

Appendix B

Council Remuneration:

That Council direct staff to report back on financial implications of adjusting salary and benefit line items for 2020 to account for remuneration rates for Councillors equivalent to the median income of a city employee excluding police and fire and include this information as part of public engagement on the 2020 draft financial plan.

BACKGROUND:

The response to Council's direction above is a mathematical calculation to express the cost difference between current remuneration and that which is proposed in the motion. Staff wish to note in addition to the specific request in the motion that as part of the Strategic Plan a review of Council remuneration is scheduled for 2021.

To that end, staff are including previous commentary provided to Council about information available through the Union of BC Municipalities that provides guidance on reviewing Council remuneration. Their best practices guide outlines a number of approaches including the pros and cons of each. The guide outlines:

1. The factors to consider including time commitment; employment and financial impacts; responsibility; and representative government
2. The options for who should conduct the review including local government staff, experienced consultant or independent task force
3. Timing and frequency of reviews
4. Options for bases for setting remuneration including similar jurisdictions, local labour force, provincial MLAs, or local government staff

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

The median income for City of Victoria employees excluding police and fire is \$70,100. The budget impact of increasing remuneration levels of councillors to the median is approximately \$205,000.

Seniors Task Force and Community Wellness Task Force Support:

That Council direct staff to report on the financial implications of providing staff support to the Seniors Task Force and the Community Wellness Task force.

(That this motion be referred to the December 5, 2019 budget meeting.)

BACKGROUND:

The City's 2019-2022 Strategic Plan identifies multiple Council initiated task forces and strategies.

Council currently has two task forces underway – The Seniors Task Force and the Community Wellness Task Force, with further task forces and council led initiatives to come in 2020. Each task force has a modest allocation of funds to cover, in the case of the Seniors Task Force, meeting costs; and in the case of the Community Wellness Task Force, meeting costs, cultural supports, and a research contract.

Each task force calls for a series of meetings for task force members as well as larger community engagement events, as well as internal meetings to support logistics and arising opportunities such as grants and facilitating stakeholder collaboration.

There are currently no regular staff resources dedicated to these tasks.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

Adding 1 FTE to support Council initiatives would require an ongoing annual budget of up to \$91,400 inclusive of benefits.

The addition of an FTE to support Council task forces and initiatives would ensure a smooth coordination of existing and future council task forces, centralizing support in one point person and addressing a lack of existing staff capacity. If Council wish to add this FTE in time to support existing task forces, early budget approval on this item would be required.

Protocol Activities:

That Council direct staff to report back as part of the 2021 budget on the implications of reviewing the protocol activities and budgets of other capital cities in Canada and how this compares to Victoria.

BACKGROUND:

This motion will be forwarded to the 2021 financial planning process for response at that time.

Housing Reserve Fund:

That Council direct staff to report back on the implications of including an additional \$750,000 into the Housing Reserve Fund with \$500,000 restricted for shelter rates.

BACKGROUND:

The Victoria Housing Reserve Fund (VHRF) was established for the purpose of the providing grants for funding to assist in the development and retention of affordable housing for households with very low, low, or median incomes to support community diversity and infrastructure, and facilitate the development of affordable rental housing, and affordable home ownership projects. The fund guidelines currently prioritize:

- affordable family housing with two bedroom or larger units
- projects targeting youth, or women and children
- accessible units for seniors
- mixed affordability/inclusive projects
- housing for individuals and families who are either experiencing homelessness or are at risk
- projects that receive no other supports from the City of Victoria
- projects that serve persons with disabilities
- projects that have affordability in perpetuity
- projects that provide a component of housing for people with low and very low incomes first, over moderate-income households.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

With the current provincial government making unprecedented investment in affordable housing, the City is seeing applications for funding through the VHRF for new, much needed large scale affordable housing projects proposed in Victoria and does not have sufficient funding to fulfil these requests.

Most of the projects seeking funding are also being funded through BC Housing's various funding programs, which require units to be rented at a mix of affordability levels (typically 1/3 deep subsidy or shelter rate housing; 1/3 rent geared to income; and 1/3 low end of market).

Additional funding would allow the City to fund more affordable housing projects; however, staff recommend Council consider also allowing rent geared to income (RGI) units to be prioritized for funding because these units are the most affordable and flexible for low-income residents of Victoria.

RGI units are arguably the most affordable type of housing because rent is calculated based on the tenant's specific income. If a person is in receipt of no income (even income assistance, for example, if the individual does not qualify for income assistance) the rent would be \$0, whereas a shelter rate unit will always be \$375. If the resident in an RGI unit were on income assistance, the rent would be at the shelter rate. These units are also the most flexible, as they allow residents to remain stably housed in their existing unit if their income increases (for example they gain employment) or decreases (they lose employment, become ineligible for assistance, etc.); whereas individuals in shelter rate units may no longer qualify for their housing unit if their personal circumstances change.

Should Council wish to add funding on a one-time basis, the appropriate funding source would be 2019 surplus; if ongoing, the appropriate funding source would be new tax revenue from new development.

Development Application Fees:

That Council direct staff to review revenue projections for rezoning applications and permit and inspection fees and report back to Council.

BACKGROUND:

Revenues associated with Development Applications (Rezoning Fees) fluctuate depending on the market which can be observed in the attached table. Fees were increased in mid 2017, which in part accounts for the jump in revenues seen part way through that year. Additionally, revenues in 2017 and 2018 were bolstered by the influx of cannabis rezoning applications which increased revenues by approximately \$150,000 in each of those years. Although the outlook for 2020 is promising, staff would caution against raising revenue projections above \$550,000 as the City of Victoria is still in a period of heightened development activity and it is likely that at some point in the future, development activity and the associated revenues will decrease. It is also important to note that these are regulatory fees intended to cover the cost of the regulatory scheme, and while they will fluctuate annually, the fees do not generate surplus over time. When these fees were increased, Council also established a Development Stabilization reserve account, in which surplus funding is held to cover ongoing costs during an economic downturn. In other words, it is acknowledged that the fees will fluctuate and the intent of the reserve is to “smooth” the impact of covering costs by using the funds in the reserve during times of lower development activity. In keeping with the requirement for cost recovery, should Council choose to increase the rezoning fee budget, staff recommend that this increase could appropriately be used to fund two of the additional positions requested to address increased workload related to development.

<u>YEAR</u>	<u>BUDGETED</u>	<u>ACTUAL</u>
2019	307,500	834,406 (Nov 18th)
2018	371,250	1,237,617
2017	367,500	984,656
2016	270,000	396,485
2015	150,000	382,078
2014	150,000	369,469
2013	150,000	221,914
2012	150,000	251,977
2011	130,000	234,115
2010	130,000	272,508

Revenues related to Permit and Inspection fees were reviewed, and comparison of the five-year average and the 2019 budget amounts indicates they are well aligned. Construction activity has been both high and low over the previous five-year cycle and the exceptional years give cause for concern to adjust the amounts any further as they are within close range of the five-year average. The variance between the average and forecasted revenues is not beyond what could be expected in fluctuations resulting from slowing construction activity from one year to the next.

	2014	2015	2016	2017	2018	Average	2019 Budget Amount	2019 Budget with 10% drop on average
BP	1,901,090	2,181,821	2,756,682	2,012,226	2,347,544	2,239,872	2,100,000	2,015,885
PP	191,238	211,478	279,944	282,480	407,096	274,447	220,000	247,002
EP	364,844	425,347	569,344	582,305	683,710	525,111	450,000	472,600

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

Any surplus funds for these regulatory schemes are set aside annually in the Development Stabilization reserve account, which is intended to be drawn upon during years when there is less development activity. However, Council could consider increasing the rezoning fee revenue budget to \$550,000 to fund two of the positions requested to support increased workload related to development.

Social Planning:

That Council direct staff to report back on the implications of augmenting the city's social planning function.

BACKGROUND:

The City currently has the following staff dedicated to housing matters and tenant considerations as part of the Sustainable Planning and Community Development Department:

- Senior Planner – Housing Policy
- Housing Planner
- New FTE dedicated to housing-related Strategic Plan actions (draft job description currently under review; recruitment process will commence shortly)

Council is also considering one new FTE as part of the 2020 budget process for the following:

- Tenant Ambassador

Social planning considerations have been addressed across the organization including the in-progress equity framework, reconciliation and many of the actions under Strategic Plan Objective 5: Health, Well Being and a Welcoming City.

Social services in response to homelessness and harm prevention have historically been provided by other levels of government and through non-profit organizations.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

The financial implications will depend upon the level at which Council wishes to augment a social planning function, and what is best addressed i.e. strategic initiatives (social policy and projects) or response to homelessness. If 1 FTE were added to create a dedicated social planner function to lead social projects and initiatives, an ongoing annual budget of \$125,111 would be required.

The addition of an FTE to perform social planning functions at the City would allow staff completing this work in other roles to focus on their main priorities (e.g. housing policy); it would also centralize all social policy work at the City and provide an opportunity for staff to respond more agilely to direction from Council on social policy and to proactively develop social policy to augment the City's other planning functions.

City Studio:

That Council direct staff to report back on implications to provide funding for City Studio in 2020.

BACKGROUND:

A separate report will be brought to the December 5, 2019 Committee of the Whole meeting.

Victoria Conference Centre Parkade:

That Council directs staff to report back on the implications of integrating the Victoria Conference Centre parkade with the operations of other city parkades in light of the City's application for certification as a living wage employer.

BACKGROUND:

The operation of the Victoria Conference Centre (VCC) parkade has been contracted since the construction of the VCC in 1989 and is part of the business model of the overall conference operation. The scope of work of the staff of the contracted service is broader than the City's parkades staff and includes for example:

1. Daily cleaning and maintenance, capital upgrading (ticket system, BOMA member, capital items such as electric vehicle charging stations, infrastructure upgrades, LED lighting).
2. Pre-pay and flat fee payment functions to reduce line-ups at exit with the ability to implement at moment's notice. Responsible for marshalling large volume of vehicles outside the parkade for events in limited time frames.
3. Variable hours depending on the events held at the VCC, including remaining open and staffed until late evening/early morning, or based on VCC/hotel client needs.
4. Empress Hotel guest parking, including managing valet parking contract – tracking, billing as well as coordination and input into the operation by Empress management.
5. Reserving offsite parking lots in the area to accommodate VCC clients for oversize/over height/ vehicle overflow.
6. Special rental of parkade stall areas for client exhibits.

Given the business model and the additional operational requirements, integration into the City's other parkade operations would not be a simple transition and additional review and considerations would need to be explored.

