.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Funding of \$70,000 would be required in 2019 to hire a consultant to support this initiative. Any funding requirements resulting from this work would be reported back as part of the 2020 financial planning process.



## **Appendix D: List of 2019 Financial Plan Motions**

### **LIFE PROGRAM: (See Strategic Plan Action 5.8)**

That Council direct staff to report back on the implications of extending the LIFE program for a one-year pilot project in 2019 to allow for unlimited use of the Crystal Pool and the arena community ice time for holders of the pass.

#### **BACKGROUND:**

The LIFE program provides a combination of annual credit and program fee discounts to eligible individuals and families facing financial barriers, towards recreational programs and services in City facilities, community centres, and participating regional municipalities. At present there are approximately 15,750 residents who are eligible for the program in the City of Victoria. Approximately 18% of the eligible population in Victoria currently participate in this program.

Program participant benefits:

- Up to 52 drop-in visits or 50% off the annual pass
- \$40 to \$60 credit that can be used towards annual pass, drop-in punch cards and program registration fees

The program generates approximately \$26,000 in revenue from membership passes and the City currently budgets \$52,000 in subsidy annually to fund the credit received by participants of the program. On average the actual cost of the subsidy is appropriately \$43,160 (83% the City's allocation).

Program eligibility requirements and guidelines are standardized across the participating municipalities, based on a national formula. Victoria is the only municipality that offers the credit benefit as part of the program, which allows for participants to apply towards programs and services at the Crystal Pool and Fitness Centre, the Save On Foods Memorial Centre, and local community centres. In 2019 approximately 799 program participants took advantage of the credit benefit equating to 28% of the program's total participants.

Staff interpreted the motivation behind Council's direction as the intention to provide program participants unlimited drop-in use of the Crystal Pool and arena. This program adjustment has the potential to increase the value of the program, with relatively low financial and human resource implications. Should Council wish to move ahead with this program change, staff recommend a minimum two-year pilot program, to account for the time required at the outset to update systems, train staff and communicate the adjustment to potential participants and stakeholders.

#### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

If Council chooses to implement this program change, the proposed adjustment to the program would result in a loss of \$26,000 in revenue, thereby increasing the subsidy beyond the existing value. As the proposal is intended to increase participation, staff suggest increasing the annual budget to \$100,000 for the service. The total additional funding required would be \$74,000.

This change could be managed within existing staffing resources.

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### **VIC HIGH SOCCER PITCH:**

That Council direct staff to inquire with the School District about opportunities to create a lighted soccer pitch at Victoria High School.

### **BACKGROUND:**

Staff are engaged with School District 61 and will report back with a timeline.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Council has previously approved a \$250,000 contribution to the project subject to:

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

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

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### **WASTE COLLECTION FROM CITY FACILITIES:**

That Council direct staff to report back on the cost and service level implications of having garbage from the Crystal Pool and other city operated facilities collected by municipal employees.

### **BACKGROUND:**

The City does not currently have the equipment needed to service all the waste, recycling and organics collection for City-owned facilities. Options and actions for corporate waste reductions and City collection services will be developed through the Zero Waste Strategy currently in development.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

No additional financial or human resources are required at this time as the study is currently in development.

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### **HOUSING RESERVE:**

That Council refer consideration of potentially increasing the funding allocation to the Housing Reserve Fund to the 2019 financial planning process.

### **BACKGROUND:**

As part of the 2017 Victoria Housing Strategy Annual Review, and during a 2018 report to Council at which updates to the Victoria Housing Reserve Fund program were considered, staff estimated that an increase of \$750,000 above the annual contribution rate of \$250,000 would be necessary from 2019 going forward if the City is to meet the affordable housing targets identified in Victoria's Housing Strategy.

Renewed commitments by senior levels of government to support the construction of low and moderate income housing in recent years has led to an influx of partnership requests to the City and an anticipated increase in applications to the Victoria Housing Reserve Fund.

This increase, to a total of \$1,000,000 per annum would allow the City to support the construction of approximately 80% of the 115 rooms of very low and low to moderate-income housing required per annum (the remaining 20% of the affordable housing target is anticipated to be fulfilled through the City's upcoming Inclusionary Housing and Density Bonus Policy). Increasing the allocation to the fund may further support new affordable housing projects and help the City reach its affordable housing targets.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Assuming a permanent \$750,000 increase to the allocation, Council could consider using new tax revenue from new development, reallocating funding by reducing other services, or increasing taxes by 0.57%. A one-time increase could be funded using surplus.

Human Resource impacts include additional staff time spent meeting with project proponents and processing an increased volume of applications requesting funding from the Victoria Housing Reserve Fund. It is not known how many additional applications would be received per year and per intake period (the City will now process fund applications twice per year with application deadlines of March 31 and September 30 respectively), however, an increase is anticipated. Staff would report back to Council should the need arise to increase staffing from current levels.

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### **NEIGHBOURHOOD PLANNING:**

That Council direct staff to report back on options for providing some resources for neighbourhoods to help expedite the neighbourhood planning process.

