



Thursday, May 14, 2020, 9:00 A.M.

**COUNCIL CHAMBERS, CITY HALL, 1 CENTENNIAL SQUARE**

The City of Victoria is located on the homelands of the Songhees and Esquimalt People

Due to the COVID-19 Pandemic, public access to City Hall is not permitted. This meeting may be viewed on the City's webcast at [www.victoria.ca](http://www.victoria.ca)

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**I.      ADJOURNMENT OF COMMITTEE OF THE WHOLE**



## MINUTES - COMMITTEE OF THE WHOLE

April 23, 2020, 9:00 A.M.

**COUNCIL CHAMBERS, CITY HALL, 1 CENTENNIAL SQUARE**

**The City of Victoria is located on the homelands of the Songhees and Esquimalt People**

**PRESENT:** Mayor Helps in the Chair, Councillor Alto, Councillor Isitt, Councillor Loveday, Councillor Dubow, Councillor Young

**PRESENT ELECTRONICALLY:** Councillor Potts, Councillor Thornton-Joe

**GUESTS:** D. Manak – Chief Constable, Victoria Police Department

**STAFF PRESENT:** J. Jenkyns - City Manager, S. Thompson - Deputy City Manager / Director of Finance, C. Coates - City Clerk, P. Bruce - Fire Chief, T. Zworski - City Solicitor, T. Soulliere - Director of Parks, Recreation & Facilities, B. Eisenhauer - Head of Engagement, K. Hoese - Director of Sustainable Planning and Community Development, A. Meyer - Assistant Director of Development Services, C. Havelka - Deputy City Clerk, C. Mycroft - Manager of Executive Operations, L. Taylor - Senior Planner, R. Morhart - Manager, Permits & Inspections, M. Heiser - Committee Secretary, P. Bellefontaine – Acting Director of Engineering & Public Works

### **A. APPROVAL OF AGENDA**

**Moved By** Councillor Alto  
**Seconded By** Councillor Loveday

That the agenda be approved.

**CARRIED UNANIMOUSLY**

### **B. CONSENT AGENDA**

**Moved By** Councillor Loveday  
**Seconded By** Councillor Alto

That the following items be approved without further debate.

**CARRIED UNANIMOUSLY**

**C.1 Minutes from the meeting held April 2, 2020**

**Moved By** Councillor Loveday

**Seconded By** Councillor Alto

That the minutes from the Committee of the Whole meeting held April 2, 2020 be adopted.

**CARRIED UNANIMOUSLY**

**F.2 1023 Tolmie Avenue: Rezoning Application No. 00672 and Development Permit with Variances Application No. 00097 (Hillside/Quadra)**

Committee received a report dated April 9, 2020 from the Director of Sustainable Planning and Community Development regarding the proposed Rezoning Application No. 00672 and Development Permit with Variances Application No. 00097 for 1023 Tolmie Avenue in order to subdivide the property and construct a new small lot house to the south of the existing dwelling.

**Moved By** Councillor Loveday

**Seconded By** Councillor Alto

**Rezoning Application No. 00672**

That Council instruct staff to prepare the necessary Zoning Regulation Bylaw Amendment that would authorize the proposed development outlined in Rezoning Application No. 00672 for 1023 Tolmie Avenue, that first and second reading of the Zoning Regulation Bylaw Amendment be considered by Council and a Public Hearing date be set.

**Development Permit with Variances Application No. 00097**

That Council, after giving notice and allowing an opportunity for public comment at a meeting of Council, and after the Public Hearing for Rezoning Application No. 00097, if it is approved, consider the following motion:

That Council authorize the issuance of Development Permit with Variance Application No. 00097 for 1023 Tolmie Avenue, in accordance with:

1. Plans date stamped April 6, 2020.
2. Development meeting all Zoning Regulation Bylaw requirements, except for the following variances:
  - i. reduce the front yard setback on the south lot from 6.0m to 4.2m to the building and 3.0m to the deck;
  - ii. reduce the rear yard setback on the south lot from 6.0m to 3.5m;
  - iii. reduce the south side yard setback on the south lot from 2.4m to 1.5m for any portion of a dwelling used for habitable space and which has a habitable window; and
  - iv. reduce the south side yard setback on the north lot from 2.4m to 1.73m for any portion of a dwelling used for habitable space and which has a habitable window.
3. The Development Permit lapsing two years from the date of this resolution.

**CARRIED UNANIMOUSLY**

*Councillor Dubow joined the meeting at 9:03 a.m.*

## D. Presentations

### D.1 Victoria Police Department - Special Funding Request for Topaz Park Policing Costs

Committee received a letter dated April 20 from the Chief Constable requesting funding for a five-week supplemental deployment in and around the Topaz Park neighborhood. The Chief Constable highlighted several issues and initiatives related to Topaz Park:

- Increased call volume
- Increased community concern
- Recent events observed during an undercover project

*Committee discussed the following:*

- *Opportunity to reallocate resources in review of the funding request*
- *Precautions taken to protect officers and the virus' transmission*
- *Peer based approaches and safety*
- *Protecting vulnerable populations*
- *Collaboration with staff on site at Topaz Park*

**Moved By** Mayor Helps

**Seconded By** Councillor Young

That Council allocate up to \$52,500 from the late night funding to fund the cost of policing as requested.

**Amendment:**

**Moved By** Councillor Isitt

**Seconded By** Councillor Loveday

That Council ~~allocate up to \$52,500 from the late night funding to fund the cost of policing as requested~~ authorize the following re-allocation of previously approved resources from the Late Night Great Night Program funding in the 2020 Provisional Financial Plan, to ensure public safety and public health during the COVID19 pandemic:

- a. \$100,000 to book accommodation for vulnerable populations, including people facing domestic violence, with staff directed to deploy these resources with no delay, working with partners to provide appropriate support services; and
- b. up to \$52,500 in additional public safety measures if required.

That staff report to Council if the remaining funds in the Late Night Great Night Program are expended, to consider a potential additional allocation to year end.

**Motion to go into a closed Committee of the Whole meeting at 9:45 a.m.**

**Moved By** Mayor Helps

**Seconded By** Councillor Loveday

That Council close the Committee of the Whole meeting for the following reasons:

- Community Charter Section 90(2)(b) – Intergovernmental Relations

**CARRIED UNANIMOUSLY**

*The open Committee of the Whole meeting reconvened at 10:00 a.m.*

**Amendment to the amendment:**

**Moved By** Councillor Loveday

**Seconded By** Councillor Young

- a. **up to \$100,000 to book accommodation for vulnerable populations, including people facing domestic violence, with staff directed to deploy these resources with no delay, working with partners to provide appropriate support services; and**

FOR (7): Mayor Helps, Councillor Alto, Councillor Dubow, Councillor Loveday, Councillor Potts, Councillor Thornton-Joe, Councillor Young

OPPOSED (1): Councillor Isitt

**CARRIED (7 to 1)**

**Amendment to the amendment:**

**Moved By** Mayor Helps

**Seconded By** Councillor Dubow

- a. **up to \$100,000 to book accommodation for vulnerable populations, including people facing domestic violence, with staff directed to deploy these resources should Council not see appropriate action from the province in this regard by April 27 ~~with no delay,~~ working with partners to provide appropriate support services; and**

*Committee discussed the following:*

- *Specifics relating the Emergency Support Services program*
- *Provincial approval required to action Emergency Support Services*

*Councillor Dubow withdrew from the meeting at 10:39 a.m. and returned at 10: 40 a.m.*

*Councillor Loveday withdrew from the meeting at 10:50 a.m. and returned at 10:52 a.m.*

**On the amendment to the amendment:**

FOR (3): Mayor Helps, Councillor Thornton-Joe, Councillor Young  
OPPOSED (5): Councillor Alto, Councillor Dubow, Councillor Isitt, Councillor Loveday, Councillor Potts

**DEFEATED (3 to 5)**

*Committee recessed the meeting at 10:54 a.m. due to technical difficulties and reconvened the meeting at 11:02 a.m.*

**On the amendment:**

*Councillor Dubow requested that Committee consider the bulleted items in the amendment separately.*

That Council ~~allocate up to \$52,500 from the late night funding to fund the cost of policing as requested~~ authorize the following re-allocation of previously approved resources from the Late Night Great Night Program funding in the 2020 Provisional Financial Plan, to ensure public safety and public health during the COVID19 pandemic:

- a. up to \$100,000 to book accommodation for vulnerable populations, including people facing domestic violence, with staff directed to deploy these resources with no delay, working with partners to provide appropriate support services; and

FOR (5): Councillor Alto, Councillor Isitt, Councillor Dubow, Councillor Loveday, Councillor Potts  
OPPOSED (3): Mayor Helps, Councillor Thornton-Joe, Councillor Young

**CARRIED (5 to 3)**

- b. up to \$52,500 in additional public safety measures if required.

**That staff report to Council if the remaining funds in the Late Night Great Night Program are expended, to consider a potential additional allocation to year end.**

FOR (6): Mayor Helps, Councillor Alto, Councillor Loveday, Councillor Potts, Councillor Thornton-Joe, Councillor Young  
OPPOSED (2): Councillor Isitt, Councillor Dubow

**CARRIED (6 to 2)**

**On the main motion as amended:**

That Council authorize the following re-allocation of previously approved resources from the Late Night Great Night Program funding in the 2020



Provisional Financial Plan, to ensure public safety and public health during the COVID19 pandemic:

- a. up to \$100,000 to book accommodation for vulnerable populations, including people facing domestic violence, with staff directed to deploy these resources with no delay, working with partners to provide appropriate support services; and
- b. up to \$52,500 in additional public safety measures if required.

That staff report to Council if the remaining funds in the Late Night Great Night Program are expended, to consider a potential additional allocation to year end.

*Councillor Dubow requested that Committee consider the bulleted items in the motion separately.*

That Council authorize the following re-allocation of previously approved resources from the Late Night Great Night Program funding in the 2020 Provisional Financial Plan, to ensure public safety and public health during the COVID19 pandemic:

- a. up to \$100,000 to book accommodation for vulnerable populations, including people facing domestic violence, with staff directed to deploy these resources with no delay, working with partners to provide appropriate support services; and

FOR (7): Mayor Helps, Councillor Alto, Councillor Isitt, Councillor Dubow, Councillor Loveday, Councillor Potts, Councillor Thornton-Joe

OPPOSED (1): Councillor Young

**CARRIED (7 to 1)**

- b. up to \$52,500 in additional public safety measures if required.

That staff report to Council if the remaining funds in the Late Night Great Night Program are expended, to consider a potential additional allocation to year end.

FOR (6): Mayor Helps, Councillor Alto, Councillor Loveday, Councillor Potts, Councillor Thornton-Joe, Councillor Young

OPPOSED (2): Councillor Dubow, Councillor Isitt

**CARRIED (6 to 2)**

**Motion arising:**

**Moved By** Mayor Helps

**Seconded By** Councillor Isitt

That this matter be forwarded to the daytime Council meeting.

**CARRIED UNANIMOUSLY**

## **F. LAND USE MATTERS**

**F.1 650 Speed Avenue: Temporary Use Permit with Variances Application No. 00016 (Burnside)**

Committee received a report dated April 9, 2020 from the Director of Sustainable Planning and Community Development regarding the proposed Temporary Use Permit with Variances Application No. 00016 for 650 Speed Avenue in order to convert the existing four-storey motel to multiple dwelling to provide approximately 22 rental dwelling units for supportive housing.

**Moved By** Mayor Helps

**Seconded By** Councillor Alto

1. That Council waive the standard practice of holding an opportunity for public comment for this application but direct staff to continue other standard practices related to sign posting and public notification, including a request for written commentary to come back to Council for consideration prior to issuing the Temporary Use Permit.
2. And subject to the required notification and advertising, Council consider issuing the Temporary Use Permit as follows:  
"That Council authorize the issuance of Temporary Use Permit Application No.00016 for 650 Speed Avenue in accordance with plans submitted to the Sustainable Planning and Community Development department, date stamped April 2, 2020, to permit the additional use of multiple dwelling, subject to the following conditions:
  - i. No less than 15 parking spaces shall be provided for residents.
  - ii. The planting beds in the front and rear yards shall be cleaned up and reinstated.
  - iii. The Temporary Use Permit, if issued, expires two years from the date of this resolution."

*Committee discussed the following:*

- *Current procedure bylaw requirements*
- *Allotted time length of the proposed Temporary Use Permit*
- *Support expressed by the Community Land Use Association Committee*

**Amendment:**

**Moved By** Mayor Helps

**Seconded By** Councillor Loveday

**That this matter be forwarded to the April 23 Council meeting.**

**CARRIED UNANIMOUSLY**

**On the main motion as amended:**

1. That Council waive the standard practice of holding an opportunity for public comment for this application but direct staff to continue other standard practices related to sign posting and public notification, including a request for written commentary to come back to Council for consideration prior to issuing the Temporary Use Permit.

2. And subject to the required notification and advertising, Council consider issuing the Temporary Use Permit as follows:  
"That Council authorize the issuance of Temporary Use Permit Application No.00016 for 650 Speed Avenue in accordance with plans submitted to the Sustainable Planning and Community Development department, date stamped April 2, 2020, to permit the additional use of multiple dwelling, subject to the following conditions:
- i. No less than 15 parking spaces shall be provided for residents.
  - ii. The planting beds in the front and rear yards shall be cleaned up and reinstated.
  - iii. The Temporary Use Permit, if issued, expires two years from the date of this resolution."

That this matter be forwarded to the April 23 Council meeting.

**CARRIED UNANIMOUSLY**

*Mayor Helps recalled the vote on the Consent Agenda.*

**B. CONSENT AGENDA**

**Moved By** Councillor Loveday  
**Seconded By** Councillor Alto

That the following items be approved without further debate.

**CARRIED UNANIMOUSLY**

**C.1 Minutes from the meeting held April 2, 2020**

**Moved By** Councillor Loveday  
**Seconded By** Councillor Alto

That the minutes from the Committee of the Whole meeting held April 2, 2020 be adopted.

**CARRIED UNANIMOUSLY**

**F. LAND USE MATTERS**

**F.2 1023 Tolmie Avenue: Rezoning Application No. 00672 and Development Permit with Variances Application No. 00097 (Hillside/Quadra)**

Committee received a report dated April 9, 2020 from the Director of Sustainable Planning and Community Development regarding the proposed Rezoning Application No. 00672 and Development Permit with Variances Application No. 00097 for 1023 Tolmie Avenue in order to subdivide the property and construct a new small lot house to the south of the existing dwelling.

**Moved By** Mayor Helps  
**Seconded By** Councillor Alto

### **Rezoning Application No. 00672**

That Council instruct staff to prepare the necessary Zoning Regulation Bylaw Amendment that would authorize the proposed development outlined in Rezoning Application No. 00672 for 1023 Tolmie Avenue, that first and second reading of the Zoning Regulation Bylaw Amendment be considered by Council and a Public Hearing date be set.

### **Development Permit with Variances Application No. 00097**

That Council, after giving notice and allowing an opportunity for public comment at a meeting of Council, and after the Public Hearing for Rezoning Application No. 00097, if it is approved, consider the following motion:

That Council authorize the issuance of Development Permit with Variance Application No. 00097 for 1023 Tolmie Avenue, in accordance with:

1. Plans date stamped April 6, 2020.
2. Development meeting all Zoning Regulation Bylaw requirements, except for the following variances:
  - i. reduce the front yard setback on the south lot from 6.0m to 4.2m to the building and 3.0m to the deck;
  - ii. reduce the rear yard setback on the south lot from 6.0m to 3.5m;
  - iii. reduce the south side yard setback on the south lot from 2.4m to 1.5m for any portion of a dwelling used for habitable space and which has a habitable window; and
  - iv. reduce the south side yard setback on the north lot from 2.4m to 1.73m for any portion of a dwelling used for habitable space and which has a habitable window.
3. The Development Permit lapsing two years from the date of this resolution.

*Committee discussed specifics relating to the proposal and street classification.*

### **CARRIED UNANIMOUSLY**

#### **F.3 1820 Government Street: Update on Application for a new Food Primary License with Entertainment Endorsement for January Gin Joint & Eatery (Downtown)**

Committee received an update report dated March 27, 2020 from the Director of Sustainable Planning and Community Development regarding the Application for a New Food Primary License with Entertainment Endorsement for January Gin Joint & Eatery at 1820 Government Street and details about the roles and responsibilities of the City and LCRB in the approvals process.

**Moved By** Mayor Helps

**Seconded By** Councillor Loveday

That Council receive this report for information.

That Council direct staff to provide the following response to the Liquor Licensing Agency:

1. Council, after conducting a review with respect to noise and community impacts, does support the application of the January Gin Joint & Eatery located at 1820 Government Street to have hours of operation from 9:00 am to 12:00 am Sunday through Wednesday and 9:00 am to 1:00 am Thursday

through Saturday, an occupant load of 43 people and an entertainment endorsement.

Providing the following comments on the prescribed considerations:

- a. The impact of noise on the community near the establishment was considered in relation to the request and assumptions are the noise impacts would be comparable in proportion to existing licence capacity in the vicinity.
- b. If the application is approved, the impact on the community is expected to be positive economically as the approval supports this new business and the long-term viability of the establishment.
- c. The views of residents were solicited via a mail out which included 474 letters to neighbouring property owners and occupants within 100 metres of the licensed location and a notice posted at the property. The City received one letter from the Downtown Residents Association opposing the application in response to the request.
- d. Council recommends the hours supported for the establishment be approved.

**Amendment:**

**Moved By** Councillor Thornton-Joe

**Seconded By** Mayor Helps

1. Council, after conducting a review with respect to noise and community impacts, does support the application **as long as it meets the requirements of a food primary as written in the liquor control board policy** of January Gin Joint & Eatery located at 1820 Government Street to have hours of operation from 9:00 am to 12:00 am Sunday through Wednesday and 9:00 am to 1:00 am Thursday through Saturday, an occupant load of 43 people and an entertainment endorsement.

**CARRIED UNANIMOUSLY**

**Amendment:**

**Moved By** Councillor Young

**Seconded By** Councillor Thornton-Joe

1. Council, after conducting a review with respect to noise and community impacts, does support the application, as long as it meets the requirements of a food primary as written in the liquor control board policy, of January Gin Joint & Eatery located at 1820 Government Street to have hours of operation from 9:00 am to 12:00 am **every night** ~~Sunday through Wednesday and 9:00 am to 1:00 am Thursday through Saturday~~, an occupant load of 43 people and an entertainment endorsement.

FOR (2): Councillor Thornton-Joe, Councillor Young

OPPOSED (6): Mayor Helps, Councillor Alto, Councillor Dubow, Councillor Isitt, Councillor Loveday, Councillor Potts

**DEFEATED (2 to 6)**

**On the main motion as amended:**

That Council receive this report for information.

That Council direct staff to provide the following response to the Liquor Licensing Agency:

1. Council, after conducting a review with respect to noise and community impacts, does support the application, as long as it meets the requirements of a food primary as written in the liquor control board policy, of the January Gin Joint & Eatery located at 1820 Government Street to have hours of operation from 9:00 am to 12:00 am Sunday through Wednesday and 9:00 am to 1:00 am Thursday through Saturday, an occupant load of 43 people and an entertainment endorsement.

Providing the following comments on the prescribed considerations:

- a. The impact of noise on the community near the establishment was considered in relation to the request and assumptions are the noise impacts would be comparable in proportion to existing licence capacity in the vicinity.
- b. If the application is approved, the impact on the community is expected to be positive economically as the approval supports this new business and the long-term viability of the establishment.
- c. The views of residents were solicited via a mail out which included 474 letters to neighbouring property owners and occupants within 100 metres of the licensed location and a notice posted at the property. The City received one letter from the Downtown Residents Association opposing the application in response to the request.
- d. Council recommends the hours supported for the establishment be approved.

FOR (7): Mayor Helps, Councillor Alto, Councillor Dubow, Councillor Isitt, Councillor Loveday, Councillor Potts, Councillor Young

OPPOSED (1): Councillor Thornton-Joe

**CARRIED (7 to 1)**

*Committee recessed at 12:02 p.m. and reconvened at 12:55 p.m.*

**G. STAFF REPORTS**

**G.1 COVID-19 Update (Verbal)**

Committee received an update from the City Manager with regards to recent events and initiatives relating to the City's response to the Covid-19 pandemic highlighting several items:

- Emergency Operations Centre
- Neighborhood meetings held electronically
- Local Champions Program
- Shop YYJ initiatives and supporting local businesses
- Arising initiatives to support organizations within the city

*Committee discussed the following:*

- *Road work projects*
- *Reduced traffics volumes*

**G.2 Heritage Advisory Panel and Advisory Design Panel Referrals During the COVID-19 Pandemic**

Committee received a report dated April 17, 2020 from the Director Sustainable Planning and Community Development regarding the proposed recommendations authorizing the Heritage Advisory Panel and the Advisory Design Panel to conduct meetings electronically.

**Moved By** Mayor Helps  
**Seconded By** Councillor Alto

That Council:

1. Authorize meetings of the Heritage Advisory Panel and Advisory Design Panel to be conducted electronically during the period that the provincial declaration of a state of emergency made March 18, 2020, under section 9 (1) of the Emergency Program Act in relation to the COVID-19 pandemic and any extension of the duration of that declaration, is in effect.
2. That recommendations be forwarded to the April 23, 2020 Council Meeting so that the actions can be implemented immediately.

*Committee discussed the following:*

- *Specifics relating to electronic participation*

**CARRIED UNANIMOUSLY**

**G.3 Revenue and Tax Policy Benchmark Monitoring and 2020 Tax Rates**

Committee received a report dated April 15, 2020 from the Deputy Director of Finance regarding updated benchmark measures related to the City's Revenue and Tax Policy and seeking direction on 2020 tax rates.

**Moved By** Mayor Helps  
**Seconded By** Councillor Isitt

That Council:

1. Approve 2020 tax rates in alignment with the Revenue and Tax Policy as follows:

Residential	3.1152
Utility	34.4916
Major Industrial	10.3581
Light Industrial	10.3581
Business	10.3581
Rec/Non Profit	6.8316
2. Direct staff to bring forward Tax Bylaw, 2020 for introductory readings and adoption to the daytime Council meeting on May 7, 2020.

**CARRIED UNANIMOUSLY**

## **I. NEW BUSINESS**

### **I.1 Council Member Motion: 2020 Financial Plan Review - COVID-19**

Committee received a Council Member Motion dated April 21, 2020 from Mayor Helps regarding a proposed amendment to the Financial Plan motion approved April 9, 2020 and decided that this item will be discussed at the May 7, 2020 Committee of the Whole meeting.

### **I.2 Council Member Motion: Re-Opening of Provincial Parks**

Committee received Council Member Motion dated April 21, 2020 from Councillor Young regarding the proposed request to the Province to re-open Provincial parks for day use in order to reduce levels of use in local and regional parks and allow for greater physical distancing.

**Moved By** Councillor Young  
**Seconded By** Councillor Isitt

That Council request the Province to re-open Provincial parks for day use in order to reduce levels

#### **Amendment:**

**Moved By** Councillor Isitt  
**Seconded By** Mayor Helps

That Council request the Province to re-open Provincial parks for day use in order to reduce levels of use in local and regional parks and allow for greater physical distancing **giving particular consideration to provincial parks on Southern Vancouver Island, the Lower Mainland and in proximity to other urban population centres in the province.**

**CARRIED UNANIMOUSLY**

#### **On the main motion as amended**

That Council request the Province to re-open Provincial parks for day use in order to reduce levels of use in local and regional parks and allow for greater physical distancing giving particular consideration to provincial parks on Southern Vancouver Island, the Lower Mainland and in proximity to other urban population centres in the province.

**CARRIED UNANIMOUSLY**

## **J. ADJOURNMENT**

**Moved By** Councillor Alto  
**Seconded By** Councillor Dubow



That the Committee of the Whole Meeting be adjourned at 1:29 p.m.

**CARRIED UNANIMOUSLY**

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CITY CLERK

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MAYOR

DRAFT



## Committee of the Whole Report

### For the Meeting of May 14, 2020

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**To:** Committee of the Whole **Date:** April 30, 2020

**From:** Karen Hoese, Director, Sustainable Planning and Community Development

**Subject:** Development Variance Permit Application No. 00233 for 2003 Shakespeare Street

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### RECOMMENDATION

That Council, after giving notice and allowing an opportunity for public comment at a meeting of Council, consider the following motion:

“That Council authorize the issuance of Development Variance Permit Application No. 00233 for 2003 Shakespeare Street, in accordance with:

1. Plans date stamped April 9, 2020.
2. Development meeting all *Zoning Regulation Bylaw* requirements, except for the following variances:
  - i. reduce the north side yard setback of the Lot 1 (south lot) from 2.45m to 1.60m;
  - ii. reduce the lot width of the Lot 2 (north lot) from 15m to 14.33.
3. The Development Permit lapsing two years from the date of this resolution.”

### LEGISLATIVE AUTHORITY

In accordance with Section 498 of the *Local Government Act*, Council may issue a Development Variance Permit that varies a *Zoning Regulation Bylaw* provided the permit does not vary the use or density of land from that specified in the *Zoning Regulation Bylaw*.

### EXECUTIVE SUMMARY

The purpose of this report is to present Council with information, analysis and recommendations for a Development Variance Permit Application for the property located at 2003 Shakespeare Street. The proposal is to subdivide the property to construct a new single family dwelling to the north of the existing single family dwelling.

The following points were considered in assessing this application:

- the proposal is consistent with the Traditional Residential urban place designation within the *Official Community Plan*, which envisions single-family dwellings
- the proposal is consistent with the Maintain Current Zoning designation in the Jubilee Neighbourhood Plan

- a variance is required to reduce the north side yard setback of the Lot 1 (south lot) from 2.45m to 1.60m. Staff consider this variance to be supportable as it is internal to the development
- a variance is required to reduce the lot width of Lot 2 (north lot) from 15m to 14.33m. Staff consider this variance to be supportable as it is relatively minor
- the property has enough site area to subdivide without variances, but this would require demolition of the existing single family dwelling and would require irregular lot shapes.

## **BACKGROUND**

### **Description of Proposal**

The proposal is to subdivide the property to construct a new single family dwelling to the north of the existing single family dwelling. The proposed variances are to:

- reduce the north side yard setback of Lot 1 (south lot) from 2.45m to 1.60m;
- reduce the lot width of Lot 2 (north lot) from 15m to 14.33.

### **Affordable Housing**

The applicant proposes the creation of at least one new residential unit which would increase the overall supply of housing in the area. An additional housing unit could be created if the applicant chooses to include a secondary suite, which would be confirmed at the Building Permit stage.

### **Tenant Assistance Policy**

The proposal is to subdivide the property and retain the existing single family dwelling and no tenants are being displaced. Therefore, a Tenant Assistance Plan is not required.

### **Sustainability**

The applicant has not identified any sustainability features associated with this proposal.

### **Active Transportation**

The applicant has not identified any active transportation impacts associated with this application.

### **Public Realm**

No public realm improvements beyond City standard requirements are proposed in association with this Development Variance Permit Application.

### **Accessibility**

This application relates to lot width and setback requirements only, and while the British Columbia Building Code regulates accessibility as it pertains to buildings, no buildings are under consideration with this application.

### **Existing Site Development and Development Potential**

The site is presently a single-family dwelling. Under the current R1-B Zone, Single Family

Dwelling District, the property could be developed as a single-family dwelling with no more than one of the following:

- secondary suite
- garden suite
- roomers and/or boarders up to a maximum of four.

## Data Table

The following data table compares the proposal with the R1-B Zone, Single Family Dwelling District. An asterisk is used to identify where the proposal does not meet the requirements of the existing Zone. This application is to permit subdivision of a lot into two lots. The specifications of the single family house would be confirmed at Building Permit stage and would be required to meet the R1-B Zone regulations.

Zoning Criteria	Lot 1 (existing lot)	Lot 2 (proposed lot)	Existing R1-B Zone
Site area (m <sup>2</sup> ) – minimum	700.9	524.63	460
Total floor area (m <sup>2</sup> ) – maximum	273.14	TBD	280
Lot width (m) – minimum	24.46	<b>14.33 *</b>	15
<b>Setbacks (m) – minimum</b>			
Front	7.76	TBD	7.5
Rear	7.80	TBD	7.5 (Lot 1) 9.15 (Lot 2)
Side (north)	<b>1.60 *</b>	TBD	2.45 (Lot 1) 1.5 (Lot 2)
Side on flanking street (Gladstone Avenue)	4.92	N/A	3.5
Side (south)	N/A	TBD	3.0
Parking stalls – minimum	2	TBD	1

## Community Consultation

Consistent with the *Community Association Land Use Committee (CALUC) Procedures for Processing Rezoning and Variance Applications*, on October 28, 2019 and February 27, 2020 the application was referred for a 30-day comment period to the Fernwood CALUC. At the time of writing this report, a letter from the CALUC had not been received.

This application proposes variances; therefore, in accordance with the City's *Land Use Procedures Bylaw*, it requires notice, sign posting and a meeting of Council to consider the variances.

## **ANALYSIS**

### **Development Permit Area and Design Guidelines**

The *Official Community Plan* (OCP, 2012) identifies this property within Development Permit Area (DPA) 16: General Form and Character. Within this DPA, single family dwellings do not need a Development Permit. As such, the submitted plans do not show the proposed house since there are no design restrictions as long as the proposal receives an approved Building Permit. This application is solely to permit the subdivision of the property into two lots, both of which could be occupied by single family dwellings.

### **Local Area Plans**

Although the proposal is located within the Fernwood neighbourhood, the plan policies that apply to this area are located in the *Jubilee Neighbourhood Plan*, which envisions maintaining the dominant low density zoning of the area. This proposal is consistent with the Plan as it allows for subdivision to construct a new single family dwelling.

### **Tree Preservation Bylaw and Urban Forest Master Plan**

The goals of the Urban Forest Master Plan include protecting, enhancing, and expanding Victoria's urban forest and optimizing community benefits from the urban forest in all neighbourhoods.

This permit application was received prior to October 24, 2019, so it falls under *Tree Preservation Bylaw No. 05-106* consolidated June 1, 2015. The tree inventory for the proposal, outlined in the arborist report dated January 30, 2020, includes 17 trees that could be impacted by development activities: 3 bylaw-protected, 10 unprotected, and 4 street trees. A summary of the impacts to trees is as follows:

- One bylaw-protected Sawara cypress tree is proposed for removal, which is in conflict with proposed foundation excavation. This tree is likely shared with the neighbour, who has submitted a letter consenting to removal if necessary. Two replacement trees will be required.
- Six undersized trees proposed for removal: one non-native dogwood and five Sawara cypress, which are in conflict with proposed foundation excavation.
- Eleven trees in proximity to construction areas are to be retained, with mitigation measures such as tree protection fencing, arborist supervision and low impact excavation near trees.

### **Regulatory Considerations**

There are two variances associated with this application. The first is to reduce the north side yard setback of Lot 1 (existing lot) from 2.45m to 1.6m. Staff consider this variance to be supportable as it is internal to the development. The second variance is to reduce the lot width of Lot 2 (proposed lot) from 15m to 14.33m. Staff consider this variance to be supportable as it is minimal in nature. In addition, the property has a large enough site area to subdivide without variances; however, this would require demolition or relocation of the existing house.

## CONCLUSIONS


The proposed variance to the north side yard setback of the existing lot is internal to the site and the reduced lot width of the proposed lot is minimal in nature. Both variances would allow for retention of the existing house. Staff therefore recommend that Council consider supporting the Application.

## ALTERNATE MOTION

That Council decline Development Variance Permit Application No. 00233 for the property located at 2003 Shakespeare Street.

Respectfully submitted,

  
Michael Angrove  
Senior Planner  
Development Services Division



  
Karen Hoese, Director  
Sustainable Planning and Community  
Development Department

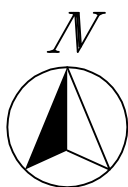
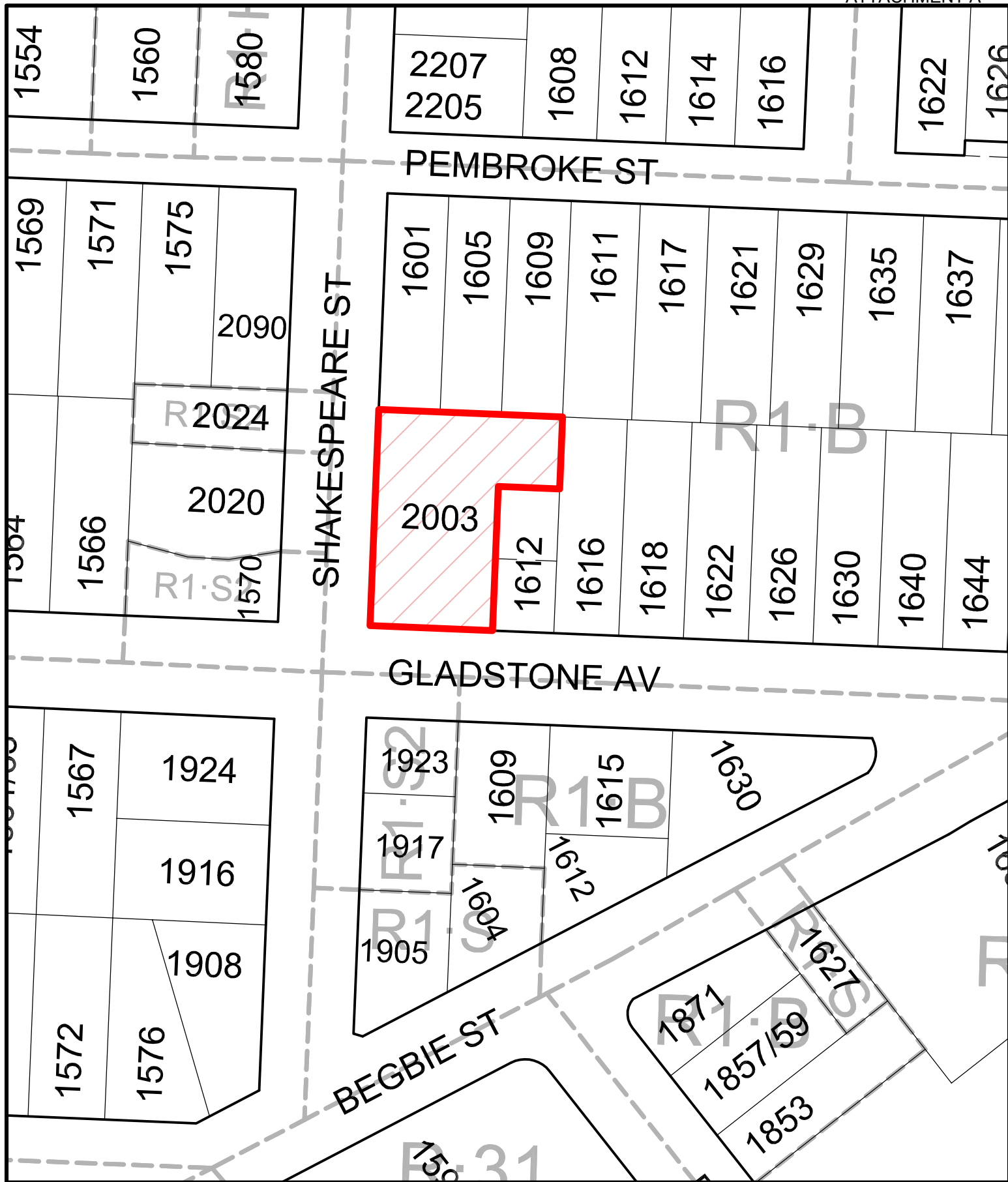
Report accepted and recommended by the City Manager:



Date: May 5, 2020

## List of Attachments

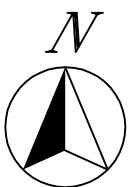
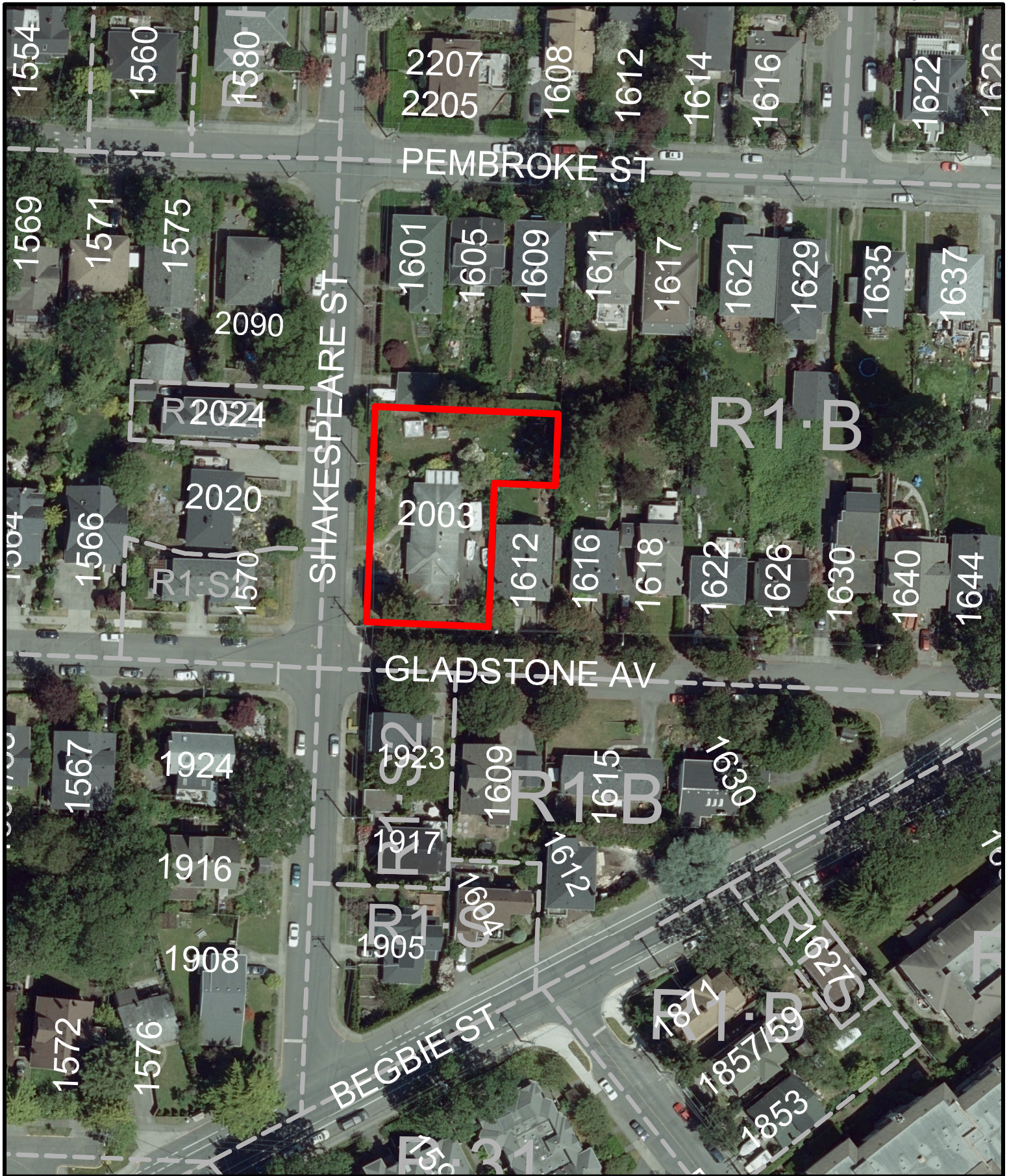
- Attachment A: Subject Map
- Attachment B: Aerial Map
- Attachment C: Plans date stamped April 8, 2020
- Attachment D: Letter from applicant to Mayor and Council received February 21, 2020
- Attachment E: Tree Preservation Plan.



2003 SHAKESPEARE ST  
Development Variance Permit #00233



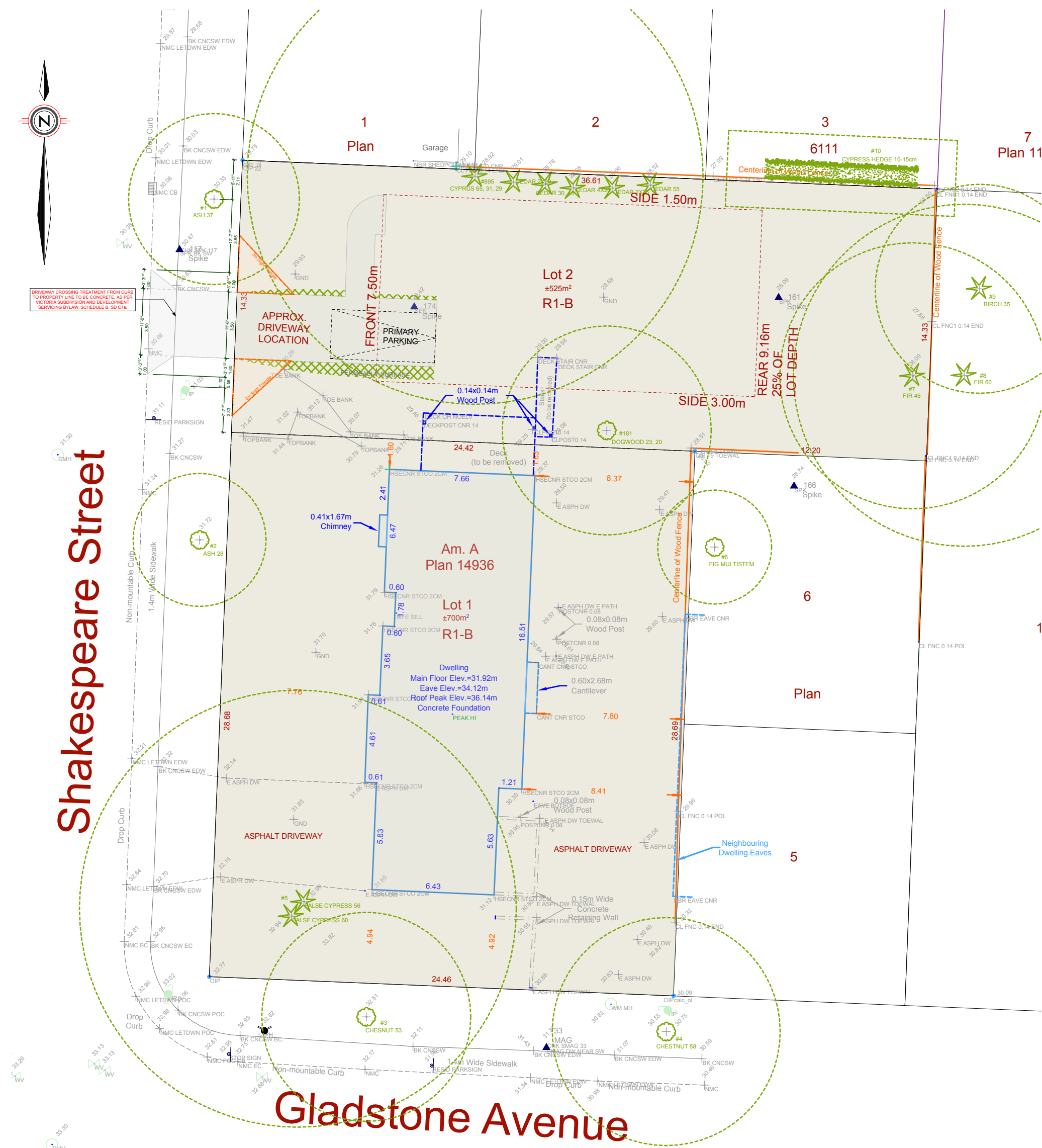




2003 SHAKESPEARE ST  
Development Variance Permit #00233



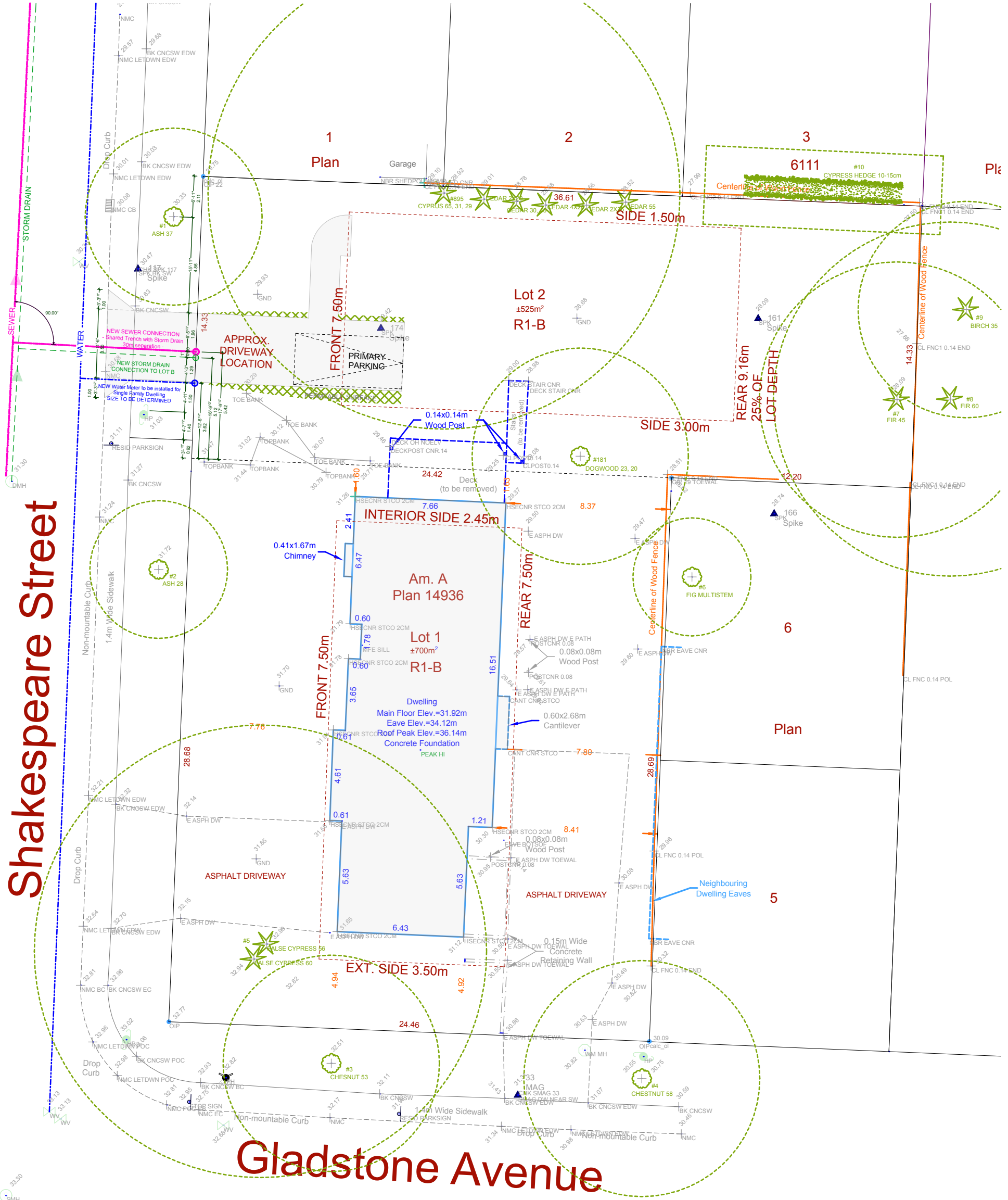





PROPOSED SITE PLAN  
SCALE = 1 : 200

PROJECT DATATABLE - SINGLE FAMILY DWELLING		
Address	Proposed LOT 1 2003 Shakespeare Rd.	
Lot Size	700.897m <sup>2</sup> (7,544.39 ft <sup>2</sup> )	
Zoning	R1-B	
Floor Area of the Principal Building		
2nd Storey Floor Area	121.14m <sup>2</sup> (1,303.96 ft <sup>2</sup> )	
1st Storey Floor Area	118.34m <sup>2</sup> (1,273.78 ft <sup>2</sup> )	
Basement Floor Area	N/A	
Garage Area	33.66m <sup>2</sup> (362.34 ft <sup>2</sup> )	
Garage exemption	N/A	
Floor area, for the first and second storeys combined (maximum)	273.14 m <sup>2</sup> (2,940.08 ft <sup>2</sup> )	280 m <sup>2</sup> (3,013.89 ft <sup>2</sup> )
Floor area, of all floor levels combined (maximum) (lot area < 669m <sup>2</sup> )	273.14 m <sup>2</sup> (2,940.08 ft <sup>2</sup> )	420 m <sup>2</sup> (4,520.84 ft <sup>2</sup> )
Height, Storeys		
Average grade		
Residential building (maximum)	7.60 m (24.93 ft)	
Storeys	2	2
Setbacks, Projections		
Front yard setback (minimum) (West)	7.76 m (25.46 ft)	7.50 m (24.61 ft)
Maximum projections into front setback - steps less than 1.7m in height	N/A	2.50m (8.20 ft)
Maximum projections into front setback - porch	N/A	1.60m (5.25 ft)
Rear yard setback (minimum) (East)	7.80 m (25.59 ft)	7.50m (24.61 ft)
Interior side yard setback (minimum) (North)*	1.60 m (5.25 ft)	2.45m (8.04 ft) (10% of the lot width)
Exterior side yard setback (minimum) (South)	4.92 m (16.14 ft)	3.50m (11.48 ft)
Combined side yard setbacks (minimum)	6.53 m (21.42 ft)	4.50m (14.76 ft)
Eave projections into setback (maximum)	0.16m (1.53 ft)	0.75m (2.46 ft)
Site Coverage, Parking		
Site coverage (maximum)	23.79% (1,794.77 ft <sup>2</sup> )	40.00% (280.38 m <sup>2</sup> (3,017.77 ft <sup>2</sup> ))
Parking	1	1
Secondary suite floor area (ind. above)	N/A	N/A

PROJECT DATATABLE - SINGLE FAMILY DWELLING		
Address	Proposed LOT 2 2003 Shakespeare Rd.	
Lot Size	524.628m <sup>2</sup> (5,647.05 ft <sup>2</sup> )	
Zoning	R1-B	
Site Area		
Lot Area (Minimum)	524.63m <sup>2</sup> (5,647.07 ft <sup>2</sup> )	460m <sup>2</sup> (4,961.40 ft <sup>2</sup> )
Lot Width		
Lot Width (Minimum Average)	14.33m (47.01 ft)	15.00 m (49.21 ft)




PROPOSED SITE SERVICE PLAN  
SCALE = 1 : 200



**Revisions**  
Received Date:  
April 8, 2020

<b>NAFS REQUIREMENTS:</b>  Performance Grade of 40 Water Test Pressure of 290 Pa	<b>GENERAL NOTES</b>  ALL MATERIALS AND CONSTRUCTION METHODS TO CONFORM TO THE CURRENT EDITION OF THE BRITISH COLUMBIA BUILDING CODE AS WELL AS ANY LOCAL BUILDING CODES OR BYLAWS WHICH MAY TAKE PRECEDENCE.  ALL MEASUREMENTS MUST BE VERIFIED ON SITE BY BUILDER PRIOR TO CONSTRUCTION, AND ANY DISCREPANCIES REPORTED TO THE DESIGNER.  DIMENSIONS SHALL TAKE PRECEDENCE OVER SCALE  -SMOKE DETECTORS SHALL BE PROVIDED ON EVERY FLOOR	<b>SITE PLAN</b>  ALL LAYOUTS SHOULD BE CONFIRMED BY A REGISTERED B.C. LAND SURVEYOR. ALL SETBACKS SHALL BE CONFIRMED BY THE OWNER/BUILDER. ALL GRADE ELEVATIONS ARE THE RESPONSIBILITY OF THE OWNER/BUILDER AND ANY MODIFICATIONS ARE TO BE MADE ON SITE.  CONFORMITY OF THESE PLANS TO THE ACTUAL SITE IS THE RESPONSIBILITY OF THE OWNER/BUILDER.  <b>CONCRETE AND FOUNDATIONS</b>  ALL CONCRETE FOOTINGS TO HAVE SOLID BEARING ON COMPACTED, UNDISTURBED INORGANIC SOIL TO A SUITABLE DEPTH BELOW FROST PENETRATION.	<b>IF SOFTER CONDITIONS APPLY, THE SOLID BEARING CAPACITY AND SIZE OF FOOTINGS ARE TO BE DESIGNED BY A QUALIFIED ENGINEER.</b>  GARAGE & CARPORT FLOORS AND EXTERIOR STEPS SHALL NOT BE LESS THAN 32 MPA  FOUNDATION CONCRETE SHALL HAVE MIN. COMPRESSIVE STRENGTH OF 2900 psi (20MPa) AT 28 DAYS, MIXED, PLACED AND TESTED IN ACCORDANCE WITH CAN3-A438.  ALL WALLS ARE 8" CONCRETE UNLESS OTHERWISE NOTED. ALL GRADES ARE ESTIMATED ONLY AND SHALL BE ADJUSTED ON SITE. ALL WOOD IN CONTACT WITH CONCRETE SHALL BE TREATED OR SEPARATED BY A MOISTURE RESISTANT GASKET MATERIAL.	<b>LUMBER, FRAMING AND BEAMS</b>  BUILDING FRAMES TO BE ANCHORED TO FOUNDATION BY FASTENING SILL PLATE TO FOUNDATION WITH NOT LESS THAN 12.7mm DIAM ANCHOR BOLTS AT NOT MORE THAN 2.4M O.C.  ALL ENGINEERED BEAMS TO BE SIZED BY SUPPLIER.  ALL SPANS SHALL CONFORM TO THE TABLES SET OUT IN "THE SPAN BOOK" AND THE NATIONAL BUILDING CODE OF CANADA AND VERIFICATIONS OF ALL SPANS IS THE RESPONSIBILITY OF THE OWNER/BUILDER.	<b>TRUSSES</b> TRUSSES AND LAYOUT ARE TO BE ENGINEERED AND INSTALLED ACCORDING TO MANUFACTURER'S SPECIFICATIONS, INCLUDING ALL BRACING.  <b>ROOFING</b> ALL ROOFING SHALL BE APPLIED TO MANUFACTURER'S SPECIFICATION AND SHALL INCLUDE EAVE PROTECTION FROM ICE DAMS AND SNOW BUILD UP.  <b>PLUMBING &amp; ELECTRICAL</b> ANY ELECTRICAL SHOWN ON PLANS IS TO SERVE AS A GUIDE ONLY AND MUST BE INSTALLED BY A QUALIFIED PERSONNEL.	<b>FLASHING</b> ALL EXPOSED OPENINGS SHALL BE PROVIDED WITH ADEQUATE FLASHING. ALL ROOFING SHALL INCORPORATE STEP FLASHING. ALL PENETRATIONS THROUGH ROOF SHALL INCLUDE APPROPRIATE FLASHING. DOORS - ROUGH OPENING SIZES FRAME OPENING 1 1/4" WIDER THAN DOOR FRAME HEIGHT 83" FOR EXTERIOR DOORS AND 82.5" FOR INTERIOR DOORS, FRAME OPENING 1 1/4" WIDER THAN BIFOLD DOORS AND FRAME HEIGHT 81.5".  <b>MISC.</b> CARBON MONOXIDE ALARMS TO BE HARDWIRED AND WITHIN 5M OF EACH BEDROOM IN EVERY SUITE AND INTERCONNECTED TO ALL FLOORS. CARBON MONOXIDE ALARMS TO CONFORM TO CSA 6.19	NEITHER JAVADESIGNS INC. NOR THE DESIGNER ACCEPT RESPONSIBILITY FOR THE FOLLOWING:  -INFORMATION PROVIDED ON EXISTING BUILDINGS OR SITE. -CONFORMITY OF PLANS TO SITE. -ERRORS AND OMISSIONS -ANY HOUSE BUILT FROM THESE PLANS
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**CUSTOMER:**  
MIKE AND BARB RICHMAN

**ADDRESS:**  
2003 SHAKESPEARE ST., VICTORIA

**DRAWING NAME:**  
SITE PLAN AND SITE SERVICE PLAN

**ISSUE DATE:**  
APR 08, 2020

**DRAWING SCALE:**  
AS NOTED

**DRAWN BY:**  
KYLE LEGGETT

**SHEET NUMBER**  

A1





February 21, 2019

Mayor Lisa Helps and City Council,

We are Michael and Barbara Richman, who are long time residents (27 years) of 2003 Shakespeare St. in Victoria.

We are applying to the City of Victoria to subdivide a lot from our existing Shakespeare property. This subdivided lot would conform to a regular R1-B lot with a small variance for width. The subdivision would also require a north side yard setback variance for the siting of the existing house on the parent lot.

We have had the property professionally surveyed by J.E. Anderson & Associates. As well, we have commissioned the award-winning Java Designs to create a proposed house and landscape design that we feel is considerate of our neighbours, functional, and aesthetically appropriate for the area, as there are other houses of similar design in the neighborhood.

Through consultation with the City and an arborist, the landscape design incorporates the best usage of existing shrubbery and the protection of all existing trees with no tree removal necessary. Apart from what we feel is making the best use of our fallow lot, as Victoria residents we are aware of the shortage of housing in our fair city, and we feel this subdivided lot would be beneficial in contributing to much-needed ground-oriented housing that is needed in our city.

Sincerely yours,

Mike & Barb Richman

2003 Shakespeare Street

Victoria, BC



Talbot Mackenzie & Associates

Consulting Arborists

# **2003 Shakespeare St, Victoria, BC**

## **Construction Impact Assessment &**

## **Tree Preservation Plan**

Prepared For: Mike and Barb Richman  
2003 Shakespeare St,  
Victoria, BC  
V8R 4E9

Prepared By: Talbot, Mackenzie & Associates  
Michael Marcucci  
ISA Certified # ON-1943A  
TRAQ – Qualified

Date of Issuance: October 18, 2019 (TPP#1)  
January 30, 2020  
(TPP#2: changes indicated with a red asterisk \*)

Box 48153 RPO - Uptown Victoria, BC V8Z 7H6  
Ph: (250) 479-8733  
Fax: (250) 479-7050  
Email: tmtreehelp@gmail.com





## Talbot Mackenzie & Associates

Consulting Arborists

Jobsite Property: 2003 Shakespeare St, Victoria, BC

Date of Site Visit(s): September 10, 2019

Site Conditions: No ongoing construction activity.

### **\*Summary:**

- It is our understanding that this application was received prior to October 24, 2019 and therefore the previous tree protection bylaw applies (pre-2019 amendment).
- A row of Sawara Cypress trees along the north property boundary will require removal due to being located less than 1.5m from the proposed new house's foundation. #896 Sawara Cypress is the only bylaw protected tree (as of October 18, 2019) within this row of trees and may possibly cross the property line and be under shared ownership with the neighbours.
- We do not anticipate the municipal Flowering Ash NT#1 will be significantly impacted by the construction of the driveway or the installation of services.

### **Scope of Assignment:**

- Inventory the existing bylaw protected trees and any trees on municipal or neighbouring properties that could potentially be impacted by construction or that are within three metres of the property line
- Review the proposal to subdivide the property, retain the existing house and construct a new house on the north lot. This will involve constructing a new driveway and the installation of new services on the Shakespeare flank.
- Comment on how construction activity may impact existing trees
- Prepare a tree retention and construction damage mitigation plan for those trees deemed suitable to retain given the proposed impacts

### **Methodology:**

- We visually examined the trees on the property and prepared an inventory in the attached Tree Resource Spreadsheet.
- Each by-law protected tree was identified using a numeric metal tag attached to its lower trunk. Municipal trees and neighbours' trees were not tagged.
- Information such as tree species, DBH (1.4m), crown spread, critical root zone (CRZ), health, structure, and relative tolerance to construction impacts were included in the inventory.
- \*The conclusions reached were based on the information provided within the attached plans from Java Designs (dated January 28, 2020)

- \*A Tree Protection Site Plan was created using the Landscape Plan provided.

### **Limitations:**

- No exploratory excavations have been conducted and thus the conclusions reached are based solely on critical root zone calculations, observations of site conditions, and our best judgement using our experience and expertise. The location, size and density of roots are often difficult to predict without exploratory excavations and therefore the impacts to the trees may be more or less severe than we anticipate.
- The location of hydro and telecommunications service connections are not known at this time.
- Some of the trees have not been surveyed (including #181, 6, and 8-10) and their locations shown on the plans are approximate.

### **Trees to be Removed**

The following trees will require removal due to construction related impacts:

**#895 Sawara Cypress** (65, 31, 29cm DBH) – This tree is the only bylaw protected tree within this row of trees (as of October 18, 2019). All will require removal due to being located less than 1.5m from the proposed building foundation (they will be within or directly beside the excavation). If the tree is shared with the neighbour(s), we recommend they be notified of its proposed removal.

### **Potential Impacts on Trees to be Retained**

**\*NT#1 Flowering Ash** (37cm) – The proposed driveway edge will be 5m from the centre of this tree. We do not anticipate the health or stability of the tree will be impacted by the excavation for the driveway or services. We recommend the excavation be completed under the direction of the project arborist.

**\*Rear Fence** – The concrete fence pilings within the CRZs of trees #7, 8 and 9 should be hand-dug under the project arborist's direction to avoid damaging significant roots.

### **Mitigation Measures**

- **\*Arborist Supervision:** All excavation occurring within the critical root zones of protected trees should be completed under the direction or supervision of the project arborist. This includes (but is not limited to) the following activities within CRZs:
  - Excavation of the new driveway adjacent to NT #1 Ash
  - Excavation for the fence post pilings within the CRZs of #7-9

- **Pruning Roots:** Any severed roots must be pruned back to sound tissue to reduce wound surface area and encourage rapid compartmentalization of the wound. Backfilling the excavated area around the roots should be done as soon as possible to keep the roots moist and aid in root regeneration. Ideally, the area surrounding exposed roots should be watered; this is particularly important if excavation occurs or the roots are exposed during a period of drought. This can be accomplished in a number of ways, including wrapping the roots in burlap or installing a root curtain of wire mesh lined with burlap, and watering the area periodically throughout the construction process.
- **Barrier fencing:** The areas surrounding the trees to be retained should be isolated from the construction activity by erecting protective barrier fencing. If construction activity is limited to the north lot, then in our opinion, no fencing is required around trees #3-6 and partial fencing is only required around Ash NT #2 (pending municipal approval).

The barrier fencing must be a minimum of 4 feet in height, of solid frame construction that is attached to wooden or metal posts. A solid board or rail must run between the posts at the top and the bottom of the fencing. This solid frame can then be covered with plywood, or flexible snow fencing. The fencing must be erected prior to the start of any construction activity on site (i.e. demolition, excavation, construction), and remain in place through completion of the project. Signs should be posted around the protection zone to declare it off limits to all construction related activity. The project arborist must be consulted before this fencing is removed or moved for any purpose.

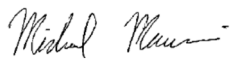
- **Minimizing Soil Compaction:** In areas where construction traffic must encroach into the critical root zones of trees to be retained, efforts must be made to reduce soil compaction where possible by displacing the weight of machinery and foot traffic. This can be achieved by one of the following methods (depending on the size of machinery and the frequency of use):
  - Placing a layer of geogrid (such as Combigrid 30/30) over the area to be used and installing a layer of crushed rock to a depth of 15 cm over top or a layer of hog fuel or coarse wood chips at least 30 cm in depth and maintaining it in good condition until construction is complete.
  - Installing a layer of hog fuel or coarse wood chips at least 20 cm in depth and maintaining it in good condition until construction is complete.
  - Placing two layers of 19mm plywood.
  - Placing steel plates
- **Mulching:** Mulching can be an important proactive step in maintaining the health of trees and mitigating construction related impacts and overall stress. Mulch should be made from a natural material such as wood chips or bark pieces and be 5-8cm deep. No mulch should be touching the trunk of the tree. See “methods to avoid soil compaction” if the area is to have heavy traffic.
- **Blasting:** Care must be taken to ensure that the area of blasting does not extend beyond the necessary footprints and into the critical root zones of surrounding trees. The use of small low-concussion charges and multiple small charges designed to pre-shear the rock face will reduce

fracturing, ground vibration, and overall impact on the surrounding environment. Only explosives of low phytotoxicity and techniques that minimize tree damage should be used. Provisions must be made to ensure that blasted rock and debris are stored away from the critical root zones of trees.

- **Landscaping and Irrigation Systems:** The planting of new trees and shrubs should not damage the roots of retained trees. The installation of any in-ground irrigation system must take into account the critical root zones of the trees to be retained. Prior to installation, we recommend the irrigation technician consult with the project arborist about the most suitable locations for the irrigation lines and how best to mitigate the impacts on the trees to be retained. This may require the project arborist supervise the excavations associated with installing the irrigation system. Excessive frequent irrigation and irrigation which wets the trunks of trees can have a detrimental impact on tree health and can lead to root and trunk decay.
- **Arborist Role:** It is the responsibility of the client or his/her representative to contact the project arborist for the purpose of:
  - Locating the barrier fencing
  - Reviewing the report with the project foreman or site supervisor
  - Locating work zones, where required
  - Supervising any excavation within the critical root zones of trees to be retained
  - Reviewing and advising of any pruning requirements for machine clearances
- **Review and site meeting:** Once the project receives approval, it is important that the project arborist meet with the principals involved in the project to review the information contained herein. It is also important that the arborist meet with the site foreman or supervisor before any site clearing, tree removal, demolition, or other construction activity occurs and to confirm the locations of the tree protection barrier fencing.

Please do not hesitate to call us at (250) 479-8733 should you have any further questions.

Thank you,



Michael Marcucci  
ISA Certified # ON-1943A  
TRAQ – Qualified

Talbot Mackenzie & Associates  
ISA Certified Consulting Arborists

Encl. 1-page tree resource spreadsheet, 1-page tree protection site plan, 3-page site and building plans (bubbled with changes), 1-page barrier fencing specifications, 2-page tree resource spreadsheet methodology and definitions



**Disclosure Statement**

The tree inventory attached to the Tree Preservation Plan can be characterized as a limited visual assessment from the ground and should not be interpreted as a “risk assessment” of the trees included.

Arborists are professionals who examine trees and use their training, knowledge and experience to recommend techniques and procedures that will improve their health and structure or to mitigate associated risks.

Trees are living organisms, whose health and structure change, and are influenced by age, continued growth, climate, weather conditions, and insect and disease pathogens. Indicators of structural weakness and disease are often hidden within the tree structure or beneath the ground. It is not possible for an Arborist to identify every flaw or condition that could result in failure or can he/she guarantee that the tree will remain healthy and free of risk.

Remedial care and mitigation measures recommended are based on the visible and detectable indicators present at the time of the examination and cannot be guaranteed to alleviate all symptoms or to mitigate all risk posed.

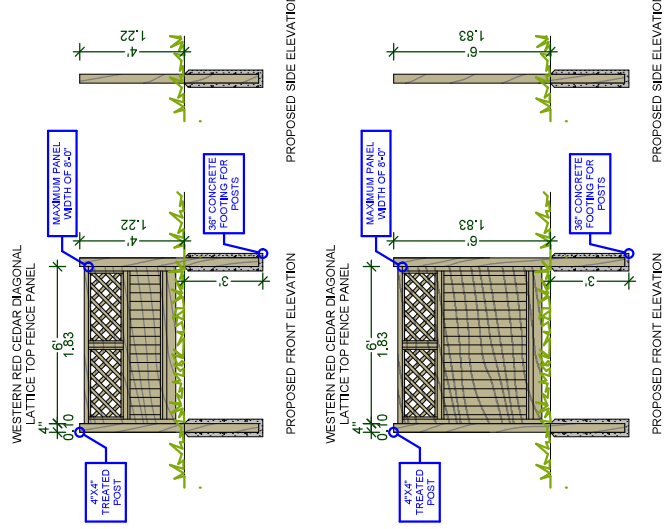
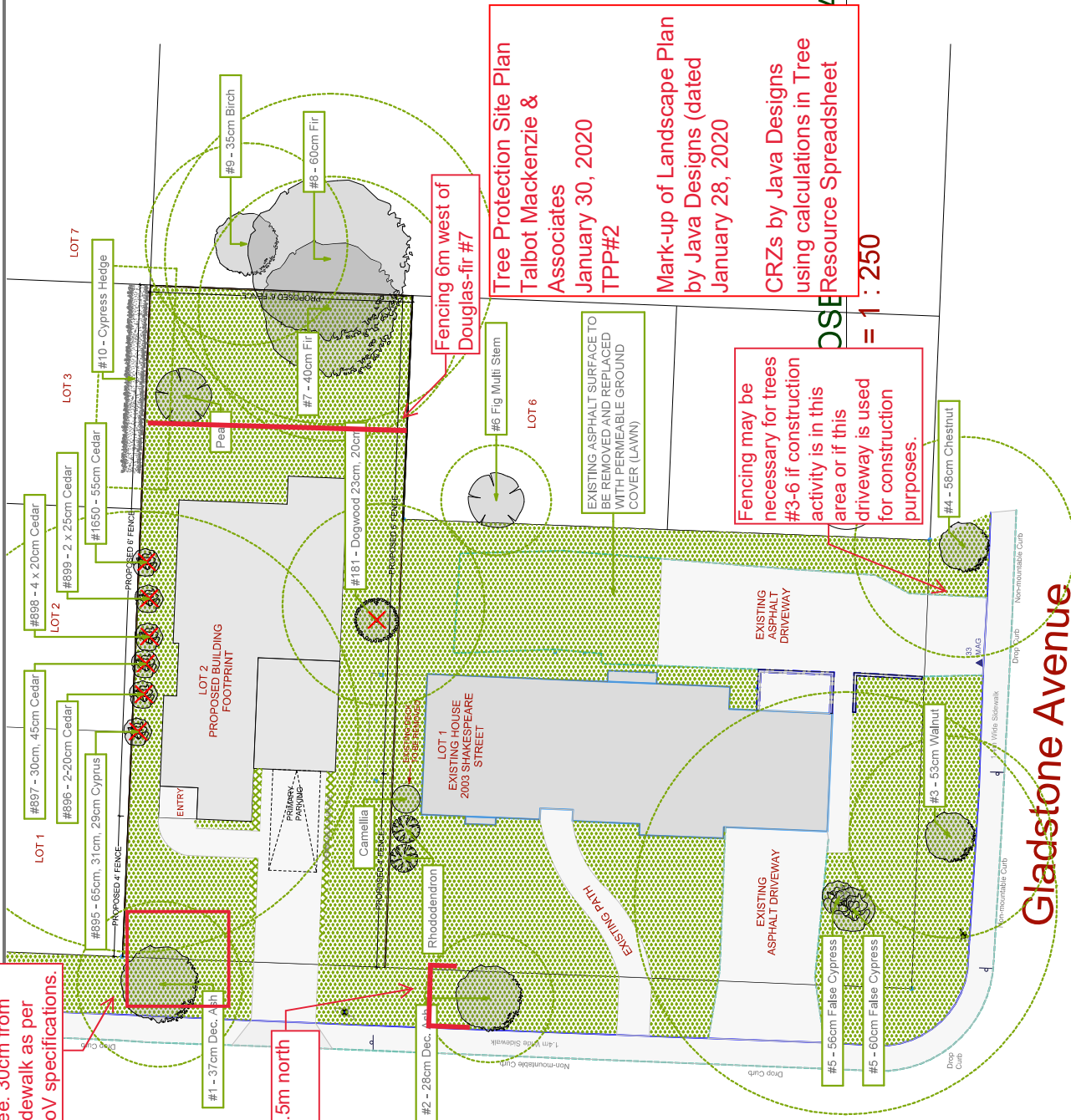
Tree ID	Common Name	Latin Name	DBH (cm) ~ approximate	Crown Spread (diameter in metres)	CRZ (radius in metres)	Relative Tolerance	Health	Structure	Remarks and Recommendations	Bylaw Protected (as of Oct 18, 2019, prior to bylaw amendment)	Retention Status	Impacts
1	Flowering Ash	<i>Fraxinus ornus</i>	37.0	9.0	4.5	M	Fair	Fair	Municipal. Included bark within main unions.	No	Retain	Driveway 5m from centre
2	Flowering Ash	<i>Fraxinus ornus</i>	28.0	6.0	3.5	M	Fair	Fair	Municipal. Included bark within main unions. Trunk wounds on lower trunk. Flush cut near main unions.	No	Retain	
3	Red Horse Chestnut	<i>Aesculus x carnea</i>	54.0	17.0	5.5	G	Fair	Fair/poor	Municipal, ID #23802. Asymmetric canopy due to historical removal of large scaffold limbs; two cuts 30cm in diameter each; likely due to hydro lines above.	No	Retain	
4	Red Horse Chestnut	<i>Aesculus x carnea</i>	58.0	17.0	6.0	G	Fair	Fair/poor	Municipal ID #23803. Asymmetric canopy due to historical hydro clearance pruning	No	Retain	
5	Chamaecyparis	<i>Chamaecyparis</i> species	56*, ~60	9.0	11.5	M	Fair	N/A	*Measured over ivy. Trunks covered and obscured by ivy. Likely bylaw protected size if one tree (may connect close to ground level).	Likely Protected	Retain	
6	Fig tree	<i>Ficus carica</i>	Multistem	7.0	~3	M	Good	N/A	Neighbour's. Growing next to retaining wall at property line.	No	Retain	
7	Douglas-fir	<i>Pseudotsuga menziesii</i>	45.0	14.0	7.0	P	Good	Good	Not bylaw protected size. Ivy covering lower trunk. Branch stubs on lower trunk.	No	Retain	
8	Douglas-fir	<i>Pseudotsuga menziesii</i>	~60	14.0	9.0	P	Good	Good	Neighbour's, less than 1m from fence.	Potentially Protected	Retain	
9	European Birch	<i>Betula papyrifera</i>	~35	9.0	5.5	P	Good	Good	Neighbour's. ~3m from fence line.	No	Retain	
10	Leyland Cypress hedge	<i>Cupressus x leylandii</i>	~10-15cm	3	~2	G	Good	N/A	Neighbour's hedge. Topped at 3m	No	Retain	
181	Dogwood	<i>Cornus</i> species	23, 20	8.0	5.5	P	Fair	Fair	CoV Parks staff have confirmed this is not the bylaw protected Pacific Dogwood ( <i>Cornus nuttallii</i> ). Some twig dieback in upper canopy.	No	Removal	Foundation excavation
895	Sawara Cypress	<i>Chamaecyparis pisifera</i>	65, 31, 29	9	12.0	M	Fair	Fair	Majority of trunk on subject property but north stem may cross property line at base and therefore Potentially shared with neighbours; growing close to property boundary at end of row of trees, beside garage. Codominant unions with included bark	Protected	Removal	Foundation excavation
896	Sawara Cypress	<i>Chamaecyparis pisifera</i>	33, 27	8	6.0	M	Fair	Fair	Codominant unions with included bark. Vines in canopy	No	Removal	Foundation excavation
897	Sawara Cypress	<i>Chamaecyparis pisifera</i>	52, 36	8	9.0	M	Fair	Fair	Codominant unions with included bark. Vines in canopy	No	Removal	Foundation excavation
898	Sawara Cypress	<i>Chamaecyparis pisifera</i>	28, 27, 17, 12	8	6.5	M	Fair	Fair	Codominant unions with included bark. Vines in canopy and ivy at base. Metal pipe embedded in branch union.	No	Removal	Foundation excavation
899	Sawara Cypress	<i>Chamaecyparis pisifera</i>	33, 28	8	6.0	M	Fair	Fair	Codominant unions with included bark. Ivy on trunk	No	Removal	Foundation excavation

Tree ID	Common Name	Latin Name	DBH (cm) ~ approximate	Crown Spread (diameter in metres)	CRZ (radius in metres)	Relative Tolerance	Health	Structure	Remarks and Recommendations	Bylaw Protected (as of Oct 18, 2019, prior to bylaw amendment)	Retention Status	Impacts
1650	Sawara Cypress	<i>Chamaecyparis pisifera</i>	64	8	7.5	M	Fair	Fair/poor	Codominant union at DBH; stems measure 42 and 38cm above union (just above DBH). Codominant unions with included bark. Ivy covering most of one trunk.	No	Removal	Foundation excavation

Fencing 4m east and south from tree. 30cm from sidewalk as per CoV specifications.