Integration of VCC parkade with the operations of other City parkades is separate and distinct from application of the Living Wage policy.

The City's Living Wage Policy applies to employees, and to contracts for services performed on a regular, ongoing basis on properties owned or leased to the City. There is no formal contract in place for operation of the VCC parkade, however the City could apply the Policy as it would to other contractors by providing notice to the current operator of the requirement to pay its employees the Living Wage for Victoria. If the VCC parkade operations were to be integrated with other City parkades, resulting in the VCC parkade employees becoming City employees, then the rate of pay would be determined by the City's collective agreement with CUPE Local 50.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

The cost of operating the VCC parkades with City staff is unknown, as the duties and responsibilities of staff at the VCC parkade does not align with the duties and responsibilities of City parkade attendants. The appropriate rate of pay would be determined through Job Evaluation and negotiation with CUPE Local 50. The rate paid (2020) to City parkade attendants is \$27.69.

Should Council wish to apply the Living Wage Policy to the VCC parkade operation, there would be a slight increase in the budget requirement since the operator pays slightly below the living wage currently. The exact amount has yet to be determined. The current living wage is \$19.39.

Electric Kiosk Wraps:

That Council direct staff to report back on the implications and opportunities to fund an Arts Creation Project to fund wraps on electric kiosks similar to our banner, bus shelter and mural project.

BACKGROUND:

For 14 years, the Engineering Department has managed all aspects of the kiosk wrapping program on the utility boxes. The purpose is to beautify and deter graffiti on the utility boxes throughout the city.

Currently, the Public Works Sign and Paint Shop in collaboration with the Traffic Signal Shop select heritage photographs from the City Archive. Whenever possible the selected photographs reference the area in which a kiosk is located. Approximately 4 to 7 kiosks are wrapped each year.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

The budget for this program falls under the Public Works operations budget. This includes all related human resources and administrative expenses to install, monitor and maintain the kiosks. Increased scope to this program may require additional labour resources for Public Works staff to install and maintain wraps on the kiosks. The cost per kiosk for install, monitoring and maintenance is \$700 per kiosk.

A call to artist or artist roster could be established to enhance the current archival photograph program. The call to artist process would mirror the current Commute Bus Shelter and Mural Roster program. Staff estimate \$750-1000 per kiosk to cover artist fees, printing, and administrative expenses.

Options to create a kiosk art program include:

1. Allocation of up to \$10,000 to the 2020 Public Art Creation budget to create an annual kiosk beautification program to cover artist fees and expenses and \$7,000 to Public Works for labour and maintenance expenses.
2. Direct staff to explore grant opportunities through the Hydro Beautification electrical box program. The annual grant's deadline is September 30.

Swimming Dock at Banfield Park:

That Council directs staff to report back with implication of adding a bigger swimming dock at Banfield Park.

BACKGROUND:

Expanding the existing dock at Banfield Park has been considered twice in the past seven years, initially in 2013 and again in 2016, and on both occasions, Council chose not to proceed.

There are environmental concerns related to the presence of eelgrass in the area, which is a species that provides important marine habitat and supports biodiversity. A survey conducted prior to the existing dock's construction mapped the extent of the eelgrass bed and the structure was designed to avoid impacting the vegetation. Expansion of the dock may have negative impacts to any eelgrass within or immediately adjacent to the footprint of the structure as, like most plants, eelgrass requires solar access for photosynthesis.

Through a risk assessment, the City has previously asserted that expansion of the existing dock could intensify overlapping usage, with a significant increase in liability exposure for the City stemming from trauma or serious injury (i.e. diving accidents).

There appears to be community support for an expanded dock to accommodate additional recreational use of this park amenity, particularly during the warmer months.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

Staff recommend undertaking a preliminary study to determine the capital and operating costs, assess the potential environmental impacts, identify opportunities to incorporate environmental enhancements or mitigations, and examine other potential impacts of the proposed expansion. The proposed budget for this study is \$15,000, for consultant support.

The management of this project is anticipated to require 16 weeks of support from a Senior Park Planner and Manager of Park Design and Construction with input from staff from Public Works and Legal Services.

Public Secure Bike Parking:

That Council direct staff to report back on the implications of adding secure bike parking for the public in city parkades in the 2020 budget.

BACKGROUND:

The City currently offers free bicycle parking in its five parkade structures. Racks are located near or adjacent to security booths with available parking capacity ranging from 8 – 16 bicycles depending on the parkade. Recently the Greater Victoria Cycling Coalition conducted an online survey of people riding bicycles in Victoria on secure parking options. Eighty percent of the 500+ respondents indicated that they are concerned about bike theft in the downtown core. Sixty four percent of respondents indicated preference for more secure bicycle parking and a willingness to pay a fee for such amenities.

There is high demand for vehicle parking in City parkades and City staff are already receiving requests for more accessible vehicle stalls, dedicated car share stalls, and/or EV charging stations.

There are two general options for consideration:

Upgrade standard bicycle parking: involving re-location of existing bicycle parking and/or installing additional public racks, improving lighting, signs and paint markings, and potentially adding security cameras. Each parkade receiving these upgrades would require the loss of up to 4 vehicle parking stalls. Parking would remain free for users and on a first come first serve basis.

Secure bike parking cages: this would involve constructing bicycle parking cages in the existing public bicycle parking areas, similar to the City employee parking in Centennial parkade or Ministry employee parking in Broughton Street parkade. Cages would have restricted key / swipe card access that could be managed by a third-party organization for a set group of individuals. This configuration could also include clothing lockers or a bicycle repair tools/station. The City would charge a fee for access / use of parking in each cage, to align with parking and service-provision principles. This approach may result in the loss of up to 5 vehicle parking stalls and/or displacement of standard public bicycle racks at those locations. The management of this type of facility would require resources or a partnership with a third-party organization.

If Council wanted to pursue additional secure bike parking options outside of the parkades, bicycle lockers could also be an option:

Individual bicycle lockers in Public Spaces: this would involve procuring *individual* bicycle lockers that would be available for a rental fee each month. The service could be facilitated through the City or a third party. Lockers could be a paid service for individual users. Careful design attention would be required to ensure that lockers do not pose barriers for people with disabilities and operating costs to address issues such as graffiti or vandalism would be required. The management of a bicycle locker program would also require resources or a partnership with a third-party organization.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

Initial resource estimates have been assessed to introduce 2 – 3 secure bike parking cages in the City's parkades:

- \$350,000-\$500,000 in project costs (design, construction and setup of administrative processes)

- 1.0 temporary FTE in Facilities (depending on approach above)
- 0.2 existing FTE support in parking services
- 0.2 existing FTE support in Transportation

These estimates do not include project support from legal, procurement and finance departments, annual operations and maintenance costs, or costs associated with management of new facilities. Should direction be given to advance secure bike parking, staff would be required to undertake further assessment of preferred operating models (City/third party/joint) and costs. Due to the complexities of this, further resources would be required to assess and scope this in order to provide a fulsome report back on the potential to incorporate this initiative into the Financial Plan in the future while continuing to meet existing commitments.

Alternate Locations for Downtown Off-leash Dog Park:

That Council direct staff report back on the implications and options for pursuing alternate locations for an off-leash dog park downtown.

BACKGROUND:

As part of the 2020 Draft Financial Plan, staff included a project that responded to Council's desire for a new leash-optional space in the downtown area. Following an initial review of options, Reeson Park was identified as a proposed location for a two-year pilot for a new leash-optional dog area. The new project would consist of the design and installation of infrastructure to support this change, such as new signage, waste containers, and bag dispensers, in a shared park space. Staff recommended this as a pilot project in order to monitor the effectiveness and impacts in advance of a permanent adjustment.

During the deliberation on the 2020 Draft Financial Plan, Council requested further information from staff on other potential locations of a leash-optional dog area in the downtown area. The information below is intended to respond to this request.

There are seven properties that are identified as City parks located within the downtown neighbourhood. Staff evaluated the potential advantages and disadvantages of a new leash-optional dog area for each, using criteria that include factors such as the size, existing use, adjacent land use, accessibility and circulation. The table provides a summary of the results for the park spaces that were determined to be "less-suitable" for a new leash-optional area.

Park Name	Park Type	Area (sq.m.)	Key Considerations
Bridgehead Green	Green	3,384	Surrounded on all sides by high traffic areas (vehicle, pedestrian, cycling)
Centennial Square	Square	13,938	Hardscape, high use for events
Bastion Square	Square	3,122	Hardscape, high use for events
Penwill Green	Green	455	Too small
Cridge Park	Neighbourhood Park	4,424	Primarily a children's play area
Upper Causeway	Square	497	Too small

Further details on the considerations that led to the recommendation for Reeson Park are outlined in the table below.

Park Name	Reeson Park
Size	2004 sq. m.
Park Type	Neighbourhood Park
Land Suitability	Sloped site, shoreline, soils unknown Planning: Monitor impacts to water quality and shoreline habitat / wildlife

Existing Surfacing	<p>Turf/ trees/ rock outcropping/ pathway/ retaining walls with seating steps</p> <p>Planning: Surfaces should be durable and easy to maintain especially for areas with concentration of use. For turf maintenance, design should permit resting grass to allow turf to reestablish.</p>
Accessibility and Circulation	<p>Access from Wharf Street, Yates Street. The David Foster Pathway provides a lower connection from the path to the Northern Junk property line, and an upper ramp connection to Yates Street.</p> <p>Planning: Existing streets, public frontage and/or public pathways around the perimeter and for access to site by users and for park maintenance to keep clean. Barrier free access to the site, as well as an area at the entry. Barrier free paths through dog run area if site permits. Visibility for Enforcement of Bylaws.</p>
Adjacent Land Uses	<p>Hotel, Proposed Mixed-Use Residential</p> <p>A dog park may be considered a beneficial amenity for residential use/ Can mitigate with buffers to have no more disturbance on adjacent residential than another typical park use.</p>
Use Conflict Avoidance	<p>Harbour Pathway</p> <p>Planning: Provide buffer between dog park area and other recreational facilities or programmed areas/ separate uses</p>
Natural Resource Protection	<p>Inner Harbour Migratory Bird Sanctuary, shoreline habitat, water quality</p> <p>Planning: Should not be located in or in close proximity to natural areas where flora or fauna will be disturbed / minimize environmental impacts to water and land</p>
Visual Aesthetics / Design Considerations	<p>Could integrate facilities into existing turf lawn area east of Harbour Pathway</p> <p>Existing waste receptacle, street lighting, railing, retaining walls, step seating at Wharf Street frontage</p> <p>Planning: Locate so as not to detract from the aesthetic quality of a park; design to integrate into site</p>

An interim formalization of the park as a pilot leash-optional dog area will support the current common use as an informal dog park area by providing dog park amenities, such as dog waste disposal. As part of the development for this project, staff will recommend an inspection and monitoring process including monitoring impacts of the dog area on shoreline habitat and wildlife, and monitoring noise and visual impacts on adjacent land uses. In addition to signage and amenities, park surfacing and boundary tools (such as fencing) would be reviewed as part of the project.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

A budget of \$20,000 has been included in the 2020 Financial Plan to implement a leash optional area to Reeson Park.

