

## **Appendix 2 - New Financial Plan Motion Report Back**

### **SIGNIFICANT CAPITAL PROJECTS PRIORITIZATION**

That Council direct staff to report back in January 2021 with a list of significant capital projects both included in the 2021 Financial Plan and proposed as motions during the budget process and request that Council rank the projects in order of importance.

### **BACKGROUND**

The City's Capital Plan is developed based on information and direction from the City's Strategic Plan and various master plans and condition assessments.

In staff's assessment, the projects already included in the financial plan are those that are of higher priority for 2021 compared to those raised by motion during the budget deliberation meetings. The majority of projects included in the Plan are related to ongoing asset management and/or safety issues, and staff have the capacity to deliver them. Therefore, staff recommend that the focus of Council's prioritization be on the new projects identified through motions of Council and not any from the draft Capital Plan, other than consideration of potential impacts to the projects in the draft Plan if new projects were to be added.

The summaries on the next several pages (p. 2-9) outline the projects Council requested report-backs on and provide some background, assessment of staff capacity to take on within existing resources, and any implications of taking these on.

Potential points for Council to consider when prioritizing could be:

1. CAPACITY - Does the new project impact other projects? Do staff have capacity to take this on within existing resources?
2. VALUE - What is the level of impact/value for the community? Does the project have a narrow or broad impact? Does the project fill a current gap in service?
3. URGENCY - What is the level of urgency to deliver this project? Consideration of timing and potential coordination opportunities with other projects would be valuable.

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### **DALLAS ROAD PAID PARKING**

That Council request staff to report back with information regarding the potential for paid parking along a portion of Dallas Road with exemption for accessible parking spaces.

### **BACKGROUND**

There are more than 500 parking spaces on the stretch of Dallas Road between Ogden Point and Clover Point including designated stalls for people with disabilities. Dallas Road attracts residents, and visitors from across the Capital Region and tourists throughout the year and with the walking, cycling and balustrade upgrades implemented over the last year, it has established itself as a popular recreational destination.

As a part of the works associated with the CRD Force Main Project and the balustrade replacement, the on-street parking layout has been changed on Dallas Road in several locations. Time restrictions have recently been introduced in several areas along the road to discourage all day commuter parking and overnight stays and provide for turnover of spaces. Parking utilization data will be collected on Dallas Road and adjacent local streets in 2021 and further time restricted parking expansions will be assessed in future years.

Go Victoria, the City's Sustainable Mobility Strategy, identifies pay parking as an available tool to help manage parking supply and maximize the efficient use of curbside parking. It is often seen as the highest level of intervention within the hierarchy of available measures.

Current priorities for pay parking are focused within the downtown where there is the highest demand for both on-street and parkade parking and the availability and turnover of on-street parking is most valued by drivers, local businesses and services. In the shorter term, on-street paid parking expansion is expected to occur in areas adjacent to existing paid parking zones and locations that are experiencing growth and demand such as streets where new development or densification of land is happening.

### **Consistency and Parking Displacement**

When planning for and implementing new parking controls staff are mindful of two important considerations:

- The value that road users give to a consistent and understandable parking environment on a particular road or area.
- The risk of displacement of current parking onto adjacent streets with unintended impacts to residents, businesses and road safety. Experience has shown that there is often a transfer of parking onto other streets as drivers seek to avoid having to move their car after a defined period of time or wish to avoid paying to park. With the implementation of any project there is always a period of assessment, review and adjustment and sometimes further expansion.

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

This initiative is not a part of the proposed 2021 work plans. The necessary project management resources for this work are currently committed through the other proposed capital projects included in the Draft 2021 Financial Plan as well as other existing on-street management priorities. The implementation of on-street paid parking on Dallas Road, even for only a portion of it, would be expected to generate considerable community interest and this proposed work could not be delivered within existing resources unless another project(s) is delayed.

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Should Council direct staff to advance this project, the human resource implications are estimated to require approximately 0.25 FTE of effort for a Project Manager. The associated costs for purchasing and installing payment kiosks are estimated to be approximately \$11,500 per kiosk with approximately a minimum of 12 new kiosks required.

The implementation of paid parking on a portion of Dallas Road is not recommended at this time. With the new parking arrangements plus the recent introduction of 3.5-hour time limited parking restrictions, staff are confident that the parking on Dallas Road can be effectively managed at this time. The introduction of paid parking in the future would not be ruled out and should staff identify future growing on-street parking pressures which would benefit from having paid parking, that would be assessed appropriately within the context of a comprehensive parking management approach for the whole of Dallas Road and neighbouring streets with associated resources.

Prioritization Considerations:

1. CAPACITY - Does the new project impact other projects? Do staff have capacity to take this on within existing resources?
2. VALUE - What is the level of impact/value for the community? Does the project have a narrow or broad impact? Does the project fill a current gap in service?
3. URGENCY - What is the level of urgency to deliver this project? Consideration of timing and potential coordination opportunities with other projects would be valuable.

Staff's assessment using the above considerations is that the priority for this project is low.

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### PEDESTRIAN MASTER PLAN/SIDEWALK REHABILITATION PROGRAM

That Council direct staff to report back on a potential funding source for and implications of adding \$100,000 for the Pedestrian Master Plan implementation and/or Sidewalk Rehabilitation programs and that the work align with the Equity Framework.

#### BACKGROUND

The *Pedestrian Master Plan* guides construction of new pedestrian infrastructure and reconstruction of existing. New sidewalks are prioritized based on completing missing links within the network, with arterial and collector roadways given a higher weighting, along with roads that are adjacent to parks, schools, community centres, commercial areas and higher density housing. Layered onto this prioritization are co-ordination opportunities with other City capital projects (e.g.: road repaving, underground utility replacements and Bicycle Master Plan), land development projects and public requests. The 2021 program is anticipated to implement up to 4 projects.