### **BACKGROUND:**

Under the accelerated local area planning program, neighbourhood planning has been undertaken concurrently in order to update and align neighbourhood plans with the vision, goals and objectives of the Official Community Plan (OCP) in a timely manner. To date, neighbourhoods which have updated local area plans that align with the OCP are Downtown and Harris Green (the Downtown Core Area Plan), Burnside and Victoria West. Neighbourhood planning in Fairfield is ongoing and nearing its final phase, and the draft neighbourhood plan for Gonzales was placed on hold to be revisited in future. The next phase of local area planning was to include North Park, Fernwood, Jubilee and Rockland, and the final phase to include James Bay, Hillside-Quadra and Oaklands.

If members of the community are interested in undertaking some work themselves to support local area planning or help expedite the planning process by undertaking work while City staff are planning in other neighbourhoods, there may be key tasks that are well suited to citizen-led initiatives. These could include:

- 1) preparing background information as many of the neighbourhood plans include chapters dedicated to the history of neighbourhoods;
- 2) identifying issues experienced in the neighbourhood across a wide variety of topics;
- 3) other topics of interest identified by neighbourhoods that are within municipal jurisdiction and would typically form part of a neighbourhood plan.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Staff time would be required to inform neighbourhoods of this initiative, prepare a program that outlines goals and parameters for the citizen-led work, provide guidance on various tools or engagement techniques community members could use, and administer any budget to support community work and activities (e.g. book venues for community meetings, etc.). Uptake on this is anticipated to vary from neighbourhood to neighbourhood as it will depend on community interest and capacity.

Should Council wish to explore this further, staff would report back to Council within 6 months on financial and human resource implications and the approach for the next phase of local area planning, following consultation with Community Association Land Use Committee representatives.

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### **NEIGHBOURHOOD ASSESSMENT OF PANDORA 900 BLOCK:**

That Council direct staff to report back on the potential to cost share a full spectrum neighbourhood assessment with Island Health and BC Housing for the 900 block of Pandora Avenue, subject to the terms of reference of the assessment being approved by Council prior to any municipal funds be expended.

### **BACKGROUND:**

The 900 block of Pandora Avenue has long welcomed people in need of assistance. In 2005, Our Place Society was formed to provide transitional shelter, food and other drop in services. The opening of the nearby Johnson Street Social Housing project in 2016, and supervised consumption services in 2018, resulted in increased social impacts on the block. 'Good neighbour' agreements between local businesses and impacted organizations resulted in various initiatives to improve the appearance and use of the public realm and limit camping and overnight loitering. Despite these initiatives, street use and activities continue to have a significant impact on businesses, perception of safety, and in the overall character of the block.

As a result of 900 Block Pandora Task Force meetings in 2018, it was acknowledged that it would be beneficial to evaluate opportunities for enhancing the block so that all people would feel as safe and welcome as they would on any other block in the City through a collaborative process led by an external consultant. A project scope, methodology and set of deliverables was co-created by members of the Task Force to develop an outcomes-based strategy including a detailed assessment of current conditions, identification of short and longer-term actions and resource requirements, a joint agreement between project partners to support project goals and resourcing, and development of a monitoring framework. Stakeholders are envisioned to include people accessing services, business owners and staff, non-profit societies, health delivery agencies, City staff and Victoria Police. The project would be focused on the 900 block of Pandora, with considerations for relevant context and conditions in the surrounding area, and based on best practice in Crime Prevention Through Environmental Design (CPTED), Change Theory, Placemaking, Peace Building and other approaches.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Should Council wish to proceed with this initiative, City staff would manage and administer the project including procurement of services and project management of the process and deliverables. The Pandora Task Force would function as the Steering Committee. The timeline would be approximately 8 months.

An additional 2.75 FTEs would be required for project management and technical support totaling approximately \$300,000.

In addition, funding of approximately \$30,000 for consulting support, engagement and events would be required. All resource and funding levels would be refined once detailed project scope has been developed.

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### **ACTIVE TRANSPORTATION ADVISORY COMMITTEE 2019 BUDGET INPUT**

#### **BACKGROUND:**

The *Active Transportation Advisory Committee* (ATAC) was established in 2016 and consists of 12 members of the community with expertise in public transit, walking, cycling, and accessibility of the built environment. The committee meets 9 times each year and has provided valuable input on capital construction design, city policy and bylaw amendments, as well as participating in local area planning processes. All committee motions are reported back to Council through the Quarterly Report process or via Council Liaison roles. The City is currently recruiting members for the next 2-year term.

At its November 2018 meeting, the following ATAC motion was forwarded for Council's consideration in the 2019 – 2023 Financial Plan.

1. At a minimum, funding levels for Pedestrian Master Plan Implementation are maintained at the same amount as 2018 levels for the 2019 Budget
2. Pedestrian Master Plan implementation funding continues to increase to a total budget of 1 million dollars between 2020 and 2022.
3. Funding for Bicycle Master Plan Implementation is allocated to design and construct all planned AAA projects by 2022
4. For the next 5 years, \$500,000 be spent annually on crosswalk installation and upgrades (new funding; maintain other budget items)
5. Council consider all other necessary resources (community engagement, design fees, data collection, maintenance and operations) associated with all active transportation capital investments.

#### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

The draft 2019 financial plan identifies capital projects and funding allocations for walking and cycling that can be achieved with existing staff resources.