The initial design, consultation, and construction involved in this project is anticipated to require 12 weeks of support from a Senior Park Planner and Manager of Park Design and Construction, with input from staff in Bylaw Services and Engagement. At this time no additional operating budget has been included in the 2020 Financial Plan to manage increased traffic from dogs. Staff will monitor park impacts and may request additional resources as part of the 2021 Draft Financial Plan to maintain service standards.

Victoria Conference Centre:

That Council direct staff to report in a closed meeting on the City's agreement for the Victoria Conference Centre including operating and capital components.

BACKGROUND:

A report will be brought to Council in closed meeting.

Traffic Calming Measures:

That Council direct staff to report back on the implications and options for implementing traffic calming on Chambers Street and surrounding streets between Cook and Chambers Streets and projected increases in traffic volume in this part of the Fernwood neighbourhood.

BACKGROUND:

Chambers Street is a local road. It carries over 2000 vehicles a day and has recorded vehicle speeds of 32-33 km/h. The street has undergone improvements over the past decade with the introduction of new sidewalks, curb bulges and a crosswalk. Based on the recorded vehicle speeds these improvements have had a positive impact and implementing traffic calming in the form of speed humps is not expected to yield significant reductions of vehicle speeds.

Staff are currently developing a priority program of traffic calming projects taking into account a range of criteria including traffic speeds and volumes, the presence of parks and schools, potential impacts on neighbouring streets associated with displaced traffic as well as any operational impacts for the Fire Department and transit.

Staff have assessed that traffic volumes could be reduced on Chambers Street by introducing vehicle turning restrictions within the network. Experience has shown that reducing traffic on one street can result in that traffic diverting onto other streets. Given traffic could seek to find alternative local road routes, the scope of any potential future project would require measures on other streets beyond Chambers Street.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

A potential project and scope of work has not been developed to a level of detail to allow budget estimates to be established and any proposed concept, which would impact other streets in terms of physical measures beyond Chambers Street itself, has not been subject to consultation.

Given the potential wider scope of the project and the associated community interest and consultation required, this project would have to be considered alongside other traffic calming projects. Currently in the 2020 work plan, staff are focusing traffic calming efforts to manage vehicle speed and pedestrian safety in the highest priority areas already on the City's register of requests. The priority list of traffic calming locations is still under development and Chambers Street will be assessed and added to the list of traffic calming projects for consideration.

Additional Funds for Traffic Calming:

That Council direct staff to report back on implications of allocating additional funds towards the capital costs of traffic calming.

BACKGROUND:

As part of the 2019 budget process, new neighbourhood traffic safety staff were approved by Council and these positions have recently been filled. Staff are developing an application procedure, evaluation criteria and consultation process to allow the assessment, prioritization and implementation of traffic calming projects and will be undertaking a comprehensive traffic calming program in 2020 funded through the 2019 capital allocation of \$250,000, of which \$50,000 has already been spent, plus operational funding of \$158,000 for Neighbourhood Traffic Management Plans.

These projects will include changes to priority areas using speed humps, curb bulges, traffic diverters and speed reader boards. The focus of the new projects will be promoting projects already on the City's registry of requests. Traffic calming opportunities will also continue to be identified and installed as part of other capital projects, particularly the Bicycle Master Plan and other underground and repaving projects.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

The one-time 2019 \$250,000 budget allocation for traffic calming represented a 160% increase in traffic calming funds. Staff assess that the capital and operational funding of approximately \$358,000 for 2020 will allow a significant program of traffic calming projects to be implemented with current staffing within the Transportation and Public Works Divisions to design, consult and construct, being fully committed. Additional traffic calming funding beyond this will not be able to get spent even with the new neighbourhood traffic safety staff. A "steady state" traffic calming budget allocation will be brought forward for Council's consideration within the 2021 budget cycle.

Witness Reconciliation Program:

That Council direct staff to report back on the appropriate amount to fund the Witness Reconciliation Program (the City Family) on an ongoing basis.

BACKGROUND:

The Witness Reconciliation Program was set up in 2017 and allocated one-time funding for two years at \$50,000 per year. This funding has supported the City Family, Indigenous protocol expenses, and Orange Shirt Day. In 2019, City Witness Reconciliation Program budget was also allocated towards the Reconciliation Dialogues funding shortfall due to increased enrollment in Dialogues.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

Pending Council budgetary approval, the Reconciliation Dialogues will be funded through a separate one-time budget allocation in 2020.

Should Council wish to fund the ongoing operations of the City Family, the annual Orange Shirt Day event, and Indigenous protocol expenses arising, an ongoing annual budget of between \$25,000 and \$30,000 is required.

Climate Action Reserve:

That Council direct staff to report back on an appropriate funding amount and source of funding for the climate action reserve given the climate emergency.

BACKGROUND:

The Climate Action Strategy report from 14 November 2019 outlined the following actions related to financial programming:

Additional financial planning / strategy development is underway and will seek to define the long-term healthy reserve funding levels needed for the Climate Action Reserve, and possible funding sources to support both overall program or as part of discrete High Impact Initiative programs. As some programs include funding estimates based on oil incentive uptake estimates, ongoing management of available funds and periodic reporting will be required to ensure programs remain within available funding limits.

The approved Climate Lens approach (also from the 14th of November Council meeting) dictates that business units shall account for climate action related funds as part of all project and program delivery. The Climate Reserve will likely be transitioned to support shared corporate or unique projects that are not being addressed by conventional capital and operational annual financial programs.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

To be defined through planning and dialogues in 2020, as per the above approved recommendation from Council 14 November 2019.

Property Taxes:

That Council direct staff to report back on payment in lieu of taxes for past years where data is readily available.

BACKGROUND:

The Federal and Provincial Governments are required to pay payments or grants in lieu of property taxes for some of their properties rather than regular property taxes. The amounts paid are in most cases the same as if they were regular property taxes.

In addition to the Provincial and Federal Governments, payments are received from BC Housing, BC Hydro, CRD, Pacific Pilotage and ICBC.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

At the time of budget development, the City has yet to receive all payments in lieu for the current year. Therefore, budgets reflect prior year actual values.

The following table outlines the amounts received over the last five years:

2014	2015	2016	2017	2018
\$5.658 million	\$5.959 million	\$5.865 million	\$6.329 million	\$6.250 million

Property Tax penalty:

That Council direct staff to report back on the implications of adjusting the property tax penalty to 5% paid on July 1 and 5% on September 1.

BACKGROUND:

Section 235 of the Community Charter provides for the establishment of an “alternative municipal tax collection scheme”, which includes:

1. Establishment of penalties & interest and terms of penalties & interest
2. Establishment of due date or multiple due dates
3. Setting terms in relation to payment

The penalty must total 10% but the combination can be determined by Council.

Based on information received from other municipalities who have such a scheme in place, the majority impose a 5% penalty in July and a second 5% penalty in September.

The City currently coordinates with nine other area municipalities regarding advertising and therefore only pays 10% of the cost. However, three area municipalities currently have the 5% and 5% penalty scheme in place so there may be an opportunity to cost share with them.

In addition, the City's tax system would require re-programming to apply the multiple penalties. The City currently sends reminder notices in July, October and February so there would be no impact to those timelines nor need for additional reminders to be sent if an alternate scheme is approved.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

The City currently levies \$500,000 - \$600,000 in penalties each year. The estimated revenue loss to implement multiple penalty dates is approximately \$200,000 taking into account those taxpayers who historically pay late and are likely to continue doing so.

In addition to the revenue loss, the budget requirement to re-program the system and the increased cost of advertising, is estimated at \$2,500.

It is expected that this change can be accommodated within existing staff resources.

Direct Award Grants:

That Council direct that each of the bullet point organizations for direct award grants annual updates are provided in a written report (page 608 of the Financial Plan).

BACKGROUND:

The City has formal arrangements with a number of organizations to provide services on behalf of the City on an ongoing basis, and these arrangements are outlined within operating agreements or memorandums of understanding. For those organizations, Council approves the grants through the budget process. The organizations are:

1. Community, seniors and neighbourhood associations
 - a. Operating and youth grants to those providing recreation, youth or seniors services through a City-owned or leased facility
 - b. Per capita base grants for meeting space, local coordination of activities, and communication
 - c. Volunteer coordinator grants for each neighbourhood with a community garden
2. Heritage organizations created by the City of Victoria
 - a. Victoria Civic Heritage Trust
 - b. Victoria Heritage Foundation
3. City of Victoria Youth Council

All associations who operate a City-owned or leased facility report annually on their activities, which include activities funded by operating, youth, per capita or community garden volunteer coordination grants. In addition, there is an annual report to Council on 'Growing in the City' which includes community garden activities.

Five neighbourhoods do not have a City-owned or leased facility, and two neighbourhoods have more than one organization – one who provides recreation and youth programming through the City-owned facility, and one that does not. They all have a requirement to report back annually and do so. They are:

- Downtown Residents Association
- South Jubilee Neighbourhood Association
- North Jubilee Neighbourhood Association
- North Park Neighbourhood Association
- Rockland Community Association
- Fernwood Community Association
- James Bay Neighbourhood Association

The heritage organizations provide their annual reports when they submit their grant requests for the following year.

The City of Victoria Youth Council presents to Council annually on their activities through an already established process, and staff's assumption is that this meets Council's expectations and no additional reporting is required.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

There are no financial or human resource implications associated with this motion as the organizations are already required to provide reports to the City and staff will ensure that all the reporting comes to Council annually going forward.

Other Grants:

That Council direct that there is a report on an annual basis to Council from the Film Commission, Coalition to End Homelessness and Urban Food Table.

BACKGROUND:

These grants are provided outside of the City's formal grant programs and are approved through the annual budget process.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

There are no financial and human resource implications associated with this motion. Staff will arrange the annual report back to Council going forward.