*Staff assess that should additional funding be available for 2021, that there is there is both value and staff capacity to deliver an expanded program of work.*

The *Sidewalk Rehabilitation Program* is guided by the 2019/2020 sidewalk condition assessment which identified sidewalks in need of repair or full replacement over and above the smaller ongoing repairs undertaken through annual maintenance programs. These replacement projects prioritize pedestrian safety including trip and fall reports but also consider adjacent land use, level of pedestrian usage plus co-ordination opportunities with other capital projects. The program for 2021 is anticipated to replace approximately 4 high priority blocks of existing sidewalk.

*Staff assess that this program is adequately resourced for 2021 and any expansion would need additional staff resources.*

In assessing the implications of an additional \$100,000 for new or replacement sidewalks and opportunities to deliver this through an equity lens, staff have considered:

- The overall total proposed funding for new, replaced and upgraded sidewalks as part of the 2021 budget including the increased capital funding to support walking made available by Council over recent years.
- Existing planned and prioritized sidewalk projects already under design for 2021.
- The number and “spread” of new sidewalks and sidewalk upgrades across the City being delivered through other capital programs.
- Available staff resources to deliver additional projects in terms of design, community outreach and construction.

Because sidewalks are only one component of the overall pedestrian infrastructure, a review of the broader “landscape” of other planned pedestrian improvements across the city including the proposed 2021 crosswalk program which includes some 16 (+/-) projects has also been undertaken.

#### Equity Lens

Although a formal city-wide Equity Framework has not been developed at this time, equity considerations are already built into the sidewalk programs and weighted along with the other criteria described above.

The original 2008 Pedestrian Master Plan and 2019 sidewalk condition assessment seek to rank and assess all sidewalks in the city based on consistent criteria such as physical characteristics

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of the road and adjacent land use. This approach helps to ensure that locations are being looked at consistently, fairly and equitably with those locations having the greatest need and demand being given a higher priority.

In addition to the ranking, staff also proactively identify locations where the community has already indicated that a sidewalk is desired through, for example, worn paths in grass.

### **Simcoe Street – Oswego Street to Menzies Street**

Although this motion does not direct staff to recommend a specific initiative or project, staff have identified a candidate project for Council consideration.

In Spring 2020, a temporary sidewalk was added as part of the City's pandemic response plan. Space for the sidewalk was created through the removal of on-street parking and by modifying the section of Simcoe Street between Oswego and Croft Streets to one-way operation. Staff are planning to make these measures permanent by widening the sidewalk in phases over two years with Phase 1 proposed as part of the 2021 Pedestrian Master Plan program. This project has been prioritized based on:

- James Bay has one of the highest population densities in the City.
- Over 30% of the population within the James Bay community is over the age of 65.
- Simcoe Street is an identified City Greenway.
- The existing sidewalks have several existing accessibility barriers given the presence of utility (hydro) poles.
- The project will be coordinated with the road repaving of Simcoe Street as part of the Complete Streets program.
- The project provides a positive community legacy to the 2020 Covid-19 emergency.

The additional \$100,000 would allow accelerated completion of the project in one year instead of the original planned two-year phasing.

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

The extension of the wider sidewalk on Simcoe Street can be delivered within existing staffing resources as it represents additional scope to an existing project. Staff assess that additional new sidewalk projects or expansion of sidewalk rehabilitation work could not be delivered within existing staff resources without impacting other planned capital works.

Prioritization Considerations:

1. CAPACITY - Does the new project impact other projects? Do staff have capacity to take this on within existing resources?
2. VALUE - What is the level of impact/value for the community? Does the project have a narrow or broad impact? Does the project fill a current gap in service?
3. URGENCY - What is the level of urgency to deliver this project? Consideration of timing and potential coordination opportunities with other projects would be valuable.

Staff's assessment using the above considerations is that the priority for this project is high.

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### **PATHWAY LIGHTING UPGRADES**

That Council direct staff to report back on the implications and potential funding source(s) for lighting upgrades in Burnside Gorge (Galloping Goose, Burnside Bridge and Cecelia Ravine) in collaboration with the CRD where necessary, including treatments that require less infrastructure i.e. solar lighting treatments.

### **BACKGROUND**

Staff are currently liaising with the CRD and Province of BC on a major City-led project on the Galloping Goose in Spring/Summer 2022 to upgrade the existing sanitary sewer located under the trail.

The CRD has been studying improvements to the Galloping Goose including trail widening and lighting as a part of the Regional Trails Management Plan. The upgrade to the sewer is expected to require the full closure of the Galloping Goose for several months and there are strong opportunities to coordinate trail improvements at the same time, including lighting, thereby reducing costs and minimizing the impacts to users.

*Staff are mindful of the significant impacts of the planned closure of the Galloping Goose to complete this essential utility replacement work and are in the preliminary planning stages. More information will be provided to Council during 2021 once the project impacts and duration are more defined including details on the public communications and outreach plus planned temporary diversions.*

Staff have assessed the option of temporary lighting, considering:

- The upcoming 2022 capital project and associated benefits of an integrated design and implementation approach
- Potential opportunities to work with CRD and Province of BC to finance portions of trail upgrades in the area
- A CRD assessment undertaken 4 years ago that determined that due to the physical nature of the Galloping Goose being in a ravine and surrounded by mature forest, there is insufficient sunlight to provide consistent and adequate solar lighting
- Risks of adding “spot” lighting outside of a comprehensive treatment with the associated issues of establishing an inconsistent lighting experience including the creation of dark spots with unintended safety and personal security outcomes
- Likelihood of implementing lighting which would be “throw away” or inconsistent with a more comprehensive treatment in a short period of time
- Available staff resources to deliver this project in terms of design and construction

Even with a full and comprehensive design undertaken in advance of the utility replacement projects, there are risks of additional design work and construction costs being required to ensure integration with the broader project. Staff recommend deferring the proposed lighting project to 2022 so that the design can be undertaken more comprehensively, and implementation (full or phased) can be pro-actively integrated into the sewer replacement project with comprehensive budget estimates and external funding opportunities fully determined and optimized.

