



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

MAYOR'S AND COUNCILLORS' REPORTS

Report from: Councillor Meagan Brame

Subject: FCM 2017

Council Agenda: June 12, 2017

Prime Minister's Speech

- Listening to Municipal needs
- Understands we have concerns and wants to help support our infrastructure
- Wants to support greener communities
- Wants to support the housing needs plaguing our communities – over the next 11 years - 11 billion dollars will be spent on housing along with 5 billion to a national housing fund.
- Government will not rest until we turn the tide on the Opioid crisis
- His government has both short term fixes and long term strategies to make Canada stronger
- They are working on the Middle Class' issues and looking to the future for greener, smarter and better communities.
- Smart Cities Challenge introduced – Government wants us to be bold and innovative. Want us to develop strategies to make our communities stronger – the best plans will receive funding to implement

NDP Leader of the Opposition Speech – Thomas Mulcair

- Infrastructure Bank – He has questions. He does not feel it is voluntary and that it is built more for the larger communities, not the smaller ones. Private/Profit will be mandatory. He believes that private companies will be dictating the terms and is worried it will become a two tiered system.
- We need to take stalk in Climate Change and make sure Municipalities have the tools needed to support their infrastructure moving forward.
- High Speed Internet is a must in Canada – everywhere. Without it we can not grow the whole country.
- Believes in publicly owned public utilities – spoke of the privatization of Ontario's hydro and I personally heard first hand how expensive it has gotten in Ontario.
- Canada has 22% of the worlds natural clean water yet there are still places in Canada that don't have that access.

FCM President Speech

- Over 2000 delegates – largest conference yet
- Delegates from all over the world, not just Canada
- Personal note: Did notice that the Executive is still a bit male dominated – Committees have more females however and it is something that is being worked on within the mandate of FCM and the incoming President is female, second one since 2012.
- This was also the first year that the conference offered Child Minding!

President Forum with Minister Sochi – Minister of Infrastructure and Communities

- Infrastructure funding for communities helps build the country, not just individual communities
- 180 Billion being spent on infrastructure – capital, as well as social infrastructure – housing and Early Learning and Care. Also looking at green infrastructure
- The Government understands that Municipalities don't have a lot of funds that we can draw on since we usually only have property tax to rely on, so they are looking at 40% cost sharing from Federal Government – want appropriate cost sharing with the Provinces and Territories to also occur
- What can we bring to the Smart Cities Challenge? Use technology for innovation and improve services. 300 million dollar fund – so there are opportunities – how can Esquimalt benefit? What can we do to be bold and cutting edge – how can we be a smart city?
- Infrastructure Bank – a tool available to Municipalities – one of many. It is an optional tool, there are still other grants available we could tap into. Projects that are too large for public sector to take on or not interested in, is where this bank is supposed to help. Talked about transportation issues and how this bank could possibly help with funding. The bank is to help with projects that otherwise would not get built because they are just too big for public funding on its own. Could this be used for the Langford to Victoria E&N Rail? The Rail would fit in with one of the Federal Government's infrastructure pillars - green infrastructure

Innovative Solutions to Municipal Economic Challenge:

The objective of this session was to provide delegates with Canadian case studies and demonstrations of new (or proven) solutions to help municipalities save money and be more efficient with their budgets. Solutions like these can have a real economic impact, spur greater collaboration among city services or between municipalities, help reduce GHG emissions and increase the quality of life of citizens. Most of the topics were not really relevant to Esquimalt but I did appreciate some of the information provided by Brockville though not necessarily for tourism, with all of the new developments and events in Esquimalt, the technology behind the lighting is interesting

Brockville – Tourism

- The roll of lighting – Phillips Lighting – partnered with Brockville
- Lighting can transform a space and encourage economic development
- Lighting can effect; public safety, economics, illumination, beautification
- Connected lighting solutions takes municipalities beyond illumination – can control the lighting online – can be more efficient and effective

- Need the right light at all times for people – dynamic, ambient, interactive
- Brockville has Canada's first railway tunnel. Last train went through in 1969 – now it is turning into a tourist attraction. As it is a tunnel, lighting is an issue – you don't want it to be too bright or too dull. Phillips has lights that can be changed online – so colours can change based on the season, event or need. (Example red and white for Canada Day)

Governance Solutions and Best Practices in Stakeholder Engagement: Municipal Elected Officials' Roles

This workshop examined the role elected municipal officials and councils play in engaging key stakeholders. We learned about practical governance solutions and best practices for stakeholder engagement. We heard from leading authorities on stakeholder engagement and learned how to balance the interests of elected officials, stakeholders and staff. Also learned how councils can engage with the community, as well as with the CAO and staff.