Fencing 3.5m north from tree

Shakespeare Street



## PROPOSED FENCE DETAILS

SCALE: 1/4" = 1' - 0"

NOTE: PROPOSED FENCE DESIGN TO MATCH EXISTING FENCING

LANDSCAPE PLAN LEGEND	
<b>HARD LANDSCAPING</b>	<b>PLANTS / TREES / SHRUBS</b>
PAVED SIDEWALKS AND DRIVEWAYS	EXISTING PLANTS / SHRUBS TO BE RETAINED
GRASS / LAWN	EXISTING TREES TO BE RETAINED
GARDEN BED / DIRT	EXISTING TREES TO BE REMOVED
FENCE	

Tree Protection Site Plan  
Talbot Mackenzie & Associates  
January 30, 2020  
TPP#2

Mark-up of Landscape Plan  
by Java Designs (dated  
January 28, 2020

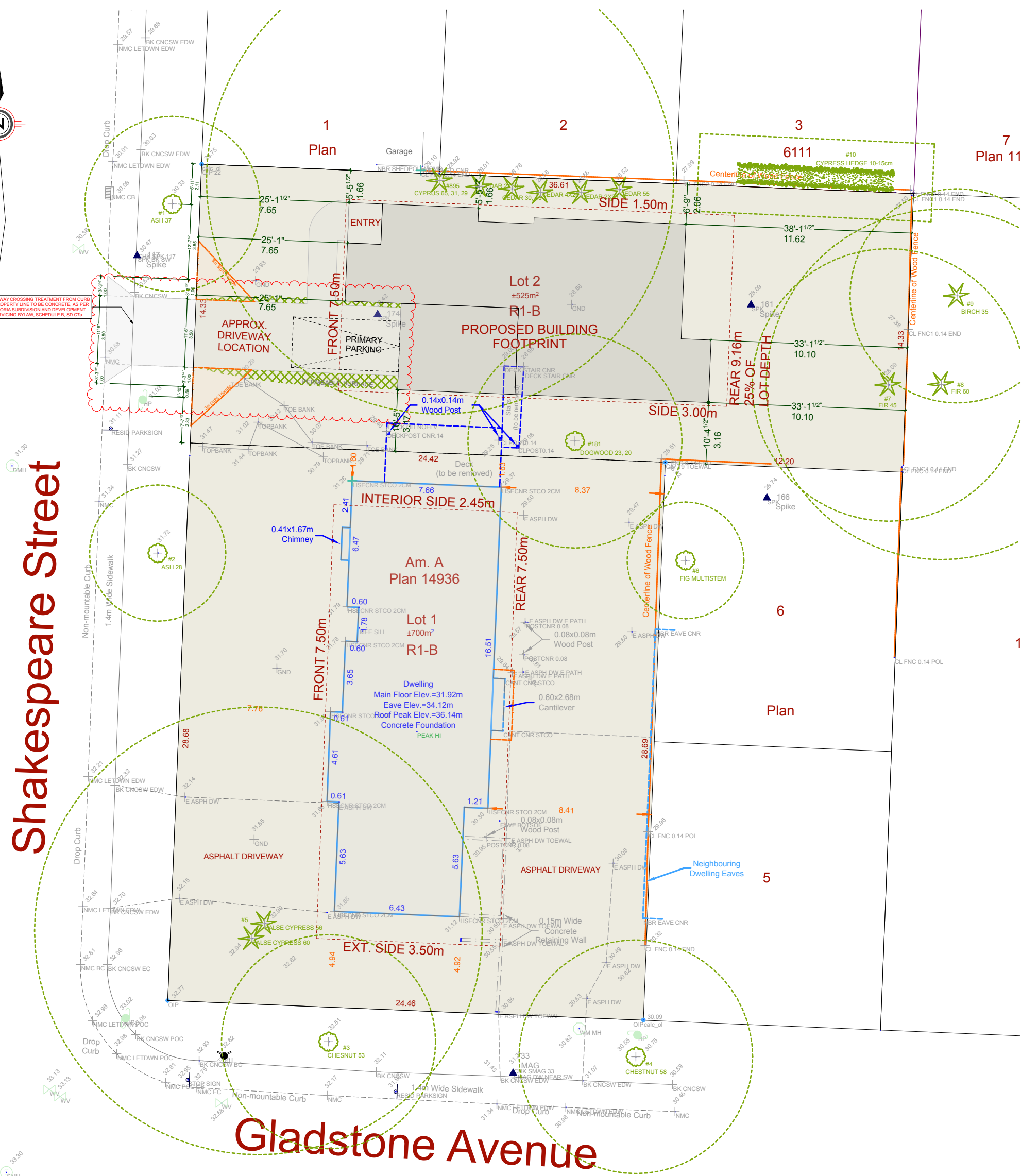
CRZs by Java Designs  
using calculations in Tree  
Resource Spreadsheet

1 : 250

Fencing may be necessary for trees #3-6 if construction activity is in this area or if this driveway is used for construction purposes.

Gladstone Avenue





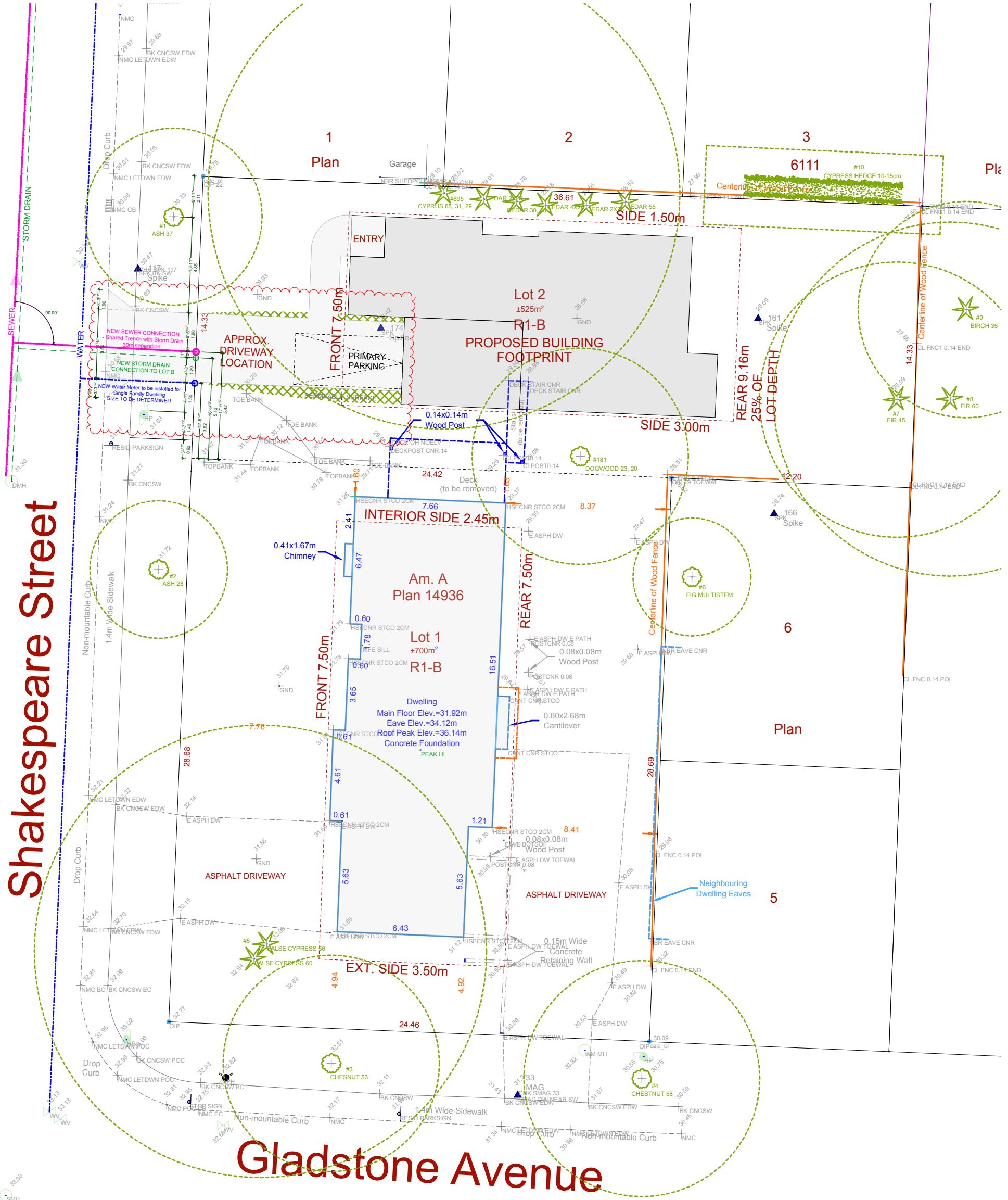
PROPOSED SITE PLAN  
SCALE = 1 : 200

PROJECT DATATABLE - SINGLE FAMILY DWELLING		
Address	Proposed LOT 1 2003 Shakespeare Rd.	
Lot Size	700.897m <sup>2</sup> (7,544.39 ft <sup>2</sup> )	
Zoning	R1-B	
	Proposed	Allowed
Floor Area of the Principal Building		
2nd Storey Floor Area	121.14m <sup>2</sup> (1,303.96 ft <sup>2</sup> )	
1st Storey Floor Area	118.34m <sup>2</sup> (1,273.78 ft <sup>2</sup> )	
Basement Floor Area	N/A	
Garage Area	33.66m <sup>2</sup> (362.34 ft <sup>2</sup> )	
Garage exemption	37m <sup>2</sup> (398.27 ft <sup>2</sup> )	
Floor area, for the first and second storeys combined (maximum)	239.48 m <sup>2</sup> (2,577.74 ft <sup>2</sup> )	280 m <sup>2</sup> (3,013.89 ft <sup>2</sup> )
Floor area, of all floor levels combined (maximum) (lot area < 669m <sup>2</sup> )	239.48 m <sup>2</sup> (2,577.74 ft <sup>2</sup> )	420 m <sup>2</sup> (4,520.84 ft <sup>2</sup> )
Height, Storeys		
Average grade		
Residential building (maximum)	7.60 m (24.93 ft)	
Storeys	2	2
Setbacks, Projections		
Front yard setback (minimum) (West)	7.76 m (25.46 ft)	7.50 m (24.61 ft)
Maximum projections into front setback - steps less than 1.7m in height	N/A	2.50m (8.20 ft)
Maximum projections into front setback - porch	N/A	1.60m (5.25 ft)
Rear yard setback (minimum) (East)	7.80 m (25.59 ft)	7.50m (24.61 ft)
Interior side yard setback (minimum) (North)*	1.60 m (5.25 ft)	2.45m (8.04 ft) (10% of the lot width)
Exterior side yard setback (minimum) (South)	4.92 m (16.14 ft)	3.50m (11.48 ft)
Combined side yard setbacks (minimum)	6.53 m (21.42 ft)	4.50m (14.76 ft)
Eave projections into setback (maximum)	0.16m (1.53 ft)	0.75m (2.46 ft)
Site Coverage, Parking		
Site coverage (maximum)	23.79% (1,794.17 ft <sup>2</sup> )	40.00% (280.38 m <sup>2</sup> ) (3,017.77 ft <sup>2</sup> )
Parking	1	1
Secondary suite floor area (incl. above)	N/A	N/A

Variances required \*

PROJECT DATATABLE - SINGLE FAMILY DWELLING		
Address	Proposed LOT 2 2003 Shakespeare Rd.	
Lot Size	524.628m <sup>2</sup> (5,647.05 ft <sup>2</sup> )	
Zoning	R1-B	
	Proposed	Allowed
Site Area		
Lot Area (Minimum)	524.63m <sup>2</sup> (5,647.07 ft <sup>2</sup> )	460m <sup>2</sup> (4,951.40 ft <sup>2</sup> )
Lot Width		
Lot Width (Minimum Average)	14.33m (47.01 ft)	15.00 m (49.21 ft)
Setbacks		
Front yard setback (minimum) (West)	7.65m (25.10 ft)	7.50 m (24.61 ft)
Rear yard setback (minimum) (East)	10.10m (33.14 ft)	9.16m (30.05 ft)
Interior side yard setback (minimum) (North)	1.66m (5.45 ft)	1.50m (4.92 ft)
Interior side yard setback (minimum) (South)	3.16m (10.37 ft)	3.00m (9.84 ft)
Combined side yard setbacks (minimum)	4.82m (15.81 ft)	4.50m (14.76 ft)
Site Coverage, Parking		
Site coverage (maximum)	31.56% (165.57m <sup>2</sup> ) (1,762.16 ft <sup>2</sup> )	40.00% (209.85 m <sup>2</sup> ) (2,258.70 ft <sup>2</sup> )
Parking	1	1
Secondary suite floor area (incl. above)	-	90m <sup>2</sup> (968.75 ft <sup>2</sup> )

Variances required \*



PROPOSED SITE SERVICE PLAN  
SCALE = 1 : 200

CUSTOMER: MIKE AND BARB RICHMAN  
ADDRESS: 2003 SHAKESPEARE ST., VICTORIA

DRAWING NAME: SITE PLAN AND SITE SERVICE PLAN  
DRAWING SCALE: AS NOTED

ISSUE DATE: JAN 28, 2020  
DRAWN BY: KYLE LEGGETT

JAVA DESIGNS  
WHERE LINES ON PAPER BECOME WALLS ON SITE  
PH 250.590.2468 FX 250.590.4577 www.javadesigns.ca

**NAFS REQUIREMENTS:**  
Performance Grade of 40  
Water Test Pressure of 290 Pa

**GENERAL NOTES**  
ALL MATERIALS AND CONSTRUCTION METHODS TO CONFORM TO THE CURRENT EDITION OF THE BRITISH COLUMBIA BUILDING CODE AS WELL AS ANY LOCAL BUILDING CODES OR BYLAWS WHICH MAY TAKE PRECEDENCE.  
ALL MEASUREMENTS MUST BE VERIFIED ON SITE BY BUILDER PRIOR TO CONSTRUCTION, AND ANY DISCREPANCIES REPORTED TO THE DESIGNER.  
DIMENSIONS SHALL TAKE PRECEDENCE OVER SCALE  
-SMOKE DETECTORS SHALL BE PROVIDED ON EVERY FLOOR

**SITE PLAN**  
ALL LAYOUTS SHOULD BE CONFIRMED BY A REGISTERED B.C. LAND SURVEYOR. ALL SETBACKS SHALL BE CONFIRMED BY THE OWNER/BUILDER. ALL GRADE ELEVATIONS ARE THE RESPONSIBILITY OF THE OWNER/BUILDER AND ANY MODIFICATIONS ARE TO BE MADE ON SITE.  
CONFORMITY OF THESE PLANS TO THE ACTUAL SITE IS THE RESPONSIBILITY OF THE OWNER/BUILDER.  
**CONCRETE AND FOUNDATIONS**  
ALL CONCRETE FOOTINGS TO HAVE SOLID BEARING ON COMPACTED, UNDISTURBED INORGANIC SOIL TO A SUITABLE DEPTH BELOW FROST PENETRATION.

IF SOFTER CONDITIONS APPLY, THE SOLID BEARING CAPACITY AND SIZE OF FOOTINGS ARE TO BE DESIGNED BY A QUALIFIED ENGINEER.  
GARAGE & CARPORT FLOORS AND EXTERIOR STEPS SHALL NOT BE LESS THAN 32 MPA  
FOUNDATION CONCRETE SHALL HAVE MIN. COMPRESSIVE STRENGTH OF 2900 psi (20MPa) AT 28 DAYS, MIXED, PLACED AND TESTED IN ACCORDANCE WITH CAN3-A438.  
ALL WALLS ARE 8" CONCRETE UNLESS OTHERWISE NOTED.  
ALL GRADES ARE ESTIMATED ONLY AND SHALL BE ADJUSTED ON SITE.  
ALL WOOD IN CONTACT WITH CONCRETE SHALL BE TREATED OR SEPARATED BY A MOISTURE RESISTANT GASKET MATERIAL.

**LUMBER, FRAMING AND BEAMS**  
BUILDING FRAMES TO BE ANCHORED TO FOUNDATION BY FASTENING SILL PLATE TO FOUNDATION WITH NOT LESS THAN 12.7mm DIAM ANCHOR BOLTS AT NOT MORE THAN 2.4M O.C.  
ALL ENGINEERED BEAMS TO BE SIZED BY SUPPLIER.  
ALL SPANS SHALL CONFORM TO THE TABLES SET OUT IN "THE SPAN BOOK" AND THE NATIONAL BUILDING CODE OF CANADA AND VERIFICATIONS OF ALL SPANS IS THE RESPONSIBILITY OF THE OWNER/BUILDER.

**TRUSSES**  
TRUSSES AND LAYOUT ARE TO BE ENGINEERED AND INSTALLED ACCORDING TO MANUFACTURER'S SPECIFICATIONS, INCLUDING ALL BRACING.  
**ROOFING**  
ALL ROOFING SHALL BE APPLIED TO MANUFACTURER'S SPECIFICATION AND SHALL INCLUDE EAVE PROTECTION FROM ICE DAMS AND SNOW BUILD UP.  
**PLUMBING & ELECTRICAL**  
ANY ELECTRICAL SHOWN ON PLANS IS TO SERVE AS A GUIDE ONLY AND MUST BE INSTALLED BY A QUALIFIED PERSONNEL.

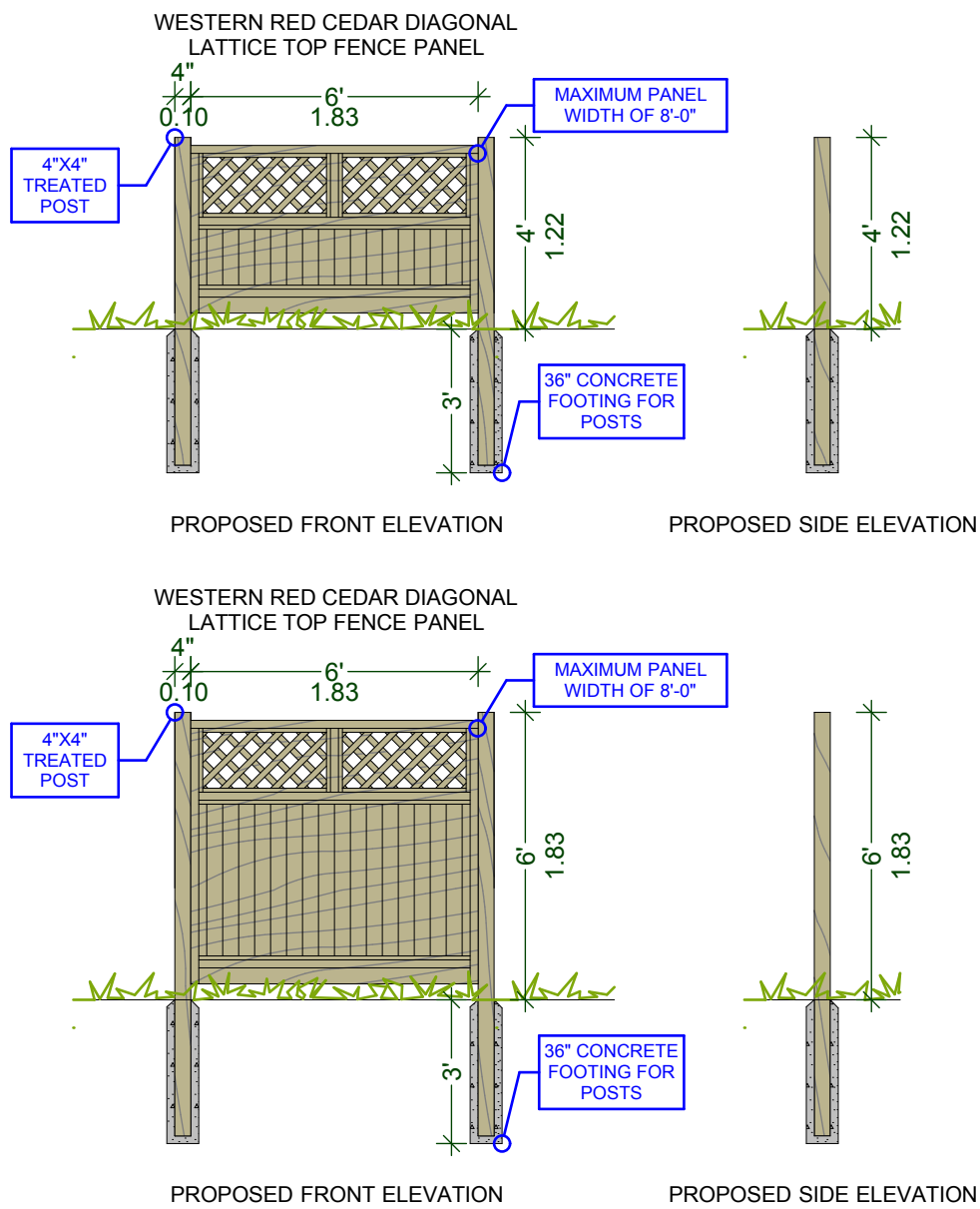
**FLASHING**  
ALL EXPOSED OPENINGS SHALL BE PROVIDED WITH ADEQUATE FLASHING. ALL ROOFING SHALL INCORPORATE STEP FLASHING. ALL PENETRATIONS THROUGH ROOF SHALL INCLUDE APPROPRIATE FLASHING.  
DOORS - ROUGH OPENING SIZES  
FRAME OPENING 1 1/4" WIDER THAN DOOR  
FRAME HEIGHT 83" FOR EXTERIOR DOORS AND 82.5" FOR INTERIOR DOORS. FRAME OPENING 1 1/4" WIDER THAN BIFOLD DOORS AND FRAME HEIGHT 81.5".  
**MISC.**  
CARBON MONOXIDE ALARMS TO BE HARDWIRED AND WITHIN 5M OF EACH BEDROOM IN EVERY SUITE AND INTERCONNECTED TO ALL FLOORS. CARBON MONOXIDE ALARMS TO CONFORM TO CSA 6.19

NEITHER JAVADESIGNS INC. NOR THE DESIGNER ACCEPT RESPONSIBILITY FOR THE FOLLOWING:  
-INFORMATION PROVIDED ON EXISTING BUILDINGS OR SITE.  
-CONFORMITY OF PLANS TO SITE.  
-ERRORS AND OMISSIONS  
-ANY HOUSE BUILT FROM THESE PLANS

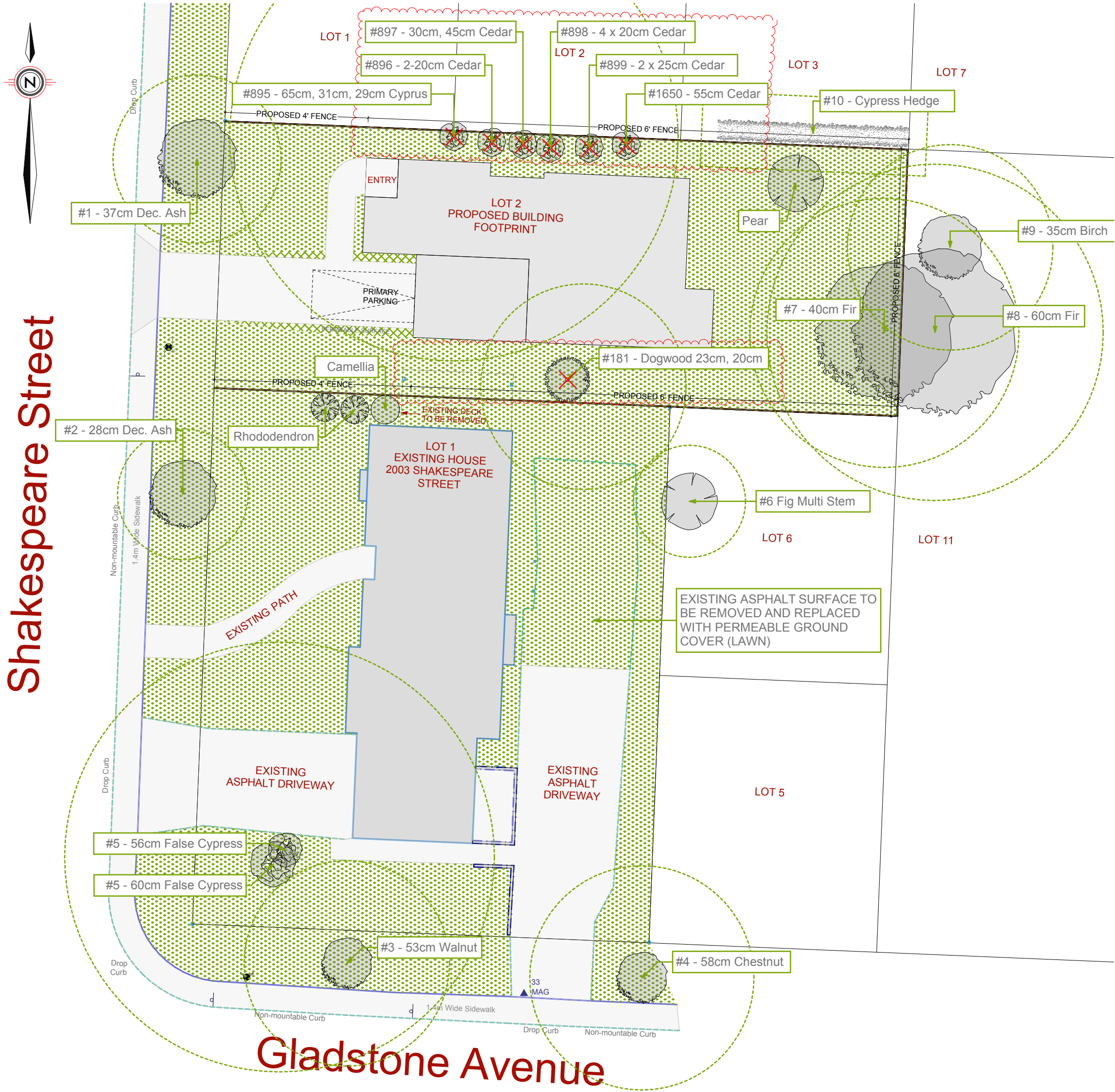
SHEET NUMBER  
A1




LANDSCAPE PLAN LEGEND	
HARD LANDSCAPING	PLANTS/ TREES/ SHRUBS
PAVED SIDEWALKS AND DRIVEWAYS	EXISTING PLANTS/SHRUBS TO BE RETAINED
GRASS/ LAWN	EXISTING TREES TO BE RETAINED
GARDEN BED/ DIRT	EXISTING TREES TO BE REMOVED
FENCE	



**PROPOSED FENCE DETAILS**  
SCALE: 1/4" = 1' - 0"  
NOTE: PROPOSED FENCE DESIGN TO MATCH EXISTING FENCING



**PROPOSED LANDSCAPE PLAN**  
SCALE = 1 : 200



**JAVA DESIGNS**  
WHERE LINES ON PAPER BECOME WALLS ON SITE  
PH 250.590.2468 FX 250.590.4577 www.javadesigns.ca

CUSTOMER:  
**MIKE AND BARB RICHMAN**

DRAWING NAME:  
**LANDSCAPE PLAN AND FENCE DETAIL**

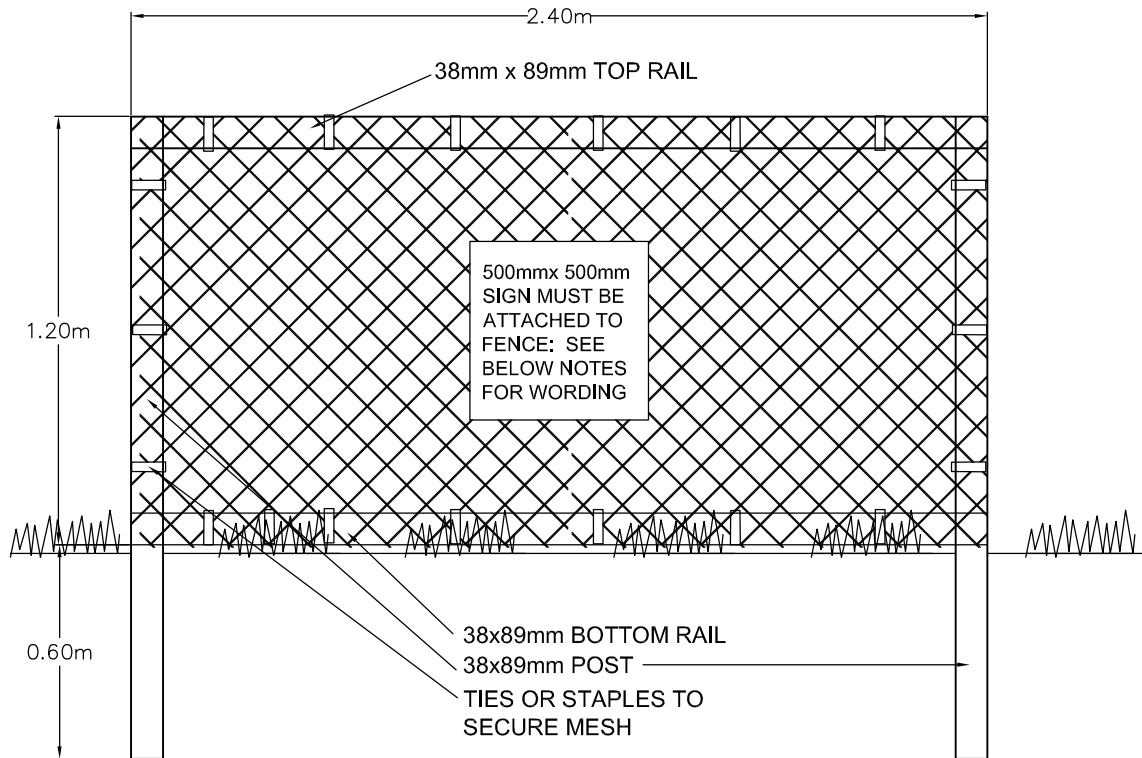
ISSUE DATE:  
JAN 28, 2020

ADDRESS:  
**2003 SHAKESPEARE ST., VICTORIA**

DRAWING SCALE:  
**AS NOTED**

DRAWN BY:  
KYLE LEGGETT

SHEET NUMBER  
**A2**



**TREE PROTECTION FENCING**

1. FENCE WILL BE CONSTRUCTED USING 38 mm X 89mm WOOD FRAME: TOP, BOTTOM AND POSTS \* USE ORANGE SNOW-FENCING MESH AND SECURE THE WOOD FRAME WITH "ZIP" TIES OR GALVANIZED STAPLES.
  2. ATTACH A 500mm X 500mm SIGN WITH THE FOLLOWING WORDING: WARNING- TREE PROTECTION AREA. THIS SIGN MUST BE AFFIXED ON EVERY FENCE OR AT LEAST EVERY 10 LINEAR METERS.
- \* IN ROCKY AREAS, METAL POSTS (T-BAR OR REBAR) DRILLED INTO ROCK WILL BE ACCEPTED



## Talbot Mackenzie & Associates

Consulting Arborists

Box 48153 RPO - Uptown Victoria, BC V8Z 7H6

Ph: (250) 479-8733

Fax: (250) 479-7050

Email: tmtreehelp@gmail.com

### **Tree Resource Spreadsheet Methodology and Definitions**

Revised July 24, 2019

**Tag:** Tree identification number on a metal tag attached to tree with nail or wire, generally at eye level. Trees on municipal or neighboring properties are generally not tagged (“NT #”).

**DBH:** Diameter at breast height – diameter of trunk, measured in centimetres at 1.4m above ground level. For trees on a slope, it is taken at the average point between the high and low side of the slope.

~ Approximate due to inaccessibility or on neighbouring property

**Crown Spread:** Indicates the diameter of the crown spread measured in metres to the dripline of the longest limbs.

**Relative Tolerance Rating:** Relative tolerance of the tree species to construction related impacts such as root pruning, crown pruning, soil compaction, hydrology changes, grade changes, and other soil disturbance. This rating does not take into account individual tree characteristics, such as health and vigour. Three ratings are assigned based on our knowledge and experience with the tree species: Poor (P), Moderate (M) or Good (G).

**Critical Root Zone:** A calculated radial measurement in metres from the trunk of the tree. It is the optimal size of tree protection zone and is calculated by multiplying the DBH of the tree by 10, 12 or 15 depending on the tree’s Relative Tolerance Rating. This methodology is based on the methodology used by Nelda Matheny and James R. Clark in their book “Trees and Development: A Technical Guide to Preservation of Trees During Land Development.”

- 15 x DBH = Poor Tolerance of Construction
- 12 x DBH = Moderate
- 10 x DBH = Good

This method is solely a mathematical calculation that does not consider factors such as restricted root growth, limited soil volumes, age, crown spread, health, or structure (such as a lean). To calculate the critical root zone of trees with multiple stems below 1.4m, the diameter is considered the sum of 100% of the diameter of the largest stem and 60% of the diameter of the next two largest stems. This however can result in multi-stem trees having exaggerated CRZs. Where noted, sometimes the CRZ for trees with multiple stems will be calculated using the diameter of the trunk below the unions.



**Health Condition:**

- Poor - significant signs of visible stress and/or decline that threaten the long-term survival of the specimen
- Fair - signs of stress
- Good - no visible signs of significant stress and/or only minor aesthetic issues

**Structural Condition:**

- Poor - Structural defects that have been in place for a long period of time to the point that mitigation measures are limited
- Fair - Structural concerns that are possible to mitigate through pruning
- Good - No visible or only minor structural flaws that require no to very little pruning

**Retention Status:**

- Removal (or “X”)- Not possible to retain given proposed construction plans
- Retain - It is possible to retain this tree in the long-term given the proposed plans and information available. This is assuming our **recommended mitigation measures are followed**
- Retain \* - See report for more information regarding potential impacts
- TBD (To Be Determined) - The impacts on the tree could be significant. However, in the absence of exploratory excavations and in an effort to retain as many trees as possible, we recommend that the final determination be made by the supervising project arborist at the time of excavation. The tree might be possible to retain depending on the location of roots and the resulting impacts, but concerned parties should be aware that the tree may require removal.
- NS - Not suitable to retain due to health or structural concerns

1

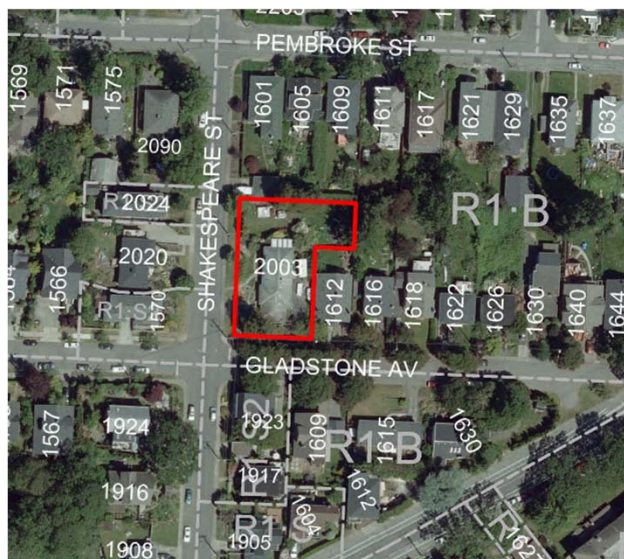
# Development Variance Permit Application for 2003 Shakespeare Street



1

## Aerial View

2



2

## Subject Site

3



3

## Neighbouring Properties

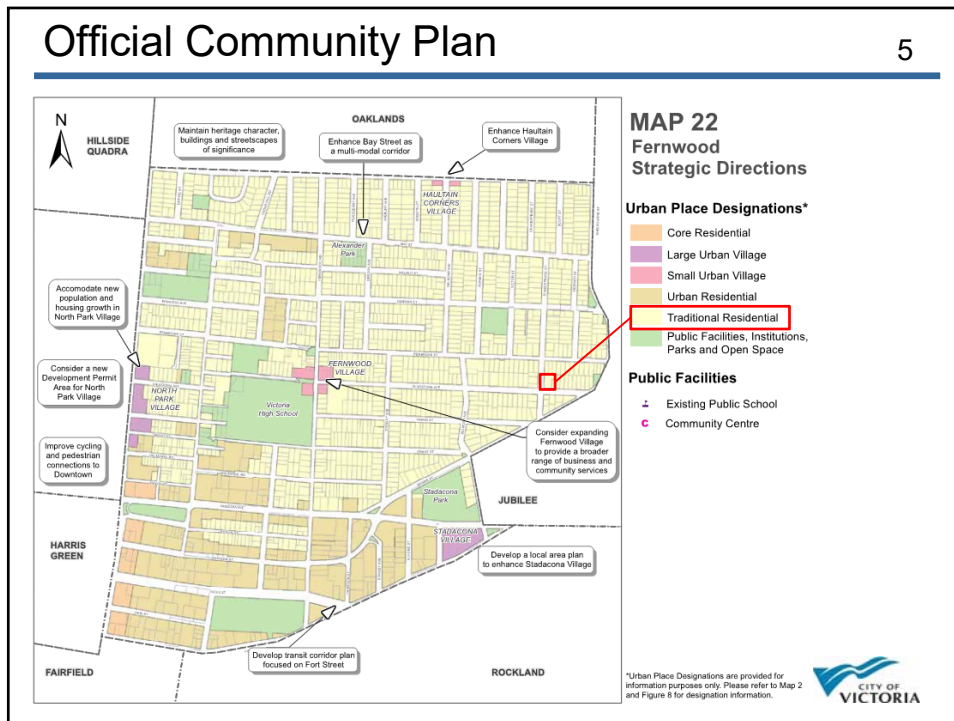
4



4

# Official Community Plan

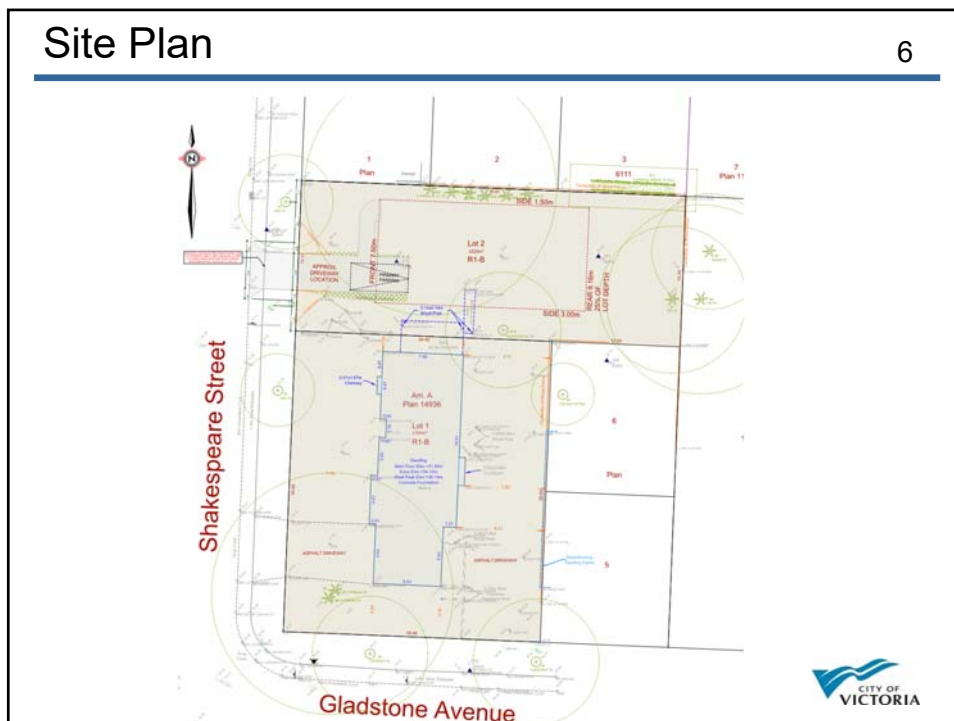
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5

## Site Plan

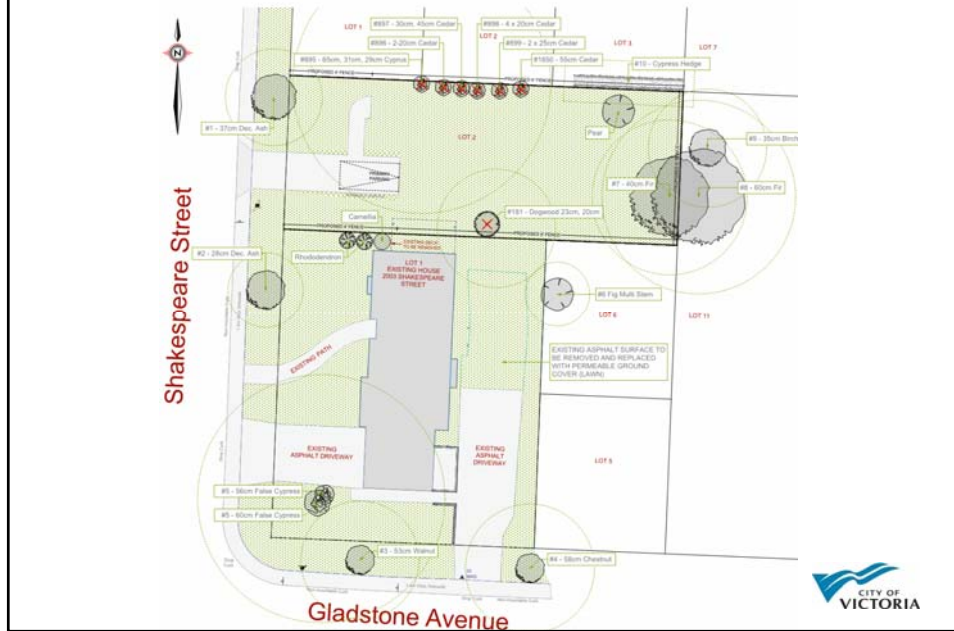
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6

# Landscape Plan

7



7



## Committee of the Whole Report For the Meeting of May 14, 2020

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**To:** Committee of the Whole **Date:** May 7, 2020  
**From:** Karen Hoes, Director, Sustainable Planning and Community Development  
**Subject:** Heritage Designation Application No. 000153 for 727-729 Johnson Street

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### RECOMMENDATION

That Council approve the designation of the exterior of the property located at 727-729 Johnson Street, first constructed in 1910 and restored in 2019, pursuant to Section 611 of the *Local Government Act*, as a Municipal Heritage Site, and that first and second reading of the Heritage Designation Bylaw be considered by Council and a Public Hearing date be set.

### LEGISLATIVE AUTHORITY

In accordance with Section 611 of the *Local Government Act*, Council may designate real property, in whole or in part, as protected property.

### EXECUTIVE SUMMARY

The purpose of this report is to present Council with information, analysis and recommendations regarding an owner request to heritage designate the exterior of the building, specifically the restored front, side and rear elevations of the property located at 727-729 Johnson Street. The building was first constructed in 1910 and restored in 2019 and has heritage value for its historical associations with an important phase in the City's urban history and with historically significant persons. The building forms part of a row of intact character buildings on the south side of Johnson Street. Through the rehabilitation of its distinctive 1910 features, the building has gained sufficient heritage character to merit designation. The rehabilitation was completed in accordance with the *Standards and Guidelines for the Conservation of Historic Places in Canada*.

The designation of this building is generally consistent with Section 8: "Placemaking: Urban Design and Heritage" of the *Official Community Plan* (2012), with Section 8, "Heritage" of the *Downtown Core Area Plan 2011* and with the *Victoria Heritage Thematic Framework*.

The application was reviewed by the Heritage Advisory Panel at its August 11, 2015 meeting and it recommended that Council consider approving the designation of the property subject to the applicant restoring the building to its 1910 appearance consistent with the *Standards and Guidelines for the Conservation of Historic Places in Canada*.

## BACKGROUND

In 2015, the property owner applied for a Zoning Bylaw Amendment (REZ00502) and a Development Permit (DP000453) in order to construct a two-storey addition to the existing office building and convert it to a mixed-use building featuring ground floor commercial uses and residential above. The property owner also applied to designate the exterior of the building. At the time, the front facade featured numerous alterations that made it unrecognizable as historic.

The application was reviewed by the Heritage Advisory Panel at its August 11, 2015 meeting and it was recommended that Council consider Heritage Designation Application No. 000153 for the property located at 727 Johnson Street and consider the following comments:

- That Council urge the applicant to restore the property consistent with the *Standards and Guidelines for the Conservation of Historic Places in Canada* and the original design, and
- That said restoration would strengthen the existing historical architecture of the south side of this block on Johnson Street, carrying on the rhythm of the three existing character buildings.

Staff recommended that Council decline the designation of the building in its unrestored condition. On May 26, 2016, City Council voted to approve the rezoning and development permit subject to registration of a legal agreement securing the restoration of the building.

The owner entered into a Section 219 Agreement securing the restoration of the building based on a Heritage Conservation Plan by Donald Luxton and Associates Inc. on October 3, 2016 and the agreement was since registered on title.

Since 2016, the owner has completed the restoration of the building in accordance with the Heritage Conservation Plan. The heritage consultant who completed the plan reviewed the work, confirmed its compliance with the plan, and prepared the attached updated Statement of Significance.

### Description of Proposal

The building located at 727-729 Johnson Street, also referred to as the Garesché Stables & Offices, is a three-storey commercial building built in 1910 and altered in 2018 with a two-storey rooftop addition. The exterior three-storey façade of 727-729 Johnson Street has been rehabilitated to its 1910 appearance based on historic plans and photos. Its character-defining elements include its continuous commercial use; form, scale and massing; construction materials; red brick side walls; Edwardian-era design features like its tripartite articulation and banked upper floor windows; and its restored fenestration including wooden storefronts, stable doors and double-hung two over two wooden sash windows. The building contains ground floor commercial uses and upper storey residential uses. The building is also valued for its association with prolific architect and contractor George Charles Mesher and its original owner, Dr. Arthur John Garesché.

### Condition/Economic Viability

The subject building has been extensively restored and is in excellent condition.

## ANALYSIS

The following sections provide a summary of the application's consistency with the relevant City policies and guidelines.

## Official Community Plan

The OCP encourages the consideration of tools available under legislation to protect heritage property. The application is consistent with the OCP since it is consistent with the Victoria Heritage Thematic Framework and meets the threshold of heritage value under the *Local Government Act*.

The building has heritage value because it was built during a surge of development that took place during Victoria's economic expansion in the early 1900's. It is one of the earliest local examples of the use of reinforced concrete as a façade material, and is associated with historically significant persons. The façade of the building has undergone an extensive rehabilitation in accordance with the *Standards and Guidelines for the Conservation of Historic Places in Canada*. With the rehabilitation complete, the building now completes a row of three historic character buildings on the south side of Johnson Street.

## Statement of Significance

The applicant prepared a Statement of Significance for the purpose of this application, describing the historic place, outlining its heritage value and identifying its character-defining elements, which is attached to this report.

## Downtown Core Area Plan

The designation of the building is consistent with Section 7: "Heritage" of the *Downtown Core Area Plan 2011* which states:

### Heritage - Objectives

- 1      *Retain, protect and improve real property with aesthetic, historic, scientific, cultural, social or spiritual value and heritage character as a benefit to the public.*

### Areas and Districts - Policies and Actions

- 7.3.    *Conserve heritage values of the Downtown Core Area and its character-defining elements, such as individual buildings, collections of buildings, streetscapes, structures and features.*

### Buildings and Sites - Policies and Actions

- 7.20.   *Continue to work with the private sector to identify, protect and conserve property and areas with heritage value in the Downtown Core Area.*
- 7.28.   *Produce and update, as required, Statements of Significance for properties listed on the Heritage Register in the Downtown Core Area.*

## Victoria Heritage Thematic Framework

A key policy of the OCP includes the determination of heritage value using a values-based approach. In this regard, a City-wide thematic framework (OCP Fig. 12) was developed and incorporated into the OCP to identify the key civic historic themes. The *Victoria Heritage Thematic Framework* functions as a means to organize and define historical events, to identify representative historic places, and to place sites, persons and events in an overall context. The thematic framework recognizes a broad range of values under which City-wide themes can be articulated. A Heritage Value assessment with consideration of the *Victoria Heritage Thematic Framework* is incorporated into the Statement of Significance.



## Statement of Significance

A Statement of Significance describing the historic place, its attributes, and history is attached to this report.

## Heritage Advisory Panel

The application was reviewed by the Heritage Advisory Panel meeting at its August 11, 2015 meeting and it made the following motion:

*“That Council consider Heritage Designation Application No. 000153 for the property located at 727-729 Johnson Street pursuant to Section 967 of the Local Government Act as a Municipal Heritage Site and consider the following comments:*

- *That Council urge the applicant to restore the property consistent with the Standards and Guidelines for the Conservation of Historic Places in Canada and the original design, and*
- *That said restoration would strengthen the existing historical architecture of the south side of this block on Johnson Street, carrying on the rhythm of the three existing character buildings.”*

## Resource Impacts

The applicant has indicated their intention to seek financial assistance through the Tax Incentive Program to rehabilitate the exterior.

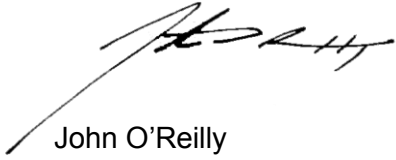
## CONCLUSIONS

This application for the designation of the property at 727-729 Johnson Street as a Municipal Heritage Site involves a building that has heritage value as a surviving symbol of a surge in development during the Edwardian era, when Victoria's resource-based economy was rapidly expanding. It is one of the earliest local examples of the use of reinforced concrete structure and is associated with significant local historical figures. The applicant has undertaken an extensive rehabilitation of the building based on historic plans and photographs and submitted an updated statement of significance. Based on the restored heritage character of the building and its heritage value, staff recommend that Council consider designating the property as a Municipal Heritage Site.

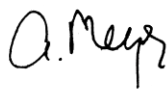
## ALTERNATE MOTION

That Council decline Heritage Designation Application No. 000153 for the property located at 727-729 Johnson Street.

Respectfully submitted,



John O'Reilly  
Senior Heritage Planner  
Development Services Division



Karen Hoese, Director  
Sustainable Planning and Community  
Development Department

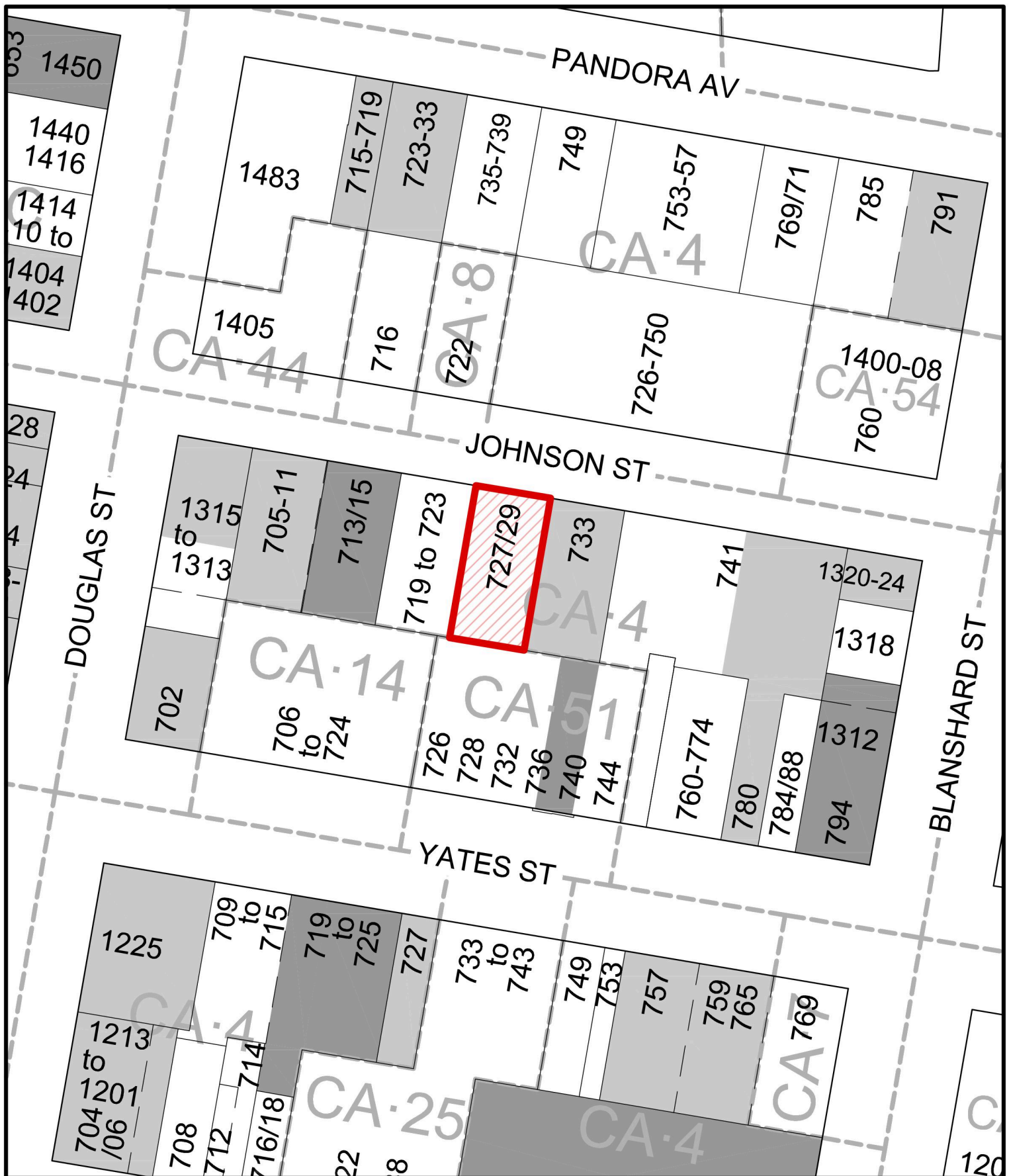
Report accepted and recommended by the City Manager:



Date: May 7, 2020

#### List of Attachments

- Attachment A - Subject Map
- Attachment B - Aerial Map
- Attachment C - Photographs
- Attachment D - Updated Statement of Significance
- Attachment E - Letter from the applicant, date stamped November 30, 2015
- Attachment F - Minutes from the Heritage Advisory Panel dated August 11, 2015



727-729 Johnson Street

Heritage Designation #000153



Designated



Registered









727-729 JOHNSON STREET



Front (North) Elevation



Front (north) and Side (West) Elevation

**727-729 JOHNSON STREET**



Rear (South) Elevation



Rehabilitated Ground Floor

**727-729 JOHNSON STREET**



Rehabilitated Stable Doors



Rehabilitated Upper Storey Facade



GARESCHÉ STABLES & OFFICES, 727 JOHNSON STREET, STATEMENT OF SIGNIFICANCE

REVISED STATEMENT OF SIGNIFICANCE, APRIL 2020

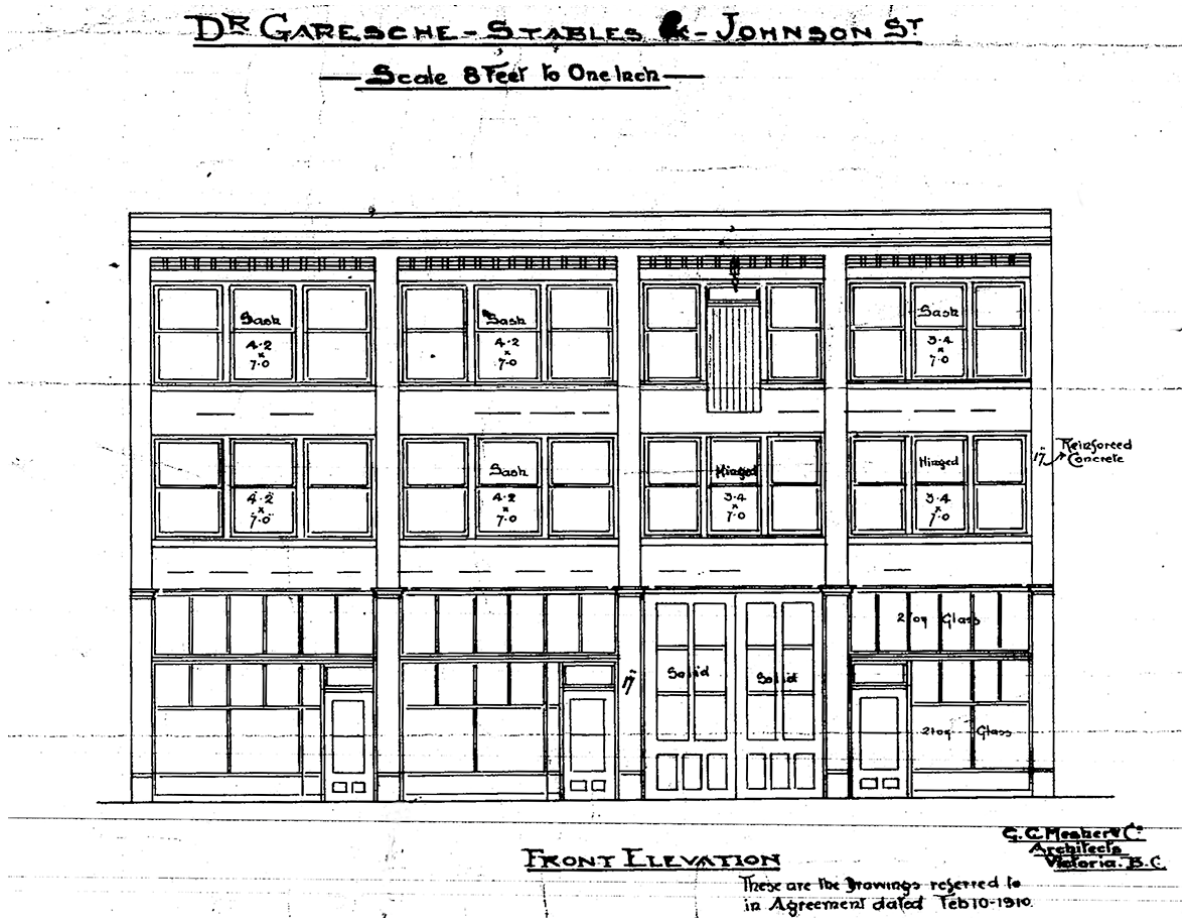


Above: Appearance of Front Façade, 2015. Below: Appearance of Restored Façade, April 2020.

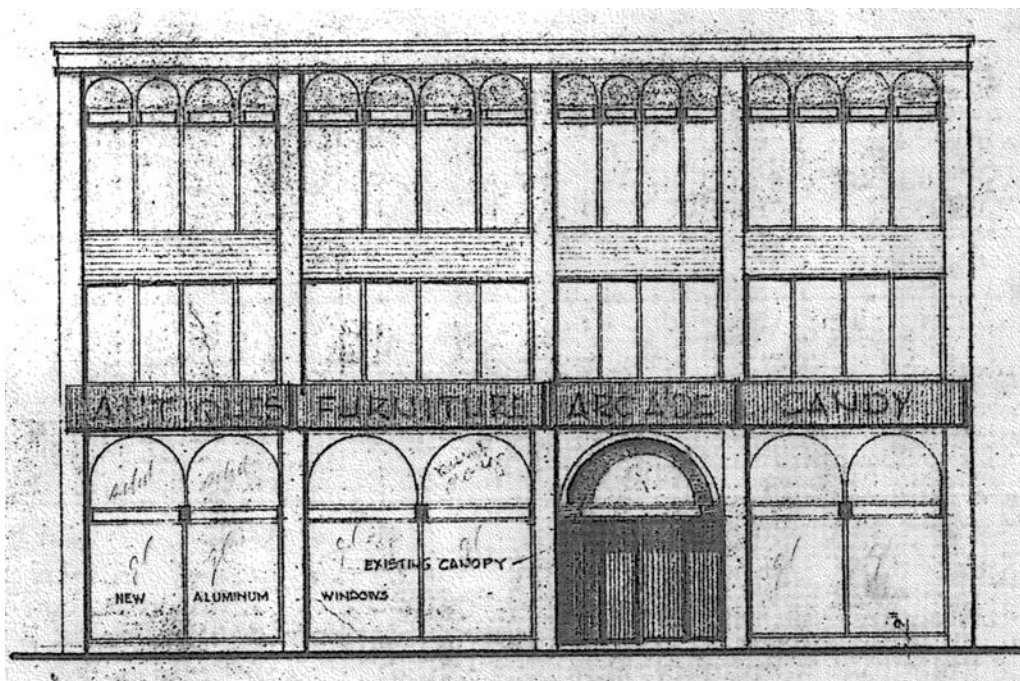




# GARESCHÉ STABLES & OFFICES, 727 JOHNSON STREET, STATEMENT OF SIGNIFICANCE



Above: Original Appearance, 1910 [City of Victoria Plans]. Below: 1967-68 alterations [City of Victoria Plans].



## GARESCHÉ STABLES & OFFICES, 727 JOHNSON STREET, STATEMENT OF SIGNIFICANCE



Above: City of Victoria Archives M00707. Below: City of Victoria Archives M01247.



## **STATEMENT OF SIGNIFICANCE**

**REVISED APRIL 2020**

### **Description of the Historic Place**

The Garesché Stables & Offices is a three-storey masonry commercial building, with later setback rooftop additions, located midblock on the south side of Johnson Street between Douglas and Blanshard Streets, in downtown Victoria. It forms part of a grouping of older structures of similar scale that remain on part of this block. The front façade is divided into four bays by concrete columns, with tall ground-floor storefront openings and banked upper floor windows.

### **Heritage Value of the Historic Place**

The Garesché Stables & Offices is valued for its commercial, architectural and cultural history. Built in 1910, with the west half designed as a purpose-built three-storey stable, it has been used continuously for commercial purposes. These changing uses introduced a number of alterations to the front façade, which has been recently restored to its original appearance and once again contributes significantly to the historic character of this block of Johnson Street. Dating from the height of the pre-World War One real estate boom, the Garesché Stables & Offices is valued as a reflection of the surge of development that characterized Victoria's expanding gateway economy. With its substantial size, masonry construction and simple detailing, the scale of the building reflects optimism and rapid growth during the Edwardian era, prior to the collapse of the local economy in 1913 and the outbreak of World War One in 1914. This building also demonstrates the transition in transportation that was occurring rapidly at the time, housing both a livery stable and the soon to be dominant automobile.

Built to be overtly functional, the Garesché Stables & Offices is significant as one of the earliest local examples of the use of reinforced concrete as a façade material. The architect and contractor, English-born George Charles Mesher (1860-1938), developed an outstanding reputation as a contractor. In 1886, Mesher and his widowed father, George Mesher Sr., relocated to Victoria. Mesher Sr. had earned his living in England as a builder and contractor, and his son had worked with him learning the trade. The Meshers were fortunate to arrive in Victoria when the resource-based economic boom was underway. When they set up shop in Victoria in 1887 they continued as partners in their contracting work. Although not formally trained in architecture, Mesher designed a number of prominent buildings in Victoria. He was also one of the pioneers of the use of reinforced concrete construction on the west coast. This evolving technology enabled broad spans of glazing at the ground floor and upper floor levels. With its tripartite articulation, interwoven horizontal and vertical bands of reinforced concrete and banked windows, the building also demonstrates the influence of the Chicago School on Victoria's Edwardian-era commercial buildings.

The structure is additionally significant for its association with pioneer Victoria resident Dr. Arthur John Garesché (1860-1952), born in California, who came to Victoria in 1866 with his family. After obtaining his education in the United States, he returned to Victoria in 1895 and opened a dental practice. At the time of his death, he was reputedly the longest-serving dentist in North America. The Garesché Stables & Offices is also valued for its association with pioneer auto dealer Thomas Plimley (1871-1929) and the Plimley family. English born, Thomas Plimley began his career in Victoria by selling bicycles. He was dedicated to bringing the newest transportation technologies to the people of Victoria, and in 1901 he sold the first car in the city.

## **GARESCHÉ STABLES & OFFICES, 727 JOHNSON STREET, STATEMENT OF SIGNIFICANCE**

### **Character-Defining Elements**

Key elements that define the heritage character of the Garesché Stables & Offices include its:

- location on the south side of Johnson Street, in Victoria's downtown core, part of a grouping of historic buildings of similar scale;
- continuous commercial use;
- commercial form, scale and massing as expressed through its rectangular plan, three-storey height plus later additions, and tall storefront openings;
- construction materials, such as its reinforced concrete façade and common red-brick side walls;
- Edwardian-era design features such as its tripartite articulation and banked upper floor windows; and
- restored fenestration, including wooden storefronts and stable doors, double-hung 2-over-two wooden sash windows, and top floor hay loft doors.



## **RESEARCH SOURCES**

**Name:** Garesché Stables & Offices

**Address:** 727 Johnson Street

**First Owner:** Dr. Arthur John Garesché

**Architect:** George C. Mesher Co.

**Contractor:** George C. Mesher Co.

**Date of Construction:** 1910

### **CITY OF VICTORIA BUILDING PERMIT**

- #1510; February 12, 1910; Dr. Garesché, Johnson Street; Lot 33, Block 3; Stable, 3-storey brick; \$15,000.

### **BUILDING PLANS [CITY OF VICTORIA]**

- Dr. Garesché Stables &, Johnson Street, G.C. Mesher Co., Architects, 1910.

### **PLUMBING PLANS [CITY OF VICTORIA]**

- #3920: Building Belonging to Dr. Garesché, Filed June 14, 1910.

### **PUBLISHED SOURCES**

- *Contract Record*, vol. 24, no. 4. January 26, 1910: A three storey brick building for stores and offices on land 60 by 120 feet is contemplated on Johnson Street, adjoining the warehouse of the Brady-Houston Pickling Company. Estimated cost, \$12,000. Owner, Dr. A.J. Garesché.

### **PUBLICATIONS**

- Luxton, Donald. *Building the West: The Early Architects of British Columbia*. Vancouver: Talonbooks, 2<sup>nd</sup> ed., 2007.

### **BC VITAL EVENTS**

- Groom Name: Garesche, A J; Bride Name: Trimen, Mellissent [sic] Mary; August 18, 1902; Event Place: Victoria; Registration Number: 1902-09-010996; Event Type: Marriage.
- Garesche, Arthur John Francis; Gender: Male; Age: 91; Date: September 14, 1952; Event Place: Victoria; Registration Number: 1952-09-008994; Event Type: Death.
- Garesche, Millicent Mary; Gender: Female; Age: 103; Date: February 26, 1977; Event Place: Victoria; Registration Number: 1977-09-003620; Event Type: Death.
- Plimley, Thomas John; Gender: Male; Age: 58; Date: December 18, 1929; Event Place: Victoria; Registration Number: 1929-09-414972; Event Type: Death.
- Plimley, Thomas Horace Gender: Male; Age: 89; Date: March 21, 1985; Event Place: Victoria; Registration Number: 1985-09-005506; Event Type: Death.

## GARESCHÉ STABLES & OFFICES, 727 JOHNSON STREET, STATEMENT OF SIGNIFICANCE

### MESHER, George Charles: Sources

B.C. Vital Events; company records and voters lists (held at BCA); and interviews with his grandson, John R.H. Ley (1990), grandniece, Kathleen Johnston (1993) and Pheona Hislop (2001). Published sources include directories; *Colonist* references and tender calls; obituaries and local news items. Also *This Old House*; *Victoria Architecturally*, 1911; Segger & Franklin, *Exploring Victoria's Architecture*; and Mills, *Architectural Trends in Victoria*.

### CITY DIRECTORIES

#### ***Henderson's Greater Victoria Directory, 1910-11, page 125***

- Johnson 725 City Livery Stables
- Johnson 727-31-33 B C Hardware Co

#### ***Henderson's Greater Victoria Directory, 1910-11, page 215***

- City Livery Stables Dr C R Richards prop 725 Johnson

#### ***Henderson's Greater Victoria Directory, 1912, page 157***

- Johnson 725 City Livery Stables
- Johnson 727 Plimley's Garage
- Johnson 731-33 Vacant

#### ***Henderson's Greater Victoria Directory, 1912, page 542***

- Plimley Horace collr Thos Plimley lvs 109 Douglas
- Plimley Thos automobiles and bicycles 730 Yates and 727 Johnson h 109 Douglas

#### ***Henderson's Greater Victoria Directory, 1913, page 305***

- Johnson 725 City Livery Stables
- Johnson 725 Richards C R vet surg
- Johnson 727 Plimley Thos Garage
- Johnson 727 Johnson Alf J printer
- Johnson 727 Vallence Geo G adv agt
- Johnson 727 Belsize Motor Express
- Johnson 731 Victoria Labour Temple Ltd
- Johnson 733-735 Plimley's Garage

November 30, 2015

Mayor Lisa Helps and Members of Council  
City of Victoria  
1 Centennial Square  
Victoria, B.C. V8W 1P6

Dear Mayor Helps and Council

**Re: 727 Johnson Street**

This is a proposal to convert a vacant existing retail/office building to a mixed-use project with retail at the street level and residential units on the upper floors. We have applied for a Heritage Designation and are now looking to proceed with the Rezoning and Development Permit process.

The existing office building is located at Johnson Street mid-block between Douglas & Blanchard Streets. The existing 1910 structure is three storeys tall with no underground or parking on site. The proposed project is in the Downtown Core Central Area Commercial Office District (CA-4 Zone) with potential for density bonus.

Our proposal is to convert the building to include retail on the ground floor and rental residential apartments on the upper floors with a two-storey addition; this adaptive reuse of the existing building responds to the changing urban fabric of live, work and play within the community. The retail on the ground floor will enhance the street level pedestrian experience and provide continuous retail frontage as it connects with the surrounding retail uses. The added residential density on the upper floors will help invigorate the community, making it more lively and safe. The mixed-use approach is often considered to improve the urban living experience, by creating a sustainable synergy between the residents and the surrounding businesses on both the economic & social level.