Neighbourhood Grants:

That Council direct staff to report back on the implications of increasing the per capita base grant to neighbourhoods that are not serviced by city funded community centres including consideration of doubling the amount of the grant for those neighbourhoods.

BACKGROUND:

Neighbourhood associations receive a base operating grant based on population, set at \$0.75 per person in 2019 and indexed to inflation annually. This grant has been in place since the adoption of the Neighbourhood Development Policy in 1994. Funding is to be used to maintain ongoing access to a meeting space, provide some local coordination of activities (e.g. meetings and community events) and develop an appropriate means of communications with its members. The current distribution of funding is as follows:

Table 1: 2019 Base Grants to Neighbourhoods (\$0.75 per capita)

Burnside Gorge Community Association	\$ 5,105.00
Downtown Residents Association	\$ 4,129.00
Fairfield Gonzales Community Association	\$ 12,343.00
Fernwood Neighbourhood Resource Group	\$ 3,679.00
Fernwood Community Association	\$ 3,679.00
James Bay Community School Association	\$ 5,274.69
James Bay Neighbourhood Association	\$ 3,757.31
North Jubilee Neighbourhood Association	\$ 2,418.00
North Park Neighbourhood Association	\$ 2,680.00
Oaklands Neighbourhood Association	\$ 5,346.00
Quadra Village Community Association	\$ 5,684.00
Rockland Community Association	\$ 2,755.00
South Jubilee Neighbourhood Association	\$ 1,734.00
Vic West Community Association	\$ 5,758.00
Total	\$ 64,342.00

- Note: there are multiple associations in Fernwood and James Bay and the grant is therefore divided for those neighbourhoods

For information, attached to this report back is the summary report prepared for the 2018 grant year.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

The base grant budget for 2020 is \$65,951. The financial implications of doubling the base grant for the five neighbourhoods not serviced by city funded community centres is an additional \$28,116 which would increase the total base grant funding to \$94,067.

A second option could be reported back on for Council's consideration. It presents an equalization of the grant fund across the neighbourhoods. When the program was developed, much of the grant was put into the printing and distribution of a paper newsletter. With the advent of the internet and websites, and the cost of meeting space being the same throughout Victoria, the funding needs are equal across the city.

Table 2: Funding implications of doubling the base grant for neighbourhoods not serviced by a City funded community centre

	2019	2020	Double base grant for five neighbourhoods
Burnside Gorge Community Association	\$ 5,105.00	\$ 5,233.00	
Downtown Residents Association	\$ 4,129.00	\$ 4,232.00	\$ 8,464.00
Fairfield Gonzales Community Association	\$ 12,343.00	\$ 12,652.00	
Fernwood Neighbourhood Resource Group	\$ 3,679.00	\$ 3,771.00	
Fernwood Community Association	\$ 3,679.00	\$ 3,771.00	
James Bay Community School Association	\$ 5,274.69	\$ 5,407.00	
James Bay Neighbourhood Association	\$ 3,757.31	\$ 3,851.00	
North Jubilee Neighbourhood Association	\$ 2,418.00	\$ 2,478.00	\$ 4,956.00
North Park Neighbourhood Association	\$ 2,680.00	\$ 2,747.00	\$ 5,494.00
Oaklands Neighbourhood Association	\$ 5,346.00	\$ 5,480.00	
Quadra Village Community Association	\$ 5,684.00	\$ 5,826.00	
Rockland Community Association	\$ 2,755.00	\$ 2,824.00	\$ 5,648.00
South Jubilee Neighbourhood Association	\$ 1,734.00	\$ 1,777.00	\$ 3,554.00
Vic West Community Association	\$ 5,758.00	\$ 5,902.00	
Total	\$ 64,342.00	\$ 65,951.00	\$ 28,116.00
Total base grant fund based on option			\$ 94,067.00

PURPOSE

The purpose of this report is to summarise and review the 2018 Per Capital Base grant reports submitted by grant recipients. Although the grants are directly awarded (i.e. without application), a report is required each year describing how the funds were used. It has not been clear in recent years which staff are responsible for following up with neighbourhood associations and submission of reports has lapsed until now.

This year the intent is to determine the nature of the information being collected and assess its value managing the grant program. The review should provide some indication whether the report provides necessary information for accountability and if there are some improvements that could be made to help in this regard. Moreover, the information may point to other issues such as inadequacies in funding or unintended use of funds. It may also help inform discussions regarding the future directions of neighbourhood associations.

BACKGROUND

Neighbourhood Development Base Grants and Neighbourhood Matching Grants were introduced with the new policy for neighbourhood development in 1994. Funding had previously been provided only to community centres and a few neighbourhood associations. Grant criteria for both programs specified that the grants were intended to contribute to the implementation of the Neighbourhood Development Policy through city-wide neighbourhood organizations.

The Neighbourhood Development Base Grant program supported neighbourhood associations specifically in their engagement and organizing roles. The grants were to be provided on a per capita basis (\$.75), a formula that is still in place today. Only one application from each neighbourhood area would be accepted. At that time, some boundaries between neighbourhoods had not completely been defined and it was up to the organizations involved to determine the boundaries between them. New neighbourhood organizations subsequently emerged and where there were already more than one, the funding was divided proportionately.

It was required that funding be used to:

1. (Maintain) ongoing access to a meeting space,
2. (Provide) some form of local coordination of activities (e.g. meetings), and
3. (Develop) an appropriate means of communication with its members.

These were the minimal requirements. The grant program guidelines also required applicants indicate how the funding would enable the association to implement the Neighbourhood Development Policy Principles and Characteristics. References to all of these requirements were still included in the grant application criteria until a few years ago.

The Neighbourhood Matching Fund provided matched grants for neighbourhood-initiated planning, organization or improvement projects. Contributions could include labour, expertise and donations. Partnerships amongst various neighbourhood organizations were encouraged. Applicants were required to provide a

project description, budget, timeline and describe its value to the neighbourhood. It too was to be congruent with the Neighbourhood Development Policy. This achieved similar outcomes as the current Great Neighbourhood Grants program, though the latter is available to a wide range of applicants.

2018 REPORTS

Respondents are to submit the annual reports to the Finance Department by the end of February. For the 2018 reporting year, neighbourhood staff sent out reminders and received the reports for review.

Currently, the information requirement for neighbourhood reports is as follows:

1. How did the Base funding meet your objectives and community needs?
 - a) Activities related to events/celebrations.
 - b) Provide for neighbourhood space
 - c) Assist with communication (website, newsletter)
2. How has the base funding benefited the community?
3. Submit a Statement of Revenue and Expenditures as of your year end.

Reports were received from all 15 recipients. Fernwood's grant is split equally between the Fernwood Community Association and the Fernwood Neighbourhood Resource Group. James Bay's funding is split with the James Bay Community Centre and the James Bay (Beacon) Newspaper Society. A summary of responses to the questions are provided in the table attached to this report.

OBSERVATIONS

The report requirements are general and allow recipients some interpretation in their responses. Respondents tended to stick to strict completion of the survey and not expand on their responses. As such, the responses varied in style and content, though most stuck to short answers. Any consideration of whether the funding was satisfactory in achieving community needs as they saw them was not discussed.

1. Meet Objectives and Community Needs

a) Events and Celebrations

Although neighbourhood organizations with community centres tend to host a more events (4-7 a year), several of the smaller organizations hosted a similar number of events. Event categories include a variety of social, political and community actions. These include:

- | | | |
|---|-----------------------|---------------------|
| • Community programs (e.g. graffiti, recycling) | • Social events | • Arts events |
| • Community meetings | • Yard sales | • Garden activities |
| • Municipal election forums | • Festivals and fairs | |
| | • BBQs and meals | |

Its difficult to compare the various organizations, given that those associations with community centres have greater organizational capacity available that often contributes directly (e.g. designated staff) and indirectly (e.g. easy access to space) to the quality and quantity of events. There are also no clear expectations in terms of events and celebrations, which reflects the modest level of funding and flexibility in terms of the capacities of organizations.

b) Neighbourhood Space

This question is not clear in terms of whether “provide for community space” refers to space required for the association or the association providing space for others. Those associations with community centres interpreted this question as asking about space provided to the community, and all indicated they did this to a greater or lesser degree. The other neighbourhood associations referred to the space that they required in order to meet. Usually this was third party space and no cost was provided (its often free), apart from one neighbourhood that indicated that they spent 65% of their funds on renting space for the organization’s meetings.

Securing neighbourhood meeting space is generally not a significant issue amongst neighbourhood associations without a centre. Concerns likely relate more to the absence of a home base and the expanded capacity that comes with a centre. Some recognize, however, that a dedicated facility would come with greater expectations and managerial obligations and that such a facility would require broader consideration of utility.

c) Assist with Communication

Almost all the associations reported having a website and many were active on social media. Many also either published e-newsletters or circulated newspapers and newsletters. A few also communicated with posters and mailouts for the types of information they wanted to get to each household.

In response to questions raised by one neighbourhood, a survey of neighbourhood associations’ social media use was completed by City staff in 2018. The report was circulated to the groups and a workshop was subsequently organized by Fernwood and Vic West associations in June 2019.

2. Community Benefits

The most common benefits stated by all organization were providing information to residents and involving them in activities. Information commonly identified promotion of programs at the community centres (for those who have them), whereas information was more about community issues in the other neighbourhoods. Involvement related to participation in community programs for those with centres and to social gathering, garden projects and discussions about community issues for groups without centres. Leveraging other funding opportunities and helping to cover building costs (Fernwood Community Association) were other benefits identified.

3. Financial Statements

Submissions for the financial statements varied amongst the neighbourhood organizations. There was a significant difference between submissions by the two types of associations – those with community centres/programs and those without.

Several of those with community centres submitted financial statements reflecting that the neighbourhood base grants were a very small proportion of the overall budget (Oaklands, VicWest, James Bay Community School). For example, for Oaklands the 2018 grant (\$5,346) represented 6% of their overall funding from the City and 0.4% of their overall revenue of \$1,356,000. This likely explains why some provided no indication where that funding specifically went. Several of the community centres, however, isolated the neighbourhood base grant funding in their reports (Burnside Gorge, Fairfield Gonzales, Hillside Quadra). These reports indicated that all or most of the funding went to funding staff positions (e.g. event coordinator, community outreach coordinator).

Six of the organizations do not have facilities that they operate and they meet in various venues in their neighbourhoods. Their grants range from \$1,734 in North Jubilee, to \$4,129 for Downtown Harris Green. Their overall budgets are somewhat higher than accounted for by the per capita grants, usually reflecting other City grants as additional sources of revenue (e.g. Great Neighbourhood, Garden support).