The Sustainable Mobility Strategy (SMS), informed by 2019 pavement and sidewalk condition assessments, will ensure a robust policy and data framework is in place to ensure the most appropriate scope, priority and delivery approach is undertaken for infrastructure and asset management plans that support human powered mobility in the City. Further allocation of funding at this time would be considered premature until such a time these are in place.

Staff will report back separately on the implementation of the Bicycle Master Plan.

Other capital budget programs have significant investment planned in the next four years, much of which enhances pedestrian, transit and cycling infrastructure, improves safety and functionality for all modes of transportation.

The ATAC motion calls for an increased level of funding for pedestrian master planning activities (increasing to \$1m in 2022) and \$500,000 for crosswalk installations (see separate motion on crosswalks), as well as increases in staff complement across disciplines. Funding levels for these

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programs currently sit at \$371,000 for pedestrian master plan projects, and \$260,000 for crosswalk installations, split into dedicated and capital improvement funding lines.

Any increases in 2019 spending or additional FTEs will directly impact taxation, or conversely could displace higher priority capital investments in safety and service across several domains (parks, fleet, facilities, streets - to name a few).

The SMS (completing in 2019) will provide further direction to staff in the prioritization and recommendations for healthy, long-term funding requirements for these and other important transportation asset groups. Staff would assess that SMS completion and subsequent financial planning is critical *before* any major changes to these funding allocations. Master planning processes, like the SMS, that are currently underway, are the best tools we have for defining asset-group long term funding needs. Improved tools / systems to prioritize projects across domains would improve our ability to prioritize across asset groups. Awaiting the outcomes from the SMS and other priority management plans will greatly reduce the risk of spending funds in a manner that does not align with priorities of public safety and other important municipal services.



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### ACCESSIBILITY WORKING GROUP 2019 BUDGET INPUT

That Council forward this report with the recommendations from the Accessibility Working Group to the 2019 budget process to receive the financial implications of all of the un-actioned recommendations.

#### BACKGROUND:

Since its inception in 2015, the *Accessibility Working Group (AWG)* has raised a number of issues for the City's consideration. The establishment of a city-wide accessibility policy and framework was a key recommendation of the Working Group. This project is currently under development and includes the following within the approved scope of work:

- City-wide accessibility policy
- Accessibility guidelines and standards
- Training and awareness for city staff
- Dedicated staff position to support enhanced accessibility in City services and projects
- Cross-department accessibility planning
- Risk, budget and prioritization of accessibility actions to set a multi-year barrier reduction plan
- Accessibility Impact lens
- Progress monitoring and reporting
- Compliance and enforcement
- Individual Accommodation
- New terms of reference and operational guidelines for an Accessibility Working Group

The comprehensive list of topics, issues, and ideas that have been raised at the Working Group meetings and/or through formal motions have been shared with the City's consulting team for their professional consideration and integration into draft documents.

City staff plan to present the draft accessibility framework and policy to the Accessibility Working Group in Q1 2019 for review and insights, before presenting to Council and completing broader public consultation. The framework will provide further direction to staff in the prioritization and recommendations for healthy, long-term funding requirements for this program. Staff would assess that Framework completion and subsequent financial planning is critical *before* any major changes are made to funding allocations identified by any single stakeholder group.

There are 5 motions that were specifically identified by the AWG for consideration in the 2019 Financial Plan.

**As the actions for the Accessibility Framework will occur outside of the 2019 financial planning process, Council may wish to allocate funding for potential expenditures before the 2020 financial planning process or to accelerate certain actions within the calendar year. Council could consider allocating the already planned \$250,000 addition to the Accessibility Capital Reserve to an operating reserve instead to be able to fund initiatives that are not capital in nature, such as staff training.**

**MOTION 1: Barriers in Council Documents and Procedures:** *That Council direct staff to research and plan to address barriers in the Council documents and webcasting service and*

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*system/page and report to Council on financial implications as part of the 2019 Financial Planning process.*

### **BACKGROUND:**

The Accessibility Working Group has identified barriers related to the publishing of documents and webcasting services for persons with disabilities. Specific topics include, but are not limited to:

1. People with hearing impairments being able to watch webcasts
2. Reliability of webcasts for people who cannot attend in person at city hall
3. Navigation issues on the page for people using screen readers
4. Lack of process for people who cannot attend City Hall in person

### **FINANCIAL & HUMAN RESOURCE IMPLICATIONS:**

The development of the City-wide accessibility policy and framework includes establishment of tools to prioritize investments to reduce systematic barriers in different areas, including city communications and governance documents.

A few of the recommendations can be implemented quite easily and will be actioned. Closed captioning for the webcasts will be implemented, to enable people with hearing impairments to watch the webcasts. This functionality is part of the existing system. Staff have established additional procedures with the service provider to reduce reliability issues of the webcasts, including adjusting automatic re-boot schedules of backend systems. Staff will continue to monitor this. For the navigation issues we will explore options to improve screen reader access to the webcasting landing pages. Should the options for improving the navigation issues be more difficult than anticipated, staff will report back to Council.