The proposal looks to restore the historic front façade, restore & preserve the historic structure. Conservation work on the historic façade will be carried out according to the attached Conservation Plan by Donald Luxton & Associates. Although the existing structure is about the same height as the surrounding buildings on the block, the addition will add variety & animate the saw-tooth urban massing profile. The proposed density of 4.27 is within the permitted maximum 6.0 FSR for a mixed use project with the Density Bonus System. This is essential from an economic stand point to offset the costs of the heritage restoration & seismic structural upgrades. A total of 32 rental apartments will be created. The additional two floors will be recessed to accentuate the historic façade as the original street wall.

Ample bicycle storage will be provided for the project to encourage the residents to bike year round. No parking will be provided, given the existing condition. The site is centrally located within walking distance of all amenities as well as a major transit corridor (Douglas Street), and as such will encourage residents to utilize alternate modes of transport.

I thank you for considering this proposal. Attached is a Green Building Items Checklist, Heritage Conservation Plan and a Building Code Compliance Summary for the proposed project.

Regards,

**CITY OF VICTORIA  
HERITAGE ADVISORY PANEL  
MEETING MINUTES  
August 11, 2015**

<b>Present:</b>	Richard Linzey, Chair Mark Byram John Dam	Ken Johnson Ursula Pfahler Stuart Stark
<b>Absent:</b>	Kelly Black Rick Goodacre Keith Thomas	
<b>Staff:</b>	Murray Miller, Senior Heritage Planner Lauren Martin, Heritage Secretary	

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The Chair called the meeting to order at noon.

**1. Approval of the Agenda**

**Moved**

**Seconded**

**Carried**

**2. Declaration of Conflict or Bias - nil**

**3. Announcements**

- The Victoria Heritage Foundation's Annual Report for 2014 was distributed.
- The Hallmark Heritage Society will present *When a City Falls*, a documentary about the Christchurch earthquakes, on Friday, September 4<sup>th</sup> at 7:00 pm at the Craigflower Schoolhouse. Tickets are required.
- In July Canada 150 infrastructure funding was awarded to some local organizations (e.g. Craigflower Manor, Highland Games). More announcements are not expected until after the federal election.

**4. Adoption of the Minutes of the July 14, 2015 Meeting**

- General discussion about Section 219 covenants between property owners and the City. Senior Heritage Planner: A property owner can request removal of a covenant at will; however, parties that are signatories have to agree to end or change the covenant.
- Amend the wording of the third bullet under "Declaration of Conflict or Bias" on page 1.
- Move and add all of the bullets under "Panel" on page 4 to the list of bullets under the motion.

**Moved**

**Seconded**

That the minutes be adopted as amended

**Carried (unanimous)**



**5. Business Arising from the Minutes**

- The Senior Heritage Planner asked whether the Panel was amenable to the recording of meetings to assist in the preparation of the minutes. The Panel agreed that this was acceptable as long as the recording was deleted after use.

**6. 1728 Denman Street  
Heritage Designation Application No. 000152**

Senior Heritage Planner

- The owner's request is for the Heritage Designation of the exterior and interior features (including the original parlour, living room, dining room and fireplace) of the 1909 house.
- The owner has not been reachable; thus the interior features have not been photographed by the Senior Heritage Planner.
- Based on the strength of the character-defining elements, staff recommend that the Panel recommend that Council consider the request for Heritage Designation of the property.

Panel

- It would be beneficial to have the author's name on all Statements of Significance.
- Concern was expressed regarding the designation of interior features. These cannot be monitored by the City. Senior Heritage Planner: The City has the legislative authority to monitor protected properties through the *Local Government Act*. The designation of interiors is consistent with City policy.
- Any changes to the interior would require a Building Permit and would be flagged by the City. Other regulatory measures include the Clean Hands Policy.
- It is the intent of the current owner and hopefully, future owners, to have the interior features designated.
- Can the City explain to the applicant that the property will be inspected regularly? Can a warning caveat be provided to the applicant? Senior Heritage Planner: The applicant is made aware of owner obligations; however, the matter of regular inspections is tied to limited resources.
- The City's heritage policy should include random audits of heritage-designated properties.

**Moved**

**Seconded**

That Council consider Heritage Designation Application No. 000152 for the designation of the exterior and interior features of the property located at 1728 Denman Street pursuant to Section 967 of the *Local Government Act* as a Municipal Heritage Site.

**Carried (unanimous)**

**Moved**

**Seconded**

The Heritage Advisory Panel encourages the City to adopt a policy of random audits of designated properties (exterior and interior) to police such designations in the future.

**Carried (unanimous)**

**7. 727-729 Johnson Street  
Heritage Designation Application No. 000153**

Senior Heritage Planner

- The owner's request is for Heritage Designation of the exterior of the 1910 building.
- The property may be the subject of future rezoning/development permit applications, including the construction of two additional storeys on top of the existing structure to offset the cost of seismic strengthening and rehabilitation of the façade.
- The exterior of the building has been extensively altered. The condition of any historic fabric that is concealed or altered by previous changes is unknown at this stage. The impact on the historic fabric by the removal of previous alterations and non-heritage finishes is also unknown at this stage.
- The property as it stands does not make it eligible for designation because in addition to heritage values, integrity must be considered as part of any application for designation.
- The applicant has been advised by staff to consider rehabilitating the property and reinstating its heritage character first and then apply for Heritage Designation. However, the applicant has requested Heritage Designation now to enable access to the Tax Incentive Program.
- Since the building has been extensively altered, it would be very challenging for staff to say that integrity of the building does not have a major impact on the heritage values of the place. Staff acknowledge that the building can be rehabilitated; however, designation is the formal protection of existing heritage values rather than the protection of some future desired state.
- Staff therefore recommend that the Panel recommend that Council decline the request for Heritage Designation of the property given its current condition.

Panel

- The third bullet on page 3 of the report requires amendment to clarify that tiles are not on the sidewalls of the building.
- Surprise was expressed regarding the submission of an application for Heritage Designation without proposed plans going forward or details of façade restoration.
- Other buildings on the street have been rehabilitated or their façades rebuilt. The rehabilitation of this building would add to the streetscape.
- The original plans of the building are available; we know what could be there.
- The Statement of Significance only provides historical background to the building; there is no inference that the building is going to go beyond that. With the absence of details about the heritage value, the heritage consultant has not influenced a future project.
- In order to designate, a Panel member would like to see more willingness and movement by the applicant regarding the rehabilitation of the building. Senior Heritage Planner: There are plans for rehabilitation work and the applicant would like to apply for rezoning and a Heritage Alteration Permit now. However, staff cannot consider a Heritage Alteration Permit since the building has no heritage status (it is not Heritage Designated or on the Heritage Register within a Heritage Conservation Area) at present.
- It would be best to recommend designation now, then the applicant could not rehabilitate the building until a Heritage Alteration Permit is obtained. At that time, the proposed project would be reviewed by the Panel.

- Concern was expressed about the possibility of two additional storeys on the building. However, it was acknowledged that such an alteration would be the subject of a future heritage alteration permit where it would proceed to Council for consideration.
- The staff report identifies the building's façade as reinforced concrete; however, the façade looks like a reinforced concrete structure (beams, columns, floor slabs) with brick infill originally around the windows which is probably still underneath.
- It was acknowledged that the building could be restored and the only way this may happen is through support from the City.
- With designation, the applicant would be eligible for the Tax Incentive Program (for seismic upgrading) and façade rehabilitation funding.
- What if the property is designated and funded through the Tax Incentive Program, but the work is not done? Senior Heritage Planner: The benefits of the Tax Incentive Program require that the rehabilitation work be substantially complete before it takes effect.
- Is it appropriate to designate a building that is so altered? What are we designating - what we see now or what we would like to see in the future? Since there is no risk, both considerations are valid.
- The consideration is whether the Panel should recommend designation of a building with compromised heritage value; however, at the same time there is nothing to lose in the rehabilitation of downtown by designating the property and it opens up the opportunity for incentives and a greater degree of development control over what happens there.

**Moved**

**Seconded**

That Council consider Heritage Designation Application No. 000153 for the property located at 727-729 Johnson Street pursuant to Section 967 of the Local Government Act as a Municipal Heritage Site and consider the following comments:

- That Council urge the applicant to restore the property consistent with the *Standards and Guidelines for the Conservation of Historic Places in Canada* and the original design, and
- That said restoration would strengthen the existing historical architecture of the south side of this block on Johnson Street, carrying on the rhythm of the three existing character buildings.

**Carried (unanimous)**

8. **New Business** - nil

9. **Adjournment** - 1:20 pm

1

# Heritage Designation Application No. 00153 for 727-729 Johnson Street



1

## Aerial View

2



2

## Subject Site

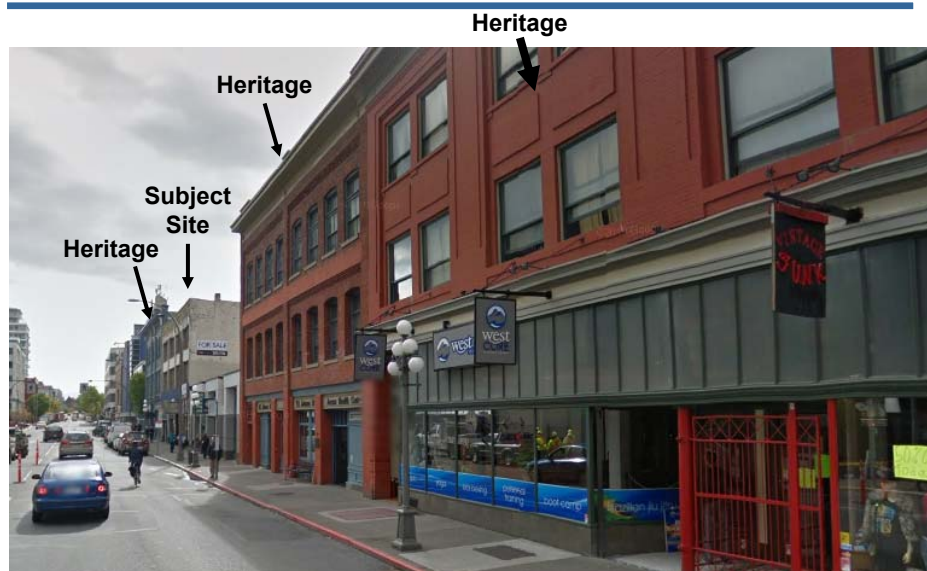
3



3

## Subject Site

4



4

## Front and West Elevation

5



Before Rehabilitation



5

## Front and West Elevation

6



Original Building Plan



6



## Front and West Elevation

7



Photograph showing original as-built condition



7

## Front and West Elevation

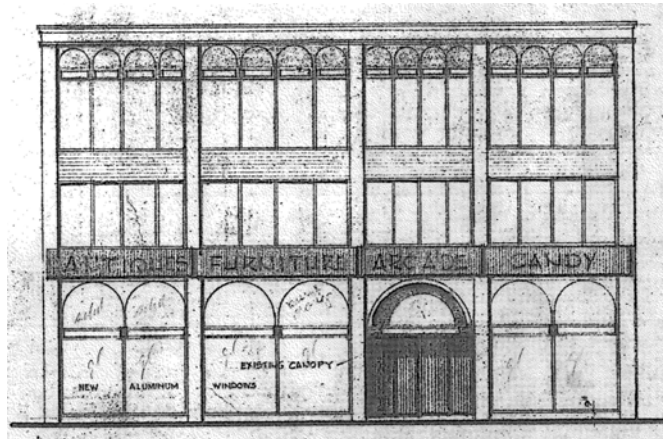
8



8

## Front and West Elevation

9



1967-68 Alterations



9

## Front and West Elevation

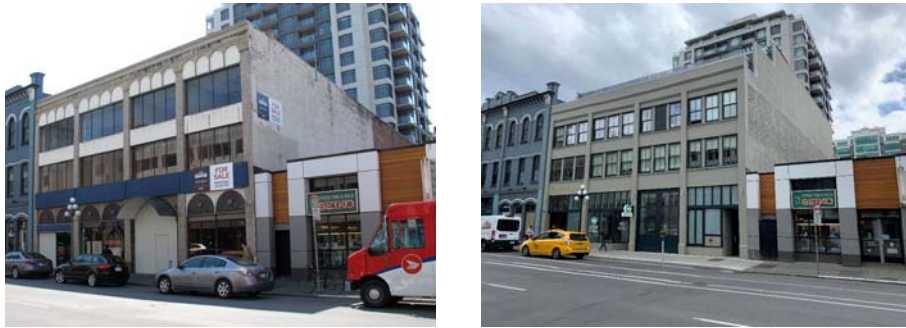
10



10

## Front and West Elevation

11



11

## Rear Elevation

12



12

## Rehabilitated Ground Floor

13



13

## Rehabilitated Ground Floor

14



14

## Rehabilitated Upper Storey Facade

15



15



## **Committee of the Whole Report**

### **For the Meeting of May 14, 2020**

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**To:** Committee of the Whole **Date:** April 28, 2020

**From:** Karen Hoesel, Director, Sustainable Planning and Community Development

**Subject:** **Revised Victoria Housing Reserve Fund Grant Application for 2558 Quadra Street (Forest Heights)**

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### **RECOMMENDATIONS**

That Council:

1. Reduce the grant, approved on March 21, 2019, from the Victoria Housing Reserve Fund to the Greater Victoria Housing Society for the Forest Heights project located at 2558 Quadra Street from \$440,000 to \$105,000 to reflect changes to the project, specifically a reduction in number of eligible units and level of affordability.
2. Confirm that all other terms and conditions of the grant approval continue to apply in accordance with the March 21, 2019 approval, except for levels of affordability of the proposed units.

### **EXECUTIVE SUMMARY**

The purpose of this report is to present Council with updated recommendations related to a Victoria Housing Reserve Fund (VHRF) grant application that was originally approved by Council on March 21, 2019, based on the Victoria Housing Reserve Fund Guidelines that existed at the time, to support the construction of a 40-unit affordable housing development at 2558 Quadra Street by the Greater Victoria Housing Society (GVHS).

Following approval of the VHRF grant, the GVHS submitted a rezoning and development permit with variances application indicating the provision of 19 affordable units and 21 below market units rather than the original proposal of 40 low income units. The revised affordability level has resulted in the reduction of grant eligibility from \$440,000 to \$105,000. Staff have re-evaluated the updated project using the current VHRF guidelines and have confirmed that the project continues to support the original intent of providing affordable housing for seniors, working adults, adults with disabilities and small families through a mix of studio, one, two, and three-bedroom units.

The reduced grant will result in an additional \$335,000 remaining in the VHRF to support other affordable housing projects.



## **PURPOSE**

The purpose of this report is to present Council with updated recommendations related to a previously approved Victoria Housing Reserve Fund grant application for an affordable housing project at 2558 Quadra Street, proposed by the Greater Victoria Housing Society (GVHS).

## **BACKGROUND**

City Council passed the following motion on March 21, 2019 related to a Victoria Housing Reserve Fund Grant application:

“That Council approve a Victoria Housing Reserve Fund grant application from the Greater Victoria Housing Society in the amount of \$440,000 to assist in the construction of 40 units of housing for low-income seniors, working adults, adults with disabilities and small families at Forest Heights located at 2558 Quadra Street, subject to the following conditions:

1. The applicant receives Council approval for the required rezoning and development permit applications for 2558 Quadra Street and the applicant executes a Housing Fund Agreement and Housing Agreement in the form satisfactory to the City Solicitor and the Director of Sustainable Planning and Community Development.
2. The applicant fulfills the requirements of the Victoria Housing Reserve Fund Guidelines.
3. All existing tenants of 2558 Quadra are offered alternate rental housing at rent levels that are affordable to them.”

Following approval of the grant, the GVHS submitted a rezoning and development permit with variances application indicating the provision of 19 affordable units and 21 below market units rather than the original proposal of 40 low income units. On March 12, 2020 Council considered the rezoning and DP application and approved a motion to give first and second reading to the rezoning bylaw, direct staff to advance the application to a public hearing, and to prepare a housing agreement to secure all of the units as rental in perpetuity including 19 units as affordable and 21 units as below market. Based on the changes to the target income levels, this project has been re-evaluated with the current VHRF guidelines to confirm a revised grant amount. The final consideration of the project will occur once public hearings resume.

## **ISSUES AND ANALYSIS**

### **Updated Unit Composition and Grant Funding**

The original project proposed a total of 40 low income rental units composed of studios, one bedroom and two bedroom units while the updated application proposes a blend of 19 median income (affordable) units and 21 below market units as outlined in the table below. Staff have re-evaluated the current application and have confirmed that the 19 median income units are eligible for financial support through the VHRF program, while the 21 below market units are not eligible. The current VHRF program provides \$5,000 for median income studio and one bedroom units and \$10,000 for two bedroom units. Therefore, the Forest Heights project is eligible for a revised VHRF grant of \$105,000 rather than the original \$440,000 grant. The updated project still meets several key priorities of the current VHRF guidelines including the provision of affordable housing for seniors, working adults, adults with disabilities and small families. Although the eligible units are classified as median income units under the current VHRF guidelines, the applicant has been able to propose lower monthly rents than those identified in the original proposal for low income units as defined through the previous VHRF guidelines. This has been achieved through the provision of the below market rents that help to

reduce the operating costs and allow for lower rents. In addition, the applicant's funding agreement with CMHC requires the project to also include below market units.

	Original Proposal		Current Proposal			
Unit Type	Low Income Units	Monthly Rent	Median Income Units (Eligible for VHRF)	Monthly Rent	Below Market Units	Monthly Rent
Studio	20	\$863	9	\$690	11	\$1,100
One Bedroom	16	\$995	8	\$790	8	\$1,300
Two Bedroom	4	\$1,293	2	\$1,020	2	\$1,700
<b>Total Units:</b>	<b>40</b>		<b>19</b>		<b>21</b>	

## Legal Agreements

If Council approves the revised unit composition and reduced grant amount, the applicant has maintained their previous commitment to enter into a Housing Agreement to secure all units as rental in perpetuity including 19 units as affordable and 21 units as below market. The applicant has also confirmed their willingness to execute a Housing Fund Grant Agreement with the City of Victoria to secure the conditions of the grant, as outlined in the Victoria Housing Reserve Fund Guidelines.

## Capacity of the Victoria Housing Reserve Fund

If approved, the proposed VHRF grant for 2558 Quadra Street would be revised from \$440,000 to \$105,000, resulting in a difference of \$335,000 that would remain in the VHRF. This means that the VHRF unallocated balance would be increased from \$2,447,942 (as of April 20, 2020) to \$2,782,942 to support other affordable housing projects.

## OPTIONS AND IMPACTS

### Option 1 – Reduce the Grant Amount (Recommended)

Approval of a reduced VHRF grant of \$105,000 will continue to support the Greater Victoria Housing Society's proposal to construct a project that will supply much needed affordable and below market housing for individuals and small families with median and below market incomes.

### Option 2 – Do Not Approve a Reduced Grant Amount

This option is not recommended; if Council does not approve a reduced grant amount, the applicant would not be able to receive any of the requested funding. This is because there would be a conflict between the conditions of the original grant approval and the unit composition and levels of affordability (both of which will be secured through a housing agreement) proposed in the revised rezoning application.

### *Accessibility Impact Statement*

Council's consideration of a revised VHRF grant does not have any accessibility impacts.

## *2019 - 2022 Strategic Plan*

Providing grants to support the development of affordable rental housing supports multiple actions described within Strategic Objective Three: Affordable Housing as well as Strategic Objective Eight: Strong, Liveable Neighbourhoods.

### *Impacts to Financial Plan*

A revised grant to the Greater Victoria Housing Society in the amount of \$105,000 will result in an additional \$335,000 being made available for future VHRF projects, resulting in an overall unallocated balance of \$2,782,942, which is comprised of \$705,000 available for seniors' housing and \$2,077,942 for all other applications.

### *Official Community Plan Consistency Statement*

This project supports OCP policies related to working with coordinated community and regional efforts to enable stable, affordable housing within the region.

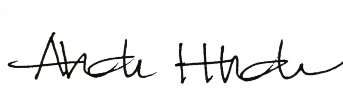
## **CONCLUSIONS**

Approval of a revised Victoria Housing Reserve Fund grant for the Greater Victoria Housing Society will ensure the units at 2558 Quadra Street are appropriately funded and will release \$335,000 back to the VHRF for future applications to the fund.

Respectfully submitted,



Robert Batallas,  
Senior Planner  
Community Planning Division



Karen Hoese, Director  
Sustainable Planning and Community  
Development Department

Report accepted and recommended by the City Manager:



Date: May 5, 2020

# Revised Victoria Housing Reserve Fund Grant Application

2558 Quadra Street  
(Forest Heights)



1

## Background

- March 21, 2019 - Council approved a VHRF grant application from GVHS for \$440,000 to support the construction of a 40-unit affordable housing apartment at 2558 Quadra Street.
- Following approval of the grant the GVHS submitted a rezoning and DP application with revised affordability.
- March 12, 2020 - Council endorsed the revised project including affordability levels and directed staff to prepare a rezoning bylaw prior and related legal agreements prior to a public hearing.



2

## Revised Affordability Levels

Unit Type	Original Proposal		Current Proposal			
	*Low Income	Monthly Rent	**Median Income	Monthly Rent	Below Market	Monthly Rent
Studio	20	\$863	9	\$690	11	\$1,100
One Bedroom	16	\$995	8	\$790	8	\$1,300
Two Bedroom	4	\$1,293	2	\$1,020	2	\$1,700
Total Units:	40		19		21	
Eligible Funding	\$440,000		\$105,000		N/A	

**\*Original (Low Income) Grant:** \$10,000 per unit

**\*\*Revised (Median Income) Grant:** \$5,000 per studio/1bdrm and \$10,000 per 2bdrm unit



3

## Evaluation of Revised Application

- Grant application has been re-evaluated in consideration of revised affordability levels using the current VHRF guidelines.
- Shift from low income units to a mix of median and below market units strengthens project feasibility and provides better alignment with funding requirements from BC Housing and CMHC.
- Revised project is now only seeking funding for 19 median income units.
- Previously approved grant is proposed to be reduced from \$440,000 to \$105,000.
- All other conditions from the original approved grant remain in place including requirements for housing agreement and a housing fund grant agreement.



4

## Recommendations

That Council:

1. Reduce the grant, approved on March 21, 2019, from the Victoria Housing Reserve Fund to the Greater Victoria Housing Society for the Forest Heights project located at 2558 Quadra Street from \$440,000 to \$105,000 to reflect changes to the project, specifically a reduction in number of eligible units and level of affordability.
2. Confirm that all other terms and conditions of the grant approval continue to apply in accordance with the March 21, 2019 approval, except for levels of affordability of the proposed units.





## **May 14/20 CAO Remarks**

Good Morning Mayor and Council.

### **Emergency Operations Centre**

We are currently holding at a Level 1 EOC with the Province's extension of the State of Emergency until May 27. We are also turning our minds to the EOC's role in recovery moving forward.

### **Reopening of the Economy**

WorkSafeBC guidelines are expected to be ready by Friday as part of the B.C. government's phased relaxing of pandemic restrictions related to businesses such as restaurants which are ready to reopen potentially as early as May 19, after the Victoria Day long weekend.

City sidewalks, street space curbs and alleys are being eyed to become the new frontier for foodies, as the cities explores open air dining options to help restaurants affected by COVID-19.

The City has been working alongside our business partners for the last 67 days to position Victoria for recovery. More on what is currently in play this am in a report from our Head of Business and Community relations.

I recognize Council has a number of motions on recovery today and to that end, I will be putting together a small working group

across City departments with the goal of expediting our ability to implement actions to support the recovery of the local economy.

### **Regional update**

Weekly calls with CAOs. City services are being delivered seamlessly through technology and individual appointments. This new way of doing business will inform our new way forward.

From a staffing perspective, most municipalities will be continuing to have staff work at home and they are taking a measured and thoughtful way forward.

You will be hearing from staff today on options for public hearings and public input which are mindful of the directives from the provincial health orders and considerate of the needs for the public to be engaged in land use and other matters at City Hall.

### **Victoria Day Weekend**

Starting today, the City is re-opening tennis and pickleball courts, sports fields, and skate and bike parks as part of a phased return to outdoor recreation facilities.

The decision aligns with the provincial government's Restart Plan, which includes recreation as one of several activities to resume this month.

Since the beginning of the pandemic, decisions about recreation facilities have been guided by public health advice, and the City continues to monitor provincial recommendations as part of safe recovery.

Although these facilities will be open for recreational use, there will still be no lessons or league play, and people will be expected to continue following public health guidelines, including physical distancing.

Closure signage and fencing will be removed in the coming days and replaced with new signage to communicate guidelines for use.

At this time, close contact recreation facilities remain closed, including playgrounds, basketball courts, outdoor gyms and the Crystal Pool and Fitness Centre.



## **Committee of the Whole Report**

### **For the Meeting of May 14, 2020**

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**To:** Committee of the Whole **Date:** May 14, 2020

**From:** Karen Hoes, Director of Sustainable Planning and Community Development  
Chris Coates, City Clerk

**Subject:** **Public Hearings and Opportunities for Public Comment during the COVID-19 Pandemic**

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### **RECOMMENDATION**

That Council:

1. authorize an amended process and move forward with public hearings and opportunities for public comment in accordance with the Ministerial Order M139 for receiving oral submissions during public hearings by allowing the public to participate via live phone and pre-recorded video as a substitute to in-person attendance while authorized by the provincial government.
2. restore the public request to address Council and question period to regular council meetings by electronic participation or written submissions during the COVID-19 pandemic.
3. restore the holding of twice monthly evening council meetings with remote participation in Public Hearings and Opportunities for Public Comment, Request to Address Council and Question Period.

### **EXECUTIVE SUMMARY**

Since the COVID-19 pandemic declaration in March, Council has considered and approved several processes for meetings of council that typically involve in person participation.

The purpose of this report is to present Council with information and recommendations on alternate means of receiving public feedback during Public Hearings and Opportunities for Public Comment, and other public participation opportunities at Council meetings. This is in response to the direction that Council provided at the April 2, 2020 Committee of the Whole Meeting related to examining modifications to development application processes in order to continue to process applications through the COVID-19 pandemic while complying with public health orders and maintaining transparency and accountability of land use processes.

It is recommended for Council's consideration that the practice of allowing the public to phone in and provide an oral submission during a Public Hearing or Opportunity for Public Comment, as a substitute for the standard practice of receiving these oral submissions in person, be initiated for development applications. The public would also have the option of providing a pre-recorded video in advance of the meeting, to be played at the hearing. The existing practices around receiving

written submissions, mailing notices to adjacent neighbours (and the Community Association Land Use Committee), posting signs on site and placing notices in the newspaper and on the City website would be maintained.

This will enable development applications to advance through the review process and be considered by Council with the benefit of receiving comments from the public while maintaining physical distancing and compliance with the Provincial Health Officer's Order prohibiting mass gatherings. No additional considerations around waiving OPC or public hearings are included in this report, as the recommendations would allow for public hearings to resume, thereby addressing the concerns around potential delay in moving development applications forward.

Reinstating public hearings could also help with increasing the supply of affordable and rental housing, maintaining a healthy economy, and enhancing the ability of the development and trades industries to both weather and recover from the COVID-19 pandemic.

This report further includes a review of the interim COVID-19 Council meeting measures that have already been put in place. Staff are recommending that these electronic participation alternatives can also be applied to the public's request to address Council and question period, enabling those to be restored to the unrestricted levels that existed before the pandemic caused temporary changes.

## **PURPOSE**

The purpose of this report is to present Council with information and recommendations on alternate means of receiving public comments as a substitute for the standard practice of inviting physical attendance at Public Hearings and Opportunities for Public Comment (OPC) within City Hall and to report back on interim Council processes resulting from the COVID-19 pandemic.

## **BACKGROUND**

On March 16, 2020, the British Columbia Medical Health Officer passed an order (Attachment A) that prohibits gatherings in excess of 50 people. Shortly after this order and based on further provincial guidance requiring physical distancing during the pandemic, the City of Victoria suspended public meetings until further notice. This was part of the following motion which was passed at the March 19, 2020 Council meeting:

### *Council Processes*

1. *That Council give first second and third reading to Council Procedures Amendment (No. 1) Bylaw No. 20-053.*
2. *That staff undertake required advertising of the proposed Bylaw in accordance with section 124(3) of the Community Charter.*
3. *That Council suspend the holding of Public Hearings in accordance with the Class Order on COVID-19 from the Office of the Provincial Health Officer until further notice.*
4. *That Council suspend the Question Period section of Council meeting agendas for in person participation until further notice.*
5. *That Council authorize adjustments to the Request to Address Council process including:*
  1. *Telephone participation where possible*
  2. *The reading out of written submissions and/or the broadcasting of recorded submissions, if necessary.*

*That this temporary measures in 3, 4 and 5 be reviewed no later than April 16<sup>th</sup>.*

These measures were reviewed at the April 16, 2020 Committee of the Whole meeting where staff were directed to report back pending information from the Ministry of Municipal Affairs and Housing relative to Public Hearings, by May 14, 2020.

At the March 26, 2020 Council meeting, further process changes occurred with respect to the suspension of evening Council meetings through the following motion:

*That Council:*

1. *Direct staff to amend the 2020 Council and Committee of the Whole meeting Schedule until further notice to provide for:*
  - a. *the suspension of evening Council meetings effective immediately;*
  - b. *conducting Council meetings during the day following Committee of the Whole;*
  - c. *conducting both Council and Committee of the Whole on the second and fourth Thursday of each month beginning April 9, 2020.*
2. *Direct staff to give public notice of the revised Meeting Schedule in accordance with Section 127 (1)(b) of the Community Charter.*
3. *Forward the March 26<sup>th</sup> Council meeting agenda items to the daytime Council meeting April 2, 2020.*

On March 26, 2020, Ministerial Order No. M083 (Attachment B) gave municipalities the ability to hold electronic City Council meetings and committee meetings without the public being physically present. The order will be in place for the duration of the state of emergency but applied only to open meetings and not to public hearings.

On April 2, 2020 Council directed staff to report back on modifications to development application processes to enable the continued processing of development applications through the COVID-19 pandemic. This included examining alternate means of gathering public input for public hearings and Opportunities for Public Comment (OPC) as well as exploring opportunities to waive these requirements in certain circumstances. The staff report and motion are attached as Attachment D.

On May 1, 2020, Ministerial Order M083 was repealed and replaced by Ministerial Order M139 along with the associated guidance (Attachment C) to enable local governments to hold meetings and Public Hearings via electronic or other communication facilities while complying with prohibitions on mass gatherings and recommendations on physical distancing.

## **ISSUES AND ANALYSIS**

### **1. Provincial Orders**

The direction from the province has been strongly worded to:

- avoid in-person meetings altogether and hold virtual meetings instead;
- stay close to home as much as possible; and
- work from home if possible, and if that is not possible, maintain physical distancing and stay home when sick.

To date, staff have been focused on moving forward under these conditions to satisfy all the requirements and most importantly to ensure the health and safety of the public, and of City staff and Council members.



The Ministerial Order is in effect only during the state of provincial emergency, after which the ability to conduct electronic public hearings is uncertain. Staff will be closely monitoring this situation and will continue to examine ways to consider safe and effective ways to re-establish in person participation and will report back to Council as the circumstances evolve in that regard. Based on the current provincial directives however, it is not considered safe or appropriate to institute in-person participation.

## **2. Local Government Act and Land Use Procedures Bylaw**

The following section outlines the Public Hearing and Opportunity for Public Comment (OPC) requirements, including those regarding signs and notices, as stipulated in the *Local Government Act* (LGA) and *Land Use Procedures Bylaw* (LUPB).

### *Public Hearing Requirements*

The *Local Government Act* legislates the specific provisions and requirements for Public Hearings to provide citizens with a reasonable opportunity to be heard before the adoption of *Official Community Plan* bylaw amendments, zoning bylaw amendments, phased development agreement bylaws and bylaws for the early termination of land use contracts.

Public Hearings may be waived if a proposed amendment to a zoning bylaw is aligned with the *Official Community Plan*, however, in practice Council has consistently held Public Hearings in all of these circumstances. Staff have reviewed the timelines associated with holding or waiving public hearings, and note that there are little or no time savings achieved from waiving public hearing requirements as all the steps related to notification, advertising and signage, in accordance with the requisite timeframes, must still be maintained.

### *Opportunity for Public Comment Requirements*

In contrast to Public Hearings, under the *Local Government Act* (LGA), an Opportunity for Public Comment is not a legislative requirement for temporary use permits (TUP), development permits with variances (DPV), development variance permits (DVP) or heritage alteration permits with variances (HAV). Each municipality in British Columbia has the authority to determine if there should be a public forum associated with the approval of these permits. The City's *Land Use Procedures Bylaw* (LUPB), states the following with respect to the City's requirements for an Opportunity for Public Comment:

31. Council may provide an opportunity for public comment before passing a resolution to issue:
- a development variance permit, other than a permit that varies a bylaw under Section 528 of the *Local Government Act*;
  - a development permit with variances;
  - a heritage alteration permit with variances;
  - a temporary use permit.

In practice, Council has consistently held in-person OPC before considering approval of these types of applications, unless there is a concurrent Public Hearing held for the same proposal (i.e. if a rezoning is also required). Similarly to the public hearing process, all the steps related to notification, advertising and signage, in accordance with the requisite timeframes, must still be maintained; therefore, there are little or no time savings achieved from waiving OPC requirements.

## Sign and Notification Requirements

The table below summarizes the LGA and LUPB requirements related to notification and sign posting for Public Hearings and Opportunities for Public Comment. To continue to engage the community and nearby residents, the practice of mailing notices and posting signs on site would be maintained. However, instead of providing notification of an in-person Public Hearing or OPC, the notice would provide information on how comments can be shared through other communication channels such as mail, email, phone or pre-recorded video (see below). The notice would also indicate that any material that is to be made available for public inspection for the purposes of the Public Hearing or OPC would be available online. The sign requirements would remain the same except applicants would be emailed the sign for printing to avoid them having to come to City Hall to pick it up.

**Table: Summary of Notice and Sign Requirements**

Application Type	Local Government Act (LGA) Requirements		City Land Use Procedures Bylaw (LUPB) Requirements	
	Advertisement in two consecutive issues of a newspaper	Notification of Public Hearing or Council Meeting to consider Variances Mailed to Owners and Occupiers of <u>Subject Property</u>	Sign Posted on Site	Notification of Public Hearing or Opportunity for Public Comment Mailed to Owners and Occupiers
Official Community Plan (OCP) Amendment	✓	✓	✓ 10 days prior to first Committee of the Whole review	✓ Subject Site and Properties within 100m Notified
Rezoning	✓	✓	✓ 10 days prior to first Committee of the Whole review	✓ Subject Site and Properties within 100m Notified
Temporary Use Permit	✓	✓	✓ 10 days prior to Opportunity for Public Comment	✓ Subject Site and Adjacent Properties Notified
Development Variance Permit	-	✓	✓ 10 days prior to Opportunity for Public Comment	✓ Subject Site and Adjacent Properties Notified
Development Permit with Variance(s)	-	-	✓ 10 days prior to Opportunity for Public Comment	✓ Subject Site and Adjacent Properties Notified
Development Permit	-	-	-	-
Heritage Alteration Permit with Variance(s)	-	-	✓ 10 days prior to Opportunity for Public Comment	✓ Subject Site and Adjacent Properties Notified
Heritage Alteration Permit	-	-	-	-

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### **3. Alternate Means of Receiving Public Feedback**

The *Land Use Procedures Bylaw* and the *Council Procedures Bylaw* do not prescribe the format for receiving oral submissions during Opportunities for Public Comment or Public Hearings, so the City maintains some flexibility as to how these oral submissions are received. In addition, Ministerial Order M139 supersedes council procedure bylaws in terms of the format for Public Hearings and electronic council meetings. Having said that, staff recommend that Council provide policy direction to amending the format for receiving in-person submissions during the pandemic.

#### *Phone In and Pre-Recorded Video Submissions*

It is recommended that the public be permitted to phone into a Council meeting at the point in the meeting where an in-person Public Hearing or OPC would normally occur. The option for the public to provide a pre-recorded video in advance, which would then be played during the meeting, would also be offered. The City has the technology to receive live phone calls and pre-recorded videos while hosting an electronic Council meeting and staff can prepare guidance to assist the public with understanding how to call in. Other means of providing comments to Council in advance of a Council meeting will remain in place, including submission of emails and physical letters.

#### *Sharing Comments through Live Video*

At this time, it is not recommended that the public be permitted to phone in with live video as it involves more complicated operational details that have yet to be worked out, such as privacy, technology, and staffing, which would delay restoring Public Hearings and Opportunities for Public Comment. However, staff will continue to work to implement this over the longer term.

#### *Sharing Comments In-Person*

Due to the public health orders that are currently in place it is not recommended that any form of in-person Public Hearings be reinstated at this time. Staff will continue to monitor the situation and explore opportunities to expand in-person attendance at hearings as restrictions are lessened.

### **4. Waiving Public Hearings or Opportunity for Public Comment**

In accordance with Council's direction of April 2, 2020, staff examined the option of waiving Public Hearings and Opportunities for Public Comment. The option for the public to phone into a Council meeting as a substitute for providing oral in-person submissions at the Public Hearing or Opportunity for Public Comment addresses concerns around potential delay in moving development applications forward. Further, there would be minimal or no time savings associated with doing so because legislation and the LUP Bylaw requires that standard signage and notification with the requisite timeframes be maintained. Also, waiving hearing requirements on an ad hoc basis may increase the chance of legal challenge.

### **5. Current Applications**

At the time of writing this report, there are currently eight applications that are ready for a Public Hearing and consideration for approval by Council. In addition to these, 11 more proposals have been forwarded by Committee of the Whole to a Public Hearing but are still in the process of

completing the necessary conditions, such as legal agreements, before being ready to proceed to a Council meeting. For Opportunity for Public Comment, two are ready and four are still satisfying the necessary conditions. Appendix E contains a list of these applications.

Any changes to help facilitate the development application process moving forward could help with increasing the supply of affordable and rental housing as well as maintaining a healthy economy, but it is important to ensure that appropriate opportunities for comment occur in keeping with the legislative requirements.

## **6. COVID-19 Pandemic Interim Council Processes Review**

Since the initial suspension of Public Hearings and evening Council meetings in March, the COVID-19 pandemic has resulted in a significant resource commitment by staff in most departments throughout the City. As that transitions back toward a more conventional focus and looking ahead to recovery, a review of the interim measures is prudent and, as noted above, was directed by Council. Valuable technological experience has been gained over the last few weeks that enable the City to move processes forward, and ultimately respond to Strategic Plan items around electronic participation, which can be established for the long term should Council wish to. This will be reported on separately in the coming weeks.

### *Request to Address Council and Question Period*

It is important to keep in mind that the Provincial State of Emergency is still in effect along with Public Health Orders limiting the gathering of people and requirements for social distancing as noted above.

To this point, there has been little public uptake of opportunities for requests to address Council during Council meetings and Public Hearings have been suspended. The Provincial Order permitting electronic participation at Public Hearings opens the door to review the suite of interim measures. Rationale around the interim measures was outlined in the earlier reports on Council processes attached as Appendices F and G. In short, the rationale was two-fold: to both respond to the closing of City Hall to the public to maintain compliance with the Health Orders, as well as to maintain the integrity of the processes of the City.

Staff recommend that both these practices can now be restored using electronic participation methods or by written submissions, while the state of emergency and Health Orders remain in place.

### *Evening Council Meetings*

When Council considered the initial suspension of evening council meetings it was the result of the Health Orders that necessitated the suspension of public hearings and in person public participation due to the limits on gatherings in excess of 50 people, social distancing requirements and encouraging people to stay at home as much as possible. The experience gained with electronic participation, and more importantly, the Ministerial Order now permitting electronic public hearings, enables the restoration of public participation by electronic means. Council may consider that is more appropriate to occur in the evening as has traditionally been the City's practice.

Staff are recommending resumption of evening meetings and piloting the Strategic Plan Action of holding public hearing and public participation only sections during these evening meetings, to enable the broadest degree of public participation while complying with the Health Orders that remain in effect.

Alternatively, in view of the large number of persons working remotely along with the electronic participation options, Council could consider continuing with the suspension of evening meetings until circumstances around the Health Orders change as outline in Option 2 in this report.

## **OPTIONS AND IMPACTS**

### **Option 1**

**Proceed with Electronic Public Hearings and Opportunities for Public Comment, Restore Request to Address Council and Question Period electronically and in writing, and resume Evening Council meetings for public hearing and public participation sections of the agenda. (Recommended)**

That Council:

1. authorize an amended process and move forward with public hearings in accordance with the Ministerial Order M139 for receiving oral submissions during Public Hearings and Opportunities for Public Comment by allowing the public to participate via live phone and pre-recorded video as a substitute to in-person attendance at City Hall while authorized by the provincial government
2. restore request to address council and question period to regular council meetings by electronic participation or written submissions during the COVID-19 pandemic
3. restore the holding of twice monthly evening council meetings with remote participation Public Hearings and Opportunities for Public Comment, Request to Address Council and Question Period.

This option would enable development applications to advance through the review process and be considered by Council with the benefit of public input. Accessibility of meetings for those with access to phones or the ability to make video recordings is enhanced. This will assist with the City's ability to weather the economic impacts and ultimately recover from the pandemic and move toward a more conventional process.

### **Option 2**

**Proceed with Electronic Public Hearings and Opportunities for Public Comment, Restore Request to Address Council and Question Period electronically and in writing**

That Council:

1. authorize an amended process and move forward with public hearings in accordance with the Ministerial Order M139 for receiving oral submissions during Public Hearings and Opportunities for Public Comment by allowing the public to participate via live phone and pre-recorded video as a substitute to in-person attendance at City Hall
2. restore request to address Council and question period to regular council meetings by electronic participation or written submissions during the COVID-19 pandemic.

This option would achieve the same outcomes as noted in Option 1, except for the restoration of evening meetings.

### Option 3

That Council decline the staff recommendations. This option is not recommended. Declining the staff recommendation would put development applications that require a Public Hearing or Opportunity for Public Comment on indefinite hold, which would have negative consequences with regard to the provision of housing, the overall economy and positioning the City for recovery after COVID-19.

#### *Accessibility Impact Statement*

Under normal circumstances, Public Hearings and Opportunities for Public Comment are held at City Hall, requiring the public to physically travel to observe and or participate. Providing the opportunity to phone in or pre-record videos would be more physically accessible to the public, although this would require individuals having access to a phone or computer. Therefore, accessibility may increase for some but decrease for others. Requests for additional accommodation will be considered on a case-by-case basis (see Appendix H *Interim Public Hearing Speaking Accommodation Policy*, 2019).

#### *2019 – 2022 Strategic Plan*

The Strategic Plan contains a number of objectives which depend on viable and timely development activity. Therefore, although the proposed recommendation does not have direct Strategic Plan implications, any measures that promote continuation of processing of land use applications are likely to help achieve numerous Strategic Plan objectives, including increased supply of affordable and rental housing as well as maintaining a healthy economy.

#### *Impacts to Financial Plan*

The City of Victoria has a license to operate a web-based meeting program called Microsoft Teams, which has worked well for a range of internal and external meetings. It is unlikely that the City will have to purchase any additional software licenses, so there are no anticipated impacts to the City's financial plan as a result of holding Public Hearings and Opportunities for Public Comment electronically; however, in terms of staff resources, this approach is more labour intensive.

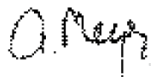
### CONCLUSIONS

This report recommends that Council direct staff to initiate the practice of allowing the public to phone into a Council meeting or provide pre-recorded videos as a substitute for the standard practice of receiving in-person oral submissions during Public Hearings and Opportunities for Public Comment. All other established practices related to mailing notices, posting signs and placing notification in newspapers and on the City's website would be maintained. These steps will allow applications to continue to move forward through the process and receive Council consideration while still inviting input from the public. The recommendations outlined in this report will enhance the ability of the development and trades industries to both weather and recover from the COVID-19 pandemic. This report also includes a review of the interim COVID-19 Council meeting measures that have already been put in place and recommends that Council restore the request to address Council and question period to regular Council meetings.

Respectfully submitted,



Rob Bateman  
Senior Process Planner  
Development Services



Karen Hoese, Director  
Sustainable Planning Community Development  
Department



Chris Coates, City Clerk  
Legislative Services Department

Report accepted and recommended by the City Manager:



Date: May 12, 2020

### List of Attachments

- Attachment A: March 16, 2020 Order of the Provincial Health Officer on Mass Gatherings
- Attachment B: March 26, 2020, Ministerial Order No. M083
- Attachment C: May 1, 2020, Ministerial Order M139 along with the associated guidance
- Attachment D: COTW report on Development Application Processes
- Attachment E: List of current applications
- Attachment F: Legislative COTW report on Council Processes
- Attachment G: Legislative COTW report on Council Processes
- Attachment H: *Interim Public Hearing Speaking Accommodation Policy*, 2019





Cliff #1157407

**CLASS ORDER (mass gatherings) re: COVID-19**

**NOTICE TO OWNERS, OCCUPIERS AND OPERATORS  
OF PLACES AT WHICH LARGE NUMBERS OF PEOPLE GATHER (CLASS)**

**ORDER OF THE PROVINCIAL HEALTH OFFICER**

**(Pursuant to Sections 30, 31, 32 and 39 (3) *Public Health Act*, S.B.C. 2008)**

The *Public Health Act* is at:

<http://www.bclaws.ca/civix/content/complete/statreg/08028/?xsl=/templates/browse.xsl>

(excerpts enclosed)

**TO:** AN INDIVIDUAL / SOCIETY / CORPORATION OR OTHER ORGANIZATION INCLUDING A MUNICIPALITY / REGIONAL DISTRICT / SCHOOL BOARD / UNIVERSITY / COLLEGE / RELIGIOUS ORGANIZATION WHICH IS THE OWNER/OCCUPIER/OPERATOR OF OR IS OTHERWISE RESPONSIBLE FOR A THEATRE / SPORTS ARENA / CONFERENCE HALL / CHURCH / RECREATION CENTRE / CASINO / PARK / FESTIVAL SITE OR OTHER INDOOR OR OUTSIDE PLACE

**WHEREAS:**

- A. A communicable disease known as COVID-19 has emerged in British Columbia;
- B. SARS-CoV-2, an infectious agent, can cause outbreaks of serious illness known as COVID-19 among the public;
- C. A person infected with SARS-CoV-2 can infect other people with whom the infected person is in contact;
- D. The gathering of large numbers of people in close contact with one another can promote the transmission of SARS-CoV-2 and increase the number of people who develop COVID-19;

- E. You belong to the class of people who are the owner, occupier or operator, or are otherwise responsible for, a place or places at which large numbers of people gather in British Columbia;
- F. I have reason to believe and do believe that
- (i) the risk of an outbreak of COVID-19 among the public constitutes a health hazard under the *Public Health Act*;
  - (ii) because the risk of an outbreak extends beyond the authority of one or more medical health officers and coordinated action is needed to protect the public from contracting COVID-19, it is in the public interest for me to exercise the powers in sections 30, 31, 32 and 39(3) of the *Public Health Act* **TO ORDER** as follows:

You are prohibited from permitting the gathering of people in excess of **50 people** at a place of which you are the owner, occupier or operator, or for which you are otherwise responsible.

This Order expires on May 30, 2020 and is subject to revision, cancellation or extension by me.

You are required under section 42 of the *Public Health Act* to comply with this Order. Failure to comply with this Order is an offence under section 99 (1) (k) of the *Public Health Act*.

Under section 43 of the *Public Health Act*, you may request me to reconsider this Order if you:

1. Have additional relevant information that was not reasonably available to me when this Order was issued,
2. Have a proposal that was not presented to me when this Order was issued but, if implemented, would
  - (a) meet the objective of the order, and
  - (b) be suitable as the basis of a written agreement under section 38 [may make written agreements]
3. Require more time to comply with the order.

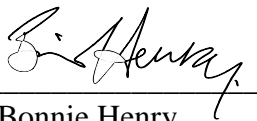
Under section 43 (6) an Order is not suspended during the period of reconsideration unless the health officer agrees, in writing, to suspend it.

If you fail to comply with this Order, I have the authority to take enforcement action against you under Part 4, Division 6 of the *Public Health Act*.

You may contact me at:

Dr. Bonnie Henry, Provincial Health Officer  
4th Floor, 1515 Blanshard Street  
PO Box 9648 STN PROV GOVT, Victoria BC V8W 9P4  
Fax: (250) 952-1570

DATED THIS: 16 day of March 2020

SIGNED:   
Bonnie Henry  
MD, MPH, FRCPC  
Provincial Health Officer

DELIVERY BY: News release on the BC Government website, the BC Centre for Disease Control website and by email.

Enclosure: Excerpts of *Public Health Act*

## ENCLOSURE

### Excerpts of the *PUBLIC HEALTH ACT*

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#### *Public Health Act* [SBC 2008] c. 28

#### **Definitions**

**1** In this Act:

**"health hazard"** means

- (a) a condition, a thing or an activity that
  - (i) endangers, or is likely to endanger, public health, or
  - (ii) interferes, or is likely to interfere, with the suppression of infectious agents or hazardous agents, or
- (b) a prescribed condition, thing or activity, including a prescribed condition, thing or activity that
  - (i) is associated with injury or illness, or
  - (ii) fails to meet a prescribed standard in relation to health, injury or illness;

#### **When orders respecting health hazards and contraventions may be made**

**30** (1) A health officer may issue an order under this Division only if the health officer reasonably believes that

- (a) a health hazard exists,
- (b) a condition, a thing or an activity presents a significant risk of causing a health hazard,
- (c) a person has contravened a provision of the Act or a regulation made under it, or
- (d) a person has contravened a term or condition of a licence or permit held

by the person under this Act.

(2) For greater certainty, subsection (1) (a) to (c) applies even if the person subject to the order is complying with all terms and conditions of a licence, a permit, an approval or another authorization issued under this or any other enactment.

### **General powers respecting health hazards and contraventions**

**31** (1) If the circumstances described in section 30 [*when orders respecting health hazards and contraventions may be made*] apply, a health officer may order a person to do anything that the health officer reasonably believes is necessary for any of the following purposes:

- (a) to determine whether a health hazard exists;
- (b) to prevent or stop a health hazard, or mitigate the harm or prevent further harm from a health hazard;
- (c) to bring the person into compliance with the Act or a regulation made under it;
- (d) to bring the person into compliance with a term or condition of a licence or permit held by that person under this Act.

(2) A health officer may issue an order under subsection (1) to any of the following persons:

- (a) a person whose action or omission
  - (i) is causing or has caused a health hazard, or
  - (ii) is not in compliance with the Act or a regulation made under it, or a term or condition of the person's licence or permit;
- (b) a person who has custody or control of a thing, or control of a condition, that
  - (i) is a health hazard or is causing or has caused a health hazard, or
  - (ii) is not in compliance with the Act or a regulation made under it,

or a term or condition of the person's licence or permit;

(c) the owner or occupier of a place where

(i) a health hazard is located, or

(ii) an activity is occurring that is not in compliance with the Act or a regulation made under it, or a term or condition of the licence or permit of the person doing the activity.

### **Specific powers respecting health hazards and contraventions**

**32** (1) An order may be made under this section only

(a) if the circumstances described in section 30 [*when orders respecting health hazards and contraventions may be made*] apply, and

(b) for the purposes set out in section 31 (1) [*general powers respecting health hazards and contraventions*].

(2) Without limiting section 31, a health officer may order a person to do one or more of the following:

(a) have a thing examined, disinfected, decontaminated, altered or destroyed, including

(i) by a specified person, or under the supervision or instructions of a specified person,

(ii) moving the thing to a specified place, and

(iii) taking samples of the thing, or permitting samples of the thing to be taken;

(b) in respect of a place,

(i) leave the place,

(ii) not enter the place,

(iii) do specific work, including removing or altering things found in the place, and altering or locking the place to restrict or prevent

entry to the place,

(iv) neither deal with a thing in or on the place nor dispose of a thing from the place, or deal with or dispose of the thing only in accordance with a specified procedure, and

(v) if the person has control of the place, assist in evacuating the place or examining persons found in the place, or taking preventive measures in respect of the place or persons found in the place;

(c) stop operating, or not operate, a thing;

(d) keep a thing in a specified place or in accordance with a specified procedure;

(e) prevent persons from accessing a thing;

(f) not dispose of, alter or destroy a thing, or dispose of, alter or destroy a thing only in accordance with a specified procedure;

(g) provide to the health officer or a specified person information, records, samples or other matters relevant to a thing's possible infection with an infectious agent or contamination with a hazardous agent, including information respecting persons who may have been exposed to an infectious agent or hazardous agent by the thing;

(h) wear a type of clothing or personal protective equipment, or change, remove or alter clothing or personal protective equipment, to protect the health and safety of persons;

(i) use a type of equipment or implement a process, or remove equipment or alter equipment or processes, to protect the health and safety of persons;

(j) provide evidence of complying with the order, including

(i) getting a certificate of compliance from a medical practitioner, nurse practitioner or specified person, and

(ii) providing to a health officer any relevant record;



(k) take a prescribed action.

(3) If a health officer orders a thing to be destroyed, the health officer must give the person having custody or control of the thing reasonable time to request reconsideration and review of the order under sections 43 and 44 unless

(a) the person consents in writing to the destruction of the thing, or

(b) Part 5 [*Emergency Powers*] applies.

### **May make written agreements**

**38** (1) If the health officer reasonably believes that it would be sufficient for the protection of public health and, if applicable, would bring a person into compliance with this Act or the regulations made under it, or a term or condition of a licence or permit held by the person under this Act, a health officer may do one or both of the following:

(a) instead of making an order under Division 1, 3 or 4, enter into a written agreement with a person, under which the person agrees to do one or more things;

(b) order a person to do one or more things that a person has agreed under paragraph (a) to do, regardless of whether those things could otherwise have been the subject of an order under Division 1, 3 or 4.

(2) If, under the terms of an agreement under subsection (1), a health officer conducts one or more inspections, the health officer may use information resulting from the inspection as the basis of an order under this Act, but must not use the information as the basis on which to

(a) levy an administrative penalty under this Act, or

(b) charge a person with an offence under this Act.

### **Contents of orders**

**39** (3) An order may be made in respect of a class of persons.

## **Duty to comply with orders**

**42** (1) A person named or described in an order made under this Part must comply with the order.

(2) Subsection (1) applies regardless of whether the person leaves the geographic area for which the health officer who made the order is designated.

## **Reconsideration of orders**

**43** (1) A person affected by an order, or the variance of an order, may request the health officer who issued the order or made the variance to reconsider the order or variance if the person

(a) has additional relevant information that was not reasonably available to the health officer when the order was issued or varied,

(b) has a proposal that was not presented to the health officer when the order was issued or varied but, if implemented, would

(i) meet the objective of the order, and

(ii) be suitable as the basis of a written agreement under section 38 [*may make written agreements*], or

(c) requires more time to comply with the order.

(2) A request for reconsideration must be made in the form required by the health officer.

(3) After considering a request for reconsideration, a health officer may do one or more of the following:

(a) reject the request on the basis that the information submitted in support of the request

(i) is not relevant, or

(ii) was reasonably available at the time the order was issued;

(b) delay the date the order is to take effect or suspend the order, if satisfied

that doing so would not be detrimental to public health;

(c) confirm, rescind or vary the order.

(4) A health officer must provide written reasons for a decision to reject the request under subsection (3) (a) or to confirm or vary the order under subsection (3) (c).

(5) Following a decision made under subsection (3) (a) or (c), no further request for reconsideration may be made.

(6) An order is not suspended during the period of reconsideration unless the health officer agrees, in writing, to suspend it.

(7) For the purposes of this section,

(a) if an order is made that affects a class of persons, a request for reconsideration may be made by one person on behalf of the class, and

(b) if multiple orders are made that affect a class of persons, or address related matters or issues, a health officer may reconsider the orders separately or together.

(8) If a health officer is unable or unavailable to reconsider an order he or she made, a similarly designated health officer may act under this section in respect of the order as if the similarly designated health officer were reconsidering an order that he or she made.

## Review of orders

**44** (1) A person affected by an order may request a review of the order under this section only after a reconsideration has been made under section 43 [*reconsideration of orders*].

(2) A request for a review may be made,

(a) in the case of an order made by a medical health officer, to the provincial health officer, or

(b) in the case of an order made by an environmental health officer, to a medical health officer having authority in the geographic area for which the environmental health officer is designated.

(3) If a review is requested, the review is to be based on the record.

(4) If a review is requested, the reviewer may do one or more of the following:

(a) delay the date the order is to take effect or suspend the order, if satisfied that doing so would not be detrimental to public health;

(b) confirm, vary or rescind the order;

(c) refer the matter back to the person who made the order, with or without directions.

(5) A reviewer must provide written reasons for an action taken under subsection (4) (b) or (c), and a person may not request further review of an order.

## Offences

**99** (1) A person who contravenes any of the following provisions commits an offence:

...

(k) section 42 [*failure to comply with an order of a health officer*], except in respect of an order made under section 29 (2) (e) to (g) [*orders respecting examinations, diagnostic examinations or preventive measures*];

## PROVINCE OF BRITISH COLUMBIA

ORDER OF THE MINISTER OF PUBLIC SAFETY AND  
SOLICITOR GENERAL*Emergency Program Act*

## Ministerial Order No. M083

WHEREAS a declaration of a state of emergency throughout the whole of the Province of British Columbia was declared on March 18, 2020;

AND WHEREAS local governments, including the City of Vancouver, and related bodies must be able to conduct their business in accordance with public health advisories to reduce the threat of COVID-19 to the health and safety of members and employees of local government and related bodies and members of the public;

AND WHEREAS it is recognized that public participation in local governance is an essential part of a free and democratic society and is important to local governments' purpose of providing good government to communities;

AND WHEREAS the threat of COVID-19 to the health and safety of people has resulted in the requirement that local governments and related bodies implement necessary limitations on this public participation;

I HEREBY make the attached Local Government Meetings and Bylaw Process (COVID-19) Order.

March 26, 2020

Date



Minister of Public Safety and Solicitor General

*(This part is for administrative purposes only and is not part of the Order.)*

**Authority under which Order is made:**

Act and section: Emergency Program Act, R.S.B.C. 1996, c. 111, s. 10

Other: MO 73/2020

## LOCAL GOVERNMENT MEETINGS AND BYLAW PROCESS (COVID-19) ORDER

### Definitions

- 1 In this order:
  - “**board**” has the same meaning as in the Schedule of the *Local Government Act*;
  - “**council**” has the same meaning as in the Schedule to the *Community Charter*;
  - “**municipality**” has the same meaning as in the Schedule of the *Community Charter*;
  - “**municipality procedure bylaw**” has the same meaning as “procedure bylaw” in the Schedule of the *Community Charter*;
  - “**regional district**” has the same meaning as in the Schedule of the *Local Government Act*;
  - “**regional district procedure bylaw**” means a procedure bylaw under section 225 of the *Local Government Act*;
  - “**Vancouver council**” has the same meaning as “Council” in section 2 of the *Vancouver Charter*;
  - “**Vancouver procedure bylaw**” means a bylaw under section 165 [*by-laws respecting Council proceedings and other administrative matters*] of the *Vancouver Charter*.

### Application

- 2 This order only applies during the period that the declaration of a state of emergency made March 18, 2020 under section 9 (1) of the *Emergency Program Act* and any extension of the duration of that declaration is in effect.

### Open meetings - municipalities

- 3 (1) Despite
  - (a) Division 3 [*Open Meetings*] of Part 4 [*Public Participation and Council Accountability*] of the *Community Charter*, and
  - (b) any applicable requirements in a municipality procedure bylaw of a council, a council or a body referred to in section 93 [*application of rule to other bodies*] of the *Community Charter* is not required to allow members of the public to attend an open meeting of the council or body.
- (2) For the purposes of Division 3 [*Open Meetings*] of Part 4 [*Public Participation and Council Accountability*] of the *Community Charter*, if a council or a body do not allow members of the public to attend an open meeting under subsection (1) of this section, the open meeting is not to be considered closed to the public.

### Open meetings – regional districts

- 4 (1) Despite
  - (a) Division 3 [*Open Meetings*] of Part 4 [*Public Participation and Council Accountability*] of the *Community Charter*,

- (b) section 226 [*board proceedings: application of Community Charter*] of the *Local Government Act*, and
  - (c) any applicable requirements in a regional district procedure bylaw of a board,
- a board or a board committee established under section 218 [*appointment of select and standing committees*] of the *Local Government Act* is not required to allow members of the public to attend an open meeting of the board or committee.
- (2) For the purposes of Division 3 [*Open Meetings*] of Part 4 [*Public Participation and Council Accountability*] of the *Community Charter* as that Division applies to a regional district under section 226 of the *Local Government Act*, if a board or a board committee do not allow members of the public to attend an open meeting under subsection (1) of this section, the open meeting is not to be considered closed to the public.

#### **Open meetings - Vancouver**

- 5 (1) Despite
- (a) section 165.1 [*general rule that meetings must be open to the public*] of the *Vancouver Charter*, and
  - (b) any applicable provision in the Vancouver procedure bylaw,
- the Vancouver council or a body referred to in section 165.7 [*application to other city bodies*] of the *Vancouver Charter* is not required to allow members of the public to attend an open meeting of the council or body.
- (2) For the purposes of section 165.1 of the *Vancouver Charter* if the Vancouver council or a body do not allow members of the public to attend an open meeting under subsection (1) of this section, the open meeting is not to be considered closed to the public.

#### **Electronic meetings – municipalities**

- 6 (1) Despite
- (a) section 128 [*electronic meetings and participation by members*] of the *Community Charter*, and
  - (b) any applicable requirements in a municipality procedure bylaw of a council,
- a council or a body referred to in section 93 [*application of rule to other bodies*] of the *Community Charter* may conduct all or part of a meeting of the council or body by means of electronic or other communication facilities.
- (2) A member of a council or body who participates in a meeting by means of electronic or other communication facilities under this section is deemed to be present at the meeting.
- (3) Section 128 (2) (c) and (d) [*electronic meetings and participation by members*] of the *Community Charter* does not apply in respect of a meeting conducted by means of electronic or other communication facilities under this section.

#### **Electronic meetings – regional districts**

- 7 (1) Despite
- (a) section 221 [*electronic meetings and participation by members*] of the *Local Government Act*,



(b) the Regional District Electronic Meetings Regulation, B.C. Reg. 271/2005, and

(c) any applicable requirements in a regional district procedure bylaw of a board,

a board or a board committee established under section 218 [*appointment of select and standing committees*] of the *Local Government Act* may conduct all or part of a meeting of the board or committee by means of electronic or other communication facilities.

(2) A member of a board or board committee who participates in a meeting by means of electronic or other communication facilities under this section is deemed to be present at the meeting.

(3) Section 2 (2) (d) and (e) [*electronic meetings authorized*] of the Regional District Electronic Meetings Regulation does not apply in respect of a meeting conducted by means of electronic or other communication facilities under this section.

#### **Electronic meetings - Vancouver**

8 Despite

(a) section 164.1 [*meeting procedures*] of the *Vancouver Charter*,

(b) the City of Vancouver Council Electronic Meetings Regulation, B.C. Reg. 42/2012,

(b) any applicable provision in the Vancouver procedure bylaw,

the Vancouver council or a body referred to in section 165.7 [*application to other city bodies*] of the *Vancouver Charter* may conduct all or part of a meeting of the council or body by means of electronic or other communication facilities.

(2) A member of the Vancouver council or other body who participates in a meeting by means of electronic or other communication facilities under this section is deemed to be present at the meeting.

(3) Section 2 (2) (c) and (d) [*electronic meetings authorized*] of the City of Vancouver Council Electronic Meetings Regulation does not apply in respect of a meeting conducted by means of electronic or other communication facilities under this section.

#### **Timing requirement for bylaw passage – municipalities**

9 Despite section 135 (3) [*requirements for passing bylaws*] of the *Community Charter*, a council may adopt a bylaw on the same day that a bylaw has been given third reading.

#### **Timing requirement for bylaw passage – regional districts**

10 Despite section 228 [*bylaw adoption at same meeting as third reading*] of the *Local Government Act*, a board may adopt a bylaw described in that section at the same meeting at which the bylaw passes third reading if the motion for adoption receives the majority of the votes cast.

# PROVINCE OF BRITISH COLUMBIA

## ORDER OF THE MINISTER OF PUBLIC SAFETY AND SOLICITOR GENERAL

### *Emergency Program Act*

### Ministerial Order No. M139

WHEREAS a declaration of a state of emergency throughout the whole of the Province of British Columbia was declared on March 18, 2020;

AND WHEREAS local governments, including the City of Vancouver, and related bodies must be able to conduct their business in accordance with public health advisories to reduce the threat of COVID-19 to the health and safety of members and employees of local government and related bodies and members of the public;

AND WHEREAS it is recognized that public participation in local governance is an essential part of a free and democratic society and is important to local governments' purpose of providing good government to communities;

AND WHEREAS the threat of COVID-19 to the health and safety of people has resulted in the requirement that local governments and related bodies implement necessary limitations on this public participation;

AND WHEREAS section 10 (1) of the *Emergency Program Act* provides that I may do all acts and implement all procedures that I consider necessary to prevent, respond to or alleviate the effects of any emergency or disaster;

I, Mike Farnworth, Minister of Public Safety and Solicitor General, order that

- (a) the Local Government Meetings and Bylaw Process (COVID-19) Order made by MO 83/2020 is repealed, and
- (b) the attached Local Government Meetings and Bylaw Process (COVID-19) Order No. 2 is made.

May 01, 2020

Date

  
Minister of Public Safety and Solicitor General

*(This part is for administrative purposes only and is not part of the Order.)*

#### Authority under which Order is made:

Act and section: *Emergency Program Act*, R.S.B.C. 1996, c. 111, s. 10

Other: MO 73/2020; MO 83/2020; OIC 207/2020

## LOCAL GOVERNMENT MEETINGS AND BYLAW PROCESS (COVID-19) ORDER NO. 2

### Division 1 – General

#### Definitions

**1** In this order:

“**board**” has the same meaning as in the Schedule of the *Local Government Act*;

“**council**” has the same meaning as in the Schedule of the *Community Charter*;

“**improvement district**” has the same meaning as in the Schedule of the *Local Government Act*;

“**local trust committee**” has the same meaning as in section 1 of the *Islands Trust Act*;

“**municipality**” has the same meaning as in the Schedule of the *Community Charter*;

“**municipality procedure bylaw**” has the same meaning as “procedure bylaw” in the Schedule of the *Community Charter*;

“**regional district**” has the same meaning as in the Schedule of the *Local Government Act*;

“**regional district procedure bylaw**” means a procedure bylaw under section 225 of the *Local Government Act*;

“**trust body**” means

- (a) the trust council,
  - (b) the executive committee,
  - (c) a local trust committee, or
  - (d) the Islands Trust Conservancy,
- as defined in the *Islands Trust Act*;

“**Vancouver council**” has the same meaning as “Council” in section 2 of the *Vancouver Charter*;

“**Vancouver procedure bylaw**” means a bylaw under section 165 [*by-laws respecting Council proceedings and other administrative matters*] of the *Vancouver Charter*.

#### Application

- 2**
- (1) This order only applies during the period that the declaration of a state of emergency made March 18, 2020 under section 9 (1) of the *Emergency Program Act* and any extension of the duration of that declaration is in effect.
  - (2) This order replaces the Local Government Meetings and Bylaw Process (COVID-19) Order made by MO 83/2020.

## **Division 2 – Open Meetings**

### **Open meetings – municipalities**

- 3** (1) A council, or a body referred to in section 93 [*application of rule to other bodies*] of the *Community Charter*, is not required to allow members of the public to attend an open meeting of the council or body.
- (2) For the purposes of Division 3 [*Open Meetings*] of Part 4 [*Public Participation and Council Accountability*] of the *Community Charter*, if a council or a body does not allow members of the public to attend an open meeting under subsection (1) of this section, the open meeting is not to be considered closed to the public.
- (3) This section applies despite
- (a) Division 3 [*Open Meetings*] of Part 4 [*Public Participation and Council Accountability*] of the *Community Charter*, and
  - (b) any applicable requirements in a municipality procedure bylaw of a council.

### **Open meetings – regional districts**

- 4** (1) A board, a board committee established under section 218 [*appointment of select and standing committees*] of the *Local Government Act*, or a body referred to in section 93 [*application of rule to other bodies*] of the *Community Charter* as that section applies under section 226 [*board proceedings: application of Community Charter*] of the *Local Government Act*, is not required to allow members of the public to attend an open meeting of the board, committee or body.
- (2) For the purposes of Division 3 [*Open Meetings*] of Part 4 [*Public Participation and Council Accountability*] of the *Community Charter* as that Division applies to a regional district under section 226 of the *Local Government Act*, if a board, a board committee or a body does not allow members of the public to attend an open meeting under subsection (1) of this section, the open meeting is not to be considered closed to the public.
- (3) This section applies despite
- (a) Division 3 [*Open Meetings*] of Part 4 [*Public Participation and Council Accountability*] of the *Community Charter*,
  - (b) section 226 [*board proceedings: application of Community Charter*] of the *Local Government Act*, and
  - (c) any applicable requirements in a regional district procedure bylaw of a board.

### **Open meetings – Vancouver**

- 5** (1) The Vancouver council, or a body referred to in section 165.7 [*application to other city bodies*] of the *Vancouver Charter*, is not required to allow members of the public to attend an open meeting of the council or body.
- (2) For the purposes of section 165.1 [*general rule that meetings must be open to the public*] of the *Vancouver Charter*, if the Vancouver council or a body does not allow members of the public to attend an open meeting under subsection (1) of this section, the open meeting is not to be considered closed to the public.
- (3) This section applies despite

- (a) section 165.1 of the *Vancouver Charter*, and
- (b) any applicable provision in the Vancouver procedure bylaw.

#### **Open meetings – trust bodies**

- 6 (1) A trust body, or a board of variance established by a local trust committee under section 29 (1) [*land use and subdivision regulation*] of the *Islands Trust Act*, is not required to allow members of the public to attend an open meeting of the trust body or board of variance.
- (2) For the purposes of section 11 [*procedures to be followed by local trust committees*] of the *Islands Trust Act*, if a trust body or board of variance does not allow members of the public to attend an open meeting under subsection (1) of this section, the open meeting is not to be considered closed to the public.
- (3) This section applies despite
  - (a) section 11 [*application of Community Charter and Local Government Act to trust bodies*] of the *Islands Trust Regulation*, B.C. Reg. 119/90, and
  - (b) any applicable requirements in a procedure bylaw of a trust body.

### **Division 3 – Electronic Meetings**

#### **Electronic meetings – municipalities**

- 7 (1) A council, or a body referred to in section 93 [*application of rule to other bodies*] of the *Community Charter*, may conduct all or part of a meeting of the council or body by means of electronic or other communication facilities.
- (2) A member of a council or body who participates in a meeting by means of electronic or other communication facilities under this section is deemed to be present at the meeting.
- (3) Section 128 (2) (c) and (d) [*electronic meetings and participation by members*] of the *Community Charter* does not apply in respect of a meeting conducted by means of electronic or other communication facilities under this section.
- (4) This section applies despite
  - (a) section 128 of the *Community Charter*, and
  - (b) any applicable requirements in a municipality procedure bylaw of a council.

#### **Electronic meetings – regional districts**

- 8 (1) A board, a board committee established under section 218 [*appointment of select and standing committees*] of the *Local Government Act*, or a body referred to in section 93 [*application of rule to other bodies*] of the *Community Charter* as that section applies under section 226 [*board proceedings: application of Community Charter*] of the *Local Government Act*, may conduct all or part of a meeting of the board or committee by means of electronic or other communication facilities.
- (2) A member of a board, board committee or body who participates in a meeting by means of electronic or other communication facilities under this section is deemed to be present at the meeting.
- (3) Section 2 (2) (d) and (e) [*electronic meetings authorized*] of the *Regional District Electronic Meetings Regulation*, B.C. Reg. 271/2005, does not apply in respect

of a meeting conducted by means of electronic or other communication facilities under this section.

- (4) This section applies despite
  - (a) section 221 [*electronic meetings and participation by members*] of the *Local Government Act*,
  - (b) the Regional District Electronic Meetings Regulation, B.C. Reg. 271/2005, and
  - (c) any applicable requirements in a regional district procedure bylaw of a board.

#### **Electronic meetings – Vancouver**

- 9
  - (1) The Vancouver council, or a body referred to in section 165.7 [*application to other city bodies*] of the *Vancouver Charter*, may conduct all or part of a meeting of the council or body by means of electronic or other communication facilities.
  - (2) A member of the Vancouver council or other body who participates in a meeting by means of electronic or other communication facilities under this section is deemed to be present at the meeting.
  - (3) Section 2 (2) (c) and (d) [*electronic meetings authorized*] of the City of Vancouver Council Electronic Meetings Regulation does not apply in respect of a meeting conducted by means of electronic or other communication facilities under this section.
  - (4) This section applies despite
    - (a) section 164.1 [*meeting procedures*] of the *Vancouver Charter*,
    - (b) the City of Vancouver Council Electronic Meetings Regulation, B.C. Reg. 42/2012, and
    - (c) any applicable provision in the Vancouver procedure bylaw.