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

Should Council direct staff to advance this project, given the recommendation for any design of lighting to be undertaken comprehensively and the absence of in-house professional street lighting design capacity, the estimated consultant fees associated with the assessment, design and cost estimation work for temporary lighting solutions are estimated to be approximately \$55,000.

The human resource implications are estimated to require approximately 0.5 FTE of effort for a Project Manager. The necessary project management resources for this work are currently committed through the other proposed capital projects included in the Draft 2021 Financial Plan as are the electrical/street lighting construction resources in Public Works. This project cannot be delivered within existing resources unless another project(s) is delayed.

Prioritization Considerations:

1. CAPACITY - Does the new project impact other projects? Do staff have capacity to take this on within existing resources?
2. VALUE - What is the level of impact/value for the community? Does the project have a narrow or broad impact? Does the project fill a current gap in service?
3. URGENCY - What is the level of urgency to deliver this project? Consideration of timing and potential coordination opportunities with other projects would be valuable.

Staff's assessment using the above considerations is that the priority for this project is low.

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### **MEMORIAL STONE MARKERS ON SHELBOURNE STREET**

That Council direct staff to report back on the implications and suggested funding source(s) of up to \$15,000 to create and install stone markers commemorating the Shelbourne Street memorial road, working in collaboration with the District of Saanich, and direct staff to refer the matter to Fernwood, North Jubilee and Oaklands Neighbourhood Associations and report back by January 15, 2021.

#### **BACKGROUND**

In 2019 the City installed several commemorative medallions along Shelbourne Street to serve as a memorial to the soldiers of British Columbia who died, fighting during the First World War. The installation extended the medallions that the District of Saanich had introduced on the section of Shelbourne Street within Saanich and are in addition to the commemorative London Plane trees planted on Shelbourne Street in 1921.

In 2021, the District of Saanich is planning to design, manufacture and install stone markers along the Memorial Avenue to give more context to the medallions and to provide an opportunity for residents to reflect upon those who died.

The District of Saanich is in the early stages of planning the design and implementation of the markers which would likely take place in 2021. Should funding be approved, staff would work with the District to develop a consistent design treatment and construction schedule for the memorial markers within both municipalities.

The Neighbourhoods team referred the proposal to the appropriate Neighbourhood Associations and to date we have received feedback from the North Jubilee Neighbourhood Association and the Oaklands Community Association who have volunteered to be involved with the consultation to identify a location for the markers.

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

This project can be completed with existing staff resources within Engineering and Public Works with staff anticipating the District of Saanich being the lead on the design and fabrication of the markers. Given the uniqueness of the work involved and unconfirmed design proposal / site conditions, it is recommended that additional contingency be included in the budget for a total investment of \$20,000.

Prioritization Considerations:

1. CAPACITY - Does the new project impact other projects? Do staff have capacity to take this on within existing resources?
2. VALUE - What is the level of impact/value for the community? Does the project have a narrow or broad impact? Does the project fill a current gap in service?
3. URGENCY - What is the level of urgency to deliver this project? Consideration of timing and potential coordination opportunities with other projects would be valuable.

Staff's assessment using the above considerations is that the priority for this project is medium.



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### **VIC WEST SKATE PARK**

That Council direct staff to report back with implications of adding lighting to the Vic West Skate Park.

### **BACKGROUND**

In 2015, the City developed a long-term plan for Vic West Park. During the public engagement process, potential improvements to the Vic West Park Skate Park identified lighting as a desired addition to the facility.

Due to the nature of the sport, skate park lighting is subject to stringent requirements which must be met in order to address liability concerns related to the high speed, multi-directional sport. Proper lighting is required to ensure the safety of all users and spectators and reduce the potential for injuries. Lighting must be carefully designed to provide uniform illumination while avoiding glare and shadowing to allow users to quickly and clearly see contour changes and safely navigate the undulating terrain. Numerous light sources set high on tall strategically located poles are typically required to provide adequate lighting. The services of a professional lighting designer will be required.

Light distribution and spillage into adjacent areas must be carefully considered as neighbouring residents, businesses and roadways can be subject to unwanted, distractive spill light. A robust engagement process including consultation with adjacent resident and businesses as well as an analysis of potential impacts to motorists on Esquimalt Road will be required. Impacts to the future residents of the Roundhouse development to the south must also be considered.

Lighting is included in the scope of the **Topaz Park Skate and Bike Park** Design-Build project. This project will be underway in early 2021 and the facility is anticipated to be completed and ready for use in summer 2022.

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

The consultant fees associated with the assessment, design, technical analysis, and cost estimation work are estimated to be approximately \$25,000.

Due to the complexity and interdisciplinary nature of this project, the human resource implications are estimated to require approximately .5 FTE (\$60,000) of effort for the Project Manager, as well as support from Public Works, Transportation, Engagement, Finance, and other departments. The necessary resources for this project are currently committed through the proposed capital projects included in the Draft 2021 Financial Plan. This project cannot be delivered within existing resources unless another key project is delayed.

Prioritization Considerations:

1. **CAPACITY** – Staff do not have the capacity to take this project on unless another capital project (Parks) is removed from the draft list for 2021
2. **VALUE** – The impact of this project is narrow and focused on a single stakeholder group (skate park users)
3. **URGENCY** – This request is not considered urgent by staff as the Topaz Park project is underway and will deliver similar benefits.

Based on the above considerations, staff recommend deferring the proposed project to a future year, so that the necessary staff capacity can be pro-actively integrated as part of an annual workplan.

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### **SECURITY SERVICE DELIVERY**

That Council direct staff to report back on options and implications for security services.