- There are two types of Stakeholders - Principals and Agents
- Principals are the people who created the organization, who have purpose for the organization and needs that it can meet, people who contribute resources/capital (voters, tax payers, business - external)
- Agents are the people who undertake the organization's activities, to meet the principals' needs, who employ resources/capital (staff - internal)
- Council exists to bring these two groups into balance
- Councillors have a Dual Role -they represent the people to the corporation and they represent the corporation to the people
- Principles of Engagement – consistency without filtering – resist over centralizing messages, empower staff, but do it with some ground rules and a framework. Go where the people are – try to communicate on your stakeholder's home turf, both internally and externally – not always at the hall – go to them, use words that are real, not technical – like how you would talk to someone in the grocery line. Brevity and directness should be your filters. Authenticity trumps coddling – People will respect you for owning a difficult message. As an elected official don't try to be someone you aren't. Try to engage people not just with information but with emotion.
- Council's Steps in Stakeholder Engagement
 - Identify and agree on your key stakeholders: who are they, what do they need, how do they prefer to communicate?
 - Approve a stakeholder engagement plan driven by your Strategic Plan. Have outcomes on stakeholder engagement to see if you are truly engaging those you want to
 - Have a clear Communications Protocol including Councillors with public, with staff beyond CAO, between Council meetings
 - Direct and Oversee Staff's engagement – and agree on Councillor's involvement
 - Be clear on level or type of participation
- Stages of Participation, they each build on the one before: to inform (telling), to consult (listen), to involve (involve in process), to collaborate (do it jointly), to empower (has a vote) – we need to be clear on the type of participation wanted
- Externally, how does Barrie, Ontario do it?
 - Town Halls – go where they are, look them right in the eye. Answer questions, tell them why you're doing what you are doing

- Twitter and FB the bite, snack and meal concept. Bite of info with link on Twitter, Link gives you some info (snack) and the meal is the in depth website. Don't be afraid to be funny or spark a discussion
- Emotional commitment trumps analysis but you better have the "why" too
- Internally, how does Barrie do it?
 - Director breakfasts
 - Staff town halls
 - Celebrate success
 - Council briefings and different timelines for complex or highly technical issues

Main Street Renewal Project

Josee Vallee, Senior Engineer, Infrastructure Projects, took us on a tour to learn about "complete street" design, which for them included; slowing car traffic, providing safer and wider sidewalks for pedestrians, a safe-cycle track for cyclists and an improved streetscape for businesses and the community. A 39 million dollar project which was 1.8 km in length.

- Complete streets incorporate the physical elements that allow a street to offer safety, comfort and mobility for all users of the street regardless of their age, ability or mode of transportation. A complete streets approach uses every transportation project as a catalyst for improvements within the scope of that project to enable safe, comfortable and barrier-free access for all users. – accommodate multiple modes, incorporate context-sensitive design principles, can be used as a way to improve neighbourhoods and support livability.
- All streets can be Complete Streets but they look different based on the surrounding context; rural, suburban and urban contexts; local, collector and arterial roads; based on land use characteristics and OCP
- Complete streets have many benefits – streets are designed to meet the needs of everyone whether they choose to walk, bike, drive or take transit
- Complete streets help reduce heavy traffic and crashes by getting more people cycling, walking and taking transit. Help create safe, liveable and welcoming communities. It encourages healthy lifestyles by making it easier to walk or bike. Helps build sustainable communities by reducing pollution caused by traffic. Ensures that more people can easily get to stores and businesses. Improves the lives of people with mobility impairments or disabilities.
- Ottawa started with a strong stakeholder engagement process. As soon as a consultant was hired, they set up a task force of people effected by Main St – residents and business' along the corridor, transit and the local cyclist group. The consultants then had a group of engaged and knowledgeable people, people who have a vested interest and an understanding of the concerns and needs of that strip. Since the consultants had this group to start with, they came out with a stronger project, one that made sense to the people that use and live along that strip. The task force became a champion for the project and though it took a bit longer, it went smoother.
- Throughout the construction process they had a newsletter that was emailed to those that were interested and put on the website to keep people informed on how it was progressing – an informed public did not have to create their own stories but had facts and therefore emailed staff less and were more positive – even when there were delays.
- There was a public art component as well. They had a \$220,000 budget for it and the funds came from a 30 year old Public Art Program. The program was revised 2 years ago to allow pooling of smaller development art funds to allow for larger projects. 75% of the budget was set aside for materials and construction of the project.

- They used coordinated furniture and fixtures and surface treatments. They had a raised bike lane attached to the sidewalk but separated by tactile pavers and trees to keep pedestrians and cyclists safe.
- For the trees, they used Silva Cells to increase the soil space beneath the sidewalk for the trees. The cells, allows the dirt to remain loose, which allows for the best growth of the root base. They are not cheap at a cost of approximately \$10,000 for three trees. It will however extend the life of the tree and keep roots running straight under the pavers, keeping lifting of the pavers to a minimum
- Before the project, they had skinny sidewalks and no bike lanes. The road originally was able to have 1200 vehicles/hr on the road. With the revamp however, it is down to 900 vehicles/hr. So far they have not felt the pinch as there has been an uptake in cyclists. Their traffic study figures that if the number of cars does rise up over time to the original numbers, it would increase travel time by 3 minutes and council and staff felt that was an accessible risk because overall, it created a better multimodal street
- See attached photos

Municipal Leadership on Anti-Poverty Strategies

Municipal representatives shared how poverty manifests in their communities and what they are doing to reduce and prevent it. There were presentations from municipal staff who have successfully steered local poverty reduction strategies from incubation to implementation to evaluation.