#### **Electronic meetings – improvement districts**

- 10
  - (1) An improvement district board, or a committee of an improvement district board appointed or established under section 689 [*appointment of select and standing committees*] of the *Local Government Act*, may conduct all or part of a meeting of the improvement district board or committee, other than an annual general meeting, by means of electronic or other communication facilities.
  - (2) A member of an improvement district board or committee of an improvement district board who participates in a meeting by means of electronic or other communication facilities under this section is deemed to be present at the meeting.
  - (3) This section applies despite
    - (a) section 686 [*meeting procedure – improvement district board*] of the *Local Government Act*, and
    - (b) any applicable requirements in a procedure bylaw of an improvement district board.

#### **Electronic meetings – trust bodies**

- 11** (1) A trust body, or a board of variance established by a local trust committee under section 29 (1) [*land use and subdivision regulation*] of the *Islands Trust Act*, may conduct all or part of a meeting of trust body or board of variance by means of electronic or other communication facilities.
- (2) A member of a trust body or board of variance who participates in a meeting by means of electronic or other communication facilities under this section is deemed to be present at the meeting.
- (3) This section applies despite
- (a) section 2 [*electronic meetings authorized*] of the Islands Trust Electronic Meetings Regulation, B.C. Reg. 283/2009, and
  - (b) any applicable requirements in a procedure bylaw of a trust body or applicable to a board of variance.

### **Division 4 – Timing Requirements**

#### **Timing requirement for bylaw passage – municipalities**

- 12** Despite section 135 (3) [*requirements for passing bylaws*] of the *Community Charter*, a council may adopt a bylaw on the same day that a bylaw has been given third reading.

#### **Timing requirement for bylaw passage – regional districts**

- 13** Despite section 228 [*bylaw adoption at same meeting as third reading*] of the *Local Government Act*, a board may adopt a bylaw described in that section at the same meeting at which the bylaw passes third reading if the motion for adoption receives the majority of the votes cast.

#### **Timing requirement for bylaw passage – trust bodies**

- 14** Despite section 11 [*application of Community Charter and Local Government Act to trust bodies*] of the Islands Trust Regulation, B.C. Reg. 119/90, a trust body may adopt a bylaw on the same day that a bylaw has been given third reading.

### **Division 5 – Public Hearings**

#### **Public hearings – Local Government Act**

- 15** (1) A public hearing under Part 14 [*Planning and Land Use Management*] or 15 [*Heritage Conservation*] of the *Local Government Act*, including a public hearing under section 29 (1) (b) [*land use and subdivision regulation*] of the *Islands Trust Act*, may be conducted by means of electronic or other communication facilities.
- (2) For the purposes of providing notice of a public hearing to be conducted under subsection (1),
- (a) any notice of the public hearing must include instructions for how to participate in the public hearing by means of electronic or other communication facilities,
  - (b) any material that is to be made available for public inspection for the purposes of the public hearing may be made available online or otherwise by means of electronic or other communication facilities, and



- (c) a reference to the place of a public hearing includes a public hearing that is conducted by means of electronic or other communication facilities.
- (3) This section applies to delegated public hearings.
- (4) This section applies despite the following provisions:
  - (a) section 124 [*procedure bylaws*] of the *Community Charter*;
  - (b) section 225 [*procedure bylaws*] of the *Local Government Act*;
  - (c) section 11 [*application of Community Charter and Local Government Act to trust bodies*] of the Islands Trust Regulation, B.C. Reg. 119/90;
  - (d) section 2 [*electronic meetings authorized*] of the Islands Trust Electronic Meetings Regulation, B.C. Reg. 283/2009;
  - (e) any applicable requirements in a procedure bylaw made under the *Community Charter*, the *Local Government Act* or the *Islands Trust Act*.

#### **Public hearings – Vancouver Charter**

- 16**
- (1) A public hearing under Division 2 [*Planning and Development*] of Part 27 [*Planning and Development*] of the *Vancouver Charter* may be conducted by means of electronic or other communication facilities.
  - (2) For the purposes of providing notice of a public hearing to be conducted under subsection (1),
    - (a) any notice of the public hearing must include instructions for how to participate in the public hearing by means of electronic or other communication facilities,
    - (b) any material that is to be made available for public inspection for the purposes of the public hearing may be made available online or otherwise by means of electronic or other communication facilities, and
    - (c) a reference to the place of a public hearing includes a public hearing that is conducted by means of electronic or other communication facilities.
  - (3) This section applies despite
    - (a) section 566 [*amendment or repeal of zoning by-law*] of the *Vancouver Charter*, and
    - (b) any applicable provision in the Vancouver procedure bylaw.

### **Division 6 – Deferral of Annual Requirements**

#### **Annual general meeting and requirements – improvement districts**

- 17**
- (1) An improvement district may defer an annual general meeting that is required under section 690 [*annual general meeting – improvement districts*] of the *Local Government Act* to a date not later than December 31, 2020.
  - (2) An improvement district may defer the preparation of financial statements required under section 691 [*annual financial statements*] of the *Local Government Act* to a date not later than December 31, 2020.
  - (3) Despite the date referred to in section 691 (5) of the *Local Government Act*, an improvement district may submit to the inspector the audited financial statements of the improvement district for the preceding year and any other financial

information required by the inspector at the time of the annual general meeting of the improvement district.

- (4) If an annual general meeting of an improvement district is deferred under subsection (1) of this section and the term of an improvement district trustee would be expiring and the vacancy filled at that meeting, the term of the improvement district trustee is extended until the annual general meeting is held.
- (5) This section applies despite
  - (a) Division 3 [*Governance and Organization*] of Part 17 [*Improvement Districts*] of the *Local Government Act*, and
  - (b) any applicable provisions in a letters patent for an improvement district.



## Guidance for the conduct of public hearings under Ministerial Order M139

On May 1, 2020 Ministerial Order M083 under the *Emergency Program Act* was repealed and replaced by Ministerial Order M139 to enable local governments to address the challenges of holding public hearings while complying with prohibitions on mass gatherings and recommendations on physical distancing. This guidance provides general advice to local governments about conducting public hearings by electronic or other communications facilities, as permitted under the order. More detailed information on important considerations and best practices for enhancing access and transparency when conducting public hearings electronically is forthcoming.

*For information about orders related to provincial and local states of emergencies, bylaw enforcement and mutual aid agreements please see: <https://news.gov.bc.ca/>*

A public hearing is a statutory requirement prior to adopting certain land use bylaws, such as official community plans (OCPs) and zoning bylaw amendments. Amendments to these bylaws are needed for many development application decisions to proceed, including for much needed housing. Additionally, decisions on land use bylaws made now by local governments will have a clear effect on BC's economic recovery efforts, both during and after the provincial state of emergency.

At a public hearing, persons who believe that their interest in a property is affected by a proposed land use bylaw must be afforded a reasonable opportunity to be heard or to present written submissions. Implicit in both the *Local Government Act* and the *Vancouver Charter* are that hearings will be in person, which local governments have identified as being problematic during the provincial state of emergency while physical distancing guidelines are in place and public health orders restrict the size of gatherings to less than 50 people. Electronic hearings provide an opportunity to meet ongoing business needs while achieving public health measures, however, without express authority local governments could risk challenges on jurisdictional and administrative fairness grounds if they were to conduct hearings by those means.

To enable local governments to proceed safely with public hearings, this order authorizes local governments and the Islands Trust to conduct public hearings using electronic or other communication facilities, such as teleconference.

Local governments are expected to continue adhering to principles of procedural fairness when conducting public hearings electronically, including enabling the public to see that local governments acknowledge and respect their right to participate in the local decision-making process. Furthermore, appropriate procedural rules are needed to ensure that councils and boards obtain sufficient information to make appropriate decisions about proposed bylaws.

The purpose of this guidance is to provide local governments an overview of the order and general advice on public hearings during the COVID-19 pandemic.

### **What does the updated order allow local governments to do?**

- Ministerial Order M139 authorizes local governments and the Islands Trust to hold public hearings by means of electronic or other communication facilities, such as teleconference.

### **Why is this order needed?**

- The ministry continues to hear from local governments concerned about their inability to conduct public hearings to make important land use decisions for their community, which will help B.C.'s recovery efforts, while also complying with the public health order on mass gatherings and the recommendations on safe physical distancing.
- Local governments are required under the *Local Government Act* and *Vancouver Charter* to hold public hearings before making some land use decisions, like amending official community plans and certain zoning bylaws.
- This order enables local governments to safely hold public hearings to make important land use planning decisions, like approving much needed affordable housing projects, while following the Provincial Health Officer's order prohibiting mass gatherings and the advice to maintain physical distancing of two meters.

### **Wasn't this power already granted by Ministerial Order M083?**

- Ministerial Order No. M083, made on March 26, 2020 under the *Emergency Program Act*, creates an exception to open meeting requirements and any relevant procedure bylaws by permitting local governments to limit required public participation and to conduct all or part of a meeting 'by means of electronic or other communication facilities.'
- However, M083 did not extend to public hearings, which are distinct from council and board meetings, with their own legislative requirements, and rules and procedures.

### **Do the provisions in procedure bylaws still apply to public hearings conducted electronically?**

- Under the order, a public hearing may be conducted using electronic or other communication facilities despite any applicable requirements in a procedure bylaw.
- However, prior to conducting an electronic public hearing, local governments will want to work with the chair to revise procedural rules to maximize clarity, transparency and access for the public, and to ensure that due process is maintained.
- While the authority to make procedural rules rests with the chair of the hearing, it is the local government that bears the risk of a challenge to the bylaw that is subject to the hearing, so it is in local governments' best interest to ensure that public hearings are conducted appropriately.

- Distinct from procedural rules, local governments may want to prepare an internal guide that describes how an electronic public hearing will be implemented, including considerations such as who will be responsible for the technology during the hearing, how the hearing will be moderated, and the back-up options to allow people to participate in the event of unexpected technical difficulties.

#### **What changes are there to notice requirements for public hearings held electronically?**

- Regardless of the format of a public hearing, local governments are still required to provide notice in accordance with the *Local Government Act*.
- Under the order, the place of a hearing specified in a notice may include a hearing conducted using electronic or other communication facilities.
- The notice for a hearing conducted electronically will need to include instructions for participating in the hearing or information on how and where to get the instructions.

#### **If a local government office is closed, how can the public inspect the bylaw that is the subject of the public hearing?**

- Local governments must still make available for inspection the bylaw that is subject to a public hearing, and the information on where and when it is available must be included in the notice.
- Under the order, the place where a bylaw can be inspected may include online.

#### **Can a public hearing be held in-person and electronically?**

- Local governments are best positioned to determine the most appropriate format for a public hearing in their communities during the pandemic.
- Although there is no outright ban on in-person public hearings, local governments will need to consider whether they can conduct an in-person public hearing safely while complying with the public health order on mass gatherings and the guidelines on physical distancing.
- The order enables a public hearing to be conducted electronically, either wholly or in combination with some in-person attendance.
- Regardless of the format of the hearing, local governments can encourage the public to provide written submissions, as is currently required in the legislation.

**What guidance do you have for local governments regarding access and transparency of electronic public hearings?**

- Electronic hearings are one way by which local governments can ensure that they are complying with the public health orders and necessary physical distancing while continuing to make important planning and land use decisions for their communities, including amendments to bylaws.
- Local governments are accountable to their citizens and have a responsibility to ensure that opportunities for public input are accessible and transparent.
- Maintaining procedural fairness, transparency and accountability should be of paramount concern in designing a process for electronic or phone participation in a public hearing.

**Some community members do not have a computer or are not comfortable using technology. What other options are there to receive their opinions at a public hearing?**

- Local governments will need to carefully consider issues of access and transparency when holding public hearings that rely on electronic rather than in-person attendance.
- In addition to online meetings, the order enables local governments to hold public hearings by phone or teleconference.
- Local governments can also encourage the public to provide written submissions, as has always been allowed, as an alternative to attending an electronic public hearing.

**Are there any options for moving forward with land use decisions other than holding in-person or electronic public hearings?**

- This order provides local governments the authority they need during the COVID-19 pandemic to be able to hold public hearings safely and legally prior to making important land use decisions.
- The input obtained during a public hearing is a critical part of land use decision making and many local governments choose to hold public hearings even when they are not legally required.
- However, during the current provincial state of emergency, local governments may want to consider waiving public hearings where permitted, such as a proposed amendment to a zoning bylaw that is aligned with the official community plan.
- Should a local government choose to waive the public hearing, it would still be required to comply with the statutory notice requirements for waiving public hearings.

- For hearings that are waived, local governments may wish to obtain legal advice on how to best provide the public with different opportunities for input, while being clear that such feedback is not considered formal public hearing input.

#### **Are there any restrictions on collecting personal data during public hearings held electronically?**

- The *Freedom of Information and Protection of Privacy Act* prohibits the storage or disclosure of personal information outside of Canada.
- Ministerial Order M085, issued on March 26, 2020, provides a temporary exception to this prohibition. Under several conditions, local governments may use third-party electronic tools, such as video-conferencing for public hearings, while sharing or disclosing information outside of Canada. The conditions are:
  - third-party tools or applications are being used to support and maintain the operation of programs or activities of the local government,
  - the third-party tools or applications support public health recommendations or requirements related to minimizing transmission of COVID-19, and
  - any disclosure of personal information is limited to the minimum amount reasonably necessary
- For more information, please refer to [Ministerial Order M085](#).

#### **Are boards of variance also authorized to hold their meetings using electronic or other communication facilities? What about advisory planning commissions?**

- Under the open meeting and electronic meeting provisions of this order, boards of variance and advisory planning commissions established by municipalities, regional districts and the Islands Trust can meet using electronic or other communication facilities.
- Local governments may need to review and possibly amend the procedure requirements in their board of variance and advisory planning commission establishing bylaws to ensure that meetings can be held in accordance with the bylaws.

#### **Who asked for these changes to be made?**

- The ministry continues to hear from local governments concerned about their inability to conduct public hearings and meetings to make important land use decisions for their community while also following the public health order on mass gatherings and the safe physical distancing recommendations.
- Concerns about potential delays in development application processes have also been raised by housing providers, homeowners, and the wider development sector.



### **Where can local governments get more information about B.C.'s response to COVID 19?**

- BC Government's COVID 19 Provincial Support and Information website provides a hub through which you can access critical non-health information as it is updated, including provincial health officer orders, as well as get access to the BC Centre for Disease Control COVID site, which provides authoritative health-related information visit: [bccdc.ca](https://bccdc.ca)
- As well, there is a toll-free phone line open at 1-888-268-4319 (1-888-COVID19) between 7:30 a.m. and 8 p.m. seven days a week for non-medical information about the virus (including latest information on social distancing, as well as access to support and services from the provincial and federal governments.
- For more information about Provincial support and health information, visit [gov.bc.ca/COVID-19](https://gov.bc.ca/COVID-19).

### **Where can local governments get more information?**

- For other local government resources and guidance on orders, please visit the COVID-19 Updates for Local Governments & Improvement Districts [webpage](#).
- For more information regarding electronic public hearings, contact [PLUM@gov.bc.ca](mailto:PLUM@gov.bc.ca)

**To:** Committee of the Whole **Date:** March 31, 2020

**From:** Karen Hoes, Director of Sustainable Planning and Community Development

**Subject:** **Development Application Processes – Considerations to Address COVID-19 Pandemic**

## 122

## PURPOSE

The purpose of this report is to seek direction from Council on several aspects of the development application review processes, in order to ensure the ongoing construction of housing and to enhance the ability of the development and trades industries to both weather and recover from the COVID-19 pandemic, while complying with public health orders and meeting the transparency and accountability of land use processes.

## BACKGROUND & ANALYSIS

British Columbia's Provincial Health Officer issued an Order on March 16, 2020 that applies to local governments and, among other things, limits gatherings to a maximum of 50 people. New orders continue to be issued, regarding both the specific functions of local government as well as the pandemic in general. Given these evolving circumstances, staff have considered the development application processes and have provided a discussion, a description of actions that are already in process, and ideas for next steps related to the following topics:

- pre-application requirements for CALUC Community Meetings
- referral to advisory committees
- Opportunity for Public Comment requirement associated with variance applications
- delegated authority
- Public Hearing requirement associated with rezoning applications.

This preliminary report has been prepared with a view to bringing forward more detailed reports on these topics as well as addressing any other matters that emerge as the work is advanced. The list above represents both the sequence that the reports will likely be advanced along with the immediacy that staff anticipate processing challenges to be experienced.

### Pre-Application Requirement for CALUC Community Meetings

The *Land Use Procedures Bylaw* requires applicants to arrange and participate in a Community Meeting to be held in association with a Community Association Land Use Committee (CALUC) in advance of an application for an Official Community Plan or Zoning Bylaw Amendment. The bylaw also lays out circumstances in which a CALUC, Director of Sustainable Planning and Community Development, or Council can waive this requirement.

As a result of the public health order that sets limits on the number of people participating at public gatherings and establishes social distancing measures, it is currently not possible for CALUC Community Meetings to occur in person. This creates a situation where staff are not able to accept submission of applications where this step has not been followed or waived by the CALUC. Staff are aware of a number of CALUC Community meetings that have been cancelled because of the order as well as applications underway (including those for rental and affordable housing) which have not yet had a chance to participate in a CALUC Community Meeting.

As part of the pre-application process, these meetings provide an opportunity for developers to meet with community, get input, and potentially improve their applications, so establishing alternative ways to achieve this is desirable. To this end, staff are initiating a focused discussion with the CALUCs and the Urban Development Institute to solicit ideas on alternate forms of engagement that may work to facilitate public and CALUC dialogue with the applicant related to the development application process, and staff will report back to Council on this.

## **Referral to Advisory Committees**

Section 15 of the *Land Use Procedures Bylaw* stipulates that when processing an application, the Director may, but is not required to, refer an application to other agencies or associations, the Technical Review Group (TRG - an interdisciplinary staff review group), advisory committees or other staff members.

As part of the response to COVID-19 advisory committee meetings are currently interrupted and although applications could be referred to advisory committees, such as the Advisory Design Panel (ADP) and the Heritage Advisory Panel (HAPI), the referral would result in an indefinite postponement of the application. Recently, the Minister of Public Safety and Solicitor General issued a new order related to public meetings which will enable new ways for advisory committees to meet and conduct business.

Staff have begun to explore options to resume the work of advisory committees, including the potential to hold electronic meetings, and will report back to Council. Additionally, the report will provide recommendations related to a previous Council direction to refer some delegated applications to advisory bodies. In the past, this step added onto the timeframe required to process applications; however, it may now create a processing barrier.

## **Opportunity for Public Comment Requirement Associated with Variance Applications**

Through its *Land Use Procedures Bylaw*, the City of Victoria provides for an Opportunity for Public Comment (OPC) in association with variance applications, with notice being sent to the adjoining owners and occupiers of property and an opportunity to speak in person at Council. This provision goes beyond the requisites of the *Local Government Act* (LGA), which does not require mailed notification nor OPCs.

Staff are aware of a number of applications for minor variances as well as projects for non-profit affordable housing which may benefit from being advanced without holding an OPC. Staff are therefore recommending a report back that would both examine alternate means of garnering public input as well as reducing the frequency that OPCs are required.

## **Delegated Authority**

Another way of addressing some development application processing challenges, particularly as they relate to variances, is to expand the scope of variance applications that are currently delegated to staff. Like minor parking variances, it is possible to increase the types of variances that staff can review and potentially approve. This may also include some applications that the Board of Variance considers, which could be beneficial as the Board, also subject to the Provincial Health Officer's order, is not presently meeting. Like other topics noted in this report, staff recommend that the possibility of expanded delegated authority be explored and a subsequent report be prepared. Notably, variances cannot authorize increased density or changes to permitted uses.

## **Public Hearing Requirement Associated with Rezoning Applications**

The *Local Government Act* allows for Councils to waive the requirement for Public Hearings in association with rezoning applications if the application is consistent with the Official Community Plan. A decision to waive a public hearing must be made by Council for each application individually.

This would likely be the most significant change that Council could consider making; however, for several affordable housing projects that are either currently at or are nearing the Public Hearing

phase, a report exploring this potential option may be warranted. In association with and as a prerequisite to this type of measure, staff also recommend that alternate means of conducting public hearings and gathering community input, normally heard at Public Hearings, be prepared.

## **IMPACTS**

### **Accessibility Impact Statement**

Modification of various development processes may have impacts on accessibility of the process. Future reports will discuss impacts where warranted, but any process changes will include consideration of opportunities for increasing accessibility options whenever possible.

### **2019 – 2022 Strategic Plan**

The Strategic Plan contains a number of objectives which depend on viable and timely development activity. Therefore, although the proposed recommendation does not have direct Strategic Plan implications, any measures that promote continuation of processing of land use applications are likely to help achieve numerous Strategic Plan objectives, including increased supply of affordable and rental housing as well as maintaining a healthy economy. Future reports will provide more detailed review of alignment of individual proposals with the Strategic Plan.

### **Impacts to Financial Plan**

The City annually receives significant fees in relation to development applications, with fees in 2018 and 2019 both being in the order of one million dollars per year. Therefore, although the recommended option has no direct financial plan implications, a decision affecting viability of continued processing of these applications during the pandemic is likely to affect City's revenues in 2020.

### **Official Community Plan Consistency Statement**

This issue has no specific Official Community Plan implications.

## **OPTIONS**

### **Option One (staff recommendation)**

Direct staff to explore and report back on modifications that can be made to development application processes, while complying with public health orders and meeting the transparency and accountability of land use processes, including:

- pre-application requirements for CALUC Community Meetings
- referral to advisory committees
- Opportunity for Public Comment requirement associated with variance applications
- delegated authority
- Public Hearing requirement associated with rezoning applications.

### **Option Two**

Provide alternate direction to staff on preferred approaches to addressing potential development application processing challenges.

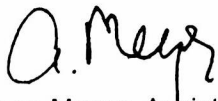
### Option Three

Make no changes. This would likely result in development not moving forward, which would have negative consequences with regard to economy and positioning the City for recovery after COVID-19.

### CONCLUSIONS

The Order from the Provincial Health Officer on March 16, 2020 has created the need for the City to analyse the potential implications resulting from the COVID-19 pandemic. In order to ensure the ongoing construction of housing and to enhance the ability of the development and trades industries to both weather and recover from the pandemic, staff are recommending that Council direct staff to report back on possible actions to advance modifications to the Development Application Review processes on an interim basis.

Respectfully submitted,

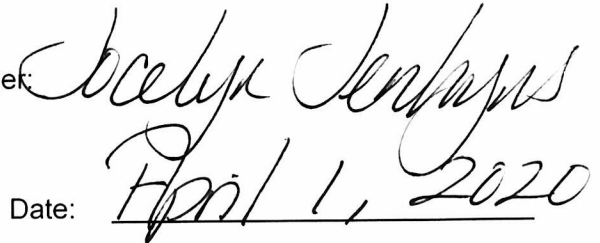


Alison Meyer, Assistant Director  
Development Services



Karen Hoese, Director  
Sustainable Planning Community Development  
Department

Report accepted and recommended by the City Manager:

  
Date: April 1, 2020

## E. LAND USE MATTERS

### E.1 Development Application Processes - Considerations to Address COVID-19 Pandemic

Committee received a report dated March 31, 2020 from the Director of Sustainable Planning and Community Development seeking direction from Council on several aspects of the development application review processes to ensure the ongoing construction of housing and to enhance the ability of the development and trades industries to both weather and recover from the COVID-19 pandemic.

*Committee discussed the following:*

- *Incorporating public comment and Community Association Land Use Committee participation*
- *Accommodating input from the public*
- *Options to follow approved process while maintaining social distance*
- *Participation in Public Hearings and Opportunity for Public Comments*
- *Ongoing conversations with the Province with respect to Public Hearings*
- *Process for staff research moving forward should this motion be adopted*

**Moved By** Mayor Helps

**Seconded By** Councillor Alto

That Council direct staff to report back on modifications to development application processes, as detailed in this report, in order to continue to process applications through the COVID-19 pandemic, while complying with public health orders and meeting the transparency and accountability of land use processes.

**Amendment:**

**Moved By** Councillor Isitt

**Seconded By** Mayor Helps

That Council direct staff to report back on modifications to development application processes, as detailed in this report, in order to continue to process applications through the COVID-19 pandemic, while complying with public health orders and meeting the transparency and accountability of land use processes:

- **the Community Association Land Use Committee (CALUC) Procedures for Processing Rezoning and Variance Applications, particularly regarding the pre-submission requirement for CALUC Community Meetings**
- **processes and referrals to advisory committees**



**Amendment to the amendment:**

**Moved By** Mayor Helps

**Seconded By** Councillor Alto

That Council direct staff to report back on modifications to development application processes, as detailed in this report, in order to continue to process applications through the COVID-19 pandemic, while complying with public health orders and meeting the transparency and accountability of land use processes:

- **the Community Association Land Use Committee (CALUC) Procedures for Processing Rezoning and Variance Applications, particularly regarding the pre-submission requirement for CALUC Community Meetings**
- **processes and referrals to advisory committees**
- **processes related to the requirement for an Opportunity for Public Comment (OPC) that is linked with variance applications**
- **opportunities to expand delegated authority to staff to deal with minor variances and some subsets of development, particularly in relation to affordable housing**
- **opportunities to reconsider the requirement for public hearings associated with rezoning applications both in terms of the form they take and when they are required.**

*Councillor Loveday requested that Council consider the 3 bulleted items in the amendment to the amendment and the 2 bulleted items in the amendment separately.*

**On the amendment to the amendment:**

- **processes related to the requirement for an Opportunity for Public Comment (OPC) that is linked with variance applications**

FOR (7): Mayor Helps, Councillor Alto, Councillor Dubow, Councillor Loveday, Councillor Potts, Councillor Thornton-Joe and Councillor Young

OPPOSED (1): Councillor Isitt

**CARRIED (7 to 1)**

- **opportunities to expand delegated authority to staff to deal with minor variances and some subsets of development, particularly in relation to affordable housing**

FOR (5): Mayor Helps, Councillor Alto, Councillor Dubow, Councillor Potts and Councillor Thornton-Joe

OPPOSED (3): Councillor Isitt, Councillor Loveday and Councillor Young

**CARRIED (5 to 3)**

- **opportunities to reconsider the requirement for public hearings associated with rezoning applications both in terms of the form they take and when they are required.**

FOR (5): Mayor Helps, Councillor Alto, Councillor Dubow, Councillor Potts and Councillor Thornton-Joe

OPPOSED (3): Councillor Isitt, Councillor Loveday and Councillor Young

**CARRIED (5 to 3)**

**On the amendment:**

- **the Community Association Land Use Committee (CALUC) Procedures for Processing Rezoning and Variance Applications, particularly regarding the pre-submission requirement for CALUC Community Meetings**

**CARRIED UNANIMOUSLY**

- **processes and referrals to advisory committees**

FOR (7): Mayor Helps, Councillor Alto, Councillor Dubow, Councillor Isitt, Councillor Loveday, Councillor Potts and Councillor Thornton-Joe

OPPOSED (1): Councillor Young

**CARRIED (7 to 1)**

**On the main motion as amended:**

That Council direct staff to report back on modifications to development application processes, as detailed in this report, in order to continue to process applications through the COVID-19 pandemic, while complying with public health orders and meeting the transparency and accountability of land use processes:

- the Community Association Land Use Committee (CALUC) Procedures for Processing Rezoning and Variance Applications, particularly regarding the pre-submission requirement for CALUC Community Meetings
- processes and referrals to advisory committees
- processes related to the requirement for an Opportunity for Public Comment (OPC) that is linked with variance applications
- opportunities to expand delegated authority to staff to deal with minor variances and some subsets of development, particularly in relation to affordable housing
- opportunities to reconsider the requirement for public hearings associated with rezoning applications both in terms of the form they take and when they are required.

**Amendment:**

**Moved By** Mayor Helps

**Seconded By** Councillor Isitt

That Council direct staff to report back on modifications to development application processes, as detailed in this report **and including consideration of electronic participation of the public**, in order to continue to process applications through

the COVID-19 pandemic, while complying with public health orders and meeting the transparency and accountability of land use processes:

- the Community Association Land Use Committee (CALUC) Procedures for Processing Rezoning and Variance Applications, particularly regarding the pre-submission requirement for CALUC Community Meetings
- processes and referrals to advisory committees
- processes related to the requirement for an Opportunity for Public Comment (OPC) that is linked with variance applications
- opportunities to expand delegated authority to staff to deal with minor variances and some subsets of development, particularly in relation to affordable housing
- opportunities to reconsider the requirement for public hearings associated with rezoning applications both in terms of the form they take and when they

**CARRIED UNANIMOUSLY**

**Amendment:**

**Moved By** Mayor Helps

**Seconded By** Councillor Alto

**That this matter be forwarded to the daytime Council meeting.**

**CARRIED UNANIMOUSLY**

**On the main motion as amended:**

That Council direct staff to report back on modifications to development application processes, as detailed in this report and including consideration of electronic participation of the public, in order to continue to process applications through the COVID-19 pandemic, while complying with public health orders and meeting the transparency and accountability of land use processes:

- the Community Association Land Use Committee (CALUC) Procedures for Processing Rezoning and Variance Applications, particularly regarding the pre-submission requirement for CALUC Community Meetings
- processes and referrals to advisory committees
- processes related to the requirement for an Opportunity for Public Comment (OPC) that is linked with variance applications
- opportunities to expand delegated authority to staff to deal with minor variances and some subsets of development, particularly in relation to affordable housing
- opportunities to reconsider the requirement for public hearings associated with rezoning applications both in terms of the form they take and when they

That this matter be forwarded to the daytime Council meeting.

FOR (6): Mayor Helps, Councillor Alto, Councillor Dubow, Councillor Potts, Councillor Thornton-Joe and Councillor Young

OPPOSED (2): Councillor Isitt and Councillor Loveday

**CARRIED (6 to 2)**

**Motion to extend the meeting:**

**Moved By** Councillor Alto

**Seconded By** Councillor Young

That the Committee of the Whole meeting be extended to 3:00 p.m.

**CARRIED UNANIMOUSLY**

ADDRESS	APPLICATION TYPE	STATUS
1700 Blanshard St (Hudson 2)	DPV	OPC ready
913-929 Burdett Ave & 914-924 McClure St (Mount St. Angela)	REZ & HAV	PH ready
1306-1330 Broad St, 615-625 Johnson St, parts of 622 & 630 Yates St (Duck's Block)	REZ, HAV & HD	PH ready
1301 Hillside Ave	REZ & DPV	PH ready
1302 Finlayson Rd	REZ & DPV	PH ready
3020 Douglas St & 584 Burnside Rd E	REZ & DP	PH ready
429 & 431 Parry St	DVP (two applications, one for each lot)	Working on satisfying conditions for OPC
11 Chown Pl	DPV	Working on satisfying conditions for OPC
829-899 Fort St & 846, 854 & 856 Broughton St (Parc Retirement)	REZ & DP	Working on satisfying conditions for PH
515 Foul Bay Rd	REZ, DPV & HD	Working on satisfying conditions for PH
1015 Cook St	REZ & DPV	Working on satisfying conditions for PH
330-336 Michigan St	DPV	Working on satisfying conditions for PH
2558 Quadra St	REZ & DPV	Working on satisfying conditions for PH
1881 Fort St	REZ	Working on satisfying conditions for PH
1023 Tolmie Ave	REZ & DPV	PH ready

2740 & 2742 Fifth St	REZ & DPV	Working on satisfying conditions for PH
1050-1058 Pandora Ave & 1508-1518 Cook St (Wellburn's)	REZ, HAP & HD	Working on satisfying conditions for PH
2649-2659 Douglas St & 735 Hillside Rd	REZ, DPV & HD	Working on satisfying conditions for PH
1913 & 1915 Fernwood Rd	REZ & DPV	Working on satisfying conditions for PH
2251 Lydia	DPV and HAPV	Working on satisfying conditions for OPC
1029 Queens	REZ and DPV	Working on satisfying conditions for PH
334 Dallas	REZ & DPV	Working on satisfying conditions for PH
582 St Charles Street	HAV	Ready for OPC
1009 Southgate Avenue	HD	Ready for PH



## Committee of the Whole Report For the Meeting of March 19th, 2020

**To:** Committee of the Whole  
**From:** Chris Coates, City Clerk  
**Subject:** Council Processes

**Date:** March 17, 2020

### RECOMMENDATION

That Council forward to the March 19, 2020 daytime Council meeting the following recommendations:

1. That Council give first second and third reading to Council Procedures Amendment (No. 1) Bylaw No. 20-053.
2. That staff undertake required advertising of the proposed Bylaw in accordance with section 124(3) of the Community Charter.
3. That Council suspend the holding of Public Hearings in accordance with the Class Order on COVID-19 from the Office of the Provincial Health Officer until further notice.
4. That Council suspend the Request to Address Council and Question Period sections of Council meeting agendas for in person participation until further notice.

### EXECUTIVE SUMMARY

Local governments in British Columbia operate primarily under the authority of the *Community Charter* and *Local Government Act*. Unless permitted under section 90 of the *Community Charter* all meetings of council and council committees are open to the public. The city live streams all of Council's open Committee of the Whole and Council meetings each time. These webcasts may be viewed by the public live during the meeting or the archived webcasts may be viewed on the City website at [www.victoria.ca](http://www.victoria.ca).

The British Columbia Medical Health Officer passed the Order attached as Appendix A to this report on March 16, 2020 in response to the COVID-19 pandemic. This order has implications for local government including implications on the conduct of council's in open meetings.

The purpose of this report is to seek Council's approval to modify processes to comply with the Provincial Health Officer's Order, while maintaining the integrity and transparency of the processes in keeping with the legislative requirements of the *Community Charter* and *Local Government Act*.

To accomplish these objectives staff are recommending Council approve amendments to the Council Procedures Bylaw to permit the full electronic participation of all members of Council; establish the ability to waive the City's Procedures Bylaw rules by a majority vote of Council if



circumstances dictate and in keeping with best practices of other local governments; and during the pandemic, suspend public hearings and request to address council and question period participation to limit gatherings (council and committee of the whole meetings) to under 50 persons. Council and Committee of the Whole meetings would continue to be live streamed and available to the public to view and comments can be made to council by mail or email during this uncertain period.

Since the Health Officer's Order, the City's many Advisory Bodies cannot meet the open meeting requirements of the Community Charter as their meetings are not webcast. As such those meetings cannot take place until further notice.

Local governments across the region and beyond are actively involved in process reviews to adapt to the changing circumstances brought about by the COVID-19 pandemic.

## **PURPOSE**

The purpose of this report is to seek Council approval to:

1. Comply with the British Columbia Medical Health Officer's Order, attached as Appendix A, as it pertains to gatherings of more than 50 people by suspending public hearings and in-person participation at Council meetings in the Request to Address Council portion of the meeting.
2. Amend the Council Procedures Bylaw to increase the number of council member electronic participation to enable all Council members to electronically participate in Committee of the Whole and Council meetings at the same time should the need to do so arise.

## **BACKGROUND**

Local government Council and Council Committee meetings are required to be open to the public unless closed under the very specific provisions of section 90 of the *Community Charter*.

The *Community Charter* requires each Local Government to enact bylaw governing certain proceedings of council (Council Procedures Bylaw). Under section 128 of the Charter, a municipality may permit, by bylaw, for members of council or a council committee who are unable to attend at a council meeting or a council committee meeting to participate by means of electronic or other communication means. Under the Charter, when a member participates by means of electronic or other communication facilities, the facilities must enable the meeting's participants to hear, or watch and hear, each other and must also enable the public to hear, or watch and hear, the participation of the member during meetings open to the public.

The current Council Procedure Bylaw, attached as Appendix B, sets out procedures for Committee of the Whole and Council meetings. Section 9 of the Bylaw establishes rules for electronic participation of Council members at Council meetings. Under section 9, no more than two Council members may participate electronically at a Council meeting if a majority of Council members are physically present at the meeting. This provision has also been applied to electronic participation at Committee of the Whole meetings.

British Columbia's Provincial Health Officer issued an Order on March 16<sup>th</sup> that applies to local governments and among other things, limits gatherings to a maximum of 50 people due to the COVID-19 pandemic. This creates the need to review and revise Council meeting processes while the order is in effect.

## **ISSUES AND ANALYSIS**

### **Electronic Participation by Council Members**

The Order necessitates that Council consider altering current practices to ensure business continuity and to be able to conduct decision making remotely should circumstances warrant that. Fundamental to that is ensuring a sound legal process, as well as maintaining transparency for the public and in keeping with open meeting requirements of the *Community Charter*.

The recommended approach to remove limits on electronic participation of Council members is important to ensure that the pandemic does not impact important decision making. In addition, it reduces the notice required to be given by members of council to participate electronically from 72 hours to 24 hours which coincides with the notice of special meeting requirements of the *Community Charter*. Current technology enables staff to be far more responsive to a request than 24 hours, however if all members of council were to opt to participate at the same time, 24 hours would be required to ensure all members are trained appropriately on the technology and staff can facilitate such a meeting. The City has the internal technology to facilitate these audio meeting capabilities and a well-established live webcast system for Council's meetings enabling the open meeting requirements to be met even though attendance at the meeting by the public may not be possible under the Health Officer's Order.

### **Suspending (Council Procedures Bylaw) Rules of Procedure**

A relatively common practice in Council Procedure Bylaw is to enable Council to suspend the rules of procedure by a motion of Council during a meeting. To do so, the Council Procedures Bylaw must provide for this ability. A motion of this nature could be by majority vote, by two-thirds vote or by unanimous vote. The rules in question are not statutory rules but rather the city's rules around meeting procedures. A common example of this is the softening of the bylaw requirements to enable a "workshop" approach to issues. Another advantage of having the technical ability to suspend the rules to respond to some other unique circumstance. Staff are recommending wording from the District of Saanich Bylaw enabling the suspension of Procedure Bylaw rules but of course, not rules established in Provincial legislation which cannot be varied by Council. and using a majority vote to determine. This approach is also in keeping with the Robert's Rules of Order around ensuring the will of the majority is reflected.

An amendment to the Council Procedure Bylaw is attached as Appendix C that accomplishes the recommendations above for electronic participation and suspension of the rules of procedure. Bylaws of this nature are required to be advertised pursuant to the Community Charter. In order to facilitate the electronic participation in a timely manner staff are also recommending forwarding the proposed Bylaw to the daytime meeting for introductory readings.

### **Public Hearings**

The limits placed on gatherings capped at 50 persons eliminates the ability to comply in the instance of a public hearing. Public hearings cannot be restricted in size in terms of numbers of people who wish to attend or speak. Public Hearings are a statutory requirement that cannot be waived. There is no appropriate alternative to substitute in these circumstances as the cornerstone of a public hearing is the ability to hear views of others and respond. A written submission only process is not considered suitable in meeting the public hearing legislative requirements which is the highest form of public submission that is subject to the most stringent requirements.

Staff are recommending a suspension of public hearings until further notice such as a change to the Health Officer's Order that would enable the unrestricted in-person participation or a legislative change.

Despite the recommendation, city staff will continue to process all applications received. The inability to conduct public hearings during the pandemic could result in a back up of matters for public hearings once it is appropriate to do so. Extra meetings are able to be established to move more applications through in a more timely manner.

### **Request to Address Council and Question Period**

The Request to Address Council and Question Period sections are an open opportunity to speak to Council on any subject. The Council Procedures Bylaw does not place limits on the number of speakers who may address Council at any given meeting. There are no legal requirements around Request to Address Council or Question Period, it is a discretionary action authorized in the Council Procedure Bylaw. In keeping with the intent of the Health Officer's Order and in recognition that those interested can communicate their messages and questions to Council by mail or email, staff are recommending suspending these in person public participation opportunities until further notice.

### **Advisory Bodies to Council**

The numerous Advisory Committees and Task Forces that have been established fall under the Community Charter's open meeting requirements. For information purposes, these meetings are not webcast and as such, do not meet the legislative requirements for the public and have been administratively suspended until further notice.

### **OPTIONS AND IMPACTS**

Option 1 – Approve Amendments to Council Procedure Bylaw, Suspend holding Public Hearings and Request to Address Council sessions **(Recommended)**

Option 2 - Provide further direction to staff to comply with Health Officer's Order

#### *Accessibility Impact Statement*

The recommended approach addresses some accessibility issues in that audio and screen reading capabilities are maintained. As well the City uses a closed-captioning function on webcasts.

#### *2015 – 2018 Strategic Plan*

The recommended option has no Strategic Plan implications.

#### *Impacts to Financial Plan*

The recommended option has no financial implications.

#### *Official Community Plan Consistency Statement*

This issue has no specific Official Community Plan implications.

## CONCLUSION

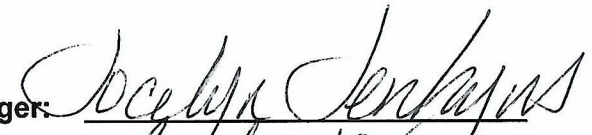
The Order from the Provincial Health Officer of March 16, 2020 has created the need for the City to analyse the potential implications resulting from the prohibition of gatherings more than 50 people. City Council and Committee of the Whole meetings, and in particular, public hearings create many occurrences throughout the year where well in excess of 50 people attend. In keeping with the Order, this report recommends changes to City Council meeting processes in the short term around public hearing and public participation at Council meetings, and by way of two amendments to the Council Procedures Bylaw to address more nimble meeting process alternatives.

Respectfully submitted,



Chris Coates  
City Clerk

Report accepted and recommended by the City Manager:

  
Date: March 18, 2020

### List of Attachments

Appendix A: Provincial Health Officer Order

Appendix B: Council Procedures Bylaw

Appendix C: Proposed Amendment to Council Procedures Bylaw



## Committee of the Whole Report For the Meeting of April 16, 2020

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**To:** Committee of the Whole **Date:** April 8, 2020  
**From:** Chris Coates, City Clerk  
**Subject:** Temporary Council Process Changes COVID-19 - Review and Report Back

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### RECOMMENDATION

That Council:

1. Authorize telephone participation for request to address council participants.
2. Direct staff to report back on the suspension of Public Hearings upon receipt of further information from the Ministry of Municipal Affairs and Housing.

### EXECUTIVE SUMMARY

At the March 19, 2020 Committee of the Whole meeting, Council received the staff report attached as Appendix A in relation to meeting procedures and the Impacts of Health Orders relating to the COVID-19 Pandemic and passed a motion at the Council meeting that followed to proceed with:

- amendments to the Council Procedures Bylaw to permit greater electronic participation by members of Council under emergency circumstances defined in the Bylaw.
- suspending public hearings until further notice
- suspending question period at Council meetings until further notice
- Limiting Request to Address Council participants to 6 participating by telephone or in written form.
- Review the public hearing, question period and request to address council provisions by April 16, 2020

These changes were followed by further changes approved at the March 26, 2020 Council meeting to:

- suspend evening Council meetings
- conduct Council meetings on the 2nd and 4<sup>th</sup> Thursday during the day following Committee of the Whole at 12 noon.

One Council meeting has occurred utilizing the question period and request to address council temporary changes. This was the March 26, 2020 Council meeting that was re-scheduled to the daytime meeting of April 2<sup>nd</sup>. There were 3 "speakers" in that meeting. For the April 9<sup>th</sup> meeting there is one request to address speaker at the time of writing this report. The volume of request to address requests has slowed significantly. No potential speaker has expressed concern around the temporary process that is being employed. Nevertheless, the albeit brief experience with increased

electronic participation has enabled the opportunity for telephone connection for request to address participants should Council consider that a suitable enhancement to the current practice. Question period does not typically have much uptake, and there have been no comments received from the public expressing concerns about the suspending it.

Public hearings continue to be a source of interest and concern amongst many local governments. The Ministry of Municipal Affairs and Housing is working on guidelines for local government to follow. Public Hearings are a particularly challenging issue to manage where the lack of in-person participation is limited by the Public Health Officers Order limiting gathering to 50 people. Staff suggest awaiting more information from the Ministry before considering this issue. A subsequent report back on public hearing will come forward as soon a more information is available.

## **PURPOSE**

The purpose of this report is to review temporary meeting process measures authorized by Council. pertaining to suspension of public hearings and question period, and the limitation on the number of request to address council participants to 6, and the way in which those “speakers” present.

## **BACKGROUND**

Since the COVID-19 Pandemic Declaration, Council has given consideration at both the March 19 and March 26<sup>th</sup> meetings passing the following motions:

### **March 19<sup>th</sup>**

1. *That Council give first second and third reading to Council Procedures Amendment (No. 1) Bylaw No. 20-053.*
2. *That staff undertake required advertising of the proposed Bylaw in accordance with section 124(3) of the Community Charter.*
3. ***That Council suspend the holding of Public Hearings in accordance with the Class Order on COVID-19 from the Office of the Provincial Health Officer until further notice.***
4. ***That Council suspend the Question Period section of Council meeting agendas for in person participation until further notice.***
5. ***That Council authorize adjustments to the Request to Address Council process including:***
  - a) ***Limiting speakers up to 6 delegations at a Council meeting through either:***
  - b) ***Telephone participation where possible***
  - c) ***The reading out of written submissions and/or the broadcasting of recorded submissions, if necessary.***

*That the temporary measures in 3, 4 and 5 be reviewed no later than April 16<sup>th</sup>*

### **March 26<sup>th</sup>**

That Council:

1. Direct staff to amend the 2020 Council and Committee of the Whole meeting Schedule until the end of April to provide for:
  - a. the suspension of evening Council meetings effective immediately

- b. conducting Council meetings on the 2nd and 4<sup>th</sup> Thursday during the day following Committee of the Whole at 12 noon
2. Direct staff to give public notice of the revised Meeting Schedule in accordance with Section 127 (1)(b) of the Community Charter.
3. Forward the March 26th Council meeting agenda items to the daytime Council meeting April 2, 2020.

## **ISSUES AND ANALYSIS**

### **Question Period**

Question Period occurs at the end of each twice monthly Council meeting. It is unrestricted except that each "speaker can ask a question for up to two minutes. It is not utilized to a great extent generally. The temporary suspension has not resulted in any comments from the public at this point to staff's knowledge.

### **Request to Address**

The Request to Address council section is an open opportunity to speak to Council on any subject. The Council Procedures Bylaw does not place limits on the number of speakers who may address Council at any given meeting. The limitations approved to limit the number of speakers to 6 has not, at this time, resulted in any feedback from the public. Those who have participated indicated that they were comfortable with the way in which the system is structured. There has been a significant drop in requests to speak since the Pandemic Declaration. This will be monitored, and it is reasonable to assume that the more usual City business that occurs, could see the number of speakers increase. Staff will advise should there be an excess of six speakers that are requesting for a given meeting.

In addition, despite the very brief experience with enhanced electronic participation, staff are now comfortable with suggesting a telephone participation option for the speakers should Council wish to expand the participation options. The relatively failsafe technology that would be used should minimize any disruption to the flow of the meeting while providing speakers the opportunity to present to Council "live" via telephone.

### **Public Hearings**

Council received a report from the Director Planning and Sustainable Development outlining reviews coming forward around processes for processing land use matters. Public Hearings are of course an important part of some of those processes. The Ministry of Municipal Affairs and Housing has indicated that they are working on information for local governments around public hearings. Staff are reaching out across the lower mainland and further to look at approaches relating to public hearings and how they may be able to be accommodated. It is especially challenging to disallow public attendance at a hearing on a full-scale basis. The Order from the Minister of Municipal Affairs that has been made respecting open meetings where the inability to have the public attend or even view open meetings does not mean that they are not considered to be open, should not be construed as being an opening for public hearings to be managed in the same way. As public hearings are held to the highest standards given their statutory nature, staff recommend awaiting further information from the Provincial Government.



## OPTIONS AND IMPACTS

- Option 1 – Permit telephone participation by the request to address council speakers and direct staff to report back on Public Hearings upon receipt of further information from the Ministry of Municipal Affairs and Housing. (Recommended)**
- Option 2 - Maintain the status quo on the suspension of public hearings and question period and the reduced request to address council participation, and direct staff to report back on public hearings upon receipt of further information from the Ministry of Municipal Affairs and Housing.**

### *Accessibility Impact Statement*

The recommended approach addresses some accessibility issues in that audio and screen reading capabilities are maintained. As well the City uses a closed-captioning function on webcasts.

### *2018 – 2022 Strategic Plan*

The recommended option has no Strategic Plan implications.

### *Impacts to Financial Plan*

The recommended option has no financial implications.

### *Official Community Plan Consistency Statement*

This issue has no specific Official Community Plan implications.

## CONCLUSION

The temporary changes implemented to Council's meeting processes, brought about by the COVID-19 Pandemic Declaration have not been tested much in the time they have been in place. There has been no negative feed back to date on the request to address council and question period issues. Despite the limited experience, the current technology supports, and therefore council may wish to consider, increasing public participation to allow telephone submissions from request to address council speakers. Public Hearings continue to be a concern given that there could be increasing interest to process applications that require statutory public hearings. Council will be receiving further reports on planning processes in the near future.

Respectfully submitted,

  
Chris Coates  
City Clerk

Susanne Thompson  
Deputy City Manager/CFO

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

**Date:**

### **List of Attachments**

Appendix A: March 19, 2020 Committee of the Whole Report – Council Processes  
Appendix B: March 26, 2020 Committee of the Whole Report – Meeting Schedule

	<b>CORPORATE POLICY</b>	
	No.	Page 1 of 2
<b>SUBJECT:</b> Interim Public Hearing Speaking Accommodation Policy		
<b>PREPARED BY:</b> Legislative Services		
<b>AUTHORIZED BY:</b> City Manager		
<b>EFFECTIVE DATE:</b> December 9, 2019	<b>REVISION DATE:</b>	
<b>REVIEW FREQUENCY:</b> 1 year		

## A. PURPOSE

The purpose of this Policy is to establish an interim Policy to enable accessibility accommodations for persons wishing to speak at public hearings. This Policy is established on an interim basis pending consideration of the 2020 Strategic Plan Item "Receive Video Submissions to Public Hearings and Request to Address Council"

## B. APPLICATION

This Policy will be applied at the discretion of the City Clerk, or designate when a formal request is made to the City from a member of the public who cannot attend City Hall as a result of circumstances related to accessibility.

## C. POLICY STATEMENTS

1. Upon receiving a request, the City Clerk or designate is authorized to permit an individual the following options to make a representation at a public hearing:
  - a) Subject to the technological capacity of the City at that time and with 48 hours advance notice to the City, the individual may be permitted to connect by telephone or other electronic means to read or have another person on their behalf, read the submission.
  - b) Submit a written request to Legislative Services by 4pm on the day of the public hearing with a request that city staff read aloud the written submission during the public hearing.
2. The Provisions of the Public Hearing Speaking Policy apply to all submissions received or made under this Policy.

**D. PROCEDURES**

1. Submissions under section 1 of this Policy shall be made at the beginning of the public hearing for the item on which the individual wishes to make the representation to Council.

**E. REVISION HISTORY**

# PUBLIC HEARINGS AND OPPORTUNITIES FOR PUBLIC COMMENT DURING THE COVID-19 PANDEMIC



1

## Purpose

To present Council with information and recommendations on:

- alternate means of receiving public comments as a substitute for the standard practice of inviting physical attendance at Public Hearings and Opportunities for Public Comment (OPC) within City Hall; and
- a review of interim Council processes resulting from the COVID-19 pandemic.



Public Hearings and Opportunities for Public Comment during the  
COVID-19 Pandemic

2

## Background

- March 16, 2020: Provincial Order (Mass Gatherings)
- March 19, 2020: Council motion
- March 26, 2020: Council motion
- March 26, 2020: Ministerial Order No. M083
- April 2, 2020: Council motion
- May 1, 2020: Ministerial Order No. M139



Public Hearings and Opportunities for Public Comment during the COVID-19 Pandemic

3

## Issues and Analysis

1. Provincial Orders
2. Local Government Act and Land Use Procedures Bylaw
3. Alternate Means of Receiving Public Feedback
4. Waiving Public Hearings or Opportunities for Public Comment
5. Current Applications
6. COVID-19 Pandemic Interim Council Processes Review



Public Hearings and Opportunities for Public Comment during the COVID-19 Pandemic

4

## Issues and Analysis

### Provincial Orders

Direction from the Province:

- avoid in-person meetings altogether and hold virtual meetings instead;
- stay close to home as much as possible; and
- work from home if possible, and if that is not possible, maintain physical distancing and stay home when sick.



Public Hearings and Opportunities for Public Comment during the COVID-19 Pandemic

5

## Issues and Analysis

### LGA and LUP Bylaw

- Public Hearing Requirements
- Opportunity for Public Comment Requirements
- Sign and Notification Requirements



Public Hearings and Opportunities for Public Comment during the COVID-19 Pandemic

6

## Issues and Analysis

### Alternate Means for Public Feedback

- Phone In and Pre-Recorded Video Submissions (Recommended)
- Sharing Comments through Live Video
- Sharing Comments In-Person



Public Hearings and Opportunities for Public Comment during the COVID-19 Pandemic

7

## Issues and Analysis

### Waiving Public Hearings or OPCs

- Minimal or no time savings because legislation and the LUP Bylaw requires that standard signage and notification with the requisite timeframes be maintained
- Waiving hearing requirements on an ad hoc basis may increase the chance of legal challenge



Public Hearings and Opportunities for Public Comment during the COVID-19 Pandemic

8



## Issues and Analysis

### Current Applications

- Applications that are ready for a Public Hearing: 8
- Applications working on conditions before Public Hearing: 11
- Applications that are ready for an Opportunity for Public Comment: 2
- Applications working on conditions before Opportunity for Public Comment: 4



Public Hearings and Opportunities for Public Comment during the COVID-19 Pandemic

9

## Issues and Analysis

### Interim Council Processes Review

- Staff recommend that both the Request to Address Council and Question Period now be restored using electronic participation methods or by written submissions
- Staff are recommending resumption of evening meetings and piloting the Strategic Plan Action of holding public hearing and public participation only sections during these evening meetings



Public Hearings and Opportunities for Public Comment during the COVID-19 Pandemic

10

## Options and Impacts

**Option 1:** Proceed with Electronic Public Hearings and Opportunities for Public Comment, Restore Request to Address Council and Question Period electronically and in writing, and resume Evening Council meetings for public hearing and public participation sections of the agenda. (Recommended)

**Option 2:** Proceed with Electronic Public Hearings and Opportunities for Public Comment, Restore Request to Address Council and Question Period electronically and in writing.

**Option 3:** That Council decline the staff recommendations.



Public Hearings and Opportunities for Public Comment during the COVID-19 Pandemic

11

## Recommendation

That Council:

1. authorize an amended process and move forward with public hearings in accordance with the Ministerial Order M139 for receiving oral submissions during Public Hearings and Opportunities for Public Comment by allowing the public to participate via live phone and pre-recorded video as a substitute to in-person attendance at City Hall while authorized by the provincial government
2. restore request to address council and question period to regular council meetings by electronic participation or written submissions during the COVID-19 pandemic
3. restore the holding of twice monthly evening council meetings with remote participation Public Hearings and Opportunities for Public Comment, Request to Address Council and Question Period.



Public Hearings and Opportunities for Public Comment during the COVID-19 Pandemic

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## Committee of the Whole Report

### For the Meeting of May 14, 2020

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**To:** Committee of the Whole **Date:** May 1, 2020  
**From:** Kerri Moore, Head of Business & Community Relations  
**Subject:** My Great Neighbourhood Grant Program – New Category of Community Recovery & Resiliency

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### RECOMMENDATION

That Council approves:

1. The new interim category of Community Recovery & Resiliency and the updated policy for the 2020 *My Great Neighbourhood Grant Program*
2. A rolling intake from June to December 2020, giving the City Manager the decision-making power to approve the grants following the usual staff review process and report back at the end of the year

### EXECUTIVE SUMMARY

This report presents a new interim category of Community Recovery & Resiliency for the 2020 intake of the *My Great Neighbourhood Grant Program*, for Council's consideration.

Many of the City's neighbourhood organizations, and community and seniors' centres have responded to the COVID-19 pandemic with grassroots initiatives and assistance programs. City staff have turned their attention to community recovery and how the *My Great Neighbourhood Grant Program* can assist residents in the coming months.

### PURPOSE

This report presents a new interim category of Community Recovery & Resiliency for the 2020 intake of the *My Great Neighbourhood Grant Program* for Council's consideration for approval.

### BACKGROUND

In December 2015, Council approved a new grant program aimed at facilitating community initiated placemaking and activity projects. The program was developed to support strong, connected neighbourhoods through funding for projects and activities that bring neighbours together and empower them to shape their local area. The City provides up to \$5,000 for placemaking projects to match the equivalent contribution from the neighbourhood and up to \$1,000 matching funds for community development activities.

On January 14, 2020, Council directed staff to report back on the implications of creating a mural stream within the *My Great Neighbourhood Grant Program*. Murals as placemaking projects are already funded through the grant program up to a maximum of \$5000 per mural and to date 17 murals have been created. Rather than amending the policy, staff recommend encouraging murals as a placemaking activity within their promotions (online, print, etc.) for all future intakes of the grant.

In March 2020, COVID-19 was declared a world pandemic and the City of Victoria has taken many important measures to support residents, local business and the not-for-profit sector facing hardship during this time. Victoria's residents have also responded to the pandemic with grassroots initiatives to support each other. Many of the City's neighbourhood associations, community centres and seniors' centres have participated in these actions.

## **ISSUES & ANALYSIS**

The March 1, 2020 spring intake launch of the 2020 *My Great Neighbourhood Grant Program* was suspended by staff on March 20<sup>th</sup> due to the pandemic. Staff propose re-opening the program to include a new interim category of Community Recovery & Resiliency to reinforce community actions that support residents due to the impacts to COVID-19, as well as assist in the recovery period.

The traditional process for the *My Great Neighbourhood Grant Program* intake would need to be adjusted by re-opening the grant program in June and introducing a rolling intake until the end of December. For this year only, staff are requesting that Council allow the City Manager to approve the grants after the internal adjudication process and provide an interim report in September and a full report at the end of this fiscal year. A rolling intake with an expedited approval process would allow for a more nimble response to community needs.

Examples of what recovery and resiliency proposals could look like include:

- Formation of mutual aid groups at the block or neighbourhood level (beyond Block Watch)
- Engage ongoing neighbourhood response teams to provide tangible and emotional support to isolated individuals (e.g. seniors)
- Create/enhance more recreational opportunities to ease isolation and keep people active
- Create and promote more online connected youth groups/communities
- Support for programming that promotes public health and community conversation
- Design and build more sophisticated placemaking projects that offer both public and separate space

Should the pandemic continue, Council could consider extending the interim category of Community Recovery & Resiliency into 2021.

## **OPTIONS & IMPACTS**

### **Option 1 (Recommended):**

For the 2020 intake of the *My Great Neighbourhood Grant Program*, approve

- 1) the proposed new category of Community Recovery & Resiliency and changes to the grant policy; and
- 2) a rolling intake giving the City Manager the decision-making power to approve the grants following the internal adjudication process

**Option 2 - Council to provide alternative direction to staff.**

*Accessibility Impact Statement*

There are no accessibility concerns related to the proposed recommendations in this report.

*2019 – 2022 Strategic Plan*

The new category of Community Recovery & Resiliency of the *My Great Neighbourhood Grant Program* supports the objective and/or the action and outcome statements of the Strategic Plan, specifically:

- Objective 8: Strong Liveable Neighbourhoods

*Impacts to Financial Plan*

As part of the 2020 Financial Plan, \$136,955 for the *My Great Neighbourhood Grant Program* was approved.

*Official Community Plan Consistency Statement*

The new category of Community Recovery & Resiliency of the *My Great Neighbourhood Grant Program* supports the following OCP objective:

Community Wellbeing

- 15 (d) That strong partnerships build the capacity of individuals and the community.
- 15 (e) That all citizens have the opportunity to participate in civic affairs.

**CONCLUSIONS**

Many of the City's neighbourhood organizations, and community and seniors' centres have responded to the COVID-19 pandemic with grassroots initiatives and assistance programs. The new category of Community Recovery & Resiliency for the 2020 *My Great Neighbourhoods Grant Program* will further assist them in their recovery efforts. An expedited approval process will allow for the funds to be dispersed in an efficient and timely manner.

Respectfully submitted,



Kerri Moore  
Head of Business & Community Relations

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



**Date:** May 8, 2020

**List of Attachments**

Appendix A: Updated *My Great Neighbourhood Grant Program* policy

**MY GREAT NEIGHBOURHOOD GRANTS POLICY**  
(updated May, 2020)



**A. PURPOSE**

The purpose of the My Great Neighbourhood Grant Policy is to guide the allocation of grants that impact public space and support community activities.

**B. OBJECTIVES**

The objectives of the My Great Neighbourhood Grants are to bring neighbours together to animate and leave a positive physical legacy in under-utilized community spaces, and to support community development through action and education.

**C. DEFINITIONS**

Great Neighbourhood projects that qualify for this funding fall into two separate categories:

**Placemaking** projects, which have the following characteristics:

- They are initiated by local residents.
- They animate under-utilized community spaces.
- They create gathering spots that bring people together.
- They are partnerships between the community and the City of Victoria
- The community takes the lead in these projects. City staff provide advice in design, development, installation and construction.
- They can be a pilot project.
- They must be completed within one year upon receiving funding.
- They contribute to neighbourhood pride and enhance quality of life

**Activity** projects, which have the following characteristics:

- They are initiated by local residents.
- They engage and/or educate community members.
- They promote community development and community programming.
- They serve as a neighbourhood improvement campaign.
- The community takes the lead in these projects. City staff provide advice in regulatory guidelines
- They can be a pilot project.
- They must be completed within one year upon receiving funding.
- They contribute to neighbourhood pride and enhance quality of life

A third interim category, in response to COVID 19, has been introduced for the 2020 intake period. Titled **Community Recovery & Resiliency**, this category is being created to further reinforce community actions that support residents due to the impacts to COVID-19, as well as assist in the recovery period.

- They are initiated by local residents
- They engage and/or educate community members
- They promote community development and community programming
- They are in direct response to the Covid 19 pandemic
- The project does not have to produce a physical legacy
- The project must adhere to Provincial guidelines for social distancing



All three categories require a 100% matching contribution by the community. The City will fund up to \$5,000 to match the equivalent contribution the neighbourhood makes for a Placemaking and Community Recovery & Resiliency grant and up to \$1,000 for an Activity grant. The matching contribution can be a combination of volunteer labour, donated services, donated materials and supplies and other funds raised. A rate of \$20/hour will be used to calculate the match made with volunteer labour. If professional services are provided, the professional donating their services will provide a reasonable the value for their contribution (e.g. \$20-60).

#### D. ELIGIBILITY CRITERIA

The program is open to all not-for-profit organizations including community and neighbourhood associations and schools. Ad hoc, informal organizations and businesses may also apply for funding by partnering with a local not-for-profit group. The not-for-profit group is required to sign the application as the sponsor, and if approved, will receive the funding for disbursement to the applicant.

The applicant must meet all the following criteria to apply for a grant:

- Registered non-profit organization in good standing in the Province of BC or registered charitable organization in good standing with the Canada Revenue Agency
- Each application can submit one application per intake period (Registered non-profit organization in good standing can sponsor multiple applicants)
- The organization can reside outside of Victoria
- The project must be situated in Victoria and benefit residents of the City of Victoria
- There must be evidence of clear mandate and competent administration
- Applicant organization must not be in arrears with the City of Victoria, not in bankruptcy and/or seeking creditor protection
- Projects must be completed within one year upon receiving funding
- Recipients must fulfil reporting requirements
- Applicants must outline the match from the community
- Placemaking applicants must describe how the project will be maintained and terminated
- Community Recovery and Resilience applicants must describe how their project will impact residents during the revival of social well-being
- Community Recovery and Resilience applicants may only apply during the interim period that this grant is available

Eligible expenses for **Placemaking** funding include:

- Materials (paint, equipment, wood, etc.)
- Insurance fees
- Equipment rentals
- Professional labour costs

Eligible expenses for **Activity** funding include:

- Program materials (craft supplies, food)
- Insurance fees
- Equipment rentals
- Professional facilitation costs
- Room rental fees

Eligible expenses for Recovery and Resiliency funding include:

- Program materials (craft supplies, food)
- Insurance fees
- Equipment rentals



- Professional facilitation costs
- Room rental fees

Ineligible expenses include all other applicant expenses not related to the project including:

- Fundraising
- Direct financial assistance to individuals or families
- Maintaining ongoing programs, services or events
- Funding staff positions and staff training / professional development costs
- Deficit or debt repayment
- Commercial activities and related costs
- Projects on private property
- Purchase of land or buildings
- Travel and accommodation expenses

The following items are required as part of the application package:

- Project budget showing matching contributions
- Letters of support and permission
- Consideration for any risk associated with the project
- Program or event outline for activity projects
- Design information, including a site map and visual images of the location, for placemaking projects
- Consideration for maintenance and termination of placemaking projects

If the application is not from a recognized not-for-profit organization, a letter from a not-for-profit partner providing their support for the project needs to accompany the application. If the applicant is successful, the grant payment will be made to the sponsoring not-for-profit organization to disburse to the group they are supporting on terms agreed to by the two parties.

Applicants are limited to one placemaking project and one activity grant per annual intake. For a multi-phased project to be considered, a substantial new element must be introduced with each application. This program limits a maximum of three (3) proposals for the same project area. Applications for new projects will be prioritized over recurring applications, factoring in quality of application.

## **E. EXAMPLES OF PROJECTS**

Examples of Placemaking Projects include:

- Community garden enhancement
- Boulevard enhancement
- Neighbourhood gathering place
- Community pathway
- Decorative lighting display
- Community art display or mural
- Neighbourhood branding initiative
- Interpretive signage
- Community lending installation
- Playground enhancement
- Playable space
- Other projects that animate public space

Examples of Activity Projects include:

- Social Connection community program

- Educational community program
- Neighbourhood improvement program
- Neighbourhood diversity program
- Temporary site transformation (pop ups)
- New neighbourhood parties (not previously established)

Examples of what Recovery & Resiliency proposals could like include:

- Support community conversations using the basics of asset-based community development to help revive social infrastructure
- Formation of mutual aid groups at the block or neighbourhood level (beyond Block Watch)
- Engage ongoing neighbourhood response teams to provide tangible and emotional support to isolated individuals especially seniors
- Create/enhance more recreation spaces to ease isolation and keep people active
- Create and promote more online connected youth groups/communities
- Support for programming that promotes public health
- Build more sophisticated placemaking design projects that offer both public and separate space

#### F. GRANT REVIEW PROCESS

The first intake period will be in the spring. Applications will be accepted for the duration of six weeks. If funds remain, a second intake period will begin in the fall and will also be open for six weeks. All grant applications are evaluated and awarded using a competitive process.

The process of reviewing the grants includes the following steps:

1. Intake period opens
2. Staff work with applicants to help refine their project ideas and advise on submissions
3. Applications submitted as ready on a rolling intake
4. Staff review applications for eligibility
5. Staff conduct a technical review of the applications to ensure they meet City of Victoria standards and bylaws
6. Applications that impact public space are vetted through appropriate departments to assess the project or program feasibility
7. The City's unions are notified of eligible applications for their review and notification of any staff considerations
8. Eligible applications are presented to the City Manager for approval
9. Awards announced
10. Successful recipients will have up to one year to complete their project.
11. Recipients report on grant use and deliverables as projects are completed.

#### G. DECISION MAKING

Staff will review all applications and evaluate them based on the eligibility requirements, technical details and meeting the grant program objectives. All eligible grant applications will be presented to the City Manager who will approve grant allocations.

#### H. GRANT LIMITATIONS

Not all applicants meeting the eligibility requirements will necessarily receive a grant. Grants are one-time approvals and are not an automatic ongoing source of annual funding.

#### I. MAINTENANCE AND PROJECT LIFESPAN

Successful Placemaking projects will be maintained for a mutually agreed upon lifespan not to exceed 5 years. If the item created through the project falls into disrepair, requires replacement or becomes a safety concern it will be removed by the City of Victoria. Placemaking projects



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may be continued beyond the initial term through agreement of the City and the community organization. Activity projects with a physical nature will be maintained for a period of up to six months by the community organization once activated.

#### **J MONITORING AND REPORTING**

Each grant recipient will be required to submit a final report as specified by the City of Victoria.

#### **K. TIME EXTENSIONS AND REPAYMENT OF GRANTS**

If the grant will not be used for the stated purpose, the full amount must be returned to the City of Victoria.

At the discretion of the Neighbourhood Team, a three-month extension may be granted for placemaking projects; a second three-month extension may be granted under extenuating circumstances. If after eighteen months (one year to complete and six months of extension) the project is not complete, the City will ask for the grant funds to be returned.

At the discretion of the Neighbourhood Team, one three-month grant extension for an activity may be granted under extenuating circumstances.



## Committee of the Whole Report For the Meeting of May 14, 2020

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**To:** Committee of the Whole **Date:** May 7, 2020  
**From:** Kerri Moore, Head of Business and Community Relations  
**Subject:** Support Small Business, Arts and Culture, and the Visitor Economy Progress Report

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### RECOMMENDATION

That Council receive this report for information.

### EXECUTIVE SUMMARY

At the March 19, 2020 Council meeting, Council considered motions that directed staff to examine and report back on the City's fiscal legislative, and legal powers to support small businesses and jobs, arts and culture and the visitor economy. In addition, Council directed staff to review the 2020 operational and capital plans and report back on other initiatives that could provide some degree of mitigation to individuals and residents and businesses from the impacts of the COVID-19 Pandemic.

A number of these considerations were responded to in the report from the Deputy City Manager attached as Appendix A. The purpose of this report is to respond to what the City has done and is able to do given the legal constraints of section 25 of the *Community Charter* that prohibits granting assistance to business.

At the onset of the Pandemic, the Mayor through the Business Hub convened a meeting with key business partners in the City to obtain information on the impact to small business and to ascertain how the City could best support small business and jobs. This engagement has been instrumental in gathering real time information on how our local economy has been affected by COVID-19.

In response to these early calls, the Business Hub has created a resource page to act as a one stop resource for local businesses on the City website with access to federal, provincial and local programs, worked in partnership with other City staff to roll out a targeted marketing and sales campaign to both educate local businesses about resources available to them and provide information on how residents might best support them, as well as continuing to explore other areas for support and recovery through COVID-19.

Other City departments have been working to explore changes to City regulations, requirements, or to facilitate new ways for businesses to operate. The Strategic Real Estate team implemented a rent deferral program and continues to review federal and provincial aid programs. The Arts, Culture & Events department have also created a COVID-19 webpage for the arts and culture sector providing a list of all the local, provincial and federal resources, and are looking at supporting alternatives to live performances primarily through online streaming platforms. The Victoria

Conference Centre in partnership with Destination Greater Victoria have introduced a number of initiatives to help mitigate some of the impacts, in particular working with our lead tourism organizations and local stakeholders for recovery plans when given the signal its appropriate to travel again.

The City is committed to supporting local businesses, arts and culture, and the visitor economy through information sharing and advocacy to other levels of government. In addition, City staff are actively pursuing other initiatives to address COVID-19 related impacts and the details of those initiatives, as well as the decisions of Council to this point, are detailed in this report.

## **PURPOSE**

The purpose of this report is to provide Council with an overview of all of the City's fiscal, legislative and legal powers to support small businesses and jobs, the non-profit sector, arts and culture and the visitor economy in order sustain the local economy during the pandemic and position for a strong recovery. As well this report highlights the activities that the City has been involved with to provide support in these areas.

## **BACKGROUND**

At the March 19, 2020 Council meeting Council passed three motions relating to the COVID-19 pandemic that are relevant to this report:

### **Council Member Motion - COVID-19 City Response to Support Small Business, Arts and Culture and the Visitor Economy**

1. *Direct staff to examine all of the City's fiscal, legislative and legal powers to support small businesses and jobs, the non-profit sector, arts and culture and the visitor economy in order sustain the local economy during the pandemic and recover stronger and more resilient than before.*
2. *Report back to Council on an urgent basis.*

#### **Motion Arising:**

*Direct staff to look at the operational and capital plan for 2020 to see what will not be accomplished in this year due to COVID-19 and bring recommendations to Council as to what would come out of the budget accordingly.*

### **Council Member Motion - Reducing Economic Hardship Arising from COVID-19**

1. *Direct staff to develop an Action Plan without delay identifying measures within municipal jurisdiction to reduce economic hardship on individuals and organizations impacted by COVID-19, including consideration of the following measures:*
  - a. *Repurposing underutilized facilities for emergency shelter and healthcare for the unhoused, to allow for social distancing, proper care, harm reduction, and recovery.*
  - b. *Emergency regulations to restrict evictions of tenants who have suffered a loss of earnings due to quarantine, self-isolation, layoff or declining economic activity.*
  - c. *Temporary deferral of fees, taxes and other payments owing to the city from those suffering hardship.*

2. *Advocate to the Governments of British Columbia and Canada for immediate action along the following lines:*
  - a. *Emergency housing and healthcare for the unhoused through the retrofitting of underutilized facilities to allow for social distancing, proper care, harm reduction and recovery.*
  - b. *Income support through Employment Insurance, statutory Paid Sick Leave provisions and / or other programs to replace earnings that have been lost as a result of COVID-19, with immediate and retroactive effect, including eligibility for precariously employed workers in the service sector and “gig economy”, self-employed workers and small business operators.*
  - c. *A temporary moratorium on evictions, foreclosures and payment of debt and utility fees.*
  - d. *Support for Indigenous communities that are particularly vulnerable to COVID-19 due to substandard health, housing, water and social service systems.*
  - e. *Temporary deferral of payroll deduction remittances (i.e. EI, CPP, Income Tax) and income tax instalment payments where necessary to reduce pressure on business cash reserves and maintain payment to employees and suppliers*
3. *Request that the Mayor write, on behalf of Council, to the Premier of British Columbia and the Prime Minister of Canada, requesting immediate action along the lines outlined above, and indicating the City of Victoria’s willingness to cooperate with those orders of government to ensure an integrated and effective response to COVID-19, including reducing economic hardship on individuals and organizations and safeguarding the economic base of the community.*
4. *Direct staff to prepare bylaw amendments to allow for the temporary waiver of financial penalties for non-payment of municipal utilities fees and taxes during provincially declared emergencies.*
5. *Request that the Province of British Columbia grant local governments the discretion to postpone payment of property taxes with no financial penalty in 2020 for those that meet a provincially determined threshold.*
6. *Request that staff consider initiating emergency childcare services for essential services workers during the COVID19 public health emergency, either as a city-operated service or in partnership with external childcare providers.*
7. *Request that the University of Victoria reconsider the displacement of students current living in student housing who have no alternate housing options.*
8. *Council request that landlords not increase rents at this time of crisis and defer rents for those in need.*

Council has received reports back on the Financial Plan (operating and capital) noted in the second motions and reports back on many of the issues identified in the third motion that required actions from staff.