#### **BACKGROUND**

For many years, the City has utilized a contracted delivery model for service at City owned properties. This approach is common amongst local government organizations, given the complexities involved and the extensive expertise available through external vendors. These partners are responsible for turnkey delivery of labour, supervision, health and safety, reporting, equipment, fleet, insurance, guard training, and other operational costs.

Based on the staff assessment, a shift to an in-house model would be a significant undertaking. This change must, for example, account for considerations relating to human resources, capital investment, risk management, as well as impacts to other City departments. Along with acquiring the subject matter expertise in this area, one of the more noteworthy implications of such a transition would be the resource investment. To achieve the same level of service, the City would need to develop a new staff division comprised of approximately fifty-four new employees, with an estimated annual operating cost of \$5.4 million (2020).

Staff have also noted that operational costs would be updated to account for increased equipment and supplies, technology, and fleet maintenance expenses. Upfront equipment and fleet needs are estimated to cost \$255,000, as well as a capital investment of \$375,000 to fit-up office space, including workplace furniture and equipment. Therefore, the estimated capital total is \$630,000 (2021).

The primary objective of the corporate security service program is to eliminate, mitigate, and manage the organization's risks associated with its physical properties. It is apparent that this goal can be met through a partnership with a contractor that possesses the necessary expertise. Further, an assessment of costs and benefits associated with the service delivery options favours the contracted service model. Although the potential exists for these services to be delivered by a new staff team, at this time staff have not identified a compelling rationale to invest the required resources for such a change. Staff recommend that the City continue to deliver security services through the contracted service model.

#### **External Contracted Service Model (Current)**

The City's experience with the contracted model has evolved over several years, as the municipality has grown into a more populous urban environment. The increasing complexities and demands have necessitated a range of responses through the service providers who are managing the risks in public spaces. The ability of these external partners to quickly scale-up as needed, as has been required over the past few years, is an important benefit of this model. The City's current program is delivered at an annual cost of approximately \$2.1 million (2020).

#### **In-House City Service Model**

Security service delivery is a complex 24/7 operation. Security guards frequently deal with incidents involving a high degree of risk, and in-house delivery of these services would increase the City's risk management responsibilities significantly. To achieve the same level of service through an in-house delivery model, the City would be required to significantly increase its annual investment. This would include the development of a new organizational division with an estimated annual cost of \$5.4 million.

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### *High Level Service Model Comparison*

	<b>Advantages</b>	<b>Disadvantages</b>
<b>Contracted Service</b>	<ul style="list-style-type: none"> <li>• Cost effective</li> <li>• Risk management</li> <li>• Administration</li> <li>• Scalable</li> <li>• Efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>• Quality control</li> </ul>
<b>In-House Service</b>	<ul style="list-style-type: none"> <li>• Quality control</li> </ul>	<ul style="list-style-type: none"> <li>• Significant cost</li> <li>• Risk management</li> <li>• Limited scalability</li> </ul>

### *Summary of Projected Costs*

<b>Operational cost comparison between Contracted and In-House service models</b>				
<b>Description</b>	<b>Contracted Service</b>		<b>In-House Service</b>	
	<b>No. of Staff</b>	<b>Annual Total</b>	<b>No. of Staff</b>	<b>Annual Total</b>
Security Staff (includes supervision & relief staff, and employee benefits)	44	\$2,091,993	54	\$5,184,214
Equipment, fleet maintenance, supplies, training & licences	included	\$0	—	\$241,920
<b>Average Annual Cost</b>		<b>\$2,091,993</b>		<b>\$5,426,134</b>

\*Job descriptions and pay grades for these positions have yet to be developed. Should Council decide to pursue in-house security services staff would develop formal job descriptions for evaluation and assignment of wage rates under the CUPE job evaluation plan.

Given the relatively limited benefits and considering the additional investment, as well as new risks the City would be accepting with an in-house security service, staff recommend continuation of the contracted service model.

Council may wish to instruct staff to pursue the in-house service model. In this instance, staff would need to create a fulsome implementation plan that considers the human resources, financial, and infrastructure needs of such a transition. Staff anticipate creation of this plan would take approximately three months, and a further six to nine months to implement. During the implementation phase contracted services would remain until in-house resources are established. Following the development of the plan, staff would report to Council in a public meeting on the implications and proposed updates to the Financial Plan.

## **FINANCIAL AND HUMAN RESOURCE IMPLICATIONS**

The financial implications of the contracted service model have already been captured in the Draft 2021 Financial Plan. Should Council direct staff to pursue planning the implementation of the in-house service model, an updated budget would be developed. Based on staff's assessment to-date, it is projected that an additional \$3,334,000 in annual costs would need to be accounted for, along with one-time capital expenditures of approximately \$630,000.

Further, an in-house model would necessitate additional capacity for support services, such as human resources, finance, IT and administration staff to support the various operational needs of a large new staff group. Staff have yet to quantify the support department resource implications, insurance and WCB cost increases, however, further analysis would be completed should Council choose to pursue this option.

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### **OUR PLACE – STORAGE OF BELONGINGS:**

That Council direct staff to report back on a potential funding source for the Our Place Storage of Belongings costs of \$50,000.

That Council receive an annual update from Our Place on the use of grant funds provided by the City.

That staff report to Council with a list of grants provided to Our Place in the last five years.