The remaining recommendations are best integrated as part of broader city governance considerations. The implications of introducing processes to appear before Council without attending in person should be analyzed as part of a comprehensive approach to support effective decision-making. For resource implications of such a review, please refer to the Strategic Plan motion response.

**MOTION 2: Accessibility of the Planted Environment:** *That Council direct staff to plan, scope, cost and look at options to resource a project for 2019 to consult, research, analyze and develop a long-term, phased plan and policies for addressing accessibility of the planted environment, to remove barriers for people with environmental disabilities, consistent with the accessibility objectives of the Parks and Open Spaces Master Plan.*

### **BACKGROUND:**

Balancing accessibility considerations with pollinator habitat is a complicated task given the numerous variables at play in the outside environment and the relatively limited ability to control all sources of allergens. The characteristics of Victoria's natural ecosystem must also be taken into account. For example, Garry Oaks are high on the allergy index scale and yet are a critically important part of the City's natural ecosystem.

In November 2017, Council directed staff to work with the Accessibility Working Group and Urban Food Table and to report back on options for balancing accessibility considerations with pollinator habitat, including in the vicinity of playgrounds.

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In July 2019, through the Parks and Open Spaces Master Plan, staff reported back on these issues and committed to undertaking two actions in an effort to balance accessibility considerations with the management of the City's natural habitats. This includes working with the Accessibility Working Group and the Urban Food Table on the development of information resources for the public in effort to raise awareness among residents about allergen considerations and pollinator plants in the public realm; and, developing a reference list for staff that identifies low allergen plants that are sensitive to Victoria's natural ecosystem. This work is underway and will be completed in 2019.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Should Council wish to undertake a more detailed study to address accessibility considerations within the planted environment, staff recommend *developing a scope of work in 2019* for a consultant to assist the City with a study in the 2020. Staff estimate the cost of the study to be \$100,000.

**MOTION 3: Accessible / Barrier-Free Parking:** *That Council direct staff, when reporting back to Council as part of Financial Plan with resource estimates for AWG recommendations, that staff consider combining the AWG's recommendations regarding conducting a parking study for City-provided parking, with the scope of the accessible parking study for privately-provided parking, to determine any efficiencies that might be gained.*

See response under a separate parking motion that covers accessible parking standards on private lands and on City streets / parkades.

**MOTION 4: Accessibility Awareness Training:** *That one-time operational funding for 2019 be allocated, sufficient to address recommendations arising from the Accessibility Framework, with the highest priority activity being delivery of accessibility awareness training to staff and Council, consistent with recommendations from the Accessibility Framework consultant's pending training needs assessment.*

### **BACKGROUND:**

Staff training and education is a topic included in the city-wide accessibility policy and framework which is under development. This motion requests that Council provide an allocation of funds specifically for rolling out training and development activities in 2019 after adoption of the framework.

The BC Public Service has recently launched a three-year action plan to support Diversity and Inclusion. As part of this action plan, a new training for provincial government employees will be launched in the Spring of 2019. The City is exploring opportunities to access Provincial training and will be meeting with representatives from the BC Learning Agency in January 2019 to gain insight into the applicability and focus of their inclusion training. It is possible the Government of BC may launch additional resources in future to support accessibility, as Bill M219 The British Columbia Accessibility Act has had first reading.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Allocation of \$30,000 towards the *City's Core Learning Program* to initiate new accessibility and inclusion awareness training would help to accelerate training actions in 2019 for frontline staff, the City's Management team and Council. Staging and sequencing of learning should first be delivered to the Senior Leadership Team and Management so that they are equipped to support

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further roll-out. In order to manage the operational impacts, a staged approach will be used with existing staff while newly hired staff will participate within their first year of being hired. Additional work will inform the 2020 budget cycle on appropriate funding for on-going support training for all staff.

**MOTION 5: Accessible and Audible Pedestrian Signal implementation:** *That Council direct staff to develop and implement a plan to install APS/audible signals at all existing controlled intersections/ crossings, to be completed by 2021 and that staff work with the AWG to determine priority intersections/crossings to be addressed each year.*

### **BACKGROUND:**

Accessible Pedestrian Signals are Audible Pedestrian Signals (APS) with enhanced features (locator tones/vibro-tactile pushbuttons) intended to provide improved accessibility for users with visual impairments. Many traffic signals are already updated with audible tones, but do not include the APS with enhanced features.

In 2018 the city installed APS with enhanced features at the following locations:

- Gorge/Washington
- Hillside/Gosworth
- Bay/Richmond
- Quadra/Finlayson

The following intersections have been identified for the installation of audible tones and APS with enhanced features in 2019:

- Quadra/Caledonia
- Quadra/Fisgard
- Johnson/Fernwood
- Humboldt/Wharf/Government

With the completion of the intersections identified above, the City will have completed all intersections identified by the Accessibility Working Group and funded by the accessibility reserve. A total of 79 intersections in the City have audible tones with an additional 5 installations planned in 2019. With a total of 132 signalized intersections in the City there are a remaining 49 signals without audible tones. The typical cost of retrofitting a signal with audible tones is \$14,000 representing a funding commitment of approximately \$229,000/year over three years.