## **ISSUES & ANALYSIS**

Under the *Community Charter*, the City, like all other local governments in British Columbia, is prohibited from assisting businesses and is unable to take any action that would provide help to any specific business operator or sector. City efforts, therefore, must focus on the larger scale

efforts directed at the economic well-being of the community, which includes commercial activity that drives the local economy.

Following is an overview of the City actions undertaken within our legislative and legal powers to support small businesses and jobs, non-profit sector, arts and culture and the visitor economy.

### **City Business Hub**

The City's Business Hub has implemented the following tools and initiatives to support the small business and jobs sector during the pandemic and towards recovery, including:

- compiling a resource page with information on the City's website that includes access to federal, provincial and local programs that could bring some relief to businesses through COVID-19, in addition to outlining ways to potentially support our local economy and the businesses in it. The page is updated frequently with new resources and support networks as they become available
- working in partnership with the City's Engagement team to roll out a targeted marketing and sales campaign, both through social media channels and print advertisements to aid in both educating local businesses about resources available to them and providing information on how residents might support the local economy through COVID-19. The campaign runs from April 23 to May 21, 2020 and includes Victoria businesses that utilized local resources to support them through the pandemic and examples of the various initiatives available to our community to help support them
- twice weekly calls with business leaders in the community to address emerging issues and concerns, identify gaps in support or resources, and triage responses as required
- exploring any opportunities for reduction or postponement of City of Victoria permits or other fees
- developing materials to provide guidance on operational and safety expectations to be met through new guidelines provided by the Provincial and Federal Government and WorkSafe BC; and
- continuing to support the local business community through inquiries made directly to the Business Hub for support and information.

### **Strategic Real Estate**

The City's Strategic Real Estate unit (SRE) has pursued a number of initiatives to help mitigate some of the impacts of the pandemic on businesses leasing City owned lands, including:

- in March 2020, implementing a rent deferral program to permit COVID impacted businesses to defer the majority of their lease payments during the 3-month period April through June 2020.
- accelerate available year end operating cost credits for tenants to reduce overall lease payments.
- ongoing communications with other municipalities regarding potential options being considered to help mitigate impacts on businesses leasing public lands.



- reviewing federal and provincial aid programs (e.g. Canada Emergency Commercial Rent Assistance) to determine if they are eligible for City participation to reduce lease costs; and
- disseminating information sites out to our tenants, as they become known, where they can access up-to-date information on various support programs and resources.

## **Arts Culture and Events**

The City's Arts, Culture & Events (ACE) department has initiated the following tools and programs to support the arts and culture sector during the pandemic and towards recovery, including:

- staff gathered a list of local, provincial, and federal COVID resource page for the arts and culture sector as well as a listing of local concerts and events to help promote Victoria based organizations. Staff continue to update the site regularly.
- the City of Victoria's Artist in Residence, Kathryn Calder, has performed live stream concerts from her home in Victoria and will continue to seek ways to engage the public safely following provincial health guidelines.
- the City of Victoria Poet Laureate John Barton and local poets took The Worldliness of Poetry event online and shared poetry virtually during April's National Poetry Month.
- Commute Bus Shelter program and Commercial Alley program continue to seek artists for temporary display downtown.
- staff continue to work with event organizers postponing and going ahead with events after May 30<sup>th</sup>. Staff continue to monitor the public health officer's guidelines for events and public gatherings; and
- a report will be forthcoming regarding options for allocation of the Festival Investment Grant program.

## **Tourism**

The Victoria Conference Centre (VCC) in partnership with Destination Greater Victoria (DGV) have introduced a number of initiatives to help mitigate some of the impacts of the pandemic on tourism with a primary focus on recovery, including:

- supporting local businesses through blogs and communication. The "Open for Business" blog was created specifically for those that have pivoted to support locals
- the VCC Sales Team has been focused on rebooking Conferences/Meetings for future years. Considerable success is focused on deferred business and not lost business
- marketing campaigns have been launched for the Destination; #MyVictoriaMoments is a campaign designed for people to share photos and videos to stimulate dreams and consideration for when travel is again appropriate
- working on a broad partnership basis for recovery plans when given the signal that it is appropriate to travel; and
- all employers and associations are working hard to ensure workers are getting access to government assistance programs.

## City Actions Under Development

### Curbside Use

The City permits certain business operations to pay for and receive priority use of parking stands for Horse Drawn Carriage operators and sightseeing vehicles. The allocations of the stands and the fees are established by Council in the Vehicles for Hire Bylaw. In addition, the 35 licensed pedicab operators in the City pay a "yellow curb fee" under the same Bylaw enabling them to stop and stand in marked yellow curb areas in the areas in which they operate. The operators have requested a waiver of fees resulting from the inability to conduct their business under the pandemic declaration. Staff will be bringing forward a report on these issues for council's consideration later this month.

### Street Vending and Commercial Activity in the Public Domain

A staff group (Engineering & Public Works, Sustainable Planning & Community Development, Bylaw, Finance and Business & Community Relations) are exploring possibilities to expand parklets, sidewalk cafes, street vending and commercial use of public space opportunities to meet new social distancing protocol for businesses and offer alternative options for them to potentially pivot operations amid pandemic recovery.

### Animate and Enliven Downtown

Support recovery efforts with future opportunities to animate and enliven downtown and neighbourhood villages. This could help bring residents and visitors back into the core to support local businesses. This may include live music concerts in downtown businesses, expanded busker program, beautification projects hiring artists for temporary public art projects, and expansion of the storefronts project.

### Emergency Response and Recovery Toolkits

As outlined in the economic action plan *Victoria 3.0* Recovery Reinvention Resilience, the Business Hub in partnership with business leaders in the community are developing toolkits for businesses to respond and recover from disaster and emergency.

## CONCLUSIONS

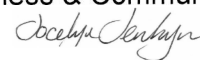
The City of Victoria will continue to listen to the business community to explore changes to City regulations and requirements to facility new ways for businesses to operate across the small business, arts and culture and visitor economy sectors that could provide further relief and support during and following the COVID-19 pandemic.

Respectfully submitted,

Quinn Anglin  
Business Ambassador



Kerri Moore  
Head of Business & Community Relations



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

**Date:** May 12, 2020

## List of Attachments

Appendix A: 2020 Financial Plan – Potential Adjustments



## **Committee of the Whole Report**

### **For the Meeting of April 9, 2020**

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**To:** Committee of the Whole **Date:** April 5, 2020  
**From:** Susanne Thompson, Deputy City Manager and Chief Financial Officer  
**Subject:** 2020 Financial Plan – Potential Adjustments

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### **RECOMMENDATION**

1. That Council direct staff to:
  - a. Defer the capital projects listed in the table on page 7 of this report
  - b. Delay the initiatives listed in the table on page 9 of this report
  - c. Reallocate \$11.64 million in unrestricted property tax funding from the deferred capital projects to offset actual and potential revenue shortfalls in the operating budget
  - d. Create a larger operating budget contingency using the funding allocated to the delayed initiatives
  - e. Extend the payment due date for utility bills to 90 days from 45 days and bring forward bylaw amendments to authorize that change
  - f. Extend the payment due date for property taxes to August 1, 2020 to align with the date the City is required to pay the property taxes levied on behalf of the Capital Regional District, the Capital Regional Hospital District, BC Assessment, and the Municipal Finance Authority; and bring forward amendments to the Alternative Tax Scheme Bylaw to align with the August due date
2. That the Mayor on behalf of Council advocate to the Province of BC to:
  - a. Increase amounts for Homeowner Grants, and create a new category of grant applicable to persons who have lost income due to the pandemic
  - b. Reinstate the financial hardship Deferment Program and extend the program to commercial properties
  - c. Amend legislation to align payment due dates for taxes collected on behalf of other agencies with municipal Alternative Tax Scheme Bylaws

### **EXECUTIVE SUMMARY**

On March 19, 2020 Council directed staff to initiate a number of actions related to impacts of COVID-19 including to:

1. Identify measures within municipal jurisdiction to reduce the economic hardship on individuals and organizations impacted by COVID-19 including the temporary deferral of fees, taxes and other payments owing to the City from those suffering hardship.
2. Prepare bylaw amendments to allow for the temporary waiver of financial penalties for non-payment of municipal utilities fees and taxes during provincially declared emergencies.

3. Request that the Province of British Columbia grant local governments the discretion to postpone payment of property taxes with no financial penalty in 2020 for those that meet a provincially determined threshold.
4. Look at the operational and capital plan for 2020 to see what will not be accomplished in this year due to COVID-19 and bring recommendations to Council as to what would come out of the budget accordingly.

Many in our community are facing financial challenges due to COVID-19 and staff have reviewed options within the City's jurisdiction that could provide some relief while balancing the funding requirements to continue to provide the many services our community relies on.

The City must have a balanced budget. Unlike senior levels of government, the City cannot budget for a deficit. Due to the pandemic, the City is experiencing impacts to some revenues, most notably parking. Although we do not know how long this pandemic will last and therefore how large the impact on those revenues will be, this report outlines a number of opportunities to reallocate funding to offset this known, and estimated future, revenue shortfall. In addition, the report outlines various reserve funds that could be used to manage any further gaps, as well as recommends establishing a larger contingency to address any unforeseen costs or additional revenue losses that may arise in the coming months. These opportunities will enable the City to continue providing services to the community and to maintain a balanced budget for 2020.

The City levies approximately \$192 million in utility fees and property taxes to deliver its services. In addition to that, the City also collects taxes on behalf of other agencies such as the Capital Regional District (CRD), Capital Regional Hospital District (CRHD), BC Transit, BC Assessment (BCA), Municipal Finance Authority (MFA) and School District #61. The City also collects user fees on behalf of the CRD for sewage treatment. In total, the City collects approximately \$100 million on behalf of these agencies, and due dates for payment from the City to those agencies are set in legislation. Consequently, these payments are due whether or not the City has collected these taxes. Almost 40% of taxes levied are for these other agencies.

In terms of relief for those experiencing financial hardship due to the pandemic, staff recommend extending due dates for utility bills and property taxes for all ratepayers, due to the limitations noted below. The proposed due date for property taxes is aligned with the date the City is required to remit payment of taxes levied on behalf of the CRD, the CRHD, BCA and the MFA, whether or not taxes have been collected. A number of other municipalities across the country are offering similar relief. The City of Vancouver has extended the payment due date to September; however, one notable difference is that Vancouver collects 'advance' taxes in February each year, equivalent to 50% of the prior year's total property taxes, so this extension only applies to the remaining amount due.

The City can vary property tax due dates, penalty amounts and penalty dates through an Alternative Tax Scheme Bylaw. Council has already adopted an Alternative Tax Scheme Bylaw that reduces the initial penalty on overdue property taxes to 5% - down from 10% in prior years - with a further 5% in September on those tax accounts that remain unpaid at that time. This Bylaw was actioned prior to the pandemic, but is noted here since it does provide some relief compared to prior years.

The City does not have the authority to only change taxation due dates or waive penalties for a certain group of individuals or organizations. That is, the City cannot delay due dates or penalties only for those who are experiencing financial hardship. In addition, the City does not have the ability to confirm, or audit, that someone is actually experiencing financial hardship. However, the Province's Homeowner Grant Program is an already existing scheme that provides some relief to taxpayers, including the ability to vary the amount of relief based on individual circumstances



(seniors receive a larger discount for example) and has the mechanism for audits and enforcement. Council may wish to advocate to the Province for a change to the Homeowner Grant Program for increases to homeowner grant amounts and/or the creation of a new grant category applicable to persons who have lost income due to the pandemic. Council may also wish to advocate to the Province to reinstate the Deferment Program for financial hardship they had in place a number of years ago, and also extend that to commercial properties. These programs would provide relief to individuals and businesses who have been financially impacted by the pandemic without affecting local governments' ability to provide services due to reduced cash flow. The Province sent an 'initial circular' on April 4, 2020 (attached as Appendix A) encouraging "good financial management, including: maintaining a strong level of cash assets, prioritizing core municipal operations, and possibly deferring non-essential capital expenditures until this event passes." There was no indication if further Provincial programs would be announced to assist, although the letter did mention that additional circulars would be shared.

Under normal circumstances, using the current established due dates and penalties, the City has the financial capacity on hand to maintain operations and advance capital projects and does not need to borrow short-term to assist with cash flow until property taxes are collected. The City's other revenue sources and reserves typically enable the temporary ability to cash flow operations. However, as a precautionary measure, staff have explored options should this become necessary this year. The City may be able to obtain a short-term loan from the MFA to assist in managing cash flow until property taxes are collected. The MFA has indicated that they are unable to lend every municipality in BC the funds needed to cover all property taxes and user fees for the year, which some might need should municipalities face collection challenges. They will have some capacity for short-term loans, but are unsure at this time the extent of that capacity. As a result of that limited capacity, they will be using screening criteria which will include a review of each municipality's attempts at managing its own cash flow through reduction in spending, use of reserves, and any changes to due dates and penalties that could impact cash flow.

As a contributor to the economic engine of the region, the City can play a major role both during this pandemic and as part of recovery efforts by continuing to provide services and maintain assets and capital projects, which includes the purchase of materials, equipment and services from a number of businesses in the region. Therefore, Council may consider it is increasingly important to ensure the City maintains the cash flow to do so.

As mentioned previously, the City normally has the cash flow capacity to deliver services without the need to borrow short-term until property taxes are collected. However, should due dates be much deferred and penalties waived (meaning there is no incentive to pay by due dates), and should the City be unable to obtain sufficient additional funding through the MFA, this would have significant impact on cash flow and the City's ability to continue service delivery. This report recommends some budget reductions while preserving core operations and continues projects and initiatives underway. It also recommends providing financial relief to taxpayers and ratepayers by extending due dates for both utility bills and property taxes that can be managed within the City's existing cash flow capacity, while avoiding the unintended consequence of slowing down the local economy by reducing the money the City puts back into the community.

## **PURPOSE**

The purpose of this report is to provide information and seek Council direction on potential amendments to the 2020 Financial Plan and extensions to due dates to address financial impacts related to the COVID-19 pandemic.

## BACKGROUND

The majority of the City's revenue comes from property taxes and utility user fees (approximately \$192 million or 71%). Delaying receipt of those revenues would impact the City's cash flow and as a result the ability to continue providing services and meeting payment obligations. In addition to the City's own taxes and utility fees, collections on behalf of other agencies total approximately \$100 million, for a total collection of approximately \$292 million.

The City's 2020 Financial Plan, operating and capital including projects carried forward from 2019, totals approximately \$375 million. The collection on behalf of other agencies brings that total to approximately \$475 million. While the City has accumulated reserves of approximately \$248 million, including ones for financial stability specifically set up to mitigate unforeseen circumstances such as these, they are insufficient to cover all expenditures should collection of taxes and utility user fees be much delayed.

On March 19, 2020 Council passed a number of motions including:

1. Direct staff to develop an Action Plan without delay identifying measures within municipal jurisdiction to reduce economic hardship on individuals and organizations impacted by COVID-19, including consideration of the following measures:
  - a) Temporary deferral of fees, taxes and other payments owing to the city from those suffering hardship.
2. Direct staff to prepare bylaw amendments to allow for the temporary waiver of financial penalties for non-payment of municipal utilities fees and taxes during provincially declared emergencies.
3. Request that the Province of British Columbia grant local governments the discretion to postpone payment of property taxes with no financial penalty in 2020 for those that meet a provincially determined threshold.
4. Direct staff to look at the operational and capital plan for 2020 to see what will not be accomplished in this year due to COVID-19 and bring recommendations to Council as to what would come out of the budget accordingly.

Due dates for remitting payment to the agencies the City collects property taxes on behalf of are established under various acts including the *Assessment Authority Act*, the *British Columbia Transit Act*, the *Municipal Finance Authority Act*, the *School Act*, the *Hospital District Act*, and the *Local Government Act* as follows:

- August 1 – BCA, MFA, CRHD, and CRD, approximately \$36 million
- On or before the 5<sup>th</sup> day after municipal taxation due date – 75% of school taxes, approximately \$38 million. Then monthly after that.
- December 31 – BC Transit, approximately \$10 million

## ISSUES & ANALYSIS

There are a number of factors that impact the City's cash flow capacity. The following section outlines the main considerations.

### Legislative Context

The City can, under current legislation, change the property tax due date and adjust penalty amounts and due dates. The City already has an Alternative Tax Scheme Bylaw in place that provides for a 5% penalty in July and a 5% penalty in September, rather than a 10% penalty in July.

The City does not have the ability to create distinctions, for tax or penalty purposes, based on individual circumstances. Section 193(2) of the *Community Charter* expressly provides that the normal power to establish variations for different circumstances does not apply to taxation bylaws. In other words, the City cannot provide different due dates or penalty provisions for those adversely affected by the COVID-19 pandemic and resulting economic disruption. Any changes would have to apply equally to all taxpayers.

#### Municipal Finance Authority

The City is likely able to obtain some short-term funds from the MFA, however, the MFA has indicated that they will not be able to fund all municipalities in BC to the full extent they may need. As such, screening criteria will be used to prioritize those that have made efforts to preserve their cash flow by reducing spending, using reserves and avoiding extending due dates and eliminating penalties that would negatively affect cash flow.

The City could also seek funding from a financial institution; however, our understanding is that their first priority is individuals and businesses so this is unlikely an option for the City.

In either case, the City would incur additional costs from interest on any loans, and would of course also need to repay such loans, which requires cash flow.

In anticipation of needing some level of short term financing, staff will bring forward amendments to the Revenue Anticipation Borrowing Bylaw passed earlier this year, to increase the authorized amount of borrowing to the maximum allowable under the legislation, which is 75% of the prior year's total tax levy.

#### Provincial Property Tax Deferment Programs and Other Legislative Changes

There are a number of Provincial property tax deferment programs in place that provide low interest loans to qualified individuals for residential properties as follows:

- 55 years of age or older, and surviving spouses of any age
- A person with disabilities
- Families with children

The Province did have an additional deferment program in place a number of years ago for those experiencing financial hardship, which could potentially be reinstated and also extended to commercial properties. In addition, the current Homeowner Grant Program may be possible to amend to increase amounts of grants and create a new category of grant applicable to persons who have lost income due to the pandemic.

The benefit to the City of these programs is that the Province pays the City for all approved deferment applications, and the City reduces the amount of school taxes paid by an amount equal to homeowner grants claimed, so the City is kept whole financially.

Due dates for remitting payment to the agencies the City collects property taxes on behalf of are established under various acts including the *Assessment Authority Act*, the *British Columbia Transit Act*, the *Municipal Finance Authority Act*, the *School Act*, the *Hospital District Act*, and the *Local Government Act*. The earliest payment date is August 1 for payments to BCA, MFA, CRHD, and CRD, whether or not taxes have been collected. The Province could consider aligning the due date for remitting these taxes with property tax due dates in municipal Alternative Tax Scheme Bylaws.



## The City's Budget

The City's budget determines the amount of funding the City requires to provide its services, maintain infrastructure and deliver capital projects. The City is required under the *Community Charter* to have a balanced budget – that is, the City is not authorized to budget a deficit.

There are two ways in which the City can manage its cash flow needs:

1. Deferring projects to a future date reduces the need for funding at this time
2. Reallocating the funding for deferred projects, where not restricted, to offset revenue shortfalls

The majority of funding comes from property taxes and utility user fees (approximately \$192 million or 71%.)

The City has some additional revenue sources, including those from parking (budget of approximately \$19.6 million), construction permit fees (budget of approximately \$3 million), recreation (budget of approximately \$2 million), Victoria Conference Centre (budget of approximately \$3.6 million), and property leases (budget of approximately \$2.2 million). Some of these revenue sources have been greatly impacted by the pandemic and as such new revenue sources or reduction in expenditures to offset would be needed to ensure the City does not run a deficit.

We are currently experiencing much reduced revenues for parking. While there are some offsetting expenditure reductions, the estimated net financial impact on a monthly basis is approximately \$1.2 million.

Also, our recreation facilities have been closed resulting in no revenue generation. However, these operations are property tax subsidized, meaning expenditures exceed the revenue generated. Therefore, there is only a negligible net financial impact to the City.

The Victoria Conference Centre has also been closed. Some of the events that were to take place in the coming months have been rescheduled, some potentially to later this year and some to next year. Based on current information, there is a potential revenue shortfall related to events of approximately \$2 million in 2020. In addition, due to the closure of the VCC and also the Empress Hotel, parking revenues are much reduced with a potential shortfall of \$140,000 per month.

All other revenues appear to remain on track at this time, but we are monitoring all closely.

A portion of the City's budget provides grant funding to non-profit organizations. Staff recommend continuing this important funding through the City's various grant programs, some of which Council has already approved and staff have issued payment for. However, some proposed increases to some programs and the creation of a new program are included in the list of potential deferrals because they are unlikely be actioned this year.

In reviewing the budget to determine what can be deferred to free up cash flow capacity, staff used the following principles:

- Continue with projects that maintain existing infrastructure as opposed to creating new ones or expanding existing ones
- Continue with all safety related projects
- Continue with projects underway

Using the above principles, staff have determined that approximately \$22 million can be deferred as follows:

### 2020 Capital Projects - Potential Deferrals

	Draft Budget \$	Deferral \$	Remaining Budget \$
<b>Active Transportation</b>			
Bus Shelter Installation	\$ 31,000	\$ 31,000	\$ -
David Foster Harbour Pathway	2,468,000	968,000	1,500,000
Pathway Upgrades	982,000	432,000	550,000
	<b>\$ 3,481,000</b>	<b>1,431,000</b>	<b>\$ 2,050,000</b>
<b>Neighbourhoods</b>			
Wayfinding	\$ 45,000	45,000	\$ -
<b>Parks</b>			
Topaz Park - Southern Park Enhancements	\$ 3,800,000	\$ 3,800,000	\$ -
Topaz Park - Artificial Turf Field	4,794,000	4,494,000	300,000
Dogs in Parks	165,000	70,000	95,000
	<b>\$ 8,759,000</b>	<b>\$ 8,364,000</b>	<b>\$ 395,000</b>
<b>Street Infrastructure</b>			
LED Signal Head/Ped Countdown Signal and Audible Ped Signal Installation	\$ 108,000	\$ 108,000	\$ -
New Traffic Signal Safety Upgrades and Installations	458,000	100,000	358,000
Seasonal Animation	29,000	29,000	-
Traffic Controller Replacement Program	505,000	205,000	300,000
Gate Of Harmonious Interest Chinatown	1,181,000	831,000	350,000
Traffic Signal Fibre Optic Upgrade	89,000	25,000	64,000
Surface Infrastructure Program	530,000	80,000	450,000
Audible/Accessible Pedestrian Signals	17,000	17,000	-
Pagoda Fixtures - Electrical Upgrades	100,000	50,000	50,000
	<b>\$ 3,017,000</b>	<b>1,445,000</b>	<b>\$ 1,572,000</b>
<b>Retaining Walls and Railings</b>			
Wharf Street 1112 Retaining Wall	\$ 461,000	361,000	\$ 100,000
Ross Bay Seawall Replacement	150,000	150,000	-
	<b>\$ 611,000</b>	<b>\$ 511,000</b>	<b>\$ 100,000</b>
<b>Facilities</b>			
VCC Upgrades and Repairs	1,613,000	876,000	737,000
Parks Public Washroom	667,000	400,000	267,000
Crystal Pool & Wellness Centre Replacement Project	7,926,000	7,926,000	-
Public Works Facility Master Plan	250,000	250,000	-
Community Centre Improvement Program	589,000	539,000	50,000
	<b>\$ 11,045,000</b>	<b>\$ 9,991,000</b>	<b>\$ 1,054,000</b>
<b>Total</b>	<b>\$ 26,958,000</b>	<b>\$ 21,787,000</b>	<b>\$ 5,171,000</b>

Important to note, and as explained in further detail below, approximately half of the above projects are funded from capital reserves and can therefore not be redirected to fund revenue shortfalls in operations; however, deferring those projects do help with cash flow management. The other half is funded from property taxes (approximately \$11 million) and this funding can be reallocated to fund the revenue shortfalls identified.

Staff have also reviewed the new and expanded initiatives Council approved during the budget process that have yet to be actioned and could therefore be delayed. The following is a listing of those initiatives totalling approximately \$3 million:

Potential Available Reallocation	FTE	NMC (Ongoing)	2019 Surplus (One Time)	B&I
<b><u>Accessibility and Inclusion</u></b>				
Accessibility and Inclusion Recreation Role - 1 FTE	1	52,000		
Gender Diversity Training for All Staff			28,000	
Welcoming City Strategy			50,000	
<b><u>Housing</u></b>				
Tenant Housing Ambassador - 1 FTE	1	107,900		
Housing and Development Summit		15,000		
Social Planner - 1 FTE	1	125,111		
<b><u>Arts and Culture</u></b>				
Canada Day Special Duty Policing		107,000		
Festival Investment Grant Program		25,000		
Special Duty Policing - Cost for First Three Police Officers		53,000		
Create Victoria - Cultural Infrastructure Grant Program			100,000	
Create Victoria - Cultural Spaces Roadmap			25,000	
Create Victoria Implementation Position - 1 FTE	1	113,400		
Special Events - In Kind Services		19,000		
<b><u>Banfield Park to Selkirk Bike Route</u></b>				
Banfield Park to Selkirk Bike Route			35,000	
<b><u>Childminding</u></b>				
Childminding - Committees		1,800		
<b><u>Climate and Environment</u></b>				
Building Energy and Emissions Specialist - 1 FTE	1	108,000		
Climate Leadership Plan - Oil to Heat Pump Incentive Program			300,000	
Climate Champion Program			50,000	
<b><u>Heritage</u></b>				
Heritage Position - .5 FTE	0.5	50,000		
<b><u>Managing Growth and New Development</u></b>				
Secretary - Legislative Services - 1 FTE	1	80,500		
Development Services - 1 FTE	1	142,500		
<b><u>Greater Victoria Coalition to End Homelessness</u></b>				
Coordinated Implementation of Pandora Task Force			50,000	
<b><u>Placemaking</u></b>				
Place-Making - Engagement Costs			8,000	
<b><u>Protocol</u></b>				
Protocol			20,000	
<b><u>Reconciliation and Indigenous Relations</u></b>				
Reconciliation Training			34,650	
Truth and Reconciliation Dialogues			80,000	
Indigenous Relations Function			75,000	
Witness Reconciliation Program		30,000		
<b><u>Equity, Diversity and Inclusion</u></b>				
External Community Liaison - 2 FTE	2	215,900		
Equity and Inclusion Coordinator -1 FTE	1	107,900		
External Contractor			75,000	
<b><u>Strategic Plan Support Services</u></b>				
Engagement			75,000	
<b><u>Sustainability Mobility Strategy</u></b>				
Transportation - 1 FTE	1	142,600		
Public Secure Bike Parking				500,000
<b><u>NeighbourHub - 709/711 Douglas Street</u></b>		11,460		
<b><u>Banfield Park Swimming Dock Study</u></b>			15,000	
<b>Total</b>	<b>11.5</b>	<b>\$ 1,508,071</b>	<b>\$ 1,020,650</b>	<b>\$ 500,000</b>

There is an opportunity to manage the impact of the estimated revenue losses by reallocating the funding for the proposed deferred projects and initiatives, and to establish a larger contingency for further unforeseen costs or additional revenue losses. Establishing a larger contingency now would provide greater flexibility later, especially if this pandemic is prolonged.

There may be additional 'under-spends' within departmental budgets this year, as is the case many years, however, it is too early to estimate what those may be. These 'under-spends' would provide additional budget room should it become needed and as such, no adjustments to budgets are recommended at this time.

Another mitigation strategy is transfers to reserves, which can be done - and adjusted if necessary - at the end of the year once actual revenues and expenditures are known. Continuing to set aside funding in reserves as successfully as the City has been able to do to this point is what is enabling the City to have cash flow capacity for parts of the year. It is also what provides necessary funding for upgrades to City infrastructure and facilities, which would help in the recovery efforts for our community. Therefore, it is recommended that all reserve transfers remain as budgeted at this point. Again, by holding off on actual transfers until the end of the year, there is an opportunity to revisit these at a later date, if necessary.

If property taxes and utility billing due dates and penalties remain the same, and taking the above estimated revenue reductions and deferral of projects into account, the City should have the cash flow to fund all operations until the end of the year without having to obtain a short-term loan from the MFA. In other words, by deferring the projects and initiatives, those savings should be sufficient to cover the estimated short-fall in revenues.

#### Reserve Fund Capacity and Liquidity

The City has a number of reserves which are invested in various investment vehicles with different maturity dates. These reserves are what enables the City to continue funding operations and capital projects for the first part of the year before the property tax due date. Although the reserve levels are significant (approximately \$248 million), they are not significant enough to provide complete cash flow coverage for an entire year should payments of taxes and utility user fees not be received, especially considering the requirement to levy taxes on behalf of other agencies and remit those by legislated due dates.

The majority of the reserves are restricted for specific purposes and cannot be used to fund operations. In other words, while the reserves can be used to manage cash flow, they cannot be drawn down on to provide the funding to cover costs incurred to deliver programs and services, nor to offset revenue shortfalls.

However, the financial stability reserves were set up to mitigate unforeseen situations such as these. The target balances for the general, water and sewer reserves are equal to 60 days of expenses, and the stormwater reserve is equal to 45 days of expenses. The current balances in the reserves are:

General Fund	\$8 million
Water	\$920,000
Sewer	\$835,000
Stormwater	\$450,000

Council could choose to use some of these reserves to fund funding shortfalls should they materialize. However, given that there are a number of capital projects and other initiatives that

have yet to be actioned, there is an opportunity to first defer those before additional funding from these reserves is used. For awareness, should the financial stability reserves be used, there is no specific funding source within the budget to replenish them. Historically, they have been funded through annual surpluses. If depleted completely, it would likely take many years to replenish based on the assumption that Council may wish to continue using at least a portion of the annual surplus to fund one-time initiatives.

## **OPTIONS & IMPACTS**

The following section outlines options for Council's consideration. These options are those that are fiscally prudent, align with the availability of financial stability reserve funding should it become needed, and would have the least impact on cash flow and service provision while still providing some relief to those suffering financial hardship in the community.

### Extending Payment Due Dates

Utilities are currently billed 3 times per year with payment due 45 days after billing, after which a 5% penalty is applied. The City levies approximately \$200,000 in utility penalties annually.

Property taxes are due on the first business day in July, after which a 5% penalty applies, with a further 5% penalty in September on any remaining balance unpaid at that time.

Extending due dates for utilities to 90 days after billing would defer receipt of payment of approximately \$2-3 million monthly and can be managed within existing reserve levels and liquidity.

Extending the due date for property taxes has a larger impact on cash flow due to the legislative deadlines to pay the taxes collected on behalf of other agencies regardless of whether the City has actually collected the taxes or not. As such, delaying the due date beyond August 1 may result in cash shortages should the MFA be unable to provide sufficient funding.

The City cannot change the property tax due date for a select group of customers only, i.e. those suffering financial hardship. If offered, it would apply to all. For utilities, although legislation does not prohibit it, a system is not in place to administer this and the City does not have the ability to confirm or audit if a customer is experiencing financial hardship. In addition, user fees are established to cover costs and any costs incurred to administer the program would result in an increase to the user fees.

### Eliminating Penalties

Council has provided direction to bring forward bylaw amendments to temporarily waive penalties for both utilities and property taxes during provincially declared emergencies.

The City must levy penalties on property taxes not paid by the due date. However, as the City has already done, an Alternative Tax Scheme Bylaw can be established that sets out multiple penalty dates and amounts. The City's Bylaw provides for a 5% penalty in July and a second 5% penalty in September rather than a 10% penalty in July. The City cannot provide different property tax penalty provisions for those adversely impacted by the pandemic.

Similarly to the discussion above regarding due dates, for utility bills, the City does not have a system in place, nor could one be easily set up, to only eliminate penalties on utility bills for those who have suffered financial hardship. If offered, it would apply to all. It is important to note that if there were no penalties, even those who could afford to pay may choose not to do so resulting in



potentially significant cash flow impacts. Therefore, waiving penalties is not recommended. An alternative approach could be extending due dates as described above.

### Budget Reallocations or Reductions

Due to the revenue shortfall discussed in the 'Issues and Analysis' section of the report, and for fiscal prudence reasons as well as to limit the impact on services, it is not recommended that the property tax increase be reduced. The planned property tax increase for 2020 is 3.35%, which equates to \$85 for an average residential property and \$237 for a typical business. Staff recognize that many in our community are struggling financially at this very difficult time. Unfortunately, these increase amounts, if reduced, are unlikely to provide material relief to taxpayers. It is still unknown how long this pandemic will last and therefore the revenue loss estimates may be greater than anticipated, and/or City costs not covered by Emergency Management BC may increase (extensive facility cleaning for example). The recommended alternative approach is to reallocate funding and create a larger contingency by deferring some initiatives and capital projects identified using the principles outlined above.

Should Council wish to reduce the property tax increase, Council could consider:

1. Using the ongoing funding previously allocated to initiatives as outlined in the first column of the table on page 9 - \$1.5 million. Staff had recommended that this funding be set aside in a contingency to manage any unforeseen additional costs during this pandemic, and if not needed would be available to action those initiatives at a later date. The impact of using this funding to reduce the property tax increase would therefore result in a lower contingency and new funding would be required to action the initiatives later.
2. Reducing services and reallocating that funding. Staff have no direction on what those services might be, so further clarification would be necessary.
3. Reducing reserve fund transfers. As discussed in this report, the City has, over time, established significant reserves, and these reserves are what enables the City to have cash flow capacity for parts of the year. The reserves is also what provides necessary funding for upgrades to City infrastructure and facilities, which would help in the recovery efforts for our community. Staff had recommended, as a mitigation strategy, the reserve fund transfers remain as budgeted at this point. As outlined, by holding off on actual transfers to the end of the year, there is an opportunity to revisit these later in the year, should additional funding be needed for revenue shortfalls and/or cost increases related to the pandemic. Some of the transfers to reserves are restricted, such as Gas Tax grants from the Federal Government and other under contractual obligations. However, approximately \$12 million are unrestricted transfers of property taxes to equipment and infrastructure reserves.

### Advocacy to the Province

The homeowner grant program administered by the Province provides for some limited assistance with property taxes to residential homeowners. The program provides for different amounts of a provincial grant toward property taxes depending on individual circumstances. Its administration already includes mechanisms for verification of entitlement and audit function. As such, it may be well suited to serve as a means to provide relief to those adversely affected by the pandemic and resulting economic disruption. For example, the homeowner grant amount could be increased for all who qualify. Alternatively, a new category of a grant could be added to provide increased grants to those who suffered income loss due to the pandemic. Such modifications would provide relief to homeowners without disrupting tax revenues for local governments and allowing local governments to continue to provide the critical services to their communities both during the pandemic and during the recovery period.



In addition, the Province had a Deferment Program in place a number of years ago specifically for those experiencing financial hardship. Therefore, this may be a simple but effective addition, especially if it is also expanded to include commercial properties.

Finally, as mentioned earlier in the report, amending the various acts that provide specific due dates for payment by local governments to the agencies they collect taxes on behalf of would reduce the impact on cash flow for municipalities.

The City does not have the ability to modify the homeowner grant program, the deferment program or change legislated due dates for payment of taxes to other agencies the City collects taxes on behalf of. However, Council could advocate for such changes with the Provincial Government, either directly or through organizations such as UBCM. At the staff level, we have already initiated conversations to raise awareness, and to seek support in advocacy efforts, with our professional associations such as the Government Finance Officers Association and the Local Government Management Association. In addition, we have raised this with staff at UBCM.

### *Accessibility Impact Statement*

Many initiatives within the City's Financial Plan address accessibility challenges. Given the pandemic, some of these initiatives may be delayed.

### *2019 – 2022 Strategic Plan*

Should Council determine that some projects and initiatives should be deferred, the timelines in the Strategic Plan would be adjusted.

### *Impacts to Financial Plan*

Any Council decisions on changes to the project and initiative budgets would be incorporated into the 2020 Financial Plan before final approval.

### *Official Community Plan Consistency Statement*

Not applicable.

## **CONCLUSIONS**

The City contributes to the region's economy through continued service provision, and Council may consider it is of significant importance to position the City and the community for speedy recovery. By keeping our service levels as close to normal as possible, we are mitigating some of the economic impacts of the pandemic. Therefore, to preserve the City's cash flow capacity, eliminating penalties is not recommended.

However, Council could consider extending some payment terms for utilities, such as 90 days rather than the current 45 days without severely impacting the City's cash flow.

Also, Council could consider delaying the property tax due date to August 1 instead of July 2, 2020, with the 5% penalty on that date and a further 5% penalty on September 1.

Finally, the preferred option to preserve the City's cash flow capacity is to advocate to the Province to reinstate and expand the financial hardship Deferment Program to commercial properties, to

increase Homeowner Grant amounts and/or set up a new category for those experiencing financial hardship, and to amend the legislation that stipulates the payment dates the City must adhere to in remitting tax payments to other agencies we collect on behalf of.

Respectfully submitted,



Susanne Thompson  
Deputy City Manager and Chief Financial Officer

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

  
**Date:** April 6, 2020

**Attachments:**

Appendix A – Ministry of Municipal Affairs Circular: Municipal Budgeting, Taxation, and Financial Reporting During Covid-19



COVID-19 has also laid bare the vulnerabilities in Canadian society. Which leads to the second goal: to create a city and an economy for everyone.

The third goal is that while we build our economy over the next two decades, we do so within the boundaries of the Earth's capacity to sustain us. As Kate Raworth puts it in *Doughnut Economics: 7 Ways to Think Like a 21<sup>st</sup> Century Economist*, we want to create, "human prosperity in a flourishing web of life."<sup>1</sup> *Victoria 3.0*, coupled with the City's *Climate Leadership Plan*, creates a pathway to low-carbon prosperity.

## **Recovery**

During the COVID-19 pandemic, our small business sector has been hit very hard; revenues toppled overnight and there were significant staff layoffs. Many businesses were directed to close to slow the spread of COVID-19 and to reduce the burden on our healthcare system. Many others did so voluntarily. Businesses with already slim margins before the pandemic are in an even more precarious position coming out of it.

The actions in the first section of the plan, "Recovery: Our Small Businesses are the Lifeblood of Our Economy," are meant to help small businesses – including newcomer and Indigenous-owned businesses and youth – to spring back after the pandemic. There are also actions to create more resilience in order to prepare for future emergencies and economic downturns.

## **Reinvention and Resilience**

To build on our strengths and reinvent Victoria to anticipate and prepare for the challenges and opportunities of the 22<sup>nd</sup> century, we know that we must be more deliberate about developing a stronger innovation ecosystem and building on our strengths as an ocean city. The first two moves toward reinvention and resilience tackle these opportunities. They will also create low-carbon prosperity.

One. We will work together to build an Innovation District in the north end of downtown. This District will put Victoria on the map globally as a place where we build the economy of tomorrow and anticipate and solve the problems of the 22<sup>nd</sup> century. The Innovation District will be a dynamic place of shared learning, incubation, hyper-productivity through collaboration, job creation, and export development.

Two. We will create an Ocean and Marine Innovation Hub and Ocean Futures Cluster so that Victoria and BC can lead globally in ocean science and technology with a focus on low-carbon solutions developed for a global marketplace. With 90% of the world's population living within close proximity to the ocean, there is a huge market for ocean technology, data, science and solutions. We will build on the already strong and dynamic ocean and marine ecosystem in our region and create jobs and export opportunities by solving the world's most pressing ocean and climate-related problems.

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<sup>1</sup> Kate Raworth, *Doughnut Economics: 7 Ways to Think Like a 21<sup>st</sup> Century Economist*, (White River Junction VT: Chelsea Green Publishing, 2017), 47.

### **Victoria 3.0 Process of Plan Development**

In the fall of 2019, the City hosted six roundtables in which 145 residents and business owners participated. At each roundtable, I presented a proposed vision for *Victoria 3.0* and the future of our economy. We then asked participants for their input based on their experience doing business in the city and their aspirations for “global fluency.” We released the plan in January and received public input through an online survey and by email. (See Public Engagement Summary attached.)

Because *Victoria 3.0* is a national and global facing document, we also asked a diverse group of practitioners nationally and globally to act as peer reviewers:

- Rosemary Feenan, Executive Vice President Research, Quadreal
- David Forrest, Changemaker
- Bruce Katz, author, *The New Localism: How Cities Can Thrive in the Age of Populism*
- Carol-Anne Hilton, Founder Indigenomics Institute,
- Grayson Perry, Consul General and Senior Trade & Investment Commissioner, *Australian Consulate*
- John Stackhouse, VP Innovation, Royal Bank of Canada

After all this work – and before *Victoria 3.0* could make its way to City Council – COVID-19 hit and more work was needed repurpose this plan to focus on recovery, reinvention, and resilience. COVID-19 has shown us – if climate change hadn’t already – that business as usual won’t build the inclusive, forward-looking economies that we need to flourish.

For input post-COVID-19, and for giving shape to the final document presented here, I want to thank the wide array of business leaders who contributed their time and insights to refining *Victoria 3.0* even while they were working hard to keep afloat during the crisis.

The ideas from the roundtables, the survey responses and emails, the thoughtful comments from our peer reviewers, and the learnings through COVID-19 can be seen in *Victoria 3.0*, reflected as concrete actions.

### **Acknowledgements**

The development of *Victoria 3.0* was a Mayor’s Office led process. It was supported by staff from Economic Development and Engagement. I’d like to thank staff in both departments for their hard work and meaningful contributions.

### **RECOMMENDATIONS**

That Council:

1. Adopt *Victoria 3.0 – Recovery Reinvention Resilience – 2020-2041*
2. Forward proposed 2021 actions to staff for consideration as part of the 2021 budget

process.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Z. Helps".

Mayor Helps





# VICTORIA 3.0

Recovery Reinvention Resilience – 2020-2041







# Victoria 3.0 Vision

As the Capital City, Victoria is a future-ready, globally-fluent influencer and innovator. Working within the bounds of the Earth's capacity to sustain us, we will use our status as a small powerhouse and nurture our innovation ecosystem to create a strong and resilient economy that meets our needs now and anticipates the future.

## **COVER**

Expedition leader Adrian Round (left) and ocean operations staff member Jonathan Miller carefully monitor remotely operated vehicle operations on the seafloor more than 2 km below the vessel. Photo by Ed McNichol.



# Acknowledgement of Lekwungen Homelands



*Victoria 3.0* was developed and will be implemented on the homelands of the Songhees and Esquimalt Nations. We are grateful to the Lekwungen people for stewarding these territories for thousands of years and for generously welcoming those of us who are visitors here. This plan contains acts of economic reconciliation that we will carry out by taking direction from the Songhees and Esquimalt Nations and other Nations on Southern Vancouver Island.





# Gratitude and Acknowledgements

In the summer of 2019, City Economic Development staff and a small group of stakeholders and I participated in a “master class” on city building in the 21st century taught by global cities expert, Rosemary Feenan.

Rosemary snapped us to attention. She shared with us “The 10 Traits of Globally Fluent Metro Areas”<sup>1</sup> and presented data and case studies that suggested we’d be wise to assess Victoria’s role in a quickly changing global economy, driven largely by cities. She urged us to create a plan to make Victoria’s place in that economy. We are grateful to Rosemary for her timely intervention; *Victoria 3.0* is in part a response to her challenge.

In the fall of 2019, the City hosted six roundtables (see Appendix A), in which 145 residents and business owners participated. Building on the learnings from the summer and on readings suggested by Rosemary and other city experts, I presented the proposed vision for *Victoria 3.0* and the future of our economy at each roundtable. We then asked participants for their input based on their experience doing business in the city and their aspirations for “global fluency.” We released the plan in January and received public input through an online survey and by email.

Because *Victoria 3.0* is a national and global facing document, we asked a diverse group of practitioners nationally and globally to act as peer reviewers:

- Rosemary Feenan, Executive Vice President Research, Quadreal
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- Carol-Anne Hilton, Founder, Indigenomics Institute
- Grayson Perry, Consul General and Senior Trade & Investment Commissioner, Australian Consulate
- John Stackhouse, VP Innovation, Royal Bank of Canada

We thank them for their insights, their helpful and provocative comments, and their generosity.

After all this work – and before *Victoria 3.0* could make its way to City Council – COVID-19 hit and more work was needed repurpose this plan to focus on recovery, reinvention, and resilience. COVID-19 has shown us – if climate change hadn’t already – that business as usual won’t build the

inclusive, forward-looking economies that we need to flourish.

For input received post-COVID-19, and for giving shape to the final document presented here, I want to thank the wide array of business leaders who contributed their time and insights to refining *Victoria 3.0*, even while they were working hard to keep afloat during the crisis.

The ideas from the roundtables, the survey responses and emails, the thoughtful comments from our peer reviewers, and the learnings through COVID-19 can be seen here, reflected as concrete actions.

I am also deeply grateful to the small group of hard-working City staff who helped to shape this document – from inserting new ideas and fixing acronyms to laying it out. *Victoria 3.0 – Recovery Reinvention Resilience – 2020 – 2041* is the work of many hands. And it will take many more hands, working together, to bring this plan to life.

– Mayor Lisa Helps  
March 2020

<sup>1</sup> Brad Dearman, Greg Clark and Joseph Parilla, “The 10 Traits of Globally Fluent Metro Areas.” The Brookings Institution Metropolitan Policy Program, 2013.





COAST CAPITAL SAVINGS INNOVATION CENTRE, UNIVERSITY OF VICTORIA



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## Future Design

We are currently working on creating a better version of our product, with the following additions:

- Create a left-handed version of the glove, allowing more coverage of the American Sign Language.
- Implement higher-quality hardware and material resistant to stains/damages.
- Create a more user-friendly application with a higher translation/response rate.
- Remodel current glove and application designs to be more appealing.



# Introduction

**V**ictoria 3.0 is an economic action plan that accompanies the City's *Official Community Plan* to 2041. It's a long-term plan and vision for a sustainable, influential city that will build a strong innovation ecosystem and create a strong and resilient economy now and for the future. The actions laid out here will enable us to build an economy that enables everyone to flourish and that will set Victoria on a path to low-carbon prosperity.

We are making this plan now in order to:

1. Respond to the threats and opportunities created by climate change
2. Recover from COVID-19 and create resilience so our local businesses and economy can withstand emergencies
3. Stimulate and support innovation
4. Substantially leverage our existing skills and assets
5. Build on the economic stability offered by our large public sector employment base
6. Diversify our economy
7. Prepare our workforce for the future
8. Build on BC and Canada's strong international reputations for innovation and access to the world's best markets

*Victoria 3.0* has three main goals. The first and immediate focus is on supporting businesses to adapt to a new normal and become more resilient

in light of experiences and lessons learned during the COVID-19 pandemic.

COVID-19 has shown us how precarious our small businesses and our local economy are. The South Island Prosperity Partnership (more on SIPP below) has created a Rising Economy Taskforce with 13 subcommittees that cover all aspects of our regional economy. *Victoria 3.0* is meant to be complementary to and nestle within this important regional work.

COVID-19 has also laid bare the vulnerabilities in Canadian society, which leads to the second goal: to create a city and an economy for everyone.

The third goal is that while we build our economy over the next two decades, we do so within the boundaries of the Earth's capacity to sustain us. As Kate Raworth puts it in *Doughnut Economics: 7 Ways to Think Like a 21st Century Economist*, we want to create, "human prosperity in a flourishing web of life."<sup>1</sup> *Victoria 3.0*, coupled with the City's Climate Leadership Plan, creates a pathway to low-carbon prosperity.

How will we create a resilient, inclusive and low-carbon economy over the next two decades? By taking an ecosystem or "rainforest" based approach to economic development. Victor W. Hwang and Greg Horowitz authors of *The Rainforest* inspire us.

They say that the inhabitants of a rainforest innovation ecosystem "are part of a voluntary,

extended community participating in a great, never-ending human contest for building better things, changing lives, making friendships, contributing to something bigger than themselves, discovering the unexpected, experiencing both the thrill of victory and the agony of defeat, and perhaps even making a lot of money."<sup>2</sup>

We know that we must be more deliberate about developing a stronger innovation ecosystem and building on our strengths as an ocean city. The first two actions toward Reinvention and Resilience – an Innovation District and an Ocean Futures Cluster – tackle these opportunities. They will also create low-carbon prosperity.

## CLIMATE CHANGE

Job creation and innovation opportunities associated with mitigating and adapting to climate change are priorities in *Victoria 3.0*. There is money to be made and value to be created in the transition to low-carbon prosperity.

This plan aligns with the federal government's *Pan-Canadian Framework on Clean Growth and Climate Change*. It also aligns with the Province's CleanBC which clearly shows how "transitioning to a low-polluting economy will deliver more and higher-value jobs."<sup>3</sup> As noted in *CleanBC*, the global market for clean-tech solutions is estimated at \$3 trillion by 2020.

1. Kate Raworth, *Doughnut Economics: 7 Ways to Think Like a 21st Century Economist*, (White River Junction VT: Chelsea Green Publishing, 2017), 47.

2. Victor W. Hwang and Greg Horowitz, *The Rainforest: The Secret to Building the Next Silicon Valley*, (Los Altos Hills CA: Regenwald, 2012), 132.

3. "Clean BC: Our Nature, Our Power, Our Future," Government of British Columbia, December 2018, 2.





# Introduction, continued

A recent report by the Coalition for Urban Transitions, “Climate Emergency: Urban Opportunity,” estimates that there will be 87 million jobs globally and a \$24 trillion economic opportunity in the next 10 years generated by innovations that address the climate emergency.<sup>4</sup> *Victoria 3.0* will help ensure that local companies are ready to seize these opportunities, to access global markets and to contribute to and share in low-carbon prosperity.

In particular, the actions laid out in Sections 6 and 7 – the Innovation District and the Ocean Futures Cluster and the companies associated with both – will help the provincial and federal governments to achieve their climate targets. They will also position Victoria as an influencer and innovator, developing low-carbon solutions and jobs for the 22nd century.

## CITY 3.0

Currently over half of the world’s population lives in cities and every week, three million people move into cities.<sup>5</sup> Cities consume resources from global hinterlands at unsustainable rates, produce well over 70% of greenhouse gas emissions, and are places of increasing inequality and displacement. Cities are where many of the world’s problems and challenges are found; they are also where some of the most innovative solutions to global challenges will be generated.

Drawing on the work of Charles Landry, Greg Clark, Tim Moonen and others, global cities expert Rosemary Feenan characterizes the changes from the 20th century cities and economies to current 21st century cities in the following way:

**City 1.0** was pre-1990s. These cities were characterized by mass production and massive, monumental buildings. They were siloed, hierarchical and vertical.

**City 2.0** was post-dotcom era. These cities were high tech, integrated, open source, connected, and interactive.

**City 3.0** are cities in the current era. They are co-creative, collaborative, collective, circular, human scale, have smart citizens, and work and think like a network or ecosystem.

## VICTORIA 3.0 - A CITY FOR EVERYONE

*Victoria 3.0* is an economic plan. At the same time, it’s a plan with a clear goal of improving the quality of life and well-being of the community. We can learn from some of the other places that have built high-value economies – they created unlivable cities and left people behind. In the words of Zita Cobb, founder of the Shorefast Foundation, the aim of economic development in the 21st century is to “re-architect the economy to put the community at the centre.”<sup>6</sup>

One of our goals is that by 2030 everyone working in Victoria is making a living wage, not because this is mandated by any level of government, but because of an increase in household sustaining jobs and a strong, inclusive, high-value economy.

In addition to economic prosperity for all working people, there are other issues that we need to address to achieve *Victoria 3.0*. These opportunities and challenges were raised by roundtable participants and by those who submitted feedback during the engagement period. Addressing them is important in our transition to a strong and resilient economy and in creating a strong and healthy community for everyone.

We are hearing from employers that there is a shortage of housing for working people. *The Victoria Housing Strategy, Missing Middle Housing Plan* and *Regional Housing First Program* will create an accessible housing market for working people. We are also hearing about a childcare shortage. An increase in childcare spaces will make it possible for young parents to return to the workforce. And sustainable, affordable transportation options will save people time and money, and make it easier and healthier to get to and from work.

4 Nicholas Stern et al, “Climate Emergency Urban Opportunity: How National Governments can Secure Economic Prosperity and Avert Climate Catastrophe by Transforming Cities,” Coalition for Urban Transitions, 2019.

5 Bret Boyd, “Urbanization and the Mass Movement of People to Cities,” <https://graylinegroup.com/urbanization-catalyst-overview/>

6 Zita Cobb, personal communication, January 26 2020, Ottawa. <https://shorefast.org/>

# Introduction, continued

Working with the Province and partners across the region to tackle the doctor shortage will help to attract people to Victoria and ensure access to medical care for those who are already working here. Advocating to the Province and doing our small part to fix the mental health and addictions crisis will help those struggling and will also address concerns we've heard from some business owners. And working with partners to create low-income supportive housing will ensure that the most marginalized people are not left on the street.

Finally, arts and culture are a strong economic generator in their own right. They are also key to vibrancy and help to make Victoria a fun and happy city. Nurturing our arts and culture sector – and the creative people working in it – through the implementation of *Create Victoria* will continue to build the kind of city that people love to live in and move to.

## ***Plans Underway for a City for Everyone***

### **Housing**

Victoria Housing Strategy (2020–2025)  
Missing Middle Housing Plan (2020)  
Regional Housing First Program (2017–2022)

### **Transportation**

Go Victoria: Our Mobility Future (2020–2030)  
Transit Futures Plan (2011–2036)

### **Childcare**

Childcare Action Plan (2020)

### **Doctor Shortage**

Attraction Strategy (2020–2021)

### **Mental Health and Addictions**

Community Wellness Alliance (2020)  
Community Wellness Peer Informed Task Force  
Homelessness (2020)

### **Homelessness**

Regional Housing First Program (2017–2022)  
Greater Victoria Coalition Community Plan to  
End Homelessness (2020–2025)

### **Arts and Culture**

Create Victoria Arts and Culture Master Plan  
(2017)

## **PIVOTING TO A STRONG AND RESILIENT ECONOMY**

A strong and resilient economy has a diversity of household-sustaining jobs available in a range of sectors, and the skills and training available for those jobs to be filled. It's an innovative economy that develops solutions to pressing global challenges, sells these solutions globally, and brings the money back to Victoria.

Strong, resilient and diverse economies attract talent from around the world to fill the high-value jobs being created and draw a wealth of experience and diversity to the city.

A 2019 Harvard Business Review study puts Canada at the “cutting edge” for both business skills and data science (10th and 14th in the world

respectively) and “competitive” (24th in the world) for technology.<sup>7</sup> With a high-quality of life, a growing innovation ecosystem, and an inclusive approach to economic development, Victoria will continue to attract talent from across the country and capitalize on – and concentrate – Canada's potential.

## **WORKFORCE OF THE FUTURE**

Responding to the changes in the world today including climate change, automation, and an increasing reliance on Artificial Intelligence (AI), will require heavy investments in human capital and the development of talent.

The roundtable participants who shaped this plan cited skilled workforce attraction as a major challenge to being future ready and globally fluent, and to growing their companies.

Over the life of *Victoria 3.0*, BC Stats projects that there will be just shy of 12,000 new jobs in Victoria and close to 50,000 in the region. (SEE TABLE 1.) These jobs will be very different from the jobs of the past – or even of the present – and we need to make sure that our workforce is ready.

Between 2017–2018, the Royal Bank of Canada (RBC) conducted a major study of Canada's workforce.<sup>8</sup> Their researchers talked to students, workers and educators in all sectors. They studied job openings and automation trends and analyzed a wealth of data. They concluded that Canada is shifting from a jobs economy to a skills

7 Emily Glassberg Sands and Vinod Bakthavachalam, “Ranking Countries and Industries by Tech, Data, and Business Skills,” Harvard Business Review, May 27, 2019. <https://hbr.org/2019/05/ranking-countries-and-industries-by-tech-data-and-business-skills>

8 John Stackhouse et. al., “Humans Wanted: How Canadian Youth Can Thrive in an Age of Disruption,” Royal Bank of Canada, 2018.

economy, and that employers, educators and policy makers are not prepared. They cite four important trends that we need to be aware of:

1. Disruption is accelerating
2. Flexibility is the future
3. Digital literacy is essential
4. We need to prepare for the future of work

The COVID-19 pandemic accelerated some of these trends and forced us all to adapt quickly. Strong and resilient economies will be those that have a future workforce with the creativity and skills needed to continue these adaptations.

In the fall of 2019, as part of its “Future Of” series, the South Island Prosperity Partnership (SIPP) hosted John Stackhouse, Royal Bank of Canada (RBC) VP Innovation, in Victoria to discuss the “Future of Work”. He presented the findings of the RBC report. He stressed that technological disruption always creates more jobs, not less.

Over the next five years in Canada, despite heavy job displacement in many sectors, there will be 2.5 million new jobs added. The skill sets needed to do these jobs are different than those in the past. And it is not all about being tech savvy. As John Stackhouse noted in his talk, “We don’t need a nation of coders, we need a nation of collaborators, communicators, critical thinkers and complex problem solvers.”

In their “Future of Education” event, also in fall 2019, SIPP convened the presidents of Camosun College, Royal Roads University and the University of Victoria. All three presidents shared a common message: The skills needed for the workforce of the future are empathy, collaboration, critical thinking and problem solving.

*Victoria 3.0* must take all of these trends and questions seriously and consider what the City, the private sector and post-secondary institutions can do, together, to develop the workforce needed to create a strong and resilient economy.

**TABLE 1: PROJECTED POPULATION AND EMPLOYMENT GROWTH FOR VICTORIA AND CRD REGION 2018 - 2038**

	2018			2038			Population Change	
	Populations	Dwellings	Employment	Populations	Dwellings	Employment	Total	Percentage
<b>Core</b>								
Esquimalt	19,100	9,100	13,100	21,100	10,700	11,000	2,000	10.5%
Oak Bay	19,600	8,200	8,100	19,100	7,700	7,900	-500	-2.6%
Saanich	123,400	49,600	48,500	139,900	56,800	65,600	16,500	13.4%
Victoria	92,700	48,700	91,200	108,900	58,100	10,3100	16,200	17.5%
View Royal	11,200	4,500	5,900	15,400	7,100	9,400	4,200	37.5%
<b>Total</b>	<b>266,000</b>	<b>120,100</b>	<b>166,800</b>	<b>304,500</b>	<b>140,100</b>	<b>197,000</b>	<b>38,500</b>	<b>14.5%</b>
<b>Saanich Peninsula</b>								
Central Saanich	18,200	7,400	9,600	21,500	9,700	12,000	3,300	18.1%
North Saanich	12,200	5,000	5,500	13,000	5,900	9,400	800	6.6%
Sidney	12,700	6,000	6,900	14,000	7,500	7,800	1,300	10.2%
<b>Total</b>	<b>43,000</b>	<b>18,400</b>	<b>21,900</b>	<b>48,600</b>	<b>23,200</b>	<b>29,200</b>	<b>5,600</b>	<b>13.0%</b>
<b>West Shore</b>								
Colwood	18,200	7,100	4,300	22,900	9,900	5,300	4,700	25.8%
Highlands	2,400	900	200	3,200	1,200	700	800	33.3%
Juan de Fuca EA	5,000	2,200	600	5,400	2,600	1,900	400	8.0%
Langford	38,300	15,300	13,300	65,800	29,400	20,200	27,500	71.8%
Metchosin	5,100	2,000	1,300	5,600	2,600	2,500	500	9.8%
Sooke	14,100	5,600	2,800	22,400	9,300	4,400	8,300	58.9%
<b>Total</b>	<b>83,100</b>	<b>33,000</b>	<b>22,400</b>	<b>125,400</b>	<b>55,000</b>	<b>34,900</b>	<b>42,300</b>	<b>50.9%</b>
<b>Totals</b>	<b>392,100</b>	<b>171,600</b>	<b>211,100</b>	<b>478,500</b>	<b>218,200</b>	<b>261,100</b>	<b>86,400</b>	<b>22.0%</b>





# Where We've Come From

## MAKING VICTORIA: UNLEASHING POTENTIAL

In early 2015, the Mayor convened a Task Force on Economic Development and Prosperity to tackle the issues of the day, namely a high retail vacancy rate and a sense that City Hall was not open for business.

After seven meetings and an opportunity for public input, the Task Force released *Making Victoria: Unleashing Potential*, which was adopted by City Council in the fall of 2015. A key recommendation was to open a Business Hub at City Hall and hire a Business Ambassador to:

- Streamline and de-mystify all business and development processes at City Hall
- Make it easier to do business in Victoria
- Advise on how to reduce unnecessary red tape
- Connect entrepreneurs with the resources they need
- Accelerate the development of a vibrant downtown

The Business Hub opened in December 2015. At the time, the downtown retail vacancy rate was over 10 per cent. Pre-COVID-19 it was below 4 per cent and had not gone above this even as retail space from new construction became available. Post-COVID-19 we will need the Business Hub more than ever; it's an example of how a City initiative can deliver change in a solid and timely manner.

*Making Victoria: Unleashing Potential* also recommended building on our assets and playing

to our strengths by focusing on six key sectors:

- Advanced Education, Research and Development
- Ocean and Marine Sector
- Experiential Tourism
- Government
- Technology
- Entrepreneurship, Start-Ups and Social Enterprise

In each of these areas, the Task Force developed a story, objectives, actions and metrics, and assigned responsibility for each of the actions. Many of the actions in the plan have been completed and some have evolved. We did not put in place a good process or resources for tracking the metrics. This is a lesson learned going forward and City Hall is building the capacity to measure progress on economic indicators and other initiatives.

## SOUTH ISLAND PROSPERITY PARTNERSHIP

The South Island Prosperity Partnership (SIPP) was founded in April 2016 through collaboration among local governments, First Nations, the private sector and post-secondary institutions. SIPP was created to take a regional approach to growing a sustainable economy at the same time as attending to the unique needs of its members. The founding members determined that a region-wide, collaborative approach would enable us to tackle systemic issues collectively and to pursue opportunities that might not otherwise be attainable.

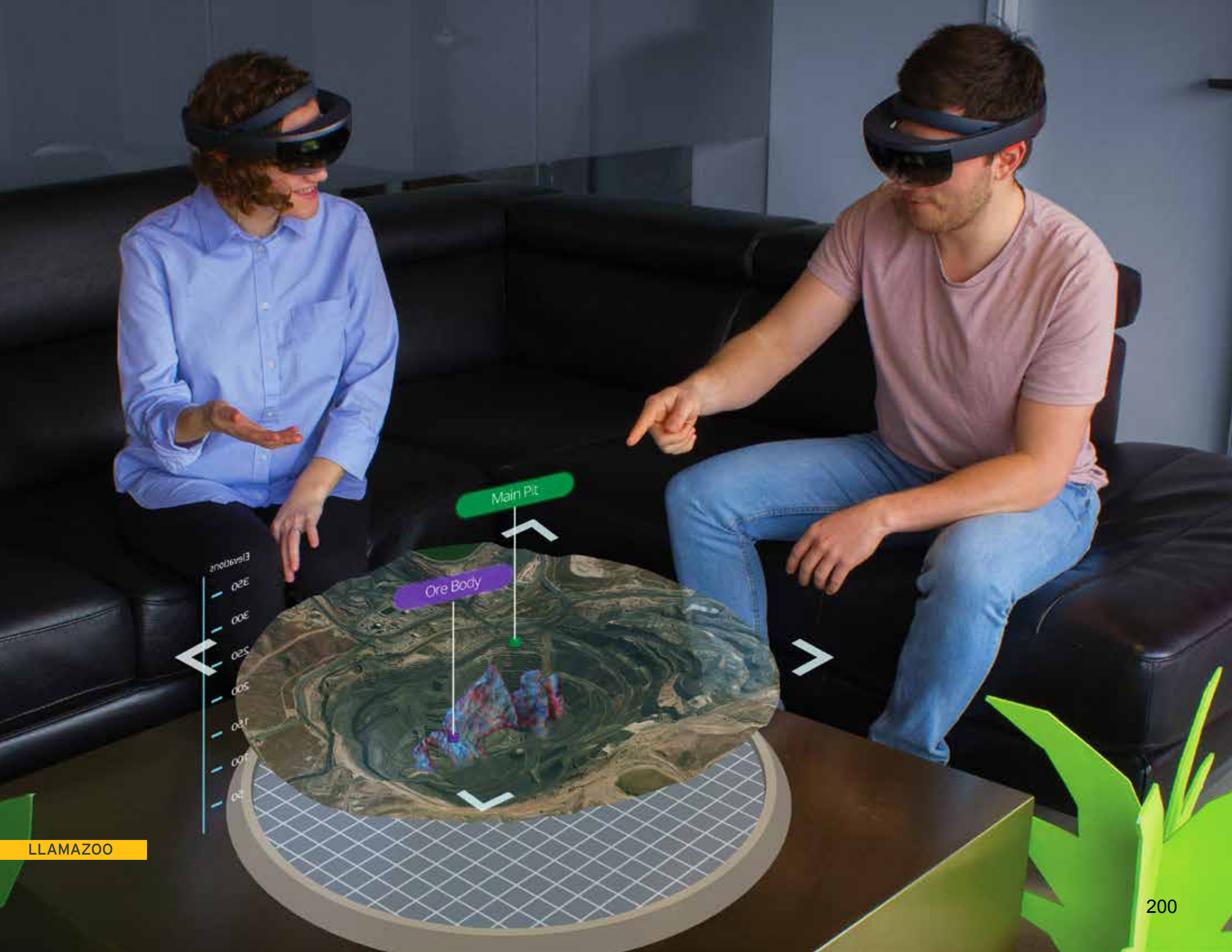
SIPP's founding members chose to incorporate as a non-profit society which is member driven, but has an independent, private sector-led board of directors. In order to achieve buy-in and test the model, SIPP was set up as a five-year "project" with four membership categories (government, business, non-profit, and business/industry association). Municipal members had the option to exit as members after the third year; to date none have done so and one more has joined.

In the fall of 2019, nearing the end of its initial five-year term, SIPP formed an organizational review committee to set the stage for its future. In the spring of 2020, SIPP will begin consultations to shape its next five-year strategic plan, building on the rich partnerships and collaborative approaches established during the first few years.

To deliver on its mandate, SIPP's renewed strategy will likely continue to focus on established, export-oriented companies within the region, attracting new businesses and investment, facilitating increased capacity for Indigenous-led economic development, as well as on cluster and sector development and promoting the Greater Victoria brand overseas and within the 'Cascadia' region (Pacific Northwest).

The deep experience and existing collaborative partnerships developed by SIPP will help to accelerate *Victoria 3.0*.

*To learn more about the South Island Prosperity Partnership, please visit [southislandprosperity.ca](https://southislandprosperity.ca).*





# Where We're Going

## VISION

As the Capital City, Victoria is a future-ready, globally fluent influencer and innovator. Working within the bounds of the Earth's capacity to sustain us, we will use our status as a small powerhouse and nurture our innovation ecosystem to create a strong and resilient economy that meets our needs now and anticipates the future.

## WHAT IS "GLOBAL FLUENCY"?

The authors of "The 10 Traits of Globally Fluent Metro Areas," define global fluency as "the level of global understanding, competence, practice and reach that a metro area exhibits in an increasingly interconnected economy."<sup>9</sup> They assert that global fluency is important and possible even for mid-sized metro areas like Victoria. Becoming globally fluent over the next two decades will help Victoria to better understand, respond to and proactively position ourselves for global economic shifts, which are always felt locally. This will help us to build a strong and resilient local economy.

## 10 TRAITS OF GLOBALLY-FLUENT METRO AREAS

1. Leadership with a Worldview – Local leadership networks with a global outlook have great potential for impact on the global fluency of a metro area.
2. Legacy of Global Orientation – Due to their location, size, and history, certain cities were naturally oriented toward global interaction at an early stage, giving them a first mover advantage.
3. Specializations with Global Reach – Cities often establish their initial global position through a distinct economic specialization, leveraging it as a platform for diversification.
4. Adaptability to Global Dynamics – Cities that sustain their market positions are able to adjust to each new cycle of global change.
5. Culture of Knowledge and Innovation – In an increasingly knowledge-driven world, positive development in the global economy requires high levels of human capital to regenerate new ideas, methods, products and technologies.
6. Opportunity and Appeal to the World – Metro areas that are appealing, open, and opportunity-rich serve as magnets for attracting people and firms from around the world.
7. International Connectivity – Global relevance requires global reach that efficiently connects people and goods to international markets through well-designed, modern infrastructure.
8. Ability to Secure Investment for Strategic Priorities – Attracting investment from a wide variety of domestic and international sources is decisive in enabling metro areas to effectively pursue new growth strategies.
9. Government as Global Enabler – Federal, state, and local governments have unique and complementary roles to play in enabling firms and metro areas to "go global."
10. Compelling Global Identity – Cities must establish an appealing, global identity and relevance in international markets not only to sell the city, but also to shape and build the region around a common purpose.

Many Victoria companies are already delivering innovative products and services to a global market. A focus on increasing our global fluency over the two-decade time horizon of *Victoria 3.0* will enable more local companies to grow their global customer base by delivering solutions that the world needs.

An honest self-assessment will show that Victoria is a long way from being globally fluent. Through *Victoria 3.0* we will learn how Victoria's comparator cities globally have pivoted from an insular, short-sighted focus, to using their resources to create future-facing, globally engaged and sustainable economies.

<sup>9</sup> Brad McDearman, Greg Clark and Joseph Parilla, 3.





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BUILDING

PAPER BOX  
BUILDING





# Recovery: Our Small Businesses are the Lifeblood of our Community

## 1. SUPPORT SMALL BUSINESSES

During the COVID-19 pandemic our small business sector has been very hit hard; revenues toppled overnight and there were significant staff layoffs. Many businesses were directed to close to slow the spread of COVID-19 and to reduce the burden on our healthcare system. Many others did so voluntarily. Businesses with already slim margins before the pandemic are in an even more precarious position coming out of it.

The actions in this section are meant to help small businesses – including newcomer and Indigenous-owned businesses and youth – to spring back after the pandemic. There are also actions to create more resilience in order to prepare for future emergencies and economic downturns.

The Ministry of Jobs, Trade and Technology's 2019 Small Business Profile notes that 84 per cent of all small businesses in the province have fewer than five employees, and 98 per cent have fewer than 50 employees. As well, BC's small business sector generated 34 per cent of the Provincial GDP in 2018. Small businesses are key

to providing the amenity-rich lifestyle that helps Victoria attract and retain the workforce of the future.

### ACTIONS

#### 1.1 Continue the work of the Business Hub (Ongoing)

- Streamline and de-mystify all business and development processes at City Hall
- Make it easier to do business in Victoria
- Advise on how to reduce unnecessary red tape
- Connect entrepreneurs with the resources they need
- Accelerate the development of a vibrant downtown

**Lead:** City Staff (multiple departments; this requires a whole of government approach)

#### 1.2 Develop a "How To Adapt to a New Normal" Toolkit for Business (2020)

Create a toolkit that compiles advice and guidelines on how to safely re-open,

re-hire staff, attract customers, and climb out of financial hardship experienced during the COVID-19 pandemic.

**Lead:** City Staff (Economic Development), Downtown Victoria Business Association (DVBA)

**Support:** Think Local First, Community Micro Lending (CML)

#### 1.3 Develop an "Emergency Resilience" Toolkit for Business (2020)

There is potential for another wave of COVID-19 to hit in the future. There may be other disasters and emergencies that businesses and our local economy experience. This toolkit will draw on lessons learned during the pandemic and compile best practices for similar situations in the future.