There are two exceptions to the above. Fernwood Community Association does not offer community centre services or programs; however, they operate a building that provides rent revenue to cover staff and building maintenance costs. As with other associations with centres, staff are available to provide some support for neighbourhood development activities. The James Bay Community Newspaper Society serves a more limited function than the other organizations and receives most of their budget (\$100K) from advertising revenue and BC gaming grants.

CALUC revenues and expenditures were generally not indicated in the reports.

DISCUSSION

As submitted, the reports provide an indication that all recipients are engaging in the types of activities intended with the grant program. Outcome specifics are not held to a high standard or to one where improvements could be gauged from year to year. It may therefore be more informative if recipients were required to refer to specific goals for the coming year or to the funding's role in achieving elements of a strategic plan.

At the current time, there are no specific goals that the City expects or aspires for the associations to achieve through this funding. As such, there is no imperative for optimizing the efficacy of the funding. Should goals be revisited through a re-evaluation of the role of neighbourhood associations, it would present an opportunity to establish objectives, determine if funding levels are adequate and consider improvements to the reporting format.

A link between base grants and community centre grant reporting is not present, as they have been developed separately and are reviewed by different departments in the City. It may be possible to consider modifications of the two reports for neighbourhood associations with community centres to improve the coherency of the reporting function.

Note that no interviews with neighbourhood associations were conducted to further inform the comments above.

Organisation	How did base funding meet your objectives and community needs?			How has base funding benefited the community?	2018 Grant	Rev/ Expense
	Events & Celebrations	Neighbourhood Space	Assist Communication			
Burnside Gorge	Helps cover development coordinator costs: <ul style="list-style-type: none"> • Works with community • Anti graffiti • Recycling • Good neighbour group 	Space provided through centre, but not through this funding	E-newsletter	<ul style="list-style-type: none"> • Environmental restoration of benefit to overall health • Participate in land use decision-making 	\$5,105	\$5.1K \$5.1K
Downtown Harris Green	<ul style="list-style-type: none"> • Mayoral Forum • All Candidates Meeting • Eats and Beats on the Street • Get Downtown series of events • Car Free YYJ • Christmas Social 	N/A	E-newsletter, social media, website	<ul style="list-style-type: none"> • Inform and involve community residents and provide opportunities for learning and social engagement. 	\$4,129	\$12.6K \$8.7K
Fairfield Gonzales	<ul style="list-style-type: none"> • Fall Fairfield • Spring Yard Sale • BBQ • 5 artist receptions • Election fora 	<ul style="list-style-type: none"> • Assists in providing space at community centre (e.g. book clubs, music, social groups) • Hosted open use of space nights • Repair Café bimonthly 	E-newsletter (2x month), social media, website, newspaper	<ul style="list-style-type: none"> • Part of funding package for Centre • Leverages other sources • Gathering and communication purpose is positive for community 	\$12,343	\$12.3K \$16.9K
Fernwood NRG	<ul style="list-style-type: none"> • Fernfest, • Fernwood Bites, • Bonfire, • Pole Painting 	Assists in providing space at community centre (e.g. Alt Pride, FN group)	Newspaper	<ul style="list-style-type: none"> • Promote events held in community centre • Helps provide amenities to public (e.g. washrooms), community services (e.g. legal aid) and recreation space • Supports weekly seniors' lunch 	\$3,679	None provided
Fernwood CA	<ul style="list-style-type: none"> • Local election events • Solar power info night • Car show • Gardens events • Art show 	Helps provide Paul Phillips Hall for many social and arts groups	<ul style="list-style-type: none"> • Website (NRG provides newsletter) • LAP mailout 	<ul style="list-style-type: none"> • Maintaining building • Supporting gardens 	\$3,679	\$57.8K \$58.0K
Hillside Quadra	<ul style="list-style-type: none"> • Quadra Village Day 	N/A	E-newsletter, social media, website, (newspaper ended)	<ul style="list-style-type: none"> • Providing volunteer opportunities • Acting as information and engagement hub • Linking residents to programs 	\$5,684	\$5.7K \$5.7K
James Bay NA	JBNA meetings and forums	65% of funds used for monthly meetings and forums	30% used for printing and website	Conducted neighbourhood meetings, topic forums and reported to Council on neighbourhood issues	\$3,757 (\$9,032)	\$5.7K \$6.9K

Organisation	How did base funding meet your objectives and community needs?			How has base funding benefited the community?	2018 Grant	Rev/ Expense
	Events & Celebrations	Neighbourhood Space	Assist Communication			
James Bay Community School	<ul style="list-style-type: none"> James Bay Picnic Window Wanderland Monster Bash Gallery Gala Dickens Fair Cultural Kaleidoscope 	Supported 58 space uses	Website, social media neighbourhood sign	<ul style="list-style-type: none"> Centre is adjacent to School and provides programs for the community, engaging school children, visitors and the community in general Fitness classes, general interest programming, seniors' dinners, social support programs 	\$1,518 (\$9,032)	\$773.2K
James Bay Newspaper Society	<ul style="list-style-type: none"> Winter Wanderland, community market and picnic promotion General events 	Promotes neighbourhood programs and spaces	Newspaper for James Bay	<ul style="list-style-type: none"> Communication vehicle for the other neighbourhood groups Published 10 times a year with distribution of 7,500 	\$3,757 (\$9,032)	\$104.5K \$104.5K
North Jubilee	<ul style="list-style-type: none"> Community meetings Volunteer garden projects 	Meeting space is free (VIHA)	Website, newsletters, posters, notices		\$2,418 (\$2,288)	\$2.2K \$3.2K
North Park	AGM expenses Festival costs	Meeting space is free	E-newsletter, website	North Park Sign as micro economic dev Also covered mailbox, admin fees	\$2,680	\$20.9K \$12.9K
Oaklands	<ul style="list-style-type: none"> Easter Extravaganza Street Party & Oktoberfest Garage Sale Sunset & Winter Market Seniors Xmas Dinner Santa Breakfast Adult courses & social groups 	<ul style="list-style-type: none"> No specific answer Provides programmed space 	No specific answer		\$5,346	\$1,356K \$1,210K
Rockland	Evening at Langham Court for residents	Maintain Rockland Woodland Garden	Newsletter, website	<ul style="list-style-type: none"> Leveraging neighbourhood assets to bring residents together (e.g. art gallery) Inform residents and encourage engagement 	\$2,755	\$12.8K \$2.2K
South Jubilee	<ul style="list-style-type: none"> Community trailer supplies Support monthly recycling event 		Newsletter bimonthly, website	Active used of newsletter and website to build community, create networks and support events	\$1,734	\$8.1K \$7.4K
Vic West	<ul style="list-style-type: none"> Wassail Vic West Fest Corn Roast Hallowe'en Funfest Santa Breakfast 	<ul style="list-style-type: none"> Neighbourhood meetings (44) 74,000 visits Hosts childcare Adult programs Social groups Book exchange Food box pickup 	Newsletter (500, biweekly), website, social media	Funding has contributed to the growth and success of the centre, especially childcare	\$5,758	\$1,050K \$1,023K

Pedestrian improvements:

That Council direct staff to report back on the implications of examining pedestrian improvements on the south sidewalk between Cedar Hill and Belmont Avenue along Hillside Avenue including the crosswalk at Gosworth Road.

BACKGROUND:

Hillside/Quadra forms part of the first phase of the Local Area Plan process adopted by Council and progressing through 2020. As part of the plan development, staff will review the entire Hillside corridor and assess the ultimate and best use for the entire right of way for all modes of transportation including pedestrians and transit, as well as any future corridor widening required to achieve this.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

Staff are currently focusing their efforts on reviewing sidewalk widening and pedestrian improvements on arterial road projects currently identified in the 2020 capital plan. These include corridors such as Bay Street, Esquimalt Road, Government Street and others identified in the Bicycle Master Plan and Complete Streets Programs. Hillside Road will be examined through the Local Area Plan process during 2020 within existing staff resources.

Controlled Stop Lights:

That Council direct staff to report back on the implications of installing pedestrian/cyclist controlled stop light at Cook and Princess.

BACKGROUND:

As part of the package of upgrades to the frontage of George Jay elementary school on Cook Street, completed in 2019, further upgrades to the existing zebra crossing are planned in the form of rectangular, rapid flashing amber lights. This treatment, found at other crosswalks on Cook Street through North Park Village, are effective in providing an additional level of conspicuousness of the pedestrian crossing. The installation of this treatment is supported by the school PAC and the installation of the new crosswalk is included in the 2020 crosswalk upgrades budget submission which, if approved, could be installed before Q2 2020.

As part of its consideration of the Bicycle Master Plan - 2019 Priority Projects in August 2019, Council passed a motion to *“endorse the concept of developing a “Fernwood/Oaklands connector” off the Vancouver Street route in North Park, in conjunction with traffic safety improvements in the vicinity of the George Jay Elementary School funded as a distinct project, with consideration of signalized crossings at Princess/Cook and Cedar Hill/Bay and refer the matter to budget discussions in the fall”*.

The establishment of this connection as a AAA bicycle route where it crosses Cook Street can be achieved with either an RRFB, as currently planned, or with a pedestrian/cyclist controlled crossing. The installation of the RRFB can be implemented sooner and at a lower cost. A signalized crossing has significantly increased costs and additional design requirements and staff estimate that should it be advanced, implementation would be delayed until earliest Q4 2020.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

The proposed RRFB included within the 2020 crosswalk upgrades budget submission is estimated at \$40,000. A potential project scope of work has not been developed for a pedestrian/cyclist signal to a level to allow detailed budget estimates to be established although other cyclist/pedestrian signals have cost approximately \$300,000 when accounting for design and construction. Should direction be given to advance a pedestrian/cyclist signal, the design would be undertaken within the scope of work for the 2020 priority Bicycle Master Plan projects and the funds currently proposed for the RRFB reallocated to another candidate crosswalk upgrade.

Pedestrian Improvements:

That Council direct staff to report back on the implications of adding \$250,000 of funding for pedestrian improvements either for crosswalk upgrades or for the pedestrian master plan budget.

BACKGROUND:

Staff have identified additional funding requests for both crosswalks and sidewalks as part of the 2020 budget process to account for construction inflation while also allowing the installation of additional projects. With additional funding also being requested for road repaving, staff will be in a position to implement more pedestrian upgrades through these programs.