A total of 10 intersections in the City have APS with enhanced features. With a total of 132 signalized intersections in the City there are a remaining 122 signals without APS with enhanced features. The typical cost of retrofitting a signal with APS with enhanced features is \$15,000 representing a funding commitment of approximately \$610,000/year over three years. In order to accommodate APS, traffic signal hardware upgrades could be required, which could impact costs.

APS at traffic signals is an existing program within the City in alignment with the city's broader direction to develop a barrier free street environment. Priority is given to those locations identified by interested stakeholders and by staff's own assessments taking into account factors including pedestrian volumes and adjacent land uses. APS is also included in all new signal installations, within any changes associated with new development, other capital projects and as part of traffic signal rebuilds.

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### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

The Accessibility Framework currently under development will help staff and the public understand the level of priority and in turn investment that should be given to all of the above programs.

Should Council wish to accelerate the funding or actions in these program areas ahead of the completion of the Accessibility Framework, then additional staff and resources would need to be made available now, depending on what mix of initiatives they wish to support. Additional direction from Council and details of scope would be required to define resultant resource needs. The current uncommitted capital funding available in the reserve is \$947,000.

The Accessible Framework will inform Council, staff and the public of important considerations for how to best spend any accessibility investment and also how best to prioritize that against other important City safety and service areas.

The framework (completing in Q1/Q2 2019) will provide further direction to staff in the prioritization and recommendations for healthy, long-term funding requirements for this program. Staff would assess that Framework completion and subsequent financial planning is critical *before* any major adjustments are made to funding allocations identified by stakeholders.

Master planning processes, like the Accessibility Framework, that are currently underway, are the best tools we have for defining asset-group long term funding needs. Improved tools / systems to prioritize projects across domains would improve our ability to prioritize across asset groups. Awaiting the outcomes from the Framework and other priority management plans will greatly reduce the risk of spending funds in a manner that does not align with priorities of public safety and other important municipal services. That being said, in anticipation of the completion of the Accessibility Framework and funding needs, Council may consider allocating the already planned additional funding of \$250,000 to an operating reserve rather than the Accessibility Capital Reserve, so that the funding can be used for initiatives that are not capital in nature, such as training and program development.

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### **BIKE MASTER PLAN:**

That Council direct staff to report back on the resources required and/or de-scoping required to complete phases 2 to 4 of the Bike Network by 2022 or earlier.

### **BACKGROUND:**

A full staff report will be brought to Council in Q1 2019.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

A full staff report will be brought to Council in Q1 2019

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### **BLANSHARD STREET/KINGS ROAD AND OTHER CROSSWALK UPGRADES:**

Direct staff to report back on options for expediting the implementation of crosswalk installations and upgrades including Blanshard/Kings crosswalk.

#### **BACKGROUND:**

The Transportation Division has historically had a crosswalk budget of approximately \$110,000/year. In 2019, the budget was increased to \$260,000. Improvements can range in cost from \$5,000 for a simple signed and marked crossing, to \$250,000+ for a pedestrian signal. This program typically funds two crosswalk improvements a year. Priority is given to projects where analysis has shown the crossing is warranted, there is a history of collisions involving pedestrian injury and other locations which have been identified as community priorities. This program in isolation does not fully accommodate the implementation of the higher priority crosswalks contained within the City's crosswalk assessment matrix. The delivery of new and upgraded crosswalks is supplemented by crosswalk implementation within other capital projects.

When evaluating locations for new crosswalks, or crosswalk upgrades, staff use the nationally adopted Transportation Association of Canada (TAC) *Pedestrian Crossing Control Guide (2012)* to determine the appropriate level of facility warranted at a crossing. The TAC guide considers several factors including pedestrian volumes, vehicle volumes and the ability for pedestrians to find gaps in traffic, road classification and geometry and the level of risk to pedestrians when they are crossing.

Once a location has been identified for improvements, staff assess its level of priority within the context of other warranted pedestrian crossings elsewhere in the City using an assessment matrix which takes into account network connections, (eg Greenway crossing), adjacent land uses (eg proximity to a school) and pedestrian safety.

For the 2019 Crosswalk Improvement Program, 2 installations are identified:

- Gorge Road at Rock Bay, which has an identified collision history involving pedestrians. This is the top priority within the crosswalk assessment matrix.
- Hereward Road at Wilson Street, which was identified as a community priority in the Vic West Neighbourhood Plan (2018), for a new crosswalk installation.

In addition to the city crosswalk capital program, crosswalks and upgrades, are also delivered in coordination with other capital programs as well as through requirements of new development. The following projects are anticipated to be delivered in 2019, beyond the two funded within the \$260,000 crosswalk program, representing approximately an additional \$1M of investment in crosswalks.

- Wharf Street at Yates Street
- Wharf Street at Broughton Street
- Wharf Street at Bastion Square
- Mid-block on Humboldt at St. Ann's Academy
- Vancouver Street at Bay Street
- Vancouver Street at Caledonia Avenue
- Fort Street at Fern Street
- Morrison Street at Fort Street
- Fernwood Road at Denman Street
- Fernwood Road at Johnson Street

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- Superior Street at Menzies Street

The Wharf Street projects at Yates Street, Broughton Street and at Bastion Square are all identified as high priority projects within the City's priority matrix. The Crosswalk Evaluation Council Report from 2016 identified 35 priority crosswalks. Since 2016, 17 of these crosswalks have been improved with another 5 expecting upgrade in 2019. Of the top 25 identified crosswalks, it is expected that 19 will have been improved by the end of 2019. The majority of the outstanding crosswalks on the list are awaiting coordination with redevelopment or other transportation planning initiatives.