- There are 70 cities in the country working on poverty reduction strategies – with clear objectives and planning.
- End Poverty Edmonton - FB: EndPovertyEdmonton, Web: www.endpovertyedmonton.ca
 - Mobilized there community – started with 22 people and grew to a 200 person task force. Included an Indigenous Circle as well. The task force developed a Five-Year Road Map – 35 Actions – half were “owned” by other community leaders who participated in the process and wanted to take on. This is a long term plan – a generation (25 years)
 - Focus – looked at poverty through a Human Rights Lens
 - Poverty Elimination – a Profound Act of Reconciliation
 - Game Changers –Eliminate Racism, Movement Building “to be successful, to end poverty, this has to be a movement. It’s about building an inclusive city for all”, You have to have strong stakeholder engagement from all sections of the community
 - They are trying to be innovated – new ideas verses old thoughts that obviously are not really working
- T.O. Prosperity - Toronto Poverty Reduction Strategy
 - 46% of recent immigrants live in poverty, 37% of female lone parents live in poverty, 33% of people in racial-onized (their word) groups live in poverty, 30% of people with disabilities live in poverty, 37% of aboriginal people live in poverty
 - 6 focus areas - housing stability, service access, transit equity, food access, quality jobs, living incomes and systemic change
 - Progress must happen each year – the city can’t rest on it’s laurels or the momentum will stop
 - They offered free transit free for kids under 12, Fare pass – a low income strategy that requires provincial support – too costly for TO alone

- TO got a lot of federal and provincial funding – which was necessary for it to be successful
- Uses social procurement as tool to move actions forward
- https://www1.toronto.ca/City%20Of%20Toronto/Social%20Development,%20Finance%20&%20Administration/Strategies/Poverty%20Reduction%20Strategy/PDF/TO_Prosperty_Final2015-reduced.pdf
- Thunder Bay Poverty Reduction Strategy: Building a Better Thunder Bay for all
 - There are four pillars that make up their Poverty Reduction Strategy – Housing, Income & Community Economic Development, Inclusion and Engagement and Infrastructure.
 - Has a youth trustee project – gets them out in the public, helping the community in positive ways
- How do you judge success in Poverty Reduction?
 - If you can effect change with one individual – you are making a difference
 - Poverty reduction comes up consistency in council dialogue and priorities – when you keep talking about it, it does not get forgotten and more commitments are given.
 - People – residents, are talking about it and offering more comments and are more engaged then previously
 - Other organizations and business' wanting to be involved in the solution
- Top 3 pieces of advice when developing a strategy
 - Engagement within the organization is equally as important as external. You must have staff buy in.
 - Play to your strengths – as a community
 - Look for ways to have meaningful dialogue with people with lived experiences.
- How do you choose the Priorities
 - Have a mix of quick wins and medium and long term goals
 - Priorities were be based out of the working group and things currently happening – the momentum of the community
 - Choose priorities by listening to people with lived experience
- Governance used to drive the initiative
 - Some have city as partners, not leader
 - Should be a community owned strategy – collective input model
 - Some have the city as the backbone – have a staff position for this piece and a council liaison position – but as it goes to implementation they are collaborating with community partners to move initiatives forward

Trade Show Take Aways

- Found some interesting Canadian companies that sell festival lighting
- Found a company that deals with traffic calming ideas – they had moveable speed tables and humps as well as a component that can be added to speed readers that can take a picture of license plates – though ticketing through this manner is illegal in BC and Ontario, some Ontario cities are using it as an education tool. There is a generic letter sent out to the highest speeders that states how fast they are going and what a fine would look like if they were caught and that there will be enforcement occurring in the near future in that area. Thought that was an interesting approach to speeding.

- Found a company that sells stages in various sizes and mobility. They had some that could work well as a band shell and thought it would be interesting for future Parks and Recreation enhancements. Our community puts on many events that require a stage.

Tour of the National Arts Centre

- Colin Plant, the Chairman of the CRD Arts Commission contacted a connection he had at the Arts Centre and was able to set up a tour for any CRD Arts Commission members interested.
- It is a large facility undergoing a multimillion dollar renovation. It will be a spectacular piece of architecture and presence on the street when it is finished.
- The facility has 5 theatres of various sizes and houses mostly Canadian content.
- Their funding is mostly from the federal government of Canada with the rest coming from private donors.
- The history in the facility is very amazing – Many top Canadian Names in the arts have been in that space.
- See attached for pictures

Pictures from the Main St Renewal Project



Above shows the raised bike lane
and wider pedestrian walkway
Below shows the tree Silva Cells



Public Art Square



Pictures from the National Arts Centre