Crosswalks. The proposed 2020 crosswalk program increases the budget from \$270,000 in 2019 to \$500,000 in 2020. This will allow up to 7 crosswalks to be installed and upgraded representing an increase of 5 from 2019.

The crosswalk program considered by Council annually represents only a part of the larger crosswalk program and supplements the numerous installations undertaken in conjunction with other capital projects including road repaving, the Bicycle Master Plan (BMP) and land development projects. Staff estimate some 10 additional crosswalks will be installed or upgraded as a part of 2020 BMP projects, over and above those identified within the crosswalk program and consider this to be an already ambitious program. These tentatively include:

- Government at Herald
- Government at Discovery
- Government at Pembroke
- Kimta at Tyee
- Richardson at Cook
- Richardson and Maddison
- Blanshard/Kings
- Haultain at Belmont
- Cook at Princess
- Haultain at Richmond

Sidewalks. The proposed 2020 Pedestrian Master Plan program increases the budget from \$371,000 in 2019 up to \$500,000 in 2020 which will allow an additional sidewalk project to be constructed. An additional \$250,000 would allow the implementation of a further sidewalk project. Staff have assessed a candidate project located on Topaz Road between Glasgow Street and Blanshard Street connecting to the existing crosswalk on Quadra Street at Topaz. The sidewalk is identified within the Master Plan for Topaz Park.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

Staff resources to deliver the currently proposed sidewalk and crosswalk programs are committed but an additional sidewalk project on Topaz Road could be delivered with existing staff resources given it would require a reduced level of design and minimal public consultation.

Pedestrian Improvements – Quadra and Queen:

That Council direct staff to report back on the implications of assessing pedestrian improvements at the Quadra and Queen crossing adjacent to Crystal Pool.

BACKGROUND:

A crosswalk at the intersection of Quadra Street and Queens Avenue is currently not included within the City's matrix of priority crosswalks for consideration and the proposed 2020 crosswalk program does not identify a crosswalk at this location which alternatively identifies 6 higher priority crosswalks.

The future location of the Crystal Pool has not been finalized. Any assessment of crosswalk locations and type of treatments along this stretch of Quadra Street will be undertaken within the context of proposed uses on the Crystal Pool site to ensure integration between site planning and pedestrian access, thereby avoiding any rework or removal of new pedestrian infrastructure. .

There is an existing pedestrian controlled pedestrian signal located at the intersection of Princess Avenue and Quadra Street less than 90 metres to the south which provides a convenient and safe location to cross including providing access to the Crystal Pool and Central Park.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

Assessment of pedestrian improvements at this intersection will be undertaken in conjunction with any Crystal Pool relocation planning within existing staff resources and any upgrades or changes considered as part of future capital plans. No financial or human resource impacts are identified.

Pedestrian Improvements – Faith Group and Cultural Centres:

That Council direct staff to report back on implications of examining pedestrian improvements at faith group based centres and cultural centres.

BACKGROUND:

Adjacent land uses are considered by staff to help identify candidate crossings and any local context-based design considerations. For example, the presence of an elementary school where there are more vulnerable road users or proximity to a large pedestrian generator, such as an event centre, will be taken into consideration in the decision whether to install a crossing and if so, its location and the type of treatment implemented.

Should an individual faith-based group or community centre generate pedestrian activity that may impact the decision on whether to install or upgrade a crosswalk, then this will as a matter of course, be assessed by staff. Staff routinely review, assess and update crosswalk priorities from across the City and bring these forward annually for consideration by Council, implement them through other capital programs or ensure they are delivered through land development projects.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

No financial or human resource impacts are identified.

Accessible Shoreline Access:

That Council direct staff to report back on the implications of establishing accessible shoreline access on the southern waterfront of the city with particular consideration at Fonyo Beach/Holland Point and/or Ross Bay waterfront.

BACKGROUND:

Staff conducted a survey of the city's southern waterfront and assessed possible locations for establishing shoreline access based on the following considerations:

- existing infrastructure required for accessibility
- elevation as it relates to feasibility and cost of additional construction
- exposure to winds, waves and storm debris

Through this brief assessment staff have determined that the most suitable location for establishing accessible shoreline access is at Ross Bay, adjacent to the Dallas Road waterfront trail at the foot of Eberts Street where it intersects Dallas Road.

The following are key advantages associated with the recommended location:

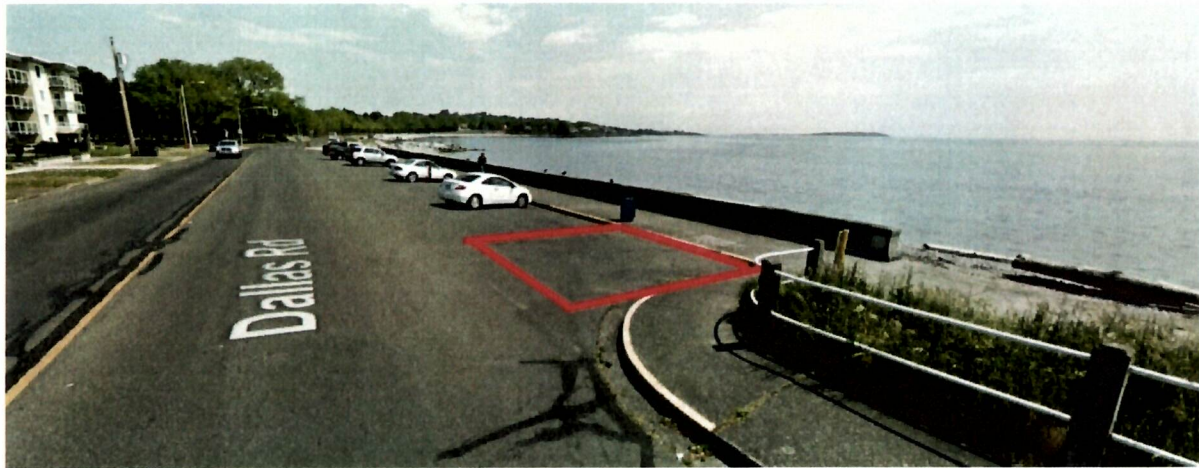
- Ross Bay is a highly desirable location for beach-related activities
- Existing parking at the location is at nearly the same elevation as the adjacent beach which will minimize the infrastructure that is needed to provide accessible shoreline access
- The proposed location is largely protected from the effects of winds, waves and storm debris by Clover Point to the west
- The proposed location is directly adjacent to a wide, relatively flat concrete multi-use pathway that will require minimal modifications to meet the current standards for accessibility and to establish an uninterrupted accessible route from the parking area to the shoreline

The timing of this proposal may be opportune as the upcoming installation of the Trent Forcemain includes the removal and reinstatement of the existing concrete walkway and paved parking area and the modifications required to make these elements accessible may be incorporated into the CRD project. Pending Council support for this project, staff would engage with representatives of the CRD for a discussion about the potential benefits of coordinating with the CRD's project.

Staff have noted a portable mat solution that has been successfully used in Saanich, Vancouver and other municipalities in North America. This product consists of non-slip plastic mats that are anchored in place over sandy or rocky surfaces allowing improved access for people using wheelchairs, walkers or scooters to beach and waterfront areas.



Example of potential product and location of parking and beach access at Ross Bay



Location of existing parking – Looking east from Dallas Rd

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

The estimated consulting cost for the detailed design of the project is \$15,000 and it is estimated to require 8 weeks from a Senior Park Planner, with support from the Manager of Park Design and Construction. Staff will report back to Council on the funding for construction once the full cost estimate has been established.

Capital Projects:

That Council direct staff to report back on the implications of taking an approach to capital projects based on countercyclical spending.

BACKGROUND:

The concept of countercyclical spending is encountered in the context of a government's approach to spending and taxation. A countercyclical fiscal policy reduces spending and raises taxes during a boom period, and increases spending and cuts taxes during a recession.

Countercyclical approaches are typically implemented at the Federal and Provincial levels of government, as they are able to carry a deficit which gives them greater latitude to plan projects around the economy. Municipal governments are required to balance annual budgets as per Provincial legislation.

This approach to macroeconomics requires the expertise of someone skilled in the analysis of marketplace trends and commodities, and who can forecast economic conditions required to inform countercyclical planning. At present, the City does not have anyone on staff with the expertise required to develop and manage a comprehensive countercyclical capital planning policy and process.

The first step to thoughtfully assess the implications of countercyclical planning would be further research and analysis of countercyclical spending considerations at the municipal level.

Alternatively, a simplistic approach that aligns with the spirit of countercyclical spending is to identify projects that could be delayed in times of a heightened economy. Such projects are likely to be 'quality of life' projects such as enhancing public realm and expanding existing infrastructure. The focus during such periods would be to take a risk based approach to managing and renewing critical assets. Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. As is the practice today, renewal and upgrades to critical assets consider the complete life cycle of assets, and prioritize projects to minimize asset degradation/failure and avoid or minimize financial, safety and other important risks. This approach aims to avoid costly upgrades or full system renewals resulting from asset failure.

Another approach, which could be coupled with the above, is to adopt a policy of not proceeding with 'quality of life' or expansion projects, if through a procurement process, the bids come in higher than budget. An example of where Council has deferred implementation due to current market conditions is the Heron Cove and Raymur Point bridges.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

There are no significant human resource implications of using a simplistic approach to countercyclical spending, should Council choose to simply include 'quality of life' projects or those that expand existing infrastructure. In theory, such a policy could save funding if such projects are only undertaken in economic downturns; however, the impact of regular inflationary increases are of course unknown. In addition, such a policy may not achieve some of the Strategic Plan objectives identified by Council, nor meet the increased demand for new or improved assets/amenities as a result of new development and population growth.

Should Council wish to explore a formal countercyclical capital planning policy and process, consulting support would be required to provide best practice research and option development for Council's consideration. This is not an area that staff have previously issued any requests for proposals for and are therefore unable to determine the exact budget needed for such work, but best practice research and options development is likely to require a budget of approximately \$50,000.

Housing Ambassador Position:

That Council direct staff to report back on the implications of not approving the small-scale housing ambassador.

BACKGROUND:

If this position was not funded, applications would continue to be processed as expeditiously as possible. Staff currently offer a good level of assistance to prospective as well as actual applicants; however, proponents who tend to be one-time-only applicants looking to redevelop their own properties are sometimes surprised and disappointed by:

- Overall costs related to construction and servicing
- Complexities related to the BC Building Code
- Tree preservation requirements
- Associated soft costs and expectations related to developing a design that is consistent with the design guidelines so that a proposal can be accommodated within the local context with minimal disruption to the urban fabric

Although the creation of a Housing Ambassador position may help in some instances, these factors and influences will persist, regardless of whether there is an additional staff person or not.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

None

Tech Advisory Committee:

That Council direct staff to report back on the implications of not doing the Tech Advisory Committee.