In the Summer of 2018, the Transportation Association of Canada published the new Pedestrian Crossing Control Guide (Third Edition) containing new assessment criteria and recommended treatments. Through 2019, staff will be undertaking a review of the new guidelines to determine the potential implications on the city's current inventory of crosswalks. Future upward pressure on funding and staffing resources is expected in order to bring these up to current recommended standards.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

The transportation division design resources are fully committed on the 2019 capital program and consulting engineering services would be required to advance this project including an RFP to be developed and technical oversight for the design process. Consultation with the community would be required, including private property access. The Public Works Department is fully allocated and would not be able to accommodate an additional project of this scope without eliminating other established capital construction projects from its planned 2019 list.

At this time, the Engineering Department is unable to absorb the additional work required to consult with the community and tender and manage a contractor to build a new signal at Blanshard at Kings without additional resources. The design and construction of this intersection improvement is anticipated to be complex and costly due to the length of the pedestrian crossing, impacts to an arterial road, and the need to coordinate with other traffic signals on Blanshard. Preliminary estimates of any project at this location indicate a cost up to \$500,000. It is noted that this location is identified for upgrades as a part of the Bicycle Master Plan program implementation in 2020/2021 and staff expect improvements to be advanced at that time.

The existing priority list of warranted crosswalks, the crosswalk retrofits and upgrades expected with the new TAC Guidelines, plus the need to undertake a system-wide review of current crossings and the public desire to see additional crosswalks, in combination, requires significant staffing effort through 2019 and 2020 in order to establish an updated prioritization and sustainable funding framework.

Without additional staff or a reduction in work in other operational areas, the transportation division and public works does not have funds or capacity to increase the number of crosswalks being delivered in 2019 and beyond.

An additional 0.5-1.0 FTE plus seasonal staffing (approximately \$50,000 - \$100,000) is required for data collection and updating the crosswalk prioritization. Updating this prioritization tool is critical for staff to be able to respond to public concern and ensure that funding is used as effectively as possible in future years. A traffic/crosswalk monitoring and survey program supported by dedicated staff and investment in survey equipment is considered a critical 2019 pre-requisite to continue to deliver or expedite crosswalks in the city.



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Additionally, Council may wish to allocate capital funding contingency for potential expenditures to accelerate the implementation of additional priority crosswalks within the 2019 calendar year. An additional allocation of \$250,000, above the \$260,000 in the proposed financial plan, would provide staff with additional flexibility for an additional signalized crossing to be designed and constructed by consultant/contractor teams in 2019.

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### **DALLAS ROAD/SIMCOE STREET CROSSWALK:**

That Council direct staff to report on the implications and options of installing a marked crosswalk at Dallas Road and Simcoe Street on a cost-sharing basis with the Greater Victoria Harbour Authority.

#### **BACKGROUND:**

Staff and the Greater Victoria Harbour Authority have discussed how to work together to provide improved crossing options from Ogden Point, across Dallas Road, into James Bay. Staff are examining options for improvements at both Simcoe Street and between Niagara and Montreal Streets.

The installation of the crosswalk in the block of Dallas Road between Niagara and Montreal Streets would need to be coordinated with the current CRD sewer force main works on Dallas Road. This Dallas Road location provides the most direct connection from the cruise ship terminal into James Bay and towards downtown.

A pedestrian crossing at Dallas Road and Simcoe Street has been reviewed and is challenged due to the geometry of Dallas Road. The intersection of Simcoe Street and Dallas Road is located adjacent to a sharp corner and on a hill which reduce sightlines between the crossing pedestrian and motor vehicles and would require additional interventions to allow it to operate safely.

Staff assessed a number of alternative options at this location including:

- A new traffic signal
- A raised crosswalk
- Centre crossing island
- Signed and painted crosswalk

Staff support implementation of a centre crossing island which will cost approximately \$40,000. Considerations include accessibility features and design geometries that can support large tour buses. Impacts of introducing a new crossing at this location include removal of on-street parking on Dallas Road between Simcoe Street and the Coast Guard Base and signage considerations for cyclists who will be required to “take the lane” in this segment.

#### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Investment in a crosswalk for a Dallas Road crosswalk at either location would be included within the 2020 financial planning process and a more thorough review will determine the most appropriate location (Niagara Street, Montreal Street or a mid-block crossing in line with the new pedestrian access to the cruise ship terminal). The priority of these locations is based on the premise of receiving cost sharing with the Greater Victoria Harbour Authority, and a lack of cost sharing would likely delay the implementation timeline.

The existing warranted crosswalks waiting for implementation including those above, the changes expected with the new TAC Guidelines, the need to undertake a system-wide review of current crossings and the public desire to see additional crosswalks, in combination, requires significant staffing effort through 2019 and 2020 in order to establish a prioritization and sustainable funding framework.