**Lead:** City Staff (Economic Development), DVBA

**Support:** Think Local First, CML



#### 1.4 **Develop a Business Hub Expansion Strategy (2020-2021)**

- Create an additional position in the Business Hub to support the functions of the Business Ambassador and to elevate resources required in the Business Hub to support *Victoria 3.0*

**Lead:** City Staff (Economic Development)

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#### 1.5 **Create a Downtown Clean and Safe Committee (2020)**

During the COVID-19 pandemic with many businesses closed, there was an increase in crime and break-ins. There was also an increase in graffiti and a need for additional cleaning. A Clean and Safe Committee will help to meet the needs of business owners and ensure that downtown is safe and welcoming for all, at all times.

**Lead:** City Staff (Economic Development, Public Works, Bylaw)

**Support:** DVBA, Greater Victoria Chamber of Commerce (The Chamber), front-line workers from outreach teams, downtown businesses and residents, Victoria Police Department (VicPD)

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#### 1.6 **Develop and deliver a mitigation strategy to help address the impacts of private sector construction and City capital projects on the daily operations of small businesses (2020-2021)**

- With significant business disruption as a result of COVID-19 and to help businesses with a speedy recovery, improve engagement with businesses when there are construction projects that will impact their operations (2020)

**Lead:** City Staff (Economic Development, Finance (Parking Services), Engineering, Engagement)

**Support:** DVBA, The Chamber

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#### 1.7 **Develop a Retail Strategy (2020)**

During the COVID-19 pandemic, people were told to stay home. This likely resulted in an increase in online shopping and people getting out of the habit of coming downtown to meet their needs. Additionally, while Victoria had a historically low retail vacancy rate going into the pandemic, we will likely have a higher rate coming out.

A retail strategy is a key recovery policy to create an amenity-rich downtown and village centres. It will provide a targeted approach to ensure both short and long-term success of the downtown retail core as well as retail in neighbourhood village centres.

- Hire a consultant to guide strategy development and produce a retail analysis report
- Identify and curate gaps and opportunities within the fabric of the city to support a vibrant, livable downtown and neighbourhood village centres
- Create a unified identity and effective marketing strategy for different retail zones downtown and in neighbourhoods
- Develop a set of tactical tools that help property owners improve and reinforce the retail fabric
- Identify and prioritize investments on signature streets and in the downtown core to bolster a sense of place and location

- Focus on needs of growing population of families with children in the downtown and family friendly amenities and retail experiences

**Lead:** City Staff (Economic Development)

**Support:** DVBA, The Chamber, Think Local First

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#### 1.8 **Create a Downtown Ambassador Program (2021)**

Modelled on best practices from other cities (Winnipeg, San Francisco, Kelowna, San Antonio) create a program to increase a sense of safety and welcoming in the downtown for all. The program will be a resource to businesses, downtown residents and visitors, will reduce the front-line resource requirements for police and will provide a visible and welcoming presence for all.

**Lead:** City Staff (Economic Development and Bylaw), DVBA, Coalition to End Homelessness

**Support:** VicPD

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#### 1.9 **Create “How To” Guides for small business start-ups and expansions by sector (2021)**

Starting a small business, particularly a restaurant business, involves multiple approvals from many government agencies. Based on the San Francisco Business Portal the How To Guides will walk entrepreneurs step-by-step through the business start-up process.

**Lead:** City Staff (Economic Development)

**Support:** Relevant small business stakeholders

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**1.10 Promote local economic success stories**  
(Ongoing)

**Lead:** City Staff (Economic Development and Engagement)

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**FUTURE ACTIONS**

TBD 2022 – 2026 Term of Council

**2. SUPPORT YOUTH IN THE ECONOMY**

Participants in the Youth Roundtable that helped shape *Victoria 3.0* pointed to a comprehensive set of needs that youth have and would like addressed, from secure housing to tackling climate change. The *City of Victoria Youth Strategy*, created by and for youth, addresses some of these more general requests as do other City plans like the *Victoria Housing Strategy* and the *Climate Leadership Plan*.

This section focuses on what the City can do to support youth in the economy.

**ACTIONS**

**2.1 Implement a Youth Internship Program and hire more co-op students at City Hall (2021)**

This program will give youth an opportunity to work at City Hall, to learn more about local government and to gain valuable work experience.

**Lead:** City Staff (City Manager's Office and Human Resources)

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**2.2 Continue economic development education work with high school classes**  
(Ongoing)

**Lead:** City Staff (Economic Development)

**Support:** Downtown Victoria Business Association (DVBA), Greater Victoria Chamber of Commerce (The Chamber)

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### 2.3 Continue Mayor's High School Entrepreneur Award (Ongoing)

Two awards, valued at \$250 each, were established by the Mayor in 2015 and are granted annually to two students at Victoria High School who are showing promise as entrepreneurs.

- Increase the value of these awards to \$500 per student and couple the award with an internship opportunity at a relevant business (2021)

**Lead:** Mayor's Office

**Support:** Victoria High School Awards Committee, City Staff (Economic Development) local businesses (for internship program)

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### 2.4 Feature young entrepreneurs and youth business start-ups on the Business Hub website (2020)

**Lead:** City Staff (Economic Development)

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### 2.5 Host Young Entrepreneur Business Info Sessions at City Hall (Ongoing)

**Lead:** City Staff (Economic Development)

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### 2.6 Engage youth on a regular basis to ensure that their needs in relation to economic inclusion continue to be met (Ongoing)

**Lead:** City Staff (Economic Development and Engagement)

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## FUTURE ACTIONS

TBD 2022 - 2026 Term of Council

## 3. SUPPORT INDIGENOUS BUSINESSES

Carol Anne Hilton of the Hesquiaht Nation and founder of the Indigenomics Institute cites a TD Economics report that estimates the current size of the Indigenous economy in Canada as \$32 billion. Her objective is to rally us all around the goal of growing this to \$100 billion over the next five years. The Lekwungen speaking people, the Songhees and Esquimalt Nations on whose homelands Victoria was built, are well-poised to participate in this economic opportunity, as are the other Nations on Southern Vancouver Island. Helping to unleash potential and build capacity while taking direction from the Nations as to what they want and need to be successful are acts of economic reconciliation.

### ACTIONS

#### 3.1 Hold Quarterly Indigenous Prosperity Gatherings (2020 - 2022)

- Implement recommendations generated at the Gatherings

**Lead:** South Island Prosperity Partnership (SIPP)

**Support:** Financial institutions and relevant organizations

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#### 3.2 Continue Indigenous Connect Forum (2020 - 2022)

The Indigenous Connect Forum is open to all First Nation communities throughout the South Island region, as well as to all Indigenous people on or off reserve. Indigenous Connect engages Indigenous owned/operated enterprises within or separate from Nations. The objectives are to build collective capacity for Indigenous prosperity, including entrepreneurial or management skills, or the administrative capacity to start band-owned businesses or joint ventures.

**Lead:** SIPP

**Support:** Songhees Innovation Centre, other relevant Indigenous-led organizations and businesses

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#### 3.3 Create a Mentorship Program for Indigenous Business Owners (2022)

Build tools and resources to connect existing business owners and leaders across all industries with Indigenous entrepreneurs and start-ups.

**Lead:** TBD

**Support:** Greater Victoria Chamber of Commerce (The Chamber), Downtown Victoria Business Association (DVBA), SIPP and Victoria Innovation, Advanced Technology & Entrepreneurship Council (VIATEC), University of Victoria (UVIC)

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- 3.4 Create a platform to make it easy for Vancouver Island MASH sector institutions (municipalities, school boards, health regions and publicly-funded post-secondary institutions) and large companies to procure from Indigenous businesses (2020 - Ongoing)**

The purpose of the Coastal Communities Social Procurement Initiative (CCSPI) is to improve the health of communities and the strength of economies on Vancouver Island by changing the culture of public sector procurement. In total, the public sector on Vancouver Island procures approximately \$2 billion in goods and services annually. There is an opportunity through CCSPI for Indigenous businesses to become part of the supply chain for institutional purchasers.

**Lead:** Coastal Communities Social Procurement Initiative (CCSPI)

**Support:** City Staff (Economic Development), SIPP

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- 3.5 Create opportunities for Indigenous businesses to do business with Vancouver Island MASH sector institutions and large companies. (MISSING DATE)**

**Lead:** CCSPI

**Support:** City Staff (Economic Development and Finance), SIPP

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- 3.6 Maintain Indigenous Business Directory (MISSING DATE)**

**Lead:** Greater Victoria Harbour Authority (GVHA)

**Support:** SIPP

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- 3.7 Promote the Inter-community business licence as a measure for on-reserve businesses to work freely and openly across the region (MISSING DATE)**

**Lead:** City Staff (Economic Development)

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## 4. SUPPORT NEWCOMER BUSINESSES

Newcomers to Canada enrich our communities and our economy. Global migration to Victoria is increasing and we need to work hard to welcome and integrate newcomers into our community through economic inclusion. Not only does this enhance a sense of connection and belonging, it makes us a more diverse and resilient community.

A report from the 2017 Victoria Forum notes that “though there are barriers to achieving these goals, it was found that a one per cent increase in ethno-cultural workplace diversity led to one per cent increase in productivity and 2.4 per cent increase in revenue.” There are clear economic benefits to workplace diversity and there are many skilled people in the city and region who have arrived from places around the world and who are looking for meaningful work.

### ACTIONS

- 4.1 Develop a Welcoming Cities Strategy (2021)**

**Lead:** Mayor’s Office

**Support:** Welcoming Cities Task Force

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- 4.2 Continue Business Info Sessions at City Hall for Newcomers (Ongoing)**

**Lead:** City Staff (Economic Development)

**Support:** Relevant partner agencies

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- 4.3 Create a platform to make it easy for Vancouver Island MASH sector institutions (municipalities, school boards, health regions and publicly funded post-secondary institutions) and large companies to procure from newcomer businesses (2020 - 2023)**

The purpose of the Coastal Communities Social Procurement Initiative (CCSPI) is to improve the health of communities and the strength of economies on Vancouver Island by changing the culture of public sector procurement. In total the public sector on Vancouver Island procures approximately \$2 billion in goods and services annually. There is an opportunity through CCSPI for Newcomer businesses to become part of the supply chain for institutional purchasers.

**Lead:** Coastal Communities Social Procurement Initiative (CCSPI)

**Support:** City Staff (Economic Development), South Island Prosperity Partnership (SIPP)

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- 4.4 Create opportunities for newcomer businesses to do business with Vancouver Island MASH sector institutions and large companies. (MISSING DATE)**

• **Lead:** CCSPI

**Support:** City Staff (Economic Development and Finance), SIPP

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Photo: Leanna Rathkelly

## Destination Greater Victoria

According to the United Nations, 80% of economic activity in global tourism is based in coastal destinations. Also, coastal tourism has consistently outpaced overall economic growth worldwide. For example, according to the U.S. National Oceanic & Atmospheric Administration (NOAA), “The ocean-based tourism and recreation sector added 73,000 jobs (6.3% growth) from 2015 to 2016 – growing significantly faster than the U.S. economy grew as a whole (1.7% growth).

In Greater Victoria, the overall visitor economy is comprised of more than four million overnight guests annually. This contributes \$2.3 billion in economic activity to the regional economy, while stimulating more than 24,000 direct jobs and \$400 million in local taxes.

Greater Victoria is exceptionally well positioned to leverage the growing demand for innovative coastal tourism – for the benefit of all residents throughout the region. Our world-class ocean-based advanced industries, intelligent blend of

built and natural environments, and collective commitment to sustainability provide huge opportunities to attract high-yield visitors and new residents committed to globally progressive values. It is well known that leisure, business and conference travel is often the first step toward attracting skilled professionals and entrepreneurs to relocate and/or expand their businesses.

Destination Greater Victoria, the region's official destination organization, is focused on powering a high-value visitor economy in collaboration with broader economic development goals. Today, the world's most innovative coastal tourism destinations are leveraging the visitor economy to support local economic, social, cultural and environmental sustainability. Destination Greater Victoria has proven its global leadership in that area with initiatives such as the IMPACT Sustainability, Travel & Tourism Conference and Pacific Marine Circle Route.

Looking ahead, Destination Greater Victoria is developing a new 2022-26 Strategic Plan to further capitalize on the community's strengths. For example, Victoria's meetings and conventions sales efforts are prioritizing the ocean marine and clean tech verticals to attract business that will further enhance leadership in those key industry clusters. The destination of the future is a platform for knowledge sharing, connecting the brightest minds and creative hearts among locals and visitors from around the world. Destination Greater Victoria is providing that platform in collaboration with both the public and private sectors to ensure the best possible future for all residents.

### 4.5 Offer business information and materials in translated versions in order to maximize the ease of understanding and compliance. (2021 – 2024)

This action signifies that the City is open to newcomer businesses and wants them to feel part of the community. Additionally, these materials could offer tip sheets on how to succeed in the Canadian cultural and business context. Newcomers can sometimes be surprised by cultural differences between Canada and their home country. In the meantime, for newcomer business owners that need assistance with COVID-19 recovery, the BC government's services are available in a range of languages at <https://COVID-19.smallbusinessbc.ca>.

- Translate materials into two priority languages per year

**Lead:** City Staff (Economic Development)

**Support:** SIPP (“Digital Welcome Mat” initiative)

### 4.6 Work with the Federal Government to Develop the Municipal Nominee Program (MNP) (2020 – 2022)

Our city and region are failing to attract immigrants at the same levels as major Canadian cities (even on a per capita basis). Immigrants are often entrepreneurial and their cultural and life experiences will make our city more exciting and interesting. Diverse cities are also more innovative. Helping to shape and then adopt the MNP program is a key strategy to attract immigrants to Victoria.

**Lead:** Mayor and SIPP

**Support:** City Staff (Economic Development)

## 5. REDEVELOP VICTORIA CONFERENCE CENTRE (2020 - 2031)

*Phase 1 Feasibility and Design 2020 – 2022*

*Phase 2 Resource and Build 2023 – 2031*

The Victoria Conference Centre (VCC) has been hard hit by the travel restrictions and prohibitions on large gatherings as a result of COVID-19. Yet almost all conferences to be held at the VCC were postponed rather than cancelled. This signals a return to face-to-face meetings in the coming years. It also indicates the importance of conference centre redevelopment as part of the City's mid-term recovery strategy. Businesses, industry associations and non-profits have adapted during COVID-19 with more online meetings. Redeveloping the VCC in a post-COVID-19 world is also an opportunity to become a leader in digital engagement and meetings, targeting a more global customer base, while continuing to provide high-quality in-person experiences.

Pre-pandemic the visitor economy contributed \$2.3 billion to the local economy each year and the conference sector was a major component of this contribution. Conference business spreads demand and spending through the calendar year. Conference delegates are the highest-spending segment of out-of-town visitors.

The VCC has the potential to be a greater economic generator through hosting larger conferences and attracting more international audiences. With a significant digital refresh it can also be a leader in convening people globally through digital platforms, hosting virtual as well as in-person meetings and events.



Our current facility only allows us to host one conference at a time. We want to be able to host two, mid-sized conferences concurrently or one large meeting. A significant renovation or rebuild is necessary.

Conferences are also an opportunity to showcase our own industries. Redevelopment or renewal of the VCC will help to promote and amplify Victoria's tech ecosystem as well as the Innovation District and Ocean Futures Cluster and Innovation Hub.

### 5.1 Undertake a Feasibility Study (2020 - 2022)

**Lead:** Destination Greater Victoria

**Support:** City Staff (Economic Development and City Manager's Office)

### 5.2 Design a new centre based on assessment in Feasibility Study (2022 - 2023)

**Lead:** TBD

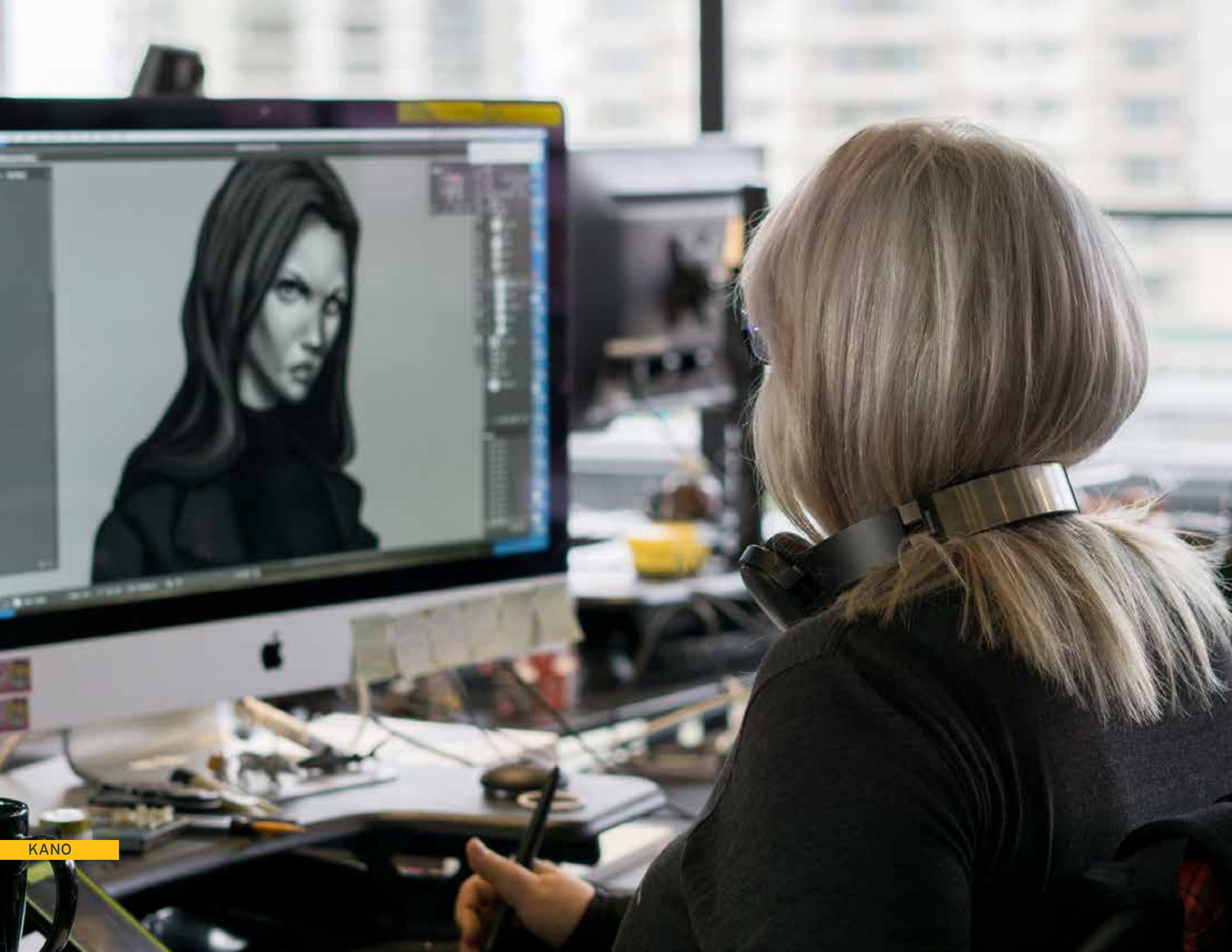
**Support:** TBD

### 5.3 Secure funding (2023 - 2024)

**Lead:** TBD

**Support:** TBD





# Reinvention and Resilience: Building a Strong and Resilient Local Economy

Even before COVID-19 hit, Victoria 3.0 was a plan to reinvent Victoria's economy and focus to on the future and on what the world needs to live prosperously on a fragile planet. This reinvention is now more important than ever. So too is building a strong and resilient economy that can withstand unexpected events like COVID-19 and the economic disruptions we will face from climate change impacts in the future. The actions outlined in Sections 6-10 will take well-managed, disciplined, focused momentum to achieve.

Our success in achieving these will help to establish Victoria as a small powerhouse city with global influence in particular with respect to low-carbon solutions and the Blue Economy. According to "World Cities: Mapping the Pathways to Success," the capacity of cities to "deliver bold, transformational projects are among factors to consider when assessing the long-term potential" and global reach of a city.<sup>10</sup> We will need to convene small, dedicated and focused groups of community leaders to make these big changes happen.

## 6. CREATE AN INNOVATION DISTRICT (2020 - 2022)

The Innovation District is proposed for the north end of downtown adjacent to the harbour (SEE FIGURE 1). It will be a hub of cross-sector collaboration, a place where research and development lead to ideas that are commercialized (turned into products and services), and where new high-value, future-oriented jobs are created.

The Innovation District will be global facing and export oriented and attract companies that

anticipate and solve the problems of the 22nd century with a focus on low-carbon prosperity. It will also be an amenity-rich place in which small businesses thrive and benefit from the concentration of economic activity in this area.

The area is currently a mix of heavy industry, commercial, retail, surface parking lots, recently remediated land owned jointly by the Songhees and Esquimalt Nations, and craft brewers. Developing a coherent vision for the future of the area while continuing to support the current high-value jobs generated by the industrial lands are critically important.

In 2017, Council approved the *Burnside Gorge Neighbourhood Plan* which includes a vision for future land use, urban form and public realm design of the Rock Bay area. A guiding principle for Rock Bay is "industrial first", ensuring that industrial uses are given precedence as the area continues to serve as Victoria's urban industrial district. This includes harbour-dependent industries and a mix of businesses engaged in the production, distribution or repair of goods or equipment as well as related commercial uses and other employment-generating uses.

<sup>10</sup> Rosemary Feenan, Tim Moonen, et al, "World Cities: Mapping the Pathways to Success," JLL and The Business of Cities, 2018, 6.



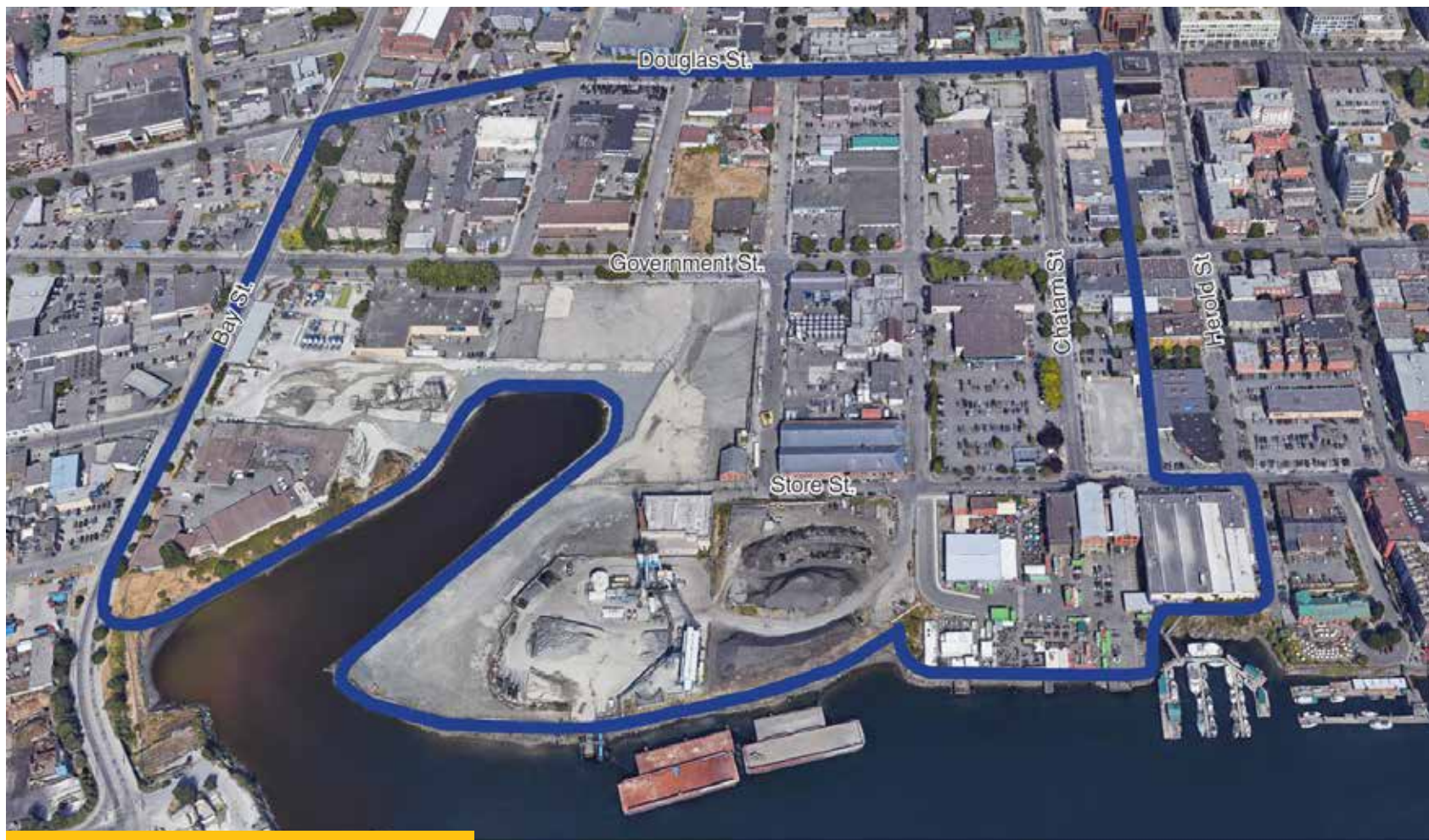


FIGURE 1: INNOVATION DISTRICT

Currently, a variety of businesses are drawn to the area's affordable rents and eclectic character. Central to workforce, customers, work sites and adjacent to downtown, it is an ideal location for companies to cluster. These existing businesses provide often well-paying jobs outside of the tourism, government and professional services sectors found downtown, while supporting the broader economy. They support emerging sectors such as food processing, brewing, the approximately 15 per cent of technology-oriented businesses that require industrial zoning, and artists and artisans. Protecting and enhancing these lands and these industries is important, as industrial lands will be increasingly in short supply in the region.

At the same time, many of the area's buildings do not meet the needs of new businesses now and for the future, and significant reinvestment and redevelopment is needed. To that end, the *Burnside Gorge Neighbourhood Plan* includes actions for implementation. One key and immediate action is to update zoning regulations in Rock Bay to support economic development and innovation.

*Victoria 3.0* and the Innovation District provide an opportunity to reconfirm and build upon recent local area planning. There is also an opportunity to use the processes of planning and implementation to focus on UN Sustainable Development Goal 11, "Make cities and human settlements inclusive, safe, resilient and sustainable."

The Innovation District is a once-in-a-generation chance to lead and to create:

- Visionary developments that have the right mix of industrial and employment uses
- High-quality public and private spaces
- A catalyst to 22nd century well-being

- Indigenous economic development and resurgence
- A showcase for BC architecture and construction
- A model for climate adaptation and resilience with energy-efficient and sustainable construction and community design
- A model for cultural and social inclusion
- A tribute to BC's marine heritage
- An Ocean and Marine Innovation Hub
- A flagship for Canada

As the authors of *The Rainforest* tell us, "Human systems become more productive the faster that the key ingredients of innovation – talent, ideas and capital – are allowed to flow through the system."<sup>11</sup> In the Innovation District, we'll nurture a flourishing innovation ecosystem to exchange ideas, develop prototypes, establish relationships and increase productivity through shared infrastructure. We'll inspire each other and build great companies.

## ACTIONS

### 6.1 Work with landowners, other stakeholders and the public to develop a vision and implementation framework for the Innovation District (2020 - 2021)

Building on the *Burnside Gorge Neighbourhood Plan* (2017), undertake a charrette (focused-planning process) to develop a Master Plan that includes an implementation framework and phasing strategy.

**Lead:** City Staff (Sustainable Planning and Community Development, Economic Development and Real Estate)

**Support:** Mayor, community stakeholders



## Pani Energy

Pani Energy was founded with the spirit of research within the halls of the University of Victoria's Engineering and Chemistry department. Pani Energy's founder Devesh Bharadwaj brought two passionate research groups together to innovate and develop interdisciplinary technologies that would enable a significant reduction in the cost of producing fresh water from non-fresh sources.

Pani Energy was founded and spun-out with the backing of years of research, alongside Dr. Ian Macdonald and Dr. Tom Fyles, who sprinted towards bringing these technologies from the academic world to commercialization.

Since these early days, intellectual curiosity has remained embodied in Pani Energy's ethos. Pursuing this early passion for R&D has led to the creation of their software and hardware technologies, for both the water and energy industries.

Pani continues R&D in the energy and water nexus, with interests in improving efficiencies through software and novel hardware system designs in desalination and large-scale energy storage, building upon adaptive and intelligent membrane process design and operation.

<sup>11</sup> Hwang and Horowitz, 10.



## 6.2 Pilot a pop-up Micro Innovation District (2021)

This is a small, highly visible project to attract attention and get people to dream of what is possible.

**Lead:** TBD

**Support:** TBD

## 6.3 Undertake a City-initiated rezoning of the Innovation District (2021–2022)

**Lead:** City Staff (Sustainable Planning and Community Development)

## 6.4 Develop a name and brand for the Innovation District (2021)

The name and brand will need to tell the story of the area – its history, its present day story and its future aspirations.

**Lead:** Mayor, City Staff (Economic Development)

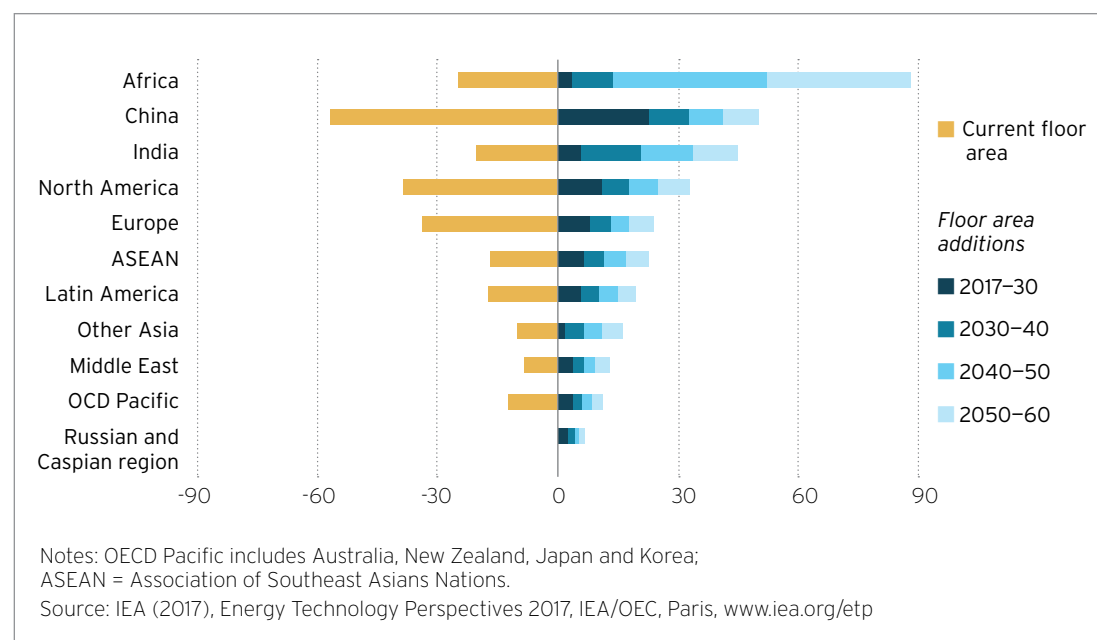
**Support:** City Staff (Engagement), Relevant stakeholders

## 6.5 Develop partnerships with post-secondary institutions to support activities in the Innovation District (2021–2022)

**Lead:** Mayor, City Staff (Economic Development, Sustainable Planning and Community Development and Real Estate), South Island Prosperity Partnership (SIPP)

**Support:** Relevant companies

**FIGURE 2: FLOOR AREA ADDITIONS TO 2060 BY KEY REGIONS**



## 6.6 Consider incentives to stimulate development of the Innovation District (2020–2022)

**Lead:** City Staff (Economic Development and Sustainable Planning and Community Development)

## 6.7 Establish partnerships and/or funding relationships to create the Innovation District (2020–2022)

**Lead:** Mayor, City Staff (Economic Development)

**Support:** SIPP

## 6.8 Develop creative financing models (2020–2022)

**Lead:** Mayor, City Staff (Economic Development)

**Support:** Civic Capital

## 6.9 Create a Building Innovation Incubator to stimulate construction innovation for climate impact (2022)

Viewed through the lens of climate change, buildings account for 39 per cent of greenhouse gas emissions globally and over the next 40 years the global building stock is projected to double. (SEE FIGURE 2.) Over this same time period, greenhouse gas emissions must go from today's record high into negative territory to keep global warming under two degrees Celsius.

Existing building energy efficiency standards such as Passive House and Net Zero are a good start but are insufficient to achieve this emissions reduction requirement in the built environment, and they are not moving into legislation as quickly as the impacts of climate change are progressing.

Starting with the Innovation District, incubating ideas, policies, technologies and skills in the District, then moving far beyond, Victoria can be a place where the skills, knowledge, and construction technology needed to achieve the next steps are developed, built, and exported. These high-value skills are urgently needed and globally relevant.

**Lead:** TBD

**Support:** City Staff (Sustainable Planning and Community Development)

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## FUTURE ACTIONS

TBD 2022 - 2026 Term of Council







ROCKLAND SCIENTIFIC INTERNATIONAL INC.

## 7. CREATE AN OCEAN FUTURES CLUSTER (2020 - 2025)

A significant and under-realized economic opportunity for Victoria is our location as a coastal and island community on the Pacific Ocean. Victoria is close to the shipping gateway to Asia-Pacific markets and a critical transit point to the Arctic Ocean.

To develop the Ocean Futures Cluster and Ocean and Marine Innovation Hub, we will build on major assets like the University of Victoria's Ocean Networks Canada, the Victoria Shipyards (operated by Seaspan), the Esquimalt Graving Dock including Babcock Canada and Lockheed Martin Canada, the Institute of Ocean Sciences and the Camosun Coastal Centre – all of the supply chains around the CFB Esquimalt and Point Hope Shipyard, and all the ocean and marine-related businesses in our region.

We will create a 22nd-century-oriented ocean and marine economic cluster that delivers value to both local and global customers.

The Ocean Futures Cluster will operate through a Blue Economy Framework. According to the World Bank, the Blue Economy is the “sustainable use of ocean resources for economic growth, improved livelihoods and jobs, and ocean ecosystem health.”<sup>12</sup> The Blue Economy recognizes the increased advantage offered by intersecting business growth and development with responsible, sustainable ocean use. The Ocean Futures Cluster will work with the expertise and knowledge offered by First Nations communities who have lived by the Coast Salish waters for generations.

As a key action in *Victoria 3.0*, the Ocean Futures Cluster will grow existing enterprises and attract new ones where the resulting products, services, technology, know-how, and intelligence support the arc that leads to sustainability and climate change mitigation and adaptation. The Ocean Futures Cluster will also help our region and Canada to achieve UN Sustainable Development Goal 14: “Life Below Water – Conserve and sustainably use the oceans, seas and marine resources for sustainable development.”

There is an ocean supercluster operating in Atlantic Canada. Victoria's Ocean Futures Cluster will deliver products, services and technology to a global marketplace, further enhancing Canada's reputation as a producer of innovative solutions in the ocean and marine industries.

The cluster will be a platform to pursue shared infrastructure, joint research and development projects, and a coordinated province-wide approach to attract investment and new businesses. It will be a hub and spokes model (or an octopus) with the hub/body in Victoria and the spokes/legs reaching out across the province.

### What is an Economic Cluster?

An economic cluster is a dense network of companies and institutions located in a concentrated geographic area. Clusters are considered to increase the productivity with which companies can compete, nationally and globally.

### Why Cluster Development Matters<sup>13</sup>

- Clusters are foundations of a strong regional economy
- There are positive links between clusters, productivity, and competitiveness

- Clusters help companies connect to the global economy
- Clusters develop and attract public and private resources
- Clusters foster interaction and collaboration amongst firms and provide a positive environment for start-ups
- Clusters provide impetus and direction for innovation activities
- Specialization and co-location create efficiencies and also attracts specialized global talent
- New clusters emerge from existing clusters through diversification over time

### Key Characteristics of Successful Cluster Initiatives<sup>14</sup>

1. A shared understanding of competitiveness and the role of clusters in competitive advantage
2. A focus on removing obstacles and easing constraints: set goals early; return to them often; don't cling to the status quo
3. Emerging clusters should have demonstrable local foundations and bases of firms that have met market tests
4. Appropriate cluster boundaries
5. Wide involvement of cluster participants and associated institutions – don't leave out the difficult people
6. Private sector leadership
7. Close attention to personal relationships
8. A bias toward action
9. Institutionalization of concepts, relationships and linkages over time

<sup>12</sup> <https://www.worldbank.org/en/news/infographic/2017/06/06/blue-economy>

<sup>13</sup> Ifor Fowes-Williams, “Cluster Development Handbook: A practical guide to the development of clusters and smart specialisations, as centre-stage strategies for regional economies,” (Nelson, New Zealand: Cluster Navigators Ltd, 2016).

<sup>14</sup> Michael E Porter, “Location, Competition, and Economic Development: Local Clusters in a Global Economy,” *Economic Development Quarterly* Vo 14 No 1 Feb 2000, 30-32.

## ACTIONS

### 7.1 Create an Ocean Futures Cluster Task Force to develop a strong value proposition and Cluster Implementation Plan (2020)

The Task Force will convene the region's ocean and marine enterprises and organizations to determine gaps, linkages, strengths and immediate next steps of a cluster development program and establish an early baseline.

**Lead:** South Island Prosperity Partnership (SIPP), Mayor and City Staff (Economic Development), Association of BC Marine Industries (ABCMI), Ocean Networks Canada (ONC)

**Support:** All organizations with representatives on the Ocean Futures Cluster Task Force

---

### 7.2 Develop a Business Case and Value Proposition for the Ocean and Marine Innovation Hub (2020)

**Lead:** SIPP, Mayor and City Staff (Economic Development), ABCMI, ONC

**Support:** Ocean Futures Cluster Task Force members

---

### 7.3 Champion the Ocean Futures Cluster and Innovation Hub with Provincial and Federal governments, taking a whole-of-government approach (2020 - 2021)

**Lead:** Mayor, SIPP, ABCMI, ONC, relevant companies

---

### 7.4 Secure funding to establish Ocean and Marine Innovation Hub (2020 - 2021)

The Ocean and Marine Innovation Hub is the first step towards the development of the Ocean Futures Cluster

- Secure Industrial and Technological Benefits (ITB) funding
- Secure Western Diversification funding
- Explore creative financing models

**Lead:** SIPP, Mayor and City Staff (Economic Development), ABCMI

**Support:** Ocean Futures Cluster Task Force members

---

### 7.5 Develop an Ocean and Marine Innovation Hub (2020 - 2021)

**Lead:** SIPP, Mayor and City Staff (Economic Development Staff), ABCMI

**Support:** Seaspan, Babcock Canada, ONC, provincial government, Western Diversification (WD)

- Scope a pilot phase and some test cases
  - Establish or identify a bricks and mortar space/spaces to incubate the Ocean and Marine Innovation Hub
  - Determine a feasibility/business model for an Ocean and Marine Innovation Hub in Victoria and work with partners to establish provincial "spokes" that feed into and out of the Hub
  - Implement plan and establish the Ocean and Marine Innovation Hub and link to Canada's Ocean Supercluster and other innovation programs
- 

### 7.6 Partner with First Nations (Ongoing)

Indigenous communities have deep knowledge of the coast and the oceans and 12,000 years of "big data". Traditional knowledge in this area is a huge asset. Working with Nations, we can lead globally in bringing together Indigenous and traditional knowledge with science, data and technology.

**Lead:** ONC, SIPP

**Support:** Relevant businesses and organizations including Llamazoo and Barnacle Systems

---

### 7.7 Develop a Governance Structure for Cluster Implementation (2020 - 2021)

Develop a flexible, inclusive governance model that will foster communication, collaboration, cooperation, and inspiration.

**Lead:** SIPP, Mayor and City Staff (Economic Development), ABCMI

**Support:** Ocean Futures Cluster Task Force members

---

### 7.8 Establish a Formal Cluster Program and Hire A Cluster Manager (2022 - 2025)

This program will link workforce development, research and multi-government procurement, clean-tech programming, federal and provincial innovation incentives, and the Ocean Innovation Hub to deliberately deepen the cluster.

**Lead:** SIPP



**Support:** Mayor and City Staff (Economic Development), ONC, ABCMI, National Research Council-Industrial Research Assistance Program (NRC-IRAP), Mitacs, provincial government, Victoria Innovation, Advanced Technology & Entrepreneurship Council (VIATEC), Alacrity Canada, Western Diversification (WD)

## 7.9 Develop Investment Attraction Plan for companies participating in Ocean Futures Cluster (2022 - 2025)

**Lead:** Marine Labs

**Support:** Other companies involved in the Ocean Futures Cluster

## 7.10 Shape and package a promotion program for the Cluster (2025 - 2041)

Host global-facing events in Greater Victoria to showcase, build connections and put us on the map.

**Lead:** SIPP, ABCMI, Victoria International Marina (VIM)

**Support:** City Staff (Economic Development), VIATEC, ONC, WD

## 7.11 Link the Cluster Globally (2025 - 2041)

Once established, a global-facing cluster will integrate into other clusters at the national, pan-regional (Cascadia), and global level to establish B2B joint-ventures and R&D collaborations, distribution agreements, and address grand and global challenges (e.g. acidification, ocean plastics, sustainable marine transportation systems, etc.).

**Lead:** Various components led by cluster partners

## Indigenous Ocean Governance

OceanObs'19 is a meeting held every 10 years that brings people from all over the world together to communicate the progress of ocean observing networks and to chart innovative solutions to society's growing needs for ocean information and governance.

In 2019, an Indigenous Ocean Governance Forum was a central part of OceanObs for the first time. It was led by Victoria's Ocean Networks Canada and included a nine-member Canadian Indigenous delegation at the conference.

This Indigenous Forum resulted in an exceptional international uniting of ocean observation, Indigenous coastal stewardship, and collaborative ocean management. The Indigenous representatives brought unique knowledge of their needs for ocean observing crucial for adapting to climate change; reducing risks to marine hazards; enhancing marine spatial planning and food security; monitoring ocean health and marine traffic in traditional ocean territories; and for capacity-building.

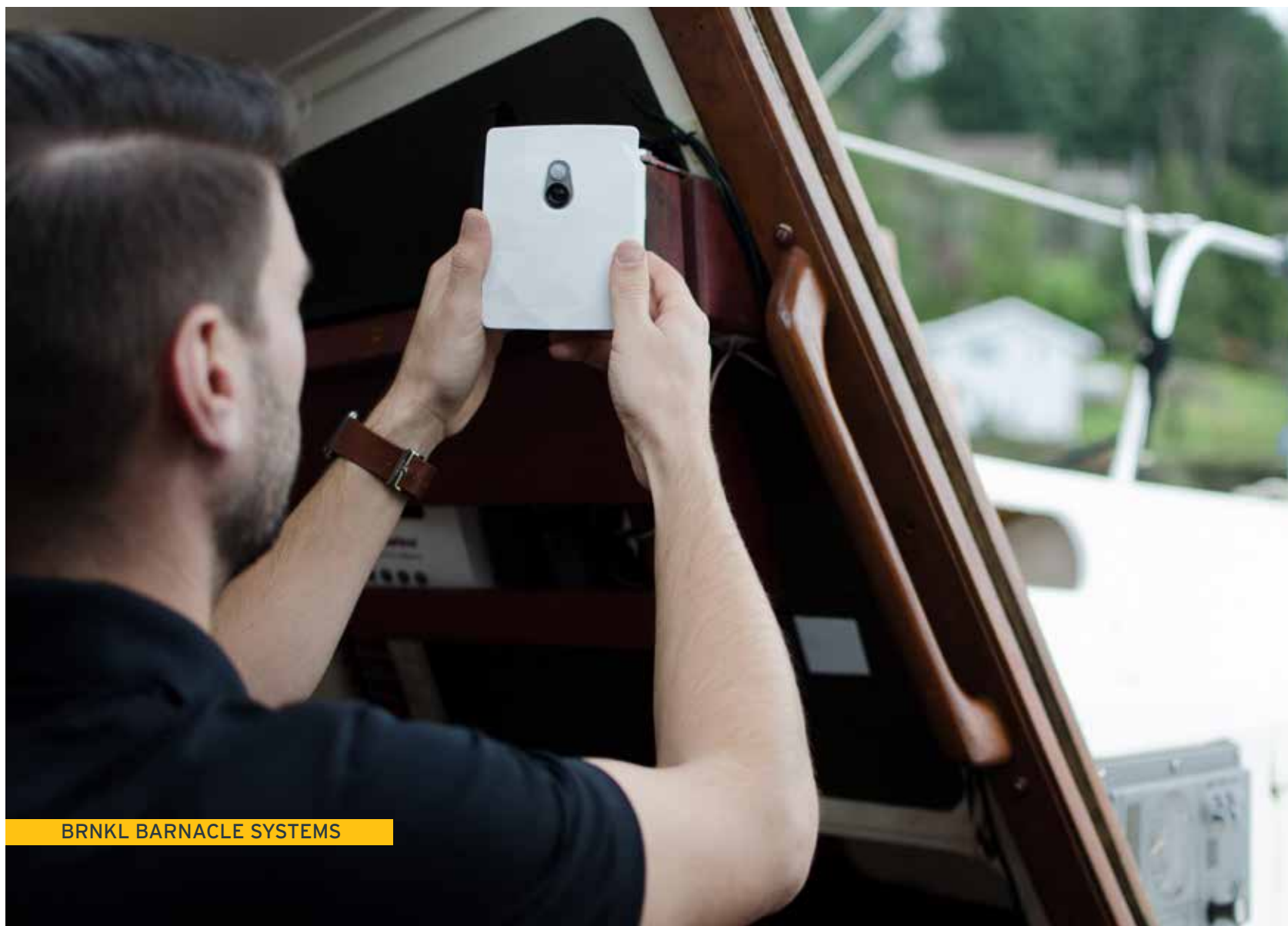
The Forum resulted in a formal declaration, the *AHA HONUA Coastal Indigenous Peoples' Declaration*:

"We, the Indigenous delegates at OceanObs'19, present this declaration known as Aha Honua to our fellow members of the global ocean observing community. Indigenous peoples continue to perpetuate our cultures and governance systems as we have done for generations. Our ancestral, cultural, and spiritual connections to natural resources maintain our inherent governance systems as well as establish the foundation for our principles of sustainability. Our existence comes from all life and therefore we, as first stewards, have a responsibility to our oceans and shoreline ecosystems.



Kitty Simonds, Executive Director of the Western Pacific Regional Fisheries Management Council, hands the Coastal Indigenous Peoples' Declaration to Vladamir Ryabinin, Executive Secretary of the Intergovernmental Oceanographic Commission and Assistant Director General of UNESCO at OceanObs'19.

"We call on the ocean observing community to formally recognize the traditional knowledge of Indigenous peoples worldwide as well as the articles within the United Nations Declaration on the Rights of Indigenous Peoples. We will work with the ocean observing community to advance the United Nations Sustainable Development Goals and the goals of the United Nations Decade of Ocean Science for Sustainable Development. We call on the ocean observing community to establish meaningful partnerships with Indigenous communities, organizations, and Nations to learn and respect each other's ways of knowing; negotiate paths forward to design, develop, and carry out ocean observing initiatives; and share responsibility and resources."



BRNKL BARNACLE SYSTEMS

## 8. TECH IS #1 - TELL AND SELL VICTORIA'S TECH STORY (2020 - 2041)

We will support, develop and promote Victoria's flourishing tech industry so that it continues to grow. The tech sector is our region's largest private sector industry, creating \$5 billion of economic impact annually. The sector will grow over the next 20 years. A message received loud and clear from the "Tech, Research and Development Roundtable" is that the City needs to take a leadership role to tell and sell the story of tech nationally and globally in order to ensure strong growth and continued high-value job creation in this area.

### ACTIONS

#### 8.1 Talent Attraction and Retention Initiative (Ongoing)

Choose strategic cities to target with the mission of promoting Victoria's tech industry and attracting senior level executive talent and relevant opportunities to Victoria.

**Lead:** Victoria Innovation Advanced Technology & Entrepreneurship Council (VIATEC)

**Support:** Mayor and City Staff (Economic Development), tech companies, South Island Prosperity Partnership (SIPP)

#### 8.2 Attend relevant trade shows to promote Victoria tech ecosystem and attract talent (Ongoing)

- Attend relevant tradeshow and conferences
- Look for opportunities for the City to amplify existing tech-sector initiatives

**Lead:** Mayor, City Staff (Economic Development)

**Support:** VIATEC

#### 8.3 Assist tech companies with exporting and international sales (MISSING DATE)

**Lead:** SIPP

#### 8.4 Develop Digital Promotion Strategy for global audience (Ongoing)

Tell Victoria's success stories and promote Victoria's tech opportunities and ecosystem to a global audience in order to attract senior level talent and expand opportunities for local companies.

**Lead:** VIATEC

**Support:** City Staff (Economic Development), SIPP

#### 8.5 Create a platform to make it easy for Vancouver Island MASH sector institutions (municipalities, school boards, health regions and publicly-funded post-secondary institutions) and large companies to procure from Victoria tech companies (2020 - 2023)

The purpose of the Coastal Communities Social Procurement Initiative (CCSPI) is to improve the health of communities and the strength of economies on Vancouver Island by changing the culture of public sector procurement. In total, the public sector on Vancouver Island procures approximately \$2 billion in goods and services annually. There is an opportunity through CCSPI for local tech businesses to become part of the supply chain for institutional purchasers.

**Lead:** Coastal Communities Social Procurement Initiative (CCSPI)

**Support:** City Staff (Economic Development), SIPP

### Business Profile



## Checkfront

Checkfront is a booking management platform that provides the tools tourism businesses need to streamline their operations, centralize administration, and sell and market their services online. The SaaS booking application is an all-in-one solution which allows merchants to manage their reservations and optimize their e-commerce functions with analytics, reporting, notifications, automated invoices and more.

Since launching in June 2010, Checkfront has grown to a company of 80; most are located at its headquarters in downtown Victoria. Over the past 10 years, the Checkfront team has accomplished monumental growth, becoming the leading independent booking system in the world for travel experiences.

Over 5,000 tour, activity, and accommodation providers around the world use Checkfront to simplify complex problems, allowing them to focus on doing what they love – providing unforgettable experiences.



## British Columbia Investment Management Corporation

British Columbia Investment Management Corporation (BCI), the leading provider of investment management services to BC's public sector with more than \$153 billion in managed assets, is an example of an organization headquartered in Victoria that creates high-value jobs locally. BCI used to outsource many of its investment decisions to external managers. Today, as an active in-house asset manager, a majority of those decisions are made right here by a growing and dedicated team of professionals from around the world.



**8.6 Create opportunities for small tech companies and start-ups to do business with Vancouver Island MASH sector institutions and large companies.**  
(MISSING YEAR)

**Lead:** CCSPI

**Support:** City Staff (Economic Development and Finance), SIPP

## FUTURE ACTIONS

TBD 2022 - 2026 Term of Council

## 9. LEARN FROM OTHER CITIES (2020 - 2041)

We will learn from the successes and challenges of other cities and build on the national and global networks that Victoria is starting to participate in. The authors of "World Cities: Mapping Pathways to Success," note that, "Cities operate in a context where they share similar styles of assets and advantages with a small group of other cities, most of which are outside their own national urban system."<sup>15</sup>

Preliminary research shows that Victoria's comparative global cities (at the time of plan development) are Oslo, Auckland, Boulder, Bristol and Barcelona. These cities are in the process of pivoting or have pivoted and focused their resources to create future-facing, globally-engaged and sustainable economies. There are likely others to learn from. Work will begin in 2020 to assess Victoria's (City and region's) status globally and global fluency.

## ACTIONS

**9.1 Measure the City and region against 10 Traits of Globally Fluent Metro Areas (2020)**

**Lead:** Business of Cities

**Support:** South Island Prosperity Partnership (SIPP), Mayor and City Staff (Economic Development)

**9.2 Research policies and best practices needed to get us from where we are (largest source of jobs is service and public sector) to where we want to go (balance of public sector and high-value private sector jobs) (2020)**

**Lead:** Business of Cities

**Support:** SIPP, Mayor and City Staff (Economic Development)

**9.3 Undertake case studies on what cities/regions have done with respect to: (2020)**

- Small and medium enterprise innovation/Business Enterprise Research and Development Rates
- Research commercialization (university spin-off)
- Municipal role in economic reconciliation with First Nations that has led to increased empowerment for Nations to successfully lead and/or collaborate on economic development
- Recovery from COVID-19 and other disasters

**Lead:** Business of Cities

**Support:** SIPP, Mayor and City Staff (Economic Development)

<sup>15</sup> Feenan, Moonen et al, 6.



**9.4 Determine comparator cities; assess how we rank in comparison to other small, high-performing, high-calibre cities (2020)**

**Lead:** Business of Cities

**Support:** SIPP, Mayor and City Staff (Economic Development)

---

**9.5 Gain insight on advancing key projects: (2020)**

- Innovation District
- Ocean Futures Cluster
- Attracting a post-secondary institution to partner in downtown Victoria

**Lead:** Business of Cities

**Support:** SIPP, Mayor and City Staff (Economic Development)

---

**9.6 Develop a measurement framework to track progress over time. How many high-value jobs created? How globally fluent? How many spin-offs from Ocean Futures Cluster and Innovation District? (2020)**

**Lead:** Business of Cities

**Support:** SIPP, Mayor and City Staff (Economic Development)

---

**9.7 Create an Annual Education Program modelled on Denver's Urban Exploration Program (2022)**

Since 2008, Denver has been bringing together the public and private sectors, the City and business leaders to take a trip to a downtown somewhere else in the world that they can learn from.<sup>16</sup> They believe that the only way to continue building and growing their downtown is to learn from cities that are facing similar challenges. The group meets with people who have already solved 'that' problem and who can guide them in their pursuit to build an economically vibrant, healthy, and growing city.

**Lead:** TBD

**Support:** SIPP, Mayor and City Staff (Economic Development)

---

**9.8 Partner with the Urban Economy Forum on UN Sustainable Development Goal 11, "Make cities and human settlements inclusive, safe, resilient and sustainable" (2020 - 2025)**

Victoria will be a United Nations Urban Economy Forum pilot project to develop the Innovation District and the Ocean Futures Cluster and Ocean and Marine Innovation Hub through the lens of Sustainable Development Goal 11.

**Lead:** Mayor's Office and Urban Economy Forum

**Support:** City Staff (Economic Development and Sustainable Planning and Community Development), relevant partners and stakeholders

---

**FUTURE ACTIONS**

TBD 2022 - 2026 Term of Council

## **10. RE-DO VICTORIA'S BRAND AND STORY (2023 - 2026)**

As noted in "The 10 Traits of Global-Fluent Metro Areas," having a strong brand and telling a compelling story of a city is important. This is key not only for how the world sees us, but also how we see ourselves. "Rebranding" will allow us to "shape and build the region around a common purpose."<sup>17</sup>

In the fall of 2019, roundtable participants identified the need to tell a cohesive and compelling story about Victoria now and for the future. After the first three years of *Victoria 3.0* implementation, a new story will start to emerge. This story needs to be drawn out of residents and business owners, consolidated and packaged for the community and for the world. "Rebranding" is not an empty or surface exercise. It should be a deep engagement process with the community where we tap into Victoria's authenticity.

### **FUTURE ACTIONS**

This plan should be refreshed at the beginning of each term of Council with clear actions laid out for each of the actions to be undertaken during that term.

TBD 2027 - 2032

TBD 2033 - 2037

TBD 2037 - 2041

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<sup>16</sup> <https://www.downtowndenver.com/membership/civic-leadership/urban-exploration/>

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<sup>17</sup> Brad McDearman, Greg Clark and Joseph Parilla, 4.



# Appendix A – Fall 2019 Economic Roundtables

## **Tech, Advanced Education Research and Development**

This roundtable was for movers and shakers working in tech and research and development in industry or in post-secondary institutions.

## **Indigenous and Newcomer Businesses**

This roundtable was for Indigenous-run businesses and organizations that support Indigenous entrepreneurs. It was also for newcomer-run businesses and organizations that support newcomer entrepreneurs.

## **Ocean Futures Cluster Development**

This roundtable was for those working in the ocean and marine sector. It was by invite only to have a focused conversation on cluster development.

## **Neighbourhood Business and Social Enterprise**

This roundtable was for people who run businesses in the City's neighbourhoods and includes people who work from home in these neighbourhoods. It was also for everyone working in the social enterprise sector.

## **Small Business and Finance**

This roundtable was for anyone who runs a small business in Victoria, with a focus on downtown businesses. It was also for everyone working in the financial sector.

## **Youth Economic**

This roundtable was for youth.

# Appendix B - Wordles

Roundtable participants were asked for one word to describe Victoria in 2020 and in 2041. This is what they said:

## 2020



2041



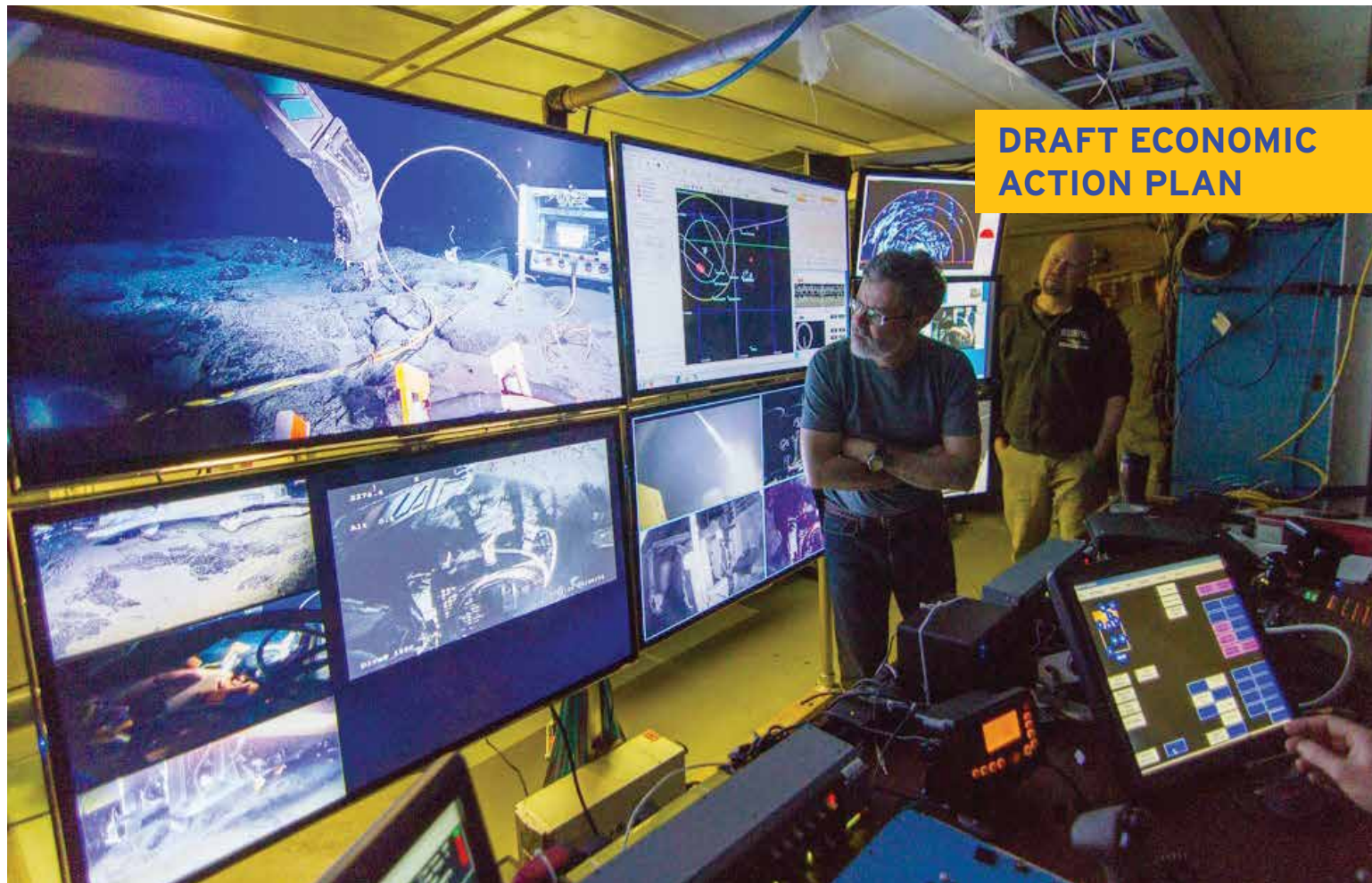
## WORDLES

This plan was shaped by all the residents and business owners who came to the City's economic roundtables in the fall of 2019. As part of the roundtable process (and taking an idea we got from Barcelona, Spain), we asked all participants to provide one word to describe Victoria in 2020 and in 2041. These word clouds show their responses.

The City is located on the homelands of the Songhees and Esquimalt People.



1 Centennial Square  
Victoria, BC V8W 1P6  
[victoria.ca](http://victoria.ca)



**DRAFT ECONOMIC  
ACTION PLAN**

# VICTORIA 3.0

Pivoting to a Higher-Value Economy 2020-2041

# Engagement Summary

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#1

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, January 16, 2020 12:12:31 PM  
**Last Modified:** Thursday, January 16, 2020 12:16:09 PM  
**Time Spent:** 00:03:38

Page 1: Introduction

**Q1** Where do you live? **Fairfield**

**Q2** What is your age range? **60-79 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **Yes**

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan.

Read materials from the 1990s and 2000s, as most of this has been thought out before. It would be good to see the history of the tech sector and oceans networks to see what was planned before. The provincial government set up regional Science Councils in the 1990s and much of what is being said here was said then. It does not seem to be innovative but rather a wordsmithing exercise on what came before. A bit disappointing read.

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Not Applicable**

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Ugly

---

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Vibrant

---

## #2

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, January 16, 2020 1:06:59 PM  
**Last Modified:** Thursday, January 16, 2020 1:08:22 PM  
**Time Spent:** 00:01:23

### Page 1: Introduction

**Q1** Where do you live? **James Bay**

**Q2** What is your age range? **60-79 years**

**Q3** Are you a business owner in Victoria? **Yes**

**Q4** What category does your business fit into? (If applicable.) **Small Business / Finance**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed?

Nothing

**Q6** What is missing from this draft plan that your business needs to succeed?

Infrastructure rebuild. lower taxes

### Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **No,**  
If no, please specify what is missing.:  
Help's resignation

### Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020.

Respondent skipped this question

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Respondent skipped this question

---

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Respondent skipped this question

#3

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, January 16, 2020 1:13:50 PM  
**Last Modified:** Thursday, January 16, 2020 1:18:41 PM  
**Time Spent:** 00:04:50

Page 1: Introduction

**Q1** Where do you live? **Oaklands**

**Q2** What is your age range? **25-39 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed?

Pretty well all of it. The last thing we need is to be a tech city like SAN Francisco or Austin. Awful. Inequality in housing that's if you can find a place to live.

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"?

**No,**  
If no, please specify what is missing.:  
It's been shown that tech hubs, while attractive to tech bros, fail the rest of the community and economy. It's ok to have tech as part of your community a de oniony but not to dominate it or actively pursue it's awful culture and inequality.

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**



**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Not Applicable**

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Dysfunctional

---

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Amalgamation

---

## #4

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, January 16, 2020 1:25:29 PM  
**Last Modified:** Thursday, January 16, 2020 1:34:37 PM  
**Time Spent:** 00:09:07

### Page 1: Introduction

**Q1** Where do you live? **Downtown**

**Q2** What is your age range? **25-39 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

### Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **No,**  
If no, please specify what is missing.:  
Affordable housing and people left behind

### Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Respondent skipped this question**

**Q10** What is ONE WORD you'd use to describe Victoria today?

Hubristic

---

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Team-oriented

---

#5

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, January 16, 2020 1:34:16 PM  
**Last Modified:** Thursday, January 16, 2020 2:04:07 PM  
**Time Spent:** 00:29:50

---

Page 1: Introduction

**Q1** Where do you live? **Fairfield**

---

**Q2** What is your age range? **40-59 years**

---

**Q3** Are you a business owner in Victoria? **Yes**

---

**Q4** What category does your business fit into? (If applicable.) **Other (please specify): Consulting firm**

---

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed?

Not much at all. It doesn't address any of the concerns I have as a small business owner. I question how diverse your consultation was.

---

**Q6** What is missing from this draft plan that your business needs to succeed?

Some understanding that the City needs to consult with and inform businesses when they do things in our neighbourhood: shutting down streets, getting rid of parking, making it hard for clients to come in... there is virtually no communication at any point.

---

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"?

**No,**  
If no, please specify what is missing.:  
It is odd that there is no mention of the role and location of the provincial government, no mention of tourism aside from the Victoria conference centre... this is incredibly myopic

---

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan.

Tourism requires far greater support than simply redoing the convention centre. Where is destination development and management? Why are these not mentioned?

---

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **No**

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Myopic

---

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

well-managed

---



#6

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, January 16, 2020 3:10:41 PM  
**Last Modified:** Thursday, January 16, 2020 3:11:13 PM  
**Time Spent:** 00:00:32

Page 1: Introduction

**Q1** Where do you live? **Downtown**

**Q2** What is your age range? **40-59 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **Respondent skipped this question**

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Respondent skipped this question**

**Q10** What is ONE WORD you'd use to describe Victoria today?

Respondent skipped this question

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Respondent skipped this question

#7

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, January 16, 2020 3:15:11 PM  
**Last Modified:** Thursday, January 16, 2020 3:17:44 PM  
**Time Spent:** 00:02:33

Page 1: Introduction

**Q1** Where do you live? **Fairfield**

**Q2** What is your age range? **60-79 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **Respondent skipped this question**

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Not Applicable**

**Q10** What is ONE WORD you'd use to describe Victoria today?

Unsafe

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**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Safe

---

#8

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, January 16, 2020 4:36:24 PM  
**Last Modified:** Thursday, January 16, 2020 4:40:46 PM  
**Time Spent:** 00:04:21

Page 1: Introduction

**Q1** Where do you live? **Fairfield**

**Q2** What is your age range? **80+ years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Other (please specify): Retired**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **No,**  
If no, please specify what is missing.:  
The know-how and lack of connection of this council to achieve it

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan.

Before you have "big moves", make existing business to survive.



**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Not Applicable**

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**Q10** What is ONE WORD you'd use to describe Victoria today?

Stagnant.

---

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Thriving.

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#9

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, January 16, 2020 4:40:07 PM  
**Last Modified:** Thursday, January 16, 2020 4:40:58 PM  
**Time Spent:** 00:00:51

Page 1: Introduction

**Q1** Where do you live? **Hillside/Quadra**

**Q2** What is your age range? **16-24 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **Respondent skipped this question**

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Respondent skipped this question**

**Q10** What is ONE WORD you'd use to describe Victoria today?

Respondent skipped this question

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Respondent skipped this question

## #10

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, January 16, 2020 5:34:15 PM  
**Last Modified:** Thursday, January 16, 2020 5:34:42 PM  
**Time Spent:** 00:00:26

### Page 1: Introduction

**Q1** Where do you live? **James Bay**

**Q2** What is your age range? **60-79 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

### Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **Respondent skipped this question**

### Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Respondent skipped this question**

**Q10** What is ONE WORD you'd use to describe Victoria today?

Respondent skipped this question

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Respondent skipped this question

#11

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, January 16, 2020 6:02:24 PM  
**Last Modified:** Thursday, January 16, 2020 6:06:01 PM  
**Time Spent:** 00:03:37

Page 1: Introduction

**Q1** Where do you live? Other (please specify):  
Gorge

**Q2** What is your age range? 60-79 years

**Q3** Are you a business owner in Victoria? No

**Q4** What category does your business fit into? (If applicable.) Respondent skipped this question

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? Respondent skipped this question

**Q6** What is missing from this draft plan that your business needs to succeed? Respondent skipped this question

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? No,  
If no, please specify what is missing.:  
Climate change crisis

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. Respondent skipped this question



**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Not Applicable**

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**Q10** What is ONE WORD you'd use to describe Victoria today?

Climatedenial

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**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Awake

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#12

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, January 16, 2020 7:55:44 PM  
**Last Modified:** Thursday, January 16, 2020 8:10:20 PM  
**Time Spent:** 00:14:36

Page 1: Introduction

**Q1** Where do you live? **Harris Green**

**Q2** What is your age range? **25-39 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **No,**  
If no, please specify what is missing.:  
The ocean cluster is all talk and lacks SMART tangible objective - what are you actually trying to achieve that is within the business scope of the City?

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan.

There is no way to fail and therefore succeed with this ridiculous plan. What are you actually trying to achieve? Spending money on "world cafes" and marketing is the silliest reason to identify a city as a global leader. This plan is not inclusive (focuses on 20 - 35 year university dropouts) and appears to only support technology as an economic driver. We should not be a global leader in any one thing. Technology is not going to save the world.

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Not Applicable**

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Deteriorating

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**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Charming

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#13

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, January 16, 2020 8:48:55 PM  
**Last Modified:** Thursday, January 16, 2020 8:49:24 PM  
**Time Spent:** 00:00:29

Page 1: Introduction

**Q1** Where do you live? **Hillside/Quadra**

**Q2** What is your age range? **25-39 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **Yes**

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Respondent skipped this question**

**Q10** What is ONE WORD you'd use to describe Victoria today?

Respondent skipped this question

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Respondent skipped this question

#14

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, January 16, 2020 8:48:47 PM  
**Last Modified:** Thursday, January 16, 2020 8:51:09 PM  
**Time Spent:** 00:02:21

Page 1: Introduction

**Q1** Where do you live? **Hillside/Quadra**

**Q2** What is your age range? **40-59 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **No**

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Not Applicable**



**Q10** What is ONE WORD you'd use to describe Victoria today?

Respondent skipped this question

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Respondent skipped this question

#15

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, January 16, 2020 8:36:21 PM  
**Last Modified:** Thursday, January 16, 2020 9:18:30 PM  
**Time Spent:** 00:42:09

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Page 1: Introduction

**Q1** Where do you live? **Fairfield**

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**Q2** What is your age range? **40-59 years**

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**Q3** Are you a business owner in Victoria? **Yes**

---

**Q4** What category does your business fit into? (If applicable.) **Tech, Advanced Education Research and Development**

---

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed?

The general refocus on the economy in terms of new building proposals. It would be nice to see the economic benefits of a proposal supersede heritage considerations for once.

---

**Q6** What is missing from this draft plan that your business needs to succeed?

How culture plays a role in economic activity- and not just more music festivals but more about how do we create a culture that embraces change, encourages entrepreneurs and sheds the newly wed nearly dead identity

---

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"?

**No,**

If no, please specify what is missing.:

I think there is a missing cultural big move. Perhaps a Pisa about city planning, or how to compete or a film competition about Victoria's identity. I think a cultural big move might do more to support all of the big moves as a whole.

---

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan.

While I appreciate the work of the business hub- I find they need to do less connecting and communicating and more making...I.e hire a graphic designer to illustrate the approvals process -

---

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **No**

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Shackled/ conservative/

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**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Cool

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#16

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, January 16, 2020 9:26:00 PM  
**Last Modified:** Thursday, January 16, 2020 9:39:40 PM  
**Time Spent:** 00:13:39

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Page 1: Introduction

**Q1** Where do you live? **Downtown**

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**Q2** What is your age range? **25-39 years**

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**Q3** Are you a business owner in Victoria? **Yes**

---

**Q4** What category does your business fit into? (If applicable.) **Small Business / Finance**

---

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed?

Not much.... i see high taxes and increased bureaucracy. If you could concentrate on delivering effective and efficient services and lower costs to customers with things like parking to increase foot traffic. Reduce crime and bring people downtown by increasing the public safety presence of an appropriately resourced police department. In addition I am not sure about global fluency ,but, decent roads would be useful to daily business.

---

**Q6** What is missing from this draft plan that your business needs to succeed?

I dont look to government to succeed I look to government to reduce barriers to competition and costs to customers.

---

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"?

**No,**

If no, please specify what is missing.:

They are vague. If i was to bring this into a bank as a business plan I would be told to go home. You need to be much more specific. The plan reads mostly as fog, impossible to discern what actions and outcomes will occur with the exception of hiring many consultants. Maybe my big move should be to turn to consulting!

---

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan.

Be more specific what will be done and when ...

Return to fundamentals a big move would be to fill storefronts to downtown

Change tax structures to make downtown competitive with other municipal taxes

Make a huge move and hire needed police to prevent customers from feeling unsafe

Fix streets and infrastructure so visitors and drivers have easy and convenient access

Rather than big moves and trying to slam dunk just do an old fashioned lay up that works

---

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **No**

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Troubled

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**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Better

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#17

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, January 16, 2020 10:38:19 PM  
**Last Modified:** Thursday, January 16, 2020 10:39:29 PM  
**Time Spent:** 00:01:09

Page 1: Introduction

**Q1** Where do you live? Other (please specify):  
Saanich

**Q2** What is your age range? **25-39 years**

**Q3** Are you a business owner in Victoria? **Yes**

**Q4** What category does your business fit into? (If applicable.) **Small Business / Finance**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed?