### **BACKGROUND:**

Over the last several years, Council has awarded grants to Our Place on an ad-hoc basis in addition to those awarded as part of the Strategic Plan Grant program. The following table summarizes the grants from 2016 to 2020:

<b>Year</b>	<b>Description</b>	<b>Amount Paid</b>
2016	Strategic Plan Grant (extended hours - morning, evening, weekends)	50,000.00
2017	Strategic Plan Grant (extended hours)	50,000.00
2018	Strategic Plan Grant (seniors program initiative)	20,000.00
	Next Steps Employment Program	25,000.00
	Extended Hours (new spring/summer operating hours)	25,000.00
	Storage Facility (construct & operate - 6hrs/day x 7 days/week)	130,000.00
		200,000.00
2019	Strategic Plan Grant (seniors social inclusion)	30,000.00
	Extended Hours-April to Oct (match winter hours)	50,000.00
	In-kind services (staffing & police for July 28 block party)	1,493.00
		81,493.00
2020	Strategic Plan Grant (integrated re-housing program focus on first-time homelessness)	22,000.00
	Extended Hours - April to Oct (match winter hours)	50,000.00
	Storage Facility	50,000.00
		122,000.00
	Total	503,493.00

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

Staff assumed that Council did not wish to reallocate funding from other grant program budgets. As such, a grant for storage of belongings for \$50,000 as a one-time grant could be allocated from the additional envelope of funding staff have identified for all requests outlined in appendices 1 and 2 to the January 18, 2021 Financial Plan report. However, there is insufficient funding to provide to all initiatives listed in those appendices.

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### NEIGHBOURHOOD ASSOCIATIONS (WITHOUT COMMUNITY CENTRES) – PART-TIME COORDINATOR:

That Council direct staff to report back on a potential funding source for \$20,000 each for a part-time coordinator for the Downtown Residents Association, North Jubilee, South Jubilee, Rockland and North Park Neighbourhoods as a one-year pilot with a final report on the utility of the coordinator position to be provided at the end of the pilot.

Forward this motion to VCAN for their feedback.

### BACKGROUND:

Five neighbourhoods do not have City-provided community centres. The remaining neighbourhoods provide recreation, youth or seniors programming using City-provided facilities and receive grants from the City to do so.

All neighbourhoods receive an annual base grant based on population. This grant program started in 1994 and supported neighbourhood associations in their engagement and organizing roles. The funding is to 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.

Although these were the minimal requirements, the grant program also required applicants to indicate how the funding would enable the association to implement the neighbourhood development policy objectives that had been in place at that time. Neighbourhood associations are now required to submit a brief report each year prior to receiving further base grant funding. There are no formal terms of reference for neighbourhood associations that would otherwise guide expectations.

Starting in 2020, Council approved doubling this grant for the neighbourhoods without a centre (\$1.55 per capita compared to \$0.78 per capita for neighbourhoods with a centre). In addition, this grant is increased each year by inflation. The following table summarizes the grant amounts included in the draft 2021 Financial Plan:

<b>Neighbourhood</b>	<b>Type of Grant</b>	<b>2021 Draft Budget</b>
Blanshard (Hillside Quadra)	Per capita base (0.78 times population)	5,880
Burnside/Gorge	Per capita base (0.78 times population)	5,290
Downtown (incl Harris Green)	Per capita base ( <b>1.55</b> times population)	8,550
Fairfield Gonzales	Per capita base (0.78 times population)	12,780
Fernwood	Per capita base (0.78 times population)	7,620
James Bay	Per capita base (0.78 times population)	9,350
North Jubilee	Per capita base ( <b>1.55</b> times population)	5,010
North Park	Per capita base ( <b>1.55</b> times population)	5,550
Oaklands	Per capita base (0.78 times population)	5,530
Rockland	Per capita base ( <b>1.55</b> times population)	5,700
South Jubilee	Per capita base ( <b>1.55</b> times population)	3,590
Vic West	Per capita base (0.78 times population)	5,960

Staff forwarded this motion to Victoria Community Association Network (VCAN) as directed by Council. No VCAN meeting were scheduled in the requested time period, however members determined that the referral would be directed to affected neighbourhood associations for

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comment with an invitation to any other neighbourhoods to provide comments should they so desire.

The summary of their feedback is as follows (complete responses attached):

**Jubilees** The Jubilee Neighbourhood has evolved historically with two associations representing the area. Individually, North and South Jubilee have the smallest populations in City neighbourhoods and collectively Jubilee is the third smallest.

South Jubilee does not feel that they currently have the capacity to manage a coordinator position, but identifies organizational goals that would benefit from such a position. North Jubilee shares similar concerns with South Jubilee about managing a coordinator, but notes that there would be benefits to having a person provide that role.

**North Park** The North Park Neighbourhood Association welcomes the opportunity to receive \$20,000 in funding which it believes will allow it to continue to expand and develop its community work. North Park has had a coordinator in place over the last year. This has helped support the association with organizing community meetings, managing board business, supporting grant applications and evaluating community needs. The position has also enabled the association to apply for grants and coordinate a food hamper program, food market and recreation offerings at Royal Athletic Park.

The North Park and Downtown neighbourhood associations submitted a request for operational funding (\$75,000 each) last year.

**Downtown-Harris Green** The Downtown Residents Association (DRA) is supportive of being awarded the funding. The DRA has identified the complexities of the downtown neighbourhood as a unique challenge and its lack of capacity as a significant constraint in allowing it to fulfill its role. They believe that increased funding would allow greater engagement with downtown residents and propose a specific outreach campaign. In addition to a part time coordinator for up to 25 hours a week, the DRA believes that it needs a dedicated office in the downtown and is therefore requesting \$47,000 in support.

**Rockland** Rockland Neighbourhood Association is supportive of receiving the funding and believes it will assist their organization in outreach with residents, coordinating administrative duties, sustaining communication and managing various projects.

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

Staff assumed that Council did not wish to reallocate funding from other grant program budgets. As such, a grant to each of the five neighbourhoods of \$20,000 could be allocated from the additional envelope of funding staff have identified for all requests outlined in appendices 1 and 2 to the January 18, 2021 Financial Plan report. However, there is insufficient funding to provide to all initiatives listed in those appendices.

Should Council direct this grant funding be awarded, next steps would include clearly articulating the intent and purpose for the funding, establish reporting requirements, determine a staff position to coordinate this new grant program etc.