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Additional staffing (0.5 FTE, \$50,000) for design and data collection and analysis would provide the potential to reduce this timeline. Staff are in discussions with the Greater Victoria Harbour Authority for matched funding towards the Dallas Road improvements.

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### **JSB REVENUE**

That Council direct staff Council direct staff to report back on options for and implications of increasing revenues to offset the costs of opening the Johnson Street Bridge for marine users.

### **BACKGROUND:**

The Johnson Street Bridge crosses a navigable waterway where the marine vessels have the right of way. As a result, the City of Victoria is required to lift the bridge for marine traffic when requested and does so at its own cost. The city has a Bridge Operator on shift seven days per week, between 8:00am and 4:00pm, to perform bridge lifts as requested and to perform inspections and maintenance functions. Outside of these hours, the bridge lifts are done on an “on call” basis by other trained staff who are on shift attending to other duties.

The only revenues for opening the Johnson Street Bridge come from Special Lifts. These are defined as any lifts that take place between the hours of midnight and 7:00am, Monday to Saturday and after 4pm Saturday and Sunday. This definition has been in place for many years, previously negotiated with the relevant marine users. When the Special Lift has been completed, the marine user is charged a fee of \$75.00. When a Special Lift has been arranged and the vessel fails to arrive at the appointed time, or the special lift is cancelled once the Bridge Operator has been called out, the company having made the arrangements is billed. Legal advice would be required if consideration is being given to change this agreement with marine users. The current rate of \$75 has not changed since at least 1975.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

City records show out of about 1000 lifts per year about 15% or 150 of the lifts are Special Lifts. This equates to a revenue of approximately \$11,250 annually. Making changes to the fee structure and rates for the JSB bridge lifts will require:

1. Initial legal review;
2. Determination of the objective of the financial price scheme:
  - a. Is it to achieve full cost recovery for all lifts or Special Lifts only?
  - b. Should the price scheme take into account time delays and costs for the travelling public who use the bridge?
  - c. Are there other costs associated with providing this service to marine traffic such as the maintenance of traffic signal equipment and advance electronic message board signs
3. Engagement with marine and harbour stakeholders;
4. Review of rate classifications and consideration of possible modifications of these rates depending on the operational requirements for lifting the new bridge
5. Reporting back to Council with proposed amendments to the bylaw, including new provisions for an annual review of lift-rates

If directed by Council, this work can be planned for 2020 using existing resources.

If Council wishes to accelerate this review in 2019, other higher priority work in the 2019 plan would have to be de-scoped/deferred across safety, service and waste, climate, fleet or other planning priorities.

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### **PARKING:**

That Council direct staff to report back on funding in the budget for policy work in 2019 on accessibility, including accessible parking.

### **BACKGROUND:**

Where previously the 2012 BC Building Code prescribed minimum accessible parking supply requirements, the new 2018 BCBC refers to the National Building Code which simply defers all regulatory authority to the local jurisdiction. As such, the City will need to establish new supply requirements to be included in Schedule C under the City of Victoria Zoning Bylaw.

The accessibility working group has also identified the need to develop design guidelines for on-street or parkade parking stalls. This work can be done at the same time and would inform a subsequent retrofit program on City streets and in the parkades.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

The estimated cost of undertaking this work is \$100,000 and includes:

- Review and collate previous and current City documentation including feedback, information and insights already documented from the Accessibility Working Group and members of the Victoria Disability Resource Centre's parking committee
- Undertake a best-practice review of barrier-free parking regulations in other jurisdictions;
- Review guidance provided by National and International standards;
- Development of a new set of requirements for accessible / barrier free parking and engage with stakeholder groups including:
  - The Accessibility Working Group;
  - Victoria Disability Resource Centre;
  - Community Association Land Use Committees
  - Urban Development Institute; and
  - Rental / property management organization(s).
- Host a public event to share draft recommendations for public review and comment;
- Prepare a final report that includes:
  - A summary of the process undertaken;
  - Recommended requirements and associated zoning bylaw amendments;
  - Recommended operational design guidelines for on-street and parkade accessible parking stalls

There is no budget established for this project in the 2019 Financial Plan. Resources would need to be allocated. Staff assess that this work is led by existing staff in the Transportation Division with support from an external consultant, and existing staff in Parking Services, Engagement and Sustainable Community Planning & Development departments. Funding for a city-wide retrofit program would be required as a part of 2020 and 2021 financial plan to implement the recommended changes to on-street and parkade parking stalls. Accelerating this work before the introduction of the Accessibility Framework risks expenditures that are misaligned with other important accessibility priorities. These risks are mitigated somewhat by the coupling of this work with the on-street and parkade accessible parking assessment project.

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### **TRAFFIC CALMING: (See Strategic Plan Action 7.12)**

That Council direct staff to report back with options and implications for increasing traffic calming in general.

#### **BACKGROUND:**

In the 1990's the City of Victoria developed Neighbourhood Traffic Management Plans (NTMPs) for the different neighbourhoods in the city. Over the decades the actions laid out in these plans have been completed and staff are working to finalize the final outstanding locations. Since the completion of these plans there remains some public concern about the impact of traffic on local residential streets with council and staff continue to receive requests for traffic calming. Changes to land use and re-development of private land may also contribute to new traffic related concerns on neighbourhood streets.