Less government regulation and faster processing of applications at city hall

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **Respondent skipped this question**

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**



**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020.

Respondent skipped this question

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Respondent skipped this question

---

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Respondent skipped this question

#18

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, January 17, 2020 8:37:28 AM  
**Last Modified:** Friday, January 17, 2020 8:53:32 AM  
**Time Spent:** 00:16:03

Page 1: Introduction

**Q1** Where do you live? **Fairfield**

**Q2** What is your age range? **25-39 years**

**Q3** Are you a business owner in Victoria? **Yes**

**Q4** What category does your business fit into? (If applicable.) **Tech, Advanced Education Research and Development**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed?

This plan is useless to my business.

**Q6** What is missing from this draft plan that your business needs to succeed?

We need more commercial office space. Residential new builds are on the rise, but where will these people work? My company needs more space so that we can expand, but I can't find more office space in the downtown core. -- Also, you should tax vacant commercial space because some landlords aren't willing to rent out vacant space because they make too much money on the retail below without any desire to rent out vacant office space above (e.g. Government Street @ Johnson).

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **No,**  
If no, please specify what is missing.:  
This is a lot of hot air.

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan.

Stop comparing us to other and focus on asking us what we need to thrive. Other cities can provide ideas, but they are just that, not benchmarks.

---

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **No**

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

political

---

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

thriving

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#19

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, January 17, 2020 9:29:52 AM  
**Last Modified:** Friday, January 17, 2020 9:57:49 AM  
**Time Spent:** 00:27:56

Page 1: Introduction

**Q1** Where do you live? Other (please specify):  
View Royal

**Q2** What is your age range? 16-24 years

**Q3** Are you a business owner in Victoria? No

**Q4** What category does your business fit into? (If applicable.) Respondent skipped this question

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? Respondent skipped this question

**Q6** What is missing from this draft plan that your business needs to succeed? Respondent skipped this question

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? Yes

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan.

I think it would be really cool to have the "big moves" section be informed by the UN's SDG's. I think this is important in terms of looking to the future and also really informs the identity or brand piece too. I think this is also important as Victoria aspires to be globally fluent, looking to the UN can really be part of this.

I think that Victoria is and could continue to lead even more on the Climate Change action front especially when developing a sustainable economy but we need to make sure we are not afraid to push for change. We need to make sure we are confident that we can be global leaders.

I think we also need to be careful in terms of Victoria's brand and story that we don't just take on what other cities have but that we are honest and really own who we are and what we want to become.

---

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Not Applicable**

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Aspiring

---

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Powerhouse

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#20

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, January 17, 2020 10:23:50 AM  
**Last Modified:** Friday, January 17, 2020 10:48:22 AM  
**Time Spent:** 00:24:32

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Page 1: Introduction

**Q1** Where do you live? Other (please specify):  
Vancouver. but I own a small business with a Victoria location

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**Q2** What is your age range? **40-59 years**

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**Q3** Are you a business owner in Victoria? **Yes**

---

**Q4** What category does your business fit into? (If applicable.) Other (please specify):  
I own a small stationery shop on Johnson Street.

---

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed?

1.4. Construction in the city causes extreme setbacks for small businesses when traffic, both pedestrian and car is being diverted.  
1.5.1. Creating a downtown that is 'livable' is important for the businesses within. A denser population living in the city centre will help support existing businesses and give the opportunity for new ones to emerge. Winter months, lacking tourists, are particularly hard because our downtown core is still not livable in many senses.

---

**Q6** What is missing from this draft plan that your business needs to succeed?

I am always concerned with new builds and remodelling of old ones. I understand that developers need to have a secure and stable retail tenant as they begin construction, most likely to secure their loans and fund their builds. But having one large retail/commercial space in a building (ie. drug store/mattress store/chain whatever store) really takes the charm and neighbourhoodness out of a neighbourhood. Perhaps there is a way the City could create incentives for developers to build small retail spaces... ie. 500-1500 square feet. so that entrepreneurs with new ideas could have the opportunity to try something out on a small scale. Smaller spaces with creative ideas bundled together not only support each other but make for a more vibrant and interesting neighbourhood. Unique businesses are usually what makes people want to live in a specific neighbourhood and if they are getting pushed away by rising commercial rents, or not welcome at all because the spaces are too big/expensive then we lose all sense of a desirable neighbourhood. Also, commercial leases need to protect tenants/small businesses more than they do. Residential tenancy is very focused on giving power and protection to renters but commercial leases give power to the owners. There needs to be more of a balance between the rights of the owners and the rights of the commercial tenants. Owning a business, running a business, providing stable employment for people in the community deserves respect and support from those with power.

---

Page 2: Big Moves



**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"?

**Yes**

---

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan.

**Respondent skipped this question**

---

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020.

**No**

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

quaint

---

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

lively

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#21

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, January 17, 2020 11:08:39 AM  
**Last Modified:** Friday, January 17, 2020 11:10:16 AM  
**Time Spent:** 00:01:36

Page 1: Introduction

**Q1** Where do you live? **Burnside**

**Q2** What is your age range? **40-59 years**

**Q3** Are you a business owner in Victoria? **Yes**

**Q4** What category does your business fit into? (If applicable.) **Small Business / Finance**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed?

Nothing

**Q6** What is missing from this draft plan that your business needs to succeed?

Everything

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **No,**  
If no, please specify what is missing.:  
Unattainable Goal

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **No**

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Disasterous

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**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Beautiful

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#22

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, January 17, 2020 11:47:58 AM  
**Last Modified:** Friday, January 17, 2020 11:56:43 AM  
**Time Spent:** 00:08:45

## Page 1: Introduction

**Q1** Where do you live? **Burnside**

**Q2** What is your age range? **60-79 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Other (please specify):  
Healthcare**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed?

Before you try to create a new economy you should try to understand the existing economy and what supports that .  
You are dealing with peoples lives and livelihoods . You need to maintain before expanding.  
Economy is built on productive motivated people. We need realistic actions. Your actions should be to help EVERYONE. You are all sending money and efforts that you believe help your legacy not your citizens .  
Please allow the working people to work and stop stealing money from businesses and people in taxes that you don't spend on the people paying them but the bike lane electric vehicle dreamers.  
Fix the roads !! Understand the world you live in now and stop your George Heston dreams

## Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **No**

## Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan.

Respondent skipped this question

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020.

No

**Q10** What is ONE WORD you'd use to describe Victoria today?

Disaster

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Successful

#23

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, January 17, 2020 11:31:47 AM  
**Last Modified:** Friday, January 17, 2020 12:01:40 PM  
**Time Spent:** 00:29:53

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Page 1: Introduction

<b>Q1</b> Where do you live?	Other (please specify): Langford
<b>Q2</b> What is your age range?	40-59 years
<b>Q3</b> Are you a business owner in Victoria?	No
<b>Q4</b> What category does your business fit into? (If applicable.)	Ocean Futures Cluster Development
<b>Q5</b> If you are a business owner, what specifically in this draft plan will help your business succeed?	Respondent skipped this question
<b>Q6</b> What is missing from this draft plan that your business needs to succeed?	Respondent skipped this question

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Page 2: Big Moves

<b>Q7</b> Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"?	Yes
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Page 3: Proposed Actions



**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan.

Item 9, redeveloping the conference centre is missing an important aspect: developing a centre for virtual collaboration and virtual meetings. As the "Fly Less" movement gains traction around the world, we are starting to see a shift toward lower-carbon solutions for conferencing and collaboration. At the same time, the available technologies to support distance collaboration/networking/conferencing are becoming viable and widely used. Beyond thinking of the Victoria Conference Centre as a physical gathering place, you need to be thinking of ways to bring people together virtually, and to enable a much greater interaction between thought leaders in Victoria and others around the world.

---

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Not Applicable**

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

adolescent

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**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

connected

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#24

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, January 17, 2020 1:55:00 PM  
**Last Modified:** Friday, January 17, 2020 2:00:35 PM  
**Time Spent:** 00:05:34

Page 1: Introduction

**Q1** Where do you live? **North Park**

**Q2** What is your age range? **60-79 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **Yes**

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan.

My comments related to all of this plan: for any of it to be accomplished, the other plans relating to housing, mental health, doctor shortage, etc. must be in place.

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Not Applicable**

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Evolving

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**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Vibrant

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#25

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, January 17, 2020 2:14:37 PM  
**Last Modified:** Friday, January 17, 2020 2:17:55 PM  
**Time Spent:** 00:03:17

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Page 1: Introduction

**Q1** Where do you live? **Fairfield**

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**Q2** What is your age range? **40-59 years**

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**Q3** Are you a business owner in Victoria? **No**

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**Q4** What category does your business fit into? (If applicable.) **Small Business / Finance**

---

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed?

n/a

---

**Q6** What is missing from this draft plan that your business needs to succeed?

n/a

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Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **Yes**

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Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan.

I don't see enough in the plan about addressing homelessness. Right now I feel that Pandora and Douglas street are an embarrassment to Victoria. The city needs to look to other major cities to figure out how they've made an actual difference in addressing homelessness

---

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **No**

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Character

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**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Character

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#26

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, January 17, 2020 4:19:00 PM  
**Last Modified:** Friday, January 17, 2020 4:19:47 PM  
**Time Spent:** 00:00:46

Page 1: Introduction

**Q1** Where do you live? **Burnside**

**Q2** What is your age range? **40-59 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **Respondent skipped this question**

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Respondent skipped this question**



**Q10** What is ONE WORD you'd use to describe Victoria today?

Respondent skipped this question

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Respondent skipped this question

#27

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, January 17, 2020 4:44:36 PM  
**Last Modified:** Friday, January 17, 2020 4:47:43 PM  
**Time Spent:** 00:03:07

Page 1: Introduction

**Q1** Where do you live? **Hillside/Quadra**

**Q2** What is your age range? **25-39 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **No,**  
If no, please specify what is missing.:  
Realistic approaches for the lower and middle classes

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Respondent skipped this question**

**Q10** What is ONE WORD you'd use to describe Victoria today?

Misguided

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**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Affordable

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#28

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, January 17, 2020 9:26:11 PM  
**Last Modified:** Friday, January 17, 2020 9:27:03 PM  
**Time Spent:** 00:00:51

Page 1: Introduction

**Q1** Where do you live? Other (please specify):  
Greater Victoria

**Q2** What is your age range? 60-79 years

**Q3** Are you a business owner in Victoria? No

**Q4** What category does your business fit into? (If applicable.) Respondent skipped this question

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? Respondent skipped this question

**Q6** What is missing from this draft plan that your business needs to succeed? Respondent skipped this question

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? Respondent skipped this question

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. Respondent skipped this question

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020.

Respondent skipped this question

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Respondent skipped this question

---

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Respondent skipped this question

#29

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, January 17, 2020 8:37:18 PM  
**Last Modified:** Friday, January 17, 2020 11:24:25 PM  
**Time Spent:** 02:47:06

Page 1: Introduction

- Q1** Where do you live? **North Park**
- Q2** What is your age range? **60-79 years**
- Q3** Are you a business owner in Victoria? **Yes**
- Q4** What category does your business fit into? (If applicable.) **Neighbourhood Business / Social Enterprise**
- Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**
- Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

- Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **Respondent skipped this question**

Page 3: Proposed Actions

- Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**
- Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Respondent skipped this question**



**Q10** What is ONE WORD you'd use to describe Victoria today?

Respondent skipped this question

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Respondent skipped this question

#30

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Saturday, January 18, 2020 6:50:39 AM  
**Last Modified:** Saturday, January 18, 2020 7:12:19 AM  
**Time Spent:** 00:21:40

Page 1: Introduction

**Q1** Where do you live? Other (please specify):  
Oak Bay

**Q2** What is your age range? **60-79 years**

**Q3** Are you a business owner in Victoria? **Yes**

**Q4** What category does your business fit into? (If applicable.) Other (please specify):  
Real Estate and Property Management

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed?

Nothing

**Q6** What is missing from this draft plan that your business needs to succeed?

Not for my specific business but that of our Retail Tenants who have immediate needs for dealing with social problems of mentally challenged drug compromised people disrupting the core and making it perceptual unsafe for merchants and customers alike, lack of policing, lack of parking, poor Street maintenance on and on.

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **Yes**

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan.

Concentration by the City on Big Moves is taking precious time away from the Council who should spend the majority of their time dealing with current issues, failing infrastructure, repairs and maintenance of roads, parking, policing etc. Blue skying and futuristic planning and social engineering only a minor part of the function of Council.

---

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **No**

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Conundrum

---

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Habitable

---

#31

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Saturday, January 18, 2020 2:26:12 PM  
**Last Modified:** Saturday, January 18, 2020 2:28:52 PM  
**Time Spent:** 00:02:40

Page 1: Introduction

**Q1** Where do you live? **Harris Green**

**Q2** What is your age range? **25-39 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **No**

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Not Applicable**

**Q10** What is ONE WORD you'd use to describe Victoria today?

Regressive

---

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Prosperous

---

#32

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Sunday, January 19, 2020 10:51:49 AM  
**Last Modified:** Sunday, January 19, 2020 10:53:15 AM  
**Time Spent:** 00:01:26

Page 1: Introduction

**Q1** Where do you live? **Downtown**

**Q2** What is your age range? **80+ years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Other (please specify): health services**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **Respondent skipped this question**

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**



**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020.

Respondent skipped this question

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Respondent skipped this question

---

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Respondent skipped this question

#33

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Sunday, January 19, 2020 2:01:16 PM  
**Last Modified:** Sunday, January 19, 2020 2:26:32 PM  
**Time Spent:** 00:25:16

Page 1: Introduction

**Q1** Where do you live? **Oaklands**

**Q2** What is your age range? **60-79 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Other (please specify):  
N/A**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **Yes**

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Not Applicable**

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Shabby, Barcelona sparkles.

---

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Safe & clean.

---

#34

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Sunday, January 19, 2020 4:28:42 PM  
**Last Modified:** Sunday, January 19, 2020 4:47:20 PM  
**Time Spent:** 00:18:37

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Page 1: Introduction

**Q1** Where do you live? **Hillside/Quadra**

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**Q2** What is your age range? **40-59 years**

---

**Q3** Are you a business owner in Victoria? **Yes**

---

**Q4** What category does your business fit into? (If applicable.) **Small Business / Finance**

---

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed?

Create new ideas for better thought out built development

---

**Q6** What is missing from this draft plan that your business needs to succeed?

The value of the heritage identity of Victoria and the inclusion of aesthetic criteria in Bylaws rules and regulations to safeguard and maintain the aesthetic heritage of our city

---

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"?

**No,**  
If no, please specify what is missing.:  
How will you make Victoria affordable enough to be sustainable?

---

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan.

Add some regulations to real estate prices. Create REAL affordable housing units. How do you intend to attract youth and innovation when the city is unaffordable?

Why spend money on a second conference space? There are other priorities I think. Build an affordable public housing unit instead. People are suffering here, have difficulty make ends meet. Your plans are all very nice and dandy yet it means nothing if people can't live in dignity here.

---

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Yes**

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Destroyed

---

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Flourishing

---

#35

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Sunday, January 19, 2020 5:43:54 PM  
**Last Modified:** Sunday, January 19, 2020 5:55:21 PM  
**Time Spent:** 00:11:26

Page 1: Introduction

**Q1** Where do you live? **James Bay**

**Q2** What is your age range? **40-59 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **No,**  
If no, please specify what is missing.:  
There must be something that is a bigger priority to lead to jobs than the conference center initiative.

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**



**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Not Applicable**

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Deteriorating

---

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Unique

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#36

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, January 20, 2020 2:49:30 AM  
**Last Modified:** Monday, January 20, 2020 3:20:19 AM  
**Time Spent:** 00:30:48

Page 1: Introduction

**Q1** Where do you live? **Fairfield**

**Q2** What is your age range? **40-59 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **No,**  
If no, please specify what is missing.:  
Not within the city's mandate.

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan.

All levels of government need to step a side and allow businesses to develop organically without governments picking and choosing future winners.

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Not Applicable**

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Plain.

---

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Home

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#37

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, January 20, 2020 9:35:16 AM  
**Last Modified:** Monday, January 20, 2020 9:47:04 AM  
**Time Spent:** 00:11:48

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Page 1: Introduction

**Q1** Where do you live? **Downtown**

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**Q2** What is your age range? **40-59 years**

---

**Q3** Are you a business owner in Victoria? **Yes**

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**Q4** What category does your business fit into? (If applicable.) **Tech, Advanced Education Research and Development**

---

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed?

What would help me to succeed is cleaning up the streets and enforcing the rule of law so that my employees can come to work without fear of being harassed or threatened.

---

**Q6** What is missing from this draft plan that your business needs to succeed?

Ocean and marine sciences represent an extremely small portion of the local tech industry. Trying to build an ecosystem around those two areas is bound to fail much like it did 6 years ago when the previous Mayor tried to establish a green tech cluster.

---

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"?

**No,**

If no, please specify what is missing.:

There is nothing in the "big moves" which is not already being done by groups in Victoria. The affordability issue is not due to the lack of tech or other companies in Victoria, the issue is that the companies that we have are small and they don't pay well. If you want to change the equation you need to attract larger firms and head offices.

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Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan.

Stay in your lane.

---

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **No**

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Cesspool

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**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Improved

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#38

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, January 20, 2020 11:19:15 AM  
**Last Modified:** Monday, January 20, 2020 11:19:48 AM  
**Time Spent:** 00:00:32

Page 1: Introduction

**Q1** Where do you live? **Rockland**

**Q2** What is your age range? **16-24 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **Respondent skipped this question**

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Respondent skipped this question**



**Q10** What is ONE WORD you'd use to describe Victoria today?

Respondent skipped this question

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Respondent skipped this question

#39

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, January 20, 2020 11:36:45 AM  
**Last Modified:** Monday, January 20, 2020 11:48:24 AM  
**Time Spent:** 00:11:38

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Page 1: Introduction

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**Q1** Where do you live? **James Bay**

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**Q2** What is your age range? **80+ years**

---

**Q3** Are you a business owner in Victoria? **No**

---

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

---

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

---

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

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Page 2: Big Moves

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**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"?

**No,**  
If no, please specify what is missing.:  
The City cannot accomplish most of these big moves under the current governance arrangement. It should be a priority of our City Council to lead in advocating the amalgamation of Greater Victoria's several independent municipalities.

---

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan.

In approaching the crucial and growing problem of transportation within the Greater Victoria area, the widely accepted concept of "hierarchy of users" should be applied to the development of our transportation infrastructure. While some progress has already been made in this regard, its most fundamental element has been largely ignored: the highest priority should be accorded to pedestrians (not cyclists or drivers, which must follow pedestrians in successive priority).

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**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Not Applicable**

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

developing

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**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

advanced

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#40

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, January 20, 2020 2:22:49 PM  
**Last Modified:** Monday, January 20, 2020 2:23:33 PM  
**Time Spent:** 00:00:43

Page 1: Introduction

**Q1** Where do you live? **Downtown**

**Q2** What is your age range? **40-59 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **Yes**

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Respondent skipped this question**

**Q10** What is ONE WORD you'd use to describe Victoria today?

Respondent skipped this question

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Respondent skipped this question

#41

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, January 20, 2020 3:34:29 PM  
**Last Modified:** Monday, January 20, 2020 3:35:18 PM  
**Time Spent:** 00:00:49

Page 1: Introduction

**Q1** Where do you live? **James Bay**

**Q2** What is your age range? **60-79 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **Yes**

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Respondent skipped this question**



**Q10** What is ONE WORD you'd use to describe Victoria today?

Respondent skipped this question

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Respondent skipped this question

#42

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, January 20, 2020 3:34:52 PM  
**Last Modified:** Monday, January 20, 2020 3:39:28 PM  
**Time Spent:** 00:04:36

Page 1: Introduction

**Q1** Where do you live? **Burnside**

**Q2** What is your age range? **60-79 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed?

investment money

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **No,**  
If no, please specify what is missing.:  
investment money and lowere taxes

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Not Applicable**

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

over taxed, over governed and too many taxpayer subsidized lunches for the vested interest politicians and their apparatchiks.

---

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

open

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#43

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, January 20, 2020 8:32:32 PM  
**Last Modified:** Monday, January 20, 2020 8:35:23 PM  
**Time Spent:** 00:02:51

Page 1: Introduction

**Q1** Where do you live? **James Bay**

**Q2** What is your age range? **60-79 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **Yes**

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Respondent skipped this question**

**Q10** What is ONE WORD you'd use to describe Victoria today?

Respondent skipped this question

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Respondent skipped this question

#44

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Tuesday, January 21, 2020 9:04:46 AM  
**Last Modified:** Tuesday, January 21, 2020 9:07:33 AM  
**Time Spent:** 00:02:47

Page 1: Introduction

**Q1** Where do you live? **Hillside/Quadra**

**Q2** What is your age range? **25-39 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **No,**  
If no, please specify what is missing.:  
Do we really need an innovation district like all other cities.  
Shouldn't we focus on what makes Victoria great...weather, nature, people!

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**



**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Respondent skipped this question**

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Cozy

---

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Cozy

---

#45

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Tuesday, January 21, 2020 9:23:57 AM  
**Last Modified:** Tuesday, January 21, 2020 9:25:53 AM  
**Time Spent:** 00:01:56

Page 1: Introduction

**Q1** Where do you live? Other (please specify):  
Fernwood

**Q2** What is your age range? **25-39 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed?

Love the focus on Indigenous business. More can be done to support the Indigenous economy and this is a great focus on the Plan.

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **No,**  
If no, please specify what is missing.:  
I think they are, but I do think a BIG move could be embracing the Indigenous economy. That would do wonders for the local Indigenous groups on Vancouver Island.

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020.

Respondent skipped this question

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Respondent skipped this question

---

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Respondent skipped this question

#46

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Tuesday, January 21, 2020 10:08:50 AM  
**Last Modified:** Tuesday, January 21, 2020 10:09:42 AM  
**Time Spent:** 00:00:51

Page 1: Introduction

**Q1** Where do you live? **James Bay**

**Q2** What is your age range? **80+ years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **No**

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Respondent skipped this question**

**Q10** What is ONE WORD you'd use to describe Victoria today?

Respondent skipped this question

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Respondent skipped this question

#47

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Tuesday, January 21, 2020 12:29:07 PM  
**Last Modified:** Tuesday, January 21, 2020 12:31:20 PM  
**Time Spent:** 00:02:12

Page 1: Introduction

**Q1** Where do you live? **Downtown**

**Q2** What is your age range? **40-59 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed?

I don't see the City maximizing the contribution of artists in this plan. I think this is a huge oversight. Arts and artists are a major contributor to the economy.

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **No,**  
If no, please specify what is missing.:  
More of a focus on arts and culture and alternative health practices

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan.

Arts and Culture  
Alternative Health and Fitness  
Ecotourism



**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Not Applicable**

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

quiet

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**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

vibrant

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#48

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Tuesday, January 21, 2020 2:52:02 PM  
**Last Modified:** Tuesday, January 21, 2020 2:57:27 PM  
**Time Spent:** 00:05:25

Page 1: Introduction

**Q1** Where do you live? **James Bay**

**Q2** What is your age range? **60-79 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **No,**  
If no, please specify what is missing.:  
The "big moves" are all good but what is the plan for more sustainably/higher value tourism?

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Respondent skipped this question**

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Home (and all that means - Victoria is first and foremost a place where people not only work or do business but a place where they live).

---

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Home (a place people can afford to put down roots and contribute to the community in many ways). The goal of 3.0 shouldn't be to create a place for people to may a quick profit and then cut and run.

---

#49

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Tuesday, January 21, 2020 6:26:33 PM  
**Last Modified:** Tuesday, January 21, 2020 6:46:52 PM  
**Time Spent:** 00:20:19

Page 1: Introduction

**Q1** Where do you live? Other (please specify):  
Oak Bay

**Q2** What is your age range? **40-59 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **No,**  
If no, please specify what is missing.:  
How were these big moves identified? Where is tourism, for example? I would like to know if/ and what deliberate process was used to identify these areas.

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan.

I am really disappointed with this questionnaire as it does not appropriately allow for thorough feedback. In addition, there is an assumption that only business owners matter in their feedback. Yet, this is a small community in which all individuals have an impact and need to be on board (e.g., I will likely start-up a business very soon). Finally, you are developing a plan for the future but have not taken in consideration the importance of foresight and using a foresight driven approach/methodology. Thus, this strategy document has huge holes. Integrating strategic foresight as provided by experts is critical.

---

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **No**

---

**Q10** What is ONE WORD you'd use to describe Victoria today? **Respondent skipped this question**

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**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today? **Respondent skipped this question**

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#50

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, January 17, 2020 1:51:42 PM  
**Last Modified:** Wednesday, January 22, 2020 10:59:17 AM  
**Time Spent:** Over a day

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Page 1: Introduction

**Q1** Where do you live? **North Park**

---

**Q2** What is your age range? **25-39 years**

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**Q3** Are you a business owner in Victoria? **No**

---

**Q4** What category does your business fit into? (If applicable.) **Neighbourhood Business / Social Enterprise**

---

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

---

**Q6** What is missing from this draft plan that your business needs to succeed?

Integration into the social goals of the city. Economy is an expression of society, and cannot be isolated from other social needs and desires for who we are as a city.

---

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"?

**Yes,**

If no, please specify what is missing.:

I think it is missing some of the bigger picture principles of an economic ecosystem that works for all. "Higher value" seems full of assumptions and needs a bit more critical analysis. I think the big moves are fine, but doesn't address the increasing human needs we are seeing. Tech is fine, but as we are seeing globally it needs more oversight. I think what is missing is a corresponding social investment framework.

---

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan.

Tech is one of the major contributors to social isolation that is becoming a major health crisis. There needs to be some kind of human investment element to encourage pro-social habits in our city as a feature of a healthy and high value economy. There needs to be planning involved in pursuing the social goals of place in collaboration with the economic goals.

---

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Not Applicable**

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Colonial

---

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

kind

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#51

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Wednesday, January 22, 2020 11:20:38 AM  
**Last Modified:** Wednesday, January 22, 2020 11:26:39 AM  
**Time Spent:** 00:06:00

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Page 1: Introduction

**Q1** Where do you live? **Victoria West**

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**Q2** What is your age range? **25-39 years**

---

**Q3** Are you a business owner in Victoria? **Yes**

---

**Q4** What category does your business fit into? (If applicable.) **Small Business / Finance**

---

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed?

Nothing specifically.

---

**Q6** What is missing from this draft plan that your business needs to succeed?

I would like to see better access for partnership building between small business and non-profits. Our non-profits are at max capacity in terms of new projects to take on that can receive grant funding. I'd like to be able to partner so that I can build a social purpose component to my business, but no non-profits have the ability to take on new grant applications.

---

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **Yes**

---

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan.

Rebranding Victoria is a great idea. We need to move past the clichéd ideas. We're not a retirement city anymore.

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **No**

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Changing

---

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Exciting

---

#52

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Wednesday, January 22, 2020 7:17:21 AM  
**Last Modified:** Wednesday, January 22, 2020 10:15:58 PM  
**Time Spent:** 14:58:37

## Page 1: Introduction

**Q1** Where do you live? **North and South Jubilee**

**Q2** What is your age range? **25-39 years**

**Q3** Are you a business owner in Victoria? **Yes**

**Q4** What category does your business fit into? (If applicable.) **Other (please specify):  
Construction**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed?

A commitment to create an environment for innovation with a global perspective

**Q6** What is missing from this draft plan that your business needs to succeed?

Initiatives to attract and develop the skills, knowledge, and tools to meet global opportunities in the construction industry. Buildings account for +/-39% of global GHG, the global building stock needs to double by 2060 to meet demand, and GHG emissions need to move into negative territory over the same time frame. Through initiatives such as changes to zoning policy Victoria could create a construction industry hub for the innovations needed globally to achieve this challenge

## Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"?

**No,**  
If no, please specify what is missing.:  
These are all excellent Big Moves, but Victoria could also develop landuse zoning incentives for the solutions the construction industry needs in order to meet the demands that will be placed on it over the next 40 years

## Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan.

Big Move #5 is excellent, as Victoria gains knowledge of how comparable cities are moving into the future, identifying and developing Victoria's unique potential may help set our city apart on the global stage.

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**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Not Applicable**

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**Q10** What is ONE WORD you'd use to describe Victoria today?

Potential

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**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Solutions

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#53

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, January 23, 2020 7:54:06 AM  
**Last Modified:** Thursday, January 23, 2020 7:57:46 AM  
**Time Spent:** 00:03:40

Page 1: Introduction

**Q1** Where do you live? Other (please specify):  
Esquimult

**Q2** What is your age range? 40-59 years

**Q3** Are you a business owner in Victoria? No

**Q4** What category does your business fit into? (If applicable.) Respondent skipped this question

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? Respondent skipped this question

**Q6** What is missing from this draft plan that your business needs to succeed? Respondent skipped this question

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? Respondent skipped this question

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. Respondent skipped this question

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Not Applicable**

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Unaccessable

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**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Nostalgic

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#54

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, January 23, 2020 10:36:46 AM  
**Last Modified:** Thursday, January 23, 2020 10:38:11 AM  
**Time Spent:** 00:01:25

Page 1: Introduction

**Q1** Where do you live? **Hillside/Quadra**

**Q2** What is your age range? **40-59 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **No**

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Respondent skipped this question**



**Q10** What is ONE WORD you'd use to describe Victoria today?

Respondent skipped this question

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Respondent skipped this question

#55

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, January 23, 2020 8:06:46 PM  
**Last Modified:** Thursday, January 23, 2020 8:08:07 PM  
**Time Spent:** 00:01:20

Page 1: Introduction

**Q1** Where do you live? **James Bay**

**Q2** What is your age range? **60-79 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **Respondent skipped this question**

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Respondent skipped this question**

**Q10** What is ONE WORD you'd use to describe Victoria today?

Respondent skipped this question

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Respondent skipped this question

#56

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, January 24, 2020 1:49:21 AM  
**Last Modified:** Friday, January 24, 2020 1:51:32 AM  
**Time Spent:** 00:02:10

Page 1: Introduction

**Q1** Where do you live? **Fairfield**

**Q2** What is your age range? **40-59 years**

**Q3** Are you a business owner in Victoria? **Yes**

**Q4** What category does your business fit into? (If applicable.) **Small Business / Finance**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **No**

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Not Applicable**

**Q10** What is ONE WORD you'd use to describe Victoria today?

MESSY

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**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

GREEN

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#57

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, January 24, 2020 9:40:58 AM  
**Last Modified:** Friday, January 24, 2020 9:42:39 AM  
**Time Spent:** 00:01:40

Page 1: Introduction

**Q1** Where do you live? **Downtown**

**Q2** What is your age range? **25-39 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **Yes**

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Not Applicable**

**Q10** What is ONE WORD you'd use to describe Victoria today?

Epic

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**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Growth

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#58

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, January 24, 2020 11:50:24 PM  
**Last Modified:** Friday, January 24, 2020 11:52:01 PM  
**Time Spent:** 00:01:36

Page 1: Introduction

**Q1** Where do you live? Other (please specify):  
McKenzie/Shelbourne

**Q2** What is your age range? 25-39 years

**Q3** Are you a business owner in Victoria? No

**Q4** What category does your business fit into? (If applicable.) Respondent skipped this question

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? Respondent skipped this question

**Q6** What is missing from this draft plan that your business needs to succeed? Respondent skipped this question

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? Respondent skipped this question

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. Respondent skipped this question

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020.

Respondent skipped this question

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**Q10** What is ONE WORD you'd use to describe Victoria today?

Respondent skipped this question

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**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Respondent skipped this question

#59

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Saturday, January 25, 2020 11:07:40 PM  
**Last Modified:** Saturday, January 25, 2020 11:16:27 PM  
**Time Spent:** 00:08:46

Page 1: Introduction

**Q1** Where do you live? **Oaklands**

**Q2** What is your age range? **25-39 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **No,**  
If no, please specify what is missing.:  
You want it to become SAN Francisco and that place is a disaster

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan.

You need to focus on municipal government: fixing the pot holes, cutting the grass, providing recreational activities in community centres, having a decent well funded police force, stop this useless polic shit which wastes our tax payers dollars. This kind of "planning" does no one any good.

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Respondent skipped this question**

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Governed by hubris. HUBRIS

---

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

RECOVERING from Helps shit policies and unintended consequences brought in 20 years before.

---

#60

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Sunday, January 26, 2020 10:37:05 PM  
**Last Modified:** Sunday, January 26, 2020 10:43:25 PM  
**Time Spent:** 00:06:20

Page 1: Introduction

**Q1** Where do you live? Other (please specify):  
Fernwood

**Q2** What is your age range? **60-79 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed?

Help make this city even more attractive to professionals and their families, and tourists as well

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **Yes**

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan.

I would like to see the harbour and downtown waterfront developed as more of a public asset: Ship's point etc...remove public parking (why is a parking lot on some of the most precious waterfront?) and replace with public gathering spaces (performance venues, markets, places to sit and mix) and promenades (walking, cycling, etc)...  
Make the whole waterfront Instagram worthy and famous.

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Not Applicable**

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

booming

---

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

liveable

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#61

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, January 27, 2020 12:13:08 PM  
**Last Modified:** Monday, January 27, 2020 12:13:49 PM  
**Time Spent:** 00:00:40

Page 1: Introduction

- Q1** Where do you live? Other (please specify):  
Saanich
- Q2** What is your age range? 40-59 years
- Q3** Are you a business owner in Victoria? No
- Q4** What category does your business fit into? (If applicable.) Tech, Advanced Education Research and Development
- Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? Respondent skipped this question
- Q6** What is missing from this draft plan that your business needs to succeed? Respondent skipped this question

Page 2: Big Moves

- Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? Respondent skipped this question

Page 3: Proposed Actions

- Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. Respondent skipped this question



**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020.

Respondent skipped this question

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Respondent skipped this question

---

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Respondent skipped this question

#62

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, January 27, 2020 12:34:50 PM  
**Last Modified:** Monday, January 27, 2020 12:36:07 PM  
**Time Spent:** 00:01:16

Page 1: Introduction

- |  |  |
|--|--|
| <b>Q1</b> Where do you live?   | Other (please specify):<br>Oak bay                       |
| <b>Q2</b> What is your age range?  | <b>60-79 years</b>                                       |
| <b>Q3</b> Are you a business owner in Victoria?  | <b>No</b>  |
| <b>Q4</b> What category does your business fit into? (If applicable.)  | Other (please specify):<br>Angel investor , board member |
| <b>Q5</b> If you are a business owner, what specifically in this draft plan will help your business succeed? | <b>Respondent skipped this question</b>                  |
| <b>Q6</b> What is missing from this draft plan that your business needs to succeed?                          | <b>Respondent skipped this question</b>                  |

Page 2: Big Moves

- |  |   |
|--|---|
| <b>Q7</b> Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? | <b>Respondent skipped this question</b> |
|--|---|

Page 3: Proposed Actions

- |   |   |
|---|---|
| <b>Q8</b> Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. | <b>Respondent skipped this question</b> |
|---|---|

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020.

Respondent skipped this question

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Respondent skipped this question

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**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Respondent skipped this question

#63

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, January 27, 2020 2:45:39 PM  
**Last Modified:** Monday, January 27, 2020 2:46:32 PM  
**Time Spent:** 00:00:53

Page 1: Introduction

**Q1** Where do you live? **Fairfield**

**Q2** What is your age range? **60-79 years**

**Q3** Are you a business owner in Victoria? **Yes**

**Q4** What category does your business fit into? (If applicable.) **Small Business / Finance**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **Respondent skipped this question**

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Respondent skipped this question**

**Q10** What is ONE WORD you'd use to describe Victoria today?

Respondent skipped this question

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Respondent skipped this question

#64

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Tuesday, January 28, 2020 10:21:31 AM  
**Last Modified:** Tuesday, January 28, 2020 10:32:00 AM  
**Time Spent:** 00:10:29

Page 1: Introduction

**Q1** Where do you live? **Burnside**

**Q2** What is your age range? **25-39 years**

**Q3** Are you a business owner in Victoria? **Yes**

**Q4** What category does your business fit into? (If applicable.) **Small Business / Finance**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed?

I'm unsure, it doesn't seem to outline what will be done for small, established businesses in the core. Very vague and wordy. What specifically is being done?

**Q6** What is missing from this draft plan that your business needs to succeed?

I think the biggest concern for small businesses currently is the lack of police response. How will the city work with the province to improve mental health services in our city? Secondly, the perception of downtown isn't very good. How will we make Victoria more accessible and inviting?

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **No**

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan.

We don't want to be "other, European cities" we want to be Victoria.

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **No**

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Depressing

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**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Beautiful

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#65

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Tuesday, January 28, 2020 10:22:51 AM  
**Last Modified:** Tuesday, January 28, 2020 10:33:43 AM  
**Time Spent:** 00:10:51

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Page 1: Introduction

**Q1** Where do you live? **Hillside/Quadra**

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**Q2** What is your age range? **40-59 years**

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**Q3** Are you a business owner in Victoria? **Yes**

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**Q4** What category does your business fit into? (If applicable.) **Small Business / Finance**

---

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

---

**Q6** What is missing from this draft plan that your business needs to succeed?

The main problem as I see it are the prohibitively high rents in Victoria. There are for lease signs everywhere and small businesses get one chance to make their ideas work. Greedy landlords will wait until a sucker signs a lease and goes bankrupt in short order. When small businesses abandon a city like what is happening in Victoria it loses its soul and becomes just like any other city in north America where the big box corporations are the only ones who can afford the exorbitant rents. A lot of landlords pass on the whole property tax onto their tenants in the form of operating costs. It's a vicious circle where the city gets more taxes from higher valuations but it comes from the small business owners rather than the landlords themselves. To create a vibrant city of Victoria, the city should encourage small business by making landlords pay their own property taxes, capping what they can pass on or subsidizing small businesses in some way to help offset these costs. High rent is what stymies small business investment the most, get them down and small business investment will flourish.

---

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **Yes**

---

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan.

**Respondent skipped this question**

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020.

**Not Applicable**

**Q10** What is ONE WORD you'd use to describe Victoria today?

OKAY

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

UNKNOWN

#66

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Tuesday, January 28, 2020 11:23:03 AM  
**Last Modified:** Tuesday, January 28, 2020 11:23:49 AM  
**Time Spent:** 00:00:46

Page 1: Introduction

**Q1** Where do you live? **Oaklands**

**Q2** What is your age range? **40-59 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **Respondent skipped this question**

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Respondent skipped this question**

**Q10** What is ONE WORD you'd use to describe Victoria today?

Respondent skipped this question

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Respondent skipped this question

#67

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Tuesday, January 28, 2020 11:22:57 AM  
**Last Modified:** Tuesday, January 28, 2020 11:32:20 AM  
**Time Spent:** 00:09:23

Page 1: Introduction

**Q1** Where do you live? Other (please specify):  
Saanich

**Q2** What is your age range? 60-79 years

**Q3** Are you a business owner in Victoria? Yes

**Q4** What category does your business fit into? (If applicable.) Ocean Futures Cluster Development

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed?

Set out a clear and forward looking strategy to support small business and establish a "Business Support Committee to provide input and feedback to Council  
Ensure that the DVBA focuses more on developing growth strategies for small business and less on event planning.  
Increased taxation and not enough support for policing.  
Work more closely with the DVBA, Chamber, Transportation and Tourism industries to develop an action plan in support of those operating within City limits. Keep patronage to a minimum.  
Left!

**Q6** What is missing from this draft plan that your business needs to succeed? Respondent skipped this question

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? Yes

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan.

Research... it's been done already... find out who, when, where and why!

---

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Yes**

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Growing

---

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Growing

---

#68

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Tuesday, January 28, 2020 6:59:34 PM  
**Last Modified:** Tuesday, January 28, 2020 7:02:52 PM  
**Time Spent:** 00:03:18

Page 1: Introduction

**Q1** Where do you live?

Other (please specify):  
View Royal

**Q2** What is your age range?

**40-59 years**

**Q3** Are you a business owner in Victoria?

**No**

**Q4** What category does your business fit into? (If applicable.)

Other (please specify):  
Possibly ocean Futures we are a transportation company

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed?

N/a

**Q6** What is missing from this draft plan that your business needs to succeed?

I believe that this is a good plan but I also believe that we need to have a Transportation Cluster.

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"?

**Yes**

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan.

**Respondent skipped this question**



**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Yes**

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Crossroads

---

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Sustainable

---

#69

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Tuesday, January 28, 2020 11:04:51 PM  
**Last Modified:** Tuesday, January 28, 2020 11:05:17 PM  
**Time Spent:** 00:00:26

Page 1: Introduction

**Q1** Where do you live? **James Bay**

**Q2** What is your age range? **60-79 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **Respondent skipped this question**

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Respondent skipped this question**

**Q10** What is ONE WORD you'd use to describe Victoria today?

Respondent skipped this question

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Respondent skipped this question

#70

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Wednesday, January 29, 2020 4:26:45 AM  
**Last Modified:** Wednesday, January 29, 2020 4:29:14 AM  
**Time Spent:** 00:02:29

Page 1: Introduction

**Q1** Where do you live? Other (please specify):  
SUDAN

**Q2** What is your age range? 25-39 years

**Q3** Are you a business owner in Victoria? No

**Q4** What category does your business fit into? (If applicable.) Small Business / Finance

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? Respondent skipped this question

**Q6** What is missing from this draft plan that your business needs to succeed? Respondent skipped this question

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? Yes

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. Respondent skipped this question

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020.

Respondent skipped this question

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Respondent skipped this question

---

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Respondent skipped this question

#71

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, January 30, 2020 8:28:10 AM  
**Last Modified:** Thursday, January 30, 2020 8:35:34 AM  
**Time Spent:** 00:07:24

Page 1: Introduction

**Q1** Where do you live? **North and South Jubilee**

**Q2** What is your age range? **40-59 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Other (please specify):  
hotel**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed?

I don't own the business

**Q6** What is missing from this draft plan that your business needs to succeed?

I don't own the business

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **Yes**

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan.

For this action: Redevelop the Victoria Conference Centre (2020-2031) we currently are losing many rotational conferences as we are too small for these growing associations. This business is year round unlike our leisure business which is already at capacity in the summer months.

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Yes**

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Sustainable

---

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Sustainable?

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#72

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, January 30, 2020 11:43:17 AM  
**Last Modified:** Thursday, January 30, 2020 11:56:20 AM  
**Time Spent:** 00:13:03

Page 1: Introduction

**Q1** Where do you live? **Downtown**

**Q2** What is your age range? **40-59 years**

**Q3** Are you a business owner in Victoria? **Yes**

**Q4** What category does your business fit into? (If applicable.) **Neighbourhood Business / Social Enterprise**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed?

Under Support for Small Business section:

section 1.4

section 1.5

section 1.7

section 1.8

section 4.3

section 4.4

**Q6** What is missing from this draft plan that your business needs to succeed?

Rebalancing the needs and impacts between people on the street and the businesses in the downtown core. Downtown needs to be safe and welcoming for everyone. When staff and customers no longer feel safe, this impacts hundreds or potentially thousands of people, yet the focus is on the several dozens of individuals creating the most of the negative impact. We need honest conversations about the fact that certain behaviours should be unacceptable, explaining why they occur does not mitigate the significant negative impact the behaviours have.

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **Yes**

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan.

**Respondent skipped this question**

---

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020.

**Not Applicable**

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Vibrant

---

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

self-sufficient

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#73

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, January 30, 2020 1:16:55 PM  
**Last Modified:** Thursday, January 30, 2020 1:17:26 PM  
**Time Spent:** 00:00:30

Page 1: Introduction

**Q1** Where do you live? **James Bay**

**Q2** What is your age range? **25-39 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Indigenous and Newcomer Business**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **Respondent skipped this question**

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Respondent skipped this question**

**Q10** What is ONE WORD you'd use to describe Victoria today?

Respondent skipped this question

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Respondent skipped this question

#74

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, January 30, 2020 3:21:45 PM  
**Last Modified:** Thursday, January 30, 2020 3:22:45 PM  
**Time Spent:** 00:00:59

Page 1: Introduction

**Q1** Where do you live? **Downtown**

**Q2** What is your age range? **25-39 years**

**Q3** Are you a business owner in Victoria? **No**

**Q4** What category does your business fit into? (If applicable.) **Other (please specify):  
Not-for-profit.**

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **Yes**

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan. **Respondent skipped this question**

**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020.

Respondent skipped this question

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

Respondent skipped this question

---

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

Respondent skipped this question

#75

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, January 30, 2020 3:56:10 PM  
**Last Modified:** Thursday, January 30, 2020 4:02:21 PM  
**Time Spent:** 00:06:10

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Page 1: Introduction

**Q1** Where do you live? **Fairfield**

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**Q2** What is your age range? **60-79 years**

---

**Q3** Are you a business owner in Victoria? **No**

---

**Q4** What category does your business fit into? (If applicable.) **Respondent skipped this question**

---

**Q5** If you are a business owner, what specifically in this draft plan will help your business succeed? **Respondent skipped this question**

---

**Q6** What is missing from this draft plan that your business needs to succeed? **Respondent skipped this question**

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Page 2: Big Moves

**Q7** Sections 5 to 10 of the draft plan identify the "Big Moves" that will help to grow high-value, household-sustaining jobs in Victoria. Are these the right "Big Moves"? **Yes**

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---

Page 3: Proposed Actions

**Q8** Please share any suggestions you may have about the proposed Actions under "Big Moves" in Sections 5 to 10 of the draft plan.

Actually maintain roadways, sidewalks and parks so that Victoria remains a desirable tourist destination. City is presently declining through municipal neglect.

---



**Q9** Would you like your business to be noted as a "Lead" or a "Support" to any of the proposed Actions in the draft plan? If yes, please email specifics to [engage@victoria.ca](mailto:engage@victoria.ca) with "Draft Economic Action Plan" in the subject line by January 30, 2020. **Not Applicable**

---

**Q10** What is ONE WORD you'd use to describe Victoria today?

deteriorating

---

**Q11** What is ONE WORD you'd like to be able to use to describe Victoria 20 years from today?

progressive

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## Rob Gordon

---

**From:** Personal info  
**Sent:** January 30, 2020 1:30 PM  
**To:** Engagement  
**Subject:** Economic Action Plan

Hello,

Thank you for the opportunity to comment on the document. I'd like to suggest someone makes sure that the word clouds are analyzed and edited before sending out. For example, page 1 shows a word cloud that states " Our residents and business owners say victoria in 2020 is...", and some of the answers in the word cloud include "shrimp; self-absorbed; schizophrenic; and mantis". Some of those comments are very important - ie, we should absolutely make sure that if residents are listing homelessness and mental health issues as an integral part of Victoria, they one hundred percent need to be addressed in the plan - just not sure they should be on page 1 of an official City document. Similarly, page 43 has a word cloud where some of the answers to "Our residents and business owners say Victoria in 2041 will be" include "Singapore; sea-level; and tight".

Thanks very much for your time.

## Rob Gordon

---

**From:** Sonterra Ross <Sonterra.Ross@seaspan.com>  
**Sent:** January 28, 2020 12:45 PM  
**To:** Engagement  
**Subject:** Economic Action Plan

Hello,

Thank you for the opportunity to provide feedback on the most recent Victoria 3.0.

I primarily focused on the goal of 8. Create an Ocean Futures Cluster and have questions/comments on the section. Overall I strongly support the initiative and have a few clarifying questions and comments about how all the city's documents/approaches link together.

### Questions/Comments:

1. Nationally seafarers and mariners is a declining trade in Canada that needs support in promoting. Many organizations including Canadian Coast Guard, Seaspan and other large marine businesses are having trouble crewing vessels to meet demands. Camosun College, Western Maritime Institute and other institutions on the island provide this training and so do organizations directly. The future outlook of crewing needs is critical to protect our coastal waters. What is the vision of the Ocean Futures Cluster as it relates to this labour challenge?
  - a. Not sure this is included in 8.5 as it focuses on innovation
2. What's the land strategy to protect lands adjacent to the water for growth, expansion and investment in the marine industry as it relates to the Ocean Futures Cluster initiatives? Is this part of the multi-government approach based on various land owners? Is this defined in the OCP?
3. Will the Hub be a resource for companies seeking funding towards environmental investments for their marine businesses?
4. Assume the cluster is focused on the entirety of the West Coast and into the Arctic? Some references in Victoria 3.0 show more focused locally
5. Interesting that cruise is not one of the industries identified given the amount of cruise on the West Coast and the opportunity for engagement.
6. Has the Chamber of Shipping been contacted on this as well given their efforts in the marine industry?

This is a great initiative!

**Sonterra Ross** | Manager Business Development & Operations – Vancouver Island, Seaspan Marine | Seaspan ULC |  
Office | Mobile 604.809.3819 | [www.seaspan.com](http://www.seaspan.com)



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## Rob Gordon

---

**From:** Personal info  
**Sent:** January 19, 2020 2:23 PM  
**To:** Engagement  
**Subject:** Economic Action Plan

Re: #9 Conference Centre

This idea is not about the main Victoria Conference Centre. There is a shortage of conference space/reception facilities in general in Victoria so my idea is to have a satellite facility downtown on the top floor of the Johnson Street Parkade. **The view is spectacular**, there is plenty of parking and Victoria owns the land. It would spruce up the whole Parkade, which would be functioning for more than just weekday working hours and with more security. A whole new floor with good elevators, a great commercial kitchen, big windows, a large outdoor terrace, washrooms and more. It could host weddings and other receptions, book meetings and spin off Convention business.

Just an idea.

Another idea: put the new pool and a curling rink together into a new facility. Curling should have been included with the Arena in the first place, which I suggested many years ago.

## Rob Gordon

---

**From:** Personal info  
**Sent:** January 16, 2020 7:24 PM  
**To:** Engagement  
**Subject:** Economic action plan

I read the draft plan for Victoria 3.0. What I found sorely missing was any mention of Culture. As the capital of British Columbia, it is shocking that there is no designated venue for our Symphony, Opera, and Dance company. Where is the support for the Arts in the prosperity plan? The Arts are essential to a vibrant city and economy.

I hope a revised plan will include a Performing Arts Centre.

Sincerely,  
Personal info

Sent from my iPad

## Rob Gordon

---

**From:** Personal info  
**Sent:** January 30, 2020 4:33 PM  
**To:** Engagement  
**Subject:** Economic Action Plan

I am concerned that the present political leadership of the City of Victoria attempts to self-promote as “relentlessly future leaning” but appears unable to focus upon and deal with basic current issues of municipal governance.

It is somewhat delusional for Mayor and Council to aspire to “solving some of the world’s greatest challenges” but have been unable to

- **Properly fund Victoria Police Department**
- **Provide adequate emergency shelter beds for the medically/mentally challenged and homeless presently sheltering in City parks and alleys**
- **Repair roads, sidewalks and underground services or simply cut the grass and shrubbery in City parks**

On sunny days Douglas Street in downtown Victoria has almost as many panhandlers as light poles. All claim to be homeless.

The performance of our local elected leadership is most disappointing. Many seem to have too many post secondary degrees, but minimal common sense.

Regional government via amalgamation is unlikely unless forced by the Province of British Columbia. No one is likely to willingly merge and become involved with Victoria City Council.

Personal info

Victoria British Columbia V8V 3G7

Personal info





## Rob Gordon

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**From:** Personal info  
**Sent:** January 29, 2020 2:02 PM  
**To:** Engagement  
**Subject:** Re: Economic action plan

Hi Barbara,

Perhaps I misunderstood, I thought that the municipality was looking for people who would like to be involved in those projects in their conception, design and planning stages. That's how I understood the word 'engagement'. Sorry. I can not provide any feedback on anything at a theoretical level about future projects without more information.

Sincerely

Personal info

Sent from my iPad

> On Jan 29, 2020, at 12:04, Engagement <engage@victoria.ca> wrote:

>

> Hi Personal info

>

> Thank you for your email. Can you provide a follow up email with your input? The deadline for feedback is midnight tomorrow, Thursday, January 30. Let me know if you have any questions.

>

> Kindest regards,

>

> Barbara Michel

> Engagement Assistant

> City of Victoria

> 1 Centennial Square, Victoria BC V8W 1P6

>

>

>

> -----Original Message-----

> From: Personal info

> Sent: January 19, 2020 4:51 PM

> To: Engagement <engage@victoria.ca>

> Subject: Economic action plan

>

> Hello,

>

> I would be happy to get engaged in and offer my professional input for part 5 and 7 of the draft action plan that you presented the public in your survey.

>

> Sincerely,

>

> Personal info

>

> Sent from my iPad

## Rob Gordon

---

**From:** Personal info  
**Sent:** January 16, 2020 1:33 PM  
**To:** Engagement  
**Subject:** Victoria 3.0 Youth in the Economy

To whom it may concern,

I am a 4th year student at the University of Victoria, I was reading the Victoria 3.0 outline and was reading the youth in economy section. In the foreword there is an emphasis on how youth at a roundtable had expressed concern on the environment and climate change. I believe that climate change and the environment is a key concern of youth throughout Victoria which was seen in the climate marches that will continue till true action is taken on the subject. The thing that concerned me about this section is that although the foreword mentions climate change there is no actual action that has anything to do with the environment. Not to take away from the great actions regarding the economy and entrepreneurship for youth, that is of course very important. But I ask the question, if you are going to specifically cite the request of youth to focus on climate change why is there nothing in this plan that concerns involving youth in environmentally friendly economic practices? Could you not go to a business such as TopSoil and create a positive program to include young entrepreneurs in a positive environmentally friendly business?

Please take this into account when altering this plan. The environment will play one of the largest parts of the following decades as anthropogenic climate change alters the way we interact with the environment, that is why we need to take it into account and include youth in future outcomes.

Sincerely,  
Personal info

## Rob Gordon

---

**From:** Personal info  
**Sent:** January 16, 2020 1:32 PM  
**To:** Engagement  
**Subject:** Victoria long range economic plan

The plan appears to be very weak on green transition and green economy.

Personal info

Sent from my iPad

**From:** [Engagement](#)  
**To:** [Michelle Harris](#)  
**Subject:** FW: Economic Plan Feedback  
**Date:** February 3, 2020 11:22:16 AM

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**From:** Personal info  
**Sent:** January 31, 2020 7:34 PM  
**To:** Engagement <engage@victoria.ca>  
**Subject:** Economic Plan Feedback

Hi,

I apologize for missing the deadline, but I still wanted to provide constructive feedback on the city's proposal.

First, and most importantly, I would encourage the city to approach its economic agenda from an evidence based perspective that recognize's government's important role in the economy. A great deal of this document appears to be focused on indirectly or directly subsidizing firms or, in other words, picking winners and losers. Government's role when it comes to economic development should be to create conditions for individuals and firms to succeed without picking favourites. That means ensuring needed infrastructure is built and maintained, services function appropriately, and market failures are addressed.

I would strongly urge the city to tackle these fundamentals rather than trying to pick particular "high-value" firms or industries that will receive support. Not only does picking winners and losers typically result in rent seeking behaviour that results in public subsidization of firms, it creates economic distortions that, on average, will lessen growth. After reading the document in detail, I consider this a substantial concern given the repeated reference to "high value" jobs and emphasis on the contentious area of clusters.

With those caveats noted, I wanted to emphasize some of the positive elements of the plan that are consistent with an economist's view of the role of a municipal government. Efforts to "de-mystify" the development process and easing engagement with city hall are important measures. The referenced plans regarding housing and child care are probably the two most relevant areas to the city's medium and long run growth given that we are currently near full employment with the lowest unemployment rate in the country. Expanding child care will help us boost our labour force from our existing population, while tackling the housing crisis will allow new families to come to our city and fill vacant positions. These are exactly the kinds of issues (along with infrastructure) that government should tackle and will have much more substantial and positive economic impacts than city-led clusters, districts, or other

similarly targeted measures.

Lastly, I would encourage the city to think about its economic vision more broadly. Firms are a part of that vision as are individuals. Efforts around child care or infrastructure, for example, will have broad based benefits for individuals that while less politically visible than say a cluster hub, will almost certainly have larger effects dollar for dollar. Even more broadly, we should be weighing the opportunity cost of industry subsidies relative to the value that those dollars would have when spent on parks, firefighting, or other budgetary uses.

Thank you for your time, your public service, and your clear intent to build a better city.

Sincerely,

Personal info



**Council Member Motion  
For the Committee of the Whole Meeting of May 14, 2020**

---

**Date:** May 7, 2020

**From:** Councillor Loveday and Mayor Helps

**Subject:** Open Air Recovery – Support for Restaurants and Cafes in Public Spaces

---

**Background**

The COVID-19 pandemic and associated economic crisis have had a profoundly negative impact on the hospitality industry including restaurants, coffee shops, and bars. It is important for the City of Victoria to support these small businesses through tough times and find innovative ways to allow for operations to be restored once it is declared safe to do so.

One option that is being pursued in some European cities is allowing restaurants and other establishments to setup outdoor dining opportunities in public spaces such as squares, plazas, and streets. (See attached article.) Allowing for temporary restaurant outdoor seating in public spaces – downtown and in neighbourhood centres – would provide restaurants the ability to re-open their dine-in operations while giving customers the ability to practice physical distancing in a fresh air setting. It would also enliven and animate public spaces during a summer when there will be no large festivals or events.

**Recommendation**

That Council direct staff to report back with options for flexible, innovative, and expedited permitting of patios in public spaces for restaurants and other establishments once public health restrictions have been loosened in order to promote economic recovery, taking into consideration accessibility impacts, needs for appropriate physical distancing, and ample room for pedestrians in high-traffic areas.

Respectfully submitted,

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

Councillor Loveday

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

Mayor Helps





May 7, 2020

Mayor Lisa Helps and Members of Council  
City of Victoria  
City Hall  
1 Centennial Square  
Victoria, BC V8W 1P6

VIA EMAIL

Your Worship and Council:

On behalf of the British Columbia's 14,500 hospitality businesses—including restaurants, bars, craft breweries, and winery tasting rooms—we are writing to request your urgent support to aid the survival of local hospitality businesses and thousands of livelihoods during this pandemic crisis. Specifically, we are requesting your assistance for flexible, innovative, and expedited patio permitting.

**British Columbia's hospitality industry is facing collapse.** While the global COVID-19 pandemic has reverberated throughout our economy, our industry's local small hospitality businesses were hit first, hit hardest, and will be among the last to recover. The majority of BC's restaurants, bars, and tasting lounges have closed, laid off staff, and are facing bankruptcy and financial collapse. Even those businesses remaining opening during this pandemic to offer limited takeout and delivery services and are experiencing dramatically reduced revenues and are struggling to survive.

The collective economic disruption in our sector has been staggering:

- Job losses within the restaurant sector alone are estimated at 121,500.
- At least 1 in 10 restaurants have already closed forever with associated permanent job losses.
- Over 50 per cent of smaller independent restaurants say they will be bankrupt within three months from the start of this crisis (i.e. by June of this year).
- 80 per cent of BC's hospitality businesses have been forced to temporarily lay off the vast majority of BC's 192,000 foodservice employees.
- 80 per cent of Liquor Primaries (i.e. pubs, bars, nightclubs) are closed.
- Liquor Primaries who remain open for take-out/deliver services have experienced 90-95 per cent decline in revenues.

.../2

- Over 70 per cent of BC's hotels are closed.
- BC's tourism sector has laid off 70 per cent of all employees totaling over 130,000 workers.
- All 197 craft brewery tasting rooms in BC are closed, reducing average brewery revenues by over 80 per cent.
- All 366 licensed BC winery tasting rooms in BC are closed, reducing average revenues by over 50 per cent.
- 83 new breweries opened in BC since 2017, including 28 in the last 12 months. These new or recently opened businesses face the biggest threat of permanent closure for our industry.
- Over 250,000 hospitality and tourism workers have already been laid off in BC since the start of this COVID crisis.

While we are working with our provincial and federal governments partners on protocols for a gradual and phased reopening of our sector, BC's local communities have a key role to play in supporting economic recovery. We ask you to support our industry with fast, flexible, and nimble permitting and business services to help our industry get back up and running.

The first opportunity to offer concrete support is with regards to patios, as they offer a hospitality experience within the relative public trust of outdoor space. We ask that your municipality work creatively and collaboratively with operators to help expand current patio areas, add new patios quickly, and permit dining, liquor service and manufacturer's sampling in controllable public spaces.

Specifically, we request your support to:

1. Increase flexibility for patio types and sizes (including consideration for pre-detailed designs and formats), expedited permitting including applications and renewals, as well as the number of patios allowed;
2. Increase the space use of existing patios or picnic areas to allow chairs to be spread out to meet distancing requirements (i.e. many patios have more space than the current floor plans allow them to use);
3. Allow pop-up outdoor dining and manufacture sampling spaces;
4. Allow and increase the use of parklets and public space for dining;
5. Allow any increase in patio, picnic area or outdoor space be considered a continuation of an establishment's existing approved alcohol service area or manufacture's sampling area to provide samples and not require additional endorsements or authorizations.
6. Coordinate with any relevant bodies—such as the Liquor and Cannabis Regulation Branch, Fire Department, WorkSafe BC, etc.—to reduce red tape and speed approval timelines wherever possible.

As a sample, we have attached a recent motion from Vancouver Councillor Sarah Kirby-Yung that is resoundingly supported by BC's hospitality businesses.

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It is our sincere hope that we can work with your council to find significant and meaningful measures to ensure our critical industry survives. We recognize that some of these measures may make sense temporary ... Our industry has never before faced a crisis of this magnitude. The very survival our industry's small businesses and the jobs they create now depend on urgent leadership and bold action from our government partners in communities such as the City of Victoria.

Thank you in advance for your support. We would also like to offer our sincere thanks and appreciation to Council and staff for your diligent work to keep British Columbians healthy and safe during this provincial state of emergency and global crisis.

We remain at your disposal to offer advice and perspective on these issues. Please do not hesitate to contact us at any time.

Sincerely,



Ian Tostenson, President & CEO  
**BC Restaurant and Foodservices Association**



Jeff Guignard, Executive Director  
**Alliance of Beverage Licensees**



Ken Beattie, Executive Director  
**BC Craft Brewers Guild**



Miles Prodan, President & CEO  
**BC Wine Institute**

Cc:

Hon. Carole James, Minister of Finance  
Hon. Harry Bains, Minister of Labour  
Hon. Adrian Dix, Minister of Health  
Hon. Lisa Beare, Minister of Tourism, Arts and Culture  
Hon. David Eby, Attorney General  
Trevor Hughes, Deputy Minister of Labour

## **COUNCIL MEMBER'S MOTION**

### **Flexible, Innovative & Expedited Patio Permitting**

Submitted by: Councillor Kirby-Yung

#### **WHEREAS**

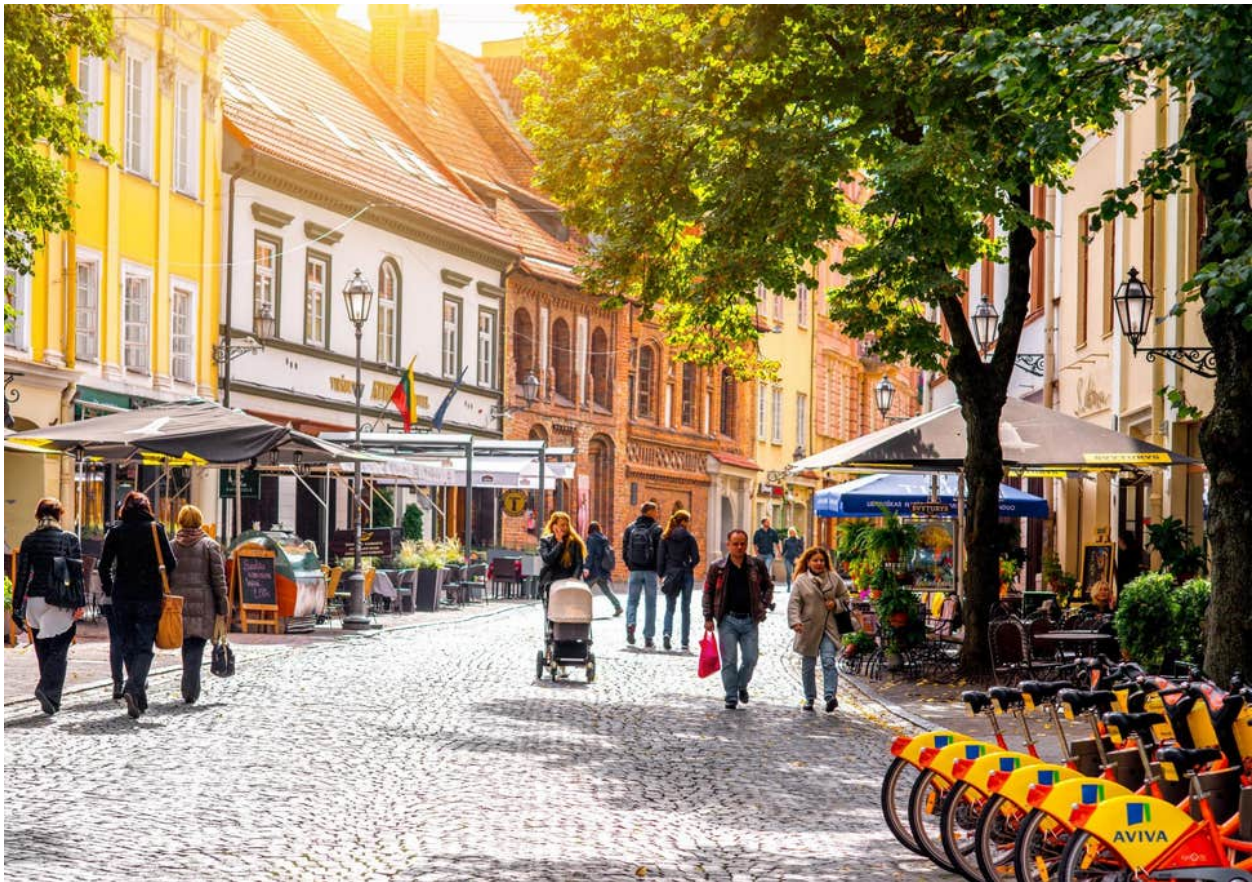
1. The COVID-19 pandemic has inflicted significant negative economic impacts with many Vancouver businesses including restaurants, tourism businesses, hotels, and personal-care services such as hair stylists, nail salons and dentists, forced to close or severely limit operations due to health and physical distancing restrictions;
2. Restaurants have been one of the most immediate and hardest hit sectors, and small business operators are struggling to survive with many limited to takeout offerings and attempting to make it through the pandemic;
3. Small businesses like restaurants are vital to the fabric and character of Vancouver neighbourhoods and support complete communities;
4. Small businesses like restaurants are key contributors to Vancouver's economic health generating jobs and tax revenue;
5. The City has a key role to play in supporting economic recovery. Speed flexibility and nimbleness in permitting and business support services will be instrumental to helping businesses get back up and running and survive;
6. Patio season is a critical revenue generator for restaurants and upon us now. Expedited patio permitting must be turnkey when restaurants are able to reopen to table type service;
7. An outcome of Covid will likely be the need for some continued physical distancing processes in businesses. Customers will also be cautious about being in close quarters to others.
8. Patios provide the health benefit of fresh air and sunlight.
9. There is opportunity to be innovative and redefine patios such as pop-up standing patios for quick service type offerings, expanded size to enable physical distancing and more open-air dining, as well as utilization of street or laneway space for extensions where it doesn't impede transit, emergency or service vehicles or traffic.
10. Currently, patio permitting can require a combination of licensing, development permits and permits to enable operations.

#### **THEREFORE**

- A. BE IT RESOLVED THAT Council direct staff to prepare options and report back as soon as possible to support more flexible patio types and sizes (including consideration for pre-detailed designs and formats), expedited permitting including applications and renewals, as well as the number of patios allowed, in order to support the economic recovery of Vancouver's restaurant sector;
- B. THAT such options be considered for the duration of the COVID-19 response and recovery, recognizing that innovation will provide for valuable learning towards operations and adaptation in a new, post-Covid world.
- C. THAT this motion be shared with the Council Pandemic Response and Recovery Working Group for the purpose of enabling them to seek or share further information from the restaurant sector as may be beneficial to and aid this work.

## City authorities open up historic public spaces and give €400,000 in restaurant vouchers to medical workers as lockdown lifts

- [Harry Cockburn](#)
- Tuesday 28 April 2020 17:14
- <https://www.independent.co.uk/news/world/europe/lithuania-coronavirus-vilnius-open-air-cafe-restaurant-bar-social-distancing-lockdown-a9488576.html>



Vilnius has one of the largest surviving medieval old towns in Northern Europe ( iStock )

[Lithuania](#)'s capital, [Vilnius](#), is to turn over many of its streets and open spaces to bars, restaurants and cafés to allow the catering industry to return to work, while people can maintain social distancing to help avoid the spread of [Covid-19](#).

Many of the city's public spaces – which until now have rarely been used for outdoor eating, such as the city's Cathedral Square in the Unesco-listed Old Town – are now open to support the city's restaurants.



The announcement was made on Friday, and by Monday morning 162 business had applied to take advantage of the scheme.

Lithuania has already begun to lift some of its lockdown measures. The country has recorded a total of 1,344 cases of the [coronavirus](#) and 44 deaths so far.

Many shops, cafés, and other businesses began to reopen this week but with social distancing measures still in place.

The plan to give greater space to catering businesses was reportedly greeted as a “lifesaver”, the city authorities said, as restaurants and cafes had been left with just two options to earn money and keep jobs: by providing takeaway food or by limiting customers indoors and outdoors due to restricted space.

However, this had still left many establishments unable to operate at all. Vilnius’s extensive medieval Old Town has narrow streets and alleys where space is already at a premium.

Under the rules in Lithuania, outdoor cafés are only allowed to operate if they ensure a 1-metre distance to pedestrian ways and a 2-metre distance between customers sitting at different tables. For some this was impossible indoors, and many had no outside space in which they could serve customers.

Mayor of Vilnius, Remigijus Šimašius, said: “The activity is very high, which shows that catering establishments see this opportunity as efficient and essential to the survival of their business.”

“Plazas, squares, and streets – nearby cafés will be able to set up outdoor tables free of charge this season and thus conduct their activities during quarantine.

“Just open up, work, retain jobs and keep Vilnius alive,” he said the day after the government announced the easing of quarantine restrictions.

“Of course, the top priority remains safety for all,” he added.

Applications to use public outdoor space will be divided into three categories and the first permits will be issued “to those establishments which would not require changes in pedestrian movement and road traffic,” the Vilnius City Municipality said.

The support package for catering businesses also stipulates that outdoor cafés will be exempt from charges for the duration of 2020.

Evada Šiškauskienė, the head of the Lithuanian Association of Hotels and Restaurants, said: “Vilnius’ offer to help our cafés and restaurants came just in time.

“This additional space will help them accommodate more visitors and bring life back to the city streets without violating security requirements.”

Furthermore, in celebration of Lithuania’s “National Day of Medical Workers”, which apparently takes place on 27 April, the municipality said it is thanking its medical staff by giving them some €400,000 worth of restaurant vouchers, which they can use at restaurants across the city.





**Council Member Motion**  
**For the Committee of the Whole Meeting of May 14, 2020**

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**Date:** May 7, 2020  
**From:** Councillor Loveday and Mayor Helps  
**Subject:** Supporting the Recovery of the Arts and Culture Sector

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**Background**

The COVID-19 pandemic and the associated economic crisis has had a profoundly negative impact on the arts and cultural sector in the City of Victoria. The impacts have included cancelled events and festivals, lost revenue, layoffs, and uncertainty for organizations and individuals, many of which, rely on successful seasonal events to sustain their yearly operational budgets. This has also resulted in a loss of vibrancy, interaction and connection, and joy for city residents who rely on these events to enhance their quality of life and well-being.

Municipalities play an important role in the landscape as funders, regulators, convenors and supporters of the arts and cultural sector. The City of Victoria has approved and is implementing the award-winning *Create Victoria* arts and cultural masterplan. Many of the *Create Victoria* actions that were scheduled to be undertaken in 2020 have been deferred pending budget review in the summer of 2020. This includes deferring the hiring of a staff person needed to implement *Create Victoria* and the City of Victoria's planned actions to support arts and cultural spaces.

Investment in arts and culture and support to the struggling sector should be a key recovery priority for the City. Restarting the 2020 *Create Victoria* initiatives is important to supporting arts and culture in the city. This will help to drive the recovery of our local economy. It will also provide much-needed opportunities for residents to experience the benefits of engaging with arts and culture opportunities – albeit in new and creative ways – after being cooped up at home during the pandemic. In addition to economic stimulus, investing in arts and culture as part of the City's recovery strategy is also good for the mental health and well-being of our residents.