## **COMPLETE NEIGHBOURHOOD SUBMISSIONS**

The following are the submissions from each neighbourhood:

### **South Jubilee**

I've canvassed the South Jubilee Board on the proposal to get \$20,000 for a part-time coordinator. Due to the quick-turnaround, we didn't have time for a rigorous debate and do not have a firm conclusion. Instead, I'm going to provide you with some summary-bullets to outline our feelings. Some of these may be contradictory, so I'm open to your input on how to move forward here.

Overall, the general feeling is that we do not have the time or administrative capacity to hire and manage a part-time coordinator. We have a large and active volunteer board that is excited about doing the work in our community and we are doing a reasonably good job of this (e.g. recycle day, community events, CALUC).

That said, we do feel this offer came up too quickly and didn't have enough time to fully explore this with North Jubilee. With more time, we could work towards becoming more organized so we could use a coordinator. There is definitely LOTS to do to improve the neighbourhood. **One suggestion is to delay this proposal and revisit it at a later date (post COVID), maybe in Fall 2021.**

A few of us felt that there is benefit to using the money to hire a contractor for short term projects. Hiring a contractor would mean we don't have to do all the administrative work. For example, the main project we have is to contact all the Multi-Unit Residential Buildings (condos, apartments, etc.). A contractor (let's say \$3,000) could work at contact all the strata councils and getting people to join the SJNA. **Would the city be open to funding for short-term contractor positions? Does the My Great Neighbourhood Grant cover this?**

We do have a huge need for more funding in our community for other community infrastructure and projects, which may be a better use of the \$20,000. For example, we desperately need proper drainage in Redfern Park. This would make the park more usable, stop flooding in nearby homes, and allow for more rec space. Other projects include replanting local species in Kasapi Park, future heritage projects, more urban garden funding, and \$3000 for our annual festival (My Great Neighbourhood only covers a one-time fest).

We support the Downtown Residents Association in their request for \$20,000 as we recognize they have unique needs and likely require a coordinator as soon as possible.

### **North Jubilee**

The North Jubilee Neighbourhood Association has discussed the prospect of getting \$20,000 for a part-time community coordinator for the North and South Jubilee Neighbourhood Associations and we are cautiously optimistic, but would like to know more information about the nature of this potential resource.

First we would like to express our full support for other neighbourhoods in Victoria getting/finding coordinators regardless of whether North Jubilee moves forward with getting a coordinator. We echo South Jubilee's sentiment: we also support the Downtown Residents Association in their request for \$20,000 as we recognize they have unique needs and likely require a coordinator as soon as possible.

As the information was fairly limited about the part-time community coordinator program we have a few comments/questions about this opportunity:

1. Would the \$20,000 for North and South Jubilee be in the form of funding of a somewhat discretionary nature or is it "locked-in" as coordinator wages / work hours in-kind?

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If the \$20,000 is aimed to support the activities of SJNA and NJNA, then we would like to know if we could instead use the money to hire a contractor for a targeted project (such as some work on the Spirit Garden) or if we could get \$20,000 worth of support for the neighbourhood in the form of work hours by City of Victoria landscaping/ maintenance staff to work on community projects such as the Spirit Garden.

If the \$20,000 for North and South Jubilee was for a part-time coordinator to be hired and overseen by the City of Victoria, with part of their time allotted to NJNA to assist with association activities, then we would be interested in their help. We envisioned a full-time coordinator hired by the city and then their time divided in part-time equivalents across several neighbourhood associations. We would be especially interested if the coordinator could assist with community outreach and other activities that improve communication and engagement in our neighbourhood.

NJNA Board volunteer time is unfortunately severely limited so NJNA does not have the capacity to engage in any hiring activities, payroll preparation, or “coordinating the coordinator”. We would be looking for a coordinator who is more of a “self-starter” who could be assigned tasks with minimal oversight, and help us with organizing NJNA meetings and activities.

If the \$20,000 for SJNA and NJNA is money earmarked for hiring a coordinator, but NJNA and SJNA would have to search for a coordinator and perform all employee administration tasks including payroll etc., then we (NJNA) would be likely to decline this opportunity; as the effort to engage and a supervise coordinator would far outweigh any benefits realized from the coordinator’s assistance due to NJNA capacity constraints.

2. What is the timeline for the part-time coordinator funding opportunity and over what duration must this funding be used? Due to Covid-19 SJNA and NJNA community events are currently severely limited, however after the pandemic we may have more need of a coordinator later in the year or next year once we can start planning events again.

### **North Park**

The NPNA is interested in being awarded for the \$20,000 community coordinator grant as a pilot project. The NPNA has expressed interest in the past for such funding, and obviously the NPNA believes that this should be an annual base grant.

As it stands right now, the NPNA only has funding for my position through to the end of August 2021. The past year has demonstrated what is possible for North Park with a dedicated staff person for the North Park neighbourhood. Seeking external grants will always be a part of the NPNA mandate, however, a consistent base grant, like those awarded to the neighbourhood associations with community centres would provide consistency in service that is at risk right now without consistent funding.

With the \$20,000 funding for 2021, the NPNA would continue offering services like our weekly grocery hamper program that goes out to 66 low income and/or isolated households per week, our monthly food market at Royal Athletic Park (started September 2020). We would also be better equipped to expand into more programs, such as the drop in playgroup currently in the planning process. This playgroup is planned to coincide with the George Jay drop off time, and be located at a nearby community gathering space. The NPNA is currently in the process of carrying out a Needs Assessment with two UVIC PhD candidate researchers. We intend on using the results of this needs assessment to guide our grant requests as well as program development and delivery.

This \$20,000 funding pilot is an opportunity for the City to demonstrate equity in budget development, recognizing the important work done by neighbourhood associations without a



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dedicated community centre, and the extra obstacles they face by not having a dedicated gathering space. We are happy to abide by reporting requests, and will be sharing our 2020 report with the City and the community once it is finished. 2020 has been an incredible year of change and growth for many, and the NPNA has experienced much of this change and growth. This \$20,000 would allow us to build on the momentum from the past year, and to continue serving our community's most marginalized members.