Community concerns should be acknowledged and so it is an appropriate time to update the City's approach and criteria for traffic calming.

When vehicle speed data is collected, it is often below the current speed limit meaning that traffic calming would be unlikely to offer further reductions in speed.

Individual residents can perceive problems on their own street while discounting similar problems on their neighbours' street. In addition, responding to a traffic issue on one street in a piecemeal way can result in traffic diversion onto other local streets potentially creating a problem on a neighbouring street.

Through the Sustainable Mobility Strategy the contribution that traffic calming will make to broader transportation outcomes will be better understood allowing appropriate approaches and resources to be established within new policy.

Through 2019, staff will continue to assess and prioritize any neighbourhood traffic calming requests taking an evidence-based approach.

Traffic calming is also introduced as a part of capital construction projects. For example, traffic calming features are being installed as a part of the implementation of All Ages and Abilities (AAA) bicycle route implementation. The following streets are identified for traffic calming in 2019/2020 as a part of the Bicycle Master Plan implementation:

- Vancouver Street (Park to Bay)
- Graham / 5<sup>th</sup> (Bay to Tolmie)
- Haultain (Cook to Shelbourne)
- Richardson (Cook to Foul Bay)

In general, safety on our local streets is good with few serious collisions being reported. The majority of motor vehicle related collisions occur on arterial and collector roadways. Traffic calming on local roads can help respond to the perception of danger and create a more comfortable experience on neighbourhood streets. Currently, traffic calming is mostly being implemented on a squeaky wheel basis, which does not foster a positive and transparent relationship between residents and staff.

The consistent, fair, equitable and sustainable implementation of traffic calming requires the use of objective data on the speed and volume of traffic in conjunction with established criteria to allow prioritization of projects in those locations where there is the highest need and the greatest

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benefits will be achieved. Currently the City has limited base line data on neighbourhood traffic speeds and staff have identified the need for relevant and objective data on vehicle speeds and volumes as a critical element of any future policy development.

The implementation of traffic calming at individual locations where speed is already low as well as the over use of traffic calming within the City can result in the loss of support for it from the broader travelling public.

Any future traffic calming program also requires a comprehensive process to effectively establish the broader nature of community concerns and the level of community buy in to traffic calming. Once established, a funded, prioritized annual program with criteria and proposed projects would be developed.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Establishing the contribution and broader priority of traffic calming to transportation priorities within the SMS (completing in 2019) and developing specific policy, criteria and longer-term funding requirements will support the implementation of projects at locations where there is the greatest need and where the most benefits will be achieved in a transparent and consistent way.

Staff would assess that SMS completion and subsequent financial planning is critical *before* any major changes to these funding allocations. Awaiting the outcomes from the SMS and other priority management plans will greatly reduce the risk of spending funds in a manner that does not align with priorities of public safety and other important municipal services.

If Council wishes to advance this work ahead of the results of the SMS, additional staffing resources to support any future development of criteria and city policy for a traffic calming program and appropriate community outreach process will be required – 2 FTEs and approximately \$250,000. It is important to be aware of the risks of advancing this work ahead of the SMS, such as not investing in the highest priority areas and potential re-do of work. Establishment of a traffic monitoring and survey program supported by dedicated staff and investment in survey equipment is considered a critical 2019 pre-requisite. Improved data collection capabilities are being sourced within the SmartCity program to allow more convenient, efficient and real time data collection with enhanced analytics and reporting. Following the dedication of staff resources, staff could report back to council on options for implementing traffic calming programs citywide.

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### **VCC CONTRACT SERVICES:**

That Council direct staff to report back with information on contracting out janitorial and security services for the Victoria Conference Centre.

### **BACKGROUND:**

Housekeeping and security services have been contracted since opening of the facility 1989. These contracts were initiated to ensure that the facility opened with professional services in each department which would establish the reputation of the excellent service that the VCC has today. The event industry is highly competitive.

These contracts have a 5-year term. Each contractor is an expert and national leader in their industry and backed by 35 to 40 years of best practices of event industry standards.. They are also familiar with the VCC client base users across Canada and understand the specific needs of the clients. The VCC is a 24/7-hour operation and backed by companies offering 24/7 support for specialized resources, trends, planning, regulatory, legislation, training, health and safety protocols, licensing, fluctuating labor needs, with proactive processes. The experience of these companies offers a depth of experience which enhances the services offered to VCC clients. Both contracts are members of the Building Owner Management Association aligning their sustainability practices with the VCC Boma Best Platinum accreditation and the City Victoria Climate Leadership Plan.

Security requirements are complex and in this global world, there are many issues that have affected our client's programs, and the security operation of the building for all users. Ranges from protective services, levels of specialty first aid services, Client RFP security plan advice, relationships with all levels of military and police personnel, and pertinent client industry knowledge and more.

### **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:**

Should Council wish the explore this further, funding for a consultant (\$50,000) would be recommended to analyze the complexity of these services to ensure that the needs of the clients and the VCC reputation are considered to maintain the current excellent customer service and to avoid any negative financial impact to revenue generation.