BACKGROUND:

In 2010, Mayor Dean Fortin created the Mayor's Technology Council (MTC) in recognition of the important role of Victoria's growing high tech sector. The mandate of the MTC was to encourage the growth of the sector and to support the broader development of a knowledge based society in the Greater Victoria region. As a result, the MTC was the catalyst for the City to develop a strong relationship with stakeholders in the tech community.

In 2015, the Mayor's Economic Development and Prosperity Task Force identified Technology as one of the six economic engines outlined in the economic action plan called *Making Victoria – Unleashing Potential* that, if well-greased, will create sustainable prosperity for Victoria.

Since 2015, the City has led the following initiatives:

- Trade Mission to San Francisco – Sept 2015, created in partnership with then the Greater Victoria Development Agency and included 27 Victoria delegates from post-secondary institutions to tourism, tech, private business, and Provincial government entities
- Capital Mission – Feb 2016 & Feb 2017, an invite only trade mission created by the City of Victoria in partnership with the Victoria Innovation, Advanced Technology and Entrepreneurship Council (VIATEC) and the Capital Investment Network (CIN) with support from Alacrity Canada and several locally based tech companies to create programming over two days to showcase Victoria's livability, talent, and investment opportunities
- National Angel Capital Organization (NACO) Western Regional Angel Summit – Feb 2018, based on the success of two Capital Missions, NACO reached out to the City to partner on their Western Regional Summit, this included attendees from across Canada, but primarily from B.C. and provided exposure to Victoria's tech sector; start-ups and established companies for investment opportunities.
- Western Angel Summit – Feb 2019, organized by CIN and supported by the City targeting investors to Victoria
- Tech Event at City Hall - April 2019, at the request of Kano and then SendWithUs, the City arranged to speak to the tech community about the Official Community Plan, Strategic Plan and Housing. A follow up survey created by SendWithUs and Kano assisting with the distribution was deployed to determine the housing demand of tech employees, which was shared with Director of Planning
- CIN – Sept 2019, the City supported a 'Pitch & Mix' session at City Hall for new start-ups to pitch their business to interested investors
- Mayors roundtable discussion with Tech, Advanced Education Research & Development – Oct 2019, a focused roundtable discussion to help inform the Mayor's next economic action plan *Victoria 3.0 – Pivoting to a Higher Value Economy*

In addition to these initiatives, the Head of Business & Community Relations regularly attends a variety of networking events arranged by Victoria's leading tech organizations VIATEC, Alacrity Canada, CIN, and Women's Equity Lab (WEL) and arranges regular meetings with other individual stakeholders in the tech community.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

While there are no implications of not having a tech advisory committee, after speaking with a few companies such as: Global Remediation Technology, LlamaZoo, Kano, Alacrity Canada, and VIATEC, they all feel City staff and Council are open and available to discuss any matter and that a formal Tech Advisory Committee is not required. However, an informal gathering whether a few times a year or based on a specific area of focus for staff and Council to hear first-hand of the developments in the tech sector and vice versa could be beneficial. There are no financial or human resource implications as this work is already delivered within the Business & Community Relations department.

Welcoming City Strategy:

That Council direct staff to report back on the implications of adding a person on a one-year contract and joining the Welcoming America initiative for the welcoming city strategy.

BACKGROUND:

A separate report will be brought to Council on December 12.

Parks Acquisition Strategy:

That Council direct staff to report back on the implications of providing a resource to develop a draft parks acquisition strategy following a Council workshop in a closed meeting.

BACKGROUND:

The acquisition of new park land and the completion of a Park Development and Acquisition Strategy are identified as a priority in the Parks and Open Spaces Master Plan, and in the Strategic Plan. Staff had proposed the development of a strategy intended to explore options for acquisition as part of the 2019 Draft Financial Plan.

During the deliberations regarding the 2020 Draft Financial Plan, Council requested further information on the potential for a Council workshop that would inform the development of an acquisition strategy.

Staff recommend a step approach to evaluating the options for progressing this item. The initial step appears to be a Council workshop intended to identify priorities that will guide the development of a scope of work for a strategy. Once the scope is defined, staff can present a proposed budget and schedule for Council to complete the development of the strategy.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

Staff estimate the cost of conducting an initial consultant-lead Council workshop to be approximately \$10,000, and require support from two members of the senior leadership team over the course of approximately three weeks.

Mural Festival:

That Council direct staff to report back on the implications of providing a grant to a 3rd party to put on a mural festival.

BACKGROUND:

In 2018, the Concrete Canvas mural 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 and the total budget was \$150,000 which included walking tours and a wrap up celebration.

Following the Concrete Canvas project, City staff, artists and contracted production staff met to review lessons learned from the large-scale mural project. A key recommendation was to minimize the administrative responsibilities of City staff to lead and manage the project due to the regulatory requirements, financial reporting and contractual agreements required by the City to conduct business with individual artists and working on private buildings. It was recommended that the City's role should be limited to resource support via funding, in-kind city services, graffiti coating and staff support navigating approvals, permits and community partnerships.

The City responded by creating a Mural Toolkit and a Mural Roster. Both were deliverables from the Create Victoria Arts and Culture Master Plan. The Mural Toolkit supports artists, business and non-profit organizations who would like to create a mural and provides a step by step guide to navigating the mural making process within the City of Victoria. The Mural Roster will streamline the City's process for connecting artists with local businesses and organizations looking to enhance their exterior walls with a mural. To date staff have received over 30 applications to the roster and have already received 3 requests from businesses to be matched with a vetted roster mural artist.

Two existing grant streams are available to support the creation of a mural or mural festival. The Festival Investment Grant program is available for ongoing events and celebrations and the My Great Neighbourhood Grant program is accessible for one-time community-based projects. Since its inception in 2016 the My Great Neighbourhood Grant program has funded 13 murals: Vic West (1), Fairfield Gonzales (1), Oaklands (3), North Park (1), James Bay (1), Hillside Quadra (1), Fernwood (2), Downtown/Harris Green (2) and Burnside Gorge (1) neighbourhoods.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

Options:

1. Direct community non-profit organizations to the existing grant streams. No increased Financial or Human Resource implications.
2. Provide an ongoing budget of \$10,000 to cover artist honorariums for approved projects through the Mural Roster program. This would incentivize businesses and community groups to utilize the program. Staff would be responsible for tracking projects and submitting artist fee requisitions for approved projects.
3. Create a mural and community art funding stream through the My Great Neighbourhood Grant program to fund mural and community art projects at the neighbourhood level. Staff recommend \$50,000 for the community art stream annually.
4. Increase the Festival Investment Grant program and direct staff to review the grant policy to consider one-time significant events and celebrations to accommodate a large-scale mural festival application.
5. Issue a Request for Proposals to contract an organization to produce a mural festival.

Depending on the scope of the contract, this could include producing between 10-15 murals, and other programming elements such as walking tours, workshops, artist talks and wrap-up celebrations.

As both the Festival Investment and My Great Neighbourhood Grant programs and the Mural Roster are established, the human resource implications to manage these options is minimal. Additional administrative support is required for the RFP option #5 to manage the contract deliverables and issue an RFP.

SPECIAL EVENTS POLICING:

That Council direct staff to report back with implications of bringing the special events policing budget back into the police budget.

BACKGROUND:

The City has historically provided some services related to special events free of charge to event organizers, including the first 3 police officers. Such costs were cost shared with some charged to the police budget and some to the City's special events budget. This shared responsibility resulted in a collaborative approach to planning and decision-making around resourcing levels given budget availability in both departments. This approach worked well from the perspective of both departments.

As part of the 2019 budget, the Police Board indicated that they could no longer absorb this cost within their budget allocation and would either start charging event organizers for all policing costs, including those first 3 officers that were previously paid through property taxes, or they would require additional budget. The VicPD budget is cost-shared with the Township of Esquimalt based on the established cost-sharing formula of 85.3% from Victoria and 14.7% from Esquimalt.

Council did approve additional budget in 2019 on a one-time basis but allocated that funding to the City's special events budget. This meant that the additional budget was fully paid for by Victoria. Similarly, for 2019, Esquimalt Council approved additional funding for special events held in Esquimalt and paid 100% for those additional costs.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

Under the Framework Agreement, all budgets that are not "optional services" are cost-shared with Esquimalt based on the established funding formula. However, the 2019 budgets for special events were treated as optional services and each municipality paid the full amounts specifically identified for each municipality by the Police Board – Esquimalt \$24,108 and Victoria \$135,300. As it happens, this closely reflects the amounts that would have been paid using the formula.

Therefore, assuming Esquimalt pays a similar amount in 2020, there would be no significant financial implications of moving the special events policing budget back into the police budget. As previously noted, it may be beneficial from an operational collaboration standpoint to do so. However, a conversation with Esquimalt seeking their agreement to move it back would be recommended, and then a subsequent request to the Police Board to include these costs as part of their budget request.

CAR FREE DAY:

That Council direct staff to report back on the financial implications of funding car free day on an ongoing basis including the option of increasing the special events amounts available for in-kind contributions through the Festival Investment Grant (FIG) program.

BACKGROUND:

The inaugural Car Free Day was held in June 2015. Six blocks of Douglas Street were closed to host a celebration of over 200 vendors and exhibitors which attracted over 20,000 participants. The DVBA partnered with the City of Victoria and BC Transit and the City provided \$15,000 of in-kind services, which included Police, Public Works and Engineering. In April 2016 Council approved funding for the City to continue to provide in kind services of up to \$15,000 to support the event for the next three years (2017-2019).

Over the past four years the event has expanded to include nine blocks closed along Douglas Street with additional vendors and performances which has resulted in an increased scope of the public space venue and audiences have grown to over 45,000 participants. This annual event has become a mainstay of the summer event season.

The initial \$15,000 estimated for in kind services has also increased since the original motion to present day of \$19,000.

During discussions at Committee of the Whole in late 2019, members of Council indicated the desire not to separate out this event and earmark specific funds, but rather treat this event as all other special events where the event organizer applies for City services support which can include cash and in-kind funding through the Festival Investment Grant program. Staff indicated that this could easily be accommodated procedurally, however in order to not impact other events, additional funding for the program would be required.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

An increase of \$19,000 of ongoing in-kind services would be required to support the continued success of the event without impacting support for other events. All event applications, including the one for Car Free Day, would be evaluated through the established process. Should Council wish to increase ongoing funding for the event related costs, new property tax revenue from new development would be an appropriate funding source.