The existence (and maintenance) of a community centre is an asset that already sets some neighbourhoods in a privileged and higher tiered standing. Having access to stable and certain funding from the City's annual operating budget should not be another rung from which they get to stand taller and reach further.

\$20,000 is still inequitable and inadequate for North Park. As is well known from our community centres' pleas of recent years, anything less than \$75,000 is too little to fund a fulltime staff person. This is why for last three years, community centres have enjoyed their annual bump to \$75,000.

The NPNA is in favour of equitable, not necessarily equal, funding to neighbourhoods on the basis of need and marginalization, and on basis of the neighbourhood association's ambition and commitment to building/growing community resilience and wellbeing.

### **Downtown**

Victoria's neighbourhood associations, and the often-associated community centres, fulfill a vital role in building resilient communities, enhancing citizen engagement in civic activities, identifying and addressing the specific and unique needs of the community's residents, and providing accessible and equitable access to resources. Many other cities also utilize and recognize the value of neighbourhood associations and community centres in achieving civic goals.

Since 2004, the Downtown Residents Association (DRA) has worked hard to address the needs of the residents of the Downtown-Harris Green Neighbourhood, taking as many actions toward realizing neighbourhood resiliency and liveability goals as are achievable without the support of a community centre, paid staff, or even a fixed address.

Adding to those resource challenges, the Downtown-Harris Green Neighbourhood is relatively unique among Victoria's neighbourhoods in that it has and continues to experience a rapidly increasing and quite diverse population. Additionally, our neighbourhood faces the challenges of balancing residents' interests with supporting a vibrant business, entertainment and tourist sector; equity concerns respecting the significant lack of green space and access to recreational opportunities; a significant segment of our residents lacking access to housing and, in some cases, experiencing substance abuse and/or mental health issues; extensive and ongoing construction and land development with a wide variety of planning, heritage and other issues; adjacency to the City's important Inner Harbour resource; as well as high daily volumes of motorized and non-motorized traffic into and out of our neighbourhood. Arguably, Victoria's other neighbourhoods experience far fewer of these challenges, and typically only on a reduced scale or of less complexity.

Despite this unique set of challenges, as an organization the DRA has grown steadily in scope and capacity to the point where it now co-ordinates a number of highly-engaged volunteers to participate in, independently deliver or partner with other stakeholders on a wide variety of community activities, all commensurate with the complexity of our neighbourhood.

Council is no doubt already highly familiar with the extensive volunteer work undertaken by our very active Land Use Committee. Indeed, the creation of this committee was the original genesis for the DRA, and it continues to be highly involved in providing Council valuable resident feedback on not only by far the largest number of development projects in the City, but also probably the

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most complicated projects, often incorporating heritage components, interactions between diverse stakeholder groups and sophisticated developers, with projects on a scale generally not found elsewhere in the city. In addition, the Land Use Committee responds to requests for community feedback on hospitality industry licensing and regarding cannabis dispensaries, and on land use documents such as the Official Community Plan, Old Town Guidelines, and others. The result is a significant amount of correspondence generated by that Committee directed to both Council and City staff, plus on a number of occasions making presentations to council and City staff as appropriate.

However, in addition to the valuable work of our Land Use Committee and without providing an exhaustive survey of the DRA's activities, I would draw your attention to the wide and broad extent to which the DRA is and has been involved in providing value to residents well beyond land use issues.

The DRA publishes a monthly e-newsletter, distributed to our members, and maintains both an active (and soon-to-be-updated) website and a social media presence to engage with and provide Downtown-Harris Green residents with up-to-date information on neighbourhood and wider civic activities and resources. We also receive and respond to ongoing traffic to our general email address from residents and others looking to obtain information or express concerns about matters related to our downtown community.

We actively participate in, maintain contact with and/or provide valuable resident feedback to many stakeholder bodies including a number of City of Victoria Departments, the Province, CRD, VCAN, DVBA, GVHA, the LNAC and act as a resource to various media outlets on issues and activities of local importance.

We have represented downtown residents, for a number of years, on the 900 Pandora Group and the Downtown Service Providers and have partnered with other neighbourhoods on equity work, housing issues, land use issues and recreational initiatives.

The DRA has also served as the backend administrative support and supervisor of the very successful Yates Street Community Garden since its inception.

We have produced, independently or in partnership, a number of well-attended civic forums including most recently, election forums/panels and a Truth and Reconciliation film event. The DRA has also had an ongoing presence at various local festivals including, among others, Wicked Victoria and Car Free YYJ. We have also partnered with a number of local businesses to create pop up events with food and live music and have partnered with local artists to enliven the public realm.

In addition, we are responsible for all of the administrative responsibilities that go along with maintaining the DRA as a provincially registered society including running our meetings and finances, maintaining records and policies and responding to intra- and interorganizational communications, and operating all of our various committees, as well as providing a point of contact for residents on matters of civic importance.

The DRA does all of this, without any paid staff resources or a designated meeting space, relying 100% on its Board and other volunteers and gathering in frequently changing, ad hoc meeting spaces. While we have access to a base grant and the capacity to apply for additional one-time project specific grant funds from the City, the amounts involved are insufficient to retain staff or obtain a permanent space.

The DRA believes that with the support of a dedicated, paid staff person and a dedicated, known meeting space, it would attract a greater number and a more diverse range of downtown residents

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to participate in civic activities, addressing the specific and unique needs of our community, all of which will result in a more resilient downtown community.

To address this gap in our resources, the DRA requests that in its 2021 budget deliberations Council approve an allocation to it of \$47,000 as a pilot project. These funds will enable the DRA to retain a part-time staff person up to 25 hours per week to assist in targeted outreach activities to build a broader and more diverse DRA membership, identify and deliver on residents' needs and improve access and equity to civic resources, actively seek other potential sources of funding to meet community needs, and conduct on-going evaluation of and reporting on DRA activities.