**Recommendations:**

1. That Council move forward at this time with the previously approved 2020 *Create Victoria* actions related to the creation of a Cultural Infrastructure Grant fund, Cultural Spaces Roadmap, and the new staff position for implementing *Create Victoria*.
2. That Council direct staff to report back with options for a special round of grants to:
  - A. Encourage events with alternative formats that build community and social connection while allowing for physical distancing
  - B. Once restrictions are lifted, events to bring people back downtown, support arts and culture, and inject economic vibrancy back into the core
3. That the City of Victoria provide a \$5000 grant to the Pro Art Alliance of Greater Victoria for the creation of a City of Victoria sponsored award at the annual Pro Art Regional Arts

Awards, to be aligned with the objectives of Create Victoria, to be funded from the 2020 contingency budget.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Loveday', written in a cursive style.

Councillor Loveday

A handwritten signature in black ink, appearing to read 'Helps', written in a cursive style.

Mayor Helps



**Council Member Motion  
For the Committee of the Whole Meeting of May 14, 2020**

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**Date:** May 7, 2020

**From:** Mayor Helps and Jeremy Loveday

**Subject:** Increasing Physical Distancing for Pedestrians in Public Space

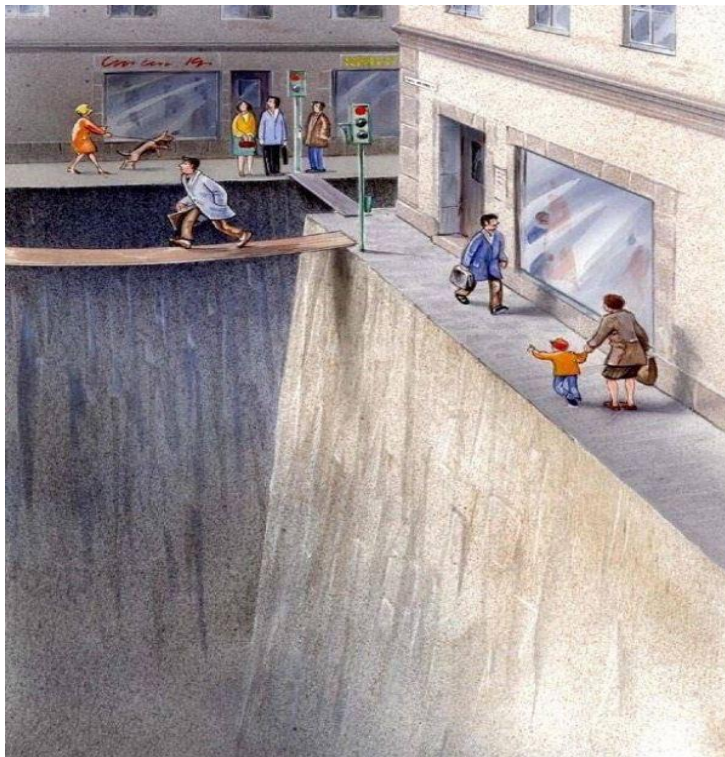
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**Background**

British Columbia has been successful in flattening the curve through following public health measures, including the all-important physical distancing. On almost every page of BC's Restart plan (see attached) the need for physical distancing as a key prevention measure going forward is noted. For the last six weeks there have been a limited number of people using the City's streets and sidewalks, as anyone able to do so was following the public health advice: stay at home.

In the coming weeks and months as people return to work, as businesses re-open and as people begin to venture out into public spaces, our streets and sidewalks are going to see more people than they have during the pandemic. If we don't allocate more space for pedestrians, this is going to make it impossible for people to safely physically distance as they move about the city and will also create accessibility concerns for people using wheelchairs or pushing strollers who can't just easily step off the curb.

This illustration outlines the predicament very clearly.



Without additional measures put in place and additional space allocated for people in dense areas like downtown Victoria, village centres and Beacon Hill Park, Victorians will not be able to follow the best public health advice and will not be able to do our part to Restart BC and our own local economy.

As people are coming to and from work, and as people return downtown to support their favourite local businesses, they will want to feel safe. As Premier Horgan said in his press conference where he revealed the Restart BC Plan, if businesses re-open and no one comes, that is not a success.

Local governments have limited fiscal means to offer large stimulus packages, and the Community Charter – the Provincial Act which governs local governments – prohibits local governments from supporting businesses. But what local governments do have is jurisdiction over public space. During the pandemic, City staff have made incremental changes to create more space for pedestrians in village centres. As part of a safe and comprehensive approach to recovery, it is important to expand the number of safe pedestrian spaces in village centres as well as in the downtown core. By doing so, the City will be doing its part to ensure that there's lots of room for people to move safely.

In addition to the economic benefits of loyal customers being able to get safely to their favourite local stores, there are a multitude of proven and long-lasting health benefits to allocating more space in cities for physical activity. After being cooped up during the pandemic Victorians, and others from around the region who begin to come back downtown, will benefit health-wise from more space allocated so people can move freely and safely.

Physical distancing measures will be in place for 12-18 months until a vaccine is developed. A key element of our recovery in this period – economic, social and health-wise – is to allocate more public spaces for people.

#### **Recommendations:**

1. That Council direct staff to keep the physical distancing measures in place in village centres and other locations and report back to council with to further opportunities to allocate additional spaces for people to walk and roll safely in village centres and downtown in order to proactively prepare for increased pedestrian traffic as people begin to leave their homes.
2. That Council direct staff to implement a pedestrian-only approach to Beacon Hill Park for the summer – leaving the main parking lot open – using inexpensive and easily implementable means and that staff report back to Council with any feedback received before Council decides whether to implement the pedestrian only measures on a permanent basis.

Respectfully submitted,



Mayor Helps



Councillor Loveday

# BC'S **RESTART PLAN**

## **Next steps to move BC through the pandemic**

Stay Informed  
[www.gov.bc.ca/restartbc](http://www.gov.bc.ca/restartbc)





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## Message from the Premier

### COVID-19 HAS TESTED PEOPLE AND BUSINESSES

throughout BC in ways we never imagined.

Many of us know someone who has been infected by this dangerous virus, and tragically, some have lost people dear to them.

Our kids have struggled to understand why they can't see their friends or hug their grandparents. And some of our neighbours have lost their jobs or closed their shops.

I join British Columbians all around our province in thanking the essential workers who have kept our grocery stores, gas stations, and pharmacies open — and the doctors, nurses and health care workers on the frontlines of the pandemic who have put themselves in harm's way to protect the rest of us.

Your actions are making a difference. And every day British Columbians are stepping up and doing their part too.

Our combined efforts have meant BC has fared better than most. We have seen the rate of transmission decline and we are flattening the curve, but we know pandemics come in waves. COVID-19 is no different and it won't truly be behind us until a vaccine is ready.

That time could be more than a year away. But, as we look ahead to this next stage in the COVID-19 pandemic, there are reasons to be hopeful.

- British Columbians are pulling together and your government is pulling in the same direction.
- There is already strong public awareness of the risks of transmission and people remain vigilant.
- And we are in incredibly capable hands with our public service, Dr. Bonnie Henry and the team at the Ministry of Health — their mathematical modelling has held up and provides us with a path forward.



We are making headway in the struggle against COVID-19 because we're all in this together.

We can't allow division and intolerance to take the place of our unity and determination. Let's reject racism and hatred wherever we encounter it.

After Victoria Day, we will move further towards a recovery. With safe operations plans in place, more and more industries will reopen and get people back to work. And we will ease some of the restrictions in place to improve our quality of life, while reducing the risk of a spike in transmission.

This is not a return to normal. Moving too quickly could put all of our combined efforts and progress in jeopardy. But at each and every step forward, your government will be working with you to make sure the people who need support are getting it.

COVID-19 is a wakeup call for all of us. We need to be better prepared so our health care system and our economy are never again so dramatically impacted by a pandemic.

I know that together we can do this.

A handwritten signature in black ink, reading "John J. Horgan", with a horizontal line extending from the end of the signature.

**JOHN HORGAN**

*Premier of British Columbia*

## Message from the Provincial Health Officer

**WE HAVE UNITED IN A SINGULAR PURPOSE** – to flatten our curve. Now, we have reached an important milestone with our COVID-19 pandemic in BC: we are at the end of our beginning. COVID-19 and the risks to our province are far from gone, but we can now begin to chart our path forward.

There are still many unknowns for all of us. Like others around the world, we learn more each day to guide our decision making. What we do know is that we must continue to be cautious and thoughtful in our approach to move forward safely. Our goals are clear:

- Protect lives by suppressing transmission as low as possible for our at-risk populations;
- Ensure our health system has capacity to provide quality care to non-COVID-19 and COVID-19 patients alike;
- Alleviate the physical, social and mental health challenges that come with restricting social interaction;
- Rebuild a resilient economy and provide supports for people to safely return to work; and,
- Strengthen the social fabric of our families and communities.

It is a careful balance and one that we are working hard to achieve. And, it will require every one of us to remain committed to be successful.



Our “new normal” is based on principles that apply to every person and every situation. These principles are the foundation of how we need to move forward with our BC plan, and will remain in place for the weeks and months ahead. These principles include:

1. Staying informed, being prepared and following public health advice;
2. Practising good hygiene – hand hygiene, avoid touching your face and respiratory etiquette;
3. Staying at home and away from others if you are feeling ill – with no exceptions – whether for school, work or socializing;
4. Maintaining physical distancing outside the household, e.g., no handshakes or hugs, keeping your number of contacts low and keeping a safe distance;
5. Making necessary contacts safer with appropriate controls, e.g., using plexiglass barriers or redesigning spaces;
6. Increasing cleaning of frequently touched surfaces at home and work;
7. Considering the use of non-medical masks in situations where physical distancing cannot be maintained, such as on transit or while shopping; and,
8. Continuing to minimize non-essential personal travel.

I have seen the strength and resilience in British Columbians that I know will hold us in good stead in the months ahead. We must continue to keep our firewall strong and remain committed to our efforts to protect our province.

Be kind, be calm, be safe.



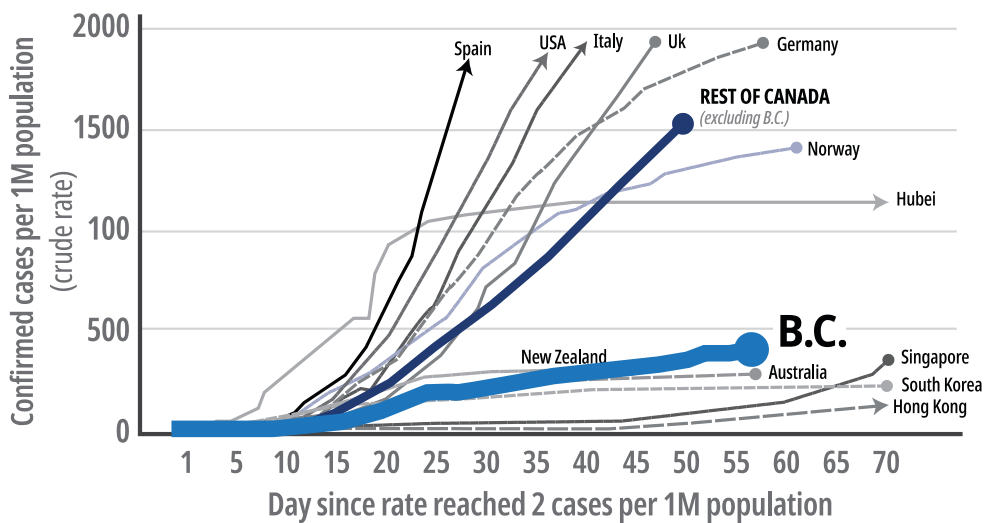
**DR. BONNIE HENRY**  
*Provincial Health Officer*

## Overview

As of May 1, 2020, more than 2,100 British Columbians have tested positive for COVID-19 and more than 100 people have died.

As the pandemic hit BC, we asked British Columbians to do their part, and they took action to stay home and help flatten the curve. With each day, the rate of growth in COVID-19 cases has steadily declined and more than 1,350 people have recovered. And we have the lowest mortality of any jurisdiction in North America or Europe with a population of more than five million.

**FIGURE 1: Cumulative diagnosed COVID-19 case rates by select countries**



From the outset, the focus of our efforts in BC have been on protecting people by slowing the rate of transmission.

BC's Restart Plan is the first in a series of steps we will take together to protect people and ensure our province can come back from COVID-19 stronger than before.

## Protective measures we've taken in BC have made a difference

Around the world, governments have taken different approaches to try to bend and flatten the curve of transmission — from complete lockdowns, to quarantines and varying intensities of physical distancing.

From the outset, BC established clear guidance, transparency and an evidence-based approach as hallmarks of our fight against COVID-19. Protective measures BC has taken have included:

- Providing physical distancing and hygiene guidelines for people, businesses and essential services to follow;
- Banning mass gathering of more than 50 people to reduce the risk of outbreaks;
- Closing bars, dine-in service at restaurants, and personal service operators, like barbers and dentists, to reduce the risk of transmission;
- Reducing in-classroom learning and child care;
- Requiring travelers to develop and stick to a 14-day isolation plan when arriving in BC from abroad;
- Restricting visitors to health care and assisted-living facilities to protect some of our most vulnerable people; and
- Postponing non-urgent and elective surgeries – while maintaining urgent and emergency procedures.

Working together we've made a lot of progress. These protective measures and restrictions have directly saved lives, but we also know that the public health benefit has come at some expense, including the economic, social and personal well-being of many British Columbians.

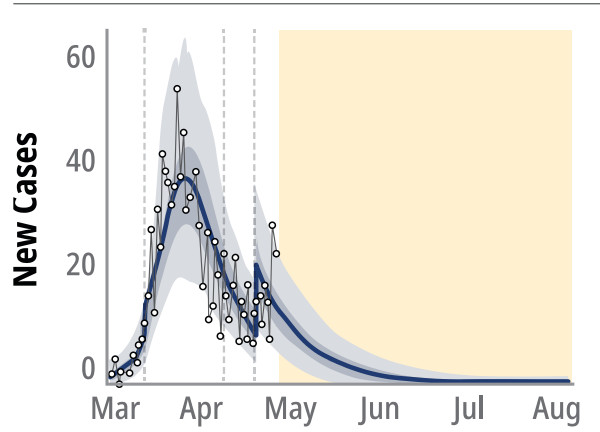
## The next stage of our challenge

BC has made extensive use of modelling and planning in our decision-making process, including the Oxford Stringency Index.

While mathematical models of pandemics are just that – models – BC's modelling has accurately predicted several key indicators in our efforts to flatten the pandemic curve, including trends in hospitalization rates, visits to ICUs and recently confirmed infections.

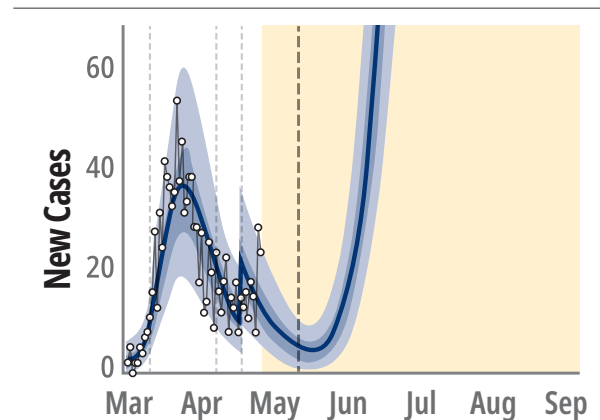
Data showing the movements of British Columbians indicates that, to do their part to flatten transmission, people in the province have reduced their social interactions and contact with others to about 30% of normal. By sticking with the existing protective measures, we can expect a further decline in the rate of new infections.

**FIGURE 2: Contacts stay at approximately 30% (70% physical distancing)**



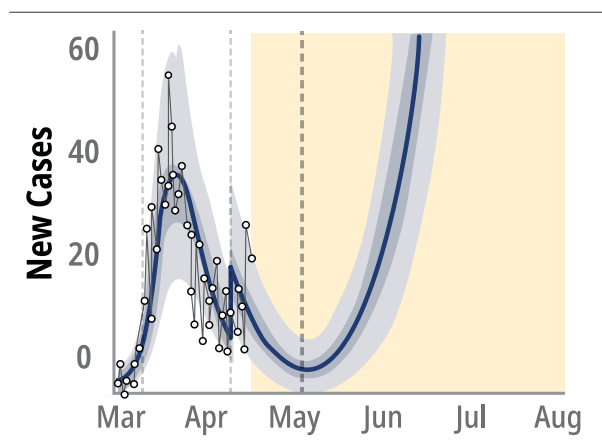
The same mathematical modelling indicates a return to pre-COVID-19 normal in our social interactions would have a disastrous effect, dramatically increasing infections, undoing our combined efforts and putting people at risk. Even at 80%, there could be a significant spike in transmissions.

**FIGURE 3: Contacts increase to 100% (return to pre-COVID-19)**



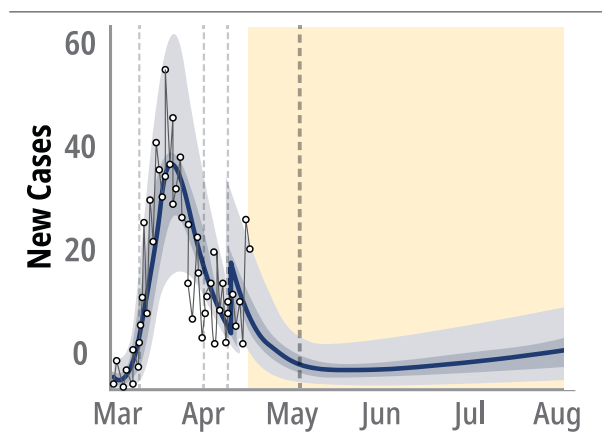


**FIGURE 4: Contacts increase to 80% (20% physical distancing)**



However, the modelling does show we can increase our rate of contact to about 60% of pre-COVID-19 normal, while maintaining a flat rate of transmission. In other words, we can double the amount of social contacts we have now and still flatten the curve.

**FIGURE 5: Contacts increase to 60% (40% physical distancing)**



Medical professionals speculate it could be 12–18 months before a vaccine is developed.

Until then, the challenge for all British Columbians will be modifying our behaviour and protective measures cautiously to allow for greater interactions without putting the health of our loved ones, friends and neighbours at risk.

## How we'll keep transmission low

### WHAT THE NEW NORMAL MEANS FOR YOU

BC's progress in the fight against COVID-19 is a direct result of the sacrifices and decisions we have all made. To continue to protect seniors and at-risk people, and ensure our health care system can respond to this dangerous virus we all have to keep doing our part – at home, in the community and at work.

- Stay at home and keep a safe distance from family when you have cold or flu symptoms, including coughing, sneezing, runny nose, sore throat and fatigue.
- No handshaking or hugs outside of your household.
- Practice good hygiene, e.g., regular hand washing, avoiding touching your face, covering coughs and sneezes, disinfect frequently touched surfaces.
- Keep physical distancing, as much as possible, when in the community; and where not possible, consider using a non-medical mask or face covering.

And in personal settings, when you're seeing friends and family who don't live with you:

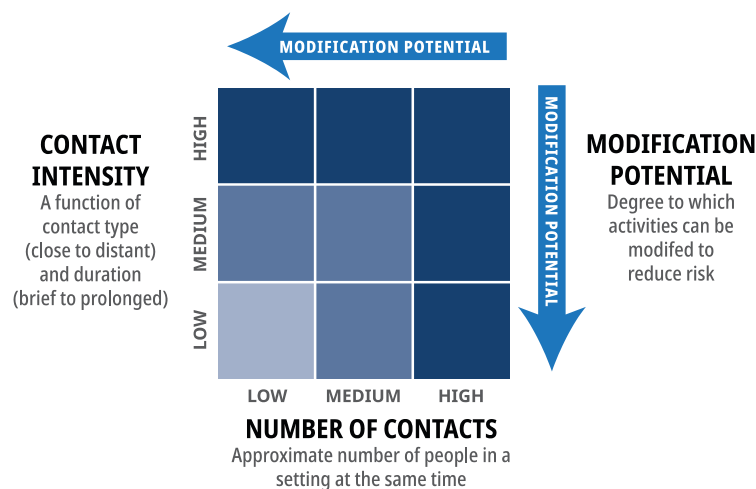
- Only get together in small groups of around 2–6 people and keep a physical distance.
- Stay home and away from others if you have cold or flu symptoms.

If you are at greater risk (over the age of 60 or with underlying medical conditions), be informed of your risk, think through your risk tolerance and take extra precautions.

### WHAT THE NEW NORMAL MEANS FOR EMPLOYERS AND PUBLIC INSTITUTIONS

The risk of transmission at busy workplaces and other institutions is a direct function of two variables: the number of contacts (the number of people present at the same time) and the contact intensity (the type of contact – i.e., close or distant, and the length of contact – i.e., brief or prolonged). These are factors we can rate as low, medium and high risks.

**FIGURE 6: Reducing transmission**



Based on these factors, steps can be taken to reduce the risk, including:

- Physical distancing measures – measures to reduce the density of people.
- Engineering controls – physical barriers (like plexiglass at checkouts), or increased ventilation.
- Administrative controls – clear rules and guidelines.
- Personal protective equipment – e.g. use of non-medical masks.

These modifications and controls, combined with the following measures, can reduce the risk of transmission.

- Create clear workplace policies that ensure people with cold or flu symptoms do not come to work.
- Implement sick day policies that allow people to be off or work safely from home when they are ill or have symptoms of a cold or flu.
- Provide work from home options, when possible, to reduce contact intensity. When it's not an option, consider measures such as staggered shifts and virtual meetings as much as possible.
- Implement strategies that reduce the number and intensity of contacts – from greater use of non-medical masks to more checkouts and increased shopping hours.
- Clean “high-touch” areas in workplaces and retail outlets frequently and provide hand sanitizer at entrances.
- Focus on higher-risk employees including those 60+ and those with underlying medical conditions – from more flexible hours, to work from home options and workspace accommodation.

Additional measures specific to various organizational settings are being developed. More will be created as various sectors are engaged and industry or sector wide norms are adopted and required.

For employers and retailers seeking detailed information, please refer to the BC COVID-19 Go-Forward Management Strategy and Checklist, as well as resources at [WorkSafeBC.com](https://www.worksafebc.com).

## How we'll start getting people back to work

Unlike many other places that imposed strict “lockdown” policies, BC’s approach was to require safe operation of a broad range of services designated as essential services, to protect our health care system and maintain access to key services and supplies. Many non-essential businesses remained open, provided they could operate safely.

### PHASE 1 (WHERE WE ARE TODAY)

#### ESSENTIAL SERVICES OPERATING DURING COVID-19

- Essential health care and health services
- Law enforcement, public safety, first responders and emergency response personnel
- Vulnerable population service providers
- Critical infrastructure
- Food and agriculture service providers
- Transportation
- Industry and manufacturing
- Sanitation
- Communications and information technology
- Financial institutions
- Non-health essential service providers

Industries that were designated as essential services developed safe operation plans, in consultation with WorkSafeBC and in compliance with the public health orders issued by the Provincial Health Officer.

As a result, BC’s economy has continued to operate in ways other provinces haven’t. But it’s undeniable that local businesses have suffered.

Many businesses closed for other reasons, including reduced demand, such as in the retail, hospitality and export industries. Others closed to do their part in helping to flatten the curve — protecting their customers and employees.

To help these businesses and other organizations get back on their feet, we need workplace practices that ensure British Columbians feel safe, whether they are returning to work or going out as a customer. That means employers will need to engage with their employees to find the right solutions and consider the concerns and needs of their customers.

## A SAFER RESTART WITH WORKSAFEBC

Like essential services during the pandemic, all employers must demonstrate they can operate safely. In fact, all employers are required under the Workers Compensation Act to ensure the safety of their employees at work.

As local businesses, non-profits and organizations plan for their restart, WorkSafeBC is here to help.

WorkSafeBC will work with industry associations to ensure the direction and guidance they provide to their members meets the requirements set out by the Provincial Health Officer.

WorkSafeBC will work with employers and workers through educational materials, consultation and workplace inspections to help them restart safely.

Employers will be required to:

- Review the new Health and Safety Guidelines, best practices and other resources at [WorkSafeBC.com](https://www.worksafebc.com).
- Adapt these materials into appropriate COVID Safe Plans for your workplace.

Sectors that have operated during the pandemic may need to update their COVID Safe Plans to fit with updated Health and Safety Guidelines, best practices and resources.

For resources, visit [WorkSafeBC.com](https://www.worksafebc.com) or call WorkSafeBC's Prevention Information Line at 888-621-7233.

## A CAREFUL RESTART

BC's restart will be a careful, step-by-step process to ensure all of our combined efforts and sacrifices are not squandered.

For the different organizational sectors to move forward, they will be asked to develop enhanced protocols aligned with the Public Health and Safety Guidelines. A cross-ministry committee of deputy ministers will monitor the process and ensure overall alignment with Public Health and Safety Guidelines and WorkSafeBC. The Provincial Health Officer will continue to provide input and advice, as needed, throughout the review process. In some instances, this will require consideration by the Provincial Health Officer of lifting or modifying existing orders before certain businesses re-open. Businesses and organizations that are not covered by a PHO order may re-open or continue to operate, but they will be expected to adopt and implement sector safety plans as they are finalized.

## PHASE 2 (MID MAY ONWARDS)

### UNDER ENHANCED PROTOCOLS

- Restoration of health services
  - » Re-scheduling elective surgery
  - » Medically related services
    - ▶ dentistry, physiotherapy, registered massage therapy, chiropractors
    - ▶ physical therapy, speech therapy, and similar services
- Retail sector
- Hair salons/ barbers/other personal service establishments
- In-person counselling
- Restaurants, cafes, pubs – with sufficient distancing measures
- Museums, art galleries, libraries
- Office-based worksites
- Recreation/sports
- Parks, beaches and outdoor spaces
- Child care

## PHASE 3 (JUNE-SEPTEMBER, IF TRANSMISSION RATE REMAINS LOW OR IN DECLINE)

### UNDER ENHANCED PROTOCOLS

- Hotels and resorts (June)
- Parks – broader reopening, including some overnight camping (June)
- Film industry – beginning with domestic productions (June/July)
- Select entertainment – movies and symphony, but not large concerts (July)
- Post-secondary education – with mix of online and in-class (September)
- K-12 education – partial return in June, full return in September

## PHASE 4 (TBD)

### CONDITIONAL ON AT LEAST ONE OF: WIDE VACCINATION; “COMMUNITY” IMMUNITY; BROAD SUCCESSFUL TREATMENTS.

- Activities requiring large gatherings, such as:
  - » conventions
  - » live audience professional sports
  - » concerts
- International tourism

The timing of a safe restart of night clubs, casinos and bars is a more complicated consideration. As with other sectors, industry associations will be expected to develop safe operations plans, for review, that are in keeping with Public Health and Safety Guidelines, as well as WorkSafeBC.

Resources to assist businesses and sectors as they restart their activities including new Health Guidelines and Checklists are available at [WorkSafeBC.com](https://www.worksafebc.com).

# Some next steps to make life a little easier

## RE-OPENING OUR PARKS

Re-opening BC's iconic parks, recreation sites and trails will happen in managed stages. Our priority is providing safe access and services to people throughout the province, while maintaining the safety of park staff and park operators.

BC Parks and Recreation Sites and Trails BC will reintroduce services in keeping with direction from the Provincial Health Officer.

### PARKS REOPENING AT A GLANCE

➤ Initial park re-opening (day-use only)	<b>MAY 14</b>
➤ Camping resumes	<b>JUNE 1</b>

Beginning on May 14, 2020, those BC Parks, recreation sites and trails that can accommodate physical distancing will re-open for day use. This will include day-use sites and protected areas.

Parks and recreation sites that can safely provide existing service levels, such as garbage disposal and washroom facilities, will do so. These facilities will be cleaned more frequently.

Some areas and facilities remain closed, including playgrounds, picnic shelters and visitor centres. Check [BCParks.ca](http://BCParks.ca) for the most up to date information.

Camping at provincial parks and recreation sites will reopen beginning June 1, 2020 with some exceptions. [BCParks.ca](http://BCParks.ca) will carry information about the status of camping in provincial parks.

## RE-OPENING OUR SCHOOLS

As COVID-19 spread, governments everywhere took action to slow the rate of transmission, including reducing in-classroom learning.

For most British Columbians with young children, this meant having to stay at home to look after their kids. While many workplaces have made work-from-home accommodations, that hasn't been an option for everyone.

Our schools and educators rose to the challenge with online instruction and resources to keep our kids learning, but this placed a heavy burden on parents to support their kids as they learned at home.

We know there is no substitute for in-class instruction — and an important step toward our recovery is getting kids back into the classroom, so parents can get back into the workplace.

Initial health data indicates children are less affected than adults by the COVID-19 virus. Public health staff and officials will continue to review the health data. And the Ministry of Education and school divisions all around BC are reviewing options to allow for a safe return to school.



An announcement on a phased approach to resuming in-class instruction will be made in the coming weeks.

This will not be a return to normal. With weeks left in the school year, we anticipate many kids will not return to the classroom until September.

But we are also exploring ways to safely get some kids back to school before the summer, to allow more parents to return to work. How these changes unfold are the focus of intensive discussion among Ministry of Education officials, school trustees, the BC Teachers' Federation, CUPE, and other education sector partners.

For more information on protective measures that will be required of schools and post-secondary institutions, please refer to: BC COVID-19 Go-Forward Management Strategy and Checklist.

## **RE-OPENING CHILD CARE AND SUMMER CAMPS**

Summer camps and child care services give our kids the chance to explore their interests and develop physically, mentally and emotionally. They also allow parents to continue to work knowing their children are being well taken care of.

Like all businesses, child care centres and camps will need to take additional precautions to maintain the health and safety of their employees and the children they are caring for. For many child care centres that operated as essential services during the pandemic, they have already adapted and are operating safely. But reopening more child care centres will be a key part of getting more parents back to work.

The basics will include routine daily screening of staff and kids; frequent cleaning; and ensuring staff and children who have cold or flu symptoms do not attend child care or summer camps.

But these sectors will also be required to review and work through new practices in their specific sectoral standards such as the Child Care Setting Practice Standards.

For more information on protective measures that will be required of day cares and summer camps, please refer to: BC COVID-19 Go-Forward Management Strategy and Checklist.

## **EXPANDING PUBLIC TRANSIT SERVICES**

Many of us know what it means to ride on a tightly packed bus or SkyTrain. Before the pandemic, physical distancing was not always an option.

British Columbians were quick to act on direction from the Provincial Health Officer, including staying home and avoiding unnecessary trips outside the home. This made riding public transit easier for people working in essential services.

As BC begins our restart and more people gradually return to the workplace, there will be greater pressures on our public transportation networks to help people get around safely.

Ensuring operators and passengers can safely use public transit is critical. Enhanced health and safety precautions, including frequent cleaning; wearing non-medical masks for riders and staff; use of plexiglass or physical barriers where possible for drivers; and staying home when sick will be a part of the new normal for the foreseeable future.

The safe operation of public transit is a priority for all British Columbians. Over the coming weeks, we will be working with our transit agencies on more detailed plans to gradually restore service levels as restrictions begin to lift – both to help people get around and to ensure people can continue to respect physical distancing.

## How we'll keep taking care of each other

### **SUPPORTING FAMILIES AND BUSINESSES**

When the pandemic hit, the governments of British Columbia and Canada came together to identify critical supports for people, businesses and community organizations. The urgency of COVID-19 made it critical to plan, announce and deliver on vital supports for people and businesses across our province in record time.

### **SUPPORTS FOR INDIVIDUALS AND FAMILIES**

- BC Emergency Benefit for Workers – a one-time, tax-free payment of \$1,000 to people whose income has been affected by COVID-19
- A COVID-19 crisis supplement for people with low-incomes, people with disabilities
- BC Hydro relief
- ICBC payment relief
- Financial support through the BC Climate Action Tax Credit
- Emergency relief for families with children with special needs
- Continued support to youth in care
- New, temporary rental supplement for renters and landlords
- Freezing all new annual rent increases
- Stopping all new and existing evictions to protect renters
- Freezing BC student loan repayments until September 2020
- Over 2,700 safe spaces for vulnerable people to self-isolate
- More spaces for people leaving violence
- Supporting seniors through funding to the United Way & bc211
- Supporting family caregivers through funding to Family Caregivers BC
- New job-protected leave through changes to the Employment Standards Act
- Child care matching for essential service workers
- Launching Keep Learning BC, so kids can continue their education online
- Emergency financial assistance for post-secondary students

## **SUPPORTS FOR BUSINESSES, ORGANIZATIONS, AND INDUSTRY**

- Tax relief for commercial property owners and tenants
- Rent reduction by 75% for small businesses with federal-provincial Canada Emergency Commercial Rent Assistance Program (CECRA)
- Creating the COVID-19 Supply Hub to help source medical and non-medical products and services
- BC Hydro relief
- ICBC payment relief
- Launching the BC Business COVID-19 Support Service for one-on-one support

These supports have helped people stay in their homes, support their families and make ends meet. But we know that the recovery will take longer for some British Columbians than others. Working with the Government of Canada, local leaders and community organizations, we will be there to help them get through this.

## **PROTECTING PATIENTS AND OUR HEALTH CARE SYSTEM**

Over the last three years, BC implemented an ambitious strategy to increase patient access to surgeries, expand priority programs and reduce wait times.

The strategy was working, providing 35,000 more people with access to critical surgery. Hip and knee replacement wait times were reduced by 11% and dental surgery wait times were reduced by 6.8%, with plans to expand both.

COVID-19 has wiped-out that progress. In March, the Province reluctantly cancelled elective and non-urgent surgeries – while still performing more than 8,200 urgent or emergency procedures. This resulted in the cancellation of thousands of scheduled elective surgeries, which was necessary to ensure British Columbians with COVID-19 would have access to hospital beds.

Beginning on May 18, 2020, elective and non-urgent surgeries will resume.

Beyond restarting elective surgeries, we will make new investments in public health and the BCCDC to ensure BC is able to undertake timely testing, case tracking and contact tracing, while also building our hospital capacity to quickly respond to a new outbreak.

## **WORKING WITH INDIGENOUS, RURAL AND REMOTE COMMUNITIES**

We know people living in rural, remote and Indigenous communities have unique challenges in accessing the care they need. A new, collaborative framework will help ensure people living in these communities have access to the care and unique supports they need.

The framework outlines immediate actions to improve health care services, including:

- Improved medical transportation options to larger centres, including flight and ambulance;
- Housing options for people looking to self-isolate near their families, while remaining in their home communities;
- New and faster COVID-19 testing technology;
- Culturally safe contact tracing that respects privacy in small communities;
- Access to virtual doctor of the day, a program that connects First Nations members and their families in remote communities to a doctor or nurse practitioner using videoconferencing;
- Options for accommodation near larger centres with more medical services; and
- Increased mental-health supports in communities.

Local leaders will determine how these services will operate in their communities, with priority being given to ensuring residents can make informed decisions about how they receive care.

## The little things make a big difference

It will be a while before COVID-19 is behind us. Until then restrictions on large gatherings and international travel will remain. But some things will become a little easier. Over time, our parks, schools, child care facilities and camps will re-open. Neighbourhood stores and restaurants will re-open too.

Guidelines will be in place for these businesses and organizations to ensure your safety and the safety of your loved ones. We're not through this yet, but there are important things you can do to protect you and your loved ones, neighbours and colleagues. The little things make a big difference.

- Stay informed, be prepared and follow public health advice
- Practice good hygiene (frequent hand washing, avoid touching face, cough into your sleeve, disinfect frequently touched surfaces)
- Stay at home and away from others if you're feeling ill (don't go to school or work sick)
- Maintain physical distancing outside your household (no handshaking or hugging, small numbers of contacts, keep a safe distance)
- Clean your home and workspace more often
- Consider using non-medical masks when physical distancing isn't possible (on transit, shopping)

Together, we can take these actions to keep the curve flat, while doing more to improve our personal well-being, restart our economy and strengthen our connections in our communities.



Practice physical distancing



Clean your hands



Stay at home if you're feeling ill - no exceptions



Increase cleaning at home and at work



Stay informed



Cover your cough



Minimize non-essential travel



Make spaces safer



BRITISH  
COLUMBIA





related to facility cleaning, security and hydro. Staff have been monitoring the situation and will be reporting back to Council on the impacts as they become known.

Despite reduced city revenue, encouraging vehicular access to businesses as they re-open may support that re-opening and small businesses' subsequent ability of to remain open and thrive.

As the date at which the provincial government may end the provincial state of emergency is not yet known, an extension of the current parking fee policies would help businesses rebuild their client base and support their ongoing capacity to remain open and solvent.

A review date of September 10, 2020, coincides with the first committee of the whole after Labour Day, which marks the traditional end to the summer visitor season.

### **RECOMMENDATION**

Direct staff to extend the current parking fee policy, as approved April 9, 2020, through to September 10, 2020, and

Direct staff to report back to Council on the impacts of that policy, at the September 10, 2020, meeting of Committee of the Whole.

Respectfully submitted,



Councillor Alto



Councillor Thornton-Joe

Attachment



## Committee of the Whole Report

### For the Meeting of April 9, 2020

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**To:** Committee of the Whole **Date:** April 6, 2020  
**From:** Susanne Thompson, Deputy City Manager and Chief Financial Officer  
**Subject:** Potential Adjustments to Parking Fees due to COVID-19 Impacts

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### RECOMMENDATION

That Council direct staff, for the month of April 2020 to:

1. Reduce rates in all parkades as follows:
  - a. Daily rate - \$1 per hour to a maximum of \$5, with the 1<sup>st</sup> hour free
  - b. Monthly rate - \$85
2. Reduce on-street metered rates to \$1 per hour
3. Reduce parking lot rates to \$1 per hour with a \$5 daily maximum
4. Suspend enforcement of time-limited zones, except for 30 minute zones

### EXECUTIVE SUMMARY

On April 2, 2020 Council considered a Council Member motion to provide free parking in parkades for the month of April, and requested more information from staff on options for alleviating the financial burden for those who still use the parkades.

Parking has historically been managed based on the demand on parking capacity and desired turnover. In areas where high turnover is desired, time limits are shorter and prices are higher. Council may recall approximately a decade ago when demand in parkades was low and on-street demand was high. At that time, the City increased rates on-street, and lowered rates in the parkades and offered the first hour free. The strategy worked and on-street turnover increased and parkades became busier, to a point where capacity became a challenge in the parkades. As a response, the City increased rates in parkades setting the rate structure to encourage short-term use and increase turnover and therefore available capacity. More recently, with the introduction of a climate lens, how parking is managed can have an impact related to the reduction of greenhouse gas emissions. The rates charged for parking can change behaviour and encourage alternate modes of transportation. Continuing to charge for parking, even at reduced rates, maintains the integrity of the overall parking management operations in place.

Regardless of the price charged for parking, it is important to still enforce parking rules, especially those related to safety. Enforcement continues for yellow lines, bus stops, fire hydrants and other 'no parking' areas – both downtown and in outlying areas. In addition, deliveries throughout the City continue and managing the use of loading zones remains a priority. Furthermore, the Parking Ambassadors' role in being the extra eyes and ears on the street remains a valuable asset as they continue to raise any issues encountered with other departments such as Public Works and VicPD.

Today, in the midst of the COVID-19 pandemic, the community is facing many challenges. Parking capacity is not an issue in either the parkades or on-street. Many of those who continue to work in various essential services, including employees of the Federal and Provincial governments as well as the private sector, have expressed concern over the price of parking. Some had previously used a different mode of transportation, such as public transit, but no longer do so perhaps due to social distancing concerns.

In response to this, the City has adjusted some of its enforcement activities in recognition of those who may be self-isolating and are unable to move their vehicles. As such, residential zones and short-term (30 minute) zones continue to be responded to on a complaint basis, but other time limited zones now have reduced enforcement focused on capacity only to ensure spaces are available, which currently does not appear to be an issue. Requests have been made by some essential services workers and residents to allow even longer time limits in these zones.

In looking at temporary options for Council's consideration, staff first reviewed the current usage of the various parking areas. Staff also reviewed internal capacity for administering any type of program that provides different rates for those suffering financial hardship due to the pandemic or those who are essential services workers. Currently, such systems are not in place. Staff recommend that adjustments be made both on-street and in parkades. Taking a holistic approach may result in better options while managing the available parking capacity and avoiding unintended consequences of relieving an issue in one area but creating one in another. Staff do not recommend providing all parking for free; however adjustments to rates and time-limits are recommended. For any of the options, it is difficult to accurately estimate what the financial impact would be. Currently, due to the pandemic, the net revenue decrease for parking is approximately \$1.2 million per month. Regardless of revenue generation, the City continues to have ongoing costs for the parkades including costs related to facility cleaning, security and hydro. Staff would continue to monitor and report back to Council on the impacts as they become known.

Staff recommend implementing any changes for one month at a time only, starting with the month of April. Staff will assess on a weekly basis any extensions, taking into account the advice/orders in place at that time from the Provincial Health Officer.

### **Option 1 –Reduce Rates in Parkades, Lots and On-street, and Suspend Enforcement of Time-limited Zones for April (*Recommended*)**

#### On-street parking:

Most streets in the downtown core have available parking, but a few are very busy, typically where construction is occurring or where residential properties do not have parking. Reduced rates and extension of the time limit in metered spaces downtown would provide options that address concerns over pricing and time limits. Staff believe there is sufficient capacity of spaces on-street to accommodate the expected increase in usage and still allow enough spaces for those who only need to stay for short periods of time.

Currently, rates range from \$3 in the downtown core with staggered lower rates down to \$1 the further away from the core the streets are. Staff recommend reducing the rate at meters across the city to \$1 per hour with no maximum, and allow extended use of limited time zones; that is, promote that the time limits are currently not in effect. This would provide residents in those areas respite from moving their vehicle every 2 or 3 hours and provides essential services workers in the downtown core an option that is at the most a 10-15 minute walk to most offices downtown. Enforcement, and ticketing, of metered areas, loading zones and on-street occupancy permitted spaces would continue. Complaint based enforcement would be in place for all other areas. Parking

Ambassadors would monitor usage and flag areas that have capacity issues and may require higher turnover.

#### Parkades:

The City's five parkades currently have large capacity. Although some monthly parkers continue using spaces, others have temporality cancelled their passes because their place of work is closed or they are now working from home. Current usage is approximately 20% of the previous total of monthly parkers; in other words almost 80% are not longer using the parkades. Increasing usage in the parkades would have the benefit of reducing use on-street, although that is not an issue at the moment.

Current daily rates in parkades are as follows:

<b>Parkades</b>	<b>1st hour</b>	<b>2nd and 3rd hour</b>	<b>4th hour and beyond</b>	<b>Daily Max</b>
View Street, Broughton Street, Johnson Street, Centennial Square	Free	\$2 (\$0.50 per 15 min)	\$3 (\$0.75 per 15 min)	\$16.00
Bastion (Yates)	Free	\$2 (\$0.50 per 15 min)	\$3 (\$0.75 per 15 min)	\$17.50

Monthly rates are \$240 in View, Broughton and Bastion, \$200 in Johnson and \$180 for Centennial.

It is recommended that daily rates in all parkades be reduced to 1<sup>st</sup> hour free, \$1/hour with a \$5/day maximum (equivalent to a BC Transit day pass) Monday through Saturday, with Sundays remaining free. Council could consider making Saturdays free as well due to very low current usage.

For monthly parking, it is recommended that the rate be reduced to \$85 (equivalent to a BC Transit adult ProPass). Staff evaluated options to consider some sort of financial hardship testing, and are unable to establish an operationally efficient or effective way to achieve this that is also reliable. As mentioned at last week's Committee of the Whole meeting, many of those who are continuing to use the parkades are those who come downtown for work and therefore do have income. However, some of them used to take public transit and are therefore now incurring higher costs. Staff considered an option to provide a reduced rate only to those who have a ProPass. However, because this would only be a temporary rate structure, establishing a new administrative process at this time is not recommended.

Staff will continue to assist people with payments at the pay stations as required and clean pay stations periodically. In addition, staff advise daily parkers as they enter the parkades of the newly installed "Tap in – Tap out" credit card solution, which allows the public to simply tap in/out without having to take a ticket or touch any machines. Upon entry, by tapping a credit card, a "virtual" ticket is created so there is no need to take a paper ticket.

#### Parking lots

The City's three parking lots also have capacity at this time.

The current daily rates are as follows:

RAP \$1.50/hour, \$10 maximum

Wharf Street and Royal Theatre \$2.50/hour, \$15 maximum

To encourage use of those as opposed to metered spaces on-street, staff recommend reducing the daily rates to \$1/hour to a daily maximum of \$5.

This recommended option provides opportunities for free parking further away from the core, a higher cost option at meters that may be more convenient for some, and options within parkades that mirror the cost of public transit.

## Option 2 – Reduce Rates in Parkades Only for April

Council could consider making the above rate reductions for parkades only. However, staff recommend taking a holistic approach that provides a number of options for those parking.

## CONCLUSIONS

Taking a holistic approach to rate setting for the parking system is recommended to avoid unintended consequences.

The recommended option provides a range of parking alternatives for those who come to Victoria in their vehicles and aligns with the current approach for managing parking capacity. Free options would be available for those who park in outlying areas, the parkades would have rates equivalent to public transit rates, and the more convenient on-street meters would have a higher rate.


Respectfully submitted,

  
Ismo Husu  
Manager of Parking Services

  
Susanne Thompson  
Deputy City Manager and Chief Financial Officer

Report accepted and recommended by the City Manager:

Date:

  
April 7, 2020





**COMMERCIAL  
LOADING  
ZONE**

**WITH VALID PERMIT**

**7 AM - 4 PM  
MON - SAT**

**PASSENGER  
ZONE**

**AFTER 4 PM  
MON-SAT  
ALL DAY  
SUNDAY**

**3 MIN. MAX.**





Council Member Motion  
For the Meeting of May 14, 2020

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To: May 14, 2020 Committee of the Whole      Date: May 8, 2020  
From: Councillors Alto & Thornton-Joe  
Subject: COVID-19 Community Recovery Grants Program

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## Background

Every year, cities invest in community with diverse grant programs. For example, the City of Vancouver and the Vancouver Park Board award over \$11 million just to non-profit arts, cultural organizations and artists through a variety of grants.

The City of Victoria has grant programs that support different aspects of community: Strategic Plan grants, Micro grants, Community Garden Volunteer Coordinator grants, Festival Investment grants, and Direct Award grants.

Strategic Plan Grants are awarded annually by Council through a competitive process and are for eligible organizations working on a project or program that supports the actions and outcomes of the City of Victoria's 2019-2022 Strategic Plan Objectives.

Community Garden Volunteer Coordinator Grants are available to any neighbourhoods that manage and maintain community gardens as defined in the City's Community Garden Policy.

My Great Neighbourhood Grants support citizen-initiated projects and activities that animate community spaces and create gathering spots to bring people together.

Festival Investment Grants are guided by the Festival Investment Grant Policy and are awarded by Council through a competitive process annually.

Direct-Award Grants are paid to organizations that deliver a service on behalf of the City on an ongoing basis, including organizations that operate a City-owned facility.

Grants for these programs provide financial support to community organizations to advance important programs and services to and for residents.

There can be no greater, more important, more urgent need now than for programs, projects, services, actions, ideas that will lift Victoria, its residents and businesses from the doldrums imposed by the COVID-19 pandemic.

As our city emerges from an unprecedented social and commercial slowdown/shutdown, community organizations, businesses and residents are key to our recovery. Their essential, real-world experience and dedication to their city will enervate collective and individual ideas for community capacity building, opportunity creation, and innovation. The City could support and

challenge its residents with a time-limited grant program specifically designed to ignite and nurture community-based recovery work.

Not intended to replace existing grant programs, intended to act as new catalyst for community-based recovery action to kickstart our city's resurgence, the COVID-19 Community Recovery Grants Program could complement, or be an expansion of, the city's Strategic Plan Grants. In this way new ideas, focused specifically on actions to foster recovery from COVID-19, could be considered in the context of the city's 2019-2022 strategic plan, but with a generous examination of ideas that may push the boundaries of our strategic plan while remaining municipally relevant.

The new program, or Strategic Plan Grant sub-program, and each awarded action, would identify and realize a tangible, measurable remedy to a business<sup>1</sup>, organization, neighbourhood, or other entity directly affected by COVID-19.

City staff, experienced in designing, establishing, administering and managing grants, would be asked to create a temporary or complementary policy and program, with an application document including evaluation parameters, deadlines, reporting requirements, and a series of questions to be used in determining successful applications.

Some of the questions asked of applicants might include:

- How will your action protect people and ensure that our city can come back from COVID-19 stronger than before?
- How does your action revive a business, organization, service, or other local program, based in the city, that was affected by COVID-19?
- How was the business, organization, service, or other local program for which you are creating a remedy affected by COVID-19?
- How will your action complement, on a local level, the COVID-19 recovery priorities set out by the provincial government?
- What specific benefits to community accrue from your action?

The budget proposed for this one time only program could be up to \$700,000 – equivalent to one half of one per cent (0.5%) of projected 2020 property tax revenue, and could be sourced from a combination of 2020 contingency, a reduction in the 2020 allocation to reserves, new assessed revenues and/or other options as per our Financial Sustainability Policy (when considering new programs).

## Recommendation

That Council direct staff to, on an urgent basis, design and report back with options for an innovative, one time, time limited grant program that would complement, or be an expansion of, the city's Strategic Plan Grants to allocate funds to organizations and/or individuals to support specific, measurable, actions to remedy a city-based business, organization, neighbourhood, or other entity directly affected by COVID-19, and in that report identify options for funding such a program.

Respectfully submitted,

  
Councillor Alto

  
Councillor Thornton-Joe

<sup>1</sup> Accounting for existing regulations and/or prohibitions on the city providing direct benefits to businesses.



Council Member Motion  
For the Meeting of May 14, 2020

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To: May 14, 2020 Committee of the Whole      Date: May 8, 2020  
From: Councillor Potts  
Subject: COVID Recovery: Housing Security

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**Background:**

The pandemic has brought new pressures to the existing housing crisis.

The emergency measures that the Provincial Government has taken to date have made a positive interim impact for many renters across BC.

In spite of these efforts, the economic collapse has the potential to significantly deepen the housing crisis. There is concern that once the state of emergency is lifted the most vulnerable renters will find themselves in increasingly precarious positions, particularly due to the threat of eviction or renoviction, and subsequently unable to secure housing that they can afford. This would further compound the existing housing crisis and limit the ability of Victoria to recover.

**Recommendations:**

1. That staff explore opportunities reprioritize, expedite, or amend actions within the Victoria Housing Strategy to address certain growing housing precarity within Victoria.
2. That, via council liaisons, staff solicit written recommendations from existing City Task Forces and Committees regarding potential actions to support housing security.

Respectfully Submitted,

A handwritten signature in blue ink, appearing to be "S Potts".

Sarah Potts



**Council Member Motion**  
**For the Committee of the Whole Meeting of May 14 2020**

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**To:** Committee of the Whole **Date:** May 8 2020  
**From:** Councillors Potts and Loveday  
**Subject:** COVID recovery: Food security for low income tenants

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**Background:**

The COVID-19 pandemic has renewed interest in community resilience and food security.

The City of Victoria is collaborating with community partners and non-profit organizations to provide vegetable and herb seedlings to those who need help most.

Some of the most food insecure in our city who live in subsidized, low income, or supportive housing are unable to take advantage of City of Victoria food growing programs where they live.

**Recommendations:**

That the city work with local housing providers of subsidized, low income, and supportive housing to explore avenues and partnerships to allow residents to participate in City of Victoria food security and food growing programs where they live.

Respectfully Submitted,

A stylized, handwritten signature of Sarah Potts.

Sarah Potts

A stylized, handwritten signature of Jeremy Loveday.

Jeremy Loveday



**Council Member Motion**  
**For the Committee of the Whole Meeting of May 14 2020**

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**To:** Committee of the Whole

**Date:** May 8 2020

**From:** Mayor Helps

**Subject:** Recovery Town Hall

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**BACKGROUND**

Council is bringing forward a number of recommendations in order to take appropriate action at a City level to aid in the economic, social and cultural recovery of the community. The motions Council is considering today are immediate actions to be taken to assist the public and small businesses. Those that are adopted should be undertaken without delay.

The Provincial government has also developed a recovery plan, ReStart BC. Soon after the Province announced its plan, the Premier held public townhall to answer questions about the plan. My recommendation is that Council follow a similar course. The townhall will not be to gather citizen input on ideas for recovery. I know that this is what we have all been doing over the past six weeks, which is how the recommendations have landed at our table today. Rather it will be to share information about Council's decisions and actions the city will take with respect to recovery and answer questions from the public.

**RECOMMENDATION**

That Council direct staff to hold a digital townhall in late May or early June to share the City's proposed initiatives with the public and answers questions about proposed plans and initiatives.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "M. Helps".

Mayor Helps





**Council Member Motion**  
**For the Committee of the Whole Meeting of May 14, 2020**

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**To:** Committee of the Whole  
**From:** Councillor Young  
**Subject:** Capital Projects

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**Date:** May 8 2020

**RECOMMENDATION**

Request staff to prepare a list of capital projects ready to go but not started or committed. These should range in cost from Crystal Pool through a second artificial turf field at Topaz to bridges on the David Foster pathway.

**BACKGROUND**

In some cases, we may have to move forward projects more quickly than would otherwise be the case. Because deadlines may be short, we should be prepared to make decisions about projects to put forward as soon as the details of any programs become available.

Respectfully submitted,

A handwritten signature in black ink, appearing to be "Geoff Young", written over the printed name.

Councillor Geoff Young



**Council Member Motion**  
**For the Committee of the Whole Meeting of May 14, 2020**

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**To:** Committee of the Whole **Date:** May 8 2020  
**From:** Councillor Young  
**Subject:** Safe and Supervised Indoor Sheltering

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**RECOMMENDATION**

Request the Province to establish a safe and supervised indoor sheltering location with sufficient capacity to meet the need of all those now sleeping in parks and on the streets who cannot be located in permanent housing.

**BACKGROUND**

Efforts to restore tourism, hospitality and downtown retail will fail if the sense of disorder and lawlessness that characterize parts of the downtown as a result of the closing of shelter beds and an influx of homeless people from elsewhere not addressed. This issue has absorbed far too much of our staff energy and time at the expense of other parts of the recovery effort and the Province should recognize it is primarily a health care issue rather than a housing issue. This location should have sufficient capacity and be sufficiently well supervised that no one is required to sleep in a park, street or doorway, nor should anyone have safety concerns about being directed to the sheltering location.

Respectfully submitted,

A handwritten signature in black ink, appearing to be "G. Young", written over the printed name.

Councillor Geoff Young



**Council Member Motion**  
**For the Committee of the Whole Meeting of May 14, 2020**

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**To:** Committee of the Whole  
**From:** Councillor Young  
**Subject:** Hospitality Industry

---

**Date:** May 8 2020

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**RECOMMENDATION**

1. Advocate for federal and provincial programs that assist restaurants in designing physical layouts, cleaning, ventilation, and serving processes that would allow them to operate safely.
2. Respond quickly to requests by hospitality industry to changes in zoning, occupancy, etc. to allow for physical distancing.

**BACKGROUND**

Recovery assistance should be targeted to the sectors that most need assistance. Victoria's construction industry is busy now and further capital projects may not be needed to keep employment high for those working in that sector. Some sectors, such as software programming, games development, web design etc. are well suited to remote employment and may not have suffered much. The health care sector and grocery stores are busy. We should encourage higher levels of government to also think about assistance for the hard hit sectors that are vital to Victoria, notably tourism, hospitality, non-food retailing and arts and culture.

Besides expanding outdoor seating beyond normal limits, perhaps into space used for parking (until vehicle traffic increases), restaurants may wish to expand temporarily into adjacent vacant spaces to allow for personal distancing, and we should be supportive of such measures. Some bars and nightclubs might need to rethink their format, seating arrangements etc, fundamentally to operate safely and we should again allow flexibility in this.

Respectfully submitted,

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Councillor Geoff Young



**Council Member Motion**  
**For the Committee of the Whole Meeting of May 14, 2020**

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**To:** Committee of the Whole  
**From:** Councillor Young  
**Subject:** Travel and Tourism

---

**Date:** May 8 2020

**RECOMMENDATION**

Work with Destination Greater Victoria and the Chamber to encourage the resumption of travel within Canada and from the US, as soon as safely possible.

Encourage major tourist attractions such as the museums and the Legislature to develop plans to space lineups, avoid concentrations in some areas, etc so they can reopen.

**BACKGROUND**

No number of construction projects can replace the jobs we have lost in tourism and hospitality. Any travel will involve some risk, but the cost of the loss of these jobs is also significant.

Respectfully submitted,

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Councillor Geoff Young



**Council Member Motion  
For the Committee of the Whole Meeting of May 14, 2020**

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**Date:** May 7, 2020

**From:** Councillor Isitt, Councillor Loveday, Councillor Potts and Councillor Dubow

**Subject:** Pathway to Recovery for a Caring, Low Carbon Community

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**Background**

The Covid-19 pandemic and the associated social and economic crises have demonstrated the resilience of our local community, signalling a potential path forward for the recovery phase.

A coalition of grassroots organizations have prepared a regional policy agenda for Caring, Low-Carbon Communities to address the climate and ecological crisis, the inequality crisis, the opioid and overdose crisis, and the ongoing impacts of colonization, entitled *Moving Forward, Not Backward: A Regional Agenda for Caring, Low-Carbon Communities After Covid-19* (see Attachment 1).

This policy agenda aligns closely with many of the actions in the City of Victoria's Strategic Plan 2019-2022, as well as advocacy resolutions previously adopted by Council.

It is therefore recommended that Council endorse in principle the *Moving Forward, Not Backward* policy statement as a path forward for Covid-19 recovery.

**Recommendations**

That Council endorse in principle the *Moving Forward, Not Backward* policy statement and refer the report to the August 6, 2020 Committee of the Whole meeting to inform decisions relating to the 2020 and 2021 Financial Plans.

Respectfully submitted,

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Councillor Isitt

A handwritten signature in black ink, appearing to read 'Loveday'.

Councillor Loveday

A handwritten signature in black ink, appearing to read 'Potts'.

Councillor Potts

A handwritten signature in black ink, appearing to read 'Dubow'.

Councillor Dubow

Attachment:

1. *Moving Forward, Not Backward: A Regional Agenda for Caring, Low-Carbon Communities After Covid-19* (May 2020)

# **Moving Forward, Not Backward:**

## **A Regional Agenda for Caring, Low-Carbon Communities After Covid-19**

May 2020



### **Preamble**

The Covid-19 pandemic has demonstrated the fragility of the private enterprise economy in British Columbia's capital region – how a temporary shift in consumer spending habits and government policy can immediately result in unemployment and economic insecurity for tens of thousands of working people in the region, and the closure of thousands of businesses.

The pandemic has also demonstrated enduring sources of strength, including the natural human inclinations toward co-operation, care, compassion and the rendering of mutual aid.

Finally, the pandemic has demonstrated ecological benefits arising from reduced impacts from human activity on the atmosphere and on fragile ecosystems, with substantial reductions in greenhouse gas emissions (CO<sub>2</sub>), which contribute to climate change, and nitrogen dioxide (NO<sub>2</sub>), which impacts air quality and human health. Natural ecosystems are already demonstrating signs of recovery within the very short timeframe of declining economic activity.

As we look ahead to the post-Covid-19 recovery, and begin to consider the measures that individuals, communities and public and private institutions can take, it is worth considering retaining elements of the Covid crisis response on a steady-state basis, to respond effectively to three major crises that pre-dated Covid-19 in BC's capital region and beyond:

(1) the **Climate and Ecological Crisis**: which threatens the ability of species including humans to survive on planet Earth long term if greenhouse-gas emissions are not reduced sufficiently to keep historic global warming to 1.5 degrees Celsius above pre-industrial levels;

(2) the **Inequality Crisis**: which leaves thousands of people in the capital region, and more than a billion people globally, lacking access to the basic necessities of life, including secure housing and healthy food, while other segments of the regional and global population have hoarded wealth and resources far in excess of what can be consumed in a person's lifetime; and

(3) the **Opioid and Overdose Crisis**, which has resulted in the untimely death of an estimated 5,000 people in British Columbia, 15,000 people in Canada and 500,000 globally since 2016.

The capital region is also confronted with the ongoing impacts of **Colonization**, which has resulted in dispossession of Indigenous lands and disruption of Indigenous laws, culture, subsistence practices and governance systems, leaving Indigenous communities particularly vulnerable to the impacts of the pandemic and the associated social and economic crises.

Faced with the ongoing threat of the Climate and Ecological Crisis, the Inequality Crisis and the Opioid and Overdose Crisis, and the ongoing impacts of Colonization, **it is imperative that individuals, communities and public and private institutions act now** to implement the following measures to retain Caring, Low-Carbon Communities in the post-Covid-19 world.

### **Local Measures for Caring, Local-Carbon Communities**

#### **1. Endorse the following principles as the basis for post-Covid-19 economic recovery efforts:**

- (a) The goal of economic activity is to meet the core needs of all, living within the limits of Earth's life-support systems, while caring for one another and caring for the planet.
- (b) Recovery efforts must align with recognition of human rights including Indigenous rights, with a focus on advancing equity, redistributing power and wealth, and eliminating systemic barriers to living full, safe and healthy lives, which are disproportionately faced by Indigenous people, women, people of colour, people living in poverty, people with disabilities, people with precarious immigration status, newcomers, refugees, people from ethno-cultural minority backgrounds and LGBTQ2S people.



**2. Maintain a permanent reduction in retail and commercial sales of gasoline and other fossil fuels, to ensure that GHG reductions arising from the Covid-19 shutdown are retained on a steady-state basis in BC's capital region, through the following measures:**

- (a) Retain the current **fare-free public transit** program on a 1-year trial basis.
- (b) Deploy the existing BC Transit fleet with **maximum service hours** for bus and handyDart to substantially improve service and equity, alongside fast-tracking the purchase of new buses and expansion of fleet maintenance facilities.
- (c) Immediately **implement transit priority** such as bus lanes on existing roads, to increase transit capacity, speed and reliability at peak periods.
- (d) Substantially increase public investment in **sidewalks, crosswalks and cycling infrastructure** in all areas, to support active transportation, public health and economic stimulus, including **road closures** to create **pedestrian greenways** within neighbourhoods.
- (e) Rapidly phase out the **installation of new fossil-fuel heating systems** in residential, commercial and institutional properties, and **expand rebate programs for zero-emissions heating systems**, solar power and other sustainable technologies, including front-end rebates to ensure equity.
- (f) Initiate a major program of **energy and seismic retrofits** for existing residential, commercial and institutional buildings, to pursue energy efficiency, seismic resilience, work-from-home capability and economic stimulus.

**3. Ensure every person can live with security and dignity with access to the basic necessities of life, including housing, food, clean water, sanitation, health services, education, recreation and culture, through the following measures:**

- (a) Permanently **convert** a portion of the regional supply of **transient accommodation** (hotels, motels and short-term rental units) into residential housing, with supports as necessary appropriate to individual needs.
- (b) Expand construction of **purpose-built, energy-efficient nonmarket housing** with supports appropriate to individual needs, to ensure a person's housing costs do not exceed 30 per cent of their gross income.
- (c) Maintain **access to safer supply** and supervised consumption services for people managing addictions, as part of a general policy of harm reduction and decriminalization, with increased public investment in detox, treatment and recovery services.
- (d) Facilitate a major **expansion of childcare facilities and services**, advocating to senior levels of government for proper training and compensation for early childhood educators.

- (e) Support the **regeneration of Indigenous food systems** and revitalization of Indigenous land-management practices, working in partnership with Indigenous peoples and communities.
- (f) Increase regional food security by implementing a **Regional Farmland Trust** without delay, to protect and ensure active use of the agricultural land base for food production, with encouragement for organic, regenerative and low-emissions farming methods, fair labour standards and increased access to healthy food for low-income people.
- (g) Expand **municipal support for food production** on private and public land, including distribution of gardening materials including soil, plants and educational resources.
- (h) Maintain and expand a high-quality network of **natural areas, trails and recreational facilities** throughout the region, including wilderness areas, parks, playgrounds and fitness facilities.
- (i) Develop a long-term strategy to **diversify the regional economy beyond the tourism sector**, including expanding **low-carbon and co-operative sectors** of the economy.
- (j) Introduce permanent income-support and funding programs to **sustain Arts and Culture** and promote community-building / cultural activities and facilities, through joint action by all levels of government.

#### **4. Advocate to the Provincial and Federal governments to support Caring, Low-Carbon Communities through the following measures:**

- (a) Provide **financial and regulatory support** for the programs and actions identified above.
- (b) Increase public revenues through the immediate **introduction of a Wealth Tax**, levied on a progressive basis on personal and corporate assets, a **more progressive Income Tax** and closing loopholes that allow Canadians to take advantage of tax havens.
- (c) Focus economic recovery stimulus spending on **building a robust non-market housing system**, integrated with health and social care, to permanently end homelessness and to ensure that everyone has access to housing and supports.
- (d) Support **expansion of the low-carbon sectors of our economy**, including caregiving, health and wellness, education, and arts and culture, to foster strong, resilient communities.
- (e) Support working people, economic stimulus and climate action by investing immediately in the **electrification and expansion** of local, regional and national **inter-city rail and bus networks**, under public ownership, operation and control, including bus priority lanes, LRT and other modes.

- (f) **Support Indigenous people and communities** to rapidly improve health, housing, water and social service systems, in a manner consistent with Indigenous rights, title and self-government.
- (g) Increase **income-support programs for unemployed people, low-income people, people with disabilities, senior citizens and people with precarious immigration status** through joint action by all levels of government to a level that allows a person to live with security and dignity.
- (h) Increase **protections and security for working people including provision of a Living Wage and appropriate social security programs**, with a focus on precariously employed workers, migrant workers, farm workers and workers who lack the protection and benefits provided by a collective bargaining relationship with employers.
- (i) **Grant permanent residency status**, or a pathway, or access to rights and benefits as workers and residents, to people with precarious immigration status, who have been rendered invisible in Covid-19 response efforts.
- (j) Embrace a permanent **policy of clean energy** and “Keeping the Carbon in the Ground”, through the following measures:
  - i. Fund the **retraining of energy workers** and others in the clean energy economy.
  - ii. Provide **transitional income support** for energy workers and communities currently dependent on the oil and gas sector.
  - iii. **Support renewable energy** sources and **enhanced storage and delivery systems** to convert to all-electric power usage, prioritizing community-based and community-led energy solutions.
  - iv. **Withhold regulatory approval** and public investment for all new fossil-fuel projects, including oil and gas pipelines and wells, and immediately halt the Trans-Mountain and Coastal Gaslink projects, which are detrimental to the environment and to the economy.
  - v. **Divest from the fossil-fuel industry and end all public subsidies**, including current subsidies and any stimulus packages to oil and gas companies.
  - vi. Mandate the **decommissioning and clean-up** of existing well sites.
- (k) Retain emissions reductions in the aviation sector and other high carbon-emissions sectors by immediately introducing **Carbon Budgeting**, increasing the **Carbon Tax** and introducing the **Permanent Rationing of GHG Emissions from Aviation**, allocated on a per-capita, annual basis, with applications for exemptions considered on the basis of need by a federal Office of GHG Emissions Rationing.
- (l) Transition immediately to **sustainable management of second-growth forests** for carbon sequestration and biological diversity, including value-added production and legislated protection of old-growth forests and other sensitive habitat, with a just transition for impacted workers and communities.
- (m) Demonstrate **care for the natural environment** that sustains us all.

**Common Vision, Common Action is a grassroots initiative in British Columbia's Capital Region, Coastal Salish and Nuuchahnulth Territory, to create and implement a regional agenda for social and ecological justice.**

**To get involved or provide feedback on this Solutions Statement, please contact us at [contact@commonaction.org](mailto:contact@commonaction.org). Thank you!**

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**Council Member Motion  
For the Committee of the Whole Meeting of May 14, 2020**

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**Date:** May 11, 2020

**From:** Councillor Isitt

**Subject:** Amplifying Community Benefits from Strategic Plan Grants

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**Background**

Council is considering options for Covid-19 recovery, including proposals for new grant programs.

The City of Victoria Strategic Plan 2019-2022 reflects a consensus of priorities of many Council members, informed by extensive input from community members.

It is therefore recommended that Council focus new investment in grants in the Strategic Plan Grant Program, to amplify Covid-19 recovery efforts that align with the Strategic Plan.

It is also recommended that Council allocate \$500,000 from the 2020 contingency and direct staff to initiate a second intake for 2020, with a new granting criterion for applicants who have experienced economic hardship as a result of Covid-19.

**Recommendations**

That Council:

- 1) Authorize \$500,000 from the 2020 contingency toward the Strategic Plan Grant Program.
- 2) Direct staff to initiate without delay a second intake for the Strategic Plan Grant Program for 2020, incorporating a new criterion in the evaluation of applications based on the degree to which applicants have experienced economic hardship arising from Covid-19.

Respectfully submitted,

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Councillor Isitt



**Council Member Motion  
For the Committee of the Whole Meeting of May 14, 2020**

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**Date:** May 11, 2020

**From:** Councillor Isitt, Councillor Dubow, Councillor Potts

**Subject:** Food Security during Covid-19 Recovery

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**Background**

The Covid-19 pandemic and the associated social and economic crises have demonstrated the vulnerability of existing food systems and the strong desire of residents and community organizations to build more sustainable, resilient local food systems.

One particular initiative is the Community Food Support Network, a grassroots and entirely volunteer-run group associated with the University of Victoria Students' Society that connects students and community members struggling to access food, with free hampers by delivery. The Network does so in partnership with the Food Distribution Warehouse and local grocery stores.

COVID-19 has exacerbated existing barriers to accessing food. Students in particular have been left with little government support, and the closure of the UVic Food Bank left many who relied on this program with fewer options. The Network aims to help fill this gap and has successfully operated this program for 4 weeks and delivered over 200 hampers. The program currently faces uncertainty due to the requirement for insurance to continue operating out of the Fairfield Community Centre.

Another new food security initiative is the City of Victoria's *Get Growing Victoria* program, which is distributing food plants, gardening materials and educational resources to community members, including members of Indigenous communities, local social service organizations and City of Victoria residents.

It is recommended that the City of Victoria continue to support the shift toward more resilient food systems by: (1) Authorizing a grant to provide insurance to allow the Community Food Support Network hamper program to continue to operate, and (2) Endorsing the continuation of the *Get Growing Victoria* program during the Covid-19 recovery phase.

**Recommendations:**

That Council continue to support the shift toward more resilient food systems by:

1. Authorizing a grant to provide insurance to allow the Community Food Support Network hamper program to continue to operate from May 18, 2020 to August 31, 2020; and
2. Endorse the continuation of the *Get Growing Victoria* program during the Covid-19 recovery phase, including the distribution of food plants, gardening materials and educational resources for the winter 2020-2021 growing season.

Respectfully submitted,



Councillor Isitt



Councillor Dubow



Councillor Potts



**Council Member Motion  
For the Committee of the Whole Meeting of May 14, 2020**

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**Date:** May 11, 2020

**From:** Councillor Dubow, Councillor Potts, Councillor Isitt

**Subject:** Sustainable Transportation during Covid-19 Recovery

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**Recommendations**

That Council endorse the following actions for sustainable transportation during Covid-19 recovery:

- (1) Request that the Mayor write, on behalf of Council, to the Victoria Regional Transit Commission, indicating the City of Victoria's support for the following priorities for public transit during Covid-19 recovery:
  - a. Retain the current fare-free public transit program during the pandemic, to ensure driver safety, economic relief for passengers and low-carbon transport.
  - b. Deploy the existing BC Transit fleet with maximum service hours for bus and handyDart to substantially improve service and equity, alongside fast-tracking the purchase of new buses and expansion of fleet maintenance facilities.
  - c. Implement transit priority including bus lanes on existing roads, to increase transit capacity, speed and reliability at peak periods.
- (2) Request that the Mayor write, on behalf of Council, to the Federal and Provincial Ministers of Transportation, indicating the City of Victoria's support for the following priorities for public transit during Covid-19 recovery:
  - a. Job-creation investment in a third fleet maintenance facility for the Victoria Regional Transit System, to allow for major service expansion and rapid transit.
  - b. Job-creation investment in the electrification and expansion of local, regional and national inter-city bus and rail networks, under public ownership, operation and control, including bus priority lanes, LRT and other modes.

Respectfully submitted,

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Councillor Dubow

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Councillor Potts

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Councillor Isitt





**Council Member Motion**  
**For the Committee of the Whole Meeting of May 14, 2020**

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**To:** Committee of the Whole **Date:** May 11 2020  
**From:** Councillor Potts, Councillor Dubow, Councillor Isitt, Councillor Loveday  
**Subject:** Continuation of Youth Bus Pass Program

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**RECOMMENDATION**

1. That Council reaffirms support for the Youth Bus Pass Program and directs staff to engage BC Transit and report back to Council on funding options for continuation of the program in the September 2020 – August 2021 period.<sup>[SEP]</sup>
2. That Council reaffirms its commitment to the 2019 Strategic Plan action to explore extending the fare-free transit program to include Low-Income People and Senior Citizens.

Respectfully submitted,

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Councillor Potts

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Councillor Dubow

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Councillor Isitt

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Councillor Loveday