PUBLIC TRANSIT:

That Council direct staff to report back on the financial implications of providing a public transit U-pass program based on existing terms with the Victoria Regional Transit Commission for:

- a. Seniors living in the City of Victoria
- b. People between the ages of 19-64 years living in the City of Victoria

BACKGROUND:

The Victoria Regional Transit Commission (VRTC) has approved a pilot U-Pass program for youth in Victoria where the City has agreed to purchase a minimum 7,200 passes at \$11.25 per pass per month.

BC Transit currently offers monthly passes to seniors for \$45 and to adults for \$85. There is also a bus pass program in place for low income seniors and people with disabilities.

The following is the population breakdown of seniors and adults based on the latest census data (2016):

Seniors 65 year of age and older	18,050
Adults 20-64 years of age	57,050

* Please note that the census data does not separate out 19-year olds. Therefore, this report back uses the range 20-64 to provide an order of magnitude estimate.

More current total population estimates are available from BC Stats, however, they do not provide an age-breakdown.

While the BC Human Rights Code allows for different treatment of people under 19, programs that discriminate based on age are, generally speaking, unlawful. Therefore, there may be difficulties in the City providing passes to residents based on their age, other than those under 19.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

The VRTC has not approved a U-Pass program for the City for any other age group but Youth. However, the following financial analysis assumes a U-Pass rate of \$11.25 per month per eligible person.

Seniors 65 year of age and older	\$2.44 million
Adults 20-64 years of age	\$7.70 million

This estimate does not include the cost of producing the passes, nor the cost of administration including systems and staffing.

Should the VRTC not approve such a U-Pass rate, their standard rates of \$45 for seniors and \$85 would apply, or a bulk purchase arrangement with a 10% discount may be available. Such a program would only require payment for passes actually issued. The City currently has no data on how many seniors or adults in Victoria would take advantage of a free bus pass program.

Before any options are explored for providing transit passes to these two groups, it is recommended that further legal analysis be undertaken. Such work will require some time and given current workload and limited capacity, it is estimated to require at least 6 months.

GREATER VICTORIA COALITION TO END HOMELESSNESS:

That Council direct staff to comment, as part of the 2020 budget process, on the implications of implementing:

Immediate Recommendations:

#3 Appoint the GVCEH and City of Victoria to coordinated implementation of these actions and report on results

BACKGROUND:

From 2015 to 2016, and again from 2018 to present, Mayor Helps has convened an informal working group known as the Pandora Task Force to work collaboratively and inclusively on the 900 block of Pandora Avenue. The group has included service providers on the block, Victoria Police Department, Council's Downtown Liaison, Staff Neighbourhood Liaison to Downtown, occasionally people with lived experience, members of the Greater Victoria Placemaking Society, and more recently lived experience staff at the Greater Victoria Coalition to End Homelessness (GVCEH).

Declaration of Principles and Values for the 900 Pandora Block Working Group

As a working group we are committed to:

1. Recognizing the traditional territories of the Lekwungen speaking peoples.
2. Naming the challenges in a way that encourages creativity, caring and fairness.
3. Working in collaboration with those who share the block.
4. Learning together and learning from each other.
5. Building on success stories from other places.
6. Making Pandora a place for everyone.
7. Designing public spaces and programming in a way that creates belonging.
8. Creating and sustaining a long-term vision for the block.
9. Adequately resourcing the initiatives we develop.
10. Not giving up!

In March of 2019 an engagement of the community via workshops and a charette on the 900 block was undertaken in partnership with the City of Victoria and the GVCEH. As a result of this engagement, the GVEH compiled a report with recommendations, which was presented to Council in November, 2019.

In the short term, implementing recommendation #3 would mean the GVEH taking over the management and coordination of the Pandora Task Force. Through the Pandora Task Force, the GVCEH would act as the liaison between community and the City on any other matters involving the recommendations for the 900 block.

The GVCEH have proposed the following scope of work:

The GVCEH will be responsible for management, coordination and facilitation of the Pandora Task Force in partnership with Alison James, Head of Strategic Operations, Mayor's Office City of Victoria. The Pandora Task Force will proceed with community development and implementation of Collaborative Social Development Working Solution Plans (See Appendix E).

- The GVCEH will review linkages within various meetings convened in the community specific to the 900 block (and immediate vicinity) and identify the purposes of each group to determine where they may be brought together to create efficiencies and reduce duplication, including:
 - o Mayor's Pandora Task Force
 - o Pandora Residents Meeting: Convened by Our Place to meet with neighbouring residents as part of the Good Neighbourhood Agreement

- o Pandora/Johnson Street Meeting: convened quarterly by Island Health
- There are concurrent initiatives which may overlap in purpose. The GVCEH will support coordination to ensure communication and reduction of siloed work, in order to increase the impact of aligned resources. These include but are not limited to the City of Victoria Community Wellness Task Force, and the Vancouver Street Bikeway (and potential extension of the greenway/boulevard).
- The GVCEH will develop and maintain relationships with business owners/operators on and abutting the 900 block with the express purpose of including them in development of Working Solutions planning.
- The GVCEH communicate with the Capital Regional District Regional Outcomes Monitoring Collaborative to determine if efforts can be aligned and focused in the 900 block.
- The GVCEH will collaborate with Steve Woolrich, Principal at Rethink Urban & volunteer at Greater Victoria Placemaking Network
- The GVCEH will develop a 900 block Key Stakeholder Matrix/Map
 - o Who is there? (i.e., Businesses, Residents [housed/unhoused], Peers, Service Providers/Accessors, Government)
 - o Who resources what?
 - o Determine roles, responsibilities, gaps and overlaps

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

Should Council wish to appoint the GVCEH and City of Victoria to carry out coordinated implementation of Pandora Task Force recommendations and report on results, a one-time budget allocation of \$50,000 is required, to be managed by the GVCEH. These funds would cover coordination of the Pandora Task Force, research, project management, and management of community action teams. The community action teams will oversee Pandora Task Force recommendations using a collective impact model. The Head of Strategic Operations for the Mayor's Office is a member of the Pandora Task Force and could serve as the co-coordinator of the Task Force on the City side.

GREATER VICTORIA COALITION TO END HOMELESSNESS:

That Council direct staff to comment, as part of the 2020 budget process, on the implications of implementing:

#2 Installation of Water Bottle Refill Station

#3 24 hour accessible restrooms are installed to serve the 900 block possibly maintained by street community members as a social enterprise

#4 Collaborative Space Making is piloted on the 900 block

BACKGROUND:

Over the past few years, the Mayor has convened an informal working group known as the Pandora Task Force to work collaboratively on the identification of issues and opportunities relating to the 900 block of Pandora Avenue. The group has included local service providers, Victoria Police Department, City Council members, City staff, residents with lived experience of homelessness, members of the Greater Victoria Placemaking Network, and more recently staff from the Greater Victoria Coalition to End Homelessness (GVCEH).

In March 2019, the Pandora Task Force began a series of facilitated workshops. The purpose was to identify design and program ideas to make the 900 block of Pandora more welcoming and supportive for the local community. At the November 22, 2019 Committee of the Whole meeting, GVCEH presented a report to Council which included number of recommendations to improve the public services on the 900 block of Pandora Avenue.

In 2017, the City adopted a Project Management Framework which guides the approach to all City projects. This policy outlines several criteria to ensure that projects are delivered in an effective manner, with specific deliverables, clear roles and accountability, appropriate governance, and identification and management of risk.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS:

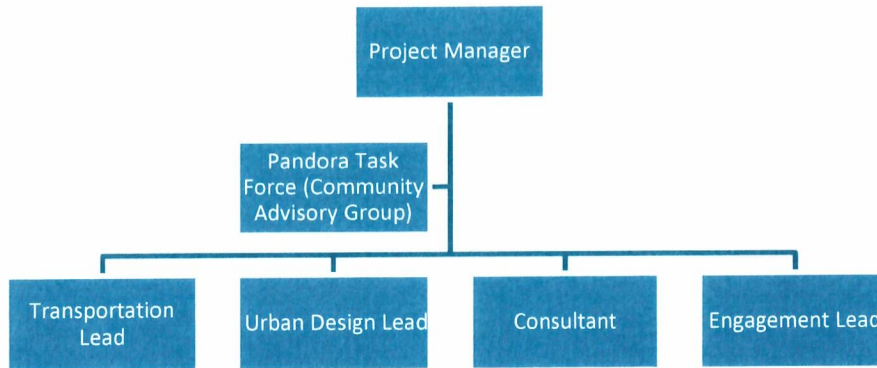
The 900 Block of Pandora Avenue and Pandora Green represent a major public gathering space in the downtown area and serve as a gateway to the urban core. In order to successfully initiate the next phase of work relating to the recommendations from the GVCEH, staff recommend that a project be established, in accordance with the Project Management Framework.

The deliverables for the initial phase of work relating to this project are anticipated to include;

- Development of a project plan (scope, schedule, budget)
- Development of a project team and governance structure
- Procurement of a design consultant to assist with technical analysis of potential service locations for the three components (fountain, washroom, placemaking)
- Public engagement on the proposed option(s)
- Cost estimation for construction of the three components
- Report to Council on the project outcomes and next steps

To build upon the preliminary work completed and the strong connections that have been established within the local community, staff suggest that the GVCEH provide leadership to an advisory group that would be part of the project governance. This group would help to guide the technical assessments as well as liaise with community members about the progress of the project and opportunities for input.

A sample of a potential project governance structure is provided below for reference.



This new project is recommended to be managed by a Project Administrator from the Parks, Recreation and Facilities team, who would ensure the development of the necessary project setup and implementation, in collaboration with the GVCEH representatives.

The estimated consultant fees associated with the design, technical analysis, and cost estimation work are estimated to be approximately \$50,000.

The human resource implications are estimated to require approximately .33 FTE of effort for the Project Manager, as well as support from Transportation, Parks, Engagement, Urban Design, Finance, Arts and Culture, and other departments, as required. The project management function cannot be accommodated within existing resources unless another project is delayed.

Due to the complexity and interdisciplinary nature of this project, should Council wish to implement this project as part of the 2020 Financial Plan staff recommend deferring the proposed Douglas Street Public Washroom project, which is currently under-funded, which would provide the necessary staff capacity to effectively manage this project.