The staff person would also assist the DRA in exploring opportunities to locate a small office space in a downtown location to provide a physical community "heart" where downtown residents people can meet and problem-solve, and which would also be partly paid for by these additional funds.

The DRA is poised and ready to proceed with engaging a paid staff resource and we have a strong and committed Board, with a number of projects in the preliminary development stage.

For example, if funding permits, the DRA will undertake conducting a specific, targeted outreach to four to-be-identified residential buildings - 2 rental/2 condo, 2 older/2 newly developed, with hopefully at least one of those being some form of supported housing, to identify and address the needs of a broader and more diverse DRA membership. Broader outreach is especially critical in our Downtown-Harris Green Neighbourhood, which is hampered not only by the challenges described above, but also our unique characteristics in that:

- Almost all of our population resides in multi-unit, higher density buildings, with a high percentage of renters
- Our population is more heavily weighted to the younger (under 30) and older (over 50) ends of the adult demographic spectrum, with many of those living alone - often for the first time in their lives
- Significant and rapid residential development has recently occurred and is continuing, which means a large number of newcomers to our community - many without former ties to our City
- Our population experiences a wide range of economic circumstances, from newly employed to retired pensioners, including a large segment of people without steady or any source of income or housing, and
- Our neighbourhood does not have any public schools, playgrounds, front porches or front yards – the usual and typical neighbourhood meeting grounds.

These characteristics also mean our neighbourhood has a unique set of needs to be met in order to enhance public engagement and reduce social isolation, improve mental and physical health, and reduce the perception of a lack of safety and pride in where we live. However, as an organization, we lack the specific skills and the significant additional dedicated time necessary to develop these projects further, without dedicated staff assistance.

Many other neighbourhood associations not only have a significant physical presence through being located within and supported by a community centre, but also multiple paid staff positions — resulting in an obvious situation of unfair and inequitable access to resources based solely on where citizens happen to make their homes in the City.

Only four other neighbourhood associations are in a somewhat similar situation to the Downtown Harris Green neighbourhood — North Park, Rockland, North Jubilee and South Jubilee. And North Park's highly successful 2020 programs, which may be attributed at least in part to its recently hired paid staff positions, clearly illustrate the value of such additional resources in

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building strong communities. Our goal is to achieve similar success within the specific needs of the Downtown–Harris Green neighbourhood and we commit to provide to Council a full and complete report on the success and added value of this much needed investment, to provide support for and a guide to future investment in all of Victoria’s disadvantaged neighbourhood associations.

The Downtown Residents Association thanks Council for giving our request your serious consideration. By approving this investment in our neighbourhood, Council will acknowledge the importance of our downtown community and our residents, and our role and activities in supporting a vibrant and diverse city, and the importance of neighbourhood associations as a key and critical opportunity for all citizens to engage in Victoria’s civic activities and institutions.

### **Rockland**

The Rockland Neighbourhood Association (RNA) directors met online regarding the proposed funding for a part-time coordinator to help the association. Each of the nine directors expressed full support for the concept after several questions were raised and discussed. Our discussion touched on the use of taxpayer’s money (was it wise? was it feasible?), the way in which the program would be run (not determined yet) and – of course – what would the program mean for our association. We finished our discussions with the motion: “That we correspond with the city supporting the idea of a part-time community liaison/community development person.” In discussion of the motion the following ideas were put forward and should be seen as attached to the motion:

- We need to strengthen our membership. In particular, we need to better reach our large population of renters. (Approximately 70% of the residents in our area are renters, whom we have a hard time reaching.) A part-time coordinator would help us devise, develop and deliver more effective outreach systems. Inherent in improving our outreach to members is the idea of improving the ways in which we receive feedback from those members. Because this is an issue in other neighbourhoods, we would also hope for a sharing of approaches between coordinators/associations.
- Our administrative systems need updating and coordinating. In particular, we need to improve our communications systems and our membership entry and tracking systems. A part-time coordinator would allow us to make the needed improvements and see that they worked over the course of a year. The coordinator would aim to leave behind systems that function better, directors that are better trained, and documentation that ensures we would continue to operate smoothly.
- We need to improve our neighbourhood-building initiatives, including the development of content for our website and place-making initiatives for the neighbourhood (e.g., building tiny libraries, building information kiosks, developing boulevard gardens). A part-time coordinator would help significantly by providing ongoing attention and energy to these initiatives.

Without a center of operations and because of recent turnover in our executive, the association is struggling somewhat at present. A part-time coordinator would certainly help us. We hope this brief letter adequately serves to convey our support for this city initiative. We would welcome an opportunity to speak further on the matter, if desired.

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### **PRO ART ALLIANCE OF GREATER VICTORIA GRANT:**

That Council direct staff to report back on a potential funding source for an annual grant of \$10,000 for the Pro Art Alliance of Greater Victoria to fund the City of Victoria Creative Builder Award on an ongoing basis.

### **BACKGROUND:**

The City has a number of grant programs that non-profit organization can apply for funding under. The Strategic Plan Grant Program is an existing funding source for this organization to seek funding from. However, staff interpret Council's direction as providing a grant outside of any of the grant programs the City has in place. Therefore, this would require an additional budget to be established for this purpose.

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

Staff assumed that Council did not wish to reallocate funding from other grant program budgets. Also, there is no ongoing funding remaining to be allocated in 2021. However, a \$10,000 grant could be allocated from the additional envelope of funding staff have identified for all requests outlined in appendices 1 and 2 to the January 18, 2021 Financial Plan report. However, there is insufficient funding to provide to all initiatives listed in those appendices. In addition, Council could provide this funding as one-time in 2021 and direct staff to include an ongoing grant in the Financial Plan starting in 2022 funded by new tax revenue from new development.